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## **AGENDA**

Chairman's Welcome and Official Business

**Close of Official Business** 

**Business Updates** 

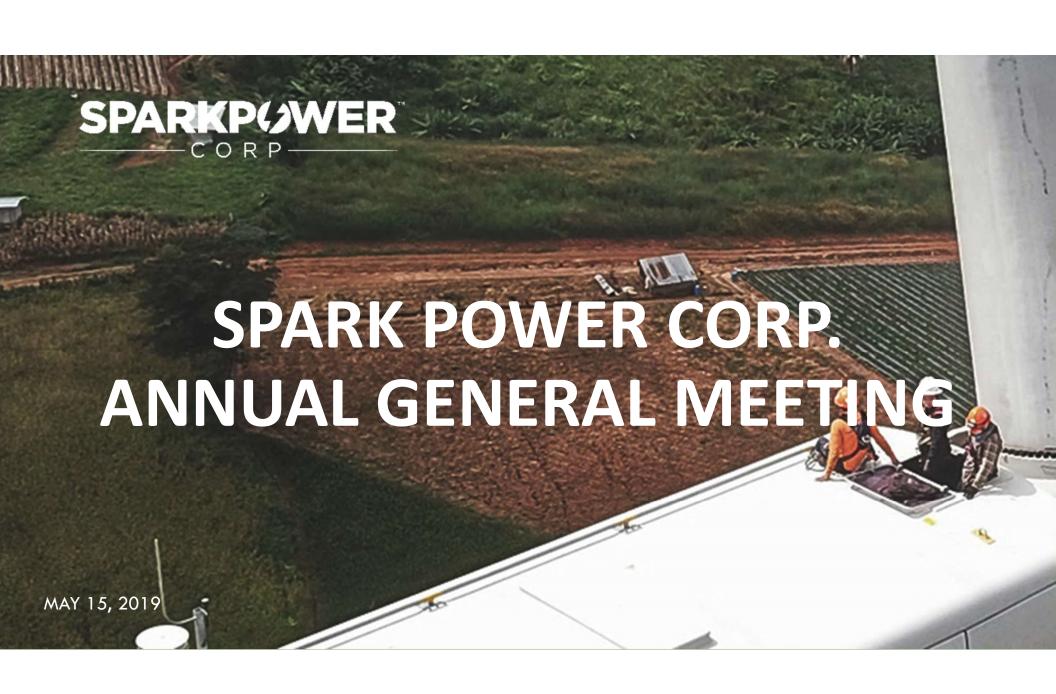
Strategy

**Financial Updates** 

Questions

**Closing Remarks** 







## **AGENDA**

Business Updates
Strategy
Financial Updates
Questions
Closing Remarks



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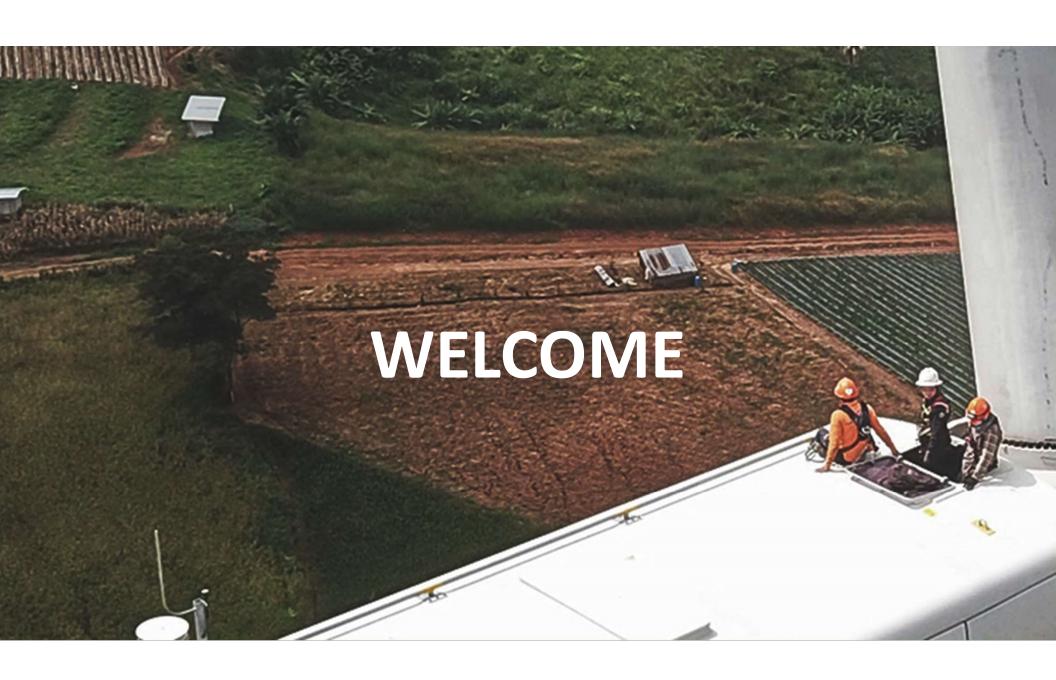
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## **COMPANY OVERVIEW**



#### **ELECTRIFYING INDUSTRY**

**VISION:** We strive to be the leading independent provider of integrated power solutions to the industrial, commercial, and institutional markets across North America.

MISSION:
make the
transition

ON-SITE GENERATION

ADVANCED MANUFACTURING

MISSION:

MAKE THE

BATTERY STORAGE

POWER ADVISORY &

SYSTEMS INTEGRATION

SUSTAINABILITY

**MISSION:** We exist to disrupt the power sector to reduce cost, make the environment a priority and empower our customers to transition to the grid of the future.



# OUR STRATEGY: FULL END-TO-END POWER SOLUTIONS

### **Technical Services**

Low-high voltage O&M services

### **Power Equipment**

On site generation MV/HV products Control panels

# Power Advisory & Sustainability

Asset management
Energy management
Bullfrog Power



760+



C&I CUSTOMERS



500+
TECHNICHAL
SKILLED WORKERS



SAFETY
INSPECTIONS
PER YEAR



**450** FLEET VEHICLES



\$3.7B WIND & SOLAR AUM

## **SENIOR MANAGEMENT TEAM**



**Jason Sparaga** Co-CEO, Founder



**Andrew Clark** Co-CEO, Founder



**Dan Ardila**Chief Financial Officer



**Eric Waxman**Chief Investment Officer, Founder



**Richard Jackson**Chief Operating Officer



**Ron Dizy**Chief Strategy Officer





#### MARKET OPPORTUNITY

- Aging power infrastructure
- Rapidly shifting environment due to industry disruptors: political, economic, social, and technological
- +\$30\* billion, highly fragmented market with no dominant player
- Accelerated deployment of advanced manufacturing and material handling technologies
- The electrification of everything

### INDUSTRY DISRUPTORS







**SOCIAL** 



TECHNOLOGY



<sup>\*2018</sup> IBIS World Report, Low Voltage Market Size: \$20bn; 2017, Canadian High Voltage Research Report, market size: 7.7bn; 2018, IEA Renewables Market Analysis- Renewables expected to provide 30% of global power demand in 2023



**Customer Choice** 

Sustainable

Reliable & Resilient

Cost-Effective

Widely Distributed

Changing







# **SUSTAINABILITY ENSURING LONG-TERM CORPORATE, CUSTOMER & COMMUNITY SUCCESS**



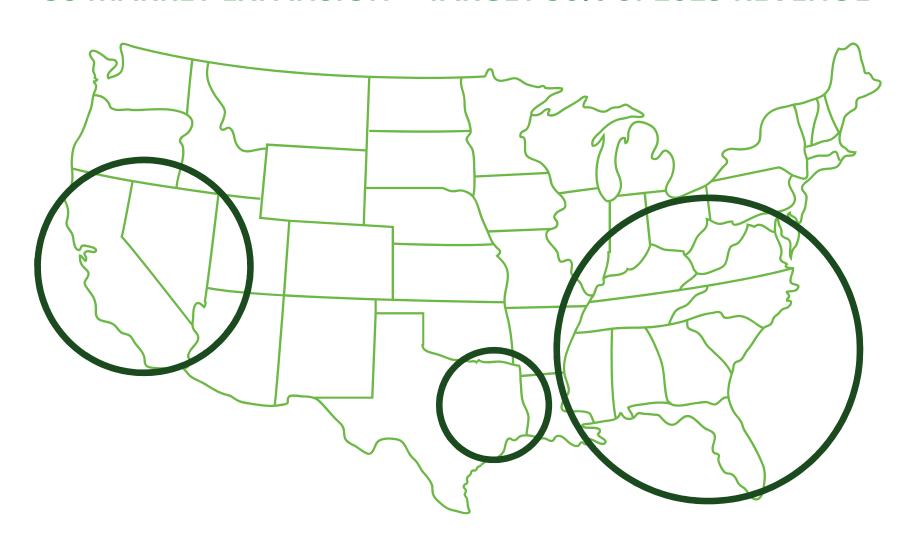




**HOLISTIC WELLNESS** (MENTAL & PHYSICAL WELLBEING)



## **US MARKET EXPANSION – TARGET 50% of 2023 REVENUE**







### **Organically**

Significant organic growth and geographical expansion opportunities throughout North America through:

- Greater penetration of existing customers
- Cross-selling of increasingly integrated power solutions to existing large industrial customers
- Repeatable branch models allows rapid openings in new geographies to support both existing and new customers

#### Through acquisition

Highly fragmented industry of small independent owner operators ripe for consolidation. Acquisition criteria include:

- Complementary service offering
- Fresh customer relationships
- Expanded geographical presence
- Entrepreneurial, technically-skilled workforce









Acquisitions completed in 2018



Reverse take over of Canaccord Genuity Acquisition Corp.

Refinanced debt facilities



Adopted IFRS 16 (leases) effective January 1, 2017

Early adopted in advance of the acquisitions &RTO

Current lease liability @ March 31, 2019 is \$17.9 Million





#### **SPARK 2018 HIGHLIGHTS**

#### **YTD Revenue Organic Growth of 17.4 %**

#### Driven by:

- New branch openings
- Customer relationships

#### **YTD Acquisition Growth** of 32.2%

- **Bullfrog Power**
- **Orbis Engineering**
- New Electric Fresno

#### **Revised Capital Structure** to Support Future Growth

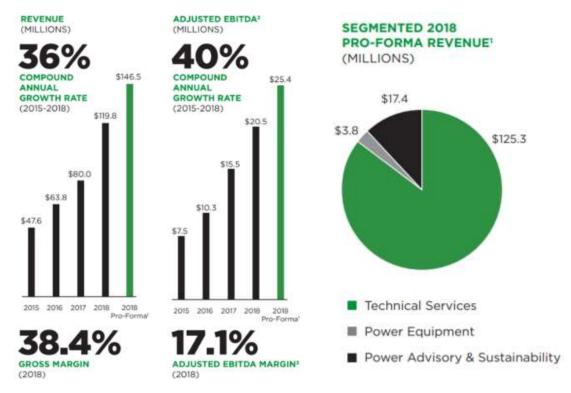
- RTO of CGAC
- New Flexible debt facility
  - Term
  - Growth
  - **Acquisition Line**

#### **Expanding Customer** Relationships

- Customer pull driving new branches- NE
- AltaLink contract expansion: Orbis

2018 was a very strong and profitable year highlighted by organic and acquisitive growth

# 2018 YEAR IN REVIEW DRIVING STRONG FINANCIAL PERFORMANCE



- 1. Pro-forma metrics are adjusted for the impact of revenue and/or EBITDA earned by companies acquired during the year for the period prior to acquisition.
- 2. Adjusted EBITDA means EBITDA adjusted for items management considers to be not representative of Spark Power's ongoing operating performance.
- 3. Adjusted EBITDA margin means Adjusted EBITDA divided by revenue.

Note that Pro-Forma Revenue, Adjusted EBITDA and Pro-Forma Adjusted EBITDA are non-IFRS measures. See Non-IFRS measures on pages 1 and 12 of the annual report.



## **CONSOLIDATED FINANCIAL SUMMARY**

### Year ended March 31, 2019 compared to 2018 and pro-forma 2018

| In CAD\$000's                   | March 31, 2019 | March 31, 2018 | Variance | Variance | March 31, 2018           | Actual Vs. Pro-<br>forma Variance |        |
|---------------------------------|----------------|----------------|----------|----------|--------------------------|-----------------------------------|--------|
|                                 |                |                | (\$)     | (%)      | (Adjusted Pro-forma) (i) | (\$)                              | (%)    |
| Financial Results:              |                |                |          |          |                          |                                   |        |
|                                 |                |                |          |          |                          |                                   |        |
| Revenue                         | 34,272         | 19,734         | 14,538   | 73.7%    | 31,375                   | 2,897                             | 9.2%   |
| Gross Profit                    | 12,410         | 7,292          | 5,118    | 70.2%    | 12,779                   | (369)                             | -2.9%  |
|                                 |                |                |          |          |                          |                                   |        |
| EBITDA                          | 3,253          | 2,288          | 965      | 42.2%    | 4,303                    | (1,050)                           | -24.4% |
| Finance Expense                 | 1,289          | 1,098          | 191      | 17.4%    | 1,231                    | 58                                | 4.7%   |
|                                 |                |                |          |          |                          |                                   |        |
| Financial Positions:            |                |                |          |          |                          |                                   |        |
| Total Assets                    | 141,305        | 81,497         | 59,808   | 73.4%    |                          |                                   |        |
|                                 | ,              | ·              | ,        |          |                          |                                   |        |
| Total Long-term Debt (ii) (iii) | 73,214         | 48,949         | 24,265   | 49.6%    |                          |                                   |        |
| Cl. I.I. E. N                   | 20.040         | (40,000)       | 77.062   | 25.6.204 |                          |                                   |        |
| Shareholders Equity             | 28,040         | (49,823)       | 77,863   | 256.3%   |                          |                                   |        |
| Summary Statistics:             |                |                |          |          |                          |                                   |        |
|                                 |                |                |          |          |                          |                                   |        |
| Gross Margin (%)                | 36.2%          | 37.0%          |          |          | 40.7%                    |                                   |        |
| EBITDA Margin (%)               | 9.5%           | 11.6%          |          |          | 13.7%                    |                                   |        |
| LDITUM IVIGIBILI (70)           | 5.570          | 11.0/0         |          |          | 13.770                   |                                   |        |

<sup>(</sup>i) adjusted pro-forma includes the results of companies acquired during the year for periods prior to the acquisition; and non-recurring costs

<sup>(</sup>ii) includes current portion of long-term debt

<sup>(</sup>iii) includes \$17,923 related to adoption of IFRS 16 Leases

#### **2019 MOVING FORWARD**

#### Continued execution of growth strategy

#### **System Integrations**

- Common operating/financial platform across all business units
- Enhance business tools to manage operations

### **Business Integration**

- Process commonality/best practices
- Continued focus on optimization/synergy opportunities i.e. supply base
- Cross-selling

# Cash Flow Optimization & Financial Flexibility Focus

- Leverage management
- Flexibility to support growth



