Management’s Discussion and Analysis

March 26, 2025 / This Management’s Discussion and Analysis of the Financial Position and Results of Operations (“MD&A”) is the responsibility of management and has been reviewed and approved by the Board of Directors. This MD&A has been prepared in accordance with the requirements of the Canadian Securities Administrators.

Throughout this document, NeuPath Health Inc. is referred to as “NeuPath”, “we”, “our” or “the Company”. This MD&A provides information management believes is relevant to an assessment and understanding of the consolidated results of operations, cash flows and financial condition of the Company. The following information should be read in conjunction with the Consolidated Financial Statements and the notes thereto for the year ended December 31, 2024. NeuPath’s accounting policies are in accordance with International Financial Reporting Standards (“IFRS”).

Unless otherwise noted, all dollar amounts in this MD&A are expressed in thousands of Canadian dollars except per share, unit and warrant figures.

The Company uses non-IFRS financial measures in this MD&A. For a detailed reconciliation of the non-IFRS measures used in this MD&A, please see the discussion under “*Non-IFRS Financial Measures*”.

Materiality of Disclosures

This MD&A includes information we believe is material to investors. We consider something to be material if it results in, or would reasonably be expected to result in, a significant change in the market price or value of our shares, or if it is likely that a reasonable investor would consider the information important in making an investment decision.

Forward-looking Statements

Certain statements in this MD&A are forward looking statements which may include, but are not limited to, statements with respect to the future financial or operating performance of NeuPath and its projects, the market conditions, business strategy, corporate plans, objectives and goals, and the timing and possible outcome of regulatory matters. Often, but not always, forward-looking statements can be identified by the use of words such as “plans”, “expects”, “is expected”, “budget”, “scheduled”, “estimates”, “forecasts”, “intends”, “anticipates”, or “believes” or variations (including negative variations) of such words and phrases, or statements that certain actions, events or results “may”, “could”, “would”, “might” or “will” be taken, occur or be achieved. Forward-looking statements involve known and unknown risks, uncertainties, assumptions and other factors that may cause the actual results, performance or achievements of NeuPath to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Such factors include, but are not limited to, the factors discussed in the section entitled “Risk Factors” in this MD&A and in the section entitled “Risk Factors” in the Company’s Annual Information Form for the year ended December 31, 2024 dated March 26, 2025 (“AIF”). Although NeuPath has attempted to identify important factors that could cause actual 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 to differ from those anticipated, estimated or intended. Forward-looking statements contained herein are made as of the date of this MD&A and, other than as required by law, NeuPath disclaims any obligation to update any forward-looking statements, whether as a result of new information, future events or results or otherwise. 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.

This MD&A also includes market data and forecasts with respect to the chronic pain, sports medicine, concussion, and workplace health services markets. Although the Company is responsible for all of the disclosure contained in this MD&A, in some cases, the Company relies on and refers to market data and certain industry forecasts that were obtained from third-party surveys, market research, consultant surveys, publicly available information and industry publications and surveys that it believes to be reliable. Unless otherwise indicated, all market and industry data and other statistical information and forecasts contained in this MD&A are based on independent industry publications, reports by market research firms or other published independent sources and other externally obtained data that the Company believes to be reliable. Any such market data, information or forecast may prove to be inaccurate because of the method by which it was obtained or because it cannot always be verified with complete certainty given the limits on the availability and reliability of raw data, the voluntary nature of the data gathering process and other limitations and uncertainties, including those discussed in the AIF under the heading "Risk Factors". As a result, although the Company believes that these sources are reliable, it has not independently verified the information.

Non-IFRS Financial Measures

This MD&A makes reference to certain financial measures, including non-IFRS financial measures that are historical and non-GAAP or non-GAAP ratios. Management uses these financial measures for purposes of comparison to prior periods and development of future projections and earnings growth prospects. This information is also used by management to measure the profitability of ongoing operations and in analyzing business performance and trends. These measures are not recognized measures under IFRS, 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 the Company's results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of financial information reported under IFRS. The Company uses the following non-GAAP financial measures: EBITDA, adjusted EBITDA, gross margin and income or loss from operations, and the following non-GAAP ratios: gross margin %, to provide supplemental measures of operating performance and thus highlight trends in the core business that may not otherwise be apparent when relying solely on IFRS financial measures. Management also uses non-IFRS financial measures in order to prepare annual operating budgets and to determine management compensation. Below is an explanation of the composition of each such measure, as applicable, including a quantitative reconciliation of EBITDA and adjusted EBITDA to its most directly comparable financial measure disclosed in our financial statements to which the measure relates. See *Selected Financial Information* and *Results of Operations* for a quantitative reconciliation of gross margin and income or loss from operations to its most directly comparable financial measure disclosed in the Consolidated Financial Statements for the year ended December 31, 2024 to which the measure relates.

EBITDA and Adjusted EBITDA
EBITDA refers to net income (loss) determined in accordance with IFRS, before depreciation and amortization, net interest expense (income) and income tax expense (recovery). The Company defines adjusted EBITDA, as EBITDA, excluding stock-based compensation expense, restructuring costs, gain on derecognition of other obligations, fair value adjustments, transaction costs, impairment charges, gain on sale of building, government loans forgiveness, finance income and loss or gain on sale of property, plant and equipment. Management believes EBITDA and adjusted EBITDA are useful supplemental non-GAAP measures to determine the Company's ability to generate cash available for operations, working capital, capital expenditures, debt repayments, interest expense and income taxes.

The following table provides a reconciliation of net and comprehensive loss to EBITDA and adjusted EBITDA:

	Three months ended December 31		Year ended December 31	
	2024	2023	**2024**	2023
	$	$	**$**	$
Net and comprehensive loss	**(180)**	(368)	**(485)**	(191)
Add back:				
Depreciation and amortization	**588**	738	**2,297**	2,603
Interest cost	**224**	267	**945**	928
Income tax expense	**37**	(13)	**212**	246
EBITDA	**669**	624	**2,969**	3,586
Add back:				
Stock-based compensation	**21**	44	**102**	183
Transaction costs	**41**	134	**570**	226
Restructuring	**147**	-	**147**	-
Loss (gain) on sale of property, plant and equipment	**20**	-	**20**	(758)
Government loan forgiveness	**-**	(40)	**-**	(40)
Finance income	**-**	(1)	**-**	(9)
Adjusted EBITDA	**898**	761	**3,808**	3,188
Attributed to:				
Shareholders of NeuPath Health Inc.	**812**	740	**3,484**	3,190
Non-controlling interest	**86**	21	**324**	(2)
	898	761	**3,808**	3,188

Gross Margin and Gross Margin %
Management believes gross margin and gross margin % are important supplemental non-GAAP measures for evaluating operating performance and to allow for operating performance comparability from period-to-period. Gross margin is calculated as total revenue minus cost of medical services (”COMS”). Gross margin % is calculated as gross margin divided by total revenue.

Income (loss) From Operations
Management believes income (loss) from operations is an important supplemental non-GAAP measure for evaluating operating performance and to allow for operating performance comparability from period-to-period. Income (loss) from operations is calculated as total revenue, minus COMS, general and administrative (“G&A”) expenses, occupancy costs, depreciation and amortization and restructuring costs.

Overview

NeuPath’s mission is to improve access to care and outcomes for patients by leveraging best-in-class treatments and delivering patient-centred multidisciplinary care, enabling each individual to live their best life.

The Company’s vision is to build the leading national network of clinics, recognized for their best-in-class quality of care, empathy-driven efficient service and leading-edge techniques to treat patients with chronic medical conditions.

Multidisciplinary Care
NeuPath operates a network of medical clinics in Ontario and Alberta that provide comprehensive assessments and rehabilitation services to patients with chronic pain, musculoskeletal/back injuries, sports related injuries and concussions. NeuPath’s healthcare providers cover a broad range of specialties and include: Physiatrists, Neurologists, Anesthesiologists, Orthopedic Surgeons, General Practitioners with specialized training in chronic pain, as well as Medication Management Physicians, Athletic Therapists, Psychotherapists, Dietitians, Nurses and other allied health practitioners.

NeuPath also provides workplace health services and independent medical assessments to employers and disability insurers through a national network of healthcare providers, including: Cardiologists, Dentists, Dermatologists, Endocrinologists, Psychiatrists, Gastroenterologists, General Practitioners, Internal Medicine

Specialists, Neurologists, Neuropsychiatrists, Neuropsychologists, Occupational Therapists, Ophthalmologists, Orthopedic Surgeons, Physiatrists, Physiotherapists, Psychologists, Respirologists and Rheumatologists.

NeuPath generates revenue by providing both insured and uninsured services to patients. Insured services include treatments or procedures covered by provincial health plans and third-party health insurance plans. In most cases, the insurer is billed directly by NeuPath. Uninsured services include medical assessments, workplace health services and treatments and procedures that are not covered by provincial health plans or third-party health insurance plans and are billed directly to patients.

Research

Through a wholly owned subsidiary, NeuPath provides contract research services to pharmaceutical companies. More importantly, these clinical research capabilities allow the Company to evaluate the efficacy of new and existing services and treatments. On April 11, 2023, the findings of a 562-patient study focused on chronic pain and the impact of NeuPath's treatments on patients' lives was published in the online journal Cureus(1). The study participants, who previously reported low levels of functioning across several daily life activities, experienced significant improvements in all measured daily life activities after undergoing NeuPath's interdisciplinary treatment. The results of this study present an exciting opportunity for NeuPath to improve the quality of life for patients by applying cutting-edge and research-driven best practices.

Markets

The Company competes in the chronic pain, sports medicine, concussion and workplace health services markets in Canada. Conditions often coexist amongst these distinct markets, for example, chronic pain is one of the known consequences of a traumatic brain injury. NeuPath believes that having the ability to treat these often-coexisting conditions and building collaborative, interdisciplinary teams of healthcare providers are distinct competitive advantages and are important foundations for improving patient care.

Chronic Pain

Chronic pain impacts approximately 1 in 5 adults worldwide(2). Despite chronic pain's prevalence and impact, it has only recently started to attract increased attention. In May 2019, the World Health Organization, for the first time, added chronic pain to its International Classification of Diseases. The International Classification of Diseases is used worldwide as a diagnostic tool to classify causes of injury or death and the addition of chronic pain will allow for better tracking of the impact and prevalence of chronic pain. In March 2019, Health Canada formed the Canadian Pain Task Force ("Task Force") to provide advice regarding evidence and best practices for the prevention and management of chronic pain. The Task Force concluded its mandate at the end of 2021 and during the three-year period presented their findings to Health Canada. Subsequently, Health Canada established a dedicated team to pursue engagement with pain stakeholders and coordinate the federal response to the Task Force recommendations(3).

A study found that chronic pain costs between $38-$40 billion in Canada in 2019, of which $15-$17 billion represents direct healthcare costs(4).

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(1) Jovey R D, Balon J, Mabee J, et al. (April 11, 2023) Patients Response to Interventional Care for Chronic Pain Study (PRICS): A Cross-Sectional Survey of Community-Based Pain Clinics in Ontario, Canada. Cureus 15(4): e37440. doi:10.7759/cureus.37440.

(2) BU School of Public Health. (2017). Chronic Pain and the Health of Populations. Retrieved from https://www.bu.edu/sph/news/articles/2017/chronic-pain-and-the-health-of-populations/.

(3) Government of Canada. Retrieved from: htttps://www.canada.ca/en/health-canada/corporate/about-health-canada/public-engagement/external-advisory-bodies/canadian-pain-task-force.html.

(4) The Canadian Pain Task Force. (2020). Working Together to Better Understand, Prevent, and Manage Chronic Pain: What We Heard. Cat.: H134-17/2020E-PDF. Retrieved from https://www.canada.ca/content/dam/hc-sc/documents/corporate/about-health-canada/public-engagement/external-advisory-bodies/canadian-pain-task-force/report-2020-rapport/report-2020.pdf.

Workplace Health Services

Spending on employee benefit group life and health plans in Canada were estimated to be $59.7 billion in 2023, with $28.6 billion spent on medical benefits[(5)]. A significant portion of this cost is allocated to traditional benefits like medical, dental and life/AD&D. According to a recent report by the Conference Board of Canada, healthcare costs in Canada are expected to increase substantially over the next decade due to an aging population and population growth[(6)]. Without substantial increases in public funding, Canadians could experience a reduction in access to care and employers could see a corresponding increase in lost productivity.

A study completed by Deloitte in 2019 found that employers are increasingly aware that conditions like mental illness are costly for employers[(7)]. As a result, some employers are investing in workplace mental health initiatives and, more importantly, are generating a positive return on investment. Based on early experiences with workplace mental health initiatives, employers may look to implement other workplace health initiatives to address conditions like pain that impact absenteeism, presenteeism and reduce short-term and/or long-term disability.

Significant Transactions

National Bank Debt Financing
On March 26, 2025, the Company entered into a new credit agreement (the “Credit Agreement”) with the National Bank of Canada providing an aggregate of up to $13.5 million, comprising of a (i) $4.0 million revolving credit facility (the “Revolving Facility”), (ii) $3.0 million non-revolving delayed draw term loan facility (the “Acquisition Line”), and (iii) $6.5 million non-revolving term loan facility (the “Term Loan” and together with the Revolving Facility and the Acquisition Line, the “Credit Facilities”). The Credit Facilities provide NeuPath with additional capital to execute on its growth plan, while also helping the Company refinance its existing debt. The Credit Agreement replaces the Company’s existing credit facilities.

Arthrosamid® Available at NeuPath Clinics
On March 6, 2025, the Company announced it had performed the first-ever injection of Arthrosamid in North America at its Mississauga, Ontario clinic. Arthrosamid (2.5% iPAAG) is a unique non-biodegradable hydrogel injection developed by Contura International A/S, a biotechnology company based in Denmark. Unlike traditional osteoarthritis injections, Arthrosamid integrates into the synovial tissue of the knee, helping to cushion the joint and reduce pain with a single dose. It has been shown to provide up to four years of pain relief for knee osteoarthritis sufferers[(8)]. Arthrosamid is currently available at select NeuPath clinics and will be rolled out at additional clinics across Canada in 2025.

Canada Revenue Agency Resolution
On February 21, 2025, the Company received updated Notices of Reassessment from the Canadian Revenue Agency (“CRA”) in response to a Notice of Objection the Company filed with the CRA in August 2023. The matter pertained to the CRA HST audit decision with claims amounting to approximately $0.2 million for the 2015 and 2016 filing periods. In December 2024, the Company received a positive response from the CRA confirming the objection was allowed. During March 2025, the Company received a total refund amount of approximately $0.2 million, including interest.

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(5) Fraser Group. (2023). Group Universe Report. Retrieved from https://frasergroup.com/wp-content/uploads/2024/07/GUR-Public-Release-Canada-2023.pdf.
(6) The Conference Board of Canada. (2020). Health Care Cost Drivers in Canada: Pre-and Post-COVID-19. Publication: 10816. Retrieved from https://www.canadaspremiers.ca/wp-content/uploads/2020/10/CBOC_impact-paper_research-on-healthcare_final.pdf.
(7) Deloitte. (2019). The ROI in workplace mental health programs: Good for people, good for business. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/about-deloitte/ca-en-about-blueprint-for-workplace-mental-health-final-aoda.pdf.
(8) Bliddal, H., et al. (2024) A Prospective Study of Polyacrylamide Hydrogel Injection for Knee Osteoarthritis: Results From 4 Years After Treatment. Presented at EORS 2024, Aalborg and Orthopaedic Proceedings of the Bone & Joint Journal.

Normal Course Issuer Bid
On November 27, 2024, the Company announced the approval by the TSX Venture Exchange ("TSXV") of its launch of a normal course issuer bid (the "NCIB") to purchase for cancellation up to 2,820,044 common shares (representing approximately 5% of the total number of its common shares outstanding as at November 27, 2024) over a twelve-month period commencing on November 27, 2024 and ending no later than November 26, 2025 (or on such date that the Company completes its purchases or provides notice of termination). The Company had repurchased for cancellation 130,000 common shares under the NCIB at a weighted average price of $0.18 as at December 31, 2024.

Acquisition of London Spine Centre
On January 12, 2024, the Company completed the acquisition of the assets of SIBI Medical Inc., operating as the London Spine Centre in London, Ontario. The London Spine Centre has an interdisciplinary group of healthcare providers that use evidence-based care to help treat back, neck and other spinal conditions. Under the terms of the agreement, the Company acquired the assets of the London Spine Centre. The purchase price of $0.2 million was paid from the Company's existing cash on hand, and no additional contingent consideration was paid or payable in accordance with pre-established performance criteria for the acquired clinic. Effective October 27, 2024, the Company terminated its facility lease agreement for the clinic space, by transferring its rights and obligations under the facility lease agreement back to the landlord. The Company incurred nominal costs related to this transfer for the year ended December 31, 2024. This acquisition is in furtherance of the Company's continued effort to expand its presence and its roster of specialists in the region.

Debt Financing
On November 10, 2023, the Company closed a new secured credit agreement ("Credit Facility") with the Royal Bank of Canada ("RBC"), which provided new revolving loan facilities and refinanced the existing term debt. The Credit Facility provided the Company with up to $5.0 million of borrowing capacity, structured as a $3.5 million revolving operating line, a $0.5 million lease facility and refinancing of existing term debt up to $1.0 million. The Credit Facility replaced the previous bank loan facilities available to the Company through RBC.

London Medical Clinic Sale
On March 15, 2023, the Company announced it received a binding offer to purchase its corporate-owned medical facility in London, Ontario, and subsequently classified the facility as a non-current asset held for sale. The Company completed the sale of the facility on August 31, 2023 for gross proceeds of $2.1 million, and used a portion of the net proceeds from the sale to fully discharge the $1.2 million mortgage secured by this facility. The gain on sale of the facility amounted to $0.8 million after accounting for a net book value of $1.2 million and related closing costs.

Private Placement Debenture Offering
On May 2, 2023, the Company announced the closing of its brokered private placement debenture offering of 10% subordinated and postponed unsecured non-convertible debenture units (the "Units") of the Company for gross proceeds of $1.5 million (the "Debenture Offering"). The Debenture Offering was led by Bloom Burton Securities Inc. as lead agent and Hampton Securities Ltd.

Each Unit is comprised of: (i) $1,000 principal amount of subordinated and postponed unsecured non-convertible debentures of the Company (the "Debentures"); (ii) for no additional consideration, such number of common shares in the capital of the Company (each whole common share, a "Bonus Share", and collectively, the "Bonus Shares") as is equal to 10% of the principal amount of the Debentures purchased divided by $0.09, being the closing market price of the common shares of the Company on the TSXV on April 10, 2023, totalling 1,614,444 Bonus Shares; and (iii) 836,111 Private Placement Broker Warrants ("Broker Warrants") of the Company exercisable for one common share of the Company at an exercise price equal to $0.15 per common share until May 2, 2025.

The Debentures will mature on May 2, 2025 and bear interest at a rate of 10% per annum payable quarterly in arrears in cash. The total cost of the Debenture Offering was $0.5 million. The Company allocated $0.4 million to debt issuance cost and $65 to share issuance cost. Net proceeds of the Debenture Offering were $1.1 million.

Growth Strategy

The Company's growth strategy is focused on three key pillars:

- *Increased capacity utilization* - The Company's focus is to generate revenue growth by improving capacity utilization at its existing medical clinics. To achieve this objective, the Company intends to continue adding complementary services and healthcare provider hours, with a focus on improving patient throughput. For the year ended December 31, 2024, capacity utilization was 75% compared to 68% in the comparative year.

- *Expanding the network* - The Company intends to build out a pan-Canadian network through acquisitions and new clinic startups. The market for medical clinics is highly fragmented in Canada and the Company acquired HealthPointe in Edmonton in February 2021 as the first step in its expansion into Western Canada. On September 22, 2021, the Company entered into a partnership with Central Alberta Orthopedics Inc. ("CAO") to open an interdisciplinary pain institute in Red Deer, Alberta. The clinic opened to patients in July 2022 and ownership of the newly formed corporation is split 50/50 between HealthPointe and CAO. In January 2024, the Company acquired the assets of SIBI Medical Inc., operating as the London Spine Centre in London, Ontario in furtherance of its continued effort to expand its presence and its roster of specialists in the region.

- *Expanding into adjacent markets* - Orthopedics and other specialties have patients with high overlap to the Company's core chronic pain business, and the Company is actively evaluating new opportunities in these areas. The Company's facilities may also be utilized, with modest investment, to provide other services such as out-of-hospital surgery.

While executing on the growth strategy, NeuPath is focused on improved operating margins and has made changes to its corporate functions and its clinic footprint and will continue to evaluate opportunities for improving margins across the network.

Selected Financial Information

	Year ended December 31, 2024	Year ended December 31, 2023	Year ended December 31, 2022
	$	$	$
Operations			
Clinic revenue	**67,295**	60,988	58,702
Non-clinic revenue	**5,511**	5,114	3,951
Total revenue	**72,806**	66,102	62,653
Cost of medical services	**58,948**	53,805	51,834
Gross margin[1]	**13,858**	12,297	10,819
General and administrative	**8,293**	7,466	7,602
Occupancy costs	**1,859**	1,786	1,808
Depreciation and amortization	**2,297**	2,603	2,665
Restructuring	**147**	-	519
Income (loss) from operations[(1)]	**1,262**	442	(1,775)
Interest cost	**945**	928	832
Transaction costs	**570**	226	58
Loss (gain) on sale of property, plant and equipment	**20**	(758)	-
Finance income	**-**	(9)	(22)
Gain on derecognition of other obligations	**-**	-	(500)
Impairment	**-**	-	1,938
Income (loss) before income taxes	**(273)**	55	(4,081)
Income tax expense	**212**	246	194
Net and comprehensive loss	**(485)**	(191)	(4,275)
Attributed to:			
Shareholders of NeuPath Health Inc.	**(728)**	(107)	(4,144)
Non-controlling interest	**243**	(84)	(131)
	(485)	(191)	(4,275)
Adjusted EBITDA[1]	**3,808**	3,188	2,257
Net loss per common share			
- basic	**(0.01)**	-	(0.09)
- diluted	**(0.01)**	-	(0.08)
Weighted average number of common shares outstanding (in thousands)			
- basic	**56,349**	55,119	48,477
- diluted	**57,442**	55,479	52,942
Financial Position *(As at December 31)*	**$**	$	$
Cash and cash equivalents	**2,923**	3,177	1,517
Total assets	**41,302**	41,781	45,086
Total liabilities	**19,870**	19,942	23,433
Total equity	**21,432**	21,839	21,653

(1) Gross margin, income (loss) from operations and adjusted EBITDA are non-IFRS measures. Please refer to *Non-IFRS Financial Measures* above.

Results of Operations

	Year ended December 31, 2024	Year ended December 31, 2023
	$	$
Clinic revenue	**67,295**	60,988
Non-clinic revenue	**5,511**	5,114
Total revenue	**72,806**	66,102
Cost of medical services	**58,948**	53,805
Gross margin(1)	**13,858**	12,297
Gross margin %(1)	**19.0%**	18.6%

(1) Gross margin and gross margin % are non-IFRS measures. Please refer to *Non-IFRS Financial Measures* above.

Total Revenue
Total revenue is comprised of clinic revenue and non-clinic revenue. Total revenue was $72.8 million for the year ended December 31, 2024 compared to $66.1 million for the year ended December 31, 2023.

Clinic Revenue
Clinic revenue is generated through the provision of medical services to patients. Clinic revenue was $67.3 million for the year ended December 31, 2024 compared to $61.0 million for the year ended December 31, 2023. The increase in clinic revenue for the year ended December 31, 2024 was primarily due to stronger revenues from fluoroscopy and increased patient volumes from existing medical clinics. Capacity utilization was 75% for the year ended December 31, 2024 compared to 68% for the comparative year. The improvement in capacity utilization was primarily driven by increased patient volumes and efficiency through continued optimization of clinic space, including the relocation of its Mississauga facility and corporate office space in August 2024, and the integration of the London Spine Centre facility to its existing London location, further reducing its clinic footprint.

Non-clinic Revenue
Non-clinic revenue was $5.5 million for the year ended December 31, 2024 compared to $5.1 million for the year ended December 31, 2023. Non-clinic revenue is earned from physician staffing allocation services where the Company provides physicians for provincial and federal correctional institutions across Canada, and from contract research services provided to pharmaceutical companies and clinical research organizations. This revenue fluctuates depending on the need for physicians in certain institutions and the timing and enrolment of clinical studies that the Company is working on.

Significant Customers
Under IFRS 8, *Operating Segments* (“IFRS 8”), major customers are those that account for greater than 10% of the Company’s consolidated revenues. The Company has two major customers that accounted for 86% of the Company’s total revenue for the year ended December 31, 2024 [two major customers represented 85% of the Company’s total revenue for the year ended December 31, 2023]. The Company’s credit risk is low as its major customers are government organizations.

Operating Expenses

	Year ended December 31, 2024	Year ended December 31, 2023
	$	$
Cost of medical services	**58,948**	53,805
General and administrative	**8,293**	7,466
Occupancy costs	**1,859**	1,786
Depreciation and amortization	**2,297**	2,603
Restructuring	**147**	-
Total operating expenses	**71,544**	65,660

Total operating expenses were $71.5 million for the year ended December 31, 2024 compared to $65.7 million for the year ended December 31, 2023.

Cost of Medical Services
COMS was $58.9 million for the year ended December 31, 2024 compared to $53.8 million for the year ended December 31, 2023. For the current year, the increase in COMS was primarily driven by increased revenue compared to the comparative year. COMS as a percentage of total revenue was 81.0% for the year ended December 31, 2024 compared to 81.4% for the year ended December 31, 2023.

Gross margin % was 19.0% for the year ended December 31, 2024 compared to 18.6% for the year ended December 31, 2023. The increase in gross margin for the current year was primarily driven by higher revenues from fluoroscopy and increased patient volumes at existing medical clinics compared to the year ended December 31, 2023. (see *Non-IFRS Financial Measures - Gross Margin and Gross Margin %).*

General and Administrative
G&A expenses were $8.3 million for the year ended December 31, 2024 compared to $7.5 million for the year ended December 31, 2023. The increase in G&A expenses in the current year was due to higher salaries and benefits, marketing expenses, and IT and communication expenses, partially offset by lower professional and consulting fees.

Occupancy Costs
Occupancy costs were $1.9 million for the year ended December 31, 2024 compared to $1.8 million for the year ended December 31, 2023. Occupancy costs represent the costs related to leased facilities. The increase in occupancy costs for the current year was primarily driven by higher lease costs for existing medical clinics. As at December 31, 2024, the Company leased 12 facilities.

Depreciation and Amortization
Depreciation and amortization expenses were $2.3 million for the year ended December 31, 2024 compared to $2.6 million for the year ended December 31, 2023. Depreciation and amortization expenses relate to amortization of intangible assets, depreciation of right-of-use assets and amortization of property, plant & equipment. The decrease in depreciation and amortization expenses for the current year was primarily driven by lower amortization of intangible assets, as a result of certain intangible assets having been fully amortized.

Restructuring
Restructuring expenses were $0.1 million for the year ended December 31, 2024 compared to $nil for the year ended December 31, 2023. Restructuring expenses relate to severance and other termination benefits for the Company's corporate office workforce.

Income from Operations
Income from operations was $1.3 million for the year ended December 31, 2024 compared to $0.4 million for the year ended December 31, 2023. The increase in income from operations in the year was primarily due to an increase in revenue and gross margin, partially offset by higher G&A expenses.

Other Expenses

	Year ended December 31, 2024	Year ended December 31, 2023
	$	$
Interest cost	**945**	928
Transaction costs	**570**	226
Loss (gain) on sale of property, plant and equipment	**20**	(758)
Finance income	**-**	(9)
Total other expenses	**1,535**	387

Interest Cost
Interest costs were $0.9 million for the years ended December 31, 2024 and 2023. Interest costs relate to the outstanding debt and interest charges due to accretion of interest on loans and leases.

Transaction Costs
Transaction costs were $0.6 million for the year ended December 31, 2024 compared to $0.2 million for the year ended December 31, 2023. Transaction costs relate to one-time transactional costs and potential acquisitions that the Company is evaluating.

Loss (Gain) on Sale of Property, Plant and Equipment
Loss on sale of property, plant and equipment was $20 for the year ended December 31, 2024 compared to a gain on sale of property, plant and equipment of $0.8 million for the year ended December 31, 2023. During the year ended December 31, 2024, the loss on sale related to the disposal of medical equipment. The gain on sale in the comparative year related to the sale of the Company's corporate-owned medical facility in London, Ontario on August 31, 2023.

Finance Income
Finance income was $nil for the year ended December 31, 2024 compared to $9 for the year ended December 31, 2023. Finance income relates to accretion on finance lease receivables from subleases at the Company's clinic and office locations in Canada.

Net and Comprehensive Loss

	Year ended December 31, 2024	Year ended December 31, 2023
	$	$
Net income (loss) before income taxes	**(273)**	55
Income tax expense	**212**	246
Net and comprehensive loss	**(485)**	(191)

Income Tax Expense
Income tax expense was $0.2 million for the years ended December 31, 2024 and 2023. The Company's income tax expense relates to current income taxes generated from its joint-venture partnership and one of its wholly owned subsidiaries. The comparative year included taxes related to the gain on the sale of the Company's corporate-owned medical facility in London, Ontario. The Company has available tax losses within its consolidated operations and is assessing its tax structure.

Net and Comprehensive Loss
Net and comprehensive loss was $0.5 million for the year ended December 31, 2024 compared to $0.2 million for the year ended December 31, 2023. The change in net and comprehensive loss for the current year was primarily attributable to the gain on sale of building in the comparative year, offset by an increase in revenue and improved gross margin in the current year.

Segments
IFRS 8 requires operating segments to be determined based on internal reports that are regularly reviewed by the chief operating decision makers for the purpose of allocating resources to the segment and assessing its performance. The Company has one operating segment: medical services.

Liquidity and Capital Resources

	Year ended December 31, 2024	Year ended December 31, 2023
	$	$
Net and comprehensive loss	**(485)**	(191)
Items not involving current cash flows	**3,132**	2,666
Cash provided by operations	**2,647**	2,475
Net change in non-cash working capital	**(40)**	555
Cash provided by operating activities	**2,607**	3,030
Cash provided by (used in) investing activities	**(1,107)**	1,590
Cash used in financing activities	**(1,754)**	(2,960)
Net change in cash and cash equivalents during the year	**(254)**	1,660
Cash and cash equivalents, beginning of year	**3,177**	1,517
Cash and cash equivalents, end of year	**2,923**	3,177

Cash and Cash Equivalents
As at December 31, 2024, cash and cash equivalents were $2.9 million compared to $3.2 million as at December 31, 2023.

Operating Activities
Cash provided by operating activities was $2.6 million for the year ended December 31, 2024 compared to $3.0 million for the year ended December 31, 2023. For the year ended December 31, 2024, the $0.4 million decrease in cash provided by operating activities was primarily related to a $0.6 million decrease in net change in non-cash working capital, partially offset by increase in cash provided by operations.

Investing Activities
Cash used in investing activities was $1.1 million for the year ended December 31, 2024 compared to cash provided by investing activities of $1.6 million for the year ended December 31, 2023. Cash used in investing activities for the current year primarily related to the acquisition of the London Spine Centre, leasehold improvements and the acquisition of equipment for medical clinics. Cash provided by investing activities for the comparative year was primarily related to the sale of the Company's corporate-owned medical facility in London, Ontario, partially offset by the build-out of its replacement clinic in London, Ontario.

Financing Activities
Cash used in financing activities was $1.8 million for the year ended December 31, 2024 compared to $3.0 million for the year ended December 31, 2023. The decrease in cash used in financing activities was primarily driven by lower repayments of long-term debt in the current year, along with the repayment of the outstanding mortgage upon the sale of the Company's corporate-owned medical facility in London, Ontario in the comparative year.

Working Capital
The Company defines working capital as current assets, less accounts payable and accrued liabilities, provisions and current income tax liabilities. The Company anticipates that its current working capital and the revenue it expects to generate from its continuing operations will be sufficient to satisfy its current debt obligations and working capital requirements for the next 12 months. The Company's ability to satisfy its non-current debt obligations will depend principally upon its future operating performance.

Capital Structure
The Company's strategy includes organic growth through improved capacity utilization, opening new clinics and growth through strategic acquisitions. To execute this strategy, the Company may need to access additional resources under existing loan arrangements or seek alternate sources of financing, including equity issuances.

The Company expects to continue to be able to meet all obligations as they become due using some or all of the following sources of liquidity: cash flow generated from operations, existing cash and cash equivalents on hand, and additional borrowing capacity under the revolving demand facilities. In addition, subject to market conditions, the Company may raise additional funding through equity financing. The Company believes that its capital structure will provide financial flexibility to pursue future growth strategies. However, the Company's ability to fund operating expenses and debt service requirements will depend on, among other things, future operating performance, which will be affected by general economic, industry, financial and other factors beyond the Company's control (see *Risk Factors* below).

Selected Quarterly Information

The following is selected quarterly financial information for the Company over the last eight quarterly reporting periods:

	Total 2024	Q4 2024	Q3 2024	Q2 2024	Q1 2024	Total 2023	Q4 2023	Q3 2023	Q2 2023	Q1 2023
	$	$	$	$	$	$	$	$	$	$
Clinic revenue	**67,295**	17,526	16,335	17,266	16,168	60,988	15,273	14,856	15,977	14,882
Non-clinic revenue	**5,511**	1,362	1,217	1,614	1,318	5,114	1,535	1,229	1,171	1,179
Total revenue	**72,806**	18,888	17,552	18,880	17,486	66,102	16,808	16,085	17,148	16,061
Total operating expenses	**71,544**	18,746	17,406	18,142	17,250	65,660	16,789	16,079	16,771	16,021
Net and comprehensive income (loss)[(1)]	**(485)**	(180)	(323)	362	(344)	(191)	(368)	356	46	(225)
Adjusted EBITDA[(2)]	**3,808**	898	738	1,321	851	3,188	761	680	1,032	715
Net income (loss) per common share										
- basic	**(0.01)**	-	(0.01)	0.01	(0.01)	-	(0.01)	0.01	-	-
- diluted	**(0.01)**	-	(0.01)	0.01	(0.01)	-	(0.01)	0.01	-	-

(1) Net and comprehensive income (loss) includes non-controlling interests.
(2) Adjusted EBITDA is a non-IFRS measure. Please refer to *Non-IFRS Financial Measures* above.

Fourth Quarter Results

Operating Results

	Three months ended December 31, 2024	Three months ended December 31, 2023
	$	$
Clinic revenue	**17,526**	15,273
Non-clinic revenue	**1,362**	1,535
Total revenue	**18,888**	16,808
Cost of medical services	**15,261**	13,575
General and administrative	**2,333**	2,024
Occupancy costs	**417**	452
Depreciation and amortization	**588**	738
Restructuring	**147**	-
Total operating expenses	**18,746**	16,789
Other expenses	**285**	400
Income tax expense	**37**	(13)
Net and comprehensive loss	**(180)**	(368)

Total Revenue
Total revenue is comprised of clinic revenue and non-clinic revenue. Total revenue was $18.9 million for the three months ended December 31, 2024 compared to $16.8 million for the three months ended December 31, 2023.

Clinic Revenue
Clinic revenue was $17.5 million for the three months ended December 31, 2024 compared to $15.3 million for the three months ended December 31, 2023. Capacity utilization increased to 78% for the three months ended December 31, 2024 compared to 68% for the three months ended December 31, 2023. The improvement in capacity utilization was primarily driven by increased patient volumes and efficiency through continued optimization of clinic space.

Non-clinic Revenue
Non-clinic revenue was $1.4 million for the three months ended December 31, 2024 compared to $1.5 million for the three months ended December 31, 2023. Non-clinic revenue is earned from physician staffing allocation services where the Company provides physicians for provincial and federal correctional institutions across Canada, and from contract research services provided to pharmaceutical companies and clinical research organizations. This revenue fluctuates depending on the need for physicians in certain institutions and the timing and enrolment of clinical studies that the Company is working on.

Total Operating Expenses
Total operating expenses were $18.7 million for the three months ended December 31, 2024 compared to $16.8 million for the three months ended December 31, 2023.

Cost of Medical Services
COMS was $15.3 million for the three months ended December 31, 2024 compared to $13.6 million for the three months ended December 31, 2023. For the current three-month period, the increase in COMS was primarily driven by increased total revenue compared to the comparative three-month period. COMS as a percentage of revenue was 80.8% for the three months ended December 31, 2024 and 2023.

Gross margin % was 19.2% for the three months ended December 31, 2024 and 2023.

General and Administrative
G&A expenses were $2.3 million for the three months ended December 31, 2024 compared to $2.0 million for the three months ended December 31, 2023. The increase in G&A expenses was primarily due to higher salaries and benefits and marketing expenses.

Occupancy Costs
Occupancy costs were $0.4 million for the three months ended December 31, 2024 compared to $0.5 million for the three months ended December 31, 2023. Occupancy costs represent the costs related to leased and owned facilities. For the current three-month period, higher occupancy costs were offset by rent-free periods of new facilities. As at December 31, 2024, the Company leased 12 facilities.

Depreciation and Amortization
Depreciation and amortization expenses were $0.6 million for the three months ended December 31, 2024 compared to $0.7 million for the three months ended December 31, 2023. Depreciation and amortization expenses relate to amortization of intangible assets, depreciation of right-of-use assets and amortization of property, plant and equipment. The decrease in depreciation and amortization expenses for the current three-month period was primarily driven by lower amortization of intangible assets, as a result of certain intangible assets having been fully amortized.

Restructuring
Restructuring expenses were $0.1 million for the three months ended December 31, 2024 compared to $nil for the three months ended December 31, 2023. Restructuring expenses relate to severance and other termination benefits for the Company's corporate office workforce.

Other Expenses
The Company recognized other expenses of $0.3 million for the three months ended December 31, 2024 compared to $0.4 million for the three months ended December 31, 2023. The decrease in other expenses in the current three-month period was due to lower interest costs and lower transaction costs.

Net and Comprehensive Loss
Net and comprehensive loss was $0.2 million for the three months ended December 31, 2024 compared to $0.4 million for the three months ended December 31, 2023. The decrease in net and comprehensive loss during the current three-month period was primarily attributable to improved gross margin and a decrease in other expenses.

Liquidity

	Three months ended December 31, 2024	Three months ended December 31, 2023
	$	$
Net and comprehensive loss	**(180)**	(368)
Items not involving current cash flows	**766**	926
Cash provided by operations	**586**	558
Net change in non-cash working capital	**(170)**	210
Cash provided by operating activities	**416**	768
Cash used in investing activities	**(253)**	(120)
Cash used in financing activities	**(381)**	(514)
Net change in cash and cash equivalents during the period	**(218)**	134
Cash and cash equivalents, beginning of period	**3,141**	3,043
Cash and cash equivalents, end of period	**2,923**	3,177

Cash and Cash Equivalents
As at December 31, 2024, cash and cash equivalents were $2.9 million compared to $3.2 million as at December 31, 2023.

Operating Activities
Cash provided by operating activities was $0.4 million for the three months ended December 31, 2024 compared to $0.8 million for the three months ended December 31, 2023. The decrease in cash provided by operating activities was primarily attributable to a $0.4 million decrease in non-cash working capital, partially offset by increase in cash provided by operations.

Investing Activities
Cash used in investing activities was $0.3 million for the three months ended December 31, 2024 compared to $0.1 million for the three months ended December 31, 2023. During the current and comparative three-month periods, cash used in investing activities primarily related to leasehold improvements and the acquisition of equipment for medical clinics, including the construction of a new fluoroscopy suite.

Financing Activities
Cash used in financing activities was $0.4 million for the three months ended December 31, 2024 compared to $0.5 million for the three months ended December 31, 2023. The decrease in cash used in financing activities during the current three-month period was primarily attributable to lower lease payments resulting from less leased space and rent-free periods at new facilities.

Financial Instruments

Classification of Financial Instruments
Financial assets and financial liabilities are measured on an ongoing basis at fair value or amortized cost. The classification of the financial instruments, as well as their carrying values, are shown in the table below:

	December 31, 2024	December 31, 2023
	$	$
Financial assets at amortized cost		
Cash and cash equivalents	**2,923**	3,177
Accounts receivable	**7,668**	6,874
Other assets	**1,053**	1,225
Total financial assets	**11,644**	11,276
Financial liabilities at amortized cost		
Accounts payable and accrued liabilities	**8,446**	7,537
Due to related parties	**3,674**	3,674
Long-term debt	**2,083**	1,965
Lease obligations	**5,592**	6,481
Total financial liabilities	**19,795**	19,657

The Company's financial instruments are measured at amortized cost and their fair values approximate carrying values.

Financial Instruments
IFRS 13, *Fair Value Measurement* requires disclosure of a three-level hierarchy that reflects the significance of the inputs used in making fair value measurements. All assets and liabilities for which fair value is measured or disclosed in these Consolidated Financial Statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Unadjusted quoted prices at the measurement date for identical assets or liabilities in active markets.
- Level 2 – Observable inputs other than quoted prices in Level 1, such as quoted prices for similar assets and liabilities in active markets, quoted prices for identical or similar assets and liabilities in markets that are not active or other inputs that are observable or can be corroborated by observable market data.
- Level 3 – Significant unobservable inputs that are supported by little or no market activity.

The Company reviews the fair value hierarchy classification on a quarterly basis. Changes to the ability to observe valuation inputs may result in a reclassification of levels for certain securities within the fair value hierarchy. The Company did not have any transfer of assets or liabilities between Level 1, Level 2 and Level 3 of the fair value hierarchy during the years ended December 31, 2024 and 2023.

FINANCIAL RISK MANAGEMENT

The Company is exposed in varying degrees to a variety of financial instrument-related risks. The Board of Directors mitigates these risks by assessing, monitoring and approving the Company's risk management process. This is not an exhaustive list of all risks nor will the mitigation strategies eliminate all risks listed.

Credit Risk
The Company, in the normal course of business, is exposed to credit risk from its customers. Credit risk is the risk of an unexpected loss if a counterparty to a financial instrument fails to meet its contractual obligations. The Company is exposed to credit risk on its cash and cash equivalents, accounts receivable and other assets. The Company's objective with respect to credit risk in its operating activities is to reduce its exposure to losses. As the Company does not utilize credit derivatives or similar instruments, the maximum exposure to credit risk is the full amount of the carrying value of its cash and cash equivalents and accounts receivable.

The Company's accounts receivable relate to revenue earned from its customers. Credit risk is low as the Company's major customers are government organizations. Non-government customers include private health plans and employers, and do not significantly impact the Company's credit risk.

The Company's cash and cash equivalents are held with multiple financial institutions in various bank accounts. These financial institutions include three major banks in Canada, which the Company believes lessens the degree of credit risk. Cash and cash equivalents include cash on hand and current balances with banks and similar institutions, including money market mutual funds, which are readily convertible into known amounts of cash and have an insignificant risk of changes in value.

Risk Factors
The following is a discussion of liquidity risk and interest rate risk and related mitigation strategies that have been identified. This is not an exhaustive list of all risks nor will the mitigation strategies eliminate all risks listed.

Liquidity risk
Liquidity risk is the risk that the Company will encounter difficulties in meeting its financial liability obligations as they become due. The Company's objective is to provide for expected cash requirements and accommodate for changes in liquidity needs. The Company manages this risk by managing its capital structure through continuous monitoring of its actual and projected cash flows.

As at December 31, 2024, the Company's financial liabilities had contractual maturities as summarized below:

		Current	Non-current		
	Total $	Within 12 Months $	1 to 2 Years $	3 to 5 Years $	> 5 Years $
Accounts payable and accrued liabilities	**8,446**	8,446	-	-	-
Due to related parties	**3,674**	3,674	-	-	-
Long-term debt	**2,083**	2,083	-	-	-
Lease obligations	**5,592**	1,101	1,369	1,050	2,072
	19,795	**15,304**	**1,369**	**1,050**	**2,072**

Interest rate risk
Financial instruments that potentially subject the Company to cash flow interest rate risk are those assets and liabilities with a variable interest rate. Two of the Company's loan facilities, included in long-term debt, have a variable interest rate. Accordingly, with respect to the carrying and fair values of interest-bearing liabilities, an assumed 25-basis point increase or decrease in interest rates would not have a significant impact on net and comprehensive income (loss).

Financial assets and financial liabilities that bear interest at fixed rates are subject to fair value interest rate risk. The Company's lease obligations and certain long-term debt are at fixed rates of interest. Those financial assets and financial liabilities that are non-interest bearing are carried at amortized cost and calculated using discount rates appropriate to the related debt.

The Company's policy is to minimize interest rate cash flow risk exposures on its long-term financing.

Litigation

The Company is engaged in various legal proceedings that have arisen in the normal course of business. The Company believes it has prepared valid defences and that its defences against these claims will be successful. The Company believes that any current ongoing claims are without merit and frivolous in nature and has determined that a loss is not more likely than not to occur. Accordingly, no amounts have been provisioned for such claims in the Condensed Consolidated Interim Financial Statements. Management intends to defend the matters vigorously. The Company believes that no material exposure exists on the eventual settlement of such litigation.

Off-Balance Sheet Arrangements

The Company does not have any off-balance sheet arrangements.

Related Party Transactions

The Company's related parties include certain investors and shareholders, subsidiaries and key management personnel.

Loans from Related Parties
The following related party balances were outstanding as at:

	December 31, 2024	December 31, 2023
	$	$
Due to Bloom Burton & Co. Inc.	**3,631**	3,631
Due to Bloom Burton Development Corp.	**43**	43
	3,674	3,674

The amount due to Bloom Burton & Co. Inc. ("BBCI"), a shareholder of the Company, is non-interest bearing, unsecured and due on demand. BBCI has agreed not to call the loan prior to December 31, 2025.

The amount due to Bloom Burton Development Corp. ("BBDC"), a shareholder of the Company, is non-interest bearing, unsecured and due on demand. BBDC has agreed not to call the loan prior to December 31, 2025.

The Company had outstanding prefunded warrants held by related parties that were exercised for common shares in February 2023 (see Note 15, *Warrants* in the Company's Consolidated Financial Statements for the year ended December 31, 2024).

In April 2023, the Company received a $0.5 million bridge loan from BBCI, which was subsequently repaid from the proceeds of the Debenture Offering (see Note 12, *Long-term Debt* in the Company's Consolidated Financial Statements for the year ended December 31, 2024). The fees paid to Bloom Burton Securities Inc. ("BBSI") for the Debenture Offering were nominal. BBSI also received 76,390 Broker Warrants issued in connection with the Debenture Offering, with a fair value of $3 (see Note 15, *Warrants* in the Company's Consolidated Financial Statements for the year ended December 31, 2024).

Joseph Walewicz, the Chief Executive Officer and a Director of the Company and Daniel Chicoine, the Chair of the Board of Directors of the Company, participated in the Debenture Offering. Their participation accounted for 11% of the gross proceeds from the Debenture Offering and they received a proportionate share of the Bonus Shares issued based on their participation rate (see Note 12, *Long-term Debt* in the Company's Consolidated Financial Statements for the year ended December 31, 2024).

Outstanding Share Data

As at December 31, 2024, the Company had (i) 56,386,518 common shares, (ii) 5,316,111 common share purchase warrants (with strike prices ranging from $0.15 to $0.25 per common share), (iii) 516,250 RSUs, and (iv) 4,814,421 stock options (with strike prices ranging from $0.14 to $1.00 per common share, of which 2,228,543 have vested), issued and outstanding.

The fully diluted number of common shares outstanding at the date hereof is 67,033,300.

Critical Accounting Policies and Estimates

The preparation of the Consolidated Financial Statements in conformity with IFRS requires management to make estimates and assumptions at the date of the Consolidated Financial Statements that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities and the reported amounts of revenue and expenses during the reporting periods. Management has identified accounting estimates that it believes are most critical to understanding the Consolidated Financial Statements and those that require the application of management's most subjective judgments, often requiring estimates about the effect of matters that are inherently uncertain and may change in subsequent periods. The Company's actual results could differ from these estimates and such differences could be material. All material accounting policies are disclosed in Note 3, *Adoption of New Accounting Standards* and Note 4, *Summary of Material Accounting Policies* of the Company's annual Consolidated Financial Statements for the year ended December 31, 2024.

Recent Accounting Pronouncements

Future Changes in Accounting Policies
In April 2024, the IASB issued IFRS 18, *Presentation and Disclosure in Financial Statements* ("IFRS 18"), which replaces IAS 1, *Presentation of Financial Statements*. IFRS 18 aims to improve the comparability and transparency of communication in financial statements by introducing a number of new requirements:

(i) Classify income and expenses in the statement of profit or loss into categories such as operating, investing, financing, income taxes and discontinued operations, as well as present defined subtotals;
(ii) Provide note disclosure on management-defined performance measures that are used in communications outside the entity's financial statements;
(iii) Enhance the aggregation or disaggregation of information to ensure that items are classified and aggregated based on shared characteristics and material information is not obscured; and
(iv) Implement narrow scope amendments that have been made to IAS 7, *Statement of Cash Flows*, IAS 34 *Interim Financial Reporting*, and other minor amendments to other standards. Some requirements previously included within IAS 1 have been moved to IAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors*, which has been renamed IAS 8, *Basis of Preparation of Financial Statements*.

IFRS 18 is effective for annual reporting periods beginning on or after January 1, 2027, and requires retrospective application. Early adoption is permitted, but will need to be disclosed. Management is evaluating the impact of IFRS 18, including the impact of the amendments to the other accounting standards on the consolidated financial statements.

Risk Factors

The Company is exposed to a variety of known and unknown risks in the pursuit of its strategic objectives. The impact of any risk may adversely affect, among other things, the Company's business, reputation, financial condition, results of operations and cash flows, which may affect the market price of its securities. The Company attempts to mitigate its strategic risks to an acceptable level through a variety of policies, systems and processes.

An investment in the common shares is speculative and involves a high degree of risk due to the nature of the Company's business. It is recommended that investors consult with their own professional advisors before investing in the common shares.

An investor should carefully consider the information contained in this MD&A, in addition to the risk factors discussed in the Company's AIF under the heading "Risk Factors", which section is hereby incorporated herein by reference. The AIF is available under the Company's profile on SEDAR+ at www.sedarplus.ca. The disclosures in this MD&A are subject to the risk factors outlined in the AIF. Additional risks and uncertainties not presently known to the Company or that the Company believes to be immaterial may also adversely affect the Company's business. If any one or more of the risks occur as outlined in the AIF, the Company's business, financial condition and results of operations could be seriously harmed. Further, if the Company fails to meet the expectations of the public market in any given period, the market price of the Company's common shares could decline. Before making an investment decision, each prospective investor should carefully consider the risk factors included in the AIF and other public documents.

Tariff Environment

The Company has assessed the current tariff environment between the United States and Canada and does not anticipate a material impact on its business operations or financial performance. The Company will continue to monitor trade developments and will adapt the Company's strategies as necessary to mitigate any potential risks.