



MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2024

March 5, 2025

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following Management's Discussion and Analysis ("MD&A") should be read in conjunction with the audited Consolidated Financial Statements and notes thereto of Badger Infrastructure Solutions Ltd. (the "Company", "Badger", "we", "our" or "us") (TSX:BDGI) for the year ended December 31, 2024, and 2023. This MD&A is a review of the financial results of Badger and has been prepared in accordance with IFRS[®] Accounting Standards issued by the International Accounting Standards Board for the year ended December 31, 2024. Readers should also refer to all previous public filings, including the Company's Annual Information Form ("AIF") for the year ended December 31, 2024, which may be found on SEDAR+ at www.sedarplus.ca.

This MD&A is dated and has been prepared taking into consideration information available to March 5, 2025. All references to "dollars" and "\$" are to the currency of U.S. dollars unless otherwise indicated.

This MD&A includes forward-looking statements and assumptions. See "Cautionary Statements Regarding Forward-Looking Information and Statements" for additional details.

OVERVIEW OF BADGER

Badger is North America's largest provider of non-destructive excavating services. Badger works for contractors and facility owners in a broad range of infrastructure industries and in general commercial construction. Badger's customers typically operate near high concentrations of underground power, communication, water, gas and sewer lines, where safety and economic risks are high and where non-destructive excavation provides a safe alternative for certain customer excavation requirements.

The Company's key technology is the Badger Hydrovac[™], which is used primarily for safe excavation around critical infrastructure and in congested underground conditions. The Badger Hydrovac uses a pressurized water stream to liquify the soil cover, which is then removed with a powerful vacuum system and deposited into a storage tank. Badger is unique in the non-destructive excavation industry because it designs and manufactures all of its hydrovac units at its plant in Red Deer, Alberta, which has an annual production capacity of more than 350 hydrovac units. More recently, the Company has initiated a refurbishment program to extend the service life of certain units when it is financially prudent to do so based on the condition of the unit at the end of its normal useful life. To complement the Badger Hydrovac and expand the Company's service offerings, the Company has a select number of specialty units, mainly airvacs, combo trucks, and sewer and flusher units.

2024 FOURTH QUARTER AND ANNUAL FINANCIAL AND OPERATIONAL HIGHLIGHTS

Badger continued to deliver strong operational performance and financial results in 2024, generating \$187.2 million and \$745.0 million of revenue in the fourth quarter and for the full year, up 8% and 9% respectively from 2023. This growth in revenue reflected the results of our commercial and pricing strategies, and customer demand driven year over year growth in our fleet. In the fourth quarter, the rate of revenue growth began to recover. Adjusted EBITDA⁽¹⁾ improved by 28% to \$44.0 million for the quarter, and 17% to \$176.1 million for the full year.

Revenue in the U.S. was \$166.2 million and \$660.4 million for the quarter and for the full year, up 11% and 13% from the 2023, respectively, as we saw consistent growth in activity and pricing gains. Adjusted EBITDA improved by 28% to \$40.6 million for the quarter, and by 23% to \$162.2 million for the full year.

Revenue in Canada in the fourth quarter was \$21.0 million, down 11% from the prior year and \$84.5 million for the full year, down 15% from the last year. Revenue declined as a result of a slowdown in Western Canada, the deferral of projects in Central Canada, as well as lower activity from our Operating Partners. Adjusted EBITDA of \$3.4 million decreased by 20% over the prior year quarter and \$13.8 million decreased by 23% over the prior year.

Adjusted EBITDA margin improved to 23.5% for the quarter and 23.6% for the year, up from 19.9% and 22.0% in the prior year, respectively, largely due to pricing strategies implemented in 2023, stable general and administrative costs, and increased operating leverage, offset by costs related to supporting the larger hydrovac fleet.

Adjusted net earnings per share⁽¹⁾ for the quarter was \$0.37 compared to \$0.16 during the same quarter last year. Full year adjusted net earnings per share was \$1.68, an increase of 24% from 2023. The increase was driven by higher Adjusted EBITDA and lower finance cost, partially offset by higher depreciation and amortization and income tax expense.

Badger's revenue per truck per month ("RPT")⁽¹⁾ decreased for the year by 4% to \$41,765, compared with \$43,505 for 2023. While overall revenue grew by 9%, the increase in our average fleet count to build operational and manufacturing flexibility going into 2025 resulted in a lower overall consolidated RPT. Badger's RPT for the quarter decreased by 3% to \$40,707, compared with \$41,924 for the quarter last year.

During 2024, Badger manufactured 190 non-destructive excavation units (2023 - 217 units) and refurbished 35 units. Additionally, we retired 90 units during the year. As of December 31, 2024, Badger had 1,643 non-destructive excavation units in operation, 7% more than December 31, 2023.

⁽¹⁾ "Adjusted EBITDA", "Adjusted EBITDA margin", "Adjusted net earnings per share", and "RPT" are not standardized financial measures prescribed by IFRS Accounting Standards and may not be comparable to similar measures presented by other companies or entities. See "Non-IFRS Financial Measures" for additional detail on the definition and calculation of Adjusted EBITDA margin and Adjusted net earnings per share and "Key Financial Metrics and Other Operational Metrics" for additional detail on the definition and calculation of RPT.

2025 BUSINESS OUTLOOK

In 2025, we continue to see opportunities for growth, particularly in the U.S, as the election uncertainty that existed during 2024 and was impacting our U.S. end markets, has subsided. Badger is well positioned, with our broad footprint and established hydrovac fleet, to support our customers. Accordingly, Badger's focus remains unchanged. We will continue to leverage our customer relationships through our Sales and National Account strategies to drive higher activity levels across our broad branch network, capturing more density in major markets. Further, we are increasingly focused on our operating efficiency and the stability of our overhead support functions. To accelerate this effort we are extending our operational excellence initiatives from our manufacturing plant to the entire field operations group to streamline and enhance our customers' experience. We believe this initiative will help Badger continue to realize solid operating leverage on additional revenues.

Badger is also focused on disciplined fleet management and utilization to support its organic growth requirements and will continue to leverage its vertically integrated manufacturing capabilities. In 2024, we grew our fleet by 7% positioning us with the capacity to absorb additional growth in 2025 from our existing fleet. For 2025, we plan to grow our fleet by a further 4% to 7%. Together with our programs to capture pricing opportunities, the capacity in our current fleet and our disciplined 2025 capital program, Badger is well positioned to meet our growing customer needs.

	2025 Outlook
New builds	180 units to 210 units
Retirements	90 units to 130 units
Refurbishments	50 units to 60 units
Total Capital Spend⁽¹⁾	\$95 million to \$115 million

⁽¹⁾ Total capital spend includes the cost to manufacture new hydrovacs, refurbishments, ancillary equipment and other capital projects and does not include the potential impact of tariffs or retaliatory tariffs.

Badger is in the lower end of its leverage range, leaving ample capacity to maintain the normal course issuer bid ("NCIB") and continue to return capital to our shareholders through dividends, while maintaining our working capital and continuing to invest in the business to grow organically.

The impact of the scope and duration of the tariffs on Canadian exports and the retaliatory tariffs on certain U.S. exports is uncertain. As a result of these measures, the cost of the hydrovacs that we assemble at our plant in Red Deer, Alberta and use in our operations across North America may be impacted. Additionally, the uncertainty resulting from these measures may lead to a slow down in the markets where Badger operates. Badger has undertaken a number of initiatives to mitigate the impacts of these tariffs. We currently have ample fleet positioned in the right markets, providing the flexibility to manage through some of these uncertainties in 2025.

FINANCIAL HIGHLIGHTS

(\$ US thousands except RPT, per share amounts, share information and ratios)	Three months ended December 31,		Twelve months ended December 31,	
	2024	2023	2024	2023
Revenue:				
Non-destructive excavation service	175,814	163,553	703,342	650,893
Other	11,362	9,593	41,610	32,906
Total revenue	187,176	173,146	744,952	683,799
RPT - Consolidated (mixed currency) ⁽¹⁾	40,707	41,924	41,765	43,505
RPT - U.S. (USD) ⁽¹⁾	41,591	42,731	43,537	44,105
RPT - Canada (CAD) ⁽¹⁾	37,532	39,540	35,863	41,782
Adjusted EBITDA ⁽¹⁾	43,963	34,462	176,074	150,299
Adjusted EBITDA per share, basic and diluted ⁽¹⁾	\$1.28	\$1.00	\$5.11	\$4.36
Adjusted EBITDA margin ⁽¹⁾	23.5%	19.9%	23.6%	22.0%
Net earnings before income tax	16,979	7,659	67,467	57,123
Net earnings	10,869	4,710	47,872	41,771
Net earnings per share, basic and diluted ⁽¹⁾	\$0.32	\$0.14	\$1.39	\$1.21
Adjusted net earnings ⁽¹⁾	12,744	5,674	57,899	46,570
Adjusted net earnings per share, basic and diluted ⁽¹⁾	\$0.37	\$0.16	\$1.68	\$1.35
Cash flow from operations before working capital and other adjustments	43,776	34,487	175,977	149,967
Cash flow from operations before working capital and other adjustments per share, basic and diluted ⁽¹⁾	\$1.27	\$1.00	\$5.11	\$4.35
Total debt to Compliance EBITDA ⁽¹⁾	1.1x	1.3x	1.1x	1.3x
Capital expenditures	16,091	24,700	98,004	108,194
Hydrovac truck count	1,643	1,534	1,643	1,534
Dividends paid	4,490	4,445	17,993	17,511
Common shares repurchased and cancelled through NCIB ⁽²⁾	196,000	—	240,400	—
Repurchase of common shares	5,035	—	6,078	—
Weighted average common shares outstanding ⁽²⁾	34,362,402	34,473,438	34,441,443	34,473,438

- (1) "Adjusted EBITDA", "Adjusted EBITDA margin", "Adjusted net earnings", "Compliance EBITDA", "Total debt", and "RPT" are not standardized financial measures prescribed by IFRS Accounting Standards and may not be comparable to similar measures presented by other companies or entities. See "Non-IFRS Financial Measures" for additional detail on the definition and calculation of Adjusted EBITDA, Adjusted EBITDA margin, Adjusted net earnings, Compliance EBITDA, and Total debt. See "Key Financial Metrics and Other Operational Metrics" for additional details on RPT. Per share, basic and diluted measures are calculated by dividing the financial measure with the weighted average common shares outstanding for the period.
- (2) See "Share Capital" for additional details.

FOURTH QUARTER AND FULL YEAR HIGHLIGHTS

For the three months ended December 31, 2024:

- Revenue of \$187.2 million was 8% higher than the revenue in the fourth quarter of 2023.
- Gross profit margin improved to 29.5% compared with 26.2% in the fourth quarter of 2023.
- General and administrative expenses ("G&A") were \$11.3 million or 6% of revenue consistent with the fourth quarter of 2023.
- Adjusted EBITDA margin improved to 23.5% compared with 19.9% in the fourth quarter of 2023.
- Adjusted net earnings was \$12.7 million compared to \$5.7 million in the fourth quarter of 2023.
- Net earnings was \$10.9 million compared with \$4.7 million in the fourth quarter of 2023.
- Cash flow from operations was \$43.8 million compared with \$34.5 million in the fourth quarter of 2023.
- Total debt to Adjusted EBITDA was 1.1x at December 31, 2024, an improvement from 1.3x at December 31, 2023.
- The Company purchased and cancelled 196,000 common shares under the NCIB at a weighted average price per share of CAD \$36.88.

For the year ended December 31, 2024:

- Revenue of \$745.0 million was 9% higher than the revenue in 2023.
- Gross profit margin improved to 29.3% compared with 27.9% in 2023.
- G&A was \$41.9 million or 6% of revenue compared with \$40.8 million or 6% in 2023.
- Adjusted EBITDA margin improved to 23.6% compared with 22.0% in 2023.
- Adjusted net earnings was \$57.9 million compared to \$46.6 million in 2023.
- Net earnings was \$47.9 million compared with \$41.8 million in 2023.
- Cash flow from operations was \$176.0 million compared with \$150.0 million in 2023.
- The Company purchased and cancelled 240,400 common shares under the NCIB at a weighted average price per share of CAD \$36.89.

RESULTS OF OPERATIONS FOR THE QUARTER AND FULL YEAR 2024

2024 Annual Summary

Adjusted EBITDA for the year ended December 31, 2024 was \$176.1 million, an increase of 17% compared to \$150.3 million in the prior year.

The breakdown of Adjusted EBITDA by the Company's geographic segments is as follows:

	Twelve months ended December 31, 2024		
(\$ US thousands)	U.S.	Canada	Consolidated
Non-destructive excavation revenue	627,660	75,682	703,342
Other services revenue	32,767	8,843	41,610
Total revenue	660,427	84,525	744,952
Direct costs	461,002	65,943	526,945
Gross profit	199,425	18,582	218,007
Gross profit margin (%)	30.2%	22.0%	29.3%
General and administrative	37,175	4,758	41,933
Adjusted EBITDA	162,250	13,824	176,074
Adjusted EBITDA margin (%)	24.6%	16.4%	23.6%
Net earnings			47,872
Adjusted net earnings			57,899

	Twelve months ended December 31, 2023		
(\$ US thousands)	U.S.	Canada	Consolidated
Non-destructive excavation revenue	560,961	89,932	650,893
Other services revenue	23,328	9,578	32,906
Total revenue	584,289	99,510	683,799
Direct costs	416,719	75,987	492,706
Gross profit	167,570	23,523	191,093
Gross profit margin (%)	28.7%	23.6%	27.9%
General and administrative	35,289	5,505	40,794
Adjusted EBITDA	132,281	18,018	150,299
Adjusted EBITDA margin (%)	22.6%	18.1%	22.0%
Net earnings			41,771
Adjusted net earnings			46,570

Non-destructive Excavation Revenue

Consolidated non-destructive excavation revenue was \$703.3 million, \$52.4 million or 8% higher than the \$650.9 million in the prior year due to continued investment in our fleet to capture strong activity in our end markets across our U.S. operations combined with the ongoing benefits from our sales and marketing investments and pricing strategies implemented in 2023.

Non-destructive excavation revenue in the U.S. operations was \$627.7 million, 12% higher than the \$561.0 million revenue generated in the prior year. The U.S. operations continued to experience strong growth broadly, with some U.S. markets showing much stronger growth than others.

Non-destructive excavation revenue in the Canadian operations was \$75.7 million, 16% lower than the \$89.9 million generated in the prior year due to a slowdown in Western Canada, the delay of a number of projects in Central Canada and lower market activity at our Operating Partners operations.

Other Services Revenue

Other services revenue was \$41.6 million, \$8.7 million higher than the \$32.9 million in the prior year due to an increase in customer demand in Badger's non-hydrovac related service lines, primarily locating and combo truck services.

Revenue per Truck per Month

Consolidated RPT for the quarter was \$41,765, a 4% decrease compared with \$43,505 in the prior year. The decrease in consolidated RPT is primarily a result of lower revenue in Canada and an increase in the number of non-destructive hydrovac units in the fleet resulting in lower overall fleet utilization.

RPT in our U.S. operations was \$43,537, a 1% decrease compared with \$44,105 in the prior year. RPT in the Canadian operations was \$35,863, a 14% decrease compared with \$41,782 in the prior year. The RPT decrease in the U.S. and Canada is a result of lower truck utilization.

As at December 31, 2024, Badger had 1,643 non-destructive excavation units in its fleet compared with 1,534 as at December 31, 2023.

Direct Costs

Direct costs were \$526.9 million, or 71% of revenue compared with \$492.7 million, or 72% of revenue in the prior year.

Direct costs increased due to the higher volume of work performed to meet customer demand as well as greater costs associated with the larger fleet size and operations support functions. Direct costs improved as a percentage of revenue as pricing gains outpaced the impact of higher costs.

Gross Profit

Gross profit was \$218.0 million and gross profit margin was 29.3% compared with \$191.1 million and 27.9% in the prior year, consistent with increased revenue and the reduction of direct costs as a percentage of revenue.

General and Administrative Expenses

G&A expenses were \$41.9 million or 6% of revenue, slightly increased from \$40.8 million in the prior year, and remained consistent as percentage of revenue at 6%.

Depreciation and Amortization of Property, Plant and Equipment, Right-of-Use and Intangible Assets

Depreciation and amortization expense was \$78.7 million compared with \$69.9 million in the prior year. Depreciation expense, which is recorded on a straight-line basis, increased compared with the prior year primarily due to increases in the average number of non-destructive excavation units and right of use assets.

Share-based Compensation

Share-based compensation expense was \$11.3 million compared with \$18.2 million in the prior year. The change is primarily due to a decrease in the market value of Badger's shares during the period compared to the prior year's market value. During the year, Badger's share price decreased from CAD \$40.71 per share at December 31, 2023 to CAD \$35.88 per share at December 31, 2024. Share-based compensation expense will fluctuate based on the effects of the movement in Badger's share price, combined with the impact of normal course vesting of previously issued long-term incentive plan grants and the issuance, if any, of new long-term incentive plan grants.

The Company has entered into total return swap contracts to manage the exposure to share price market risk on its cash-settled long-term incentive plan programs. All total return swap contracts are recorded at fair value. The net loss on the total return swaps in the year was \$4.6 million compared with a \$10.1 million gain in the prior year. The change is due to the change in the fair market value of Badger's shares. For a discussion of the risks and risk management strategies associated with financial instruments, see "Critical Accounting Policies and Estimates" and "Risk Factors to Badger" in the MD&A.

Finance Cost

Finance costs of \$15.7 million consist primarily of interest on borrowings under the Company's Credit Facility (as defined below under the heading "Syndicated Revolving Credit Facility"), standby fees on the Credit Facility and finance costs associated with lease liabilities. The \$1.3 million decrease in finance costs was due to decreased borrowings, lower interest rate, and decrease in interest accrued in relation to U.S. Excise Tax Audit (see "Tax Audits" section).

As at December 31, 2024, the Company's debt obligations, excluding operating leases and outstanding letters of credit, consisted of \$71.2 million drawn on the Credit Facility, \$100.0 million of non-revolving term loan, and \$50.3 million in lease liabilities, compared to \$164.8 million drawn on the Credit Facility and \$47.2 million in lease liabilities as at December 31, 2023.

Income Tax

Total income tax expense was \$19.6 million compared with \$15.4 million in the prior year. The increase in income tax expense was due to higher taxable income as well as a higher effective tax rate as a result of a larger proportion of our business being generated in higher tax jurisdictions.

Net Earnings

Net earnings was \$47.9 million, compared with \$41.8 in the prior year. This was due to the higher gross profit, lower share-based compensation expense and finance cost, offset by higher depreciation and amortization, loss on derivatives and income tax expense. Adjusted net earnings for the year was \$57.9 million, compared with \$46.6 million in the prior year.

Other Comprehensive Gain (Loss)

Total other comprehensive gain, which includes the effect of translating Canadian operations into U.S. dollars, resulted in a gain of \$1.0 million compared with a loss of \$1.9 million in the prior year. The change in other comprehensive income is the result of the Canadian dollar fluctuating relative to the U.S. dollar throughout the period.

2024 Fourth Quarter Summary

	Three months ended December 31, 2024		
(\$ US thousands)	U.S.	Canada	Consolidated
Non-destructive excavation revenue	156,805	19,009	175,814
Other services revenue	9,375	1,987	11,362
Total revenue	166,180	20,996	187,176
Direct costs	115,571	16,371	131,942
Gross profit	50,609	4,625	55,234
Gross profit margin (%)	30.5%	22.0%	29.5%
General and administrative	10,007	1,264	11,271
Adjusted EBITDA	40,602	3,361	43,963
Adjusted EBITDA margin (%)	24.4%	16.0%	23.5%
Net earnings			10,869
Adjusted net earnings			12,744

	Three months ended December 31, 2023		
(\$ US thousands)	U.S.	Canada	Consolidated
Non-destructive excavation revenue	142,602	20,951	163,553
Other services revenue	6,841	2,752	9,593
Total revenue	149,443	23,703	173,146
Direct costs	107,733	20,070	127,803
Gross profit	41,710	3,633	45,343
Gross profit margin (%)	27.9%	15.3%	26.2%
General and administrative	10,056	825	10,881
Adjusted EBITDA	31,654	2,808	34,462
Adjusted EBITDA margin (%)	21.2%	11.8%	19.9%
Net earnings			4,710
Adjusted net earnings			5,674

Consolidated revenue for the quarter was \$187.2 million, \$14.0 million or 8% higher than the \$173.1 million in the prior year. Revenue growth in the U.S. operations stabilized in the fourth quarter, benefiting from our sales and marketing investments and pricing strategies, as well as disaster response work early in the quarter and a pick-up in activity levels in the second half of the quarter across all of our segments. This was partially offset by the decrease in non-destructive excavation revenue in the Canadian operations due to the slowdown in Western Canada, the continued delays to a number of significant projects in Central Canada and lower activity in our Operating Partners' operations.

Gross profit for the quarter was \$55.2 million and gross profit margin was 29.5% compared with \$45.3 million and 26.2% in the same period of the prior year due to higher total revenue and price increases.

Net earnings for the quarter was \$10.9 million compared to \$4.7 million in the prior year. This was due to the higher gross profit, lower share-based compensation expense and finance cost, offset by higher depreciation and amortization, loss on derivatives and higher income tax expense. Adjusted net earnings for the quarter was \$12.7 million, compared with \$5.7 million in the prior year.

CAPITAL RESOURCES

Investing

Badger invested \$98.0 million in total capital expenditures during the year, compared with \$108.2 million in the prior year. Capital expenditures during the year were primarily related to the production of non-destructive excavation units. The decrease in spending for the year reflects the decrease of units put into service year over year.

In 2024, Badger completed 190 non-destructive excavation units compared with 217 non-destructive excavation units in 2023. For the quarter ended December 31, 2024, Badger completed 30 non-destructive excavation units compared to 57 units in the prior year. All new non-destructive excavation units were placed into service in 2024, with no completed units not yet in service at December 31, 2024.

Capital Expenditures

(\$ US thousands)	Three months ended December 31,		Twelve months ended December 31,	
	2024	2023	2024	2023
Non-destructive excavation units ⁽¹⁾	13,874	19,917	91,034	96,287
Other vehicles and trailers	1,889	4,246	5,840	7,544
Buildings ⁽²⁾	109	158	436	2,459
Other	219	379	694	1,904
Total Capital Expenditures	16,091	24,700	98,004	108,194

⁽¹⁾ Non-destructive excavation units consists of completed units placed into service, work-in-progress and refurbishment costs. Non-destructive excavation units includes \$1.5 million (\$7.0 million year-to-date) of refurbishment costs incurred during the quarter.

⁽²⁾ Additions to buildings includes modest expansion of the manufacturing facility in Red Deer, Alberta in 2023.

	Completed Units ⁽¹⁾	Average Manufacturing Cost
2024	190	\$416,000
2023	217	\$399,000
2022	112	\$433,000
2021	32	\$440,000
2020	85	\$333,000

⁽¹⁾ Completed non-destructive excavation units in the above table exclude prototype Badger airvacs manufactured.

The cost to build a non-destructive excavation unit will fluctuate on an annual basis due to factors such as: the number of non-destructive excavation units built, the cost of chassis, labour and materials rates, cost absorption, and the impact of foreign currency rates as certain materials are denominated or otherwise influenced by foreign currency exchange rates. The average manufacturing costs during the year were 4% higher than 2023, reflecting decrease in manufacturing volumes and higher absorbed costs, together with continued inflation impacts.

Lease Liability

As at December 31, 2024, the Company had \$50.3 million in lease liabilities (December 31, 2023 – \$47.2 million) related to operating and administrative building lease arrangements, consisting primarily of yard space for non-destructive excavation operations, and leases for light-duty pick-up trucks.

Liquidity and Capital Resources

(\$ US thousands)	December 31, 2024	December 31, 2023
Credit Facility capacity	300,000	302,435
Borrowings under Credit Facility	(71,238)	(164,776)
Letters of credit issued under Credit Facility	—	(5,020)
Cash on hand	14,617	8,513
Available Liquidity	243,379	141,152

The Company's Credit Facility (as defined below) is available for general corporate purposes, providing additional liquidity and financial capacity should it be required. The Company has also obtained the LC Facility (as defined below) to support its U.S. insurance program and certain other performance bonds. The Company remained in compliance with all financial covenants associated with all lending arrangements.

Syndicated Revolving Credit Facility

On May 31, 2024, following the closing of the Company's fifth amended and restated credit agreement, Badger changed all commitments and references within its committed syndicated revolving credit facility (the "Credit Facility") from Canadian dollars to U.S. dollars. The total size of the Credit Facility was changed from \$400.0 million Canadian to \$300.0 million U.S.. The Company's \$300.0 million, committed Credit Facility is with a

syndicate of six lenders. The Credit Facility allows for borrowings in either Canadian or U.S. dollars, providing Badger with the administrative flexibility to borrow in the functional currency in both its Canadian and U.S. operations. On September 29, 2024, the Company extended its Credit Facility by approximately one year to a 5-year term, expiring on September 29, 2029. Badger has the flexibility to expand the Credit Facility, subject to approval by the lenders, by an additional \$112.5 million. Badger maintains the Credit Facility for general corporate and liquidity purposes, in addition to financing requirements, if any, related to Badger's capital expenditures. Subsequent to the extension, Badger completed sixth amended and restated credit agreement to make the necessary provisions for the Term Loan (as defined under the heading "Non-revolving term loan facility") on December 12, 2024.

The Company's fifth amended and restated credit agreement also replaced the creation or purchase of Banker's Acceptances and other obligations, interest, fees, commissions or other amounts calculated with respect to the Canadian Dollar Offered Rate with mechanics for loans that bear interest at Canadian Overnight Repo Rate Average. A standby fee is paid on the unused portion of the Credit Facility on a tiered basis. Standby fees are expensed as incurred.

As at December 31, 2024, the Company had \$228.8 million (December 31, 2023 - \$132.6 million) of available undrawn committed borrowing facilities.

Non-revolving Term Loan Facility

On December 12, 2024, Badger entered into a \$100.0 million syndicated, secured, non-revolving term loan facility (the "Term Loan") with a syndicate of five lenders. The Term Loan is non-amortizing with a maturity date of December 11, 2027, and borrowings under the Term Loan bear interest, at the option of Badger, at the Secured Overnight Financing Rate. Under the terms of the Term Loan, Badger must comply with the same financial and non-financial covenants as required under the Credit Facility. The proceeds of the Term Loan were used to refinance existing debt on Badger's Credit Facility.

The Credit Facility and the Term Loan are collateralized by a general security interest over the Company's and certain of its subsidiaries' assets, property and undertaking, present and future.

Letter of Credit Facility

During the second quarter, the Company obtained an unsecured demand revolving letter of credit facility ("LC Facility") with a maximum principal amount of \$10.0 million guaranteed by Export Development Canada through its Performance Security Guarantee ("PSG") program. The PSG program is in place to cover standby letters of credit or letters of guarantee, required as part of a collateral package provided to support Badger's U.S. insurance program and certain other performance bonds. The maturity date of this performance security guarantee program extends to June 30, 2027.

	December 31, 2024	December 31, 2023
PSG program capacity	10,000	—
Less: letters of credit	(5,813)	—
Available amount	4,187	—

Surety bond

Badger has a corporate guarantee in the form of a surety bond to its insurer ("Obligee") so that the Obligee is able to provide insurance coverage to Badger. As of December 31, 2024, and as of December 31, 2023, the outstanding surety bond guaranteed by Badger was \$2.2 million. Management believes that adequate liquidity

exists to meet projected surety requirements and that no material events of default exist under the applicable contract with the Oblige. Accordingly, Badger has not recorded a liability under this guarantee.

Compliance

Under the terms of the Credit Facility, the Company must comply with certain financial and non-financial covenants. Badger is restricted from declaring dividends if it is in breach of the covenants governing its credit facilities. Throughout 2024 and as at the date of this MD&A, the Company is in compliance with all covenants under the Credit Facility. The Company does not maintain a credit rating.

The Company's significant financial covenants are detailed in the summary below:

Ratio ⁽¹⁾⁽²⁾	December 31, 2024	December 31, 2023	Threshold
Total Debt to Compliance EBITDA Credit Facility	1.1x	1.3x	4.0:1x max
Interest Coverage Ratio Credit Facility	10.5x	8.1x	3.0:1x min

⁽¹⁾ The Interest Coverage Ratio Credit Facility is calculated as Compliance EBITDA divided by interest expense. For the twelve months ended December 31, 2024, calculated as \$144.7 million in Compliance EBITDA divided by \$13.8 million in interest expense and for the twelve months ended December 31, 2023, calculated as \$127.8 million in Compliance EBITDA divided by \$15.8 million in interest expense. Interest expense is calculated in accordance with IFRS Accounting Standards on a trailing 12-month basis, and excludes interest paid on leases.

⁽²⁾ See "Non-IFRS Financial Measures" for additional detail on the definition and calculation of Compliance EBITDA and Total Debt.

Off-Balance Sheet Arrangements

There were no off-balance sheet arrangements and no significant outstanding balances with related parties as at December 31, 2024.

Working Capital

Changes in working capital levels may result from increasing or decreasing revenue, the seasonality in operations, the timing of the collection of receivables and the payment of payables, the timing of capital expenditures and the impact of fluctuations in foreign currency exchange rates. Working capital is calculated as current assets minus current liabilities and was \$61.7 million as at December 31, 2024, compared with \$74.0 million as at December 31, 2023. Working capital declined primarily due to higher trade payables and the decrease in derivative financial instruments. This was partially offset by increased cash and trade receivables.

The largest component of Badger's working capital is trade and other receivables. Trade and other receivables totaled \$166.1 million as at December 31, 2024, \$8.1 million higher than the balance of \$158.0 million as at December 31, 2023. Trade and other receivables increased by 5% compared to the prior year largely due to higher revenue in 2024, however this increase was less than the 9% increase in overall revenue. In terms of trade receivables, 92% were aged 90 days or less as of December 31, 2024, an improvement from 90% at December 31, 2023. This reflects the Company's ongoing efforts to actively manage its receivables portfolio. The Company remains focused on improving its cash and collection cycle across all areas.

Badger manages a receivables purchase program that sells short term trade receivables of certain designated customers. The transaction is treated as a transfer of a financial asset but does not qualify for derecognition under IFRS Accounting Standards. The receivables are derecognized once the receivable is collected from the customer and transferred to the counterparty. As at December 31, 2024, Badger sold \$23.8 million in trade receivables to its counterparty (December 31, 2023 - \$7.2 million). The increase in the amount sold is due to higher trade receivables with the existing customers as well as the addition of one customer to the program.

The Company uses its cash to fund day-to-day operations, purchase and manufacture property, plant and equipment, service debt and pay dividends, and for general corporate purposes. Badger assesses its need for general liquidity based on its cash flow from operating activities combined with the financial capacity available under its various borrowing facilities. Badger has ample access to liquidity, through a combination of cash flows from operating activities and its various borrowing facilities, to meet the existing operational and capital expenditures of the business. Cash flows from operating activities are subject to variations and risks associated

with the normal course operations of the business, including the impact of the seasonality within the business and the normal course timing and collection of working capital.

Share Capital

As at December 31, 2024, the number of common shares outstanding was 34,233,038, and 34,473,438 as at December 31, 2023. The weighted average common shares outstanding as at December 31, 2024 was 34,441,443, and 34,473,438 as at December 31, 2023.

As at March 5, 2025, the number of common shares outstanding was 34,004,538. Badger does not currently have any material financial instruments which can be converted into additional common shares.

Refer to note 15 of the Company's audited annual Consolidated Financial Statements for additional details on the changes to share capital.

Normal Course Issuer Bid

On July 31, 2024, Badger's Board of Directors (the "Board") approved the Company to pursue the implementation of a NCIB, pursuant to which Badger would have an option to repurchase its common shares for cancellation starting August 26, 2024. Under the NCIB, the Company was permitted to acquire up to 861,836 common shares, which represents approximately 2.5% of the Company's issued and outstanding common shares as at August 12, 2024.

In October 2024, the Toronto Stock Exchange ("TSX") accepted Badger's amended notice of intention to increase the size of its NCIB pursuant to which Badger may purchase and cancel up to 2,658,294 common shares, representing 10% of the Company's public float as at August 12, 2024 and has approved the implementation of an automatic securities purchase plan (the "ASPP"). Pursuant to the ASPP, Badger's broker may facilitate repurchases of common shares during blackout periods within certain parameters prescribed by the TSX, applicable Canadian securities laws, and the terms of the parties' written agreement. During the year ended December 31, 2024, pursuant to its NCIB, the Company purchased and cancelled 240,400 common shares, at a weighted average price per share of CAD \$36.89. Subsequent to December 31, 2024, the Company purchased 228,500 additional shares at a weighted average price per share of \$37.91.

Contractual Obligations

The Company anticipates using its cash and cash equivalents, in addition to the financial capacity available under its various credit facilities to fund its contractual obligations.

	2025	2026	2027	2028	2029	Thereafter	Total
Operating leases ⁽¹⁾	1,871	1,688	1,089	393	208	3	5,252
Service contract ⁽²⁾	11,762	7,915	700	598	39	—	21,014
Purchase commitments ⁽³⁾	30,609	21	—	—	—	—	30,630
Total	44,242	9,624	1,789	991	247	3	56,896

⁽¹⁾ Operating leases include variable lease payments for building, office space, and light-duty trucks.

⁽²⁾ Contract with third party service providers for information technology services.

⁽³⁾ Purchase commitments include amounts related to manufacturing operations, and other committed capital expenditures. The Company has the option to cancel certain purchase commitments at its sole discretion and without penalty.

The Company does not have off-balance sheet arrangements that have, or are reasonably likely to have, a current or future material effect on the Company's financial condition, results of operations, liquidity, or capital expenditures.

Tax Audits

The Company is subject to routine audits of its tax filing positions by the Canada Revenue Agency and the Internal Revenue Service (the "IRS"). In 2020, the Company appealed the findings of one such audit conducted by the IRS in respect of excise tax paid and payable during the 2015-2019 fiscal years (the "Excise Tax Audit"),

and that appeal was heard by the IRS' Independent Office of Appeals in the fourth quarter of 2021. The matter remained unresolved at December 31, 2024. During 2023, the Company accrued a provision of \$12.8 million to trade and other payables in relation to the unresolved periods. This reduced 2023 Adjusted EBITDA by \$0.9 million (Q4, 2023 - \$0.9 million) as a result of the accrual of potential associated penalties and 2023 Net Earnings before tax by \$6.7 million (Q4, 2023 - \$4.8 million) as a result of the accrual of potential associated penalties and interest expense and increased depreciation and amortization expense. There was no additional provision recorded during 2024.

Selected Annual Financial Information ⁽¹⁾			
<i>(\$ US thousands, except per share amounts)</i>	2024	2023	2022
Total revenue	744,952	683,799	570,812
Net earnings	47,872	41,771	18,290
Net earnings per share, basic and diluted	\$1.39	\$1.21	\$0.53
Total assets	669,417	633,014	533,000
Total non-current liabilities	266,676	262,460	205,820
Dividends paid (CAD) ⁽²⁾	24,514	23,529	18,874
Dividends per share, basic and diluted CAD	\$0.71	\$0.68	\$0.55

⁽¹⁾ Selected annual information in the above table as per the Company's audited consolidated financial statements prepared in accordance with IFRS Accounting Standards.

⁽²⁾ The frequency of dividend payments was changed from monthly to quarterly effective with the March 2022 dividend payment.

Selected Quarterly Financial Information

<i>(\$ US thousands, except per share amounts)</i>	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Total revenue ⁽¹⁾	187,176	209,376	186,838	161,562	173,146	195,551	171,886	143,216
Canada	20,996	23,977	21,185	18,367	23,703	27,161	26,255	22,391
U.S.	166,180	185,399	165,653	143,195	149,443	168,390	145,631	120,825
Net earnings	10,869	23,314	11,910	1,779	4,710	23,284	11,013	2,764
Net earnings per share, basic and diluted	\$0.32	\$0.68	\$0.35	\$0.05	\$0.14	\$0.68	\$0.32	\$0.08
Dividends paid (CAD) ⁽²⁾	6,164	6,198	6,205	5,947	5,947	5,947	5,947	5,688
Dividends per share, basic and diluted (CAD) ⁽²⁾	\$0.180	\$0.180	\$0.180	\$0.173	\$0.173	\$0.173	\$0.173	\$0.165

⁽¹⁾ Refer to Note 22 - Segment reporting in the Company's audited Consolidated Financial Statements for year ended December 31, 2024 for selected information by geographic segment.

⁽²⁾ Dividends paid and dividends per share, basic and diluted are presented in Canadian Dollars in the table above as dividends are declared and paid in Canadian Dollars.

During the periods in the above tables, Badger's results were impacted by the following factors and trends:

- General changes in economic growth and overall macro-economic conditions in both the U.S. and Canada;
- The growth in investment in non-building construction/infrastructure projects and the resulting growth in demand for hydrovac excavation services particularly in the U.S.;
- The implementation of Badger's pricing strategies beginning in the second half of 2023; and
- Additional investments related to the manufacture of non-destructive excavation units and an increase in working capital requirements associated with the underlying growth in the business.

Key Financial Metrics and Other Operational Metrics

"Revenue per truck per month" ("RPT") is a non-IFRS financial measure of non-destructive excavation fleet utilization. It is calculated using non-destructive excavation and non-destructive excavation related revenue only.

RPT is calculated on both a consolidated basis and for each geographic segment by dividing non-destructive excavation and non-destructive excavation related revenue for each segment, by the average number of non-destructive excavation units in service in the segment during the period.

Revenue per truck per month – Consolidated (mixed currency)

(\$ thousands, except for RPT and average non-destructive excavation units)	Three months ended December 31,		Twelve months ended December 31,	
	2024	2023	2024	2023
Non-destructive excavation service revenue gross - U.S.	159,460	145,883	638,427	573,193
Non-destructive excavation service revenue gross - Canada	40,085	45,668	157,940	189,022
Total Non-destructive excavation service revenue gross	199,545	191,551	796,367	762,215
Average non-destructive excavation units ⁽²⁾	1,634	1,523	1,589	1,460
RPT⁽³⁾	40,707	41,924	41,765	43,505

Revenue per truck per month – United States

(\$ thousands, except for RPT and average non-destructive excavation units)	Three months ended December 31,		Twelve months ended December 31,	
	2024	2023	2024	2023
Total revenue	166,180	149,443	660,427	584,289
Less: Other revenue	9,375	6,841	32,767	23,328
Non-destructive excavation service revenue net	156,805	142,602	627,660	560,961
Add: Operating Partner Net Revenue	2,655	3,281	10,767	12,232
Non-destructive excavation service revenue gross	159,460	145,883	638,427	573,193
Average non-destructive excavation units ⁽²⁾	1,278	1,138	1,222	1,083
RPT⁽³⁾	41,591	42,731	43,537	44,105

Revenue per truck per month – Canada

(\$ thousands, except for RPT, average non-destructive excavation units and foreign exchange rate)	Three months ended December 31,		Twelve months ended December 31,	
	2024	2023	2024	2023
Total revenue	20,996	23,703	84,525	99,510
Less: Other revenue	1,987	2,752	8,843	9,578
Non-destructive excavation service revenue net	19,009	20,951	75,682	89,932
Add: Operating Partner Net Revenue	9,742	12,518	39,636	50,105
Non-destructive excavation service revenue gross	28,751	33,469	115,318	140,037
Foreign exchange rate ⁽¹⁾	1.3942	1.3645	1.3696	1.3498
Non-destructive excavation service revenue - CAD equivalent	40,085	45,668	157,940	189,022
Average non-destructive excavation units ⁽²⁾	356	385	367	377
RPT⁽³⁾	37,532	39,540	35,863	41,782

⁽¹⁾ Foreign exchange rate calculated on a weighted average basis for the respective period.

⁽²⁾ See "Fleet Summaries" for additional details.

(3) RPT is calculated by taking non-destructive excavation revenue divided by the number of average trucks in service for the period and further divided by the number of months in the respective period, being three months for a quarter and twelve months for an annual period.

FLEET SUMMARIES

Number of non-destructive excavation units at period end

	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Canada	350	362	365	368	384	387	377	368
U.S.	1,293	1,263	1,219	1,161	1,150	1,127	1,093	1,027
Total	1,643	1,625	1,584	1,529	1,534	1,514	1,470	1,395

Average number of non-destructive excavation units during the period⁽¹⁾

	2024					2023				
	Annual	Q4	Q3	Q2	Q1	Annual	Q4	Q3	Q2	Q1
Canada	367	356	364	367	376	377	385	382	373	370
U.S.	1,222	1,278	1,241	1,190	1,156	1,083	1,138	1,110	1,060	1,022
Total	1,589	1,634	1,605	1,557	1,532	1,460	1,523	1,492	1,433	1,392

(1) The average number of non-destructive excavation units during the period is calculated using a simple average between the opening number of non-destructive excavation units in service during the period and the closing number of non-destructive excavation units in service during the period. The average number of non-destructive excavation units is based on the total units in service and included in active fleet.

Number of Marketing and Franchise Agreements

	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Canada ⁽¹⁾	8	10	10	12	12	13	13	13
U.S. ⁽²⁾	2	2	2	3	3	3	3	3

(1) In Canada, two operating partner agreements were terminated during the fourth quarter and two agreements during the second quarter of 2024.

(2) In the U.S., one franchise agreement was terminated during the second quarter of 2024.

NON-IFRS FINANCIAL MEASURES

This MD&A contains references to certain financial measures, including some that do not have any standardized meaning prescribed by IFRS Accounting Standards and that may not be comparable to similar measures presented by other companies or entities. The Company uses these non-IFRS financial measures in addition to results prepared in accordance with IFRS Accounting Standards. Such non-IFRS measures allow us to view certain aspects of Badger's business that, when considered alongside applicable IFRS Accounting Standards results, may provide a more comprehensive understanding of Badger's operational and financial condition and the factors and trends affecting Badger's business. These non-IFRS financial measures are identified and defined below:

“Adjusted EBITDA” is earnings before interest, taxes, depreciation and amortization, share-based compensation, gains and losses on derivative instruments, gains and losses on sale of property, plant and equipment and right of use assets, and gains and losses on foreign exchange. Adjusted EBITDA is a measure of the Company's operating profitability and is therefore useful to management and investors as it provides improved continuity with respect to the comparison of operating results over time. Adjusted EBITDA provides an indication of the results generated by the Company's principal business activities prior to how these activities are financed, the results are taxed in various jurisdictions, and assets are amortized. In addition, Adjusted EBITDA excludes gains and losses on sale of property, plant and equipment and right of use assets as these gains and losses are

considered incidental and secondary to the principal business activities, gains and losses on foreign exchange, as such gains and losses can vary significantly based on factors beyond the Company's control and share-based compensation and gains and losses on derivative instruments as these expenses can vary significantly with changes in the price of the Company's common shares.

Adjusted EBITDA is calculated as follows:

<i>(\$ US thousands)</i>	Three months ended December 31,		Twelve months ended December 31,	
Adjusted EBITDA	2024	2023	2024	2023
Net earnings	10,869	4,710	47,872	41,771
Add:				
Depreciation and amortization	20,477	19,096	78,705	69,869
Share-based compensation expense	1,690	6,114	11,311	18,163
Gain on sale of property, plant and equipment and right of use assets	(76)	(322)	(1,760)	(2,051)
Loss (gain) on derivative instruments	886	(4,496)	4,594	(10,130)
Finance cost	3,848	6,438	15,686	16,993
Foreign exchange loss (gain)	159	(27)	71	332
Income tax expense	6,110	2,949	19,595	15,352
Adjusted EBITDA	43,963	34,462	176,074	150,299

Adjusted EBITDA can also be calculated as follows:

<i>(\$ US thousands)</i>	Three months ended December 31,		Twelve months ended December 31,	
Adjusted EBITDA	2024	2023	2024	2023
Revenue	187,176	173,146	744,952	683,799
Less:				
Direct costs	131,942	127,803	526,945	492,706
General and administrative expense	11,271	10,881	41,933	40,794
Adjusted EBITDA	43,963	34,462	176,074	150,299

"Adjusted EBITDA margin" is Adjusted EBITDA as defined above, expressed as a percentage of revenues.

Adjusted EBITDA margin is calculated as follows:

<i>(\$ US thousands except for percentages)</i>	Three months ended December 31,		Twelve months ended December 31,	
Adjusted EBITDA margin	2024	2023	2024	2023
Adjusted EBITDA	43,963	34,462	176,074	150,299
Revenue	187,176	173,146	744,952	683,799
Adjusted EBITDA margin	23.5%	19.9%	23.6%	22.0%

"Adjusted net earnings" is net earnings adjusted for share-based compensation, gains and losses on derivative instruments, gains and losses on sale of property, plant and equipment and right of use assets, and gains and losses on foreign exchange, tax impacted using the effective tax rate.

(\$ US thousands except share information and per share amounts)	Three months ended December 31,		Twelve months ended December 31,	
Adjusted earnings and earnings per share	2024	2023	2024	2023
Net earnings	10,869	4,710	47,872	41,771
Normalizing adjustments:				
Share-based compensation expense	1,690	6,114	11,311	18,163
Gain on sale of property, plant and equipment and right of use assets	(76)	(322)	(1,760)	(2,051)
Loss (gain) on derivatives	886	(4,496)	4,594	(10,130)
Foreign exchange loss (gain)	159	(27)	71	332
Total normalizing adjustments	2,659	1,269	14,216	6,314
Tax rate	29%	24%	29%	24%
Tax effect of normalizing adjustments	784	305	4,189	1,515
Adjusted net earnings	12,744	5,674	57,899	46,570
Weighted average number of shares - basic and diluted	34,362,402	34,473,438	34,441,443	34,473,438
Adjusted net earnings per share - basic and diluted	\$0.37	\$0.16	\$1.68	\$1.35

"**Compliance EBITDA**" is earnings before interest, taxes, depreciation, amortization, and certain other items, calculated on a 12-month trailing basis, and is used by the Company to calculate compliance with its debt covenants.

(\$ US thousands)	Twelve months ended December 31,	
Compliance EBITDA	2024	2023
Net earnings	47,872	41,771
Add:		
Depreciation and amortization	78,705	69,869
Share-based compensation expense net of payments	283	10,942
Gain on sale of property, plant and equipment	(1,760)	(2,051)
Gain on derivative instruments	4,594	(10,130)
Finance cost	15,686	16,993
Right-of-use assets lease payments	(20,289)	(14,992)
Income tax expense	19,595	15,352
Unrealized foreign exchange loss	(26)	—
Compliance EBITDA	144,660	127,754

"**Total Debt**" consists of long-term debt, surety bonds and issued letters of credit, less cash on hand. Total Debt is used by the Company to calculate compliance with its debt covenants.

(\$ US thousands)

Total Debt	December 31, 2024	December 31, 2023
Borrowings under Credit Facility	71,238	164,776
Non-revolving term loan	100,000	—
Add: issued letters of credit	5,813	5,020
Add: surety bond	2,225	—
Less: cash on hand up to \$37.5 million	(14,617)	(8,513)
Total Debt	164,659	161,283

CRITICAL ACCOUNTING POLICIES AND ESTIMATES

The key sources of estimation uncertainty that have a significant risk of causing a material adjustment to the amounts recognized in the consolidated financial statements are:

Useful lives of property, plant and equipment

The Company estimates the useful lives of property, plant and equipment based on the period over which the assets are expected to be available for use. The estimated useful lives of property, plant and equipment are reviewed at the end of each reporting period and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the relevant assets. In addition, the estimation of the useful lives of property, plant and equipment are based on internal technical evaluation and experience with similar assets. Future results of operations could be materially affected by changes in the estimated useful lives due to the factors mentioned above. The amounts and timing of recorded expenses would be affected by this as a reduction in the estimated useful lives of the property, plant and equipment would increase the recorded depreciation expense with an offset to the value of the related property, plant and equipment. Badger has a refurbishment program to extend the useful life of a select number of non-destructive excavation units. These costs will be capitalized and are expected to extend the useful life of these select units by 5 years.

Intangible assets

Intangible assets consist of service rights acquired from the Company's operating partners and software costs. The initial valuation of intangibles at the closing date of any acquisition requires judgement and estimates by management with respect to identification, valuation and determining the expected periods of benefit. Valuations are based on discounted expected future cash flows and other financial tools and models and are amortized over their expected periods of benefit or not amortized if it is determined the intangible asset has an indefinite life. Intangible assets are reviewed annually with respect to their useful lives or more frequently if events or changes in circumstances indicate that the assets might be impaired. A change in the remaining life of an intangible asset would affect the amortization rate used to amortize the intangible asset for assets being amortized, and for assets not being amortized could result in an impairment of the related asset, the impact of which would be recognized in the Company's consolidated statement of comprehensive income as amortization expense or an asset impairment charge.

Income taxes

Current income taxes

Provisions for current income taxes are made using the best estimate of the amount expected to be paid based on a qualitative and quantitative assessment of all relevant factors that involves management's judgment. The Company reviews the adequacy of these provisions at the end of the reporting period. However, it is possible that at some future date changes to these provisions could result from audits by tax authorities, reassessments and changes in interpretations of standards. Where the final outcome of these tax-related matters is different from the amounts that were initially recorded, such differences will affect the income tax provisions in the period in which such determination is made.

Deferred income taxes

Deferred income tax assets are recognized when it is considered probable that the deductible temporary differences will be recovered. If future taxable income or the timing of the reversal differs significantly from the Company's estimate, the ability to realize the deferred income tax assets could be impacted.

Deferred income tax liabilities are recognized when there are taxable temporary differences that will result in a future outflow to a tax authority. The Company records a provision for the amount that is expected to be settled. Deferred income tax liabilities may be impacted by a change in the likelihood of a future outflow and estimates of the expected settlement amount, timing of reversals and the tax laws in which the Company operates.

Allowance for doubtful accounts

Amounts included in allowance for doubtful accounts reflect the full lifetime expected credit losses for trade receivables. The Company determines allowances based on management's best estimate of future expected credit losses, considering historical default rates, current economic conditions, and forecasts of future economic conditions. Management has implemented additional monitoring processes in assessing the creditworthiness of customers and believes the current provision appropriately reflects the best estimate of its future expected credit losses. Significant or unanticipated changes in economic conditions could impact the magnitude of future expected credit losses.

Determining cash generating units

For the purpose of assessing impairment of non-financial assets, the Company must determine its cash generating units ("CGUs"). Assets and liabilities are grouped into CGUs at the lowest level of separately identified cash flows. Determination of what constitutes a CGU is subject to management's judgment. The asset composition of a CGU can directly impact the recoverability of assets included within the CGU.

Impairment of non-financial assets

The Company assesses at each reporting date whether there is an indication that a non-financial asset may be impaired. An impairment occurs when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. Fair value less costs to sell is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the projection for the next five years and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes, which requires management's judgment. Impairment of non-financial assets would be recognized in the Company's consolidated statement of comprehensive income.

Goodwill

Goodwill is the amount that results when the cost of acquired assets exceeds their fair value at the date of acquisition. Goodwill is recorded at cost, is not amortized and is tested at least annually for impairment. The impairment test includes the application of a fair value test, with an impairment loss recognized when the carrying amount of goodwill exceeds its estimated fair value. Impairment provisions are not reversed if there is a subsequent increase in the fair value of goodwill. Impairment of goodwill would be recognized in the Company's consolidated statement of comprehensive income.

Segment reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other components. All operating segments' operating results are reviewed regularly by management to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Functional currency

The determination of the functional currency of the Company and each of its subsidiaries requires judgment based on the composition of revenue and costs in the locations in which it operates.

DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROL OVER FINANCIAL REPORTING

Disclosure Controls and Procedures

Badger's President and CEO and its CFO have designed, or caused to be designed under their direct supervision, Badger's disclosure controls and procedures (as defined by National Instrument 52-109 – Certification of Disclosure in Issuers' Annual and Interim Filings, adopted by the Canadian Securities Administrators) to provide reasonable assurance that (i) material information relating to Badger, including its consolidated subsidiaries, is made known to them by others within those entities, particularly during the period in which the annual filings are being prepared; and (ii) material information required to be disclosed in Badger's annual filings, interim filings or other reports filed or submitted by it under Canadian securities legislation is recorded, processed, summarized and reported on a timely basis. Further, they have evaluated, or caused to be evaluated under their direct supervision, the effectiveness of Badger's disclosure controls and procedures as at December 31, 2024 and have concluded the disclosure controls and procedures are effective.

Internal Control over Financial Reporting

Badger's President and CEO and its CFO have also designed, or caused to be designed under their direct supervision, Badger's internal control over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS Accounting Standards. Further, using the criteria established in Internal Control – Integrated Framework published by the Committee of Sponsoring Organizations of the Treadway Commission, they have evaluated, or caused to be evaluated under their direct supervision, the effectiveness of Badger's internal control over financial reporting at December 31, 2024 and have concluded the internal controls over financial reporting are effective.

Changes in Internal Control over Financial Reporting

There were no changes to Badger's internal control over financial reporting in the fourth quarter of 2024 or in the year ended December 31, 2024.

Inherent Limitations

Notwithstanding the foregoing, because of its inherent limitations, a control system can provide only reasonable assurance that the objectives of the control system are met and may not prevent or detect misstatements. Management's estimates or assumptions about future events may be incorrect, resulting in varying results. In addition, management has attempted to minimize the likelihood of fraud. However, any control system can be circumvented through collusion and illegal acts.

CAUTIONARY STATEMENTS REGARDING FORWARD-LOOKING INFORMATION AND STATEMENTS

Certain statements and information contained in this MD&A and other continuous disclosure documents of the Company referenced herein, including statements and information that contain words such as "could", "should", "can", "anticipate", "expect", "believe", "will", "may", "continues to", "focus on", "grow", "trend", "plan" and similar expressions relating to matters that are not historical facts, constitute "forward-looking information" within the meaning of applicable Canadian securities legislation. These statements and information involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements and information. The Company believes the expectations reflected in such forward-looking statements and information are reasonable, but no assurance can be given that these expectations will prove to be correct. Such forward-looking statements and information included in this MD&A should not be unduly relied upon. These forward-looking statements and information speak only as of the date of this MD&A.

In particular, forward-looking information and statements in this MD&A include, but are not limited to the following:

- Badger's expectations with regard to demand for non-destructive excavation services across its end markets;
- Badger's ability to meet growing customer needs;
- Badger's expectations regarding growing demand in infrastructure, utilities and non-residential construction across U.S. regions for 2025;
- Badger's expectations regarding Canadian operations improving in the second half of 2025 supported by expected infrastructure spending and start-up of deferred projects;
- Badger's strategic initiatives, including sales and marketing investments and pricing strategies;
- Badger's expectation regarding delayed projects beginning in 2025;
- Badger's expectations with respect to the production, retirement and refurbishments of non-destructive excavation and specialty units;
- Badger's focus on maintaining utilization rates throughout the fleet;
- Badger's continued focus on increasing revenues through its sales and national accounts commercial strategy;
- The expectation that Badger's growing customer base and national accounts program will contribute to year over year growth;
- Badger's expectation that Canada's non-destructive excavation revenue will begin to recover in 2025;
- Badger's continued focus on fleet management and utilization to support its organic growth requirements;
- The expected growth of Badger's fleet count;
- Badger's continued focus on operational, functional and administrative scalability to drive operating leverage and continue growing Adjusted EBITDA margins and Adjusted net earnings at a higher rate than revenue growth;
- Disclosure under the heading "Business Outlook";
- Badger's ability to continue to grow its business, including revenue, as a result of capitalizing on the long-term growth opportunity in the North American non-destructive excavation market;
- Badger's focus on asset optimization and increased utilization;
- Badger's management of its receivables portfolio and other improvements in its cash collection cycle; and
- Badger's anticipated use of its cash, cash equivalents and financial capacity available under its Credit Facility.

The forward-looking information and statements made in this MD&A rely on certain expected economic conditions and overall demand for Badger's services and are based on certain assumptions. The assumptions used to generate this forward-looking information and statements are, among other things, that:

- Badger will maintain its financial position and financial resources will continue to be available to Badger;
- The overall market for Badger's services or its ability to provide service will not be adversely affected in the long-term by economic disruption, or other factors beyond Badger's control such as weather, natural disasters, global events, the imposition of tariffs by the U.S. or other governments, other legislation or regulatory changes and technological advances;
- There will be long-term sustained customer demand for non-destructive excavation and related services from a broad range of end use markets in North America;
- Badger will maintain relationships with current customers and develop successful relationships with new customers;
- Badger will collect customer payments in a timely manner;
- Badger will be able to compete effectively for the demand for its services;
- There will not be significant changes in profit margins due to pricing changes driven by market conditions, competition, regulatory factors or other unforeseen factors;
- Badger will realize and continue to realize the efficiencies and benefits of the executed business restructuring activities and other business improvement initiatives;
- Badger will be able to successfully implement its plans, programs, and procedures as expected; and
- Badger will obtain all labour, parts and supplies necessary to complete planned Badger non-destructive excavation unit builds at the costs and on the timeline expected.

Risks and other uncertainties that could cause actual results to differ materially from those anticipated in such forward-looking statements include, but are not limited to: political and economic conditions; loss of key customers; cybersecurity breaches; terrorism; industry competition; safety risks; and services; Badger's ability to attract and retain key personnel; reduction in customer spending; litigation; the availability of future debt and equity financing; changes in laws or regulations, including taxation and environmental regulations, which may adversely impact the labour supply and operating costs of Badger; extreme or unsettled weather patterns; reputational risks; fluctuations in fuel costs; and fluctuations in foreign exchange or interest rates. The foregoing list of risks is not exhaustive. For more information relating to risks, see the section titled "Risk Factors" in the Company's AIF for the year ended December 31, 2024, which is available on SEDAR+ at www.sedarplus.ca.

Any future-orientated financial information and financial outlook information (collectively, "FOFI") contained in this MD&A, as such terms are defined by applicable securities laws, is provided for the purpose of providing information about management's current expectations and plans relating to the future and is subject to the same assumptions, risk factors, limitations and qualifications as set forth in the above paragraphs. Management believes that the FOFI has been prepared on a reasonable basis, reflecting best estimates and judgments; however, actual results of the Company's operations and financial outcomes may vary from the amounts set forth herein. FOFI contained in this MD&A was made as of the date of this MD&A and the Company does not undertake any obligation to publicly update or revise any FOFI contained in this MD&A, whether as a result of new information, future events or otherwise, except as may be required by applicable securities laws. Readers are cautioned that any FOFI contained herein should not be used for purposes other than those for which it has been disclosed herein.

Readers are cautioned that the foregoing factors are not exhaustive. Additional information on these and other factors that could affect the Company's operations and financial results is included in reports on file with securities regulatory authorities in Canada and may be accessed through the SEDAR+ website (www.sedarplus.ca) or at the Company's website. The forward-looking statements and information contained in this MD&A are expressly qualified by this cautionary statement. The Company does not undertake any obligation to publicly update or revise any forward-looking statements or information, whether as a result of new information, future events or otherwise, except as may be required by applicable securities laws.

RISK FACTORS TO BADGER

An investment in Badger shares involves a number of risks and uncertainties. This section describes the general material risks that Badger believes may impact Badger Shareholders and/or the Company. See Badger's AIF for the year ended December 31, 2024 which is filed on SEDAR+ at www.sedarplus.ca for a list of additional risk factors. If any of the following risks actually occur, Badger's business, operating results and financial condition, and the amount of cash available for distribution to Badger Shareholders, could suffer. Further, the risks described below are not the only risks that Badger faces. Additional risks not currently known to management or that are currently deemed immaterial may also have a negative impact on Badger Shareholders and/or the Company.

Risk factors include, but are not limited to, the following:

Risks Related to Badger's Industry and Operations

Reliance on Certain End Use and Geographic Markets

Badger operates across a wide range of end use infrastructure markets, as well as across a wide geographic footprint. Badger could be subject to a downturn in any of its end use segments and/or in certain geographic markets in which Badger operates.

Reductions in customer spending levels adversely affect the demand for Badger's products and services, and consequently, its revenues and operating results.

Over the past several years, Badger has effectively expanded its geographic footprint as well as diversified its customer base across a broad range of segments including the construction, utilities, transportation and industrial

and, as a result, has diversified its customer demand risk. Badger continues to focus on these elements in its commercial strategies; however, no assurance can be provided that this expansion or diversification will be successful and a significant downturn in one or several regions or customer segments can have a material impact on revenues and operating results.

Badger also provides emergency response related services, including work related to large scale natural disasters such as hurricanes. The timing, size and nature of the services related to emergency response work performed by Badger is highly variable as a result of the non-recurring and specific nature of these type of events.

Loss of Key Customers

Badger has a number of key customers that, in aggregate, generate a significant portion of Badger's revenue. There can be no assurance that Badger's relationship with these customers will continue, and a significant reduction or total loss of the business from these customers, if not offset by sales to new or existing customers, would have a material adverse effect on the Company's business, financial condition, results of operations and cash flows.

Reliance on Key Suppliers

Badger sources the parts and products for the manufacture of its Badger non-destructive excavation units from a variety of suppliers, all of which may be subject to wide price variation, from time to time. Should any suppliers of Badger be unable to provide the necessary products or otherwise fail to deliver products in the quantities required or at acceptable prices, any resulting disruption or delays in the sourcing of new products or suppliers could have a material adverse effect on Badger's business, financial condition and results from operations. In addition, Badger's ability to grow will be dependent on the Company having access, at a reasonable cost and in a timely manner, to parts and products required to manufacture Badger non-destructive excavation units. No assurance can be given that the Company will be successful in maintaining the required supply of parts and products to manufacture Badger non-destructive excavation units. A significant increase in the price of any part, product, or material used in the manufacturing of such parts or products could negatively impact our profitability.

Competition

Badger operates in a highly competitive environment for non-destructive excavation services in Canada and the United States. In order to remain the leading provider of non-destructive excavation services, Badger continually enhances its safety and operational procedures to ensure they meet or exceed Badger's customers' expectations. Badger also has the in-house capabilities to continuously improve its non-destructive excavation units so that they remain safe, productive and efficient. There can be no assurance that Badger's competitors will not substantially increase the resources devoted to the development and marketing of services that compete with those of the Company, that Badger's competitors will not achieve greater market acceptance due to pricing, efficiency, safety and other factors, or that new or existing competitors will not enter the various markets in which the Company is active. Badger's customers may elect not to purchase our services if they view the Company's financial viability as unacceptable, which would cause the Company to lose customers, and may adversely affect the Company's results of operation, financial condition and reputation. There is also a risk that Badger is unable to respond in a timely or effective manner to competitive changes in the marketplace, at which point the business and financial condition of Badger could be adversely affected.

Development of Alternative or Competing Technology and Equipment

Generally speaking, the use of non-destructive excavation units and the process of hydro excavation is not protected by patents. As such, there are no significant technological barriers to entry within the industry, and new technological advances could occur in the design of non-destructive excavation trucks or the process of hydro excavation, or other forms of excavation at any time. Such new advancements could render non-destructive excavation equipment obsolete, or could result in a reduction in demand for non-destructive excavation services through the introduction of competing products that are lower in cost, perform better or are determined by the market to be a more preferable service. If we are not successful in continuing to keep current with such changing excavation trends and technology that are accepted in the marketplace or that comply with industry standards, we could lose market share to competitors which could have a material adverse effect on our business, financial condition, and results of operations.

Badger may, from time to time, invest in and use new, or less proven, technologies or methods in the design and manufacturing of Badger non-destructive excavation units. There can be no assurances that such new technologies or methods will perform as anticipated. The failure of such new technologies or methods to perform as anticipated may have a material adverse effect on Badger's business, financial condition, and results of operations.

Expansion of Badger's Business into New Jurisdictions

Badger has an organic growth strategy, the success of which is dependent upon a number of factors including the Company's ability to retain and expand its customer roster; recruit and retain additional staff, manufacture sufficient additional Badger non-destructive excavation units, and expand into new geographical regions. The achievement of these results may be impacted by many factors described elsewhere in this MD&A including competitive conditions; availability of qualified staff; and changes in input costs including labour rates.

Accordingly, Badger may from time to time expand its business into new operating jurisdictions. The expansion of the business will depend upon the ability of management to successfully implement its strategy. There is no guarantee that this business expansion will be successful. Badger will need to comply with the laws and regulations of these new jurisdictions, which may be significantly different than those the Company is accustomed to. Any failure to comply with applicable laws could result in the imposition of restrictions on the ability of Badger to conduct business in these jurisdictions, and could also result in fines or sanctions, any or all of which could adversely affect its results of operations or financial condition. In addition, any changes in laws and regulations in these new jurisdictions could adversely affect the business, results of operations and financial condition of the Company.

Badger may expand into cities where there is insufficient economic activity, reduced capacity for growth or less qualified personnel to support our operations. The Company may encounter operating conditions in these new markets that materially differ from our current operations and customer relationships may be difficult to obtain. Also, we may not be able to apply our regional operating strategy successfully in additional cities, and it might take longer than expected or require a more substantial financial commitment than anticipated to establish operations in the additional cities.

Cyber Security and Terrorism

Badger relies on information technology, such as computer hardware and software systems, in order to properly operate its business. In the event the Company becomes unable to regularly deploy software and hardware, effectively upgrade systems and network infrastructure, and take other steps to maintain or improve the efficiency and efficacy of systems, the operation of such systems could be interrupted or result in the loss, corruption, or release of data. In addition, information systems could be damaged or interrupted by natural disasters, force majeure events, telecommunications failures, power loss, acts of war or terrorism, computer viruses, malicious code, physical or electronic security breaches, intentional or inadvertent user misuse or error, or similar events or disruptions. Any of these or other events could cause interruptions, delays, loss of critical and/or sensitive data or similar effects, which could have a material adverse impact on the protection of intellectual property, and confidential and proprietary information, and on Badger's business, financial condition, and results of operations. To date, Badger has not experienced any material cyber security breaches.

In the ordinary course of business, Badger collects, uses and stores sensitive data, including intellectual property, proprietary business information and personal information of employees and third parties. Despite the Company's internal controls and security measures, the Company's information systems, technology and infrastructure may be vulnerable to attacks by hackers and/or cyberterrorists or breaches due to employee error, malfeasance or other disruptions. Any such breach could compromise information used or stored on Badger's systems and/or networks and, as a result, the information could be accessed, publicly disclosed, lost or stolen. Any such access, disclosure or other loss of information could result in legal claims or proceedings, liability under laws that protect the privacy of personal information, regulatory penalties or other negative consequences, including disruption to Badger's operations and damage to its reputation, which could have a material adverse effect on Badger's business, financial condition, and results of operations.

The Company attempts to prevent security breaches and other related information technology risks by implementing various technology security measures, segregating control systems from general business networks, engaging skilled employees and consultants to manage technology applications and adopting policies and procedures as deemed appropriate. Data backup and recovery processes are in place to minimize the risk of data loss and resulting disruption of business. Badger may also be required to invest in improved systems, software, or related services from time to time to ensure that it adequately adapts to cyber risks or security vulnerabilities.

In addition, Badger's assets may be the target of terrorist activities that could disrupt its ability to service customers. Badger may be required by regulators or by the future terrorist threat environment to make investments in security that cannot be predicted. The implementation of security guidelines and measures and maintenance of insurance, to the extent available, addressing such activities could increase costs. These types of events could materially adversely affect Badger's business, financial condition, and results of operations.

Safety

Provision of non-destructive excavation services involves numerous risks including undertaking operations in dangerous conditions or confined spaces, equipment defects, malfunctions and failures, accidents caused by operator error, environmental liabilities including liability related to slurry disposal, damage to or total loss of our property or assets or injury or death of our employees or of third parties. These risks also expose Badger to potential liability for pollution and other environmental damage or destruction claims. We must also maintain a safety record which meets the thresholds set by our customers in order to qualify to perform services for them. Although Badger has (i) implemented programs that seek to ensure its operations meet or exceed established safety standards, including through extensive training of our operators and monitoring activities; (ii) developed comprehensive maintenance programs for Badger non-destructive excavation units; and (iii) placed insurance programs that meet or exceed industry standards and are intended to minimize our potential liability for safety or environmental claims, no assurance can be given that such programs will be adequate to protect against the occurrence of accidents and all resulting potential liabilities. Failure to maintain an acceptable safety record may have an adverse impact on our ability to retain and acquire customers.

Uncertainty Surrounding Recently Announced U.S. Tariffs on Canada and Potential Retaliatory Measures

On March 3, 2025, the U.S. administration announced that it would proceed with imposing 25 percent tariffs on most Canadian exports effective on March 4, 2025. Canada announced retaliatory tariffs comprising of 25 percent tariffs on certain U.S. exports, effective as of March 4, 2025.

Although discussions continue regarding a potential economic arrangement between the two countries, there remains significant uncertainty over the scope, impact, and duration of any tariffs and retaliatory tariffs. Potential measures could include, among others, restrictions on cross-border supply chains, or additional regulatory barriers that could impact our ability to access international markets and conduct business efficiently.

Performance Obligations

Badger's success depends in large part on whether it fulfills its obligations with clients and maintains client satisfaction. If the Company fails to satisfactorily perform its obligations, or makes professional errors in the services that it provides, its clients could terminate contracts, including master service agreements, exposing the Company to loss of its reputation and risk of loss or reduced profits or, in some cases, the loss of the customer.

Moreover, if a client project is not completed as scheduled or expected, the Company may either incur significant additional costs or be held responsible for the costs incurred by the client to rectify damages due to late or insufficient completion. In addition, performance of projects can be affected by a number of factors beyond the Company's control, including unavoidable delays due to government regulation or inaction, inability to obtain financing, weather conditions, unavailability of vendor materials, changes in project scope of services requested by clients, industrial accidents, environmental hazards, labour disruptions and other factors. To the extent these events occur, the total cost of the project could exceed estimates and the Company could experience reduced profits or, in some cases, incur a loss on a project, which may reduce or eliminate overall profitability.

Restrictive trade measures

Badger manufactures non-destructive excavation units used across its operations at its plant in Red Deer, Alberta, using parts and materials sourced from various third-party suppliers, which are primarily located in Canada and the U.S. Restrictive trade measures or countermeasures, including tariffs, will impact the cost of parts and materials as well as the cost of non-destructive excavation units delivered to our operations in the U.S. Any such measures could also impact the market for our services in Canada and the U.S. and could result in, among other things, a high degree of both cost and price volatility, a relative weakening of the Canadian dollar, and decreased demand for Badger's services. Any or all of such effects may have a material adverse impact on Badger's business, results of operations and financial condition.

Foreign Currency and Operations Risk

A portion of the Company's activities relate to operations in Canada and are therefore exposed to foreign currency fluctuations. The Company is exposed to foreign currency fluctuations as revenues, expenses and working capital derived from its foreign operations are denominated in Canadian dollars. In addition, the Company's Canadian subsidiaries are subject to translation gains and losses on consolidation. Foreign exchange gains and losses are included in net earnings except for foreign exchange gains and losses arising from the translation of the assets, liabilities, revenues and expenses of the Company's foreign operations.

Risks of foreign operations include, but are not necessarily limited to, changes of laws affecting foreign ownership, government participation, taxation, royalties, tariffs and duties, rates of exchange, inflation, repatriation of earnings, social unrest or civil war, acts of terrorism, extortion or armed conflict and uncertain political and economic conditions resulting in unfavourable government actions such as unfavourable legislation or regulation. While the impact of these factors cannot be accurately predicted, if any of the risks materialize, they could have a material adverse impact on the Company's business, financial condition, and results of operations.

Litigation

From time to time, Badger may receive demands or be involved in disputes, regulatory orders, investigations or proceedings, arbitrations and litigation ("Legal Claims") in the ordinary course of Badger's business. All industries, including the non-destructive excavation unit industry, are subject to legal claims, with and without merit. Such Legal Claims may be brought against Badger or one or more of its subsidiaries in the future from time to time. Defense and settlement costs of Legal Claims can be substantial, even with respect to Legal Claims that have no merit. Due to the inherent uncertainty of the litigation process, such legal proceedings could divert management time, attention and effort and the resolution of any particular legal proceeding to which Badger may become subject could have a material effect on Badger's business, financial condition, and results of operations.

Interruptions to Internal Facilities

Badger's manufacturing and storage facilities are subject to the risk of critical equipment breakdown or failure, safety shutdowns and lower-than-expected levels of efficiency or operational performance due to the deterioration of assets from use or age, design flaws and/or related modification requests from original equipment manufacturers and service providers, errors in the operation or maintenance of these facilities or moderate to severe damage to these facilities due to fire or other natural disasters, among other things. While Badger maintains sufficient insurance to mitigate the financial impact of such events as much as possible, such events and the resulting conditions could cause harm to Badger's employees or property, increased capital expenditures, and production disruptions, among other things, and could have a material adverse impact on Badger's operating and financial results.

Scheduled and Unscheduled Maintenance

Much of Badger's assets, including the non-destructive excavation units, are subject to regularly scheduled maintenance or may require additional unscheduled downtime for unanticipated maintenance or repairs. Scheduled and unscheduled maintenance reduces Badger's revenues and increases its operating expenses during the period of time that our equipment is not operating. Furthermore, material unanticipated costs and delays may be incurred in scheduled and unscheduled maintenance which may negatively impact Badger's results of operations.

Fluctuations in Weather and Seasonality

Badger's operating results have been, and are expected to continue to be, subject to fluctuations on a quarterly basis due to a variety of factors including changes in weather conditions and seasonality. The seasonal nature of non-destructive excavation services requires Badger to estimate market demand for different seasons and prepare accordingly by hiring and training operators sufficiently in advance of demand materializing. While management takes into account several factors in estimating market demand, there can be no assurance that Badger will recover such additional expenditures or that the estimates made by management in respect of demand will materialize, or materialize on the timing anticipated. Additionally, in the western United States, Badger has, in the past, been restricted by the imposition of government regulations from conducting its work in environmentally sensitive areas during the mating seasons of certain animals and birds. This has had a negative effect on Badger's results. As such, changes in the weather and seasonality may, depending on the location and nature of the event, have either a positive or negative effect on Badger's operating and financial results.

Disclosure Controls and Procedures

Management has designed disclosure controls and procedures to provide reasonable assurance that material information relating to the Company is made known to the CEO and CFO by others within the Company, particularly during the period in which the annual and interim filings of the Company are being prepared, in an accurate and timely manner in order for the Company to comply with its disclosure and financial reporting obligations and in order to safeguard the Company's assets. Consistent with the concept of reasonable assurance, the Company recognizes that the relative cost of maintaining these controls and procedures should not exceed their expected benefits. As such, the Company's disclosure controls and procedures can only provide reasonable assurance, and not absolute assurance, that the objectives of such controls and procedures are met.

Fluctuations in Fuel Costs

The price and supply of fuel fluctuates considerably based on events beyond the Company's control, including, among others, political developments impacting international trade, particularly between Canada and the United States, the United States and China, Canada and China, and the EU and China, including military exercise, trade disputes, new or increased tariffs, retaliatory tariffs, geopolitical developments, supply and demand for oil and gas, actions by oil and gas producers and associated organizations, war and unrest in oil producing countries and regional production patterns. As fuel is necessary to operate our fleet of non-destructive excavation units, price escalations for fuel increase our operating expenses and may adversely affect the business and financial condition of Badger.

Risks Relating to Badger's Human Capital

Dependence on Key Personnel

If Badger is unable to retain executive officers and key management employees, the Company's business, financial condition and results of operations could be adversely affected. Badger is highly dependent upon the services of our executive officers and key management employees, including our CEO. While management and the Board continue to be focused on succession planning with respect to senior management personnel, there is no guarantee that such efforts will be successful. Although we strive to reduce the potential negative impact of any such changes, the loss of any executive officers or key management employees could result in disruptions to the Company's operations. In addition, hiring, training, and successfully integrating replacement personnel, whether internal or external, could be time consuming, may cause additional disruptions to our operations, and may be unsuccessful, which could negatively impact our business, financial condition and results of operations.

Availability and Cost of Qualified Labour

Badger's ability to maintain, and grow, its business is dependent upon its ability to attract and retain skilled personnel. Shortages of skilled personnel could have a material effect on Badger's operations and financial results by restricting growth and/or by increasing labour costs.

A significant proportion of Badger's workforce is comprised of operators for its Badger non-destructive excavation units, who are required to hold commercial driver's licenses. Badger hires and trains these operators over a broad

range of geographies, and its ability to recruit and retain drivers with the necessary skills, including commercial driver's licenses, is subject to local and regional labour market conditions. Badger remains focused on front line leadership training, a robust health and safety culture in addition to other programs to help retain our skilled operators. However, Badger remains at risk of attracting and retaining its skilled work force.

A portion of Badger's workforce is unionized, and Badger is a party to various local union agreements. Relations with local unions and the renewal of existing agreements could negatively impact Badger's business, financial condition, and results from operations. Badger maintains ongoing dialogue with local unions but there is no guarantee that operational disruptions will not occur.

Financial Risks and Risks Relating to Badger's Capital Requirements and Financing

Market Price of Badger Shares

The value of Badger Shares is subject to volatility, which is often based on factors related and unrelated to the financial performance of Badger. The price of Badger Shares could fluctuate in response to variations in Badger's operating results, financial condition, liquidity, and other factors. Factors unrelated to Badger's performance that could also affect the price include domestic and global macroeconomic trends, government infrastructure spending, international financial markets and economic uncertainty, and market perceptions of the attractiveness of particular industries and business that may provide services to such industries.

Cash Dividends are Not Guaranteed

Although the Company intends to pay cash dividends these payments are not assured and may be reduced or suspended. Effective with its March 2022 dividend, the Board approved a change in the frequency of Badger's cash dividend payment from monthly to quarterly.

The ability of the Company to pay dividends and the actual amount of such dividends will be dependent upon numerous factors including, but not limited to, Badger's financial performance, debt covenants and obligations, working capital requirements and future capital requirements. Under the terms of Badger's credit facilities, Badger is restricted from declaring dividends or distributing cash if Badger is in breach of its debt covenants. As at the date of this MD&A, Badger is in compliance with all of its covenants. Moreover, Badger must comply with the requirements of the Business Corporations Act (Alberta), which states that a corporation shall not declare or pay a dividend if there are reasonable grounds for believing that (a) the corporation is, or would after the payment be, unable to pay its liabilities as they become due or (b) the realizable value of the corporation's assets would thereby be less than the aggregate of its liabilities and stated capital of all classes.

In addition, the timing and amount of capital expenditures will directly affect the amount of cash available for dividend payments to Badger Shareholders. Dividends may be reduced, or even eliminated, when significant capital or operating expenditures are required.

The market value of the Badger Shares may decline if the Company is unable to meet its cash dividend targets in the future and that decline may be significant. Dividend payments may be reviewed and adjusted from time to time by the Board to reflect current business conditions. The Badger Shares are not a source of guaranteed income and Badger Shareholders should be aware that they bear the risk that the frequency and amounts of dividends may fluctuate or be interrupted.

It is important for anyone making an investment in Badger Shares to consider the particular risk factors that may affect both the Company and the industry, as described herein, in which it operates and which may therefore affect the stability of the dividend payments on the Badger Shares. Badger has not obtained a stability rating for the Badger Shares and does not anticipate doing so in the foreseeable future.

Debt Financing

The degree to which the Company is financially leveraged could have important consequences to the Company and Badger Shareholders.

The ability of the Company to pay dividends or make other payments or advances will be subject to applicable laws and contractual restrictions contained in the instruments governing Badger's indebtedness. The degree to which Badger is leveraged could have important consequences to Badger, including: the ability to obtain additional financing for working capital, capital expenditures or acquisitions in the future may be limited; a significant portion of Badger's cash flow from operations may be dedicated to the payment of the principal and interest on its indebtedness, thereby reducing funds available for future operations and distributions; certain of Badger's borrowings may be at variable rates of interest, which exposes it to the risk of increased interest rates; and Badger may be vulnerable to economic downturns. Also, there can be no assurance that Badger will continue to generate sufficient cash flow from operations to meet required interest and principal payments. Further, Badger is subject to the risk that any of its existing indebtedness may not be able to be refinanced upon maturity or that the terms of such financing may not be as favourable as the terms of its existing indebtedness. These factors may adversely affect the frequency or amounts of dividends paid.

Badger's credit facilities are collateralized by a general security interest over the Company's assets, property and undertaking, present and future. The credit facilities contain terms and covenants that limit the discretion of management with respect to certain business matters. These covenants place restrictions on, among other things, the ability of Badger to create liens or other encumbrances, to pay dividends on its securities or make certain other payments, investments, loans and guarantees and to sell or otherwise dispose of assets and merge or consolidate with other entities. In addition, the credit facilities contain a number of financial covenants that require Badger to meet certain financial ratios and tests. A failure to comply with the obligations in the credit facilities could result in a default which, if not cured or waived, could result in a reduction or termination of Badger's dividends, and may permit acceleration of the relevant debt. If the indebtedness under the credit facilities were to be accelerated, there can be no assurance that assets of the Company would be sufficient to repay that indebtedness and we may be required to adopt one or more alternatives, such as selling assets, restructuring debt or obtaining additional financing. Badger's ability to refinance our indebtedness will depend on the capital markets and our financial condition at such time. Badger may not be able to engage in any of these activities or engage in these activities on desirable terms, which could have a material adverse effect on the Company's business and financial condition.

In addition to indebtedness owing under Badger's credit facilities, the Company enters into various leases in the normal course of business, primarily related to the leasing of operating and administrative buildings. Terms and conditions associated with the lease arrangements would be consistent with industry norms.

As at December 31, 2024, Badger's outstanding debt was \$221.5 million including:

- \$100.0 million outstanding pursuant to its Term Loan;
- \$71.2 million outstanding pursuant to its credit facility, which does not include \$5.8 million in outstanding letters of credit and \$1.2 million in unamortized debt issuance costs; and
- \$50.3 million in lease liabilities.

Credit Risk

Credit risk arises where a financial loss would be experienced if a counterparty to a financial asset failed to meet its contractual obligations. Badger's credit risk exposure is primarily through its trade receivables. If Badger is unable to manage credit risk issues adequately, or if a large number of customers should have financial difficulties at the same time, Badger's credit losses could increase significantly and Badger's business results would be adversely affected. Badger mitigates credit risks by: (i) maintaining a large and diversified customer base across the utility and construction industries; (ii) actively monitoring the financial strength of its customer base through credit processes to minimize the risk of default on receivables; (iii) relying on a due diligence process to approve credit for new and existing customers by assessing the creditworthiness of each customer; and (iv) by insuring its trade receivables portfolio. Badger cannot assure that these mitigation efforts will be successful in mitigating its credit risk exposure.

Credit Market Instability

Instability of the credit markets and the resulting effects on the economy could have a material adverse effect on Badger's operating results. If the credit markets and the economy weaken, Badger's business, financial results,

and results of operations could be materially and adversely affected, especially if consumer confidence declines and domestic spending decreases. We may need to incur indebtedness, which may include drawing on our credit facility, or issue debt securities in the future to fund working capital requirements, make investments, or for general corporate purposes. Additionally, stresses in the credit market causes uncertainty in the equity markets, which may result in volatility of the market price for Badger's securities.

Global Financial Conditions

Global financial conditions include the commodity and equity markets that have been volatile as investors react to changes in the global economy. As a result of these global conditions, the Company may be subject to increased counterparty and liquidity risks. The Company is exposed to various counterparty risks including, but not limited to: financial institutions that hold the cash of the Company to provide available funding on the Credit Facility and the insurance providers of the Company. As a result, the cash of the Company may become exposed to credit related losses in the event of non-performance by counterparties to these financial instruments. In the event that a counterparty fails to complete its obligations, the Company would bear the risk of loss of the amount expected to be received under these financial instruments in the event of the default or bankruptcy of a counterparty.

The Company is also exposed to liquidity risk in the event its cash positions decline or become inaccessible for any reason, or additional financing is required to advance its projects or growth strategy and appropriate financing is unavailable, or is available but on uneconomic terms. Any of these factors may impact the ability of the Company to obtain further equity based funding, loans and other credit facilities in the future and, if obtained, on terms favorable to the Company. If volatility and market turmoil recur, the Company's results from operations and planned growth could be adversely impacted and such impact may have an adverse effect on the financial condition of the Company.

Additionally, the agreements governing the Company's various credit facilities impose certain operating and financial covenants on the Company that may prevent the Company from pursuing certain business opportunities and restrict its ability to operate its business. The Company's ability to comply with these covenants will likely be affected by events beyond its control, and the Company cannot assure that it will satisfy those requirements. If the Company's financial performance results in a breach of any existing or future financial covenants, access to financing could be restricted and/or all or a portion of the Company's debt could become due on demand.

Shareholder Activism

Badger's relationships with stakeholders are critical to ensure the future success of its existing operations and the development of its projects. In recent years, publicly-traded companies in the mining industry have been increasingly subject to demands from NGOs and activist shareholders advocating for changes to corporate governance practices, such as executive compensation practices, social issues, or for certain corporate actions (such as greenhouse gas emissions reduction commitments and adoption of responsible water use and management practices) or reorganizations. There is an increasing level of public concern relating to the perceived effect of mining activities on the environment and on communities impacted by such activities. Activist shareholder activity could cause a disruption to the Badger's strategy, operations, and leadership, resulting in a material unfavourable impact on its operational and financial performance and longer-term value creation strategy. Responding to challenges from activist shareholders, such as proxy contests, media campaigns or other activities, could be costly and time consuming and could have an adverse effect on the Badger's reputation and divert the attention and resources of the management and Board. Reputation loss may result in decreased investor confidence, increased challenges in developing and maintaining community relations and impede the Badger's overall ability to advance its projects, obtain permits and licenses or continue its operations, which could have a material adverse impact on the Badger's business, operations and financial condition.

Interest Rates

Badger has certain floating rate loans and may be negatively impacted by increases in interest rates, the effect of which increase would be to reduce the amount of cash available for operating, investing and financing related activities, including the amount of cash available for dividends on Badger Shares.

Income Tax Matters

Badger and its subsidiaries are subject to federal, provincial and state income taxes in Canada and the United States, as applicable. While Badger works to keep itself and its subsidiaries in full compliance with all applicable legal requirements relating to federal, provincial and state legislation on income tax, sales tax, goods and services tax, excise tax and all other direct or indirect taxes including business tax, real estate tax, municipal, and other taxes, there can be no assurance that Badger and its subsidiaries will not be subject to assessment, reassessment, audit, investigation, inquiry or judicial or administrative proceedings under any such laws. As taxing regimes change their tax basis and rates, or initiate reviews of prior tax returns, Badger's liability to income tax may increase and Badger could be exposed to increased costs of taxation, which could, among other things, reduce the amount of funds available to distribute to Badger Shareholders or otherwise have a material adverse effect on Badger's business, financial condition, and results of operations.

Legal, Regulatory, General Economic and Political Risks

Climate Change Legislation and Related Regulatory Initiatives

In Canada, several provinces and the Government of Canada have adopted legislation to reduce, cap or tax greenhouse gases ("GHGs") emissions. Depending on the particular program, Badger may be required to reduce GHG emissions, pay a carbon tax or purchase and surrender allowances or offsets for GHG emissions resulting from Badger's operations. Independent of Congress, the United States Environmental Protection Agency ("EPA") has adopted regulations controlling GHG emissions under its existing authority under the Clean Air Act ("CAA"). For example, following its findings that emissions of GHGs endanger human health and the environment because such emissions contributed to warming of the earth's atmosphere and other climatic changes, EPA has adopted regulations under existing provisions of the CAA that, among other things, establish construction and operating permit reviews for GHG emissions from certain large stationary sources that are also potential major sources for conventional pollutants. In addition, EPA has adopted rules requiring annual monitoring and reporting of GHG emissions from specified production, processing, transmission and storage facilities in the United States.

Also, Canada is a party to the Paris Agreement, an international climate change agreement that calls for countries to set GHG emissions targets and the measures each country will use to achieve those targets. Although it is not possible at this time to predict how new laws in Canada that address GHG emissions will impact Badger's business, any such future laws could require Badger to incur costs and delay or restrict GHG emissions from new or modified sources. The reductions may not be technically or economically feasible and the failure to meet such reduction requirements or other compliance mechanisms may materially adversely affect Badger's business and result in fines, penalties and the suspension of operations.

There have also been increasing efforts in recent years to influence the investment community, including investment advisors and certain sovereign wealth, pension and endowment funds, promoting divestment of fossil fuel equities and pressuring lenders to limit funding to companies engaged in the extraction of fossil fuel reserves. Such environmental activism and initiatives aimed at limiting climate change and reducing air pollution could interfere with our business activities, operations, and ability to access capital.

As well, equipment from suppliers which can meet future emission standards may not be available on an economic basis and other compliance methods of reducing emissions to levels required in the future may significantly increase Badger's operating costs or reduce output. Emission reductions or offset credits may not be available on an economic basis. In addition, limitations on GHG emissions could adversely affect a number of Badger's customers thereby delaying or decreasing the demand for Badger's products and services.

Although it is not currently possible to predict how any such proposed or future GHG legislation will impact Badger's business, any regulation of GHG emissions in areas in which Badger conducts business could result in increased compliance costs or additional operating restrictions to Badger's exploration and production customers which could have a significant adverse effect on Badger's operations.

Compliance with Government and Related Regulations

Badger's operations are subject to a variety of federal, provincial, state and local laws, regulations and guidelines. Such laws and regulations relate to, among other things, health and safety, environment and emissions, the excavation, transportation and disposal of customer's materials and the manufacture of Badger non-destructive excavation units used in the Company's operations, foreign trade, rules imposed by the TSX and Canadian securities regulators, and reporting obligations. While Badger believes that it is currently in compliance with all applicable government standards and regulations, there can be no assurance that all of Badger's business will be able to continue to comply with all applicable standards and regulations that may be in place in the future.

The laws and regulations applicable to Badger's operations provide that Badger could be liable for fines, penalties and other costs in the event that it is found to not be in compliance with those laws and regulations. A failure to comply with such laws and regulations could result in, among other things, investigations into Badger's operations or the suspension or revocation of operating permits and damage Badger's reputation and have a negative effect on Badger's operating and financial results. Private parties may also pursue legal actions against us based on alleged non-compliance with or liability under certain of these laws, rules and regulations. Further, any changes in the current legal and regulatory environment could impact industry activity and the demands for our products and services, the scope of products and services that we provide, or our cost structure required to provide our products and services, or the costs incurred by our customers.

Environment and social-related regulatory activity

On June 20, 2024, Bill C-59 received royal assent, thereby enacting certain changes to the Competition Act (Canada) to address "greenwashing", meaning false, misleading, or deceptive environmental claims made for the purpose of promoting a product or a business interest. Under the new rules, the use of environmental-related words and phrases, for instance "sustainable", is problematic given that such terms can be vague and can mean different things to different people. How the new rules will be interpreted and applied is currently unclear, which creates significant uncertainty regarding how Canadian companies may publicly communicate their environmental and climate performance. The new rules also impose significant financial penalties for non-performance. Companies found to have made representations that violate the rules, intentionally or inadvertently, could be subject to an administrative penalty for the greater of \$10 million for the first order and \$15 million dollars for any subsequent order, and 3% of the company's annual worldwide gross revenues.

Fighting Against Forced Labour and Child Labour in Supply Chains Act

The Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada) requires Badger to publish an annual report on steps taken to assess and mitigate the risk of forced or child labour in its business and supply chains. Increased scrutiny on forced or child labour in Canadian markets and supply chains, along with measures by us, our suppliers, other businesses and the Government of Canada, may impact business activities. This could impact our access to certain goods or materials at desired prices, procurement processes, productivity, operating costs and financial condition. There is a risk that our supply chain may use or be alleged to use forced or child labour, and gathering sufficient information from suppliers to assess and mitigate such risks may be challenging. Our due diligence and mitigation activities might not identify or mitigate all risks, potentially harming our reputation. The Government of Canada plans to expand the legislative framework on forced and child labour, possibly including specific due diligence requirements for high-risk goods. However, there is uncertainty about the timing, requirements, implementation, and impact of these additional measures on our business activities and supply chains. The risks and commercial impacts of expanding regulation in this area cannot be fully assessed at this time.

Artificial Intelligence

The emergence of new, disruptive companies leveraging Artificial Intelligence ("AI") can pose a threat to us in the market. These newcomers, unencumbered by legacy systems or traditional business models, have the potential to swiftly gain market share and redefine industry dynamics. The unpredictable nature of AI development and its impacts on the market further contribute to uncertainties, making it challenging to anticipate and navigate potential disruptions.

General Economic And Business Risk

In addition to the risk factors outlined elsewhere in this MD&A, Badger's business is dependent on a number of general economic and business factors that may have a materially adverse effect on the Company's results of operations, many of which are beyond our control. These factors include strikes or other work stoppages, significant increases or fluctuations in interest rates, tariffs, fuel taxes, fuel prices, and license and registration fees, natural disasters, forest fires, national emergencies, acts of war, acts of terrorism, technological attacks, domestic and global trade disruptions, infrastructure disruptions, civil disobedience or unrest, the outbreak of disease, or similar events. We are affected by recessionary economic cycles and downturns in customers' business cycles, particularly in market segments and industries where we have a significant concentration of customers. Economic conditions may adversely affect our customers and their ability to pay for our services.

It is not possible to predict the effects of actual or threatened armed conflicts or terrorist attacks, efforts to combat terrorism, military action against any foreign state, heightened security requirements, or other related events and the subsequent effects on the economy or on consumer confidence in the United States and Canada, or the impact, if any, on our future results of operations.

In addition, Badger's financial and/or operating performance could be materially adversely affected by the outbreak of new public health crises, epidemics, pandemics or outbreaks of new infectious diseases or viruses. Public health crises can result in volatility and disruption to global supply chains, demand for oil and gas, trade and market sentiment, mobility of people, and global financial markets, which could affect access to capital, interest rates, credit ratings, credit risk, inflation, business, financial conditions and results of operations, and other factors relevant to Badger.

BADGER INFRASTRUCTURE SOLUTIONS LTD.
CONSOLIDATED FINANCIAL STATEMENTS AND NOTES

FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

Independent Auditor's Report

To the Shareholders and the Board of Directors of
Badger Infrastructure Solutions Ltd.

Opinion

We have audited the consolidated financial statements of Badger Infrastructure Solutions Ltd. (the "Company"), which comprise the consolidated statements of financial position as at December 31, 2024 and 2023, and the consolidated statements of comprehensive income, changes in equity and cash flows for the years then ended, and notes to the consolidated financial statements, including a summary of material accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the company as at December 31, 2024 and 2023, and its financial performance and its cash flows for the years then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

A key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements for the year ended December 31, 2024. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Revenue Recognition – Refer to Note 3 to the consolidated financial statements

Key Audit Matter Description

The company's revenue primarily arises from contracts with customers. Revenue is recognized when a customer obtains control over the goods or services at which point the performance obligations are satisfied and when the collection is reasonably assured. Badger recognizes revenue from non-destructive excavation related services, and other services.

Revenue is a key audit matter due to the significant audit effort required to perform audit procedures related to the Company's revenue recognition.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures related to revenue included the following, among others:

- On a sample basis, evaluated revenue transactions by obtaining and inspecting a combination of the following audit evidence: customer approved invoices, approved work tickets or quotes, cash receipts or payment history, confirmations to customers, and other applicable support.

Other Information

Management is responsible for the other information. The other information comprises Management's Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Company as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Brian Ralofsky.

/s/ Deloitte LLP

Chartered Professional Accountants

March 5, 2025

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(\$ US thousands)	Notes	December 31, 2024	December 31, 2023
ASSETS			
Current Assets			
Cash		14,617	8,513
Trade and other receivables	5	166,086	158,023
Prepaid expenses		8,506	8,524
Inventories		11,704	13,334
Income taxes receivable		4,858	7,716
Derivative financial instruments		514	3,422
		206,285	199,532
Non-current Assets			
Property, plant and equipment	6	387,956	358,021
Right-of-use assets	7	49,709	47,809
Derivative financial instruments		—	2,831
Intangible assets	8	24,340	23,595
Goodwill	8	1,127	1,226
Total Assets		669,417	633,014
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current Liabilities			
Trade and other payables	9	103,225	90,019
Lease liability	10	18,198	15,083
Share-based compensation liability	13	18,834	15,962
Dividends payable	14	4,284	4,496
		144,541	125,560
Non-current Liabilities			
Lease liability	10	32,053	32,147
Derivative financial instruments		670	—
Share-based compensation liability	13	7,931	12,854
Long term debt	11	170,026	163,690
Deferred tax liability	12	55,996	53,769
Total Liabilities		411,217	388,020
Shareholders' Equity			
Shareholders' capital	15	65,840	66,950
Contributed surplus		422	422
Accumulated other comprehensive loss		(4,770)	(5,767)
Retained earnings		196,708	183,389
Total Shareholders' Equity		258,200	244,994
Total Liabilities and Shareholders' Equity		669,417	633,014

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(\$ US thousands, except per share amounts)	Notes	Years ended December 31,	
		2024	2023
Revenue	16	744,952	683,799
Direct costs		526,945	492,706
Gross profit		218,007	191,093
Depreciation and amortization		78,705	69,869
General and administrative		41,933	40,794
Share-based compensation expense		11,311	18,163
Operating income		86,058	62,267
Gain on sale of property, plant and equipment and right of use assets		(1,760)	(2,051)
Loss (gain) on derivatives		4,594	(10,130)
Finance cost	17	15,686	16,993
Foreign exchange loss		71	332
Earnings before income tax		67,467	57,123
Current income tax expense		17,211	9,146
Deferred income tax expense		2,384	6,206
Income tax expense		19,595	15,352
Net earnings		47,872	41,771
Foreign exchange differences on translation of foreign operations		997	(1,908)
Other comprehensive gain (loss)		997	(1,908)
Comprehensive income		48,869	39,863
Weighted average number of shares - basic and diluted		34,441,443	34,473,438
Net earnings per share - basic and diluted	18	\$1.39	\$1.21

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

<i>(\$ US thousands)</i>	Shareholders' capital	Contributed surplus	Accumulated other comprehensive (loss) gain	Retained earnings	Total equity
At January 1, 2023	66,950	422	(3,859)	159,334	222,847
Net earnings	—	—	—	41,771	41,771
Other comprehensive loss	—	—	(1,908)	—	(1,908)
Dividends	—	—	—	(17,716)	(17,716)
At December 31, 2023	66,950	422	(5,767)	183,389	244,994
Net earnings	—	—	—	47,872	47,872
Other comprehensive gain	—	—	997	—	997
Dividends	—	—	—	(17,834)	(17,834)
Shares repurchased and cancelled under normal-course issuer bid	(1,110)	—	—	(16,719)	(17,829)
At December 31, 2024	65,840	422	(4,770)	196,708	258,200

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

(\$ US thousands)	Notes	Years ended December 31,	
		2024	2023
OPERATING ACTIVITIES			
Net earnings		47,872	41,771
Items not affecting cash:			
Depreciation and amortization		78,705	69,869
Gain on sale of property, plant and equipment and right of use assets		(1,760)	(2,051)
Finance cost		15,686	16,993
Income tax expense		19,595	15,352
Loss (gain) on derivatives		4,594	(10,130)
Share-based compensation expense		11,311	18,163
Unrealized foreign exchange gain		(26)	—
Cash flow from operating activities before working capital and other adjustments		175,977	149,967
Change in non-cash working capital	21	(5,757)	9,356
Income taxes paid		(15,966)	(18,225)
Income taxes recovered		1,597	233
Financial instruments received (paid)		1,456	(1,300)
Share-based compensation paid		(11,028)	(7,220)
Cash provided by operating activities		146,279	132,811
INVESTING ACTIVITIES			
Purchase of property, plant and equipment	6	(98,004)	(108,194)
Proceeds from sale of property, plant and equipment		2,791	1,837
Proceeds from disposal of right of use assets		1,766	3,748
Additions to intangible asset	8	(4,458)	(3,816)
Change in non-cash working capital	21	(1,465)	(219)
Cash used in by investing activities		(99,370)	(106,644)
FINANCING ACTIVITIES			
Borrowings under credit facility		367,136	289,627
Repayments of credit facility		(351,430)	(268,058)
Repurchase of common shares		(6,078)	—
Interest paid		(12,502)	(12,187)
Interest paid on lease liabilities		(1,917)	(1,197)
Payment of lease liabilities	10	(18,372)	(13,795)
Dividends paid	14	(17,993)	(17,511)
Cash used in by financing activities		(41,156)	(23,121)
Effect of foreign exchange rate changes on cash		351	69
Increase in cash		6,104	3,115
Cash, beginning of period		8,513	5,398
Cash, end of period		14,617	8,513

See accompanying notes to the consolidated financial statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of U.S. dollars, except per share amounts or as otherwise stated)

1 INCORPORATION AND OPERATIONS

Badger Infrastructure Solutions Ltd. and its subsidiaries (together “Badger” or the “Company”) provide non-destructive excavating services to utilities, industrial, construction, transportation and other industries in Canada and the United States (“U.S.”). Badger is a publicly traded company listed on the Toronto Stock Exchange (TSX: BDGI). The head office of Badger is located at Suite 400, 919-11th Avenue SW, Calgary, Alberta T2R 1P3. The registered office of Badger is located at c/o CAS Corporate Governance Services Inc., 600, 815-8th Avenue SW, Calgary, Alberta T2P 3P2.

The consolidated financial statements of the Company for years ended December 31, 2024 and December 31, 2023 were authorized for issue in accordance with a resolution of the Board of Directors (“Board”) on March 5, 2025.

2 MATERIAL ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of these consolidated financial statements in conformity with IFRS[®] Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and contingent liabilities at the date of the consolidated financial statements and reported amounts of revenues, expenses, gains and losses during the reporting periods. Estimates and judgements are continuously evaluated and are based on management’s experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key sources of estimation uncertainty that have a significant risk of causing a material adjustment to the amounts recognized in the consolidated financial statements are:

A. Useful lives of property, plant and equipment

The Company estimates the useful lives of property, plant and equipment based on the period over which the assets are expected to be available for use. The estimated useful lives of property, plant and equipment are reviewed at the end of each reporting period and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the relevant assets. In addition, the estimation of the useful lives of property, plant and equipment are based on internal technical evaluation and experience with similar assets. Future results of operations could be materially affected by changes in the estimated useful lives due to the factors mentioned above. The amounts and timing of recorded expenses would be affected by this as a reduction in the estimated useful lives of the property, plant and equipment would increase the recorded depreciation expense with an offset to the value of the related property, plant and equipment. Badger has a refurbishment program to extend the useful life of a select number of non-destructive excavation units. The costs associated with this program are capitalized and are expected to extend the useful life of refurbished units by 5 years.

B. Intangible assets

Intangible assets consist of service rights acquired from the Company’s operating partners and software costs. The initial valuation of intangibles at the closing date of any acquisition requires judgement and estimates by management with respect to identification, valuation and determining the expected periods of benefit. Valuations are based on discounted expected future cash flows and other financial tools and models and are amortized over their expected periods of benefit or not amortized if it is determined the intangible asset has an indefinite life. Intangible assets are reviewed annually with respect to their useful lives or more frequently if events or changes in circumstances indicate that the assets might be impaired. A change in the remaining life of an intangible asset would affect the amortization rate used to amortize the intangible asset for assets being amortized, and for assets not being amortized could result in an impairment of the related asset, the impact of which would be recognized in the Company’s consolidated statement of comprehensive income as amortization expense or an asset impairment charge.

C. Income taxes

Current income taxes

Provisions for current income taxes are made using the best estimate of the amount expected to be paid based on a qualitative and quantitative assessment of all relevant factors that involves management's judgment. The Company reviews the adequacy of these provisions at the end of the reporting period. However, it is possible that at some future date changes to these provisions could result from audits by tax authorities, reassessments and changes in interpretations of standards. Where the final outcome of these tax-related matters is different from the amounts that were initially recorded, such differences will affect the income tax provisions in the period in which such determination is made.

Deferred income taxes

Deferred income tax assets are recognized when it is considered probable that the deductible temporary differences will be recovered. If future taxable income or the timing of the reversal differs significantly from the Company's estimate, the ability to realize the deferred income tax assets could be impacted.

Deferred income tax liabilities are recognized when there are taxable temporary differences that will result in a future outflow to a tax authority. The Company records a provision for the amount that is expected to be settled. Deferred income tax liabilities may be impacted by a change in the likelihood of a future outflow and estimates of the expected settlement amount, timing of reversals and the tax laws in which the Company operates.

D. Allowance for doubtful accounts

Amounts included in allowance for doubtful accounts reflect the full lifetime expected credit losses for trade receivables. The Company determines allowances based on management's best estimate of future expected credit losses, considering historical default rates, current economic conditions, and forecasts of future economic conditions. Management has implemented additional monitoring processes in assessing the creditworthiness of customers and believes the current provision appropriately reflects the best estimate of its future expected credit losses. Significant or unanticipated changes in economic conditions could impact the magnitude of future expected credit losses.

E. Determining cash generating units

For the purpose of assessing impairment of non-financial assets, the Company must determine its cash generating units ("CGUs"). Assets and liabilities are grouped into CGUs at the lowest level of separately identified cash flows. Determination of what constitutes a CGU is subject to management judgment. The asset composition of a CGU can directly impact the recoverability of assets included within the CGU.

F. Impairment of non-financial assets

The Company assesses at each reporting date whether there is an indication that a non-financial asset may be impaired. An impairment occurs when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. Fair value less costs to sell is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the projection for the next five years and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes, which requires management judgement. Impairment of non-financial assets would be recognized in the Company's consolidated statement of comprehensive income.

G. Goodwill

Goodwill is the amount that results when the cost of acquired assets exceeds their fair value at the date of acquisition. Goodwill is recorded at cost, is not amortized, and is tested at least annually for impairment. The impairment test includes the application of a fair value test, with an impairment loss recognized when

the carrying amount of goodwill exceeds its estimated fair value. Impairment provisions are not reversed if there is a subsequent increase in the fair value of goodwill. Impairment of goodwill would be recognized in the Company's consolidated statement of comprehensive income.

H. Functional currency

The determination of the functional currency of the Company and each of its subsidiaries requires judgment based on the composition of revenue and costs in the locations in which it operates.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these annual consolidated financial statements are set out below.

A. Basis of consolidation

The consolidated financial statements include the accounts of Badger and its subsidiaries, all of which are wholly owned. Subsidiaries are consolidated from the date of acquisition, being the date on which the Company obtains control, and continue to be consolidated until the date that such control ceases. The financial statements of the subsidiaries are prepared for the same reporting period as the parent, using consistent accounting policies. All intercompany balances, income and expenses, unrealized gains and losses and dividends resulting from intercompany transactions are eliminated in full.

B. Statement of compliance

These consolidated financial statements of the Company are prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board ("IASB").

C. Basis of measurement

These consolidated financial statements have been prepared on a historical cost basis except as detailed in the accounting policies disclosed in Note 3. Standards and guidance issued but not yet effective for the current accounting period are described in Note 4.

D. Functional and presentation currency

These consolidated financial statements are presented in U.S. dollars. The functional currency of the Canadian operations is Canadian dollars and the U.S. operations functional currency is U.S. dollars.

E. Trade and other receivables

In the normal course of its business, the Company entered into a receivables purchase agreement with a financial institution whereby it can sell eligible trade receivables to the financial institution. The Company sells trade receivables of certain designated customers in exchange for a cash payment equal to the face value of the trade receivables sold less an applicable discount. The Company retains substantially all of the risks and rewards relating to the receivables under the receivables purchase agreement, therefore, the trade receivables remain on the consolidated statement of financial position and the funding received is recognized as trade and other payables. The difference between the carrying amount of trade accounts receivables sold under the agreement and the cash received at the time of transfer is recorded in the consolidated statement of comprehensive income within finance costs.

F. Inventories

Inventories are valued at the lower of cost and net realizable value, with cost being defined to include the laid-down cost for materials on a standard cost, and, where applicable, direct labour costs and those overheads incurred in bringing the inventories to their location and condition. Inventories are written down to net realizable value when the cost of inventories is estimated to be unrecoverable due to obsolescence or damage. Net realizable value is defined as the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Inventory write-downs pertaining to obsolescence and aging, and recoveries of past write-downs upon disposition are

included in direct costs. The Company uses its judgment to determine which costs are necessary to make the sale considering its specific facts and circumstances, including the nature of the inventories.

G. Leases

Company as a Lessee

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- The contract involves the use of an identified asset, either explicitly or implicitly, and whether the supplier has a substantive substitution right for the asset;
- The Company has the right to obtain substantially all the economic benefits from the use of the asset throughout the period; and
- The Company has the right to direct the use of the identified asset.

The Company determines if a contractual arrangement is a lease at the inception of the contract term. The Company has identified leases for the following asset types: buildings and light duty trucks. The Company recognizes a right-of-use asset and a lease liability to reflect the benefit the Company obtains from the underlying asset in the lease and the requirement to pay the amounts included in the lease contract, respectively. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability, adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to decommission the underlying asset, less any lease incentives received. The right-of-use asset is subsequently depreciated using the straight-line method over the lesser of lease term or the useful life of the underlying asset, where appropriate.

The lease liability is initially measured at the present value of remaining lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability include fixed payments, variable lease payments that depend on an index or rate, amounts expected to be payable under a residual value guarantee, and amounts owing under purchase or termination options, if the Company is reasonably certain to exercise these options. If the lease contains an extension option that the Company is reasonably certain to exercise, all payments in the renewal period are also included in determining the lease liability.

The lease liability is measured at amortized cost using the effective interest method. The amount of the liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension, or termination option. When the lease liability is remeasured, a corresponding adjustment is made to the carrying value of the right-of-use asset, or is recorded on the consolidated statements of earnings if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has elected not to recognize right-of-use assets and lease liabilities for short-term and low-value leases. Short-term leases are lease contracts with lease terms that are less than 12 months. Lease payments associated with these leases will be recognized as an expense on a straight-line basis over the lease term. Certain leases include both lease and non-lease components, which are generally accounted for separately. For certain equipment leases, the Company applies a portfolio approach to effectively account for the lease right-of-use assets and lease liabilities.

Company as a Lessor

Leases in which the Company is the lessor are assessed upon commencement and are classified as either an operating lease or a finance lease. An operating lease does not transfer substantially all the risks and rewards of the leased asset to the customer. Lease payments from operating leases are recorded as

income on a straight-line basis over the life of the lease. A finance lease exists when the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the leased asset to the lessee.

H. Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and/or accumulated impairment losses, if any. Repair and maintenance costs are recognized in the consolidated statement of comprehensive income, as incurred.

Depreciation is calculated on a straight-line basis to recognize the cost less estimated residual value over the estimated useful life of the assets as follows:

	Useful Life
Buildings and land improvements	2 to 30 years
Office and other equipment	3 to 10 years
Trucks and other vehicles	6 to 10 years
Refurbished trucks	5 years

Depreciation of equipment under construction is not recorded until such time as the asset is available for use, in other words, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

The assets' residual values, useful lives, and methods of depreciation are reviewed at the end of each reporting period, or when events or conditions occur that impact capitalized costs or useful lives and are adjusted prospectively, if appropriate.

Gains or losses arising from derecognition of an item of property, plant and equipment are measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in the consolidated statement of comprehensive income in the period when the asset is derecognized.

I. Intangible assets

Intangible assets represent acquired service rights and costs associated with the Company's ERP and integrated systems implementation. Intangible assets acquired separately are measured on initial recognition at cost. The cost of an intangible asset acquired in a business combination is its fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses.

The useful lives of intangible assets are assessed as either finite or indefinite. Intangible assets with finite lives are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least annually. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate, and are treated as changes in accounting estimates.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the consolidated statement of comprehensive income when the asset is derecognized.

A summary of the policies applied to the Company's intangible assets is as follows:

	Service rights	ERP and Software
Useful lives	Indefinite	4 to 10 years
Amortization method	No amortization	Straight-line

J. Impairment of non-financial assets excluding goodwill

At the end of each reporting period or when there is an indication of impairment, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the CGU to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual CGU's, or otherwise, they are allocated to the smallest group of CGU's for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset or CGU is estimated to be less than its carrying amount, the carrying amount of the asset or CGU is reduced to its recoverable amount. An impairment loss is recognized immediately in the consolidated statement of comprehensive income.

Where an impairment loss subsequently reverses, the carrying amount of the asset or CGU is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset or CGU in prior years. A reversal of an impairment loss is recognized immediately in the consolidated statement of comprehensive income.

K. Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as a finance cost in the consolidated statement of comprehensive income.

L. Goodwill

Goodwill represents the excess of the purchase price over the fair value of net assets acquired and liabilities assumed in a business combination. Goodwill is not amortized but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Company's CGU's expected to benefit from the synergies of the combination. CGU's to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the CGU may be impaired. If the recoverable amount of the CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognized for goodwill is not reversed in a subsequent period.

M. Income taxes

Income tax expense comprises current and deferred income tax expense. Income tax expense is recognized in the consolidated statement of comprehensive income except to the extent it relates to items recognized directly in equity.

Current income tax

Current income tax expense is based on the results for the period as adjusted for items that are not taxable or not deductible. Current income tax is calculated using tax rates and laws that are enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. Provisions are established where appropriate on the basis of most likely amount to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognized, using the liability method, on temporary differences arising between the tax basis of assets and liabilities and their carrying amounts in the consolidated statement of financial position. Deferred income tax is calculated using income tax rates and laws that are enacted or substantively enacted at the end of the reporting period, and which are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax assets:

- are recognized to the extent it is probable that taxable profits will be available against which the deductible temporary differences can be utilized; and
- are reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred income tax liabilities:

- are generally recognized for all taxable temporary differences;
- are recognized for taxable temporary differences arising on investments in subsidiaries except where the reversal of the temporary difference can be controlled and it is probable that the difference will not reverse in the foreseeable future; and
- are not recognized on temporary differences that arise from goodwill which is not deductible for income tax purposes.

N. Revenue recognition

Badger's revenue primarily arises from contracts with customers. Revenue is recognized when a customer obtains control over the goods or services at which point the performance obligations are satisfied and when the collection is reasonably assured. Badger recognizes revenue from non-destructive excavation related services, and other services.

The above mentioned performance obligations are part of contracts that have an expected duration of less than one year.

The total consideration in the service contracts is allocated to all services based on their stand-alone selling prices. The transaction price for the services Badger provides is agreed upon with the customer at the time the contracts are entered into and do not contain significant financing components.

O. Finance cost

Finance cost includes interest expense on borrowings on the Company's syndicated revolving credit facility, stand by fees on the Company's syndicated revolving credit facility, and finance costs relating to the Company's lease obligations. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss using the effective interest rate method. Finance cost also include the difference between the carrying amount of trade accounts

receivables sold under a receivables purchase agreement and the cash received at the time of transfer, and interest accrued related to the Excise Tax Audit.

P. Share-based plans

The Company has Deferred Share Units, Performance Share Units and Restricted Share Units, which are cash-settled share-based plans, under which it receives services from employees as consideration for cash payments.

The Company uses the market price of its shares to estimate the fair value of cash-settled awards. Fair value is established initially at the grant date and the obligation is revalued at the end of each reporting period until the awards are settled with any changes in the obligation recognized in the consolidated statement of comprehensive income. The fair value of the Performance Share Units is adjusted for the estimate of the outcome of the performance conditions.

Q. Segment reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other components. All operating segments' operating results are reviewed regularly by management to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

R. Foreign currency translation

Items included in the financial statements of each consolidated entity are measured using the currency of the primary economic environment in which the entity operates which is the functional currency. Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities not denominated in the functional currency of an entity are recognized in the consolidated statement of comprehensive income.

Assets and liabilities of entities with functional currencies other than U.S. dollars are translated at the period end rates of exchange, and the results of their operations are translated at average rates of exchange for the month. The resulting translation adjustments are included in accumulated other comprehensive income when the settlement of which is neither planned nor likely to occur in the foreseeable future.

When settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gain or losses related to such items are recognized in other comprehensive income, and presented in accumulated other comprehensive income in equity.

S. Financial instruments

Financial assets

The classification of financial assets is based on the Company's assessment of its business model for holding financial assets. The classification categories are as follows:

- Financial assets measured at amortized cost: assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.
- Financial assets at fair value through other comprehensive income: assets that are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.
- Financial assets at fair value through profit or loss: assets that do not meet the criteria for amortized cost or fair value through other comprehensive income.

Financial assets measured at amortized cost are measured at cost using the effective interest method. The amortized cost is reduced by impairment losses at an amount equal to the lifetime expected credit losses that result from all possible default events over the expected life of the financial instrument. The expected credit loss is recognized in the consolidated statement of comprehensive income. When a trade receivable is determined to be uncollectible, it is written off against the allowance for doubtful accounts.

Financial assets are derecognized when the contractual rights to the cash flows from the financial asset expire or when the contractual rights to those assets are transferred.

Financial liabilities

The classification of financial liabilities is determined by the Company at initial recognition. The classification categories are as follows:

- Financial liabilities measured at amortized cost: financial liabilities initially measured at fair value less directly attributable transaction costs and are subsequently measured at amortized cost using the effective interest method. Interest expense is recognized in the consolidated statement of comprehensive income.
- Financial liabilities measured at fair value through profit or loss: financial liabilities measured at fair value with changes in fair value and interest expense recognized in the consolidated statement of comprehensive income.

Financial liabilities are classified as current liabilities if payment is due within one year or less, if not, they are presented as non-current liabilities. Financial liabilities are derecognized when the obligation is discharged, cancelled or expired.

Fair value measurement

The company has classified its financial instrument fair values based on the required three-level hierarchy:

- Level 1: Valuations based on quoted prices in active markets for identical assets or liabilities;
- Level 2: Valuations based on observable inputs other than quoted active market prices; and,
- Level 3: Valuations based on significant inputs that are not derived from observable market data, such as discounted cash flows methods.

The fair value hierarchy level at which a fair value measurement is categorized is determined on the basis of the lowest level input that is significant to the fair value measurement.

Derivative Financial Instruments

In 2021, the Company entered into total return swaps to manage its exposure to fluctuations in the total return of its common shares related to long-term incentive compensation plans. These cash-settled share swap transactions require the exchange of net contractual payments at maturity without the exchange of the notional principal amounts on which the payments are based. Any change in the fair value of the total return swaps is recognized as losses or gains on derivatives in the consolidated statement of comprehensive income.

T. Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received net of direct issue costs.

4 STANDARDS ADOPTED AND RECENTLY ANNOUNCED ACCOUNTING PRONOUNCEMENTS

Standards Adopted

In October 2022, the IASB issued amendments to clarify that the classification of liabilities as current or non-current is based solely on a company's right to defer settlement for at least twelve months at the reporting date. The right needs to exist at the reporting date and must have substance. In addition to the amendment from January 2020 where the IASB issued amendments to IAS 1, to provide a more general approach to the presentation of liabilities as current or non-current, only covenants with which a company must comply on or before the reporting date may affect this right. Covenants to be complied with after the reporting date do not affect the classification of a liability as current or non-current at the reporting date.

The amendment was effective January 1, 2024, and was applied retrospectively. The adoption of this policy resulted in the reclassification of \$4.6 million and \$12.9 million of share-based compensation liability to long-term liabilities as of January 1, 2023, and December 31, 2023, respectively. There was no change to total liabilities on either date.

Future Accounting Pronouncements

During the third quarter of 2024, the Canadian Accounting Standards Board endorsed IFRS 18, *Presentation and Disclosure in Financial Statements*, which was issued by the IASB in April 2024. IFRS 18 introduces: i) defined categories for income and expenses and certain defined subtotals in the consolidated statement of comprehensive income, including operating profit, ii) required disclosures of certain management defined performance measures, and iii) aggregation and disaggregation principles for the grouping of information in the consolidated financial statements. IFRS 18 will replace IAS 1, *Presentation of Financial Statements*, and is effective for annual periods beginning on or after January 1, 2027. The standard requires retrospective application with early adoption permitted. The Company is currently assessing the impact of adopting IFRS 18 on the consolidated financial statements.

5 TRADE AND OTHER RECEIVABLES

	December 31, 2024	December 31, 2023
Trade receivables	163,875	153,591
Holdback receivables	807	1,167
Allowance for doubtful accounts	(3,617)	(2,525)
Total trade receivables	161,065	152,233
Accrued revenue and other receivables	5,021	5,790
Trade and other receivables	166,086	158,023

Trade receivables include \$23.8 million (December 31, 2023 - \$7.2 million) of trade accounts receivables being serviced under a receivables purchase agreement. The Company retains substantially all of the risks and rewards relating to the receivables sold, and therefore, continues to recognize the transferred accounts receivables in their entirety. The amounts repayable under the receivables purchase agreement are recorded as accounts payable.

Holdback receivables are amounts customers withhold paying until the completion of the contract. These amounts are agreed in advance and typically have collection terms beyond the Company's general payment terms.

Accrued revenue represents revenue for services which have been completed and for which an invoice has not yet been rendered. All such recorded amounts are considered collectable.

Trade receivables are non-interest bearing and are generally on 30-90 day payment terms.

The aging analysis of trade receivables, holdback receivables and the allowance for doubtful accounts is as follows:

	December 31, 2024	December 31, 2023
Current to 90 days	148,244	137,185
Over 90 days	12,821	15,048
Total trade receivables	161,065	152,233

Movement in allowance for doubtful accounts is as follows:

	December 31, 2024	December 31, 2023
Opening balance	2,525	1,405
Additions to the allowance	3,293	3,976
Accounts written off	(2,126)	(2,876)
Exchange differences	(75)	20
Closing balance	3,617	2,525

6 PROPERTY, PLANT AND EQUIPMENT

Cost	Land, land improvements and buildings	Equipment under construction	Office equipment and other	Trucks and other vehicles	Total
January 1, 2023	35,266	17,168	6,524	547,733	606,691
Additions/transfers ⁽¹⁾	2,459	1,259	1,905	102,571	108,194
Disposals	(55)	(476)	(330)	(34,372)	(35,233)
Reclassifications/adjustments ⁽²⁾	—	1,845	—	2,638	4,483
Exchange differences	522	10	36	3,454	4,022
December 31, 2023	38,192	19,806	8,135	622,024	688,157
Additions/transfers ⁽¹⁾	436	2,503	1,049	94,016	98,004
Disposals	—	(10)	(73)	(36,821)	(36,904)
Exchange differences	(1,839)	(145)	(307)	(10,451)	(12,742)
December 31, 2024	36,789	22,154	8,804	668,768	736,515

Depreciation

January 1, 2023	10,274	—	3,765	294,016	308,055
Depreciation	1,634	—	544	50,921	53,099
Disposals	(6)	—	(136)	(32,761)	(32,903)
Exchange differences	213	—	63	1,609	1,885
December 31, 2023	12,115	—	4,236	313,785	330,136
Depreciation	1,532	—	611	54,872	57,015
Disposals	—	—	(73)	(32,174)	(32,247)
Exchange differences	(795)	—	(228)	(5,322)	(6,345)
December 31, 2024	12,852	—	4,546	331,161	348,559

Net book value

December 31, 2023	26,077	19,806	3,899	308,239	358,021
December 31, 2024	23,937	22,154	4,258	337,607	387,956

⁽¹⁾ The net additions of equipment under construction are included in additions/transfers.

⁽²⁾ December 31, 2023 balances include reclassification of finished goods, manufacturing and spare parts, and work in progress as a result of revised operating model, and accrual related to the Excise Tax Audit (refer to Note 12). There were no further reclassifications during 2024.

7 RIGHT-OF-USE ASSETS

Badger enters into leases primarily in order to secure office and yard space for the non-destructive excavation units and for light-duty vehicles. Terms of property leases vary including the life of the lease and the existence of extension options.

	Property	Light-duty vehicles	Total
January 1, 2023	15,991	13,688	29,679
Additions	15,331	21,411	36,742
Depreciation	(7,848)	(6,588)	(14,436)
Disposals/modifications	(1,110)	(3,106)	(4,216)
Impact of foreign exchange	19	21	40
December 31, 2023	22,383	25,426	47,809
Additions	11,109	13,192	24,301
Depreciation	(9,079)	(9,843)	(18,922)
Disposals/modifications	(532)	(2,368)	(2,900)
Impact of foreign exchange	(275)	(304)	(579)
December 31, 2024	23,606	26,103	49,709

8 GOODWILL AND INTANGIBLE ASSETS

Cost	Service rights	ERP and software	Total intangible assets	Goodwill
December 31, 2022	6,005	21,910	27,915	2,392
Additions	—	3,816	3,816	—
Exchange differences	144	209	353	29
December 31, 2023	6,149	25,935	32,084	2,421
Additions	—	4,458	4,458	—
Exchange differences	(490)	(735)	(1,225)	(99)
December 31, 2024	5,659	29,658	35,317	2,322

Amortization

December 31, 2022	—	(6,083)	(6,083)	(1,195)
Amortization	—	(2,332)	(2,332)	—
Exchange differences	—	(74)	(74)	—
December 31, 2023	—	(8,489)	(8,489)	(1,195)
Amortization	—	(2,791)	(2,791)	—
Exchange differences	—	303	303	—
December 31, 2024	—	(10,977)	(10,977)	(1,195)

Net book value

December 31, 2023	6,149	17,446	23,595	1,226
December 31, 2024	5,659	18,681	24,340	1,127

Impairment testing of goodwill and intangibles with indefinite lives

Badger has determined it has a total of four CGU's as of December 31, 2024, Canada, Western U.S., Central U.S., and Eastern U.S. For impairment testing, goodwill acquired through business combinations and service rights with indefinite lives have been allocated primarily to the Canada CGU, therefore, Canada was the only CGU tested for impairment of goodwill and intangible assets. Additionally, impairment indicators test for long-

lived assets has been performed on all CGU's. The Company performed the annual impairment tests of goodwill and service rights as at December 31, 2024. The recoverable amount of the Canada CGU has been determined based on the higher of its fair value less cost to sell and its value in use. The value in use calculation uses post income tax cash flow projections from financial budgets approved by the Company, forecasts over a five-year period based on management's best estimates, management's estimated terminal rate of growth beyond five years based on long-range term forecast, and uses a post income tax discount rate of 10% (2023 – 11%).

No impairment related to goodwill and intangibles was recorded for the years ended December 31, 2024 or 2023.

9 TRADE AND OTHER PAYABLES

	December 31, 2024	December 31, 2023
Trade payables	27,499	29,666
Accrued expenses ⁽¹⁾	51,942	53,190
Receivables purchase agreement ⁽²⁾	23,784	7,163
Total trade and other payables	103,225	90,019

⁽¹⁾ Includes NCIB accrual of \$11.5 million in 2024, (December 31, 2023 - nil).

⁽²⁾ Represents amounts repayable under receivables purchase agreement.

Trade payables are non-interest bearing and are normally settled on 45-day payment terms.

10 LEASE LIABILITY

	December 31, 2024	December 31, 2023
Opening balance	47,230	27,107
Additions	24,272	36,494
Interest expense	1,917	1,197
Lease payments	(20,289)	(14,992)
Disposals/modifications	(2,863)	(2,790)
Exchange differences	(16)	214
Closing balance	50,251	47,230
Current	18,198	15,083
Long-term	32,053	32,147
Total lease liabilities	50,251	47,230

Contractual undiscounted cash flows

	December 31, 2024	December 31, 2023
Less than one year	21,461	18,880
One to five years	39,027	38,668
More than five years	17	—
Total	60,505	57,548

Amount recognized in net earnings

	December 31, 2024	December 31, 2023
Expenses related to short-term leases	1,538	1,643

11 DEBT

	December 31, 2024	December 31, 2023
Borrowings under Credit Facility	71,238	164,776
Non-revolving term loan	100,000	—
Less: unamortized debt issuance costs	(1,212)	(1,086)
Total long-term debt	170,026	163,690

	December 31, 2024	December 31, 2023
Syndicated revolving Credit Facility capacity	300,000	302,435
Less: borrowings under Credit Facility	(71,238)	(164,776)
Less: letters of credit	—	(5,020)
Available amount	228,762	132,639

Syndicated revolving credit facility

On May 31, 2024, following the closing of the Company's fifth amended and restated credit agreement, Badger changed all commitments and references within its committed syndicated revolving credit facility (the "Credit Facility") from Canadian dollars to U.S. dollars. The Company has a \$300.0 million committed Credit Facility with a syndicate of six lenders. The Credit Facility allows for borrowings in either Canadian or U.S. dollars, providing Badger with the administrative flexibility to borrow in the functional currency in both its Canadian and U.S. operations. On September 29, 2024, the Company extended its Credit Facility by approximately one year to a 5-year term, expiring on September 29, 2029. Badger has the flexibility to expand the Credit Facility, subject to approval by the lenders, by an additional \$112.5 million. Badger maintains the Credit Facility for general corporate and liquidity purposes, in addition to financing requirements, if any, related to Badger's capital expenditures.

The Company's fifth amended and restated credit agreement also replaced the creation or purchase of Banker's Acceptances and other obligations, interest, fees, commissions or other amounts calculated with respect to the Canadian Dollar Offered Rate with mechanics for loans that bear interest at Canadian Overnight Repo Rate Average. The Company also completed a sixth amended and restated credit agreement on December 12, 2024 to its existing credit facilities to make the necessary provisions for a non-revolving Term Loan Facility.

A standby fee is paid on the unused portion of the Credit Facility on a tiered basis. Standby fees are expensed as incurred. Under the terms of the Credit Facility, the Company must comply with certain financial and non-financial covenants, as defined by the bank. Throughout 2024, and as at December 31, 2024, the Company was in compliance with all of these covenants.

The Credit Facility is collateralized by a general security interest over the Company's assets, property and undertaking, present and future.

As at December 31, 2024, the Company had available \$228.8 million (December 31, 2023 - \$132.6 million) of undrawn committed borrowing facilities.

Non-revolving term loan facility

On December 12, 2024, Badger entered into a \$100.0 million syndicated, secured, non-revolving term loan facility (the "Term Loan") with a syndicate of five lenders. The Term Loan is non-amortizing with a maturity date of December 11, 2027, and bears interest, at the Secured Overnight Financing Rate with a tiered structure. Similar to Company's syndicated revolving credit facility, under the terms of the Term Loan, Badger must comply with certain financial and non-financial covenants, as defined by the lenders. The proceeds of the Term Loan were used to pay down the existing Badger's Credit Facility.

Letter of credit facility

During the second quarter, the Company obtained an unsecured demand revolving letter of credit facility with a maximum principal amount of \$10.0 million guaranteed by Export Development Canada through its Performance Security Guarantee ("PSG") program. The PSG program is in place to cover standby letters of credit or letters of guarantee, required as part of a collateral package provided to support Badger's U.S. insurance program and certain other performance bonds. The maturity date of this performance security guarantee program is extended to June 30, 2027.

	December 31, 2024	December 31, 2023
PSG program capacity	10,000	—
Less: letters of credit	(5,813)	—
Available amount	4,187	—

Surety bond

Badger has provided a corporate guarantee in the form of a surety bond to its insurer ("Obligee") so that the Obligee is able to provide insurance coverage to Badger. As of December 31, 2024, the outstanding surety bond guaranteed by Badger was \$2.2 million. Management believes that adequate liquidity exists to meet the projected surety requirements. Badger has not recorded a liability under this guarantee as no material event of default exists under the applicable contract with the Obligee.

12 INCOME TAXES

The provision for income taxes, including deferred income taxes, reflects an effective income tax rate that differs from the actual combined Canadian federal and provincial statutory rates of 25.0% (2023 - 25.3%). The Company's U.S. subsidiaries are subject to federal and state statutory tax rates of approximately 26.1% (2023 - 25.7%). The main differences are in the table below.

	December 31, 2024	December 31, 2023
Earnings before tax	67,467	57,123
Income tax expense at the Canadian statutory rate	16,848	14,464
Increase (decrease) resulting from:		
Income tax rates in foreign jurisdictions	1,033	(673)
Income tax rate changes	141	(105)
True-up of prior period income taxes	456	(139)
Foreign exchange differences	(1,216)	662
Movement in unrecognized deferred tax asset	2,758	619
Other items	(425)	524
Income tax expense	19,595	15,352

The following table details the nature of the Company's temporary differences:

	December 31, 2024	December 31, 2023
Net deferred income tax liability		
Deferred income tax assets		
Share-based compensation liability	7,171	7,296
Accrued liabilities	2,290	1,917
Lease liabilities	13,023	12,106
Salaries and wages	621	530
Non-capital losses	3,380	3,573
Derivative financial instrument	39	—
Total deferred tax asset	26,524	25,422
Deferred income tax liabilities		
Property, plant and equipment	68,661	64,829
Right of use assets	12,857	12,035
Share issuance costs	76	85
Prepaid expenses	926	679
Derivative financial instrument	—	1,563
Total deferred income tax liability	82,520	79,191
Net deferred income tax liability	55,996	53,769

The Company has not recognized the deductible temporary differences for restricted interest of \$7.6 million (December 31, 2023 - nil) and capital losses of \$12.2 million (December 31, 2023 - \$4.5 million). In 2023, unrealized capital losses of \$2.2 million were also not recognized.

The Company is subject to routine audits of its tax filing positions by the Canada Revenue Agency and the Internal Revenue Service (the "IRS"). In 2020, the Company appealed the findings of one such audit conducted by the IRS in respect of excise tax paid and payable during the 2015-2019 fiscal years (the "Excise Tax Audit"), and that appeal was heard by the IRS' Independent Office of Appeals in the fourth quarter of 2021. The matter was not able to be resolved through the appeals process, as a result Badger has filed a claim in the U.S. District Court. This matter remains unresolved at December 31, 2024. During 2023, the Company accrued a provision of \$12.8 million to trade and other payables in relation to the unresolved periods. There was no additional provision recorded as of December 31, 2024.

13 SHARE-BASED COMPENSATION

	December 31, 2024	December 31, 2023
TSX: BDGI Closing Share Price (CAD)	\$35.88	\$40.71

A) Deferred Share Unit Plan

The Deferred Share Unit ("DSU" or "deferred unit") Plan was established to promote greater alignment of interests between officers and Shareholders of the Company. The Board has to participate in the plan whereby they will be paid 50% to 100% of their annual retainer in the form of DSUs. Pursuant to the terms of the DSU, participants are granted deferred units with a value equivalent to the value of a Badger share. The deferred units granted earn additional deferred units at the same rate as dividends on Badger common shares. DSUs are paid out in cash upon departure from the Company.

The DSU Plan is accounted for as a cash-settled plan and units vest immediately upon issuance. Compensation expense is based on the estimated fair value of the deferred units outstanding at the end of each quarter using the period closing share price, with a corresponding credit to liabilities.

The liability for DSU's vested and outstanding as at December 31, 2024 is \$9.6 million (December 31, 2023 - \$13.2 million). Changes in the number of deferred units under the DSU Plan were as follows:

	Units
December 31, 2022	512,056
Granted	61,146
Dividends earned	11,604
Redeemed for cash	(132,912)
Forfeited	(22,783)
December 31, 2023	429,111
Granted	48,164
Dividends earned	6,884
Redeemed for cash	(100,400)
Forfeited	—
December 31, 2024	383,759
Vested as at December 31, 2024	383,759

B) Performance Share Unit Plan

The Company also has a Performance Share Unit (“PSU”) Plan for officers of the Company. Officers are awarded 50% of their annual long-term incentive compensation in PSUs, and may elect to receive up to 100%, with the remainder, if any, awarded in RSUs. The PSUs represent rights to share value based on the number of PSUs issued and the achievement of certain performance criteria as set out by the Board. Under the terms of the plan, and subject to achievement of the performance criteria, PSUs awarded will vest on December 31st of the second full calendar year following issuance and the related expense is recognized over their vesting period. PSUs will be settled in cash upon vesting in accordance with the achieved performance and other vesting criteria.

The PSU Plan is accounted for as a cash-settled plan. Compensation expense is based on the estimated fair value of the PSUs outstanding at the end of each quarter using the closing period share price and recognized over the vesting period, with a corresponding credit to liabilities.

The liability for PSUs outstanding as at December 31, 2024 is \$9.7 million (December 31, 2023 - \$7.2 million). The fair value of units fully vested at December 31, 2024 is \$5.9 million (December 31, 2023 - \$1.8 million). Changes in the number of PSUs under the PSU plan were as follows:

	Units
December 31, 2022	397,217
Granted	176,964
Dividends earned	8,479
Redeemed	(79,628)
Forfeited	(93,576)
December 31, 2023	409,456
Granted	139,061
Dividends earned	8,325
Redeemed	(60,637)
Forfeited	(13,355)
December 31, 2024	482,850
Vested as at December 31, 2024	237,196

C) Restricted Share Unit Plan

The company also has a Restricted Shareholder Unit Plan (“RSU”). Pursuant to the terms of the RSU, participants are granted restricted units with a value equivalent to the value of a Badger share. The restricted units granted earn additional restricted units at the same rate as dividends on Badger common shares. The restricted units granted vest equally over a period of three years from the date of the grant. Upon vesting, payment for the vested RSUs will be made by the Company to the participants.

The RSU Plan is accounted for as a cash-settled plan. Compensation expense is based on the estimated fair value of the restricted units outstanding at the end of each quarter using the closing period share price and recognized using graded vesting throughout the term of the vesting period, with a corresponding credit to liabilities.

The liability for RSUs outstanding as at December 31, 2024 is \$7.5 million (December 31, 2023 - \$8.4 million). The fair value of units fully vested at December 31, 2024 is \$3.3 million (December 31, 2023 - \$5.2 million). Changes in the number of RSUs under the RSU plan were as follows:

	Units
December 31, 2022	273,476
Granted	256,345
Dividends earned	8,415
Redeemed	(110,611)
Forfeited	(52,737)
December 31, 2023	374,888
Granted	204,658
Dividends earned	7,115
Redeemed	(179,869)
Forfeited	(14,526)
December 31, 2024	392,266
Vested as at December 31, 2024	134,312

14 DIVIDENDS PAYABLE

During the year ended December 31, 2024, the Company paid dividends of \$18.0 million (2023 - \$17.5 million) or CAD \$0.7125 per common share (2023 - CAD \$0.6825 per common share) and declared \$4.3

million in dividends (2023 - \$4.5 million) or C\$0.1800 per common share (2023 - C\$0.1725 per common share) to its shareholders of record at the close of business on December 31, 2024, that was paid on January 15, 2025.

The Board has sole discretion in determining the amount of cash dividends for any given period, based on factors such as financial performance, projected liquidity, and the Company's capital resources. If declared, dividends are announced in advance, with the record date set as the last business day of each quarter. Payments are made on the 15th of the following month (or the next business day if the 15th falls on a non-business day).

15 SHAREHOLDERS' CAPITAL

Authorized Shares

An unlimited number of voting shares are authorized without nominal or par value.

Issued and Outstanding

Normal course issuer bid

On July 31, 2024, the Board of Directors approved the Company to pursue the implementation of a normal course issuer bid ("NCIB") pursuant to which Badger would have an option to repurchase its common shares for cancellation starting August 26, 2024. Under the NCIB, the Company was permitted to acquire up to 861,836 common shares, which represents approximately 2.5% of the Company's issued and outstanding common shares as at August 12, 2024.

In October 2024, the Toronto Stock Exchange ("TSX") accepted Badger's amended notice of intention to increase the size of its NCIB pursuant to which Badger may purchase and cancel up to 2,658,294 common shares, representing 10% of the Company's public float as at August 12, 2024 and has approved the implementation of an automatic securities purchase plan (the "ASPP"). Pursuant to the ASPP, Badger's broker may facilitate repurchases of common shares during blackout periods within certain parameters prescribed by the TSX, applicable Canadian securities laws, and the terms of the parties' written agreement. During the year ended December 31, 2024, pursuant to its NCIB, the Company purchased and cancelled 240,400 common shares, at a weighted average price per share of CAD \$36.89. Subsequent to December 31, 2024, the Company purchased 228,500 additional shares at a weighted average price per share of \$37.91.

	Number of Shares	Shareholders' Capital
As at December 31, 2023	34,473,438	66,950
Common shares repurchased and cancelled through NCIB	(240,400)	(1,110)
As at December 31, 2024	34,233,038	65,840

Diluted EPS

Diluted EPS is calculated by adjusting the earnings and number of shares for the effects of any dilutive potential shares. The effects of anti-dilutive potential shares are ignored in calculating diluted EPS.

	Years ended December 31,	
	2024	2023
Basic weighted average number of common shares	34,441,443	34,473,438
Effect of dilutive deferred share units	—	—
Weighted average number of common shares, diluted	34,441,443	34,473,438

	Years ended December 31,	
	2024	2023
Basic and diluted earnings per share	\$1.39	\$1.21

19 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

Fair values

The Company's financial instruments recognized on the consolidated statement of financial position consist of cash, trade and other receivables, income taxes receivable, derivative financial instruments, trade and other payables, dividends payable, income taxes payable and long-term debt. The fair values of these recognized financial instruments, excluding long-term debt, approximate their carrying values due to their short-term maturity.

Credit risk

Credit risk arises where a financial loss would be experienced if a counterparty to a financial asset failed to meet its contractual obligations. The Company's credit risk exposure is primarily through its trade receivables which are subject to industry credit risks. Credit risks are mitigated by the Company's large and diversified customer base across the construction, utility, transportation and industrial industries. The Company actively monitors the financial strength of its customer base through its credit process to minimize the risk of default on receivables. The Company has a due diligence process to approve credit for new and existing customers by assessing the creditworthiness of each customer. Before work is performed for the customer, its creditworthiness is assessed and a credit rating and maximum credit limit are assigned.

Liquidity risk

Liquidity risk is the risk that, as a result of operational liquidity requirements, the Company will not have sufficient funds to settle an obligation on the due date and will be forced to sell financial assets at a price which is less than what they are worth, or will be unable to settle or recover a financial asset.

The Company's operating cash requirements are continuously monitored by management. As factors impacting cash requirements change, liquidity risks may necessitate the need for the Company to raise capital by issuing equity or obtaining additional debt financing. The Company also mitigates liquidity risk by maintaining an insurance program to minimize exposure to insurable losses.

At December 31, 2024, the Company had available \$228.8 million of authorized borrowing capacity on the syndicated revolving credit facility. The credit facility matures on September 29, 2029. The Company believes it has sufficient funding through operations and the use of this facility to meet foreseeable financial obligations.

The table below summarizes the maturity profile of the Company's financial liabilities at December 31, 2024, based on contractual undiscounted payments.

	Less than 1 year	1 to 2 years	2 to 5 years	> 5 years	Total
December 31, 2024					
Trade and other payables	103,225	—	—	—	103,225
Share-based plan liability	18,834	7,931	—	—	26,765
Long-term debt	—	—	170,026	—	170,026
Total	122,059	7,931	170,026	—	300,016

	Less than 1 year	1 to 2 years	2 to 5 years	> 5 years	Total
December 31, 2023					
Trade and other payables	90,019	—	—	—	90,019
Share-based plan liability	15,962	12,854	—	—	28,816
Long-term debt	—	—	163,690	—	163,690
Total	105,981	12,854	163,690	—	282,525

Market risk

The significant market risk exposures affecting the financial instruments held by the Company are those related to interest rates, foreign currency exchange rates, and share prices which are explained as follows:

Interest rate risk

The Company is exposed to interest rate risk in relation to interest expense on a portion of its long-term debt whose rate is floating. Interest is calculated based on prime lending rates, banker's acceptance rates ("BA") or the Secured Overnight Financing Rate ("SOFR") and is dependent on the nature of the borrowing. Interest rates are subject to change. The Company does not use interest rate hedges, fixed interest rate contracts or other similar derivative instruments to manage its exposure to interest rate fluctuations.

The following table demonstrates the impact to earnings before income taxes if interest rates had been 1% higher and all other variables were held constant.

Years ended	December 31, 2024	December 31, 2023
Effect on earnings before income taxes	(1,886)	(1,621)

For a hypothetical 1% decrease in interest rates, there would be an equal and opposite effect on earnings before income taxes in the table above.

Foreign exchange risk

In the normal course of operations, the Company is exposed to movement in the Canadian dollar in its Canadian operations. As a result, fluctuations in the value of the Canadian dollar relative to the United States dollar can result in foreign exchange gains and losses. The Company's Canadian operations are subject to foreign exchange gains and losses on consolidation. Realized foreign exchange gains and losses are included in net earnings while foreign exchange gains and losses arising on the translation of the assets, liabilities, revenue and expenses of the Company's United States operations are included in other comprehensive income.

The following table demonstrates the Company's sensitivity for the above noted Canadian dollar denominated balances to a hypothetical 10% strengthening in the United States dollar against the Canadian dollar and the increased earnings before income taxes and other comprehensive income is as follows:

Years ended	December 31, 2024	December 31, 2023
Effect on earnings before income taxes	2,789	1,126
Effect on other comprehensive income	14,002	11,998

For a hypothetical 10% weakening of the Canadian dollar against the United States dollar, there would be an equal and opposite effect on earnings before income taxes and other comprehensive income in the tables above.

Share price risk

The Company entered into total return swaps to manage its exposure to fluctuations in the total return of its shares related to long-term incentive compensation plans. These cash-settled share swap transactions require the exchange of net contractual payments at maturity without the exchange of the notional principal amounts on which the payments are based. These total return swaps are not designated as hedging instruments for accounting purposes. Any change in fair value of the total return swaps is recognized as unrealized losses or gains on derivatives in the period in which the change occurs in the consolidated statement of comprehensive income. For the year ended December 31, 2024, gain on derivatives recognized was \$4.6 million (December 31, 2023 - \$10.1 million loss). At December 31, 2024, a 10% change in the share price applied to the Company's total return swaps would change earnings before income tax and its liability by approximately \$2.7 million (December 31, 2023 - \$3.3 million). For the year ended December 31, 2024, the Company recognized \$11.3 million of share-based plan expenses (December 31, 2023 - \$18.2 million).

20 CAPITAL MANAGEMENT

The Company's strategy is to have a sufficient capital base to maintain investor, creditor and market confidence and to sustain future development of the business. The Company considers the capital structure to consist of net debt and shareholders' equity. The Company considers net debt to be total long-term debt less cash. The Company seeks to maintain a balance between the level of net debt and shareholders' equity to facilitate access to capital markets to fund growth and working capital. The Company may occasionally need to increase these levels to facilitate acquisition or expansion activities. This ratio was as follows:

	December 31, 2024	December 31, 2023
Non-revolving term loan	100,000	—
Borrowings under credit facility	71,238	164,776
Lease liability	32,053	32,147
Current portion of lease liability	18,198	15,083
Total obligations	221,489	212,006
Add: issued letters of credit	—	5,020
Cash	(14,617)	(8,513)
Net debt	206,872	208,513
Shareholders' equity	258,200	244,994
Total capitalization	465,072	453,507
Net debt to total capitalization	44 %	46 %

The Company sets the amounts of its various forms of capital in proportion to risk. The Company manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce net debt.

Under the terms of the syndicated revolving credit facility, the Company must comply with certain financial and non-financial covenants, as defined by the respective credit agreements. Throughout 2024 and as at December 31, 2024, the Company was in compliance with all its covenants. The Company's significant financial covenants are detailed in the summary below:

Ratio	December 31, 2024	December 31, 2023	Threshold
Total Debt to Compliance EBITDA Credit Facility	1.1x	1.3x	4.0:1x max
Interest Coverage Ratio Credit Facility	10.5x	8.1x	3.0:1x min

There were no changes in the Company's approach to capital management during the year.

The Company's activities expose it to a variety of financial risks: credit risk, liquidity risk and market risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Company's financial performance.

Risk management is carried out by senior management and the Board of Directors.

21 STATEMENT OF CASH FLOW SUPPLEMENTAL INFORMATION

The following table provides supplemental information on the components of changes in non-cash working capital in operating and investing activities:

	Years ended December 31,	
	2024	2023
Cash (used in) provided by operating activities		
Trade and other receivables	(8,340)	(19,376)
Prepaid expenses	92	1,105
Inventories	1,519	(3,239)
Trade and other payables	972	30,866
Change in non-cash working capital	(5,757)	9,356
Cash used in by investing activities		
Trade and other payables ⁽¹⁾	(1,465)	(219)
Change in non-cash working capital	(1,465)	(219)

⁽¹⁾ Non-cash working capital changes from trade and other payables relate to vendors supplying Badger's manufacturing operations and are included in investing activities as these supplies are additions to property, plant and equipment.

22 SEGMENT REPORTING

The Company has identified three reportable segments consisting of two geographic segments (U.S. and Canada) and a Corporate segment. The U.S. and Canadian operating segments provide non-destructive excavating and related services. The following is selected information for the years ended December 31, 2024 and 2023 based on these geographic/reportable segments.

	Years ended December 31, 2024			
	Canada	U.S.	Corporate	Total
Revenue	84,525	660,427	—	744,952
Non-destructive excavation service	75,682	627,660	—	703,342
Other	8,843	32,767	—	41,610
Direct costs	65,943	461,002	—	526,945
Depreciation and amortization	16,031	62,684	(10)	78,705
General and administrative ⁽¹⁾	4,308	33,658	3,967	41,933
Loss on derivatives ⁽²⁾	—	—	4,594	4,594
Share-based compensation expense ⁽²⁾	—	—	11,311	11,311
Finance cost ⁽²⁾	266	1,651	13,769	15,686
Other ⁽³⁾	(417)	(1,276)	4	(1,689)
(Loss) earnings before tax	(1,606)	102,708	(33,635)	67,467

	Years ended December 31, 2023			
	Canada	U.S.	Corporate	Total
Revenue	99,510	584,289	—	683,799
Non-destructive excavation service	89,932	560,961	—	650,893
Other	9,578	23,328	—	32,906
Direct costs	75,987	416,719	—	492,706
Depreciation and amortization	15,903	53,955	11	69,869
General and administrative ⁽¹⁾	4,661	30,331	5,802	40,794
Gain on derivatives ⁽²⁾	—	—	(10,130)	(10,130)
Share-based compensation expense ⁽²⁾	—	—	18,163	18,163
Finance cost ⁽²⁾	227	968	15,798	16,993
Other ⁽³⁾	154	(1,884)	11	(1,719)
Earnings (loss) before tax	2,578	84,200	(29,655)	57,123

⁽¹⁾ Included in general and administrative expenses for the corporate segment are employee, office, and other costs related to public company administration.

⁽²⁾ Share-based compensation for participants in both the U.S. and Canada, loss (gain) on financial instruments, and finance costs from the Company's credit facilities are reported in the corporate segment.

⁽³⁾ Included in other are gain on sale of property, plant and equipment, and foreign exchange loss.

	Canada	U.S.	Corporate	Total
December 31, 2024				
Property, plant and equipment	78,975	308,981	—	387,956
Right of use assets	7,494	42,136	79	49,709
Intangible assets	10,173	14,167	—	24,340
Goodwill	1,127	—	—	1,127
Total assets ⁽¹⁾	142,032	526,761	624	669,417
Total liabilities ⁽¹⁾	53,050	156,997	201,170	411,217
December 31, 2023				
Property, plant and equipment	99,930	258,091	—	358,021
Right of use assets	9,195	38,584	30	47,809
Intangible assets	11,806	11,789	—	23,595
Goodwill	1,226	—	—	1,226
Total assets ⁽¹⁾	161,439	464,734	6,841	633,014
Total liabilities ⁽¹⁾	43,643	151,765	192,612	388,020

⁽¹⁾ Included in total assets and total liabilities for the corporate segment are derivatives financial instruments, dividends payable, share-based compensation liabilities, and borrowings under Credit Facility.

23 RELATED PARTY DISCLOSURE

There were no significant outstanding balances with related parties as at December 31, 2024 and December 31, 2023.

Compensation of key management personnel

The remuneration of the Board and other members of key management personnel were as follows:

Years ended	December 31, 2024	December 31, 2023
Compensation, including bonuses	4,598	5,575
Share-based payments	4,787	4,676
Total	9,385	10,251

24 SUBSIDIARIES

The consolidated financial statements include the financial statements of Badger Infrastructure Solutions Ltd. and the subsidiaries listed in the following table:

Name	Country of Incorporation	Percentage equity interest	
		2024	2023
Badger Daylighting (Fort McMurray) Inc.	Canada	100%	100%
Badger Edmonton Ltd.	Canada	100%	100%
Fieldtek Ltd.	Canada	100%	100%
Badger Manufacturing (Canada) Ltd.	Canada	100%	100%
Badger Leasing (Canada) Ltd.	Canada	100%	100%
Badger Daylighting Limited Partnership	Canada	100%	100%
Badger US Holdings (Canada) Ltd.	Canada	100%	100%
Badger Finance GP, ULC	Canada	100%	100%
Badger Finance ULC	Canada	100%	100%
McKay Badger Infrastructure Solutions Limited Partnership ⁽¹⁾	Canada	49%	49%
McKay Badger Infrastructure Solutions GP Inc. ⁽¹⁾	Canada	49%	49%
Badger Infrastructure Solutions USA Inc	United States of America	100%	100%
Badger Manufacturing (USA) LLC	United States of America	100%	100%
Badger Transportation LLC	United States of America	100%	100%
Badger Daylighting Corp.	United States of America	100%	100%
Badger Leasing (USA) LLC	United States of America	100%	100%
Badger Infrastructure Finance LP	United States of America	100%	100%
Badger Finance (US) LLC	United States of America	100%	100%
Badger Utility Solutions LLC	United States of America	100%	100%
Badger Finance Hungary Kft.	Hungary	100%	100%

⁽¹⁾ Consolidated in Badger's consolidated financial statements.

25 COMMITMENTS AND CONTINGENCIES

The Company had the following commitments as at December 31, 2024:

	2025	2026	2027	2028	2029	Thereafter	Total
Operating leases ⁽¹⁾	1,871	1,688	1,089	393	208	3	5,252
Service contract ⁽²⁾	11,762	7,915	700	598	39	—	21,014
Purchase commitments ⁽³⁾	30,609	21	—	—	—	—	30,630
Total	44,242	9,624	1,789	991	247	3	56,896

⁽¹⁾ Operating leases include variable lease payments for building, office space, and light-duty trucks.

⁽²⁾ Contract with third party service providers for information technology services.

⁽³⁾ Purchase commitments include amounts related to manufacturing operations, and other committed capital expenditures. The Company has the option to cancel certain purchase commitments at its sole discretion and without penalty.