

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

This management's discussion and analysis ("MD&A") is intended to assist readers in understanding the business environment, strategies, performance and risk factors of PyroGenesis Canada Inc. ("PyroGenesis", or the "Company"). The MD&A provides the reader with a view and analysis, from the perspective of management, of the Company's financial results for the three and six-month periods ended June 30, 2024. The MD&A has been prepared in accordance with National Instrument 51-102, Continuous Disclosure Requirements, and should be read in conjunction with the audited consolidated financial statements and related notes thereto of the Company for the year ended December 31, 2023.

The condensed consolidated interim financial statements and MD&A have been reviewed by PyroGenesis' Audit Committee and were approved by its Board of Directors on August 6, 2024. The Board of Directors is responsible for ensuring that the Company fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the MD&A. The Board of Directors carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board of Directors and is comprised of independent directors. The Audit Committee reports its findings to the Board of Directors for its consideration when it approves the MD&A and financial statements for issuance to shareholders.

The following information takes into account all material events that took place up until August 6, 2024, the date on which the Company's Board of Directors approved this MD&A. Unless otherwise indicated, all amounts are presented in Canadian dollars. The Company's functional and reporting currency is the Canadian dollar.

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

FORWARD-LOOKING STATEMENTS

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

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

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

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

Many factors could cause the Company's actual results, performance or achievements to be materially different from any future results, performance or achievements that may be expressed or implied by forward-looking statements, including, without limitation, risks and uncertainties relating to: the strength of the Canadian, US, European and Asian economies; operational, funding, and liquidity risks; unforeseen engineering and environmental problems; delays or inability to obtain required financing and/or anticipated contracts; risks associated with licenses, permits and regulatory approvals; supply interruptions or labour disputes; foreign exchange fluctuations and collection risk; competition from other suppliers, or alternative, less capital intensive, energy solutions; and risk factors described elsewhere under the heading "Risk Factors" in this MD&A and the Annual Information Form of the Company dated April 1, 2024, (the "Annual Information Form") and elsewhere in this MD&A and other filings that the Company has made and may make in the future with applicable securities regulatory authorities. We caution that the foregoing list of factors is not exhaustive, and that, when relying on forward-looking statements to make decisions with respect to the Company, investors and others should carefully consider these factors, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements.

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

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

BASIS OF PRESENTATION

For reporting purposes, we prepared the 2023 consolidated financial statements in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board. The financial information contained in this MD&A was derived from the 2023 consolidated financial statements. Unless otherwise indicated, all references to "\$" are to Canadian dollars. Unless otherwise indicated, all references to a specific "note" refer to the notes to the 2023 consolidated financial statements. Certain totals, subtotals and percentages throughout this MD&A may not reconcile due to rounding.

NON-IFRS MEASURES

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

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

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

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

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

OVERVIEW

PyroGenesis Canada Inc. is a leader in the design, development, manufacture and commercialization of advanced plasma processes. We provide engineering and manufacturing expertise, cutting-edge contract research, as well as turnkey process equipment packages to the defense, metallurgical, mining, additive manufacturing (including 3D printing), oil & gas, and environmental industries. With a team of experienced engineers, scientists and technicians working out of our Montreal office and our 40,902 sq. ft. (3,800 m²) and 31,632 sq. ft. (2,940 m²) manufacturing facilities, PyroGenesis maintains its competitive advantage by remaining at the forefront of technology development and commercialization. Our core competencies allow PyroGenesis to lead the way in providing innovative plasma torches, plasma waste processes, high-temperature metallurgical processes, and engineering services to the global marketplace. Our operations are ISO 9001:2015 and AS9100D certified, having been ISO certified since 1997. Since our acquisition of Pyro Green-Gas Inc. (formerly AirScience Technologies Inc), we now offer technologies, equipment, and expertise in the area of biogas upgrading, and air pollution control. As a result, we have extended our presence in Italy and India, and this acquisition provides potential synergies with our current land-based waste destruction offerings. Our common shares are listed on the Toronto Stock Exchange (TSX) (Ticker Symbol: PYR) and tradeable through the OTCQX Best Market (Ticker Symbol: PYRGF) and the Frankfurt Stock Exchange (FSX) (Ticker symbol: 8PY). In November 2023, the Company's Common Shares were voluntarily delisted from NASDAQ (see "Market for Securities – Delisting from NASDAQ" in the Annual Information Form).

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

INFORMATION FROM CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS) FOR THE QUARTERS ENDED JUNE 30 (expressed in dollars):

	Three months ended June 30		Variation	Six months ended June 30		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Revenues	3,939,098	3,039,479	899,619	7,425,495	5,631,101	1,794,394
Cost of sales and services	2,814,455	1,927,664	886,791	5,544,507	3,992,713	1,551,794
Gross profit	1,124,643	1,111,815	12,828	1,880,988	1,638,388	242,600
Expenses						
Selling, general and administrative (excluding share-based expenses)	(59,138)	5,669,789	(5,728,927)	3,999,742	12,238,735	(8,238,993)
Research and development, net	262,520	742,685	(480,165)	495,608	1,065,901	(570,293)
Total expenses (excluding share-based expenses)	203,382	6,412,474	(6,209,092)	4,495,350	13,304,636	(8,809,286)
Net loss from operations (excluding share-based expenses)	921,261	(5,300,659)	6,221,920	(2,614,362)	(11,666,248)	9,051,886
Share-based expenses	(295,395)	(740,940)	445,545	(774,993)	(1,729,102)	954,109
Net income (loss) from operations	625,866	(6,041,599)	6,667,465	(3,389,355)	(13,395,350)	10,005,995
Changes in fair market value of strategic investments and net finance income (costs)	(386,097)	(307,140)	(78,957)	(769,719)	908,005	(1,677,724)
Gain from settlement	1,180,335	—	1,180,335	1,180,335	—	1,180,335
Net income (loss)	1,420,104	(6,348,739)	7,768,843	(2,978,739)	(12,487,345)	9,508,606
Foreign currency translation gain (loss) on investments in foreign operations	(6,255)	15,031	(21,286)	(13,297)	(3,980)	(9,317)
Comprehensive income (loss)	1,413,849	(6,333,708)	(7,747,557)	(2,992,036)	(12,491,325)	9,499,289
Earnings (loss) per share						
Basic	0.01	(0.04)	0.05	(0.02)	(0.07)	0.05
Diluted	0.01	(0.04)	0.05	(0.02)	(0.07)	0.05
Modified EBITDA⁽¹⁾	2,429,178	(4,740,877)	7,170,055	(739,363)	(10,587,001)	(9,847,638)

¹See "Non-IFRS Measures"

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

INFORMATION FROM CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS) FOR THE QUARTERS ENDED JUNE 30 (expressed in dollars):

	Three months ended June 30			Six months ended June 30		
	2024	2023	2022	2024	2023	2022
Revenues	3,939,098	3,039,479	5,847,180	7,425,495	5,631,101	10,053,942
Cost of sales and services	2,814,455	1,927,664	3,347,907	5,544,507	3,992,713	6,502,947
Gross profit	1,124,643	1,111,815	2,499,273	1,880,988	1,638,388	3,550,995
Expenses						
Selling, general and administrative (excluding share-based expenses)	(59,138)	5,669,789	5,470,495	3,999,742	12,238,735	9,413,233
Research and development, net	262,520	742,685	804,564	495,608	1,065,901	1,286,996
Total expenses (excluding share-based expenses)	203,382	6,412,474	6,275,059	4,495,350	13,304,636	10,700,229
Net income (loss) from operations (excluding share-based expenses)	921,261	(5,300,659)	(3,775,786)	(2,614,362)	(11,666,248)	(7,149,234)
Share-based expenses	(295,395)	(740,940)	(1,621,040)	(774,993)	(1,729,102)	(3,290,670)
Net income (loss) from operations	625,866	(6,041,599)	(5,396,826)	(3,389,355)	(13,395,350)	(10,439,904)
Changes in fair market value of strategic investments and net finance income (costs)	(386,097)	(307,140)	(7,633,978)	(769,719)	908,005	(6,641,123)
Gain from settlement	1,180,335	—	—	1,180,335	—	—
Income taxes	—	—	19,542	—	—	76,095
Net income (loss) and comprehensive income (loss)	1,420,104	(6,348,739)	(13,050,346)	(2,978,739)	(12,487,345)	(17,157,122)
Foreign currency translation gain (loss) on investments in foreign operations	(6,255)	15,031	10,815	(13,297)	(3,980)	48,471
Comprehensive income (loss)	1,413,849	(6,333,708)	(13,039,531)	(2,992,036)	(12,491,325)	(17,108,651)
Earnings (loss) per share						
Basic	0.01	(0.04)	(0.08)	(0.02)	(0.07)	(0.10)
Diluted	0.01	(0.04)	(0.08)	(0.02)	(0.07)	(0.10)
Modified EBITDA¹	2,429,178	(4,740,877)	(3,242,402)	(739,363)	(10,587,001)	(6,050,221)

SELECTED FINANCIAL INFORMATION (expressed in dollars)

	June 30, 2024	December 31, 2023	December 31, 2022
Current assets	19,393,993	16,803,425	27,448,182
Non-current assets	10,061,729	11,631,926	20,218,568
Total assets	29,455,722	28,435,351	47,666,750
Current liabilities	28,548,338	23,811,144	25,797,473
Non-current liabilities	5,953,004	7,452,784	5,000,350
Total liabilities	34,501,342	31,263,928	30,797,823
Shareholders' equity (deficiency)	(5,045,620)	(2,828,577)	16,868,927

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

FINANCIAL CONDITION (expressed in dollars)

	June 30, 2024	December 31, 2023	Variation 2024 vs 2023
<i>Current Assets</i>			
Cash	3,440,239	1,802,616	1,637,623
Accounts receivable	9,350,892	9,265,665	85,227
Costs and profits in excess of billings on uncompleted contracts	660,275	648,813	11,462
Inventory	2,526,061	1,905,313	620,748
Investment tax credits receivable	197,335	352,530	(155,195)
Income tax receivable	16,420	15,900	520
Current portion of deposits	622,459	638,739	(16,280)
Current portion of royalties receivable	698,088	684,651	13,437
Contract assets	605,298	615,527	(10,229)
Prepaid expenses	1,276,926	873,671	403,255
Total Current Assets	19,393,993	16,803,425	2,590,568
<i>Non-Current assets</i>			
Deposits	99,238	46,045	53,193
Strategic investments	30,773	2,551,427	(2,520,654)
Property and equipment	2,612,854	2,855,226	(242,372)
Right-of-use-assets	5,272,806	4,200,635	1,072,171
Royalties receivable	561,017	529,017	32,000
Intangible assets	1,485,041	1,449,576	35,465
Total Non-Current Assets	10,061,729	11,631,926	(1,570,197)
<i>Current Liabilities</i>			
Bank indebtedness	139,591	181,267	(41,676)
Accounts payable and accrued liabilities	12,270,191	9,345,134	2,925,057
Loan from controlling shareholder	1,000,000	—	1,000,000
Billings in excess of costs and profits on uncompleted contracts	9,352,589	10,992,126	(1,639,537)
Current portion of term loans	90,000	117,500	(27,500)
Current portion of lease liabilities	2,794,024	524,802	2,269,222
Current portion of balance due on business combination	1,741,300	1,726,510	14,790
Current portion of convertible debenture	1,160,643	923,805	236,838
Total Current Liabilities	28,548,338	23,811,144	4,737,194
<i>Non-current Liabilities</i>			
Lease liabilities	3,460,695	4,582,090	(1,121,395)
Term loans	227,140	286,579	(59,439)
Convertible debenture	1,225,622	1,636,416	(410,794)
Convertible debenture loan	1,039,547	947,699	91,848
Total Non-Current Liabilities	5,953,004	7,452,784	(1,499,780)

Working capital, (expressed as current assets less current liabilities) varied since December 31, 2023 by \$2.1 million, mainly a result of:

- an increase of cash of \$1.6 million, explained in the section Summary of Cash Flows,
- a net increase of \$0.1 million of accounts receivable, due to a reduction in the Company's days sales outstanding arising from collections of trade accounts receivables. This was offset by a reduction of the allowance for expected credit loss by \$3.6 million due to the successful collection of a previously provisioned receivable. In addition, other receivables decreased by \$0.5 million as a result of collections and, offset by an increase in sales tax receivable of \$0.3 million, due to the timing of the remittance, that has been collected after June 30, 2024,
- an increase of \$0.6 million in inventory due to the additional titanium coil on-hand and storage of the Company's plasma atomized metal powders,
- a decrease of \$0.2 million in investment tax credits receivable due to receipt of the 2022 refundable R&D tax credits,
- an increase of \$0.4 million in prepaid expenses mainly related to the prepayment of the annual insurance program,

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

- an increase of \$2.9 million in accounts payable and accrued liabilities due payment delays and to the insurance renewals, mainly directors and officers' insurance,
- an increase due to the \$1 million loan from the controlling shareholder, which was repaid in July 2024,
- a decrease of \$1.6 million in billings in excess of costs and profits on uncompleted contracts in mainly due to the increase in workforce working on progressing customer projects as shown by our increase in revenues and a reversal related to the claims settlement between the Company and Gas RNG, and;
- an increase of \$2.3 million in the current portion of lease liabilities is due to the reclassification of the option to buy one of the manufacturing facilities presented as a current liability.

Non-current assets varied since December 31, 2023, by \$1.6 million, mainly a result of:

- a decrease in strategic investments due to the reduction in fair value of such investments, representing \$0.2 million and to the disposition of 11.4 million common shares of HPQ Silicon Inc. during the first half of 2024, representing \$2.3 million. As a result, on June 30, 2024, the Company no longer holds a strategic investment in HPQ,
- a decrease of property and equipment of \$0.2 million due to recurring depreciation, and,
- an increase of \$1.1 million in right-of-use-assets due to a new lease agreement contracted in the current quarter, partially offset by the depreciation expense of \$0.4 million in the six-month period ended June 30, 2024.

Non-current liabilities varied since December 31, 2023, by \$1.5 million, mainly a result of:

- a decrease of \$1.1 million in lease liabilities due mainly to the reclassification of the liability of the option to buy one of the manufacturing facilities from non-current to current, offset by the additional lease liability from a newly contracted lease agreement, and
- a decrease of \$0.4 million in convertible debentures due to the principal repayment of \$0.5 million, offset by the interest and accretion of \$0.1 million incurred during the six-month period ended June 30, 2024.

RESULTS OF OPERATIONS

Revenues (expressed in dollars)

PyroGenesis recorded revenue of \$3.9 million in the second quarter of 2024 ("Q2, 2024"), representing an increase of \$0.9 million compared with \$3.0 million recorded in the second quarter of 2023 ("Q2, 2023"). Revenue for the six-month period ended June 30, 2024, was \$7.4 million, an increase of \$1.8 million over revenue of \$5.6 million in the same period of 2023.

Revenues recorded in the three and six-months ended June 30, 2024, were generated primarily from:

	Three months ended June 30		Variation	Six months ended June 30		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
High purity metallurgical grade silicon & solar grade silicon from quartz (PUREVAP™)	101,790	445,840	(344,050)	496,234	973,439	(477,205)
Aluminium and zinc dross recovery (DROSRITE™)	327,503	115,325	212,178	990,688	205,552	785,136
Development and support related to systems supplied to the U.S. Navy	237,175	813,125	(575,950)	1,281,609	1,165,228	116,381
Torch-related products and services	2,792,009	561,942	2,230,067	3,669,057	1,732,690	1,936,367
Refrigerant destruction (SPARC™)	149,173	187,444	(38,271)	251,891	255,292	(3,401)
Biogas upgrading and pollution controls	175,959	618,070	(442,111)	208,008	650,965	(442,957)
Other sales and services	155,489	297,733	(142,244)	528,008	647,935	(119,927)
Revenue	3,939,098	3,039,479	899,619	7,425,495	5,631,101	1,794,394

Q2, 2024 revenues increased by \$0.9 million, mainly as a result of:

- PUREVAP™ related sales generated revenue of \$0.1 million, a decrease of \$0.3 million compared to Q2 2023 due to the completion of the project and with the successful silicon "pour" previously announced by the Company. As a result, minimal revenue was forecasted and realized in the current quarter,
- DROSRITE™ related sales increased by \$0.2 million due to the increase in spare parts orders from existing clients and the increase in storage revenue and other ancillary revenue related to the DROSRITE units, at the request of the client,
- Development and support related to systems supplied to the U.S Navy generated revenue of \$0.2 million, a decrease of \$0.6 million compared to Q2 2023 due to the current stage of the project, whereas, in the comparable period, significant advancement was made related to inspection, packaging and shipment of the equipment to our customer in order to move forward with installation and commissioning,
- Torch-related products and services increased by \$2.2 million, due to the continued progress on the significant projects related to our 4.5MW and 1MW torch systems, and additional recurring monthly 24/7 onsite support,
- Biogas upgrading and pollution controls generated revenue of \$0.2 million, a decrease of \$0.4 million compared to Q2 2023 due to the decrease in project volume,

During the six-month period ended June 30, 2024, revenues varied by \$1.8 million, mainly as a result of:

- PUREVAP™ related sales decreased to \$0.5 million due to the completion of the project and current project phase, whereby lower revenue was expected,

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

- DROSRITE™ related sales increased to \$0.9 million due to the increase in spare parts orders from existing clients and the increase in storage revenue and other ancillary revenue related to the DROSRITE units,
- Development and support related to systems supplied to the U.S Navy increased by \$0.1 million due to the current stage of the project, whereby, in the comparable period, and beginning of 2024, significant advancement was made related to inspection, packaging and shipment of the equipment to our customer in order to move forward with installation and commissioning, in addition to the increase in awarded contracts for spare parts and engineering services from clients that are third-party suppliers of the US Navy,
- Torch-related products and services increased by \$1.9 million, due to the Company providing continuous 24/7 onsite support and the significant progress related to the current ongoing torch systems projects,
- Biogas upgrading and pollution controls related sales decreased by \$0.4 million due to a decrease in project volume,

As of August 6, 2024, revenue expected to be recognized in the future related to backlog of signed and/or awarded contracts is \$29.8 million. Revenue will be recognized as the Company satisfies its performance obligations under long-term contracts, which is expected to occur over a maximum period of approximately 3 years.

Cost of Sales and Services (expressed in dollars)

	Three months ended June 30		Variation	Six months ended June 30		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Employee compensation	822,330	923,465	(101,135)	1,892,350	1,811,900	80,450
Subcontracting	24,214	230,728	(206,514)	90,963	279,301	(188,338)
Direct materials	1,728,094	296,421	1,431,673	2,906,042	911,419	1,994,623
Manufacturing overhead & other	223,675	297,490	(73,815)	556,415	591,127	(34,712)
Investment tax credits	(180)	(42,192)	42,012	(4,575)	(44,538)	39,963
Amortization of intangible assets	16,322	221,752	(205,430)	103,312	443,504	(340,192)
Total Cost of Sales and Services	2,814,455	1,927,664	886,791	5,544,507	3,992,713	1,551,794

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

	Three months ended June 30		Six months ended June 30	
	2024	2023	2024	2023
Revenues	3,939,098	3,039,479	7,425,495	5,631,101
Cost of Sales and Services	2,814,455	1,927,664	5,544,507	3,992,713
Gross Profit	1,124,643	1,111,815	1,880,988	1,638,388
Gross Margin %	29	37	25	29

Cost of sales and services were \$2.8 million in Q2 2024, representing an increase of \$0.9 million compared to \$1.9 million in Q2, 2023, primarily attributable to a \$1.4 million increase in direct materials which reached \$1.7 million. The increase in direct materials is related to the recognition of costs from the completion of the power supplies required for the Company's high-powered torch systems. However, the increase was offset by the decrease in employee compensation of \$0.1 million reducing it to \$0.8 million (three-month period ended June 30, 2023 - \$0.9 million), and a decrease of \$0.2 million in subcontracting (three-month period ended June 30, 2023 - \$0.2 million), attributed to additional work being completed in-house and the product mix related to the cost of sales.

The gross profit for Q2, 2024 was \$1.1 million or 29% of revenue compared to a similar gross profit of \$1.1 million for Q2 2023, however it represents 37% of revenue. The decrease in gross margin percentage was mainly due to the increase on direct materials costs, and to the 2023 Q2 sales mix which has higher margins.

During the six-month period ended June 30, 2024, cost of sales and services were \$5.5 million, an increase from \$4.0 million for the same period in the prior year. The \$1.6 million increase is primarily driven by a \$2.0 million rise in direct materials related to the recognized costs of substantial items, namely power supplies. This increase was partially offset by the decrease in subcontracting expenses of \$0.2 million attributed to additional work being completed in-house and the product mix related to the cost of sales.

The amortization of intangible assets for Q2, 2024 was \$0.02 million compared to \$0.2 million for Q2, 2023, and during the six-month period ended June 30, 2024, was \$0.1 million compared to \$0.4 million for the same period in the prior year. This expense variation relates mainly to the intangible assets in connection with the Pyro Green-Gas acquisition, which have been fully amortized by January 2024. These expenses were non-cash items, and the remaining intangible assets are composed of patents, and deferred development costs that will be amortized over the expected useful lives.

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

Selling, General and Administrative Expenses (expressed in dollars)

	Three months ended June 30		Variation	Six months ended June 30		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Employee compensation	2,654,821	2,532,157	122,664	4,812,851	5,086,114	(273,263)
Share-based expenses	295,395	740,940	(445,545)	774,993	1,729,102	(954,109)
Professional fees	684,463	987,285	(302,822)	1,272,646	2,231,564	(958,918)
Office and general	364,872	197,281	167,591	603,184	369,544	233,640
Travel	76,477	110,888	(34,411)	120,513	170,681	(50,168)
Depreciation of property and equipment	106,099	158,007	(51,908)	212,040	318,370	(106,330)
Depreciation of right-of-use assets	211,416	164,991	46,425	392,609	321,353	71,256
Investment tax credits	21,110	(7,500)	28,610	21,110	(15,000)	36,110
Government grants	109,856	(221,454)	331,310	74,956	(274,965)	349,921
Other expenses	314,714	783,868	(469,154)	962,554	1,669,317	(706,763)
Foreign exchange charge on materials	(96,219)	282,023	(378,242)	(376,884)	303,918	(680,802)
Expected credit loss & bad debt	(4,506,747)	682,243	(5,188,990)	(4,095,837)	2,057,839	(6,153,676)
Total selling, general and administrative	236,257	6,410,729	(6,174,472)	4,774,735	13,967,837	(9,193,102)

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

SG&A expenses for the second quarter of 2024 amounted to \$0.2 million, reflecting a significant decrease of \$6.2 million from Q2 2023. This reduction is primarily attributed to several key factors. The expected credit loss and bad debt experienced a substantial decrease of \$5.2 million, primarily due to a \$4.1 million payment received on a previously provisioned outstanding receivable. This payment led to a reversal of the previously recognized credit loss. Additionally, there was a decrease in the expenses following the settlement of legal proceedings involving Pyro Green-Gas and Gas RNG Systems Inc., which concluded favourably, with a \$1.5 million payment. Professional fees were reduced by \$0.3 million from the three-month period ended June 30, 2023, due to decreased reliance on external consultants, legal services, and other professional services. Other expenses showed a favorable variance of \$0.5 million, driven by reductions in insurance expenses and marketing costs. Additionally, there was a favorable impact of \$0.4 million due to changes in the foreign exchange charge on materials due to the variation of the U.S. dollar.

These decreases were partially offset by an increase in employee compensation by \$0.1 million. There was also an increase of \$0.2 million in office and general expenses. Moreover, there was a positive variance of \$0.3 million in government grants due to higher levels of activities supported by such grants.

During the six-month period ended June 30, 2024, SG&A expenses totaled \$4.8 million, a notable decrease of \$9.2 million from \$14.0 million for the same period in the prior year. The key factors contributing to this decrease include the expected credit loss and bad debt provision, which varied favourably by \$6.2 million. This was caused mainly by the payment received from a customer whose balance was provisioned, and to higher credit loss expense recognized in Q2 2023. Employee compensation decreased by \$0.3 million. Professional fees saw a significant reduction of \$1.0 million due to less reliance on external consultants, legal services, and other professional services. Other expenses decreased by \$0.7 million, as well, there was a favorable impact of \$0.7 million on the foreign exchange charge on materials due mainly to the variation of the U.S. dollar.

Share-based compensation expense for the three and six-month periods ended June 30, 2024, was \$0.3 million and \$0.8 million, respectively (three and six-month periods ended June 30, 2023 - \$0.7 million and \$1.7 million, respectively), a decrease of \$0.4 million and \$1.0 million respectively, which is a non-cash item and relates mainly to 2022, and 2023 grants not repeated in 2024.

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

Depreciation on Property and Equipment (expressed in dollars)

	Three months ended June 30		Variation	Six months ended June 30		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Depreciation of property and equipment	106,099	158,007	(51,908)	212,040	318,370	(106,330)

The depreciation on property and equipment for the three and six-month periods ended June 30, 2024, decreased to \$0.1 million and \$0.16 million, respectively, compared with \$0.2 million and \$0.3 million for the same periods in the prior year. The expense is comparable to the same quarters last year and the decrease is primarily due to the nature and useful lives of the property and equipment being depreciated.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

	Three months ended June 30			Six months ended June 30		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Employee compensation	187,287	440,293	(253,006)	332,309	456,425	(124,116)
Investment tax credits	73	(9,589)	9,662	(9,664)	(19,686)	10,022
Subcontracting	—	6,252	(6,252)	—	37,543	(37,543)
Materials and equipment	69,500	91,375	(21,875)	164,641	175,699	(11,058)
Other expenses	5,660	214,354	(208,694)	8,322	415,920	(407,598)
Total net R&D expenses, net	262,520	742,685	(480,165)	495,608	1,065,901	(570,293)

During the three-months ended June 30, 2024, the Company incurred \$0.3 million of R&D costs on internal projects, a decrease of \$0.5 million when compared to Q2 2023. The decrease in Q2 2024 is primarily related to a decrease in employee compensation and in other expenses due to a reduction in R&D activities.

During the six-months ended June 30, 2024, the Company incurred \$0.5 million of R&D costs on internal projects, a decrease of \$0.6 million when compared to the same period in the prior year. The decrease is mainly due to lower levels of R&D activities in the 2024 period.

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

Finance Expenses (income), net (expressed in dollars)

	Three months ended June 30			Six months ended June 30		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Financial expenses						
Interest on term loans	—	168	(168)	—	529	(529)
Interest on lease liabilities	72,021	93,868	(21,847)	128,881	186,989	(58,108)
Interest on convertible debentures	52,857	—	52,857	127,765	—	127,765
Interest on convertible loan	10,625	—	10,625	18,958	—	18,958
Interest accretion on long term loan	(11,182)	8,502	(19,684)	(14,439)	16,768	(31,207)
Interest accretion of convertible debentures	98,575	—	98,575	136,611	—	136,611
Interest accretion of convertible loan	52,792	—	52,792	91,952	—	91,952
Penalties and other interest	52,286	69,825	(17,539)	77,768	132,726	(54,958)
	327,974	172,363	155,611	567,496	337,012	230,484
Financial income						
Interest accretion on and revaluation of balance due on business combination	36,624	(1,062,196)	1,098,820	14,791	(2,099,614)	2,114,405
Interest accretion of royalty receivable	(23,052)	(43,189)	20,137	(45,437)	(84,674)	39,237
Finance costs (income), net	341,546	(933,022)	1,274,568	536,850	(1,847,276)	2,384,126

Finance expenses for Q2 2024 totaled \$0.3 million as compared with an income of \$0.9 million for Q2, 2023, representing a variation of \$1.3 million year-over-year. The increase in finance expenses in Q2 2024 is mainly due to the favourable \$1.1 million of the revaluation of the balance due on business combination in Q2 2023, not repeated in 2024 and to the increase in interest and accretion related to the convertible debenture and convertible loan.

During the six-month period ended June 30, 2024, the finance expenses totaled \$0.5 million as compared with an income of \$1.8 million for the 2023 comparable period, representing a variation of \$2.4 million year-over-year. This is due to the favourable revaluation of the balance due on business combination due to two milestones that would not be achieved, thus a reversal of the liabilities was recorded. In addition, greater financial expenses were due to the interest and accretion for the convertible debenture and convertible loan.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023
(Unaudited)

Strategic Investments (expressed in dollars)

	Three months ended June 30			Six months ended June 30		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Changes to fair value of strategic investments	(44,551)	(1,240,162)	1,195,611	(232,869)	(939,271)	706,402

During the three-months ended June 30, 2024, the adjustment to fair market value of strategic investments for Q2, 2024 resulted in a loss of \$0.04 million compared to a loss in the amount of \$1.2 million in Q2, 2023, a favorable variation of \$1.2 million. During the six-months ended June 30, 2024, the adjustment to fair market value of strategic investments resulted in a loss of \$0.2 million compared to a loss in the amount of \$0.9 million for the same period in the prior year, a favorable variation of \$0.7 million. The decrease in loss for the three and six-month periods ended June 30, 2024, is attributable to the variation of the market value of the common shares owned by the Company of HPQ Silicon Inc.

Other Income

During the three-months ended June 30, 2024, Other Income includes a gain on settlement of legal proceedings with a third party which was also a customer of the Company's subsidiary, Pyro Green-Gas. As a result, the Company received a settlement of \$1.5 million and recognized a gain of \$1,180,335 and the remainder as a reduction of accounts receivable.

Comprehensive Income (loss) (expressed in dollars)

	Three months ended June 30			Six months ended June 30		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Comprehensive income (loss)	1,413,849	(6,333,708)	7,747,557	(2,992,036)	(12,491,325)	9,499,289

The comprehensive income for Q2, 2024 of \$1.4 million compared to a loss of \$6.3 million, in Q2, 2023, represents a variation of \$7.8 million, and is primarily attributable to the factors described above, which have been summarized as follows:

- an increase in product and service-related revenue of \$0.9 million arising in Q2, 2024, which generated a 29% gross margin, compared to 37% in Q2 2023. As a result, gross profit is \$1.1 million in both the current and comparable three-month period,
- a decrease in SG&A expenses of \$6.2 million arising in Q2, 2024, was primarily due to the expected credit loss and bad debt decrease, and also to lower professional fees, other expenses and foreign exchange from the U.S. dollar. This was offset by increases in employee compensation, office and general, depreciation of right-of-use assets, and government grants,
- a decrease in share-based expenses of \$0.4 million
- a decrease in R&D expenses of \$0.5 million due to a reduction of R&D activities,
- an increase in net finance expenses primarily due to the revaluation of the balance due on business combination in Q2 2023, not repeated in 2024,
- a favourable variation in the fair market value of strategic investments of \$1.2 million, and the \$1.2 million gain on the legal settlement.

The comprehensive loss for the six-month period ended June 30, 2024, of \$3.0 million compared to a loss of \$12.5 million, for the same period in the prior year, represents a variation of \$9.5 million, and is primarily attributable to the factors described above, which have been summarized as follows:

- an increase in product and service-related revenue of \$1.8 million, which generated a 25% gross margin, compared to 29% in 2023. As a result, gross profit is \$1.9 million compared to \$1.6 million for the same six-month period of 2023,
- a decrease in SG&A expenses of \$9.2 million was primarily due to the favourable impact of the expected credit loss and bad debt decrease and also to the decrease in employee compensation, professional fees, travel, depreciation of property and equipment, other expenses and foreign exchange but slightly offset by an increase in office and general, and government grants,
- a decrease in share-based expenses of \$1.0 million
- a decrease in R&D expenses of \$0.6 million primarily due to decreased R&D activities,
- an increase in net finance expenses primarily due to the revaluation of balance due on business combination of \$2.1 million in 2023 not repeated in 2024,
- a favourable variation in the fair market value of strategic investments of \$0.7 million, and the \$1.2 million gain on the legal settlement.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

	Three months ended June 30			Six months ended June 30		
	2024	2023	Variation 2024 vs 2023	2024	2023	Variation 2024 vs 2023
Comprehensive income (loss)	1,413,849	(6,333,708)	7,747,557	(2,992,036)	(12,491,325)	9,499,289
Depreciation of property and equipment	106,099	158,007	(51,908)	212,040	318,370	(106,330)
Depreciation of right-of-use assets	211,416	164,992	46,424	392,609	321,353	71,256
Amortization of intangible assets	16,322	221,752	(205,430)	103,312	443,504	(340,192)
Finance costs (income), net	341,546	(933,022)	1,274,568	536,850	(1,847,276)	2,384,126
EBITDA⁽¹⁾	2,089,232	(6,721,979)	8,811,211	(1,747,225)	(13,255,374)	11,508,149
Other non-cash items:						
Share-based expenses	295,395	740,940	(445,545)	774,993	1,729,102	(954,109)
Change in fair value of investments	44,551	1,240,162	(1,195,611)	232,869	939,271	(706,402)
Modified EBITDA⁽¹⁾	2,429,178	(4,740,877)	7,170,055	(739,363)	(10,587,001)	9,847,638

¹ See "Non-IFRS Measures"

The EBITDA in Q2, 2024 was a \$2.1 million compared to an EBITDA loss of \$6.7 million for Q2, 2023, representing a variation of \$8.8 million year-over-year. The variation in the EBITDA in the three-months ended June 30, 2024, compared to June 30, 2023, is due mainly to the increase in comprehensive income of \$7.8 million and the increased net finance expense, along with other variations from the decrease of depreciation of property and equipment, an increase in depreciation on right-of-use assets and decrease in amortization of intangible assets.

The Modified EBITDA in Q2, 2024 was a \$2.4 million compared to a Modified EBITDA loss of \$4.7 million for Q2, 2023, representing a decreased loss of \$7.2 million. The increase in the Modified EBITDA in Q2, 2024 is attributable to the increase as mentioned above in the EBITDA of \$8.8 million, a decrease in share-based expenses of \$0.5 million from an expense not recurring in Q2, 2023 and a decrease in the change of fair value of investments of \$1.2 million, based on the fair value of such investment.

The EBITDA during the six-month period ended June 30, 2024, was a \$1.7 million loss compared to an EBITDA loss of \$13.3 million, representing a variation of \$11.5 million year-over-year. The variation in the EBITDA in the six-months ended June 30, 2024, compared to June 30, 2023, is due to a decrease in comprehensive loss of \$9.5 million and a significant increase in net finance expenses of \$2.4 million, along with a decrease in depreciation of property and equipment, an increase in depreciation of right-of-use assets, and decrease in amortization of intangible assets.

The Modified EBITDA during the six-month period ended June 30, 2024, was a \$0.7 million loss compared to a Modified EBITDA loss of \$10.6 million, representing a decreased loss of \$9.9 million. The decrease in the Modified EBITDA loss is attributable to the decrease as mentioned above in the EBITDA of \$11.5 million and a decrease in share-based expenses of \$1.0 million from an expense not recurring in the six-month period ended June 30, 2024, and a decrease in the change of fair value of investments of \$0.7 million, based on the fair value of such investment.

The Modified EBITDA, which considers non-cash items, for both the three and six-month periods ended June 30, 2024 do not reflect an adjustment for the gain on legal settlement presented in Other Income, and is an item that the Company does not expect to occur regularly. The adjustment for Other Income, if applicable, would decrease the earnings or increase the net loss by \$1.2 million for the three and six-month period ended June 30, 2024, respectively

SUMMARY OF QUARTERLY RESULTS (expressed in dollars)

	2024		2023				2022	
	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3
Revenues	3,939,098	3,486,397	3,028,255	3,685,725	3,039,479	2,591,622	3,301,777	5,657,783
Gross profit	1,124,643	756,345	703,655	1,099,392	1,927,664	526,573	479,715	4,113,176
Gross margin	29.0	22.0	23.0	30.0	63.0	20.3	14.5	72.7
Comprehensive income (loss)	1,413,849	(4,405,885)	(9,768,239)	(6,256,292)	(6,333,708)	(6,157,620)	(10,818,755)	(4,053,706)
Earnings (loss) per share								
Basic	0.01	(0.02)	(0.06)	(0.03)	(0.04)	(0.03)	(0.06)	(0.02)
Diluted	0.01	(0.02)	(0.06)	(0.03)	(0.04)	(0.03)	(0.06)	(0.02)

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

LIQUIDITY AND CAPITAL RESOURCES

As at June 30, 2024, the Company had cash of \$3.4 million, included in the net working capital deficiency of \$9.2 million. Certain working capital items such as billings in excess of costs and profits on uncompleted contracts do not represent a direct outflow of cash. The Company expects that with its cash, liquidity position, and its access to capital markets it will be able to finance its operations for the foreseeable future.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

The Company's term loan balance at June 30, 2024 was \$317,140 and decreased by \$86,939 since December 31, 2023, due mainly to the complete reimbursement of a loan. The decrease from January 1, 2023, to December 31, 2023 was mainly attributable to the accretion on the Economic Development Agency of Canada loan, which is interest free and will remain so, until the balance is paid over the 60-month period ending March 2029. In July 2023, the Company closed a brokered private placement for \$3,030,000, bearing interest at 10%. On December 20, 2023, the Company closed a non-brokered private placement of a convertible loan for gross proceeds of \$1,250,000 and bears interest at 3%. The average interest expense on the other term loans and convertible debenture is approximately 10%. The Company does not expect changes to the structure of term loans and convertible debentures and loans in the next twelve-month period. The Company maintained one credit facility which bears interest at a variable rate of prime plus 2%, therefore 7.95% at June 30, 2024. The Company will continue to reimburse the existing credit facility in 2024.

	Carrying Value	Total contractual amount	Less than one year	2-3 years	4-5 years	Over 5 years
Bank indebtedness	139,591	139,591	139,591	—	—	—
Accounts payable and accrued liabilities ¹	11,596,166	11,596,166	11,596,166	—	—	—
Term loans	317,140	450,000	90,000	180,000	180,000	—
Balance due on business combination	1,741,300	1,860,020	1,860,020	—	—	—
Lease liabilities	6,254,354	7,980,060	3,069,556	993,142	866,793	3,050,569
Convertible debentures	2,386,265	2,406,276	1,160,643	1,245,633	—	—
Convertible loan	1,039,547	1,297,604	—	1,297,604	—	—
	23,474,363	25,729,717	17,915,976	3,716,379	1,046,793	3,050,569

¹ Accounts payable and accrued liabilities exclude amounts which are not financial liabilities.

SUMMARY OF CASH FLOWS (expressed in dollars)

	Three months ended June 30		Six months ended June 30	
	2024	2023	2024	2023
Cash provided / (used) in operating activities	2,201,687	(920,885)	(561,585)	(7,451,851)
Cash provided / (used) by investing activities	590,381	612,074	2,179,340	862,770
Cash provided / (used) by financing activities	458,389	(727,443)	(17,405)	3,994,032
Effect of exchange rate changes on cash denominated in foreign currency	19,854	(21,184)	37,273	(21,017)
Increase (decrease) in cash	3,270,311	(1,057,438)	1,637,623	(2,616,066)
Cash - end of period	3,440,239	829,583	3,440,239	829,583

During the three-months ended June 30, 2024, cash flow provided by operating activities was \$2.2 million compared to cash flow used of \$0.9 million for the same period in the prior year. The use of cash during Q2, 2024, consists of the net income of \$1.4 million (Q2, 2023 – net loss of \$6.3 million) plus adjustments for operating activities of \$0.8 million (Q2, 2023 - \$5.4 million), including a net change in non-cash operating working capital items of \$0.2 million (Q2, 2023 – net change of \$3.8 million). The favourable variation is due to collections of accounts receivables and prepayments received from customers.

Investing activities resulted in a net source of funds of \$0.6 million in Q2, 2024, as well as in Q2 2023. In Q2 2024, the proceeds were mainly from the \$0.66 million from the disposal of strategic investments, whereas in 2023, it resulted from the net effect of purchases and disposals of the strategic investments. In both periods, similar amounts were disbursed for property and equipment and additional to intangible assets.

Financing activities in Q2, 2024, resulted in a source of funds of \$0.5 million, compared with a use of funds of \$0.7 million for the same period in 2023. In Q2, 2024, the repayment of bank indebtedness was minimal compared to \$0.8 million in Q2 2023. In addition, \$0.2 million of the convertible debenture was paid in Q2 2024, but no payment was made in Q2 2023. Financing activities in Q2 2023 also include \$1 million proceeds from the loan by the controlling shareholder and the \$0.15 million from the exercise of stock options, but none in Q2 2024.

The net cash position of the Company increased by \$3.3 million for Q2, 2024, compared to a decrease of \$1.1 million for Q2, 2023.

During the six-months ended June 30, 2024, cash flow used by operating activities was \$0.6 million compared to cash flow used of \$7.5 million for the same period in the prior year. The cash provided consists of the net loss of \$3.0 million (2023 – net loss of \$12.5 million) plus adjustments for operating activities of \$2.4 million (six-month period ended June 30, 2023 - \$5.0 million), including a net change in non-cash operating working capital items of \$0.2 million (2023 – net change of \$3.1 million). The favourable variation is due to collections of accounts receivables and prepayments received from customers.

Investing activities resulted in a net source of funds of \$2.2 million compared to a net source of funds of \$0.9 million and caused mainly from the \$2.3 million disposal of strategic investments in Q2 2024, versus a net of purchases and disposal of \$1.1 million in Q2 2023.

Financing activities resulted in a use of funds of \$0.01 million during the six-month period ended June 30, 2024, compared with a net source of funds of \$4.0 million for the same period in 2023. The variation is due to the Company issuing common shares and private placements for net cash proceeds of \$2.2 million (2023 – net change of \$4.0 million).

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

\$5.1 million for the six-month period ended June 30, 2023. Financing activities in the first six months of 2024 include \$1 million proceeds from the loan by the controlling shareholder, offset by the repayment of the convertible debenture, whereas no such amount was required in 2023.

During the six-month period ended June 30, 2024, the net cash position of the Company increased by \$1.6 million compared to a decrease of \$2.6 million for the same period in the prior year.

USE OF PROCEEDS FROM FINANCINGS

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

CAPITAL STOCK INFORMATION

The authorized share capital of the Company consists of an unlimited number of common shares. As at August 6, 2024 PyroGenesis had 183,041,145 Common Shares, 12,520,350 share purchase warrants, 51,243 broker warrants which entitles the holder to acquire one broker unit (each broker unit consist of one common share and one warrant), 11,517,500 outstanding stock options issued, and 10,310,000 exercisable options issued.

GOING CONCERN

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

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

The Company has incurred, in the last years, operating losses and negative cash flows from operations, and as a result, the Company has an accumulated deficit of \$124,867,771 as at June 30, 2024 (\$121,889,032 as at December 31, 2023). Furthermore, there have been unexpected delays in the collection of certain accounts receivable from contracts closed in a prior year. This has resulted in a shortfall in cash flows from operating activities that would be used in funding the Company's operations.

As at June 30, 2024, the Company has working capital deficiency of \$9,154,344 (\$7,007,719 as at December 31, 2023) including cash of \$3,440,239 (\$1,802,616 as at December 31, 2023). The working capital is net of an allowance for credit losses amounting to \$5,664,000 (\$9,278,135 as at December 31, 2023) as further described in Notes 6 and 7. The Company's business plan is dependent upon the successful completion of contracts and also the receipt of payments from certain contracts closed in a prior year and expects these payments to be made during fiscal 2024, as well as the achievement of profitable operations through the signing, completion and delivery of additional contracts or a reduction in certain operating expenses. In the absence of this, the Company is dependent upon raising additional funds to finance operations within and beyond the next twelve months. The Company has been successful in securing financing in the past and has relied upon external financing to fund its operations, primarily through the issuance of equity, debt and convertible debentures. In 2022, the Company successfully completed a private placement, raising \$1,318,980. In 2023, the Company achieved net proceeds of \$4,960,483 from another private placement and raised an additional \$4,280,000 through a brokered private placement of convertible debenture units. In 2024, the Company secured gross proceeds of \$2,804,600 from a further private placement. While the Company has been successful in securing financing, raising additional funds is dependent on a number of factors, some of which are outside the Company's control, and therefore there is no assurance that it will be able to do so in the future or that these sources will be available to the Company or that they will be available on terms which are acceptable to the Company. These conditions indicate the existence of a material uncertainty that may cast significant doubt about the Company's ability to continue operating as a going concern.

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

RELATED PARTY TRANSACTIONS

During the three and six-month period ended June 30, 2024, the Company concluded the following transactions with related parties:

In 2024, no amount for rent and property taxes were charged by a trust whose beneficiary is the controlling shareholder and CEO of the Company (\$68,891 and \$150,233, for the three and six-month period ended June 30, 2023).

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

A balance due to the controlling shareholder and CEO of the Company amounted to \$1,170,177 at June 30, 2024, (\$676,778 at December 31, 2023) and is included in accounts payable and accrued liabilities.

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

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

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

The Key Management Personnel of the Company, in accordance with IAS 24, are the members of the Board of Directors and certain officers. Total compensation to key management consisted of the following:

	Three months ended June 30		Variation	Six months ended June 30		Variation
	2024	2023	2024 vs 2023	2024	2023	2024 vs 2023
Salaries - key management	307,051	360,577	(53,526)	660,766	666,034	(5,268)
Pension contributions	3,749	6,663	(2,914)	10,324	12,320	(1,996)
Fees - Board of Directors	40,100	51,680	(11,580)	87,100	99,852	(12,752)
Share-based compensation - officers	114,515	486,982	(372,467)	302,834	516,603	(213,769)
Share-based compensation - Board of Directors	149,672	1,106,066	(956,394)	362,738	1,106,066	(743,328)
Other benefits - key management	228,568	1,878	226,690	232,503	157,135	75,368
Total compensation	843,655	2,013,846	(1,170,191)	1,656,265	2,558,010	(901,745)

CORPORATE HIGHLIGHTS

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

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

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

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

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

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

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

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

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

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

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

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

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

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

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

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

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

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

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

For a discussion of significant accounting policies, judgements, estimates assumptions and financial instruments, please refer to notes 4, 5 and 27 of the 2023 consolidated Financial Statements.

CONTROLS AND PROCEDURES

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

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

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

Disclosure controls and procedures

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

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

As of December 31, 2023, an evaluation was carried out under the supervision of the CEO and CFO, of the design and operating effectiveness of the Company's DC&P. Based on this evaluation, the CEO and CFO concluded that due to the material weaknesses in our ICFR as described below in Management's Annual Report on Internal Controls over Financial Reporting, the Company's DC&P were not effective as of December 31, 2023.

Management's Annual Report on Internal Controls over Financial Reporting

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

As of December 31, 2023, an evaluation was carried out, under the supervision of the CEO and the CFO, of the effectiveness of the Company's ICFR. Based on this evaluation, the CEO and the CFO concluded that material weaknesses exist, as described below, and due to these material weaknesses, the Company's ICFR is not effective as of December 31, 2023. The control framework used to design and evaluate effectiveness of the Company's ICFR is established under the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) on Internal Control – Integrated Framework (2013 framework). A material weakness is a deficiency, or combination of deficiencies, in ICFR, such that there is a reasonable possibility that a material misstatement of the Company's annual or interim consolidated financial statements will not be prevented or detected on a timely basis.

In connection with the Company's evaluation of ICFR, the following are the control deficiencies that were considered to be material weaknesses up to the current quarter and any remediation that occurred up to June 30, 2024:

Deficiencies continuing to be remediated by the Company:

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

The Company affirms that as of June 30, 2024, numerous internal controls were added, including compensating controls to mitigate these risks, as well as adding additional levels of review and approval in order to reduce the risk related to control activities thereby improving the quality and reliability of financial information.

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

The Company has significantly improved the safeguarding of spreadsheets and data, through the addition of various controls, password protections, limiting access, and improved segregation of duties with the objective of reducing the possibility of error. The Company expects this to be remediated before year-end.

Deficiencies no longer considered a material weakness by the Company:

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

As of June 30, 2024, the Company determined that the appropriate improvements related to the control environment over reporting lines as well as authority, and responsibilities were implemented along with additional internal controls. Oversight and governance of financial reporting and related party transactions was not indicative of a control environment deficiency. The Company has financial reporting resources internally, or at their disposal to ensure they can deal with complex accounting matters, as well as period-end controls to mitigate the risk of misstatement in the financial information. The Company feels it has sufficient resources and segregation of duties and internal controls that this is no longer a material weakness.

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

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

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

Throughout fiscal 2023, and during the current quarters, the Company has continued to implement controls to limit access to financial and non-financial applications, based on employee profile. The Company continues to implement IT environment best practices for access controls, including prompt changes, access limitation to appropriate users and systematic periodic reviews of account privileges, in addition to increasing the IT departments capabilities. These controls and additional automated access controls are being integrated into the new ERP system expected to be deployed in Q3 2024. The new ERP system will also be subject to such internal controls analysis to ensure it adheres to all access controls. The Company is confident that user access controls do not pose a risk of material weaknesses.

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

Aside from these material weaknesses, management has concluded that the Company's consolidated financial statements as at and for the three and six-month period ended June 30, 2024, present fairly, in all material respects, the Company's financial position, results of operations, changes in shareholders' equity and cash flows in accordance with IFRS as issued by the IASB. There were no material adjustments to the Company's consolidated financial statements for the three and six-month period ended June 30, 2024, and there were no changes to previously released financial results. However, because the deficiencies and material weaknesses create a reasonable possibility that a material misstatement to our consolidated financial statements would not be prevented or detected on a timely basis, the CEO and CFO concluded that as of June 30, 2024, the Company's design and operation of ICFR and DC&P were not effective.

Management's Ongoing Remediation Measures

During the year ended December 31, 2023, and beyond, management initiated and continues to implement remediation measures as outlined above, in the 2023 annual MD&A, and quarter ended June 30, 2024. Management has performed an initial risk assessment using a top-down, risk-based approach with respect to the risks of material misstatement of the consolidated financial statements. In addition, compensating controls have been applied to the areas where the risks of material misstatement are considered moderate to high, as throughout the various accounting cycles. The Company is using and plans to continue to use outside resources to strengthen the business process documentation and help with management's self-assessment and testing of internal controls. In 2024, the Company's management, with oversight of the Audit Committee, expects to advance the documenting, testing, and refining of the internal controls, additional automated controls will be inherent part of the upgrade to the ERP system. As a result, the Company will improve the design of control activities and strengthen process controls surrounding sales, purchases, payroll, among others, and will be call for fewer compensating controls.

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

Management will take additional remedial actions as necessary as they continue to evaluate and work to improve the Company's ICFR environment.

Changes in internal controls over financial reporting

Other than the material weaknesses described above, and the remediation process described above, there were no changes to the Company's ICFR during the quarter ended June 30, 2024, that have materially affected, or are reasonably likely to materially affect, the Company's ICFR.

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

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

RISK FACTORS

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

Certain factors may have a material adverse effect on the Company's business, financial condition and results of operations. Current and prospective investors should carefully consider the risks and uncertainties and other information contained in this MD&A, the 2023 consolidated Financial Statements and the Annual Information Form, particularly under the heading "Risk Factors" in the Annual Information Form, and in other filings that the Company has made and may make in the future with applicable securities authorities, Company's website at www.pyrogenesis.com.

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

Risks Related to the Company's Business and Industry

Operating Income (Loss) and Negative Operating Cash Flow

Prior to June 30, 2024, the Company had a history of losses and negative cash flows. For the six-month period ended June 30, 2024, the Company has a net loss of \$3.0 million, cash flows provided from operations of \$0.4 million, and an accumulated deficit of \$124,867,771 million at June 30, 2024. To the extent that the Company has net losses and negative operating cash flow in future periods, it may need to allocate a portion of its cash reserves to fund such negative cash flow. The Company may also be required to raise additional funds through the issuance of equity or debt securities. There can be no assurance that the Company will be able to generate a positive cash flow from its operations, that additional capital or other types of financing will be available when needed or that these financings will be on terms favourable to the Company.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

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

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

Revenue Risks

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

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

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

Concentration Risk and Credit Risk

To date, a small number of customers have accounted for a majority of PyroGenesis' revenues. As its business expands, the Company expects that revenue distribution will be over a larger number of different customers. For the three and six-month periods ended June 30, 2024, sales of PyroGenesis to its principal customers accounted for approximately 72% and 51% of its total revenue, respectively. For the three and six-month periods ended June 30, 2023, sales to principal customers accounted for approximately 54% and 68%, respectively of PyroGenesis' total revenue. The loss of, or a reduction in, purchase orders or anticipated purchase orders from PyroGenesis' principal customers could have a material adverse effect on its business, financial condition and results of operations. Additionally, if one of PyroGenesis' customers is unable to meet its commitments to PyroGenesis, the Company's business, financial condition and results of operations could be adversely affected.

The Company and Drosrite International are parties to the Drosrite International Exclusive Agreement dated August 29, 2019 (the "Drosrite International Exclusive Agreement"), according to which Drosrite International had received the required rights from the Company to perform Drosrite International's obligations under a 2019 agreement it had entered into with Radian Oil & Gas Services Company, an oil and gas services company operating in the Middle East (the "Dross Processing Service Agreement"). As a result of the Drosrite International Exclusive Agreement and the Dross Processing Service Agreement, the Company generates significant revenues from payments made to Drosrite International under the Dross Processing Service Agreement. The Company will no longer receive payments under such arrangement if the Dross Processing Service Agreement, which involves a third party in a foreign jurisdiction, is terminated, which could have a material adverse effect on the business, financial condition and results of operations of the Company.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The maximum credit risk to which the Company is exposed as at June 30, 2024 represents the carrying amount of cash, accounts receivable (except sales tax receivable), costs and profits in excess of billings on uncompleted contracts, deposits and royalties receivable.

Cash is held with major reputable financial institutions.

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

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

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

The deposits are payments made to suppliers and entities from which the Company leases property. The Company does not have collateral or other security associated with the collection of these deposits. As at June 30, 2024 and 2023, no loss allowance has been recognized in connection with these deposits and the maximum exposure is the carrying amount of these deposits.

During the six-month period ended June 30, 2024, and year-end December 31, 2023, provisions for expected credit losses were recorded, however, the accounts provisioned by the loss are still subject to enforcement activity in order to collect the balances due.

Technology Development and Manufacturing Capability Risks

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

Product Revenues/History of Losses

PyroGenesis has incurred losses in the majority of years since its inception. In the past the Company's operations have not generated sufficient earnings and cash flows to date to result in consistent profitability or positive cash flow. For the six-month period ended June 30, 2024, the Company has a net loss of \$3.0 million which includes a loss from the change in value of strategic investment of \$0.2 million and cash flows provided from operations of \$0.4 million. There can be no assurance that the Company will be able to continue to generate significant gains from the value of its strategic investments in the future.

Additional financing and dilution

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

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

The Company does not exclude raising additional funds by equity financing. In addition, at August 6, 2024, 11,517,500 stock options are currently issued and outstanding, together with 12,571,593 share purchase warrants. In addition, the Company issued convertible debentures in July 2023, and a convertible loan in December 2023 (refer to note 20 of the 2023 consolidated financial statements), whereby warrants were issued in these offerings. The exercise of stock options and/or other exchangeable securities, as well as any new equity financing, represents dilution factors for present and future shareholders.

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

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

Manufacturing Facilities

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

Sales Cycle and Fixed Price Contracts

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

Reliance on Technology

PyroGenesis will depend upon continuous improvements in technology to meet client demands in respect of performance and cost, and to explore additional business opportunities. There can be no assurance that the Company will be successful in its efforts in this regard or that it will have the resources available to meet this demand. Whilst management anticipates that the research and development will allow the Company to explore additional business opportunities, there is no guarantee that such business opportunities will be presented or realized. The commercial advantage of the Company

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

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

Changes to Contracts

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

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

Foreign Exchange Exposure

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

Competition

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

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

Management and Key Personnel

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

Implementation of a strategic plan

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

Adverse Decisions of Sovereign Governments

PyroGenesis conducts an increasing portion of its business internationally. There is no assurance that any sovereign government, including Canada's, will not establish laws or regulations that will not be detrimental to the Company's interests or that, as a foreign corporation, it will continue to have access to the regulatory agencies in other countries. Governments have, from time to time, established foreign exchange controls, which could have a material adverse effect on the Company's business, financial condition and results of operations.

Risks Related to International Operations

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

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

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

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

Governmental Regulation

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

Government-funded Defense and Security Programs

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

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

Environmental Liability

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

Product Liability and Other Lawsuits

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023
(Unaudited)

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

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

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

Information systems disruptions

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

Security Breaches

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

Public Health Crises

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

Litigation and Administrative Proceedings

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

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

Trade Secrets May Be Difficult to Protect

The Company's success depends upon the skills, knowledge and experience of its scientific and technical personnel, consultants and advisors, as well as contractors. Because the Company operates in a highly competitive industry, it relies in part on trade secrets to protect its proprietary products and processes. However, trade secrets are difficult to protect. The Company generally enters into confidentiality or non-disclosure agreements with its corporate

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

partners, employees, consultants, outside scientific collaborators, developers and other advisors. These agreements generally, require that the receiving party keep confidential, and not disclose to third parties, confidential information developed by the receiving party or made known to the receiving party by the Company during the course of the receiving party's relationship with the Company. These agreements also generally provide that inventions conceived by the receiving party in the course of rendering services to the Company will be its exclusive property, and the Company enters into assignment agreements to perfect its rights.

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

Risks Related to Acquiring Companies

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

Global Economic Uncertainty

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

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

Inability to Renew Leases

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

Financial Reporting and Other Public Issuer Requirements

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

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

Influence of the Significant Shareholders

To the Company's knowledge, no shareholder beneficially owns, or controls or directs, directly or indirectly, more than 10% of the voting rights attached to the Company's outstanding voting securities, except for Mr. Photis Peter Pascali, President and Chief Executive Officer of the Company, who holds or controls, directly or indirectly, 78,790,398 Common Shares, representing in aggregate 43.05% of the total voting rights attached to the outstanding Common Shares, and 6,575,000 share purchase warrants and options to acquire an additional 4,770,000 Common Shares (increasing the total number of Common Shares held or controlled, directly or indirectly, by him to 90,135,398 Common Shares, or 43.57% of the Common Shares, on a fully diluted basis). He also indirectly holds convertible debentures issued by the Company as part of the Company's July 2023 offering and controls the lending party of the convertible loan executed in December 2023 (refer to note 20 of the 2023 consolidated financial statements). In addition, from time to time, the Company may have other shareholders who have the ability to exercise significant influence over matters submitted to the shareholders of the Company for approval, whether subject to approval by a majority of the shareholders of the Company or subject to a class vote or special resolution.

Joint Venture/Partnership Arrangements

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

Limited Control Over the Company's Operations

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

Change in Tax Laws

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

Forward-Looking Information

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

Credit Facilities

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

Risks Related to the Company's Securities

Potential Volatility of Common Share Price

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

- (i) the public's reaction to the Company's press releases, announcements and filings with regulatory authorities and those of its competitors;
- (ii) fluctuations in broader stock market prices and volumes;

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

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

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

Market Liquidity

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

Dividends to Shareholders

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

Impact of Future Sales by Existing Shareholders

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

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

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

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

Working Capital and Future Issuances

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

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

Securities or Industry Analysts

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

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

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

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

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

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

Inability for U.S. Investors to Enforce Certain Judgments

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

RECENT DEVELOPMENTS AND OUTLOOK

PyroGenesis Canada Inc.

Management’s Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023
(Unaudited)

Q2 2024 Production and Sales Highlights

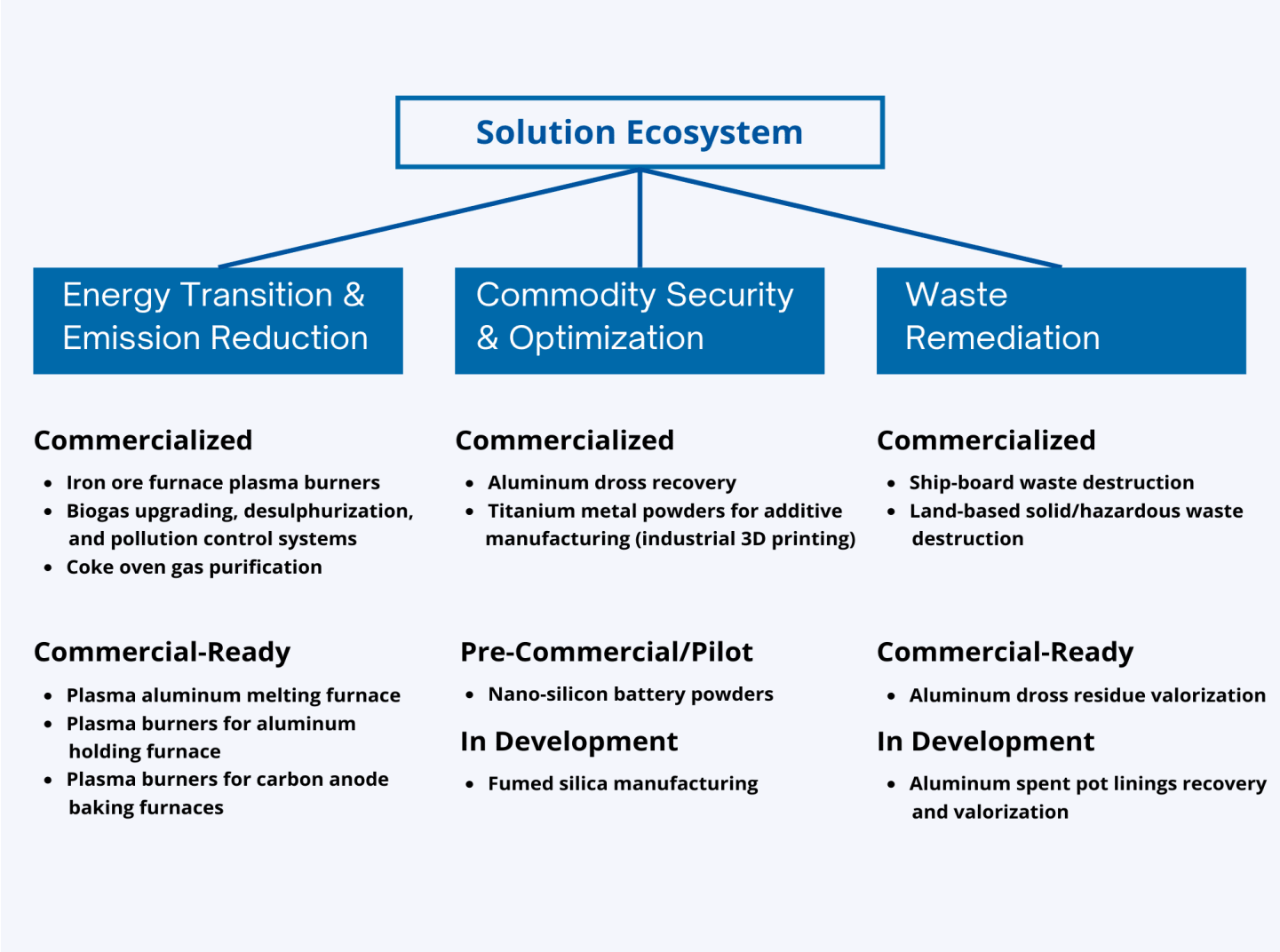
The information below represents highlights from the past quarter for each of the Company’s main business verticals.

Q2 2024 continued the positive revenue growth trend that began in Q2 2023. Q2 2024 marks the 5th straight quarter of revenue improvement compared to the low revenue mark of Q1 2023, with four of those five quarters – including Q2 2024 – surpassing the previous quarter’s revenues.

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

- 1. *Energy Transition & Emission Reduction:*
 - fuel switching – utilizing the Company’s electric-powered plasma torches and biogas upgrading technology to help heavy industry reduce fossil fuel use and greenhouse gas emissions,
- 2. *Commodity Security & Optimization:*
 - recovery of viable metals – and optimization of production methods/processes geared to increase output, maximize raw materials and improve availability of critical minerals,
- 3. *Waste Remediation:*
 - safe destruction of hazardous materials – and the recovery and valorization of underlying substances such as chemicals and minerals.

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



Energy Transition & Emission Reduction

- **In April**, the Company announced a signed letter of intent with global aluminum product manufacturer Constellium for large-scale plasma remelting furnaces, amid an agreement to investigate the potential replacement of fossil fuel burners in Constellium’s furnaces, following the

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

previous completion of successful trials with PyroGenesis that occurred during 2023. With the new agreement, the two companies have agreed to implement an industrial scale aluminum remelting furnace using plasma as the heat source.

- **In April**, the Company announced a contract with a global mining supply company, with the agreement related to the client's intention to examine the use of plasma in decarbonizing its cast houses. The agreement outlined both a test phase and potential on-site initiative that replaces existing fossil fuel burners with the Company's plasma torches.
- **In April**, the Company announced a contract with one of the five largest global steelmakers to assess the applicability of plasma use in primary steel production, specifically during the production of direct reduced iron for use in electric arc furnaces.
- **In May**, the Company announced that its wholly-owned subsidiary, Pyro Green-Gas, had signed contracts with a global steel company based in India, for the development and supply of technology to desulphurize and clean the gas that is released during the creation of metallurgical coke from coal. Under the terms of these contracts, Pyro Green-Gas will provide engineering and mechanical solutions that will aid in the removal of hydrogen sulfide from coke oven gas during the coking process. The cleaned gas would then be converted into high value reusable hydrogen.
- **In June**, the Company announced that its wholly-owned subsidiary, Pyro Green-Gas, had signed a contract for the engineering, design, and fabrication of a thermal swing adsorption system for the dehydration of pure oxygen produced from electrolyzers at the Varennes Carbon Recycling Plant – a large biofuel production project currently under construction in Varennes, Quebec.

Commodity Security & Optimization

- **In April**, the Company announced the positive results of laboratory tests for its green cement project with client Progressive Planet, whereby the cement additive product known as PozPyro achieved compressive strength tests at the 7-day mark that were 45% above the target for green cement additive products. The goal of the project is to create a replacement for fly ash, used in cement as an additive, but which is in diminishing supply due to the ongoing reduction in coal-fired power plants that create fly ash. PozPyro is made using quartz silica, an abundant material.
- **In April**, the Company announced a contract to supply a Spanish aerospace entity with titanium metal powder produced by the Company's NexGen™ plasma atomization system. The client is engaged in the development of advanced aeronautics technologies for the European aerospace industry, and will use the titanium powder for additive manufacturing purposes. This contract represents the first contract under the Company's new European distribution strategy, that supplies the Company's powder direct to customers rather than via third party distributors.
- **In May**, the Company announced additional positive results of laboratory tests for its green cement project with client Progressive Planet, whereby the cement additive product known as PozPyro achieved compressive strength tests at the 28-day mark that were up to 99.56% above the target for green cement additive products.
- **In June**, the Company announced that it had cleared the final requirement to becoming an approved supplier of its titanium metal powder to a global aerospace original equipment manufacturer. The Company's "course" cut Ti64 metal powder had met all of the necessary requirements to be added to the client's approved supplier list, and the formal process for adding the Company to the approved supplier list has begun. The Company has been engaged in an extensive qualification process with the client lasting several years leading to this announcement.
- **In June**, the company announced that it had received a second signed contract with a Spanish aerospace entity for titanium metal powder produced by the Company's NexGen™ plasma atomization system. The client is engaged in the development of advanced aeronautics technologies for the European aerospace industry, and has indicated that the Company may qualify for a long-term contract following the successful completion of this contract.

Q2 2024 Financial Highlights

- **In April**, the company announced a block sale of HPQ Silicon Inc. shares to the Company's President and CEO, Photis Peter Pascali, for an aggregate purchase price of \$661,447.50, representing a per share price of \$0.175. As noted in the news release by the Company's CFO, Andre Mainella, "This sale will bring PyroGenesis an influx of cash on favourable terms."
- **In April**, the Company announced receipt of two separate milestone payments totaling \$970,000 for the sale of a plasma torch system to a U.S. corporation developing a system geared to destroy perfluoroalkyl and polyfluoroalkyl substances ("PFAS").
- **In May**, the Company announced receipt of \$1.5 million as settlement in legal proceedings between the Company's wholly-owned subsidiary Pyro Green-Gas and certain related persons and Gas RNG Systems Inc. and certain persons. The settlement was concluded on a no-fault basis with all parties to the proceedings providing full and final releases.
- **In June**, the Company announced receipt of \$4.1 million under the Drosrite™ contract with Drosrite International and its client Radian Oil and Gas, as part of an outstanding receivable under the Company's existing \$25 million Drosrite™ contract.
- **Post quarter end, in July 2024** [news release dated July 22, 2024], the Company announced the closing of a \$2.8 million non-brokered private placement consisting of the issuance and sale of 3,505,750 units at a price of \$0.80 per unit, for gross proceeds of \$2,804,600. Each unit consists of one common share of PyroGenesis, and one common share purchase warrant, entitling the holder to purchase one common share at a price of \$1.20 during the twelve months following the closing date of the private placement. Among the subscribers, the CEO and their related parties, directly or indirectly purchased in excess of \$1 million of this private placement.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

- **Also in July 2024**, [news release dated July 03, 2024], the Company announced that up to 4,107,850 common share purchase warrants will be amended such that the exercise price would be reduced to \$0.75 per share provided that if the closing price of the common shares exceeds \$0.9375 (such amount being 125% of \$0.75) over any 5 consecutive trading days, the Company will be entitled to accelerate the expiry date of the warrants to the date that is 30 days following the date that notice of such acceleration is provided.

Q2 2024 Operational Highlights

- **In April**, the Company announced the appointment of Mr. Paul Rajchgod to the Board of Directors as an independent member of the board.
- **In May**, the Company announced that it notified HPQ Silicon Inc. of its intent to exercise its option to convert its annual royalty rights into a 50% ownership of HPQ Silica Polvere Inc, a wholly owned subsidiary of HPQ Silicon Inc. HPQ Polvere's primary initiative is the Fumed Silica Reactor (FSR) project, for which the Company has been designing, engineering, and constructing a proprietary technology to convert quartz (SiO_2) into fumed silica (also known as *pyrogenic silica*) in a single and eco-friendly step while eliminating the use of harmful chemicals generated by conventional methods. The FSR, if successful, could provide a groundbreaking contribution to the repatriation of silica production to North America. Fumed silica is a moisture-absorbing white microstructure powder with high surface area and low bulk density. Used most often as a thickening agent, anti-caking agent, and stabilizer to improve the texture and consistency of products, the commercial applications of fumed silica can be found in many industries across thousands of product lines, including – but not limited to – personal care, powdered food, pharmaceuticals, agriculture (food & feed), adhesives, paints, sealants, construction, batteries and automotive.

OUTLOOK

Consistent with the Company's past practice, and in view of the early stage of market adoption of our core lines of business, the Company is not providing specific revenue or net income (loss) guidance for 2024.

The following is an outline of the Company's strategy plus key developments that are expected to impact subsequent quarters.

Overall Strategy

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

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

While there can be no guarantees, the Company believes the evolution of its strategy beyond greenhouse gas emission reduction, to an expanded focus that encapsulates the key verticals listed in the section "Q2 2024 Production and Sales Highlights", both (i) improves the Company's chances for success while (ii) also providing a clearer picture of how the Company's wide array of offerings work in tandem to support heavy industry goals.

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

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

Cost Controls and Efficiencies

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

Enhanced Sales and Marketing

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

Initiatives during the second quarter 2024 included enhanced use of video, including a long form video message from the Company's CEO as part of the Company's annual general meeting.

Macroeconomic Conditions

With some continued uncertainty in the macroeconomic environment, including ambiguity in the banking sector with regard to interest rate adjustments, and the continued inflationary pressures causing shifting demand dynamics across various industries at different times, it may be difficult to assess the

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

future impact these events and conditions will have on our customer base, the end markets we serve and the resulting effect on our business and operations, both in the short term and in the long term.

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

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

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

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

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

Business Line Developments

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

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

Financial

Payments for Outstanding Major Receivables:

Regarding the outstanding receivable under the Company's existing \$25 million+ Drosrite™ contract: as previously announced, PyroGenesis had agreed to a strategic extension of the payment plan, by the customer and its end-customer, geared to better align the pressures on the end-user's operating cash flows created by increased business opportunities. In Q2 2024, the Company received a planned payment in the amount of \$4.1 million. Another portion of the balance is expected to be paid in the near term.

Energy Transition & Emission Reduction

Aluminum Remelting Furnaces:

As mentioned in the Q1 2024 Outlook, the Company has been working on aluminum remelting furnace solutions using plasma, for use by secondary aluminum producers or any manufacturer of aluminum components that uses recycled or scrap aluminum. With gas-fired furnaces responsible for much of the scope 1 emissions of secondary aluminum production, aluminum companies have been searching for solutions that can help in the decarbonization efforts of aluminum remelting and cast houses.

The Company has two concepts: the retro-fitting of plasma torches in existing remelting and cast house furnaces that currently use other forms of heating, such as natural gas; and the manufacturing and sale of a PyroGenesis produced furnace based off the Company's existing Drosrite metal recovery furnace design, which has been in use commercially for several years.

Also as mentioned in previous Outlooks, the Company has been working with different companies over the past few years towards these goals. During Q2 2024, the Company announced a signed letter of intent with global aluminum product manufacturer Constellium for large-scale plasma remelting furnaces, and a contract with a global mining supply company, with the agreement related to the client's intention to examine the use of plasma in decarbonizing its cast houses.

Discussions remain underway with other clients for similar contracts.

Aluminum Furnace Tests:

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

New Industry Contract for Plasma Torches:

As noted in the Q1 2024 Production and Sales Highlights, in January 2024, the Company announced the signing of a framework master agreement with a client (whose name is being withheld for confidentiality and competitive reasons), which included the payment to the Company of a non-refundable downpayment for \$667,000. As stated in the Q4 2023 Outlook, this marks PyroGenesis' resumption of work in an industry that previously showed promise.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

Negotiations of a first substantial statement of work are ongoing and remain positive but depend in large part on the client's ability to secure funding in a timely manner. The client now anticipates proceeding with the purchase of a single plasma torch system in the near term, followed by one or more larger orders in subsequent quarters, dependent upon the client's financing. While there is no guarantee this statement of work or additional ones will be completed, if successful the Company foresees the potential for a multi-phase, multi-year partnership with the client that may result in many additional plasma torch orders over the next few years.

Iron Ore Pelletization Torch Trials:

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

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

Client B remains committed to the trials and additional process steps are being designed to account for the client's particular mechanical and environmental risk variables.

The client previously identified as Client A, a large international mining company which has also purchased a full plasma torch system for use in trials in its pelletization furnaces, continues its plasma torch initiative at its own pace, with no recent developments to report as per project timing or completion.

Aluminum Cast House Decarbonization:

The Company is part of a tendered bid process for the testing of plasma within an aluminum cast house of a leading global aluminum company. This is unrelated to the project announcement made in conjunction with Constellium. During the quarter, the Company was advanced past the preliminary tender phase to the full tender proposal phase.

The Company's full proposal is now due in August, with the final client decision expected in the near- to mid-term.

Mining Industry Parts Manufacturer Decarbonization:

As noted above, in April 2024 the Company announced the signing of a contract with a client to assess the applicability and examine the use of plasma as a heat source in the client's cast furnaces. The client, a billion-dollar entity with facilities on five continents, is one of the world's largest manufacturers of products that serve the mining and defense industries, amongst others.

The tests noted as targeted for completion by the end of the Q2 were conducted and have concluded, successfully.

Negotiations are now underway for the sale of initial plasma torch system(s) as well as the accompanying manipulation/handling components, as a per unit price of between US\$500,000-\$1,000,000 in revenues to PyroGenesis per torch.

Commodity Security & Optimization

"FSR" Project:

Post quarter end, in July, the Company's client, HPQ Silicon Inc., announced [news release dated July 30th] the start of commissioning of the Fumed Silica Reactor (FSR) pilot plant (described above in greater detail in the "Q2 2024 Operational Highlights" section).

The pilot plant will commence pre-commercial sample batches of fumed silica in the near term.

Plasma-Based Graphite Production:

The Company is in advanced discussions with an entity engaged in the production of graphite, for a first phase design and delivery of a customized pilot-scale plasma reactor and associated testing system, with an estimated value of between \$500,000 to \$1 million.

Drosrite Factory Trials:

The Company is in final logistical discussions with multiple aluminum manufacturers regarding on-site trials of the Company's Drosrite furnace system for the processing of aluminum dross, as a first step towards potential purchase of Drosrite systems. These particular potential clients are located across Europe and the United States.

Titanium Metal Powder

As noted above in the Q2 2024 Production and Sales Highlights, in June the Company announced that it had cleared the final requirement to becoming an approved supplier of its titanium metal powder to a global aerospace original equipment manufacturer.

The formal process for adding the Company to the approved supplier list has begun and is expected to be complete in the near term.

PyroGenesis Canada Inc.

Management's Discussion and Analysis

As at June 30, 2024 and for the three and six month periods ended June 30, 2024 and 2023

(Unaudited)

Waste Remediation

SPARC Refrigerant Waste Destruction System:

The Company is in negotiations with a large US-based distributor of refrigerants and specialty gases for the construction of the Company's SPARC (Steam Plasma Refrigerant Cracking) system, for the safe destruction of hazardous end-of-life refrigerants, such as CFCs, HCFCs, and HFCs, for a contract amount of approximately \$2-3 million.

Plasma-Based Glass Valorization:

The Company is in final negotiations with an entity in Canada, for a plasma-based furnace for use in the melting and valorization of recycled glass.

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

Energy Transition & Emission Reduction

Plasma Torch Systems:

The Company has been negotiating with a North American entity for the sale of a hyper power level plasma torch system of between 15-25MW, with a potential contract value of between \$15-25 million.

Commodity Security & Optimization

Drosrite Systems:

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

Business Line Developments: Long Term (> 6 months)

Commodity Security & Optimization

Plasma Resource Recovery System (PRRS):

Post quarter end, the Company announced [news release dated July 29, 2024] the signing of a contract for a land-based waste-to-energy system to a European entity, to transform municipal solid waste into both energy and chemical products. The contract was announced as two phased: phase 1 is a signed \$2 million contract for a conceptual and preliminary design phase; phase 2 is the construction and delivery of a final system. Phase 1 is expected to be completed in 2025. Phase 2 is dependent on the client obtaining the required financing and the negotiation of terms and conditions. As noted in the news release, the potential value for this contract grew from approximately \$25-\$30 million to between \$120-160 million, with final decision based on the results of the phase one project, which is scheduled for completion in Q3 2025.

Separately, the Company is in initial discussions with an additional European company for the Company's Plasma Resource Recovery System, for use in the pyrolysis of plastics.

Waste Remediation

Plasma Torches:

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

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

FURTHER INFORMATION

Additional information relating to Company and its business, including the 2023 consolidated financial statements, the Annual Information Form and other filings that the Company has made and may make in the future with applicable securities authorities, may be found on or through SEDAR+ at www.sedarplus.ca, or the Company's website at www.pyrogenesis.com.

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