

Calian FY25 Restated for New Segments (unaudited)

	Q1		Q2		Q3		Q4		FY25	
	December 31, 2024		March 31, 2025		June 30, 2025		September 30, 2025		September 30, 2025	
Defence and Space										
Revenue	\$	126,531	\$	135,938	\$	125,253	\$	132,336	\$	520,058
Cost of revenues		86,737		92,302		82,356		87,693		349,088
Gross Profit		39,794		43,636		42,897		44,643		170,970
Operating costs		15,210		15,886		16,993		14,825		62,914
Adjusted EBITDA	\$	24,584	\$	27,750	\$	25,904	\$	29,818	\$	108,056
Essential Industries										
Revenue	\$	58,516	\$	57,729	\$	66,963	\$	70,845	\$	254,053
Cost of revenues		39,509		36,723		43,005		46,499		165,736
Gross Profit		19,007		21,006		23,958		24,346		88,317
Operating costs		15,633		19,480		19,786		17,926		72,825
Adjusted EBITDA	\$	3,374	\$	1,526	\$	4,172	\$	6,420	\$	15,492
Shared Services Adjusted EBITDA		(10,158)		(11,882)		(11,111)		(11,977)		(45,128)
Total Adjusted EBITDA	\$	17,800	\$	17,394	\$	18,965	\$	24,261	\$	78,420

Calian FY25 Restated Revenue by Product/Service for New Segments (unaudited)

		December 31, 2024 ¹	Three months ended March 31, 2025 ²	June 30, 2025 ³	September 30, 2025 ⁴	Year ended Total
Product revenue						
Defence and Space	\$	34,927	\$ 41,136	\$ 33,817	\$ 37,687	\$ 147,567
Essential Industries		7,884	10,693	14,663	12,079	45,319
Total product revenue		42,811	51,829	48,480	49,766	192,886
Service Revenue						
Defence and Space	\$	91,604	\$ 94,802	\$ 91,436	\$ 94,649	\$ 372,491
Essential Industries		50,632	47,036	52,300	58,764	208,732
Total service revenue		142,236	141,838	143,736	153,413	581,223
Total revenue	\$	185,047	\$ 193,667	\$ 192,216	\$ 203,179	\$ 774,109

¹ For the three months ended December 31, 2024, \$7,339 was reclassified between product revenue and service revenue to conform to current period presentation.

² For the three months ended March 31, 2025, \$7,530 was reclassified between product revenue and service revenue to conform to current period presentation.

³ For the three months ended June 30, 2025, \$606 was reclassified between product revenue and service revenue to conform to current period presentation.

⁴ For the three months ended September 30, 2025, \$459 was reclassified between product revenue and service revenue to conform to current period presentation.

Calian FY25 Restated Adjusted Net Profit and Adjusted EPS - Diluted (unaudited)

	Q1 December 31, 2024	Q2 March 31, 2025	Q3 June 30, 2025	Q4 September 30, 2025	FY25 September 30, 2025
Net Profit (loss)	\$ (976)	\$ 295	\$ 590	\$ 20,648	\$ 20,557
Share-based compensation	1,091	949	1,354	1,117	4,511
Restructuring Expense	692	372	1,414	1,160	3,638
Mergers and acquisitions costs	2,320	2,373	1,102	(15,938)	(10,143)
Other changes in fair value	—	—	—	(377)	(377)
Amortization of intangibles	7,334	7,066	7,128	7,087	28,615
	10,461	11,055	11,588	13,697	46,801
Income taxes related to the above items	(2,053)	(1,913)	(2,362)	(2,213)	(8,541)
Adjusted net profit	\$ 8,408	\$ 9,142	\$ 9,226	\$ 11,484	\$ 38,260
Weighted average number of common shares - Diluted	11,917	11,896	11,630	11,460	11,654
Adjusted EPS - diluted	\$ 0.71	\$ 0.77	\$ 0.79	\$ 1.00	\$ 3.27