Management's Discussion and Analysis

For the three and nine months ended June 30, 2026

Table of Contents

Basis of Presentation

The following Management's Discussion and Analysis ("MD&A") of the financial condition and results of operations of Calian Group Ltd. ("Calian" or the "Company") is dated August 12, 2026 and should be read in conjunction with the Unaudited Interim Condensed Consolidated Financial Statements and related notes of the Company for the three and nine months ended June 30, 2026.

The Company's Unaudited Interim Condensed Consolidated Financial Statements are reported in Canadian dollars and are prepared in accordance with International Accounting Standard ("IAS") 34 - Interim Financial Reporting, as issued by the International Accounting Standards Board ("IASB"). All amounts in this MD&A are in thousands of Canadian dollars unless otherwise indicated. All amounts in this MD&A are unaudited.

This MD&A also contains non-GAAP and other financial measures which are not prescribed by IFRS and are not likely to be comparable to similar measures presented by other issuers. Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP and other financial measures used and presented by the Company and a reconciliation of non-GAAP financial measures to the most directly comparable GAAP measures.

This MD&A is the responsibility of management and has been reviewed and approved by the Board of Directors ("the Board") of the Company. The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the MD&A. The Board carries out this responsibility principally through its Audit Committee.

Additional information, including the Company's Annual Information Form, quarterly and annual reports, and supplementary information is available on the SEDAR web site at www.sedarplus.ca. Press releases and other information are also available in the Investor Relations section of the Company's website at www.calian.com.

Forward-Looking Statements

The Company cautions that this MD&A contains forward-looking information within the meaning of applicable securities laws ("forward-looking statements").

Forward-looking statements include those identified by the expressions "anticipate," "believe," "plan," "estimate," "expect," "intend," "will", "should", "project", "forecast", "aim", "target", "may", "might", "could", "likely", "to" and similar expressions. Forward-looking statements are not based on historical facts, but instead reflect the Company's current intentions, plans, expectations, and assumptions regarding future results or events which may prove to be inaccurate. Forward-looking statements in this MD&A include, but are not limited to, statements about the manner in which the Company intends to achieve and maintain growth, management's expectations for the markets in which the Company provides its services, competition to be faced by the Company and expectations for certain customer projects described herein including expected timing of completion for certain projects.

Forward-looking statements are intended to assist readers in understanding management's expectations as of the date of this MD&A and may not be suitable for other purposes.

Forward-looking statements are based on assumptions, including assumptions as to the following factors:

- Customer demand for the Company's products and services;
- The Company's ability to maintain and enhance customer relationships;
- Market conditions, including current challenging macroeconomic and geopolitical environments in which the Company operates, such as higher oil prices, the uncertainty around the potential imposition of new duties, tariffs and other trade restrictions (and any retaliatory measures) and how this would affect the outlooks for economic growth, consumer spending, inflation and the Canadian dollar;
- Levels and timing of government spending;
- The Company's ability to bring to market products and services;
- The Company's ability to execute on its acquisition program including successful integration of previously acquired businesses;
- The Company's ability to deliver to customers throughout any worldwide conflict zones, and any government regulations limiting business activities within such areas; and
- The Company's ability to successfully and efficiently manage through supply chain challenges, in sourcing and procuring goods used in production or for delivery to end customers.

The Company cautions that the forward-looking statements in this MD&A are based on current expectations as at August 12, 2026, that may be subject to change and to risks and uncertainties, including those set out under the heading "Risks and Uncertainties" below, many of which are outside the Company's control.

Actual results may materially differ from those anticipated in those forward-looking statements if any of these risks or uncertainties materialize, or if assumptions underlying forward-looking statements prove incorrect.

Additional information identifying risks and uncertainties is contained in the Company's filings with securities regulators. The Company does not assume any intention or obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. Readers should not place undue reliance on the Company's forward-looking statements.

Calian's Business

Profile

Calian is a mission-critical solutions company focused on defence, space, healthcare and other strategic critical infrastructure sectors. For over 40 years, Calian has delivered mission-critical solutions when failure is not an option. Trusted worldwide, we empower organizations in critical industries to overcome obstacles, manage risks and drive progress. By combining the expertise of our people, proven industry insight, cutting-edge technology, bold innovation, and global reach, we deliver tailored solutions that solve complex challenges. Headquartered in Ottawa, Canada, with over 6,000 people around the world, Calian's solutions protect lives, strengthen security, foster global connectivity and drive economic progress, making a lasting impact where and when it matters most. The Company's common shares are listed on the Toronto Stock Exchange under the symbol CGY.

Operating Segments

In the current year, the Company restructured its segments to align the internal structure with the go-to-market strategy of the Company. In order to capitalize on demand and better service our customers, we have structured the organization into two segments: Defence & Space and Essential Industries. The two segments comprise the following activities:

- Defence & Space: Includes defence training, manufacturing and healthcare; space and terrestrial communications; IT, cyber and infrastructure modernization for defence customers; and specialized capabilities in composites and GNSS.
- Essential Industries: Includes commercial healthcare, cybersecurity, managed services, commercial infrastructure modernization, nuclear and AgTech.

This new structure brings Calian's capabilities together under a simpler, stronger model that mirrors how the Company's customers think, buy and expect solutions to come together. It is designed to bring the right ingredients into one place: technology, expertise, delivery and customer insight. By aligning these strengths, Calian can build integrated solutions faster, collaborate more effectively and scale its impact. This realignment is a deliberate step in Calian's long-term growth strategy, building on the Company's strengths and enhancing its ability to deliver mission-critical solutions.

Note that Calian is currently exploring the divestiture of non-core assets that are not aligned with its key markets in order to increase focus on its core capabilities.

Mission: Calian helps the world communicate, innovate, learn and lead safe and healthy lives.

Culture: Every Calian employee brings their “A” game for every client, works hard and works together using collaboration to powerful advantage. Calian attracts and challenges great people and great partners.

Values: Customer-first Commitment, teamwork, integrity, innovation and respect.

Strategy

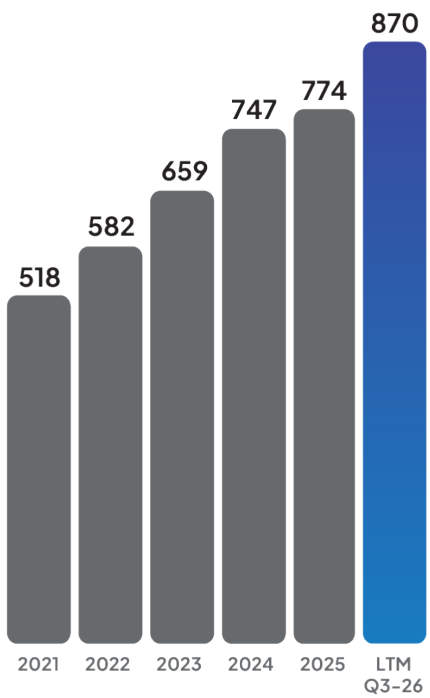
Growth Fundamentals and Track Record

5-Year Track Record of Execution

Over the past five years, Calian generated a revenue compound annual growth rate (CAGR) of 11% through organic growth and acquisitions. The Company also increased its gross profit and adjusted EBITDA[1,2], which grew at a CAGR of 20% and 9%, respectively. Furthermore, its gross margin expanded from 24.4% in FY21 to 33.5% in FY25 and its adjusted EBITDA[1,2] margins expanded from 10.8% in FY21 to a high of 12.3% in FY24 and down to 10.1% in FY25. This performance was driven by the Company's revenue diversification by geography, customer and offering.

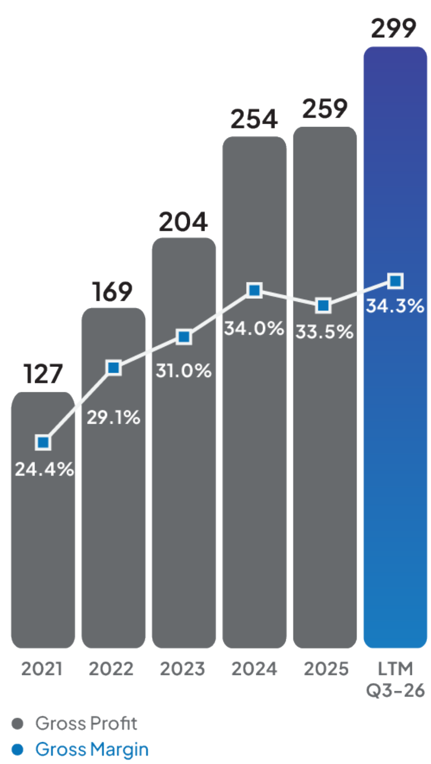
Revenues

(in millions of $)



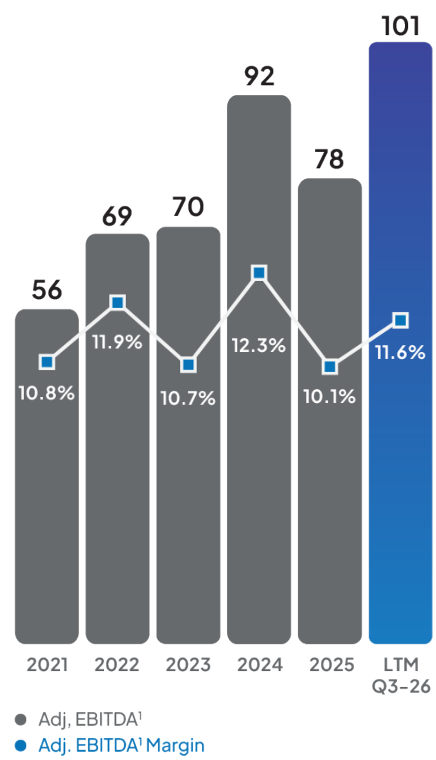
Gross Profit & Margin

(in millions of $, except margin)



Adj. EBITDA[1,2] & Margin[1,2]

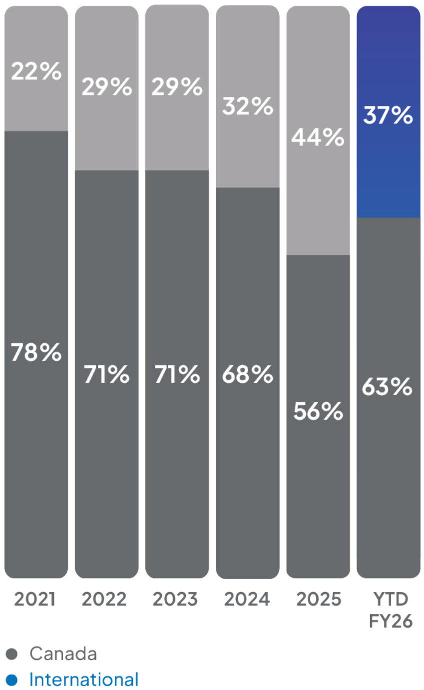
(in millions of $, except margin)



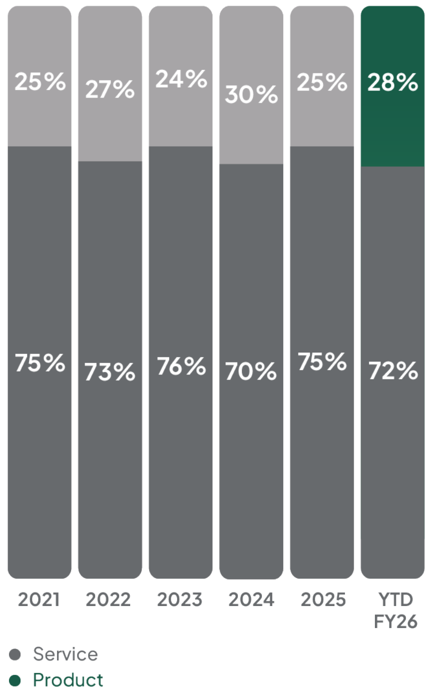
Calian has been successful in diversifying its revenue streams by geography, customer and offering. In FY25, revenues generated outside Canada reached 44% of total revenues, up from 22% in FY21. Over this same period, revenues from commercial customers, typically at higher margins, grew from $254 million to $370 million. The Company was able to accomplish this while continuing to grow its legacy Canadian government business characterized by long-term contracts. A continued balance of both government and commercial customers provides a balance of longer-term visibility and stability, with shorter term growth and margins.

Finally, in FY25, product revenues totaled $193 million, up 46% from $132 million in FY21, demonstrating the Company's continued deployment and growth of its product sales.

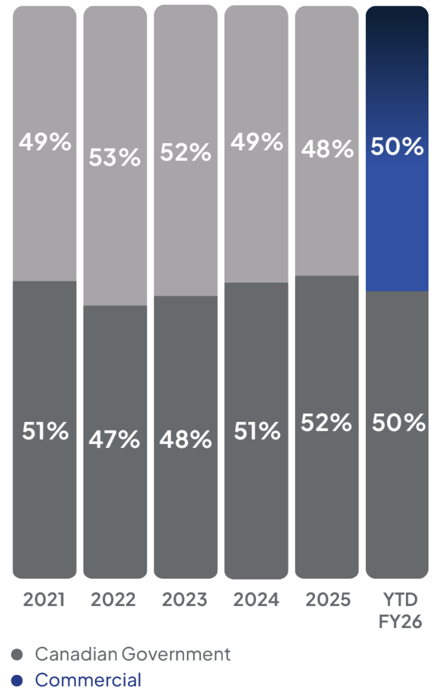
Geography



Offering



Customer



Calian has made significant progress in expanding its revenue streams beyond Canadian government customers. To mitigate any potential risk with Canadian government spending reductions and to drive growth, the Company strategically expanded its footprint and offerings to attract commercial customers globally, as well as government clients in Europe. As a result of these efforts, Commercial customer revenue has increased by 45% since fiscal 2021, reflecting the Company's success in commercial expansion.

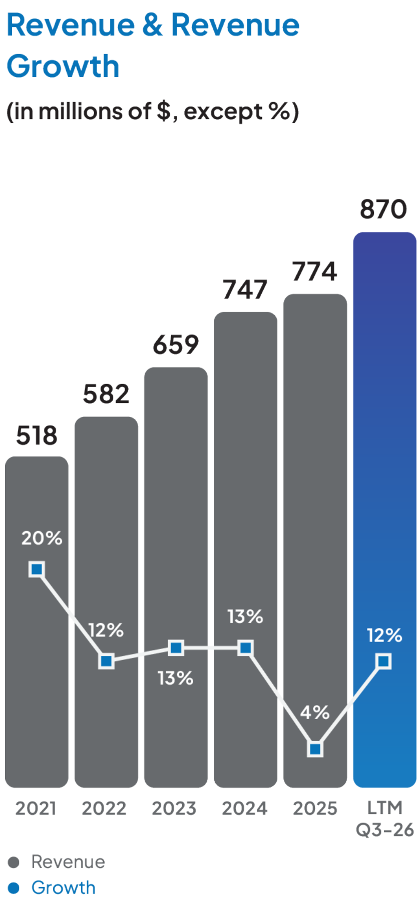
[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

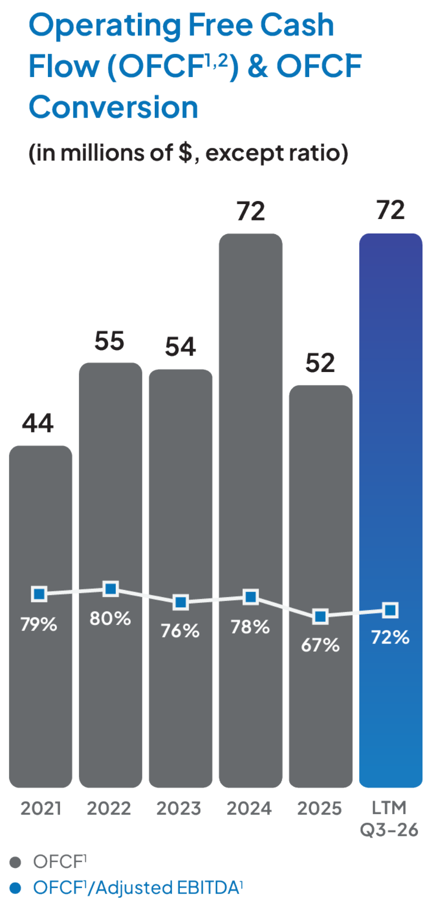
[2] Certain comparative figures have been reclassified to align with the current year's presentation. For more information, please see the Selected Quarterly Financial Data section of this management discussion and analysis.

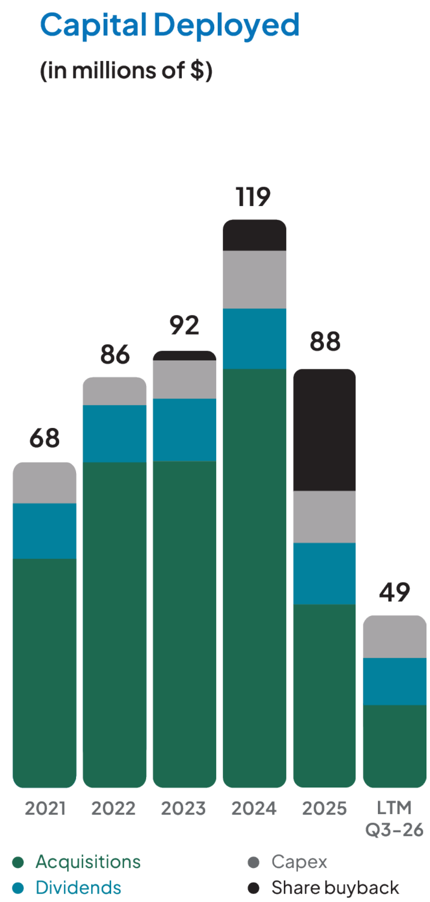
Key Performance Indicators

The graphs below illustrate the five-year trends of the Company's key performance indicators.

Key Performance Indicators







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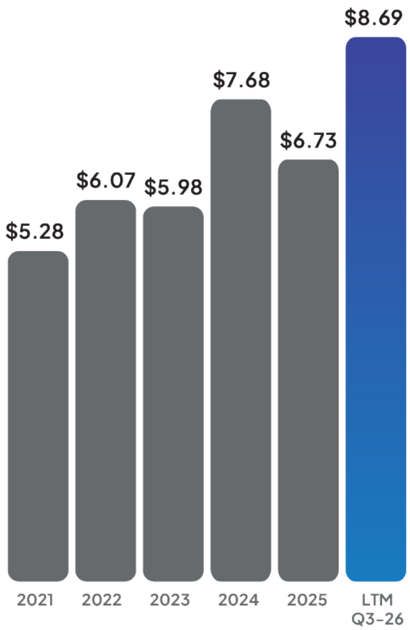
The Company also wants to ensure that it analyzes the success of its execution through a shareholder lens. As such, it monitors adjusted EBITDA[1] per diluted share, Operating Free Cash Flow[1] per diluted share and Adjusted EPS[1] per diluted share.

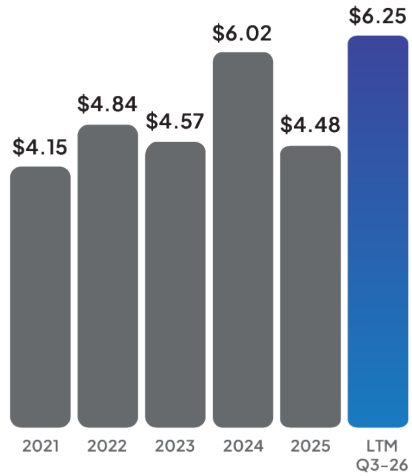
Adjusted EBITDA[1,2]/ Diluted Share

(in $)



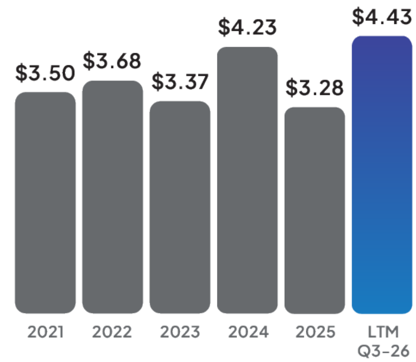
OFCF[1,2]/ Diluted Share

(in $)



Adjusted EPS[1,2]/ Diluted Share

(in $)



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[2] Certain comparative figures have been reclassified to align with the current year's presentation. For more information, please see the Selected Quarterly Financial Data section of this management discussion and analysis.

Market Conditions

Recent geopolitical developments and shifting priorities, particularly in Canada and allied nations, are creating a favorable investment climate for defence-related solutions, with anticipated increases in government spending driving strong market conditions. This environment aligns well with Calian's strengths, as the Company's Defence Operational Readiness Platform offers a comprehensive suite of services—including training, IT infrastructure, health services, cybersecurity, space communications, and electronic manufacturing—supported by decades of proven performance. As governments commit to higher defence budgets and prioritize operational readiness, Calian is strategically positioned to benefit from these trends by leveraging its established capabilities, expanding its capacity to deliver at scale, and capitalizing on a robust pipeline of opportunities in both Canadian and European markets, which is expected to drive sustained revenue growth and long-term value creation.

As we review the Company's range of products and services, it is evident that several other markets in which the Company is active are experiencing significant demand. Globally, both governmental and commercial clients are fueling a competitive surge, often referred to as a 'space race,' with heightened interest in low earth orbit (LEO) satellites and deep space exploration leading to greater market opportunities. Additionally, healthcare requirements have reached unprecedented levels across Canada, especially in the northern regions, where the Canadian government is expanding its Arctic initiatives.

Furthermore, the surging demand for electricity and clean energy has further accelerated the Canadian government's commitment to nuclear power as a cornerstone of its long-term energy strategy. In a landmark decision, the government has announced plans to construct up to ten new large-scale nuclear reactors over the next fifteen years. This initiative is expected to generate sustained demand for the Company's nuclear services, positioning us as a key partner in Canada's clean energy future.

Overview – Third Quarter of FY26

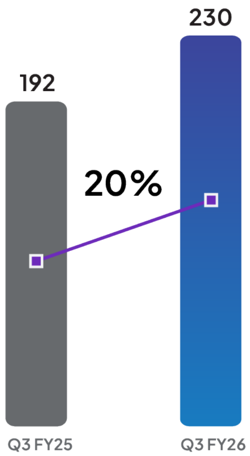
Revenues increased 19.9% to $230.4 million, as compared to $192.2 million for the same period last year. This represents a record high quarterly revenue for the Company. Acquisitive growth was 4% and organic growth was 16% when compared to the same quarter of the prior year. The Company measures acquisitive growth by comparing revenues from acquired entities in the current period to the revenues those entities generated in the same period of the prior year prior to their inclusion in the Company's consolidated results.

[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

[3] Net liquidity is defined as the Company's total available credit under its credit facility less its net debt.

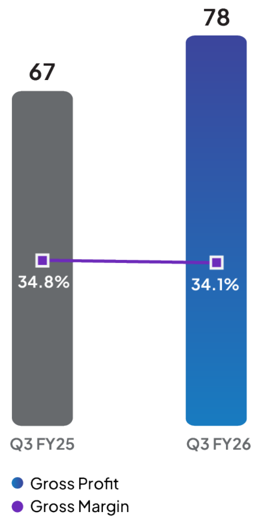
Revenues

(in millions of $)



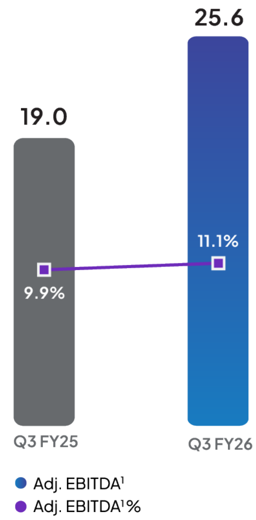
Gross profit & Gross margin %

(in millions of $, except margin)



Adj. EBITDA[1,2] & Adj. EBITDA[1,2] %

(in millions of $, except margin)



Gross profit increased by 17.4%, to $78.5 million, as compared to $66.9 million for the same period last year. This represents a record high third quarter gross profit for the Company. Gross margin slightly decreased from 34.8% to 34.1%. Adjusted EBITDA[1] increased by 35% to $25.6 million, significantly outpacing top line growth. In line with this performance, adjusted EBITDA[1] margins improved from 9.9% to 11.1%.

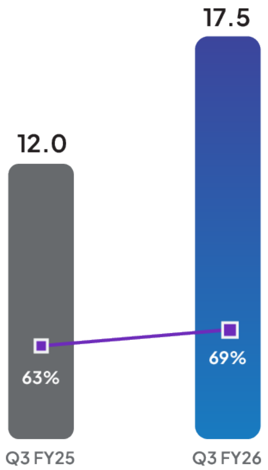
Calian generated $17.5 million of operating free cash flow[1], up from $12.0 million for the same period last year, representing a conversion from adjusted EBITDA[1] of 69% and 63%, respectively. The Company used its cash to pay earn-out liabilities of $0.3 million, provide a return to shareholders in the form of dividends of $3.2 million and make capital expenditure investments of $2.5 million.

The Company ended the quarter with net debt[1] of $94.9 million, which on a trailing twelve-month basis represents a net debt to adjusted EBITDA[1] ratio of 0.9x. With cash on hand of $46.3 million, inclusive of restricted cash, combined with the unused portion of its credit facility, Calian ended the quarter with net liquidity[3] of $180.1 million.

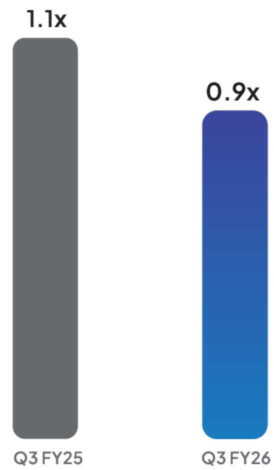
[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.
[3] Net liquidity is defined as the Company's total available credit under its credit facility less its net debt.

OFCF[1,2]

(in millions of $)

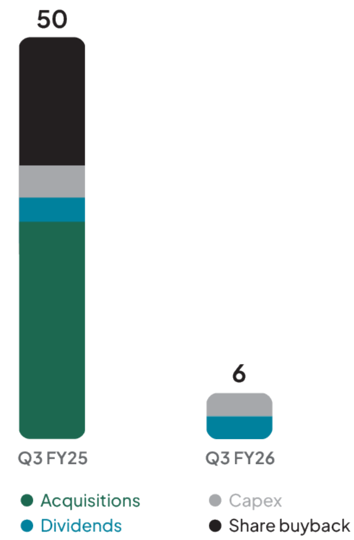


Net Debt/Adj. EBITDA[1,2] Ratio



Capital Deployed

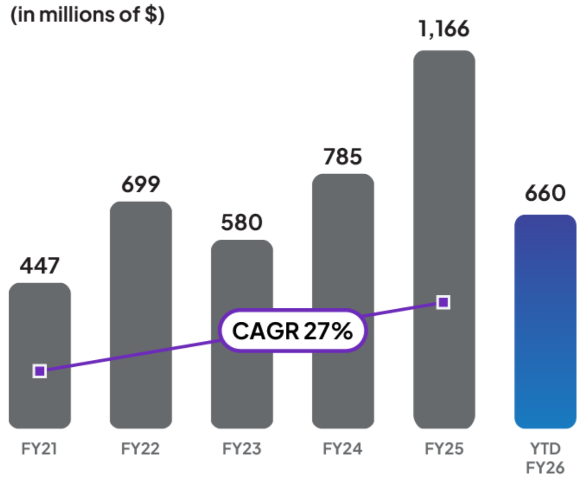
(in millions of $)



Calian signed gross new contract value of $168 million in the three months ended June 30, 2026, and ended the quarter with a realizable backlog of $1.4 billion.

New Contract Signings (including acquisitions)

(in millions of $)



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Consolidated Results

Selected Consolidated Financial Highlights

	Three months ended June 30,		Nine months ended June 30,	
	2026	2025	2026	2025
Revenues	$ 230,397	$ 192,216	$ 667,098	$ 570,930
Gross profit	**78,475**	**66,855**	**229,715**	**190,298**
Gross profit margin (%)	34 %	35 %	34 %	33 %
Adjusted EBITDA[1]	**$ 25,570**	**$ 18,965**	**$ 76,256**	**$ 54,159**
Share based compensation	1,654	1,354	4,487	3,394
Restructuring and other	790	1,414	3,252	2,478
Depreciation and amortization	11,304	11,635	33,445	34,649
Mergers and acquisition costs	965	1,102	2,960	5,795
Profit before interest and income tax expense	**$ 10,857**	**$ 3,460**	**$ 32,112**	**$ 7,843**
Interest expense	2,554	1,932	6,982	5,826
Income tax expense	2,362	938	7,377	2,108
NET PROFIT (LOSS)	**$ 5,941**	**$ 590**	**$ 17,753**	**$ (91)**
EPS - Basic	0.52	0.05	1.55	(0.01)
EPS - Diluted	0.51	0.05	1.53	(0.01)
Adjusted net profit[1]	**$ 12,891**	**$ 9,226**	**$ 39,751**	**$ 26,776**
Adjusted EPS[1] - Basic	1.12	0.80	3.47	2.30
Adjusted EPS[1] - Diluted	1.10	0.79	3.42	2.27

[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

Analysis of Consolidated Results – Three and Nine Months ended June 30, 2026

Revenue

For the three-month period ended June 30, 2026, consolidated revenues increased 20% to $230,397, compared to $192,216 for the same period last year. Acquisitive growth was 4%, generated from the acquisitions of Advanced Medical Solutions completed in May 2025 and Infield Scientific Inc. ("InField Scientific") closed in October 2025. Organic revenue growth was 16%, driven by both the Defence & Space and Essential Industries segments.

For the nine-month period ended June 30, 2026, consolidated revenue increased 17% to $667,098, compared to $570,930 for the same period last year. Acquisitive growth was 6%, generated from the acquisitions of Advanced Medical Solutions closed in May 2025 and Infield Scientific closed in October 2025. Organic growth was 11% and was generated by both the Defence & Space and Essential Industries segments.

Defence & Space

For the three-month period ended June 30, 2026, Defence & Space revenues increased 20% to $149,815, compared to $125,253 for the same period last year. This growth was driven primarily by technology solutions, healthcare and operational readiness services. In addition, the segment benefited from a small contribution from the acquisition of Infield Scientific.

For the nine-month period ended June 30, 2026, Defence & Space revenues increased 15% to $444,794, compared to $387,722 for the same period last year. This growth was driven by the same factors mentioned above.

Essential Industries

For the three-month period ended June 30, 2026, Essential Industries revenues increased 20% to $80,582, compared to $66,963 for the same period last year. This growth was primarily driven by the acquisition of Advanced Medical Solutions and increased volume from U.S. commercial operations.

For the nine-month period ended June 30, 2026, Essential Industries revenues increased 21% to $222,304, compared to $183,208 for the same period last year. This growth was primarily driven by the same factors mentioned above.

Gross Profit

For the three-month period ended June 30, 2026, gross profit increased 17%, to $78,475, compared to $66,855 for the same period last year. This increase was driven by revenue growth, changes in revenue mix and contributions from acquisitions. Gross margin slightly decreased to 34.1%, from 34.8% for the same period last year due to changes in revenue mix.

For the nine-month period ended June 30, 2026, gross profit increased by 21% to $229,715, compared to $190,298 for the same period last year. This increase was driven by the same factors mentioned above. As a result, gross margin increased to 34.4%, from 33.3% for the same period last year.

[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

Adjusted EBITDA[1]

For the three-month period ended June 30, 2026, consolidated adjusted EBITDA[1] increased by 35% to $25,570, compared to $18,965 for the same period last year. This growth was driven by the increased revenue leading to higher margins. As a result, adjusted EBITDA[1] margin increased to 11.1%, from 9.9% for the same period last year.

For the nine-month period ended June 30, 2026, consolidated adjusted EBITDA[1] increased 41% to $76,256, compared to $54,159 for the same period last year. This growth was driven by the same factors as noted above. As a result, adjusted EBITDA[1] margin stood at 11.4%, compared to 9.5% for the same period last year.

Defence & Space

For the three-month period ended June 30, 2026, adjusted EBITDA[1] increased 25% to $32,387, compared to $25,904 for the same period last year. This growth was primarily driven by technology solutions. As a result, adjusted EBITDA[1] margin increased to 22%, from 21% for the same period last year.

For the nine-month period ended June 30, 2026, adjusted EBITDA[1] increased 31% to $102,552, compared to $78,238 for the same period last year. This growth was primarily driven by technology solutions and operational readiness services. As a result, adjusted EBITDA[1] margin increased to 23.1%, from 20.2% for the same period last year.

Essential Industries

For the three-month period ended June 30, 2026, adjusted EBITDA[1] increased 46% to $6,074, compared to $4,172 for the same period last year. This growth was primarily driven by increased contribution from the acquisition of Advanced Medical Solutions and U.S. commercial operations. As a result, adjusted EBITDA[1] margin improved from 6.2% in the third quarter last year to 7.5% in the current quarter.

For the nine-month period ended June 30, 2026, adjusted EBITDA[1] increased 59% to $14,410, compared to $9,072 for the same period last year. This growth was driven by the same factors mentioned above. As a result, adjusted EBITDA[1] margin improved from 5.0% in the first nine months of fiscal year 2025 to 6.5% in the first nine months of fiscal year 2026.

Shared Services

Shared Services includes shared costs or costs that are not directly attributable to the segments. These costs include information systems support, human resources, finance, marketing, public company costs, employee development programs, corporate development and ESG related costs.

For the three-month period ended June 30, 2026, shared services costs increased 16% to $12,891, compared to $11,111 for the same period last year. On a relative basis, it represented 5.6% and 5.8% of revenues, respectively. This increase was due to increased headcount related costs.

For the nine-month period ended June 30, 2026, shared services costs increased 23% to $40,706, compared to $33,151 for the same period last year. On a relative basis, it represented 6.1% and 5.8% of revenues, respectively. This increase was due to increased headcount related costs, increased public company related costs and certain non-recurring costs.

[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

Depreciation and Amortization

For the three-month period ended June 30, 2026, depreciation of property, plant and equipment stood at $2,862, an increase of 1%, from the same period last year. This increase is primarily due to assets acquired through acquisitions closed in the last 12 months. For the nine-month period ended June 30, 2026, depreciation of property, plant and equipment stood at $8,629, an increase of 6%, from the same period last year, due to the same factors mentioned above.

For the three-month period ended June 30, 2026, depreciation of right of use assets stood at $2,062, an increase of $382 compared to the same period last year. This increase is mainly due to leases brought on from recent acquisitions, coupled with new leases signed in the last twelve months to support demand needs. For the nine-month period ended June 30, 2026, depreciation of right of use assets stood at $5,676, an increase of 14% compared to the same period last year, due to the same factors mentioned above.

For the three-month period ended June 30, 2026, amortization of acquired intangible assets stood at $6,380 a decrease of 10%, compared to the same period last year. This decrease is primarily due to certain intangibles being fully amortized in the current year, offset by increases due to acquired intangible assets from the recent acquisitions of Advanced Medical Solutions and Infield Scientific. For the nine-month period ended June 30, 2026, amortization of acquired intangible assets stood at $19,140, a decrease of 11% from the same period last year due to the same factors mentioned above.

Restructuring and Other

For the three-month period ended June 30, 2026, the Company recorded a restructuring charge of $790, compared to $1,414 recorded in the same period of the prior year. For the nine-month period ended June 30, 2026, restructuring charges stood at $3,252, compared to $2,478 for the same period last year. The Company continues to evaluate its expenses, operational capacity and performance across the organization, and may implement periodic workforce restructuring as part of these ongoing assessments.

Mergers and acquisition expense

For the three-month period ended June 30, 2026, deemed compensation decreased by $1,084, compared to the same period last year. This decrease is due to deemed compensation amounts applicable under the acquisition agreements for Mabway and MDA Ltd. which ceased in the prior fiscal year offset by deemed compensation expenses in the current year recognized related to the acquisition of Infield Scientific. For the nine-month period ended June 30, 2026, deemed compensation decreased by $3,528 compared to the same period last year due to the same factors mentioned above.

For the three-month period ended June 30, 2026, changes in fair value related to contingent earn-out expense amount decreased by $775 when compared to the same period last year. This decrease is attributable to lower outstanding contingent earn out liabilities in the current year. For the nine-month period ended June 30, 2026, changes in fair value related to contingent earn-out expense decreased by $241, compared to the same period last year. This decrease is attributable to lower outstanding contingent earn-out liabilities in the current year.

The change in fair value of contingent payments and deemed compensation is explained further in notes 18, 19 and 20 of the unaudited interim condensed consolidated financial statements.

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Interest expense

For the three-month period ended June 30, 2026, interest expense increased by $622, compared to the same period last year. This increase is attributable to lease interest expense, which has increased due to leases brought on from recent acquisitions, coupled with new leases signed in the last twelve months to support demand needs. For the nine-month period ended June 30, 2026, interest expense increased by $1,156 compared to the same period last year due to the same factors mentioned above, along with higher utilization of the credit facility in the nine month period ended June 30, 2026.

Income Tax Expense

For the three-month period ended June 30, 2026, income tax expense was $2,362, an increase of $1,424 compared to the same period last year. This is primarily due to higher taxable income in the current quarter. For the nine-month period ended June 30, 2026, income tax expense was $7,377, an increase of $5,269, compared the same period last year due to the same factor mentioned above.

Net Profit and Adjusted Net Profit

For the three-month period ended June 30, 2026, net profit was $5,941, or $0.51 per diluted share, compared to $590, or $0.05 per diluted share, for the same period last year. The increase in profitability is primarily related to higher adjusted EBITDA[1], partially offset by higher interest expenses and taxes. Adjusted net profit[1] was $12,891, or $1.10 per diluted share, versus $9,226, or $0.79 per diluted share, for the same period last year. This increase is primarily due to increased adjusted EBITDA[1].

For the nine-month period ended June 30, 2026, net profit was $17,753, or $1.53 per diluted share, compared to a net loss of $91, or $(0.01) per diluted share, for the same period last year. This improvement is primarily due to increased adjusted EBITDA[1] and lower mergers and acquisition costs, partially offset by higher interest expenses and taxes. Adjusted net profit[1] was $39,751, or $3.42 per diluted share, compared to $26,776, or $2.27 per diluted share, due to the same factor mentioned above.

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Selected Quarterly Financial Data

The Company's operations are subject to some quarterly seasonality due to the timing of vacation periods, statutory holidays, industry-specific seasonal cycles and the timing and delivery of milestones for significant projects. The Company's first and third quarters are affected by business specific cycles, along with working days, statutory holidays and vacation periods impacting the Company's delivery teams contributing to lower service revenues. This seasonality may not be apparent in the overall results of the Company, depending on the impact of the realized sales mix of its various projects and recent acquisitions. The following table sets forth selected financial information for the Company's past eight quarters.

(Canadian dollars in millions, except per share data)

	Q3/26	Q2/26	Q1/26	Q4/25	Q3/25	Q2/25	Q1/25	Q4/24
Revenue	$ 230.4	$ 228.7	$ 208.0	$ 203.2	$ 192.2	$ 193.6	$ 185.0	$ 181.2
Cost of revenue	151.9	148.4	137.1	134.2	125.4	129.0	126.2	117.2
Gross profit	78.5	80.3	70.9	69.0	66.8	64.6	58.8	64.0
Selling, general, and administrative	49.1	48.5	45.8	41.8	44.7	44.5	38.1	37.1
Research and development	3.8	3.9	2.3	2.9	3.2	2.8	2.9	3.1
Share based compensation	1.7	1.8	1.0	1.1	1.4	0.9	1.1	0.7
Profit before under noted items	23.9	26.1	21.8	23.2	17.5	16.4	16.7	23.1
Restructuring and other	0.8	2.1	0.5	1.2	1.4	0.4	0.7	0.3
Depreciation and amortization	11.3	11.1	11.0	12.0	11.6	11.4	11.5	12.0
Mergers and acquisition costs	1.0	1.0	1.0	(15.9)	1.1	2.4	2.3	4.7
Other changes in fair value	—	—	—	(0.4)	—	—	—	(0.2)
Profit before interest and income tax expense	10.8	11.9	9.3	26.3	3.4	2.2	2.2	6.3
Interest expense	2.6	2.2	2.2	2.8	1.9	2.1	1.8	2.0
Income tax expense	2.4	3.0	2.0	2.8	0.9	(0.2)	1.4	4.9
Net profit (loss)	5.8	6.7	5.1	20.7	0.6	0.3	(1.0)	(0.6)
Weighted average shares outstanding - Basic	11.5M	11.5M	11.4M	11.3M	11.5M	11.7M	11.8M	11.8M
Weighted average shares outstanding - Diluted	11.7M	11.6M	11.4M	11.5M	11.6M	11.9M	11.9M	12.0M
Net profit (loss) per share								
Basic	$ 0.52	$ 0.59	$ 0.45	$ 1.82	$ 0.05	$ 0.03	$ (0.08)	$ (0.05)
Diluted	$ 0.51	$ 0.58	$ 0.44	$ 1.80	$ 0.05	$ 0.02	$ (0.08)	$ (0.05)
Adjusted EBITDA[1] per share								
Basic	$ 2.22	$ 2.43	$ 2.00	$ 2.14	$ 1.65	$ 1.48	$ 1.51	$ 2.01
Diluted	$ 2.18	$ 2.40	$ 1.99	$ 2.12	$ 1.63	$ 1.46	$ 1.49	$ 1.98

[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

Backlog

The Company’s realizable backlog at June 30, 2026 was $1,448 million with terms extending to fiscal 2030. Contracted backlog represents maximum potential revenues expected to be earned on signed contracts, whereas option renewals represent customers’ options to further extend existing contracts under similar terms and conditions.

During the three month period ended June 30, 2026 the following contracts were the major contributors to the Company’s backlog. Please note that the contract amounts listed below are presented on a gross basis, and some of these contracts have already been recognized in the current quarter’s results. These contracts are further described in the business overview section of this Management Discussion and Analysis.

- $62 million in IT & Cyber solutions signings to commercial and defence based customers.
- over $29 million in signings for Space Solutions globally.
- $16 million in GNSS product signings.
- over $10 million in signings for Defence based learning and training.
- over $8 million healthcare solutions signings with Defence agencies in Canada.
- $7 million in signings with existing customers for Nuclear solutions.

There were no material contracts that were cancelled unexpectedly that would have resulted in a significant decrease in our backlog.

Most fee-for-service contracts provide the customer with the ability to adjust the timing and level of effort throughout the contract life and as such the amount actually realized could be materially different from the original contract value. The following table represents management’s best estimate of the backlog realization based on management’s current visibility into customers’ existing requirements.

Management’s estimate of the realizable portion (current utilization rates and known customer requirements) is less than the total value of signed contracts and related options by approximately $180 million. The Company’s policy is to reduce the reported contracted backlog once it receives confirmation from the customer that indicates the utilization of the full contract value may not materialize.

Contracted Backlog as of June 30, 2026

Contracted backlog	$	1,400,530
Option renewals		227,780
	$	1,628,310
Management estimate of unrealizable portion		(180,162)
Estimated Realizable Backlog	$	1,448,148

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Financial Position

The following section explains the major variances on the balance sheet.

Assets

As at June 30, 2026, total assets stood at $756,030, versus $721,500 as at September 30, 2025. This increase is mainly due to increased accounts receivable at June 30 driven by increased revenue volumes, coupled with assets acquired from the acquisition of InField Scientific, slightly offset by a decreased acquired intangible assets balance due to amortization.

As at June 30, 2026, cash and cash equivalents were $46,335, inclusive of restricted cash as it is a short term restriction, compared to $46,101 at September 30, 2025.

Liabilities

As at June 30, 2026, total liabilities stood at $416,030, versus $400,219 as at September 30, 2025. The increase is primarily due to increases in deferred revenues and the Company's debt facility, partially offset by reductions in contingent earn-out and deferred tax liabilities.

As at June 30, 2026, Calian had net debt[1] of $94,915 and its net debt[1] to trailing twelve month adjusted EBITDA[1] ratio was 0.9x. As at June 30, 2026, the Company was in full compliance with its debt covenants.

Working capital as a percentage of trailing twelve month revenue increased to 11% at June 30, 2026, versus 8% for the same period last year. This increase is primarily a result of the working capital acquired through recent acquisitions, combined with the required short term working capital investments to capitalize on organic opportunities.

Management believes that the Company has sufficient cash resources to continue to finance its working capital requirements and pay a quarterly dividend. There were no off-balance sheet arrangements as at June 30, 2026.

Related Party Transactions

The Company did not have any transactions with a related party for the three month period ended June 30, 2026.

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Shareholders' Equity

On August 26, 2025, the TSX accepted Calian's Notice of Intention to make a normal course issuer bid ("NCIB") to purchase for cancellation up to 796,283 common shares during the 12-month period commencing September 1, 2025 and ended August 31, 2026, representing approximately 10% of the public float of its common shares as at August 15, 2025.

No repurchases occurred in the three-month and nine-month periods ended June 30, 2026.

The Company has entered into an automatic share purchase plan ("ASPP") to provide the option to instruct its broker to make purchases under the NCIB during any applicable blackout periods. As at June 30, 2026 (September 30, 2025), an obligation for the repurchase of shares of $1,972 ($2,720) was recognized as an accrued liability, as instructions were provided to the Company's broker to continue making purchases during the current blackout period in accordance with the ASPP.

Share Capital

As at June 30, 2026, the capital stock issued and outstanding of the Company consisted of 11,512,163 common shares (11,345,860 as at June 30, 2025).

The following table presents the outstanding capital stock activity for the nine month periods ended June 30, 2026 and June 30, 2025.

	June 30, 2026	June 30, 2025
Balance October 1	11,350,168	11,802,364
Shares issued under share compensation plans	129,483	55,409
Shares issued under employee share purchase plan	32,512	44,395
Shares cancelled through NCIB program	—	(556,308)
Issued capital	11,512,163	11,345,860
Weighted average number of common shares – basic	11,444,983	11,658,313
Weighted average number of common shares – diluted	11,627,962	11,792,033

[1] Refer to the section entitled "Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures" of this MD&A for an explanation of the non-GAAP measure.

Liquidity and Capital Resources

The following table provides selected information from the cash flow statement.

	Three months ended June 30,		Nine months ended June 30,	
	2026	2025	2026	2025
Net profit (loss)	$ 5,941	$ 590	$ 17,753	$ (91)
Items not affecting cash:	18,124	16,418	53,230	50,685
CASH FLOWS FROM OPERATING ACTIVITIES BEFORE CHANGES IN WORKING CAPITAL	24,065	17,008	70,983	50,594
Change in non-cash working capital	6,723	13,336	(21,124)	5,271
Interest and income tax paid	(7,248)	(5,558)	(18,230)	(16,837)
CASH FLOWS FROM OPERATING ACTIVITIES	23,540	24,786	31,629	39,028
Dividends	(3,223)	(3,183)	(9,631)	(9,767)
Net (repayment) draw on debt facility	(26,000)	20,250	10,500	51,250
Repurchase of common shares	—	(15,887)	—	(25,197)
Other	(680)	(1,129)	693	(2,690)
CASH FLOWS (USED IN) GENERATED FROM FINANCING ACTIVITIES	(29,903)	51	1,562	13,596
Investments	(845)	—	(845)	—
Business acquisitions	(261)	(27,196)	(23,704)	(39,089)
Property, plant and equipment	(2,544)	(3,778)	(8,408)	(7,310)
CASH FLOWS USED IN INVESTING ACTIVITIES	(3,650)	(30,974)	(32,957)	(46,399)
NET CASH (OUTFLOW) INFLOW	$ (10,013)	$ (6,137)	$ 234	$ 6,225
CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD	56,348	64,150	46,101	51,788
CASH AND CASH EQUIVALENTS, END OF PERIOD	$ 46,335	$ 58,013	$ 46,335	$ 58,013

Operating Activities

For the three-month period ended June 30, 2026, cash flows generated from operating activities amounted to $23,540, compared to $24,786 for the same period last year. Cash generated from operating activities slightly decreased due to increased working capital requirements, mainly related to higher accounts receivable, partially offset by higher profitability.

For the nine-month period ended June 30, 2026, cash flows generated from operating activities stood at $31,629, compared to $39,028 for the same period last year. This decrease is due to higher working capital requirements, mainly related to higher accounts receivable, partially offset by higher profitability and deferred revenue.

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Financing Activities

For the three-month period ended June 30, 2026, financing activities decreased cash by $29,903, mainly due to repayments on the credit facility of $26,000, outflows for dividends of $3,223 and lease payments of $1,864, partially offset by the issuance of common shares of $1,184. For the three-month period ended June 30, 2025, financing activities increased cash slightly by $51 mainly due to outflows for repurchases of common shares in the amount of $15,887, dividends of $3,183, and lease payments of $1,619, offset by net draws on the credit facility of $20,250.

For the nine-month period ended June 30, 2026, financing activities increased cash by $1,562, mainly due to net draws on the credit facility of $10,500 and the issuance of common shares of $5,664, partially offset by outflows for dividends of $9,631 and lease payments of $4,971. For the nine-month period ended June 30, 2025, financing activities increased cash by $13,596, mainly due to net draws on the credit facility of $51,250 and the issuance of common shares of $2,035, partially offset by outflows for repurchases of common shares in the amount of $25,197, dividends of $9,767 and lease payments of $4,725.

Note that Calian intends to continue to declare a quarterly dividend in line with its overall financial performance and cash flow generation. Decisions on dividend payments are made on a quarterly basis by the Board of Directors. There can be no assurance as to the amount of such dividends in the future.

Investing Activities

For the three-month period ended June 30, 2026, investing activities decreased cash by $3,650 due to a small payment in relation to the earn-out of HPT, capital purchases of $2,544 and a minority investment in a small space company of $845, related to our VENTURES initiative. For the three-month period ended June 30, 2025, investing activities decreased cash by $30,974 mainly due to the acquisition payment for Advanced Medical Solutions (AMS) of $21,016, the earn-out payment for Mabway in the amount of $6,233 and capital purchases of $3,778.

For the nine-month period ended June 30, 2026, investing activities decreased cash by $32,957, primarily due to the Infield Scientific acquisition and earn-out payments for HPT and AMS totalling a combined $23,704, as well as capital purchases of $8,408, and a minority investment in a small space company of $845 related to our VENTURES initiative. For the nine-month period ended June 30, 2025, investing activities decreased cash by $46,399, due to the acquisition payment for AMS of $21,016, the earn-out payments for HPT and Mabway for a combined total of $18,073 and capital purchases of $7,310.

For further information of acquisition and earn-out payments please see note 18 and 20 of the June 30, 2026 unaudited interim condensed consolidated financial statements.

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Operating Free Cash Flow

For the three-month period ended June 30, 2026, Calian generated $17.5 million of operating free cash flow[1], up from $12.0 million for the same period last year, representing a conversion from adjusted EBITDA[1] of 69% and 63%, respectively. The increase in operating free cash flow[1] and its conversion is due to higher cash profitability, partially offset by higher interest and tax payments in the period.

For the nine-month period ended June 30, 2026, Calian generated $54.8 million of operating free cash flow[1], up from $34.8 million for the same period last year, representing a conversion from adjusted EBITDA[1] of 72% and 64%, respectively.

Financial instruments and Risk Management

We recognize financial assets and liabilities when we become party to the contractual provisions of the instrument. The carrying amounts of accounts receivable, accounts payable and accrued liabilities are recorded at amortized cost and approximate fair value due to the short-term nature of these balances. The Company's debt facility is on a revolver and is recorded at amortized cost. The Company utilized forward exchange contracts to hedge some of their risk related to currency fluctuations. These contracts are recognized at fair value which represents the difference between the hedge rate and the exchange rate at the end of the reporting period. For more information regarding financial instruments please see the unaudited interim condensed financial statements of the Company in note 17.

[1] Refer to the section entitled “Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures” of this MD&A for an explanation of the non-GAAP measure.

Reconciliation of Non-GAAP Measures to Most Comparable IFRS Measures

These non-GAAP measures are mainly derived from the consolidated Financial Statements, but do not have a standardized meaning prescribed by IFRS; therefore, others using these terms may calculate them differently. The exclusion of certain items from non-GAAP performance measures does not imply that these are necessarily nonrecurring. From time to time, we may exclude additional items if we believe doing so would result in a more transparent and comparable disclosure. Other entities may define the above measures differently than we do. In those cases, it may be difficult to use similarly named non-GAAP measures of other entities to compare performance of those entities to the Company's performance.

Management believes that providing certain non-GAAP performance measures, in addition to IFRS measures, provides users of the Company's financial reports with enhanced understanding of the Company's results and related trends and increases transparency and clarity into the core results of the business.

Adjusted EBITDA

Adjusted EBITDA excludes items that do not reflect, in our opinion, the Company's core performance and helps users of our MD&A to better analyze our results, enabling comparability of our results from one period to another.

	Three months ended June 30,		Nine months ended June 30,	
	2026	2025	2026	2025
Net profit (loss)	$ 5,941	$ 590	$ 17,753	$ (91)
Share-based compensation	1,654	1,354	4,487	3,394
Restructuring and other	790	1,414	3,252	2,478
Depreciation and amortization	11,304	11,635	33,445	34,649
Mergers and acquisition costs	965	1,102	2,960	5,795
Interest expense	2,554	1,932	6,982	5,826
Income tax expense	2,362	938	7,377	2,108
Adjusted EBITDA	$ 25,570	$ 18,965	$ 76,256	$ 54,159
Adjusted EBITDA per share - Basic	2.22	1.65	6.66	4.65
Adjusted EBITDA per share - Diluted	$ 2.18	$ 1.63	$ 6.56	$ 4.59

Adjusted Net Profit

The Company has reconciled adjusted profit to the most comparable IFRS financial measure as shown below. Adjusted net profit in the comparative period has been amended to include the income tax effect of adjusting items. The Company believes it is appropriate to include the tax effect of adjustments in the non-GAAP measure to align with industry practice.

	Three months ended June 30,		Nine months ended June 30,	
	2026	2025	2026	2025
Net profit (loss)	$ 5,941	$ 590	$ 17,753	$ (91)
Share-based compensation	1,654	1,354	4,487	3,394
Restructuring and other	790	1,414	3,252	2,478
Mergers and acquisition costs	965	1,102	2,960	5,795
Amortization of intangibles	6,380	7,128	19,140	21,528
	15,730	11,588	47,592	33,104
Income taxes related to above items	(2,839)	(2,362)	(7,841)	(6,328)
Adjusted net profit	$ 12,891	$ 9,226	$ 39,751	$ 26,776
Weighted average number of common shares - Basic	11,501,364	11,475,347	11,444,983	11,658,313
Adjusted EPS - Basic	1.12	0.80	3.47	2.30
Adjusted EPS - Diluted	$ 1.10	$ 0.79	$ 3.42	$ 2.27

Operating Free Cash Flow

Operating free cash flow measures the Company’s cash profitability after required capital spending when excluding working capital changes. Capital expenditures are excluded as those are considered investments rather than maintenance of the business. The Company’s ability to convert adjusted EBITDA to operating free cash flow is critical for the long term success of its strategic growth.

	Three months ended June 30,		Nine months ended June 30,	
	2026	2025	2026	2025
Cash flows generated from operating activities (free cash flow)	$ 23,540	$ 24,786	$ 31,629	$ 39,028
Adjustments:				
M&A costs included in operating activities	715	543	2,021	1,087
Change in non-cash working capital	(6,723)	(13,336)	21,124	(5,271)
Operating free cash flow	$ 17,532	$ 11,993	$ 54,774	$ 34,844
Operating free cash flow per share - Basic	1.52	1.05	4.79	2.99
Operating free cash flow per share - Diluted	1.50	1.03	4.71	2.95
Operating free cash flow conversion	69%	63%	72%	64%

Net Debt to Adjusted EBITDA

Net debt to adjusted EBITDA is a leverage ratio that measures how many years it would take a company to pay off its debt using its operating earnings.

		June 30, 2026		June 30, 2025
Cash and cash equivalents	$	46,335	$	58,013
Debt facility		141,250		141,000
Net debt (net cash)	$	94,915	$	82,987
Trailing twelve month adjusted EBITDA		100,515		77,938
Net debt to adjusted EBITDA		0.9		1.1

These measurements better align the reporting of our results and improve comparability against our peers. We believe that securities analysts, investors and other interested parties frequently use non-GAAP measures in the evaluation of issuers. Management also uses non-GAAP measures in order to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess our ability to meet our capital expenditure and working capital requirements. Non-GAAP measures should not be considered a substitute for or be considered in isolation from measures prepared in accordance with IFRS. Investors are encouraged to review our Financial Statements and disclosures in their entirety and are cautioned not to put undue reliance on non-GAAP measures and view them in conjunction with the most comparable IFRS financial measures.

Risk and Uncertainties

1. Economic uncertainty including volatility in international trade
2. Acquisitions (if none available, we don't grow, we don't integrate)
3. Security breaches – cyber attacks
4. Competition within key markets
5. Availability of commodities and inflationary prices
6. Government contracts
7. Defense industry
8. Reputational and brand risks
9. Sustainability and management of recent growth
10. Access to Capital
11. Negative covenants in credit facilities
12. Availability of qualified professionals
13. Non-Performance of a key supplier or contractor
14. Senior management personnel and succession planning
15. Backlog
16. Concentration of key revenues
17. Performance on Fixed-Priced Contracts
18. Rapidly changing technologies and customer demands
19. Outsourcing/subcontracting
20. Historical pricing trends
21. Customer's ability to retain market share
22. Consolidation of customer base
23. Accounts Receivable collection risk
24. Foreign currency
25. Foreign operations
26. Dependence on Subsidiaries' Cash Flows
27. Errors and defects in technology
28. Tax consequences
29. Privacy concerns
30. Intellectual property infringement and protection
31. Manufacturing limitations
32. Use of open-source software
33. Use of licensed technology
34. Insurance sufficiency and Liability Risk Mitigation
35. Medical malpractice
36. Negotiation of facilities leases
37. Warranty and product liability claims
38. Litigation
39. Climate risks
40. Environmental and Health & Safety risks
41. Events out of the Company's control (natural disasters, war, terrorism, illness, etc.,)
42. Fraud
43. Corruption
44. Conflicts of Interest
45. Product obsolesce
46. Changes in Laws, Rules and Regulations
47. SRED or other R&D tax credits
48. Transfer pricing
49. Investment in R&D
50. Compliance with ESG reporting requirements
51. Price fluctuations of common shares
52. Dilution of common shares

A comprehensive discussion of risks, including risks not specifically listed above, can be found in the section titled "Risks Relating to the Company's Business" in our most recently filed Annual Information Form, which section is incorporated by reference herein and the AIF is available under our SEDAR+ directory at www.sedarplus.ca. Additional risks and uncertainties not presently known to us or that we currently consider immaterial also may impair our business and operations and cause the price of our shares to decline. If any of the noted risks actually occur, our business may be harmed and our financial condition and results of operations may suffer significantly.

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

Estimates

The preparation of financial statements in conformity with IFRS requires the Company's management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, disclosure of contingent liabilities and provisions including warranty claims, loss contracts and legal claims as at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting periods presented. Actual results could differ from those estimates.

Project completion for revenue

The Company enters into fixed-price contracts which can extend over more than one reporting period. Revenue from these fixed-price projects is recognized over time using the input method using management's best estimate of the costs and related risks associated with completing the projects. Management's approach to revenue recognition is tightly linked to detailed project management processes and controls. The information provided by the project managers combined with a knowledgeable assessment of technical complexities and risks are used in estimating the percentage complete. Specifically for certain fixed-price contracts within Defence and Space, there is significant judgement and estimation uncertainty in determining the estimated costs to complete, including materials, labour and subcontractor costs.

Impairment of goodwill and intangible assets

Determining whether goodwill or acquired intangible assets are impaired requires an estimation of the recoverable amount of the cash-generating units of groups of cash-generating units. This is assessed through the higher of the value in use calculation and fair value less cost to dispose. The value in use calculation requires management to estimate the future cash flows expected to arise from the cash-generating unit or groups of cash-generating units, and a suitable discount rate in order to calculate the present value. The fair value less cost to dispose calculation requires estimates on earnings and market multiples.

Income taxes

The Company records deferred income tax assets and liabilities related to deductible or taxable temporary differences. The Company assesses the value of these assets and liabilities based on the likelihood of the realization as well as the timing of reversal given management assessments of future taxable income.

Intangible asset useful life

Determining the useful life of acquired intangible assets requires management to estimate the period in which the intangible assets are expected to generate future cash flows for the Company.

Judgments

Business combinations

The consideration transferred for an acquired business is assigned to the identifiable tangible and intangible assets purchased, along with liabilities assumed on the basis of their acquisition date estimated fair values. The identification of assets purchased and liabilities assumed and the valuation thereof can require specialized skills and knowledge. Where appropriate, the Company engages external business valuators to assist in the valuation of acquired tangible and intangible assets.

When a business combination involves contingent consideration, an amount equal to the estimated fair value of the contingent consideration is recorded as a liability at the time of acquisition and is measured at the estimated fair value at each subsequent reporting period. The key assumptions utilized in determining estimated fair value of contingent consideration may include probabilities associated with the occurrence of specified future events, financial projections of the acquired business including forecasted revenue and EBITDA, the timing of future cash flows, cash flow volatility and the appropriate discount rate.

Deferred income taxes

The Company's accounting policy with regards to income taxes is described in note 2 of the September 30, 2025 Annual Financial Statements. In applying this policy, judgments are made in determining the probability of whether deductions or tax credits can be utilized and related timing of such items.

Provisions

Provisions are recognized when, at the financial statement date, the Company has a present obligation as a result of a past event, and it is more likely than not that the Company will be required to settle that obligation and the cash outflow can be estimated reliably. Using best judgment, the amount recognized for provisions is an estimate of the expenditure to be incurred. Provisions are measured at their present value.

Assets held for sale

The Company uses judgment in determining whether assets meet the criteria to be considered held for sale. This includes whether an asset is available for immediate sale in its present condition and that a sale is highly probable.

Disclosure Controls and Internal Controls over Financial Reporting

Disclosure controls and procedures within the Company have been designed to provide reasonable assurance that all relevant information is identified and considered by its Disclosure Committee to ensure appropriate and timely decisions are made regarding public disclosure.

Internal controls over financial reporting have been designed by management, with the participation of the Company's Chief Financial Officer ("CFO"), to provide reasonable assurance regarding the reliability of the Company's financial reporting and its preparation of financial statements for external purposes in accordance with IFRS. The control framework used to design the company's internal control over financial reporting is the

“Internal Control – Integrated Framework (2013)” published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

There have been no changes to the Company’s internal controls over financial reporting during the three months ended June 30, 2026, that have materially affected, or are reasonably likely to materially affect, its internal controls over financial reporting

On behalf of Management,

(s) Will Majic
Acting Chief Financial Officer

August 12, 2026