

# INFORMATION PACKAGE FOR INVESTOR CONFERENCE CALL

NOVEMBER 5, 2021

# INDEX

|  |       |
|--|-------|
| 1. Cautionary Statement on Forward-Looking Information ..... | 3     |
| 2. Notes .....   | 4     |
| 3. Q3 2021 Observations .....                                | 5-9   |
| 4. Boyd Metals Acquisition.....                              | 10-13 |
| 5. Financial Highlights .....                                | 14    |
| 6. Other Financial Information .....                         | 15-16 |

# CAUTIONARY STATEMENT ON FORWARD-LOOKING INFORMATION

Certain statements made on this conference call constitute forward-looking statements or information within the meaning of applicable securities laws, including statements as to our future capital expenditures, our outlook, the availability of our future financing and our ability to pay dividends. Forward-looking statements relate to future events or our future performance. All statements, other than statements of historical fact, are forward-looking statements. Forward-looking statements are necessarily based on estimates and assumptions that, while considered reasonable by us, inherently 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.

Our actual results could differ materially from those anticipated in our forward-looking statements including as a result of the risk factors described below, in our MD&A and in our Annual Information Form.

While we believe that the expectations reflected in our forward-looking statements are reasonable, no assurance can be given that these expectations will prove to be correct, and our forward-looking statements included in this call should not be unduly relied upon. These statements speak only as of the date of this call and, except as required by law, we do not assume any obligation to update our forward-looking statements.

**Risk Factors** - We are subject to a number of risks and uncertainties which could have a material adverse effect on our future profitability and financial position, including the risks and uncertainties listed below, which are important factors in our business and the metals distribution industry. Such risks and uncertainties include, but are not limited to: volatility in metal prices; volatility in oil and natural gas prices; cyclicity of the metals industry; capital budgets in the energy industry; climate change; product claims; significant competition; sources of metals supply; manufacturers selling directly; material substitution; credit risk; currency exchange risk; restrictive debt covenants; asset impairments; the unexpected loss of key individuals; decentralized operating structure; future acquisitions; the failure of our key computer-based systems, labour interruptions; laws and governmental regulations; litigious environment; environmental liabilities; carbon emissions; health and safety laws and regulations and common share risk.

# NOTES

In this Information Package we use certain financial measures that do not comply with Canadian generally accepted accounting principles (GAAP) or have standardized meanings, and thus, may not be comparable to similar measures presented by other issuers, for example Adjusted EBIT and Adjusted EBITDA and Other Information in the Financial Summary. Management believes that EBIT, EBITDA, Adjusted EBIT and Adjusted EBITDA may be useful in assessing our operating performance and as an indicator of our ability to service or incur indebtedness, make capital expenditures and finance working capital requirements. EBIT, EBITDA, Adjusted EBIT and Adjusted EBITDA should not be considered in isolation or as an alternative to cash from operating activities or other combined income or cash flow data prepared in accordance with Canadian GAAP. EBIT, EBITDA, Adjusted EBIT, Adjusted EBITDA and a number of the ratios provided under Other Information are used by debt and equity analysts to compare our performance against other public companies.

## DEFINITIONS:

**Book Value per Share** – Shareholders' equity divided by common shares outstanding

**EBIT** – Earnings before deduction of interest and provision for income taxes

**EBITDA** – Earnings before deduction of interest, provision for income taxes, depreciation and amortization

**Adjusted EBIT** – Earnings before deduction of long-lived asset impairment, interest and provision for income taxes

**Adjusted EBITDA** – Earnings before deduction of long-lived asset impairment, interest, provision for income taxes, depreciation and amortization

**Free Cash Flow** – Cash from operating activities before change in working capital less capital expenditures

**Net Debt to Adjusted EBITDA** – Net debt divided by Adjusted EBITDA

**Invested Capital** – Net debt plus shareholders' equity

**Net Debt** – Total interest-bearing debt, net of cash on hand

**Return on Invested Capital** – Adjusted EBIT divided by invested capital

**Return on Equity** – Adjusted EBIT divided by shareholders' equity

**RONA** – Return on Invested Capital is Adjusted EBIT divided by period ending Invested Capital

# SUMMARY Q3 2021

## Market Conditions

- Favourable market conditions - good supply/demand balance
- Prices were up in Q3 and margins comparable in Q3 vs. Q2

## Portfolio Transformation

- Objectives: Enhance margins/returns and reduce risk/volatility
- "Doing More with Less" shifting to "Redeploying Capital"
  1. Monetized the OCTG/Line Pipe businesses
    - Repatriated ~\$300 million of capital since June/20
      - Closed the sale of the Canadian OCTG/Line Pipe business on July 6
      - Liquidated most of the US inventory
  2. Ongoing investments in value-added processing
  3. Active review of acquisition opportunities
    - Announcement of Boyd Metals acquisition

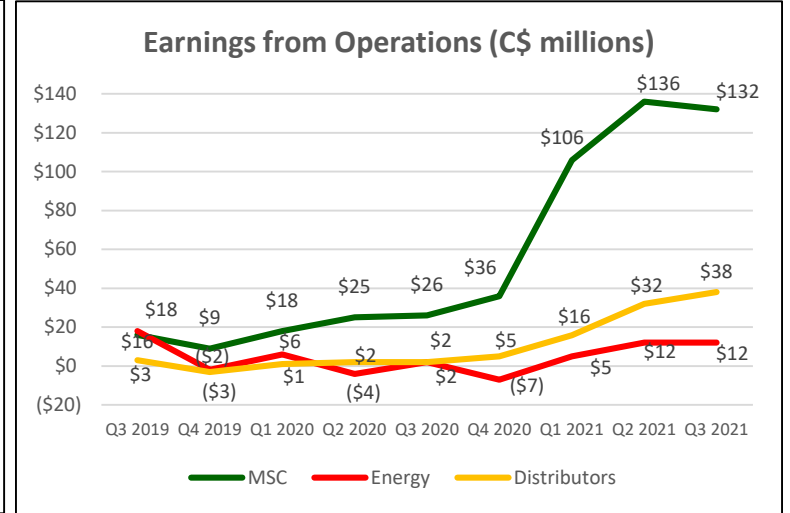
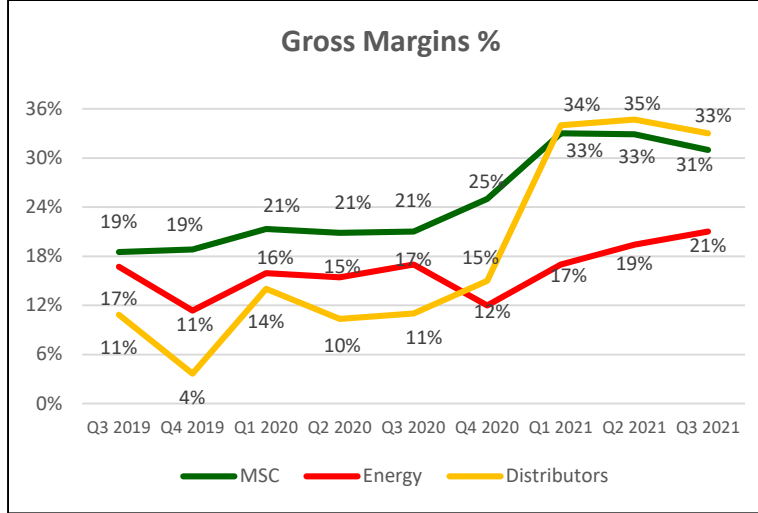
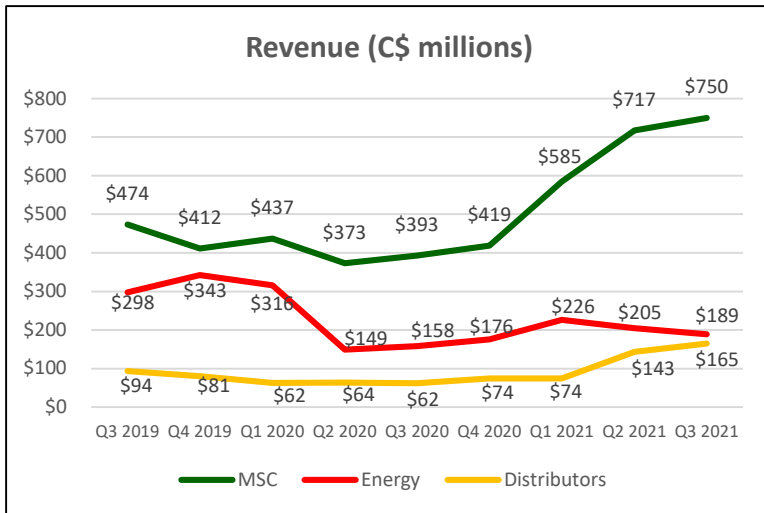
## Free Cash Flow and Capital Structure

- Generated \$188 million in cash from operating activities before non-cash WC
- Liquidity >\$600 million; Net debt <0%

# Q3 2021 - FINANCIAL RESULTS

| \$ mm, unless otherwise stated     | Q3 2020     | Q2 2021     | Q3 2021     | Q3 2021 Observations:   |
|------------------------------------|-------------|-------------|-------------|---|
| <b>Income Statement:</b>           |             |             |             |   |
| Revenues                           | \$615       | \$1,068     | \$1,108     |   |
| Gross Margin (\$ mm/%)             | \$117 / 19% | \$328 / 31% | \$330 / 30% | <ul style="list-style-type: none"> <li>The strong market conditions of Q2 sustained into Q3</li> <li>Q3 was another record for EBITDA, EBIT and EPS</li> <li>Q3 EBITDA/EBIT benefited from:               <ul style="list-style-type: none"> <li>Equity pick-up from TriMark (\$3 mm)</li> <li>Mark-to-market of stock-based comp expense reversal (\$3 mm) vs. \$8 mm expense in Q2</li> </ul> </li> </ul> |
| EBITDA (\$ mm/%)                   | \$47 / 8%   | \$178 / 17% | \$196 / 18% |   |
| EBIT (\$ mm/%)                     | \$32 / 5%   | \$164 / 15% | 181 / 16%   |   |
| Interest Expense                   | \$9         | \$7         | \$6         |   |
| Net Income                         | \$18        | \$118       | \$132       |   |
| EPS                                | \$0.29      | \$1.88      | \$2.10      |   |
| <b>Cash Flow:</b>                  |             |             |             |   |
| Change in non-cash working capital | \$41        | \$(42)      | \$(63)      | <ul style="list-style-type: none"> <li>Service Center/Distributors working capital up; Energy working capital down</li> <li>Net reduction in working capital deployed: Increases in Inventory (\$126 mm) and AR (\$17 mm) offset by increase in AP (\$79 mm) and sale of Cdn. OCTG/Line Pipe business (\$77 mm)</li> <li>Capex is modest, but should pick up slightly in 2022</li> </ul>                    |
| Sale of business                   | --          | --          | \$77        |   |
| Capex                              | \$(6)       | \$(7)       | \$(8)       |   |
| <b>Balance Sheet:</b>              |             |             |             |   |
| Net Debt/(Cash)                    | \$324       | \$119       | \$(42)      | <ul style="list-style-type: none"> <li>Total debt of \$295 mm offset by cash/investments of \$337 mm</li> <li>C\$ weakened and impacted Other Comprehensive Income. Fx at 6/30/21 (1.2394) vs. 9/30/21 (\$1.2741)</li> <li>Liquidity continued to remain strong</li> <li>Dividend of \$0.38/share</li> </ul>  |
| Shareholders' Equity               | \$918       | \$1,029     | \$1,165     |   |
| Available Liquidity                | \$521       | \$514       | \$602       |   |
| Net Debt/Capitalization            | 26%         | 10%         | <0%         |   |

# SEGMENT BREAKDOWN: OPERATING RESULTS



## MSC:

- Tons shipped 12% lower vs. Q2 2021, due to seasonal dynamics in July, but 1% higher vs. Q3 2020
- Average prices were 19% higher vs. Q2 2021; GM% down slightly but GM\$/ton was up
- Demand remained strong across regions and end markets

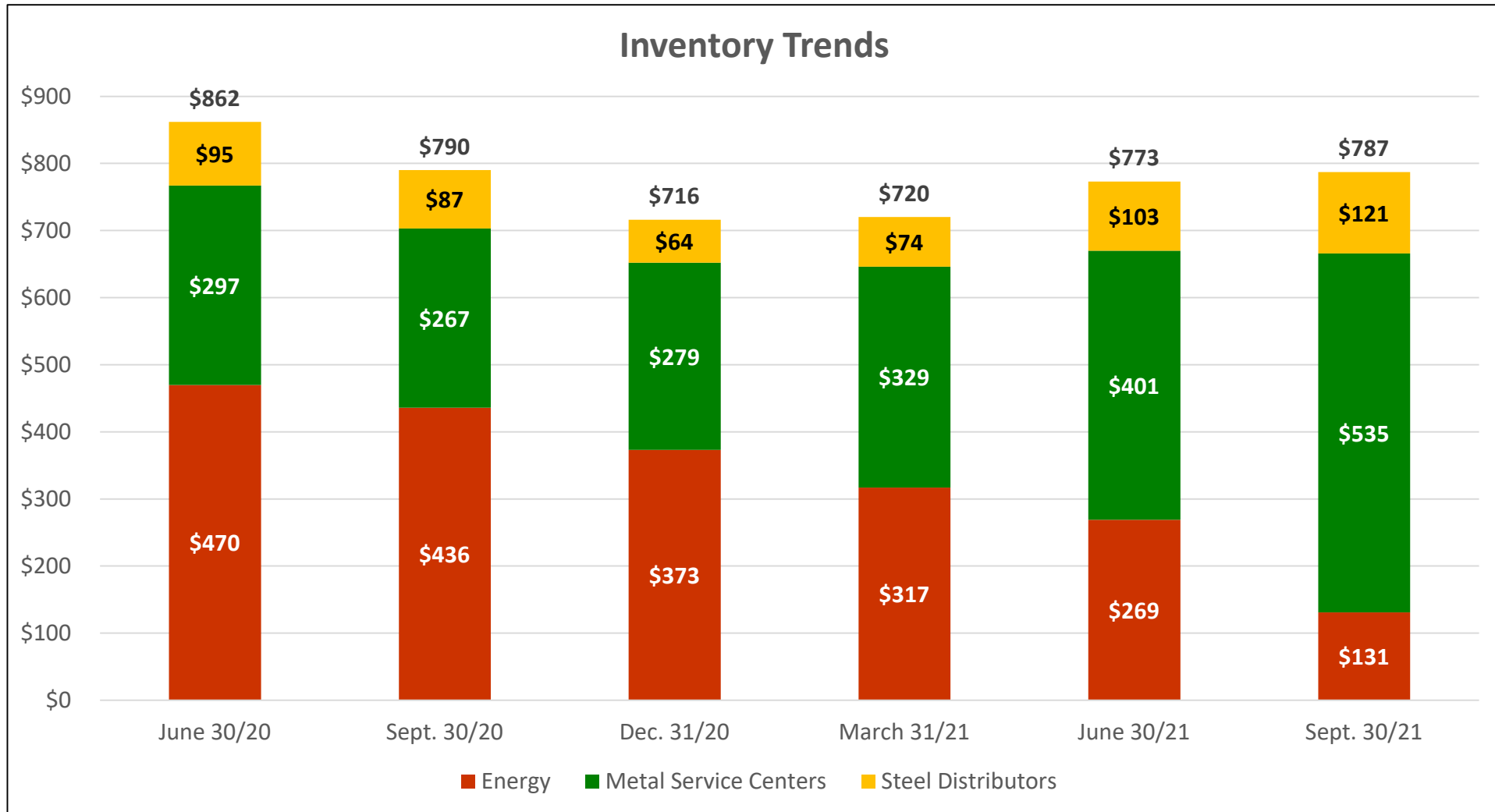
## Energy:

- Market conditions and sentiment are improving
- Monetization of OCTG/Line Pipe is virtually done; Segment results exclude Canadian OCTG/Line Pipe business after July 6
- Margins improved with focus on Field Stores

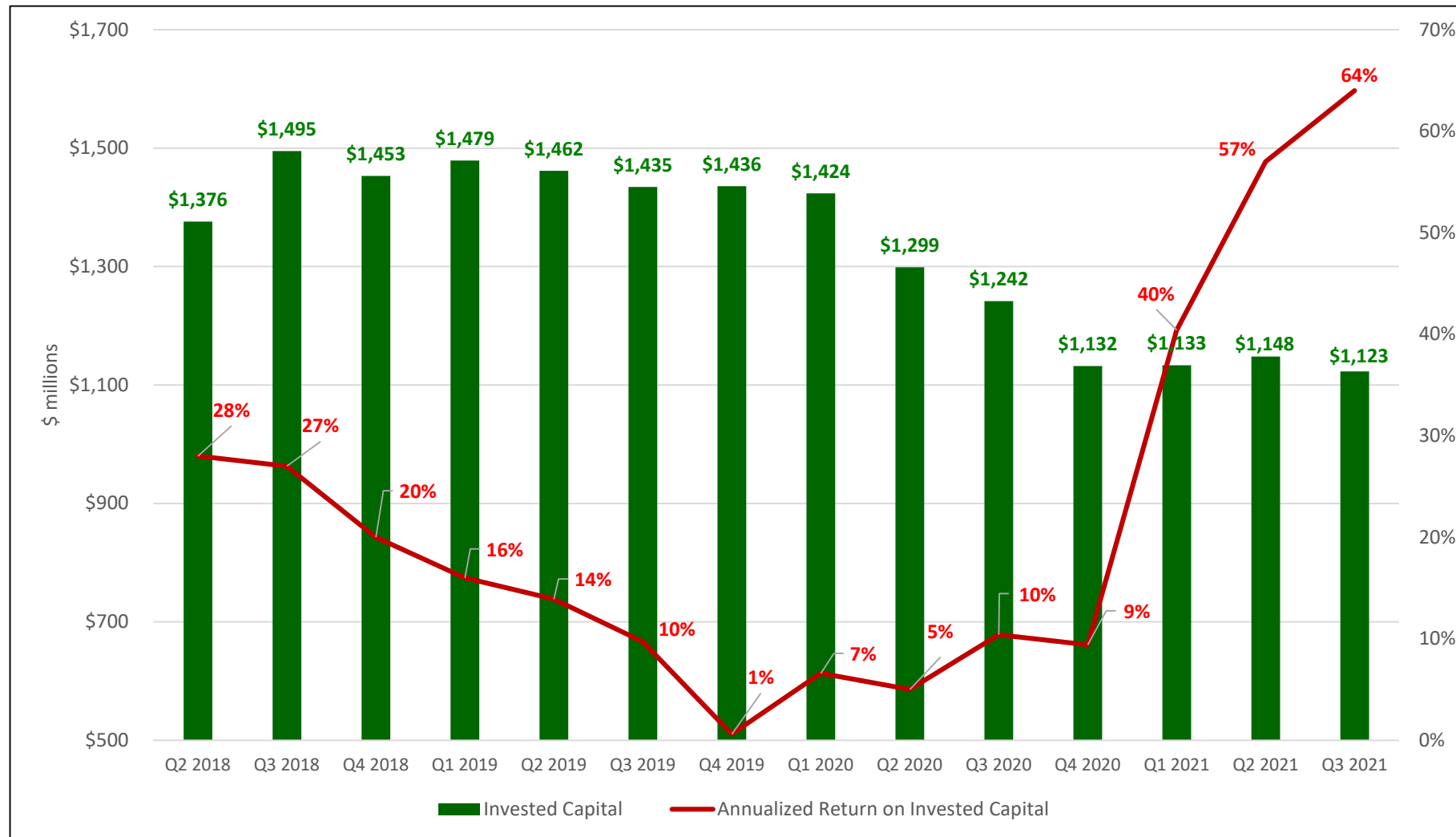
## Distributors:

- Backlog continues to be monetized with strong margins/industry conditions

# BUSINESS TRANSFORMATION



# PORTFOLIO REALIGNMENT IMPACT





# BOYD METALS ACQUISITION

NOVEMBER 5, 2021

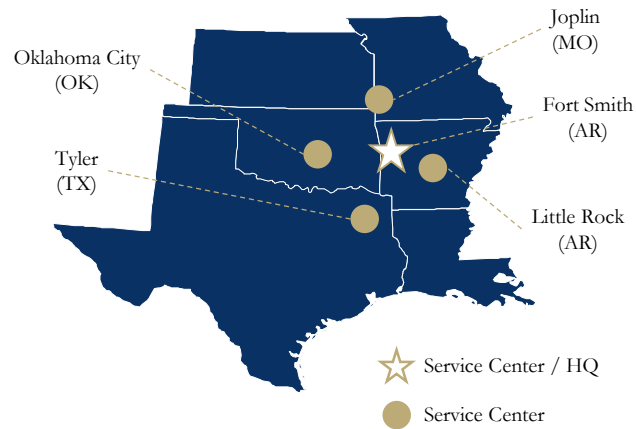
# BOYD METALS – TRANSACTION SUMMARY

- US\$110 mm purchase price, subject to final adjustments
  - Includes net working capital, land, buildings, equipment and other related assets
- Strong margins/comparable to Russel service centers in the region
  - LTM revenues and Adj. EBITDA of US\$244 mm and US\$39 mm
  - Accretive to earnings and attractive return through the cycle
- Financed with cash on hand/existing credit facilities
  - Redeploying the capital realized from OCTG/Line Pipe monetizations
- Closing expected in Q4 2021

# BOYD METALS – BUSINESS OVERVIEW

- Boyd operates five locations, with approximately 320,000 square feet of combined office, operations and warehouse space.

## Facility Landscape

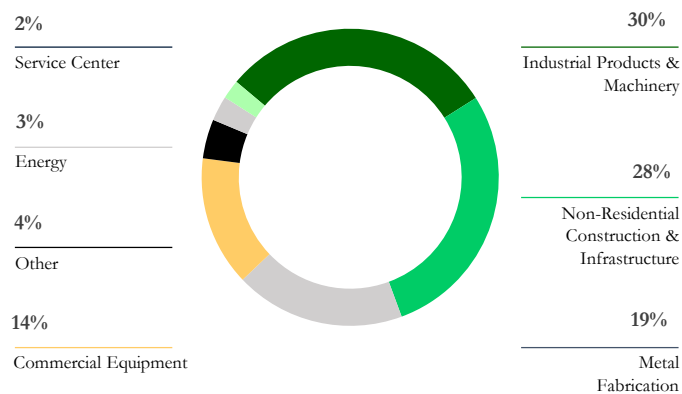


## Value-Add Processing

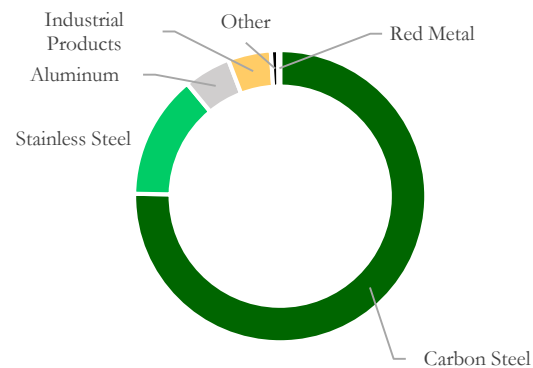
| Processing Service | Fort Smith | OKC | Tyler | Joplin | Little Rock |
|--------------------|------------|-----|-------|--------|-------------|
| Sawing             | ✓          | ✓   | ✓     | ✓      | ✓           |
| Shearing           | ✓          | ✓   | ✓     | ✓      | ✓           |
| Plasma Cutting     | ✓          | ✓   | ✓     | ✓      | ✓           |
| Plate Cutting      | ✓          | ✓   | ✓     | ✓      | ✓           |
| HiDef Plasma       | ✓          | ✓   | ✓     | ✓      | ✓           |
| Laser Cutting      | ✓          | ✓   |       | ✓      |             |
| Press Brake        |            | ✓   | ✓     | ✓      |             |



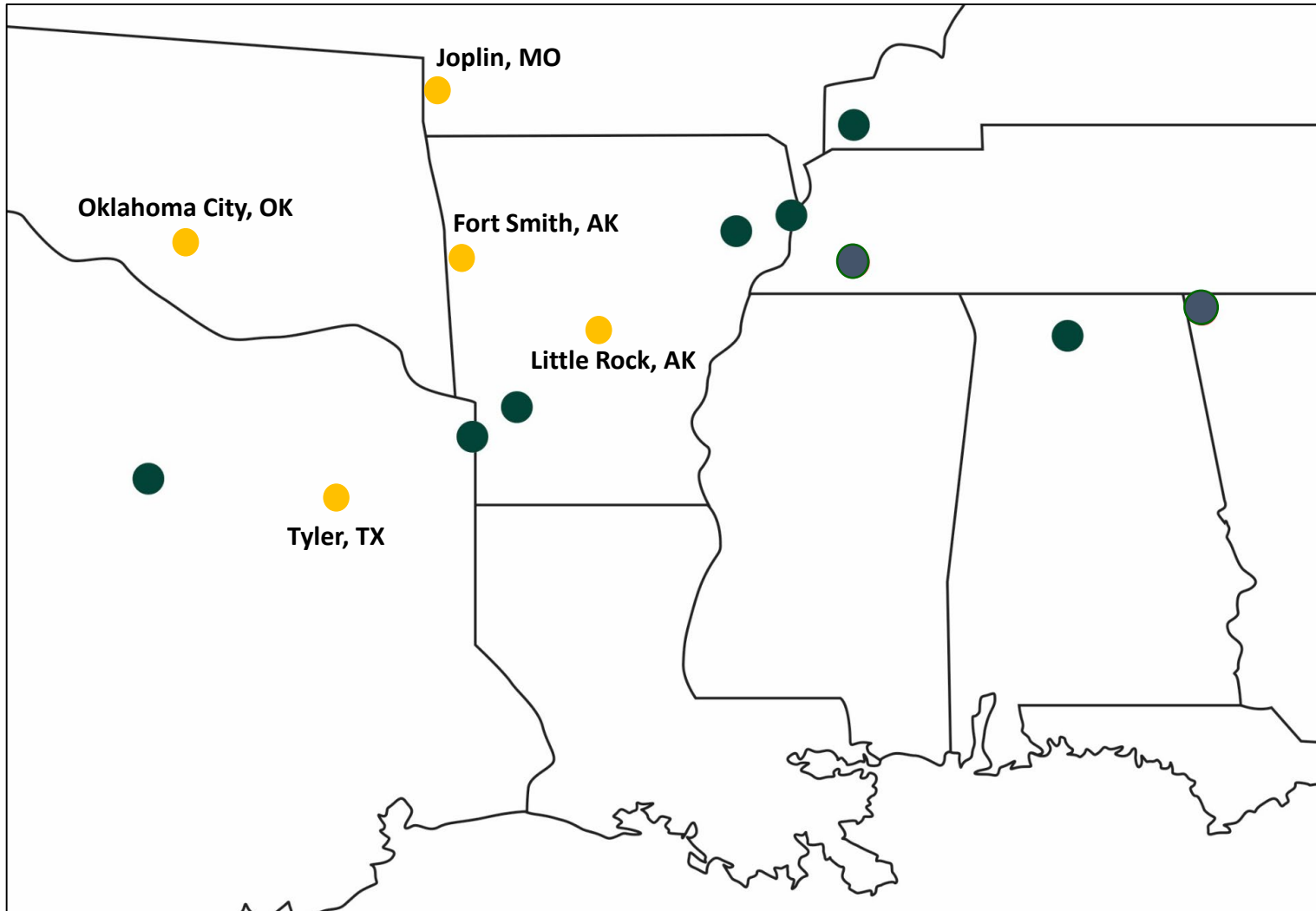
## Revenue by End Market



## Revenue by Product



# BOYD METALS – LOCATIONS



- Complementary locations
- Cultural alignment
- Strong management team
- Opportunities to share inventories, toll processing on equipment, procurement, best practices, etc.

## FINANCIAL HIGHLIGHTS

|  | Nine Months Ended<br>September 30 |            | Years Ended December 31 |            |            |            |
|--|-----------------------------------|------------|-------------------------|------------|------------|------------|
|  | 2021                              | 2020       | 2020                    | 2019       | 2018       | 2017       |
| <b>OPERATING RESULTS (millions)</b>                  |                                   |            |                         |            |            |            |
| Revenues   | \$3,061.7                         | \$2,017.7  | \$2,688.3               | \$3,675.9  | \$4,165.0  | \$3,296.0  |
| EBITDA   | 502.3                             | 114.2      | 125.2                   | 203.0      | 366.6      | 240.6      |
| Adjusted EBITDA (Note)                               | 502.3                             | 117.9      | 159.0                   | 203.0      | 366.6      | 240.6      |
| Adjusted EBITDA as a % of revenue                    | 16.4%                             | 5.8%       | 5.9%                    | 5.5%       | 8.8%       | 7.3%       |
| EBIT   | 459.0                             | 68.2       | 64.6                    | 146.3      | 330.9      | 206.4      |
| Adjusted EBIT (Note)                                 | 459.0                             | 71.9       | 98.4                    | 146.3      | 330.9      | 206.4      |
| Adjusted EBIT as a % of revenue                      | 15.0%                             | 3.6%       | 3.7%                    | 4.0%       | 7.9%       | 6.3%       |
| Net earnings   | 330.0                             | 33.3       | 24.5                    | 76.6       | 219.0      | 123.8      |
| Basic earnings per common share (\$)                 | \$5.28                            | \$0.54     | \$0.39                  | \$1.23     | \$3.53     | \$2.00     |
| <b>BALANCE SHEET INFORMATION (millions)</b>          |                                   |            |                         |            |            |            |
| <b>Metals</b>  |                                   |            |                         |            |            |            |
| Accounts receivable                                  | \$548.8                           | \$345.6    | \$343.4                 | \$457.9    | \$566.4    | \$445.8    |
| Inventories  | 786.8                             | 789.8      | 716.4                   | 883.6      | 1,052.5    | 819.9      |
| Prepaid expenses and other assets                    | 16.4                              | 11.4       | 13.7                    | 18.2       | 14.1       | 17.2       |
| Accounts payable and accruals                        | (524.5)                           | (251.6)    | (273.1)                 | (307.9)    | (470.6)    | (347.4)    |
| Net working capital                                  | 827.5                             | 895.2      | 800.4                   | 1,051.8    | 1,162.4    | 935.5      |
| Fixed assets   | 264.5                             | 277.3      | 269.5                   | 288.9      | 268.0      | 246.5      |
| Right-of-use assets                                  | 83.2                              | 83.4       | 81.4                    | 90.1       | -          | -          |
| Goodwill and intangibles                             | 103.2                             | 131.6      | 109.6                   | 137.0      | 86.2       | 90.5       |
| Lease obligations                                    | (107.7)                           | (107.8)    | (105.8)                 | (111.6)    | -          | -          |
| Net assets employed in metals operations             | 1,170.7                           | 1,279.7    | 1,155.1                 | 1,456.2    | 1,516.6    | 1,272.5    |
| Other operating assets                               | 1.0                               | (0.6)      | 0.8                     | 1.7        | 0.7        | (0.8)      |
| Net income tax assets (liabilities)                  | (55.3)                            | 0.1        | 12.5                    | 10.2       | (32.3)     | (30.0)     |
| Pension and benefit assets (liabilities)             | 21.1                              | (11.5)     | (7.9)                   | (5.0)      | (5.8)      | (12.0)     |
| Other corporate assets (liabilities)                 | (14.4)                            | (26.0)     | (28.4)                  | (27.5)     | (26.5)     | (24.4)     |
| Total net assets employed                            | \$1,123.1                         | \$1,241.7  | \$1,132.1               | \$1,435.6  | \$1,452.7  | \$1,205.3  |
| <b>CAPITALIZATION (millions)</b>                     |                                   |            |                         |            |            |            |
| Bank indebtedness, net of (cash)                     | \$(336.8)                         | \$(121.5)  | \$(26.3)                | \$46.2     | \$4.2      | \$82.0     |
| Long-term debt (incl. current portion)               | 294.5                             | 445.7      | 293.7                   | 444.8      | 443.6      | 296.5      |
| Total interest bearing debt, net of (cash)           | (42.3)                            | 324.2      | 267.4                   | 491.0      | 447.8      | 378.5      |
| Shareholders' equity                                 | 1,165.4                           | 917.5      | 864.7                   | 944.6      | 1,004.9    | 826.8      |
| Invested Capital                                     | \$1,123.1                         | \$1,241.7  | \$1,132.1               | \$1,435.6  | \$1,452.7  | \$1,205.3  |
| <b>OTHER INFORMATION (Notes)</b>                     |                                   |            |                         |            |            |            |
| Book value per share (\$)                            | \$18.51                           | \$14.75    | \$13.88                 | \$15.19    | \$16.18    | \$13.36    |
| Free cash flow (millions)                            | \$462.4                           | \$69.5     | \$94.4                  | \$136.7    | \$300.1    | \$180.4    |
| Capital expenditures (millions)                      | \$20.3                            | \$18.8     | \$24.9                  | \$34.8     | \$41.3     | \$35.7     |
| Depreciation and amortization (millions)             | \$43.3                            | \$46.0     | \$60.6                  | \$56.7     | \$35.7     | \$34.2     |
| Interest bearing debt/Adjusted EBITDA <sup>(1)</sup> | 0.4                               | 2.8        | 1.8                     | 2.2        | 1.2        | 1.2        |
| Net debt to invested capital                         | -4%                               | 26%        | 24%                     | 35%        | 31%        | 34%        |
| Return on invested capital <sup>(1)</sup>            | 54%                               | 8%         | 9%                      | 10%        | 23%        | 17%        |
| Return on equity                                     | 53%                               | 10%        | 11%                     | 15%        | 33%        | 25%        |
| <b>COMMON SHARE INFORMATION</b>                      |                                   |            |                         |            |            |            |
| Ending outstanding common shares                     | 62,974,655                        | 62,184,978 | 62,295,441              | 62,173,430 | 62,106,895 | 61,890,197 |
| Average outstanding common shares                    | 62,542,388                        | 62,183,036 | 62,191,208              | 62,132,030 | 62,028,991 | 61,788,013 |
| Dividend per share                                   | \$1.14                            | \$1.14     | \$1.52                  | \$1.52     | \$1.52     | \$1.52     |
| Dividends paid as a % of free cash flow              | 10%                               | 68%        | 100%                    | 69%        | 31%        | 52%        |
| Share price - High                                   | \$37.57                           | \$23.00    | \$23.09                 | \$25.22    | \$32.65    | \$29.78    |
| Share price - Low                                    | \$22.33                           | \$10.97    | \$10.97                 | \$18.47    | \$19.72    | \$23.67    |
| Share price - Ending                                 | \$30.37                           | \$18.17    | \$22.73                 | \$22.17    | \$21.33    | \$29.17    |

This chart includes certain financial measures that are not prescribed by International Financial Reporting Standards (GAAP) or have standardized meanings, and thus, may not be comparable to similar measures presented by other companies, for example Adjusted EBIT and Adjusted EBITDA and Other Information. Management believes that Adjusted EBIT and Adjusted EBITDA may be useful in assessing our operating performance and as an indicator of our ability to service or incur indebtedness, make capital expenditures and finance working capital requirements. Adjusted EBIT and Adjusted EBITDA should not be considered in isolation or as an alternative to cash from operating activities or other combined income or cash flow data. Adjusted EBIT, Adjusted EBITDA and a number of the ratios provided under Other Information are used by debt and equity analysts to compare our performance against other public companies. This terminology is defined herein and on the inside back cover of our Annual Report. See financial statements for GAAP measures.

(1) Nine months annualized

## CONSOLIDATED STATEMENTS OF EARNINGS ON AN ADJUSTED BASIS

|   | Q3              | Q2              | Q1              | Q4              | Q3             | Q2             | Q1             | Q4             | Q3             | Q2             | Q1             | Q4             | Q3              | Q2              | Q1             | Q4             | Q3             | Q2             | Q1             |
|---|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| (\$ millions)                             | 2021            | 2021            | 2021            | 2020            | 2020           | 2020           | 2020           | 2019           | 2019           | 2019           | 2019           | 2018           | 2018            | 2018            | 2018           | 2017           | 2017           | 2017           | 2017           |
| <b>METALS SERVICE CENTERS</b>             |                 |                 |                 |                 |                |                |                |                |                |                |                |                |                 |                 |                |                |                |                |                |
| Revenue                                   | 749.6           | 717.0           | 584.5           | 419.2           | 393.3          | 372.7          | 436.6          | 411.6          | 473.6          | 534.9          | 537.9          | 524.3          | 559.3           | 561.8           | 455.4          | 418.4          | 414.9          | 415.5          | 386.4          |
| Cost of goods sold                        | 517.9           | 481.4           | 394.3           | 314.5           | 311.5          | 294.9          | 343.5          | 334.1          | 385.9          | 434.9          | 434.9          | 414.6          | 423.2           | 418.5           | 354.7          | 337.6          | 333.8          | 325.9          | 299.8          |
| Operating expenses                        | 99.7            | 99.8            | 84.4            | 69.1            | 55.6           | 53.3           | 75.5           | 68.7           | 72.2           | 77.3           | 76.3           | 81.4           | 81.2            | 86.0            | 71.8           | 65.1           | 63.0           | 65.2           | 64.8           |
| <b>EBIT</b>                               | <b>132.0</b>    | <b>135.8</b>    | <b>105.8</b>    | <b>35.6</b>     | <b>26.2</b>    | <b>24.5</b>    | <b>17.6</b>    | <b>8.8</b>     | <b>15.5</b>    | <b>22.7</b>    | <b>26.7</b>    | <b>28.3</b>    | <b>54.9</b>     | <b>57.3</b>     | <b>28.9</b>    | <b>15.7</b>    | <b>18.1</b>    | <b>24.4</b>    | <b>21.8</b>    |
| Depreciation & amortization               | 8.9             | 9.3             | 9.1             | 8.8             | 9.0            | 9.0            | 8.9            | 8.7            | 8.5            | 8.7            | 8.6            | 6.9            | 6.2             | 6.1             | 5.8            | 5.8            | 6.0            | 6.0            | 5.9            |
| <b>EBITDA</b>                             | <b>140.9</b>    | <b>145.1</b>    | <b>114.9</b>    | <b>44.4</b>     | <b>35.2</b>    | <b>33.5</b>    | <b>26.5</b>    | <b>17.5</b>    | <b>24.0</b>    | <b>31.4</b>    | <b>35.3</b>    | <b>35.2</b>    | <b>61.1</b>     | <b>63.4</b>     | <b>34.7</b>    | <b>21.5</b>    | <b>24.1</b>    | <b>30.4</b>    | <b>27.7</b>    |
| Cost of goods sold                        | 69.1%           | 67.1%           | 67.5%           | 75.0%           | 79.2%          | 79.1%          | 78.7%          | 81.2%          | 81.5%          | 81.3%          | 80.9%          | 79.1%          | 75.7%           | 74.5%           | 77.9%          | 80.7%          | 80.5%          | 78.4%          | 77.6%          |
| Operating expenses                        | 13.3%           | 13.9%           | 14.4%           | 16.5%           | 14.1%          | 14.3%          | 17.3%          | 16.7%          | 15.2%          | 14.5%          | 14.2%          | 15.5%          | 14.5%           | 15.3%           | 15.8%          | 15.6%          | 15.2%          | 15.7%          | 16.8%          |
| Depreciation & amortization               | 1.2%            | 1.3%            | 1.6%            | 2.1%            | 2.3%           | 2.4%           | 2.0%           | 2.1%           | 1.8%           | 1.6%           | 1.6%           | 1.3%           | 1.1%            | 1.1%            | 1.3%           | 1.4%           | 1.4%           | 1.4%           | 1.5%           |
| EBIT                                      | 17.6%           | 18.9%           | 18.1%           | 8.5%            | 6.7%           | 6.6%           | 4.0%           | 2.1%           | 3.3%           | 4.2%           | 5.0%           | 5.4%           | 9.8%            | 10.2%           | 6.3%           | 3.8%           | 4.4%           | 5.9%           | 5.6%           |
| EBITDA                                    | 18.8%           | 20.2%           | 19.7%           | 10.6%           | 8.9%           | 9.0%           | 6.1%           | 4.3%           | 5.1%           | 5.9%           | 6.6%           | 6.7%           | 10.9%           | 11.3%           | 7.6%           | 5.1%           | 5.8%           | 7.3%           | 7.2%           |
| <b>ENERGY PRODUCTS</b>                    |                 |                 |                 |                 |                |                |                |                |                |                |                |                |                 |                 |                |                |                |                |                |
| Revenue                                   | 189.3           | 205.3           | 226.1           | 175.9           | 157.5          | 148.6          | 315.5          | 342.6          | 297.7          | 297.8          | 372.6          | 431.7          | 463.4           | 320.3           | 382.1          | 299.9          | 335.2          | 296.0          | 339.1          |
| Cost of goods sold                        | 148.7           | 165.5           | 186.9           | 154.5           | 131.5          | 125.7          | 265.2          | 303.6          | 248.0          | 239.8          | 302.2          | 354.7          | 383.2           | 253.5           | 308.5          | 235.9          | 264.8          | 240.7          | 280.6          |
| Operating expenses                        | 28.8            | 27.7            | 33.7            | 28.4            | 24.3           | 27.3           | 43.9           | 40.8           | 32.1           | 34.5           | 40.9           | 44.5           | 39.8            | 38.5            | 41.2           | 36.4           | 36.4           | 33.7           | 34.9           |
| <b>EBIT</b>                               | <b>11.8</b>     | <b>12.1</b>     | <b>5.5</b>      | <b>(7.0)</b>    | <b>1.7</b>     | <b>(4.4)</b>   | <b>6.4</b>     | <b>(1.8)</b>   | <b>17.6</b>    | <b>23.5</b>    | <b>29.5</b>    | <b>32.5</b>    | <b>40.4</b>     | <b>28.3</b>     | <b>32.4</b>    | <b>27.6</b>    | <b>34.0</b>    | <b>21.6</b>    | <b>23.6</b>    |
| Depreciation & amortization               | 4.5             | 4.4             | 4.8             | 5.2             | 5.5            | 5.8            | 6.1            | 6.0            | 4.7            | 4.5            | 4.6            | 2.3            | 2.4             | 2.2             | 2.2            | 2.2            | 2.2            | 2.1            | 2.2            |
| <b>EBITDA</b>                             | <b>16.3</b>     | <b>16.5</b>     | <b>10.3</b>     | <b>(1.8)</b>    | <b>7.2</b>     | <b>1.4</b>     | <b>12.5</b>    | <b>4.2</b>     | <b>22.3</b>    | <b>28.0</b>    | <b>34.1</b>    | <b>34.8</b>    | <b>42.8</b>     | <b>30.5</b>     | <b>34.6</b>    | <b>29.8</b>    | <b>36.2</b>    | <b>23.7</b>    | <b>25.8</b>    |
| Cost of goods sold                        | 78.6%           | 80.6%           | 82.7%           | 87.8%           | 83.5%          | 84.6%          | 84.1%          | 88.6%          | 83.3%          | 80.5%          | 81.1%          | 82.2%          | 82.7%           | 79.1%           | 80.7%          | 78.7%          | 79.0%          | 81.3%          | 82.7%          |
| Operating expenses                        | 15.2%           | 13.5%           | 14.9%           | 16.1%           | 15.4%          | 18.4%          | 13.9%          | 11.9%          | 10.8%          | 11.6%          | 11.0%          | 10.3%          | 8.6%            | 12.0%           | 10.8%          | 12.1%          | 10.9%          | 11.4%          | 10.3%          |
| Depreciation & amortization               | 2.4%            | 2.1%            | 2.1%            | 3.0%            | 3.5%           | 3.9%           | 1.9%           | 1.8%           | 1.6%           | 1.5%           | 1.2%           | 0.5%           | 0.5%            | 0.7%            | 0.6%           | 0.7%           | 0.7%           | 0.7%           | 0.6%           |
| EBIT                                      | 6.2%            | 5.9%            | 2.4%            | -4.0%           | 1.1%           | -3.0%          | 2.0%           | -0.5%          | 5.9%           | 7.9%           | 7.9%           | 7.5%           | 8.7%            | 8.8%            | 8.5%           | 9.2%           | 10.1%          | 7.3%           | 7.0%           |
| EBITDA                                    | 8.6%            | 8.0%            | 4.6%            | -1.0%           | 4.6%           | 0.9%           | 4.0%           | 1.2%           | 7.5%           | 9.4%           | 9.2%           | 8.1%           | 9.2%            | 9.5%            | 9.1%           | 9.9%           | 10.8%          | 8.0%           | 7.6%           |
| <b>STEEL DISTRIBUTORS</b>                 |                 |                 |                 |                 |                |                |                |                |                |                |                |                |                 |                 |                |                |                |                |                |
| Revenue                                   | 165.4           | 142.9           | 74.4            | 73.6            | 61.9           | 64.0           | 62.4           | 80.6           | 93.7           | 99.6           | 122.0          | 156.8          | 114.0           | 92.0            | 93.7           | 104.4          | 97.2           | 100.9          | 77.6           |
| Cost of goods sold                        | 111.4           | 93.3            | 49.1            | 62.3            | 55.0           | 57.4           | 53.6           | 77.7           | 83.5           | 86.2           | 105.1          | 135.9          | 92.8            | 67.3            | 73.5           | 88.8           | 82.4           | 81.7           | 60.8           |
| Operating expenses                        | 16.1            | 18.0            | 9.5             | 6.4             | 5.3            | 4.7            | 8.0            | 6.1            | 6.9            | 6.9            | 7.7            | 10.1           | 10.8            | 9.4             | 9.5            | 8.1            | 6.7            | 9.0            | 8.4            |
| <b>EBIT</b>                               | <b>37.9</b>     | <b>31.6</b>     | <b>15.8</b>     | <b>4.9</b>      | <b>1.6</b>     | <b>1.9</b>     | <b>0.8</b>     | <b>(3.2)</b>   | <b>3.3</b>     | <b>6.5</b>     | <b>9.2</b>     | <b>10.8</b>    | <b>10.4</b>     | <b>15.3</b>     | <b>10.7</b>    | <b>7.5</b>     | <b>8.1</b>     | <b>10.2</b>    | <b>8.4</b>     |
| Depreciation & amortization               | 0.7             | 0.4             | 0.4             | 0.4             | 0.4            | 0.4            | 0.4            | 0.4            | 0.4            | 0.4            | 0.4            | 0.3            | 0.3             | 0.2             | 0.3            | 0.2            | 0.2            | 0.3            | 0.3            |
| <b>EBITDA</b>                             | <b>38.6</b>     | <b>32.0</b>     | <b>16.2</b>     | <b>5.3</b>      | <b>2.0</b>     | <b>2.3</b>     | <b>1.2</b>     | <b>(2.8)</b>   | <b>3.7</b>     | <b>6.9</b>     | <b>9.6</b>     | <b>11.1</b>    | <b>10.7</b>     | <b>15.5</b>     | <b>11.0</b>    | <b>7.7</b>     | <b>8.3</b>     | <b>10.5</b>    | <b>8.7</b>     |
| Cost of goods sold                        | 67.4%           | 65.3%           | 66.0%           | 84.6%           | 88.9%          | 89.7%          | 85.9%          | 96.4%          | 89.1%          | 86.5%          | 86.1%          | 86.7%          | 81.4%           | 73.2%           | 78.4%          | 85.1%          | 84.8%          | 81.0%          | 78.4%          |
| Operating expenses                        | 9.7%            | 12.6%           | 12.8%           | 8.7%            | 8.6%           | 7.3%           | 12.8%          | 7.6%           | 7.4%           | 6.9%           | 6.3%           | 6.4%           | 9.5%            | 10.2%           | 10.1%          | 7.8%           | 6.9%           | 8.9%           | 10.8%          |
| Depreciation & amortization               | 0.4%            | 0.3%            | 0.5%            | 0.5%            | 0.6%           | 0.6%           | 0.6%           | 0.5%           | 0.4%           | 0.4%           | 0.3%           | 0.2%           | 0.3%            | 0.2%            | 0.3%           | 0.2%           | 0.2%           | 0.3%           | 0.4%           |
| EBIT                                      | 22.9%           | 22.1%           | 21.2%           | 6.7%            | 2.6%           | 3.0%           | 1.3%           | -4.0%          | 3.5%           | 6.5%           | 7.5%           | 6.9%           | 9.1%            | 16.6%           | 11.4%          | 7.2%           | 8.3%           | 10.1%          | 10.8%          |
| EBITDA                                    | 23.3%           | 22.4%           | 21.8%           | 7.2%            | 3.2%           | 3.6%           | 1.9%           | -3.5%          | 3.9%           | 6.9%           | 7.9%           | 7.1%           | 9.4%            | 16.8%           | 11.7%          | 7.4%           | 8.5%           | 10.4%          | 11.2%          |
| <b>TBTL</b>                               |                 |                 |                 |                 |                |                |                |                |                |                |                |                |                 |                 |                |                |                |                |                |
| Revenue                                   | 3.8             | 3.0             | 0.4             | 1.9             | 2.2            | 2.8            | 0.2            | 2.6            | 4.2            | 4.4            | 0.1            | 2.6            | 3.4             | 4.1             | 0.1            | 2.4            | 3.6            | 4.1            | 0.4            |
| Cost of goods sold                        | -               | -               | -               | -               | 0.1            | -              | -              | -              | -              | 0.1            | (0.1)          | -              | -               | -               | -              | -              | -              | -              | -              |
| Operating expenses                        | 1.6             | 1.4             | 1.4             | 1.4             | 0.8            | 1.5            | 1.3            | 1.5            | 1.8            | 1.6            | 1.4            | 1.2            | 1.5             | 1.8             | 1.3            | 1.5            | 1.9            | 1.3            | 1.2            |
| <b>EBIT</b>                               | <b>2.2</b>      | <b>1.6</b>      | <b>(1.0)</b>    | <b>0.5</b>      | <b>1.3</b>     | <b>1.3</b>     | <b>(1.1)</b>   | <b>1.1</b>     | <b>2.4</b>     | <b>2.7</b>     | <b>(1.2)</b>   | <b>1.4</b>     | <b>1.9</b>      | <b>2.3</b>      | <b>(1.2)</b>   | <b>0.9</b>     | <b>1.7</b>     | <b>2.8</b>     | <b>(0.8)</b>   |
| Depreciation & amortization               | 0.1             | 0.1             | -               | 0.1             | 0.1            | 0.1            | -              | -              | 0.1            | 0.1            | -              | -              | -               | -               | -              | -              | -              | -              | -              |
| <b>EBITDA</b>                             | <b>2.3</b>      | <b>1.7</b>      | <b>(1.0)</b>    | <b>0.6</b>      | <b>1.4</b>     | <b>1.3</b>     | <b>(1.0)</b>   | <b>1.1</b>     | <b>2.5</b>     | <b>2.8</b>     | <b>(1.2)</b>   | <b>1.4</b>     | <b>1.9</b>      | <b>2.3</b>      | <b>(1.2)</b>   | <b>0.9</b>     | <b>1.7</b>     | <b>2.8</b>     | <b>(0.8)</b>   |
| <b>CORPORATE &amp; OTHER</b>              |                 |                 |                 |                 |                |                |                |                |                |                |                |                |                 |                 |                |                |                |                |                |
| Expenses                                  | 5.4             | 17.5            | 11.4            | 7.4             | 4.7            | 7.0            | -              | 2.3            | 3.8            | 4.3            | 5.9            | 1.5            | 5.9             | 5.7             | 6.8            | 4.3            | 4.3            | 4.8            | 5.0            |
| Gain on sale of property plant & equipmen | -               | -               | -               | -               | (6.1)          | -              | -              | -              | -              | -              | -              | -              | -               | -               | -              | -              | -              | -              | -              |
| Asset Impairments                         | -               | -               | -               | 30.1            | -              | -              | 3.7            | -              | -              | -              | -              | -              | -               | -               | 3.3            | -              | -              | -              | -              |
| Earnings from Joint Venture               | 2.8             | -               | -               | -               | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -              | -              | -              | -              | -              |
| Depreciation & amortization               | 0.3             | 0.1             | 0.2             | 0.1             | -              | 0.2            | -              | 0.3            | 0.1            | 0.2            | 0.1            | 0.1            | 0.1             | 0.2             | 0.1            | 0.5            | 0.1            | 0.1            | 0.1            |
| <b>EBIT</b>                               | <b>(2.9)</b>    | <b>(17.6)</b>   | <b>(11.6)</b>   | <b>(37.6)</b>   | <b>1.4</b>     | <b>(7.2)</b>   | <b>(3.7)</b>   | <b>(2.6)</b>   | <b>(3.9)</b>   | <b>(4.5)</b>   | <b>(6.0)</b>   | <b>(1.6)</b>   | <b>(6.0)</b>    | <b>(5.9)</b>    | <b>(10.2)</b>  | <b>(4.8)</b>   | <b>(4.4)</b>   | <b>(4.9)</b>   | <b>(5.1)</b>   |
| <b>EBITDA</b>                             | <b>(2.6)</b>    | <b>(17.5)</b>   | <b>(11.4)</b>   | <b>(37.5)</b>   | <b>1.4</b>     | <b>(7.0)</b>   | <b>(3.7)</b>   | <b>(2.3)</b>   | <b>(3.8)</b>   | <b>(4.3)</b>   | <b>(5.9)</b>   | <b>(1.5)</b>   | <b>(5.9)</b>    | <b>(5.7)</b>    | <b>(10.1)</b>  | <b>(4.3)</b>   | <b>(4.3)</b>   | <b>(4.8)</b>   | <b>(5.0)</b>   |
| Expenses                                  | 0.5%            | 1.6%            | 1.3%            | 1.1%            | 0.8%           | 1.2%           | 0.0%           | 0.3%           | 0.4%           | 0.5%           | 0.6%           | 0.1%           | 0.5%            | 0.6%            | 0.7%           | 0.5%           | 0.5%           | 0.6%           | 0.6%           |
| Depreciation & amortization               | 0.0%            | 0.0%            | 0.0%            | 0.0%            | 0.0%           | 0.0%           | 0.0%           | 0.0%           | 0.0%           | 0.0%           | 0.0%           | 0.0%           | 0.0%            | 0.0%            | 0.0%           | 0.1%           | 0.0%           | 0.0%           | 0.0%           |
| <b>Operating EBIT</b>                     | <b>\$ 181.0</b> | <b>\$ 163.5</b> | <b>\$ 114.5</b> | <b>\$ (3.6)</b> | <b>\$ 32.2</b> | <b>\$ 16.1</b> | <b>\$ 20.0</b> | <b>\$ 2.3</b>  | <b>\$ 34.9</b> | <b>\$ 50.9</b> | <b>\$ 58.2</b> | <b>\$ 71.4</b> | <b>\$ 101.6</b> | <b>\$ 97.3</b>  | <b>\$ 60.6</b> | <b>\$ 46.9</b> | <b>\$ 57.5</b> | <b>\$ 54.1</b> | <b>\$ 47.9</b> |
| <b>Operating EBITDA</b>                   | <b>\$ 195.5</b> | <b>\$ 177.8</b> | <b>\$ 129.0</b> | <b>\$ 11.0</b>  | <b>\$ 47.2</b> | <b>\$ 31.5</b> | <b>\$ 35.5</b> | <b>\$ 17.7</b> | <b>\$ 48.7</b> | <b>\$ 64.8</b> | <b>\$ 71.9</b> | <b>\$ 81.0</b> | <b>\$ 110.6</b> | <b>\$ 106.0</b> | <b>\$ 69.0</b> | <b>\$ 55.6</b> | <b>\$ 66.0</b> | <b>\$ 62.6</b> | <b>\$ 56.4</b> |
| <b>Operating EBIT</b>                     | 16.3%           | 15.3%           | 12.9%           | -0.5%           | 5.2%           | 2.7%           | 2.5%           | 0.3%           | 4.0%           | 5.4%           | 5.6%           | 6.4%           | 8.9%            | 9.9%            | 6.5%           | 5.7%           | 6.8%           | 6.6%           | 6.0%           |
| <b>Operating EBITDA</b>                   | 17.6%           | 16.6%           | 14.6%           | 1.6%            | 7.7%           | 5.4%           | 4.4%           | 2.1%           | 5.6%           | 6.9%           | 7.0%           | 7.3%           | 9.7%            | 10.8%           | 7.4%           | 6.7%           | 7.8%           | 7.7%           | 7.0%           |

## CONSOLIDATED STATEMENTS OF EARNINGS ON AN ADJUSTED BASIS

| (\$ millions)               | Q3<br>2021   | Q2<br>2021   | Q1<br>2021   | Q4<br>2020   | Q3<br>2020   | Q2<br>2020   | Q1<br>2020   | Q4<br>2019   | Q3<br>2019   | Q2<br>2019   | Q1<br>2019   | Q4<br>2018   | Q3<br>2018   | Q2<br>2018   | Q1<br>2018   | Q4<br>2017   | Q3<br>2017   | Q2<br>2017   | Q1<br>2017   |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Quarter ended:</b>       |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Revenue                     | 1,108.1      | 1,068.2      | 885.4        | 670.6        | 614.9        | 588.1        | 814.7        | 837.4        | 869.2        | 936.7        | 1,032.6      | 1,115.4      | 1,140.1      | 978.2        | 931.3        | 825.1        | 850.9        | 816.5        | 803.5        |
| Cost of goods sold          | 778.0        | 740.2        | 630.3        | 531.3        | 498.1        | 478.0        | 662.3        | 715.4        | 717.4        | 761.0        | 842.1        | 905.2        | 899.2        | 739.3        | 736.7        | 662.3        | 681.0        | 648.3        | 641.2        |
| Operating expenses          | 146.2        | 146.9        | 129.0        | 105.3        | 86.0         | 86.8         | 128.7        | 117.1        | 113.0        | 120.3        | 126.3        | 137.2        | 133.3        | 135.7        | 123.8        | 111.1        | 108.0        | 109.2        | 109.3        |
| Corp. Expenses and other    | 2.9          | 17.6         | 11.6         | 37.6         | (1.4)        | 7.2          | 3.7          | 2.6          | 3.9          | 4.5          | 6.0          | 1.6          | 6.0          | 5.9          | 10.2         | 4.8          | 4.4          | 4.9          | 5.1          |
| <b>Operating EBIT</b>       | <b>181.0</b> | <b>163.5</b> | <b>114.5</b> | <b>(3.6)</b> | <b>32.2</b>  | <b>16.1</b>  | <b>20.0</b>  | <b>2.3</b>   | <b>34.9</b>  | <b>50.9</b>  | <b>58.2</b>  | <b>71.4</b>  | <b>101.6</b> | <b>97.3</b>  | <b>60.6</b>  | <b>46.9</b>  | <b>57.5</b>  | <b>54.1</b>  | <b>47.9</b>  |
| Depreciation & amortization | 14.5         | 14.3         | 14.5         | 14.6         | 15.0         | 15.4         | 15.5         | 15.4         | 13.8         | 13.9         | 13.7         | 9.6          | 9.0          | 8.7          | 8.4          | 8.7          | 8.5          | 8.5          | 8.5          |
| <b>Operating EBITDA</b>     | <b>195.5</b> | <b>177.8</b> | <b>129.0</b> | <b>11.0</b>  | <b>47.2</b>  | <b>31.5</b>  | <b>35.5</b>  | <b>17.7</b>  | <b>48.7</b>  | <b>64.8</b>  | <b>71.9</b>  | <b>81.0</b>  | <b>110.6</b> | <b>106.0</b> | <b>69.0</b>  | <b>55.6</b>  | <b>66.0</b>  | <b>62.6</b>  | <b>56.4</b>  |
| Financing Costs             | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Gain on sale of asset       | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Discontinued Operations     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>EBIT</b>                 | <b>181.0</b> | <b>163.5</b> | <b>114.5</b> | <b>(3.6)</b> | <b>32.2</b>  | <b>16.1</b>  | <b>20.0</b>  | <b>2.3</b>   | <b>34.9</b>  | <b>50.9</b>  | <b>58.2</b>  | <b>71.4</b>  | <b>101.6</b> | <b>97.3</b>  | <b>60.6</b>  | <b>46.9</b>  | <b>57.5</b>  | <b>54.1</b>  | <b>47.9</b>  |
| <b>EBITDA</b>               | <b>195.5</b> | <b>177.8</b> | <b>129.0</b> | <b>11.0</b>  | <b>47.2</b>  | <b>31.5</b>  | <b>35.5</b>  | <b>17.7</b>  | <b>48.7</b>  | <b>64.8</b>  | <b>71.9</b>  | <b>81.0</b>  | <b>110.6</b> | <b>106.0</b> | <b>69.0</b>  | <b>55.6</b>  | <b>66.0</b>  | <b>62.6</b>  | <b>56.4</b>  |
| <b>Twelve months ended:</b> |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Revenue                     | 3,732.3      | 3,239.1      | 2,759.0      | 2,688.3      | 2,855.1      | 3,109.4      | 3,458.0      | 3,675.9      | 3,953.9      | 4,224.8      | 4,266.3      | 4,165.0      | 3,874.7      | 3,585.5      | 3,423.8      | 3,296.0      | 3,124.5      | 2,912.8      | 2,720.0      |
| Cost of goods sold          | 2,679.8      | 2,399.9      | 2,137.7      | 2,169.7      | 2,353.8      | 2,573.1      | 2,856.1      | 3,035.9      | 3,225.7      | 3,407.5      | 3,385.8      | 3,280.4      | 3,037.5      | 2,819.3      | 2,728.3      | 2,632.8      | 2,507.1      | 2,337.4      | 2,182.8      |
| Operating expenses          | 597.1        | 532.6        | 462.1        | 453.9        | 430.7        | 463.0        | 493.8        | 493.7        | 512.8        | 535.2        | 552.0        | 553.7        | 530.8        | 503.9        | 476.4        | 456.8        | 440.8        | 428.7        | 414.5        |
| <b>Operating EBIT</b>       | <b>455.4</b> | <b>306.6</b> | <b>159.2</b> | <b>64.7</b>  | <b>70.6</b>  | <b>73.3</b>  | <b>108.1</b> | <b>146.3</b> | <b>215.4</b> | <b>282.1</b> | <b>328.5</b> | <b>330.9</b> | <b>306.4</b> | <b>262.3</b> | <b>219.1</b> | <b>206.4</b> | <b>176.6</b> | <b>146.7</b> | <b>122.7</b> |
| Gain on sale of asset       | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            | (27.7)       | (27.7)       | (27.7)       |
| <b>EBIT</b>                 | <b>455.4</b> | <b>306.6</b> | <b>159.2</b> | <b>64.7</b>  | <b>70.6</b>  | <b>73.3</b>  | <b>108.1</b> | <b>146.3</b> | <b>215.4</b> | <b>282.1</b> | <b>328.5</b> | <b>330.9</b> | <b>306.4</b> | <b>262.3</b> | <b>219.1</b> | <b>206.4</b> | <b>204.3</b> | <b>174.4</b> | <b>150.4</b> |
| Depreciation & amortization | 57.9         | 58.4         | 59.5         | 60.5         | 61.3         | 60.1         | 58.6         | 56.8         | 51.0         | 46.2         | 41.0         | 35.7         | 34.8         | 34.3         | 34.1         | 34.2         | 34.1         | 34.3         | 34.7         |
| <b>EBITDA</b>               | <b>513.3</b> | <b>365.0</b> | <b>218.7</b> | <b>125.2</b> | <b>131.9</b> | <b>133.4</b> | <b>166.7</b> | <b>203.1</b> | <b>266.4</b> | <b>328.3</b> | <b>369.5</b> | <b>366.6</b> | <b>341.2</b> | <b>296.6</b> | <b>253.2</b> | <b>240.6</b> | <b>238.4</b> | <b>208.7</b> | <b>185.1</b> |