MANAGEMENT'S DISCUSSION AND ANALYSIS

For the three and nine months ended September 30, 2026 and 2025

BLACK DIAMOND GROUP

MANAGEMENT'S DISCUSSION AND ANALYSIS

This Management's Discussion and Analysis ("MD&A") compares the financial performance of Black Diamond Group Limited ("Black Diamond", the "Company", "our" and "we") for the three months ended September 30, 2026 (the "Quarter") with the three months ended September 30, 2025 (the "Comparative Quarter") and the nine months ended September 30, 2026 (the "Year") with the nine months ended September 30, 2025 (the "Prior Year"). This MD&A should be read in conjunction with the unaudited interim condensed consolidated financial statements of the Company for the three and nine months ended September 30, 2026 and the audited consolidated financial statements of the Company for the years ended December 31, 2025 and 2024. The accompanying unaudited interim condensed consolidated financial statements of Black Diamond are prepared in accordance with International Financial Reporting Standards ("IFRS"). This MD&A contains non-GAAP financial measures, such as Adjusted EBITDA, Adjusted EBIT, Adjusted EBITDA as a % of Revenue, Net Debt, Net Debt to TTM Adjusted Leverage EBITDA, Funds from Operations, Free Cashflow, Gross Profit Margin, Return on Assets, VAPS as a % of Rental Revenue, Total Trade Value, Net Revenue Margin, Net Capital Expenditures, Adjusted Profit and Adjusted Earnings Per Share (EPS) which do not have standardized meanings under generally accepted accounting principles ("GAAP") and, therefore may not be comparable to similar measures presented by other issuers. For definitions, reconciliations and further information please see the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A. This MD&A was prepared as of October 29, 2026 and, unless otherwise indicated, all amounts are stated in Canadian dollars. Black Diamond's common shares ("Common Shares") are listed on the Toronto Stock Exchange under the symbol "BDI" and quoted on the OTCQX Best Market under the symbol "BDIMF".

Additional information relating to Black Diamond, including Black Diamond's annual information form for the year ended December 31, 2025, may be found on the Black Diamond website at www.blackdiamondgroup.com or Black Diamond's profile on the System for Electronic Data Analysis and Retrieval+ at www.sedarplus.ca ("SEDAR+").

Certain information set forth in this MD&A contains forward-looking statements including, but not limited to, the Company's outlook for 2026, expectations for and opportunities in different geographic areas, opportunities for organic investment, expectations regarding nation-building projects. reinvesting operating cash flows, capital commitments, targeted completion of LodgeLink's new 3.0 product, the Company's ability to fund organic and inorganic growth, management's goals and business objectives, the sales and opportunity pipeline, timing and payment of the Company's quarterly dividends, the effect of the Enterprise Resource Planning ("ERP") system upgrade on the Company's business, macro-economic uncertainty, utilization levels, contract renewals, management's assessment of Black Diamond's future operations and what may have an impact on them, expectations regarding the rental rate environment, opportunities and effect of deploying investment capital, financial performance, business prospects and opportunities, changing operating environment including changing activity levels, effects on demand and performance based on the changing operating environment, expectations for demand and growth in the Company's operating and customer segments, future deployment of assets, amount of revenue anticipated to be derived from current contracts, anticipated debt levels, liquidity demands and sources, ongoing contractual terms and debt obligations, liquidity, working capital and other requirements, management's expectations regarding the ability to raise equity, sources and use of funds, economic life of the Company's assets, expected length of existing contracts, plans for completion of the assessment of the controls, policies and procedures of the acquired companies and future growth and profitability of the Company. With respect to the forward-looking statements in this MD&A, Black Diamond has made assumptions regarding, among other things: future commodity prices, the future interest rate environment, that Black Diamond will continue to raise sufficient capital to fund its business plans in a manner consistent with past operations, effectiveness of the new ERP system, the effects of tariffs and trade-war related measures, that counterparties to contracts will perform the contracts as written and that there will be no unforeseen material delays in contracted projects. Although Black Diamond believes that the expectations reflected in the forward-looking statements contained in this MD&A, and the assumptions on which such forward-looking statements are made, are reasonable, there can be no assurances that such expectations or assumptions will prove to be correct. Readers are cautioned that assumptions used in the preparation of such statements may prove to be incorrect. Events or circumstances may cause actual results to differ materially from those predicted, as a result of numerous known and unknown risks, uncertainties and other factors, many of which are beyond the control of Black Diamond. These risks include, but are not limited to: the volatility of industry conditions, dependence on agreements and contracts, competition, credit risk, information technology systems and cyber security, vulnerability to market changes, operating risks and insurance, weakness in industrial construction and infrastructure developments, weakness in natural resource industries, access to additional financing, dependence on suppliers and manufacturers, reliance on key personnel, workforce availability, market price of Common Shares, safety performance, expansion into new activities, government regulation, failure to realize anticipated benefits of acquisitions and dispositions, inflationary price pressure, environmental liability, environmental regulation of the Company's customers, environmental disasters, Indigenous relationships, dilution, disease outbreaks, variations in foreign exchange rates and interest rates, foreign operations, dependence on operating

permits, maturity of credit facility, management of growth, seasonality in certain customer markets, litigation, potential replacement or reduced use of products and services, income taxes, conflicts of interest, restrictive covenants and leverage, the effects of tariffs and trade-war related measures and forward-looking information may prove inaccurate. The risks outlined above should not be construed as exhaustive. Additional information on these and other factors that could affect Black Diamond's operations and financial results are included in Black Diamond's annual information form for the year ended December 31, 2025 and other reports on file with the Canadian securities regulatory authorities which can be accessed on Black Diamond's profile on SEDAR+. Readers are cautioned not to place undue reliance on these forward-looking statements. Furthermore, the forward-looking statements contained in this MD&A are made as at the date of this MD&A and Black Diamond does not undertake any obligation to update or revise any of the forward-looking statements, except as may be required by applicable securities laws.

INVESTOR INFORMATION SERVICES

To subscribe to Black Diamond's investor news alerts please go to https://www.blackdiamondgroup.com/investor/subscription/.

TABLE OF CONTENTS

Executive Summary	6
Outlook	7
Financial Review	8
Selected Financial Information	13
Summary of Quarterly Results	14
Consolidated Financial and Operational Review	18
Segmented Review of Financial Performance	26
Modular Space Solutions	27
Workforce Solutions	32
Corporate and Other	38
Liquidity and Capital Resources	39
Financial Instruments	42
Non-GAAP Financial Measures	42
Related Party Transactions	50
Risks and Uncertainties	51
Disclosure Controls and Procedures & Internal Controls Over Financial Reporting	51
Critical Accounting Policies, Judgments & Estimates and Assumptions	52

EXECUTIVE SUMMARY

Key Highlights from the Quarter

- Record consolidated revenue of $159.9 million increased 52% from the Comparative Quarter contributing to adjusted EBITDA[1] of $42.3 million, up 33% from the Comparative Quarter.
- Record consolidated rental revenue of $48.9 million increased 18% from the Comparative Quarter. The Company's consolidated contracted future rental revenue for the Quarter remains healthy at $152.3 million despite a decrease of 4% from the Comparative Quarter.
- Subsequent to Quarter end, the Company announced a 22% increase to its quarterly dividend, marking the sixth increase since its reinstatement in 2021. The fourth quarter dividend of $0.055 is payable on or about January 15, 2027 to shareholders of record on December 31, 2026.
- Workforce Solutions ("WFS") revenue of $97.9 million for the Quarter increased 127% from the Comparative Quarter, contributing to Adjusted EBITDA[1] of $28.2 million, up 99% from the Comparative Quarter. The increase was driven by Royal Camp Services Ltd. ("Royal Camp") contribution, which supported growth in lodge services revenue of 389%, rental revenue of 43% and non-rental revenue of 56% as compared to the Comparative Quarter.
- WFS formal bids outstanding in Canada alone continues to compound with over $2.3 billion in formal bids representing more than double the Company's current fleet capacity and underscores the growing demand environment.
- LodgeLink generated record Total Trade Value[1] of $51.5 million for the Quarter, an increase of 44% from the Comparative Quarter, driving net revenue up 51% to a record $6.5 million from the Comparative Quarter. Record Total Travel Segments sold of 254,944 increased 50% from the Comparative Quarter.
- Modular Space Solutions ("MSS") rental revenue of $30 million for the Quarter, increased 7% from the Comparative Quarter, contributing to Adjusted EBITDA[1] of $21.2 million, down 7% from the Comparative Quarter. Utilization remained within the optimal range at 77.1% and average monthly rates increased 3%.
- MSS value-added products and services ("VAPS") revenue of $3.5 million for the Quarter increased 25% from the Comparative Quarter, driving VAPS as a % of Rental Revenue[1] up 200 basis points from the Comparative Quarter to 12.7%.
- Total capital expenditures for the Quarter of $26.8 million increased 37% from the Comparative Quarter. Total capital commitments at the end of the Quarter of $49.7 million increased 26% from the Comparative Quarter.
- The Company realized Basic Adjusted Earnings Per Share of $0.19 up by $0.03 from the Comparative Quarter. EPS of $0.16 in the Quarter was down from $0.19 in the Comparative Quarter reflecting lower margins, higher depreciation and financing costs, and increased shares outstanding offset by one-time insurance proceeds in the Comparative Quarter.
- Net Debt[1] of $355.7 million at the end of the Quarter increased 8% since December 31, 2025. Net Debt to trailing twelve months ("TTM") Adjusted Leverage EBITDA[1] of 2.4x is within the target range of 2.0x to 3.0x.

[1]Adjusted EBITDA, Adjusted EPS, Total Trade Value, Adjusted Profit and Net Debt are non-GAAP financial measures. VAPS as a % of Rental Revenue and Net Debt to TTM Adjusted Leverage EBITDA are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

OUTLOOK

Black Diamond enters the final quarter of the year from a position of strength, following the first half that demonstrated stability of Black Diamond's diversified platform and core rental business. As we exit 2026 and look ahead to 2027, operating momentum continues to strengthen with favourable demand environments across all three operating geographies and key end market verticals. Strong macro tailwinds and proven execution capabilities position the Company exceptionally well to translate these conditions into continued profitable growth.

Within WFS, elevated activity in North America is broadly spanning projects from resource development, pipelines, data centres, mining, military and remote infrastructure. This is increasingly evident in the volume and quality of opportunities in the formal bid stage equating to over $2.3 billion in Canada alone exiting the quarter – with several prospective sizable projects. The combination of Black Diamond and Royal Camp provides meaningful scale and available capacity, an integrated service-offering, and many key Indigenous partnerships to meet our customers needs as projects advance.

The opportunity set is particularly strong in western Canada, where increased resource and infrastructure activity is creating demand across both WFS and MSS and is providing multiple avenues for the Company to deploy existing capacity and invest incremental capital to meet growing demand.

In Australia, market conditions are positive, with similar dynamics to the development cycle in North America. Increasing demand for workforce accommodations for mining, military and remote infrastructure are translating into tangible growth opportunities requiring capital deployment at very attractive rates of return.

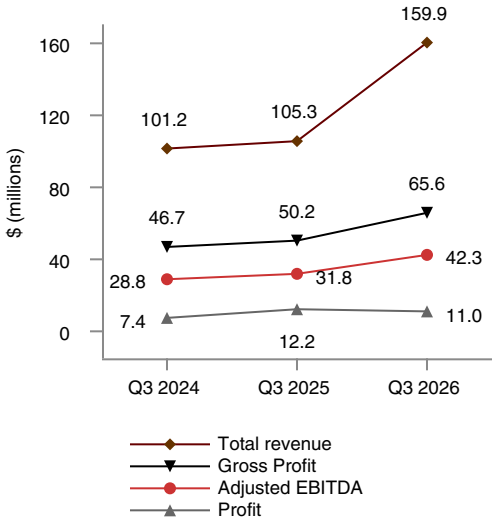
LodgeLink's results demonstrate the scalability of the business reaching new highs across all key metrics in the quarter with no current indications of this growth moderating. Customer acquisition continues to expand meaningfully, while retention also remains strong. Growth in the U.S. market is accelerating and outpaces Canada by nearly double with significant market penetration upside still ahead. The completion of LodgeLink 3.0 will lead to further value-creation in this area of the business and represents an important next stage in its evolution.

MSS continues to generate stable recurring rental revenue and benefit from healthy utilization and disciplined fleet investment in correlation to customer demand with strength in Canada – particularly in the western provinces. In the U.S. activity associated with data centres and the related infrastructure build out, particularly across the Gulf Coast and Southeast, is expanding, though this emerging vertical is offset to a degree by continued softness in education-related sales and a muted pace of rental growth in this sector. Custom sales revenue continues to reflect typical variability, with permitting delays shifting project deployment timing, though this is largely a matter of timing rather than demand.

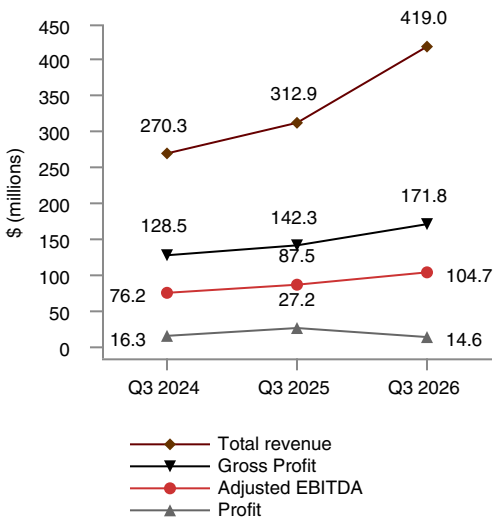
With a diversified platform, considerable operating leverage, a healthy balance sheet and a strong team focused on disciplined execution, the Company believes it is well positioned to capitalize on the diverse and unprecedented opportunity ahead – ultimately compounding long-term shareholder value.

FINANCIAL REVIEW

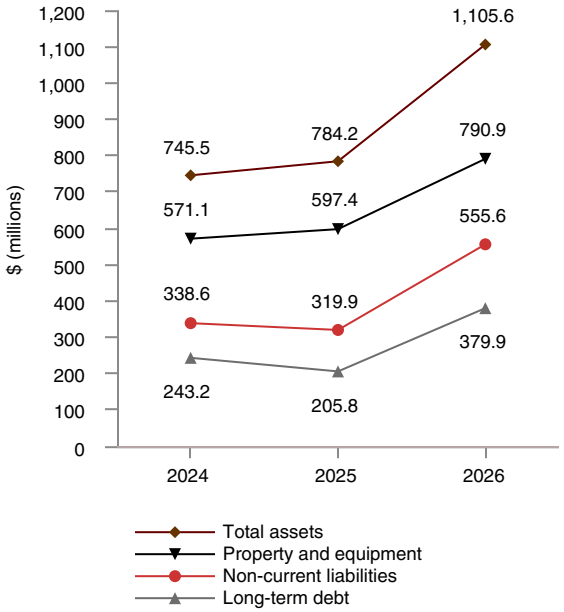
Three Months Ended September 30, Financial Highlights



Nine Months Ended September 30, Financial Highlights



As at September 30, Financial Highlights

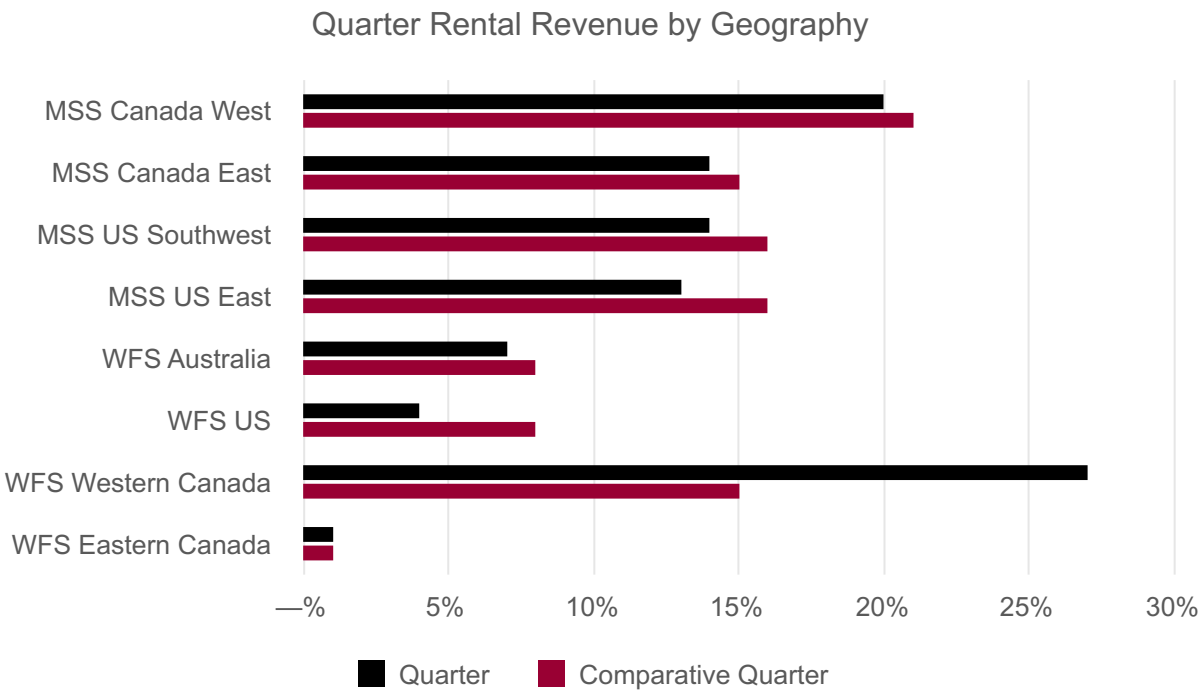


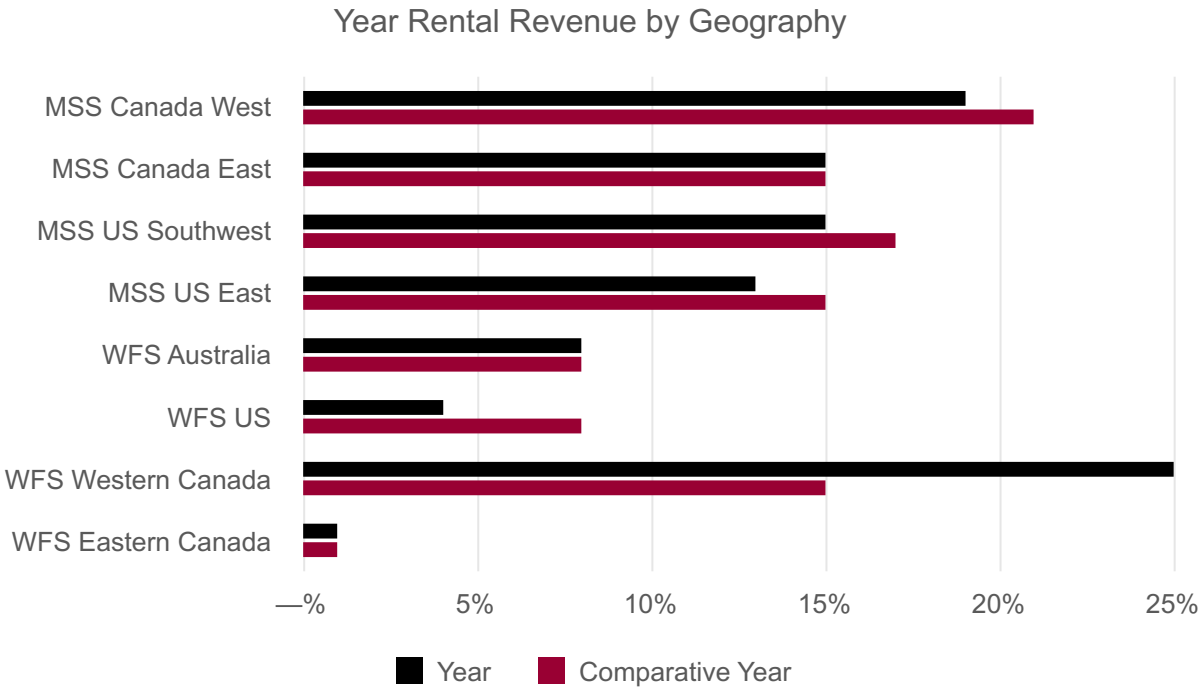
[2]Adjusted EBITDA is a non-GAAP financial measure. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Geographic Revenue Segmentation

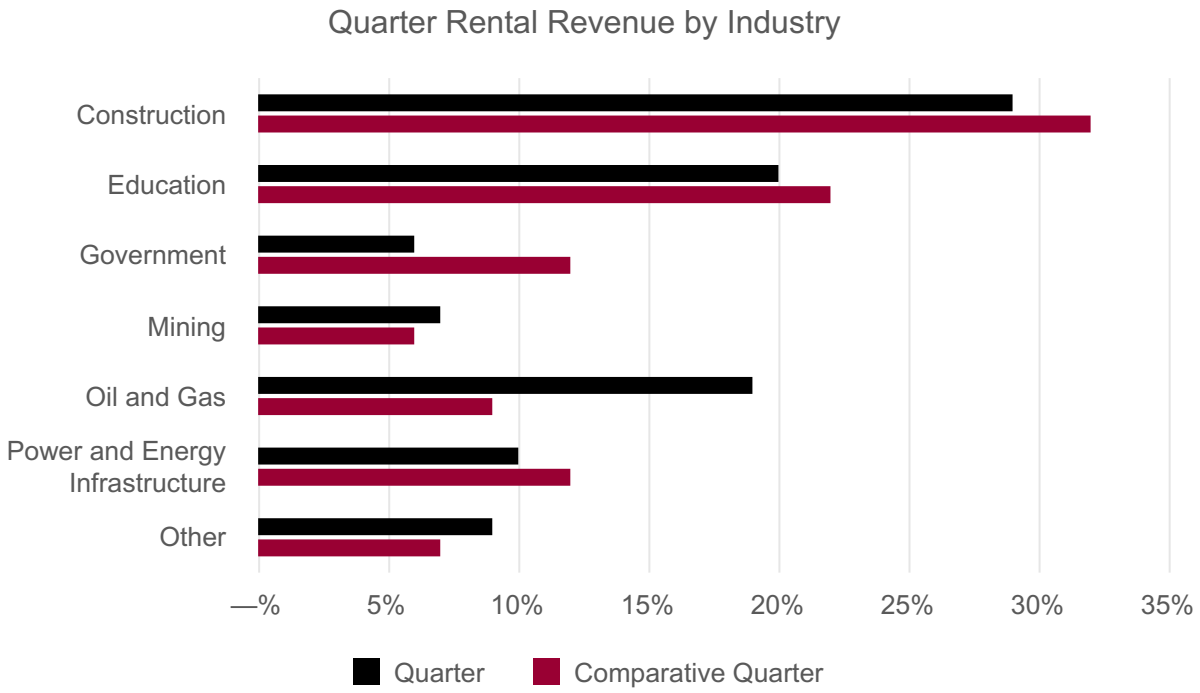
($ millions, except as noted)	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Revenue						
Canada	**100.3**	51.7	94%	**282.4**	161.3	75%
United States	**46.6**	41.0	14%	**108.7**	120.7	(10)%
Australia	**13.0**	12.6	3%	**27.9**	30.9	(10)%
Total	**159.9**	105.3	52%	**419.0**	312.9	34%

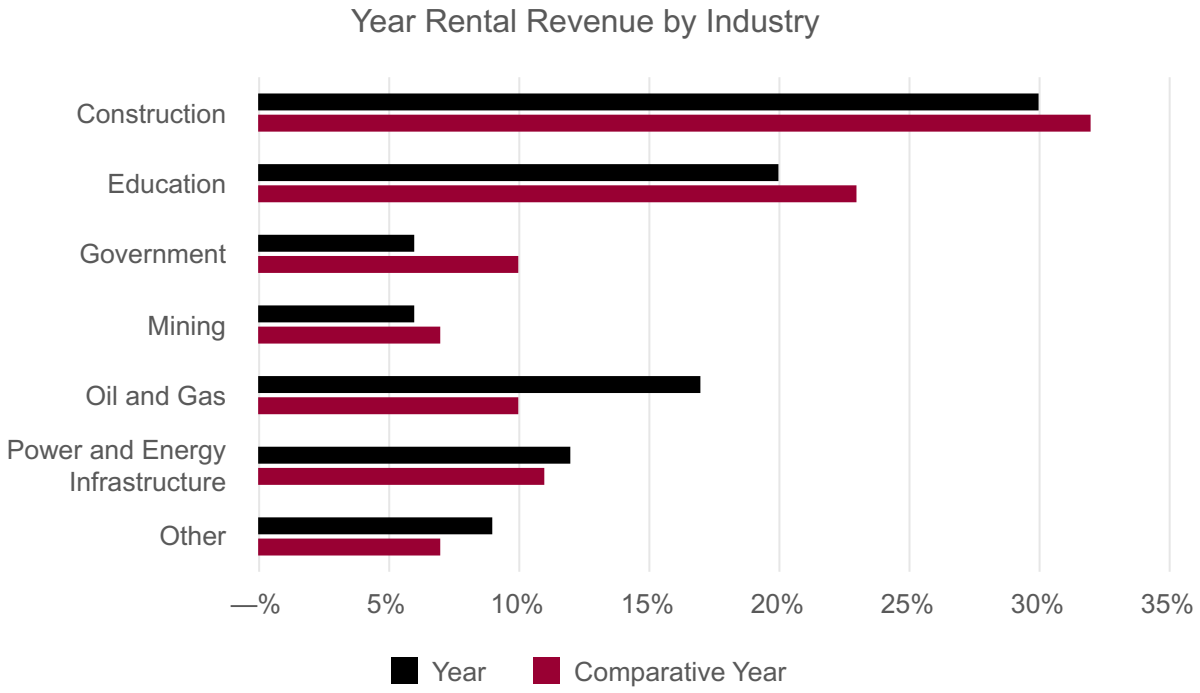
Percentage of total revenue	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Revenue						
Canada	**62.7%**	49.1%	1,360 bps	**67.4%**	51.6%	1,580 bps
United States	**29.2%**	38.9%	(970) bps	**25.9%**	38.6%	(1,270) bps
Australia	**8.1%**	12.0%	(390) bps	**6.7%**	9.8%	(310) bps
Total	**100.0%**	100.0%	—	**100.0%**	100.0%	—





Rental revenue continues to balance more evenly across the operating regions, providing increasing geographic diversification. There was a significant increase in rental revenue in WFS Western Canada primarily due to the acquisition of Royal Camp, partially offset by a decrease in rental revenue in WFS US.





Rental revenue saw an increase in the oil and gas industry segment primarily due to the acquisition of Royal Camp.

Capital Plan

Net Capital Expenditures is a non-GAAP financial measure which is calculated as total capital expenditures less revenue from used fleet sales. A reconciliation to total capital expenditures, the most comparable GAAP financial measure, is provided below. Management believes this non-GAAP financial measure is an important supplemental measure as it emphasizes cash used or generated on fleet purchases and disposals relating to the net change in property and equipment and intangible assets.

	Three months ended September 30,			Nine months ended September 30,		
	2026	**2025**	**Change**	**2026**	**2025**	**Change**
($ millions, except as noted)	**$**	**$**	**%**	**$**	**$**	**%**
Total capital expenditures[1]	**26.8**	19.6	37%	**68.6**	69.3	(1)%
Used fleet sales revenue	**9.2**	9.7	(5)%	**17.2**	18.8	(9)%
Net Capital Expenditures	**17.6**	9.9	78%	**51.4**	50.5	2%
Maintenance capital	**2.2**	2.9	(24)%	**7.9**	6.8	16%
Capital commitments	**49.7**	39.5	26%	**49.7**	39.5	26%

(1) Excludes business acquisitions.

Black Diamond markets its fleet of assets to customers primarily on a rental basis. However, occasionally a customer has a preference for ownership when they have a longer-term need for the asset. In these circumstances, Black Diamond sells assets out of its fleet in the ordinary course of servicing its customers. This is a profitable business line for the Company and helps the Company replenish its fleet with newer assets to maintain a relatively newer average age of the fleet.

The Company's total capital expenditures for the Quarter increased by $7.2 million, or 37% compared to the Comparative Quarter primarily due to higher fleet acquisitions in the Quarter.

SELECTED FINANCIAL INFORMATION

The following is a summary of selected financial and operating information that has been derived from, and should be read in conjunction with, the unaudited interim condensed consolidated financial statements of Black Diamond for the three and nine months ended September 30, 2026 and 2025.

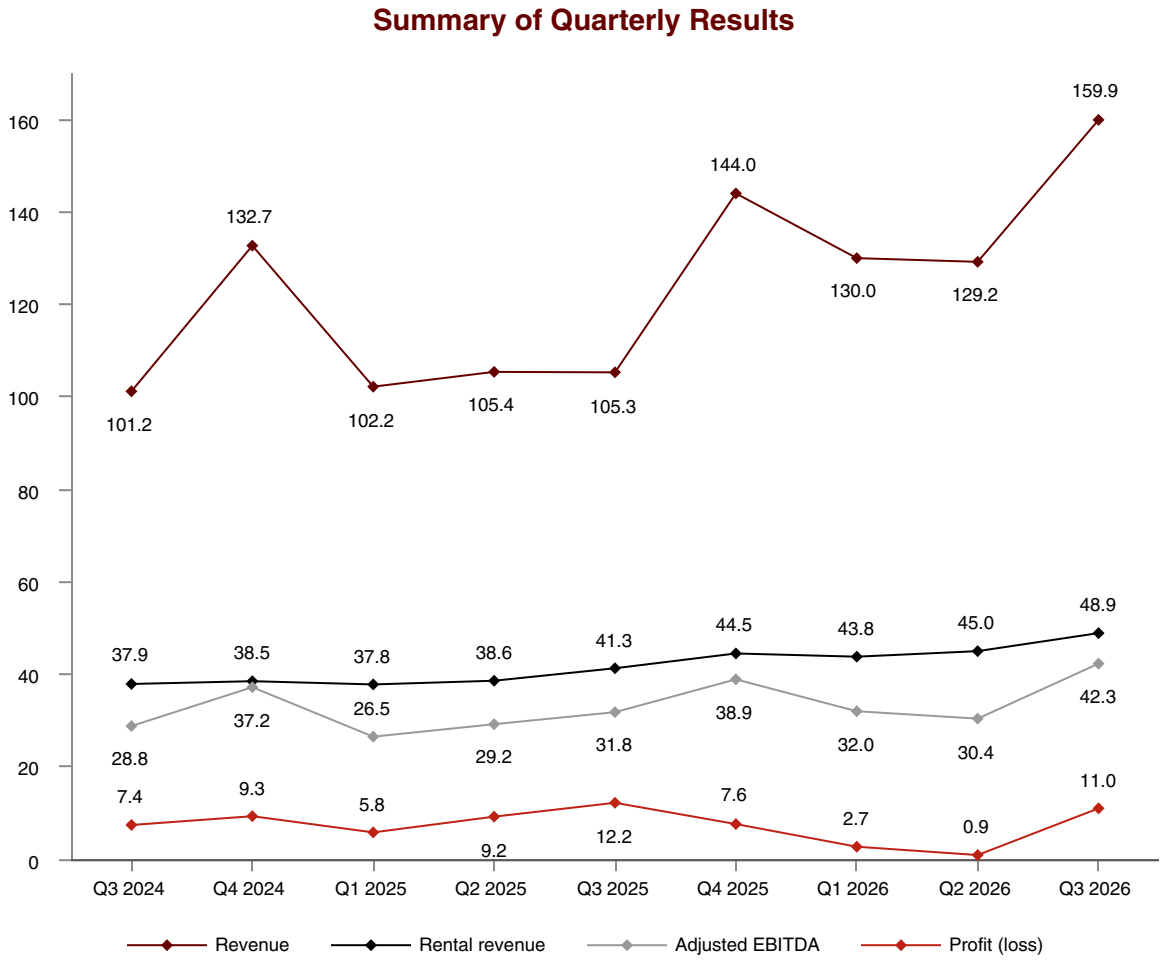
	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Financial Highlights	**$**	**$**	**%**	**$**	**$**	**%**
Total revenue	**159.9**	105.3	52%	**419.0**	312.9	34%
Gross profit	**65.6**	50.2	31%	**171.8**	142.3	21%
Administrative expenses	**24.7**	20.1	23%	**72.3**	59.9	21%
Adjusted EBITDA[3]	**42.3**	31.8	33%	**104.7**	87.5	20%
Adjusted EBIT[3]	**23.6**	19.4	22%	**50.5**	50.7	—%
Funds from Operations[3]	**43.6**	33.0	32%	**103.4**	89.4	16%
Per share ($)	**0.63**	0.51	24%	**1.51**	1.43	6%
Profit before income taxes	**13.8**	16.6	(17)%	**19.7**	36.7	(46)%
Profit	**11.0**	12.2	(10)%	**14.6**	27.2	(46)%
Adjusted EPS - Basic ($)[3]	**0.19**	0.16	19%	**0.33**	0.43	(23)%
Adjusted EPS - Diluted ($)[3]	**0.19**	0.16	19%	**0.32**	0.42	(24)%
Earnings per share - Basic ($)	**0.16**	0.19	(16)%	**0.21**	0.44	(51)%
Earnings per share - Diluted ($)	**0.16**	0.18	(11)%	**0.21**	0.43	(51)%
Capital expenditures	**26.8**	19.6	37%	**68.6**	69.3	(1)%
Property and equipment	**790.9**	597.4	32%	**790.9**	597.4	32%
Total assets	**1,105.6**	784.2	41%	**1,105.6**	784.2	41%
Long-term debt	**379.9**	205.8	85%	**379.9**	205.8	85%
Cash and cash equivalents	**24.4**	9.8	149%	**24.4**	9.8	149%
Return on Assets (%)[3]	**19.6%**	20.4%	(80) bps	**12.3%**	18.5%	(620) bps
Free Cashflow[3]	**33.8**	23.0	47%	**66.4**	59.3	12%

	Three months ended September 30,			Nine months ended September 30,		
Margin Summary						
(Percent of revenue)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Gross Profit Margin[3]	**41.0%**	47.7%	(670) bps	**41.0%**	45.5%	(450) bps
Administrative expenses	**15.4%**	19.1%	(370) bps	**17.3%**	19.1%	(180) bps
Adjusted EBITDA[3]	**26.5%**	30.2%	(370) bps	**25.0%**	28.0%	(300) bps

[3]Adjusted EBITDA, Adjusted EBIT, Adjusted EPS, Funds from Operations and Free Cashflow are non-GAAP financial measures. Return on Assets and Gross Profit Margin are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

SUMMARY OF QUARTERLY RESULTS

The following is a summary of the previous nine quarters:



In Q4 2024, revenue, Adjusted EBITDA[4] and profit increased compared to Q3 2024 due to an increase in sales, lodge services and rental revenue combined with a higher gross profit. This was offset by higher direct costs, depreciation and amortization and administrative expenses due to higher ERP implementation and related costs.

In Q1 2025, revenue, Adjusted EBITDA[4] and profit decreased compared to Q4 2024 primarily due to a decrease in sales revenue. This was partially offset by an increase in lodge services revenue, and lower direct costs and depreciation and amortization due to a write-off of assets in Q4 2024.

In Q2 2025, revenue, Adjusted EBITDA[4] and profit increased compared to Q1 2025 primarily due to an increase in non-rental and rental revenue combined with a higher gross profit. This was partially offset by an increase in administrative expenses. Profit also increased from Q1 2025 due to the net impact of wildfires in Northern British Columbia which resulted in the derecognition of a portion of asset retirement obligations, the write-off of destroyed assets, and the recognition of the initial insurance proceeds.

[4]Adjusted EBITDA is a non-GAAP financial measure. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure.

In Q3 2025, Adjusted EBITDA[5] and profit increased compared to Q2 2025 primarily due to an increase in rental and non-rental revenue combined with a higher gross profit. This was partially offset by a decline in lodge services revenue. Profit also increased from Q2 2025 due to the recognition of additional insurance proceeds this Quarter as a result of the wildfires in Northern British Columbia that occurred in Q2 2025.

In Q4 2025, revenue and Adjusted EBITDA[5] increased compared to Q3 2025 primarily due to an increase in sales and lodge services revenue combined with a higher gross profit. However, profit decreased primarily due to a lower gain on disposal of assets related to the wildfires in Northern British Columbia as compared to Q3 2025, and an increase in depreciation and amortization in Q4 2025 as a result of a higher asset base due to the acquisition of Royal Camp.

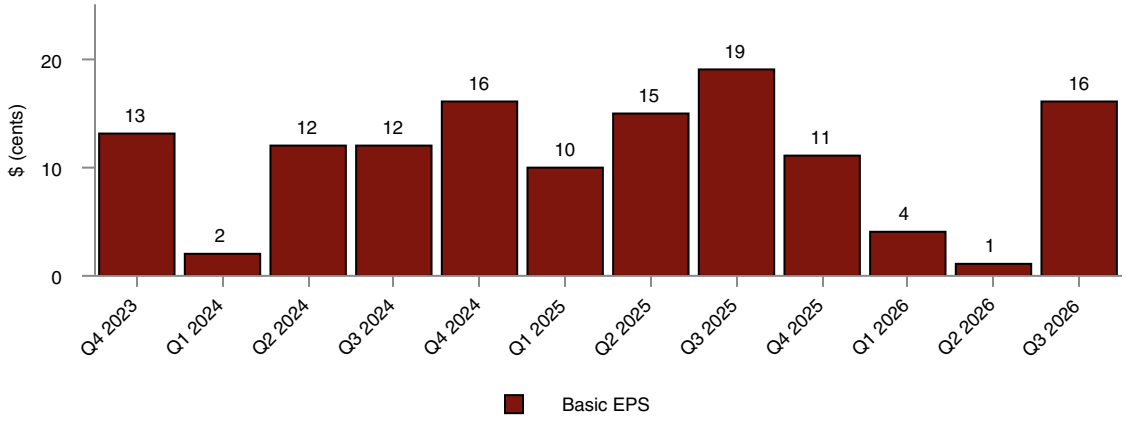
In Q1 2026, revenue, Adjusted EBITDA[5] and profit decreased compared to Q4 2025 primarily due to a decrease in sales, non-rental and rental revenue, lower gross profit and an increase in depreciation and amortization as a result of a higher asset base. This was partially offset by an increase in lodge services revenue as a result of the acquisition of Royal Camp.

In Q2 2026, revenue, Adjusted EBITDA[5] and profit decreased compared to Q1 2026 primarily due to a decrease in lodge services revenue combined with lower gross profit. However, profit decreased primarily due to the provision for sales tax assessments, partially offset by the additional insurance proceeds received in Q2 2026 as a result of the wildfires in Northern British Columbia that occurred in Q2 2025.

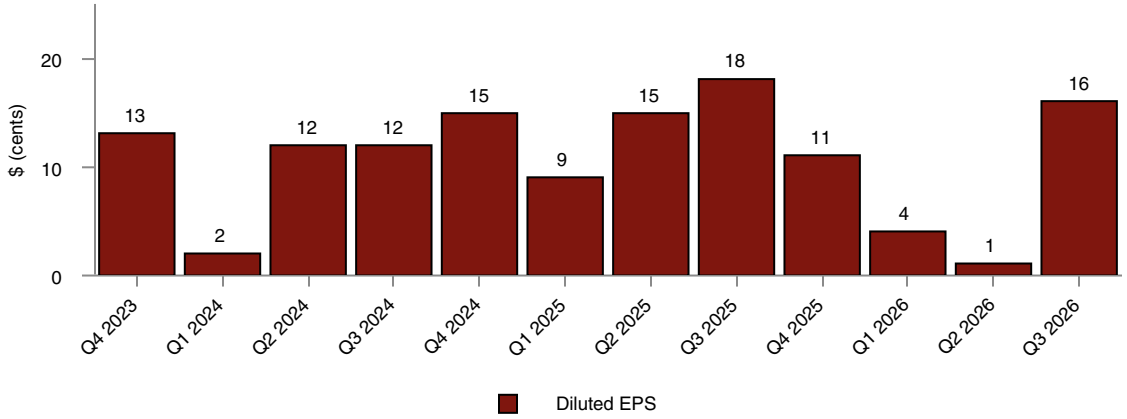
In the Quarter, revenue, Adjusted EBITDA[5] and profit increased compared to Q2 2026 primarily due to a increase in rental revenue combined with higher gross profit. This was due to an increase in lodging services and non-rental revenue, partially offset by a increase in depreciation and amortization.

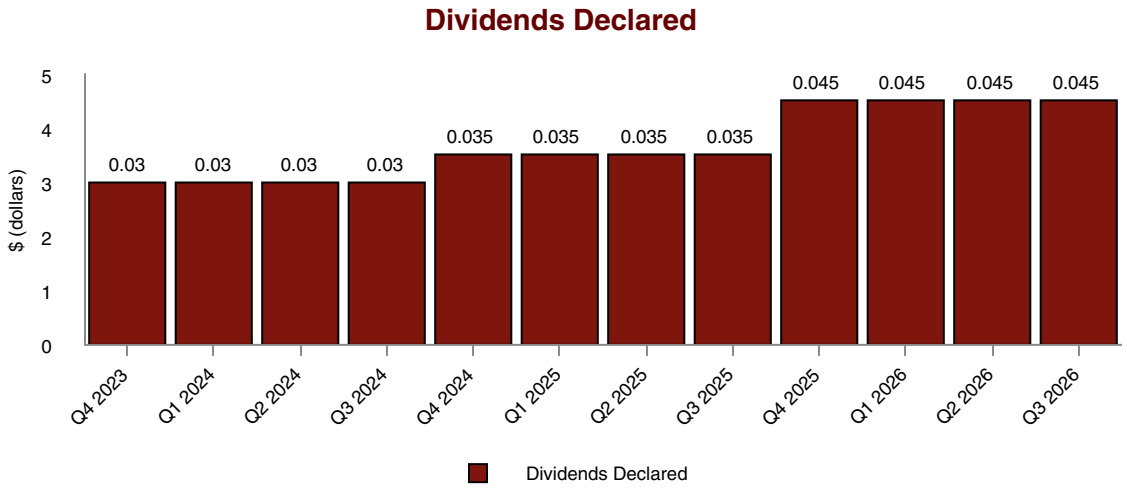
[5]Adjusted EBITDA is a non-GAAP financial measure. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure.

Basic Earnings Per Share



Diluted Earnings Per Share





In Q4 2023, the Company increased its annual dividend per share payout by 50% from $0.08 to $0.12 and declared and subsequently paid a fourth quarter dividend on its Common Shares in the amount of $0.03 per share.

In each of the first, second and third quarters of 2024, the Company declared and subsequently paid quarterly dividends on its Common Shares in the amount of $0.03 per share.

In Q4 2024, the Company increased its annual dividend per share payout by 17% from $0.12 to $0.14 and declared and subsequently paid a fourth quarter dividend on its Common Shares in the amount of $0.035 per share.

In each of the first, second and third quarters of 2025, the Company declared and subsequently paid quarterly dividends on its Common Shares in the amount of $0.035 per share.

In Q4 2025, the Company increased its annual dividend per share payout by 29% from $0.14 to $0.18 and declared and subsequently paid a fourth quarter dividend on its Common Shares in the amount of $0.045 per share.

In each of the first, second, and third quarters of 2026, the Company declared and subsequently paid quarterly dividends on its Common Shares in the amount of $0.045 per share.

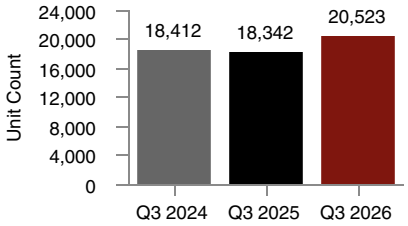
All dividends paid and declared are designated as "eligible dividends" for Canadian income tax purposes.

CONSOLIDATED FINANCIAL AND OPERATIONAL REVIEW

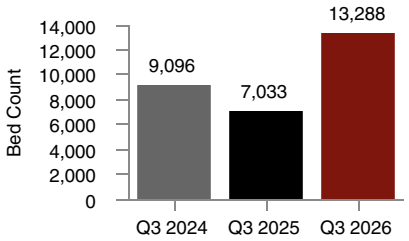
Consolidated Fleet

The consolidated number of rental units in Black Diamond's global fleet increased to 20,523 units at the end of the Quarter compared with 18,342 at the end of the Comparative Quarter. This was due to an increase of 1,761 units in WFS primarily as a result of the addition of 2,015 new units from the acquisition of Royal Camp, partially offset by the disposal of units which includes used fleet sales. Additionally, there was an increase of 420 units in MSS as a result of the addition of 764 new units, partially offset by the disposal of 344 units. Consolidated unit count includes accommodation units, modular space rental units and surface rental units. Consolidated room count in Black Diamond's global fleet increased to 13,288 rooms at the end of the Quarter compared with 7,033 rooms at the end of the Comparative Quarter due to the acquisition of Royal Camp, partially offset by used fleet sales in WFS.

Consolidated Unit Count



Consolidated Room Count



Fleet Utilization Rates

	Three months ended September 30,			Nine months ended September 30,		
	2026	**2025**	**Change**	**2026**	**2025**	**Change**
Modular Space Solutions	**77.1%**	80.3%	(320) bps	**77.6%**	80.7%	(310) bps
Workforce Solutions	**58.0%**	62.2%	(420) bps	**56.6%**	62.4%	(580) bps
Consolidated	**69.7%**	75.8%	(610) bps	**69.2%**	76.1%	(690) bps

Black Diamond measures utilization on the basis of the net book value of assets on rent divided by the net book value of the business unit's total fleet assets.

Q3 2026 vs Q3 2025

Utilization for MSS for the Quarter was 77.1%, down 320 basis points when compared to the Comparative Quarter but remains healthy relative to long term industry trends. Utilization for WFS for the Quarter was 58.0%, down 420 basis points from the Comparative Quarter due to a decline in utilization in the U.S. and Australia, partially offset by higher utilization in Canada.

Year to Date 2026 vs 2025

Utilization for MSS for the Year was 77.6%, down 310 basis points when compared to the Prior Year but remains healthy relative to long term industry trends. Utilization for WFS for the Year was 56.6%, down 580 basis points from the Prior Year primarily due to lower utilization in the U.S. and Australia.

Revenue

Black Diamond's revenue is broken out into four categories: rental, sales, non-rental and lodge services.

Rental Revenue is associated with the rental of Black Diamond's owned assets to customers. Rental revenue carries the highest margin of the Company's revenue.

Sales Revenue is derived from the sale of both new and used fleet assets, including modular space, workforce accommodations, wellsite accommodations and surface equipment assets.

Non-Rental Revenue is derived from a number of services that are typically associated with the rental or sale of the Company's modular space or workforce assets, including the delivery, installation, pickup, dismantling of assets, sublease equipment, maintenance and third party catering services. The services offered are often required to support the deployment and remobilization of these assets. Also included in non-rental revenue is the revenue earned on bookings at third-party lodges and hotels through LodgeLink.

Lodge Services Revenue is generated from the provision of full turnkey lodge services provided to customers. The rooms in our lodge services fleet are marketed to individual customers at man day rates through LodgeLink or are contracted with customers for specific rates and/or number of man days. A man day is defined as one overnight stay in one room at a lodge and is used in calculating occupancy.

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Rental revenue	**48.9**	41.3	18%	**137.6**	117.7	17%
Sales revenue	**26.2**	21.3	23%	**52.7**	64.8	(19)%
Non-rental revenue	**44.2**	34.4	28%	**115.7**	98.0	18%
Lodge services revenue	**40.6**	8.3	389%	**113.0**	32.4	249%
Total revenue	**159.9**	105.3	52%	**419.0**	312.9	34%

	Three months ended September 30,			Nine months ended September 30,		
Percentage of consolidated revenue	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Rental revenue	**30.6%**	39.2%	(860) bps	**32.8%**	37.6%	(480) bps
Sales revenue	**16.4%**	20.2%	(380) bps	**12.5%**	20.7%	(820) bps
Non-rental revenue	**27.6%**	32.7%	(510) bps	**27.7%**	31.3%	(360) bps
Lodge services revenue	**25.4%**	7.9%	1,750 bps	**27.0%**	10.4%	1,660 bps

Q3 2026 vs Q3 2025

Rental revenue for the Quarter was $48.9 million, up 18% or $7.6 million from the Comparative Quarter, primarily driven by a $5.7 million increase in WFS due to additional contribution from Royal Camp and modest growth in Canada and Australia. Additionally, MSS had a $1.9 million increase due to improvement in average rental rates per unit partially offset by a decrease in utilization.

Sales revenue for the Quarter was $26.2 million, up 23% or $4.9 million from the Comparative Quarter, primarily driven by a $7.7 million increase in WFS due to higher custom sales in the U.S. and Australia as well as higher used fleet sales in Canada and the U.S., and partially offset by a $2.8 million decrease in MSS due to lower used fleet sales.

Non-rental revenue for the Quarter was $44.2 million, up 28% or $9.8 million from the Comparative Quarter primarily driven by an increase of $9.0 million in WFS due to contribution from Royal Camp and net revenue from LodgeLink. Additionally, MSS had a $0.8 million increase due to recurring non rental and installation revenue partially offset by a decrease in transportation revenue.

Lodge services revenue for the Quarter was $40.6 million, up 389% or $32.3 million from the Comparative Quarter primarily due to contribution from Royal Camp.

Year to Date 2026 vs 2025

Rental revenue for the Year was $137.6 million, up 17% or $19.9 million from the Prior Year, primarily driven by an increase of $5.0 million in MSS rental revenue due to higher average rental rates per unit and an increase in the number of units on rent. Additionally WFS had an increase of $14.6 million due to contributions from Royal Camp and steady activities in Canada and Australia.

Sales revenue for the Year was $52.7 million, down 19% or $12.1 million from the Prior Year, primarily due to a decrease of $8.3 million in MSS due to a decrease in sales in both new and used fleet, and a decrease of $3.8 million in WFS due to lower custom sales in Australia and Canada, partially offset by increased custom sales in the U.S.

Non-rental revenue for the Year was $115.7 million, up 18% or $17.7 million from the Prior Year, driven by an increase of $17.3 million in WFS due to contributions from Royal Camp, primarily driven by maintenance and transportation revenue, as well as increased net revenue from LodgeLink. MSS non-rental revenue was consistent with Prior Year.

Lodge services revenue for the Year was $113.0 million, up 249% or $80.6 million from the Prior Year due to contribution from Royal Camp.

Direct Costs and Gross Profit

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Direct costs	**94.3**	55.1	71%	**247.3**	170.6	45%
Gross profit	**65.6**	50.2	31%	**171.8**	142.3	21%

	Three months ended September 30,			Nine months ended September 30,		
Percentage of consolidated revenue	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Direct costs	**59.0%**	52.3%	670 bps	**59.0%**	54.5%	450 bps
Gross Profit Margin[6]	**41.0%**	47.7%	(670) bps	**41.0%**	45.5%	(450) bps

Gross Profit Margin[6] fluctuates depending on the mix between rental, sales, non-rental and lodge services revenue streams. Revenue streams ancillary to rental revenue generally realize lower gross margins than fleet rental margins.

[6]Gross Profit Margin is a non-GAAP ratio. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Direct costs related to rental revenue include labour, fuel, materials, freight, maintenance and servicing of rental units. Direct costs related to lodge services revenue include labour, food, utilities, consumable materials and other services required to provide turnkey lodge services. From time to time, Black Diamond will sell used units from its fleet, rent equipment from third parties and re-rent the equipment, provide installation and render other services to customers. These activities are captured in sales and non-rental revenue. Direct costs related to non-rental and sales revenue include the net book value of used fleet units sold, the cost of units sub-leased from others and the cost of third parties in delivering some of these services.

	Three months ended September 30,			Nine months ended September 30,		
Direct Costs	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
($ millions, except as noted)	**$**	$	%	**$**	$	%
Labour costs	**17.4**	6.1	185%	**60.3**	17.7	241%
Construction and transportation services	**22.1**	18.8	18%	**59.6**	55.8	7%
Catering, utilities and other consumable costs	**21.3**	6.1	249%	**49.8**	19.8	152%
Custom sales	**12.9**	8.6	50%	**26.9**	36.5	(26)%
Repairs and maintenance	**6.9**	4.4	57%	**19.9**	13.5	47%
Used fleet sales	**7.0**	5.3	32%	**10.6**	10.8	(2)%
Subleased equipment	**3.6**	3.2	13%	**9.2**	9.1	1%
Other direct costs	**2.1**	2.0	5%	**8.6**	5.7	50%
Fleet insurance	**0.7**	0.3	133%	**1.4**	1.0	40%
Rent expense - subleased properties	**0.3**	0.3	—%	**1.0**	0.7	43%
Total direct costs	**94.3**	55.1	71%	**247.3**	170.6	45%

Q3 2026 vs Q3 2025

Direct costs for the Quarter were $94.3 million, up 71% or $39.2 million from the Comparative Quarter due to increases in catering, utilities and other consumable costs and labour costs. This was partially offset by decreases in custom fleet sales, which is in line with the changes in the related revenue streams.

Gross profit for the Quarter was $65.6 million, up 31% or $15.4 million from the Comparative Quarter, primarily due to an increase in lodge services revenue resulting from the acquisition of Royal Camp, partially offset by a decline in sales revenue.

Year to Date 2026 vs 2025

Direct costs for the Year were $247.3 million, up 45% or $76.7 million from the Prior Year, primarily due to increases in catering, utilities and other consumable costs and labour costs, and other direct costs which are in line with the changes in the related revenue streams.

Gross profit for the Year was $171.8 million, up 21% or $29.5 million from the Prior Year, primarily due to increases in non-rental, lodge services and rental revenue.

Administrative Expenses

($ millions, except as noted)	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Personnel costs	**15.3**	13.6	13%	**44.8**	38.9	15%
General administrative expenses	**6.7**	3.6	86%	**17.7**	12.5	42%
Occupancy and insurance	**1.4**	1.2	17%	**4.6**	3.4	35%
ERP implementation and related costs	**1.3**	1.7	(24)%	**5.2**	5.1	2%
Total administrative expenses	**24.7**	20.1	23%	**72.3**	59.9	21%
% of consolidated revenue	**15.4%**	19.1%	(370) bps	**17.3%**	19.1%	(180) bps

General administrative expenses include costs related to professional services, information technology, advertising and promotions, travel and accommodations, and office administration and communication.

The ERP implementation and related costs are in relation to the ERP upgrade project, which was implemented on June 1, 2026 with $11.3 million invested. This project is expected to improve operational efficiency and enable the Company's long-term growth objectives.

Q3 2026 vs Q3 2025

Total administrative expenses for the Quarter were $24.7 million, up 23% or $4.6 million from the Comparative Quarter.

The various components of Black Diamond's total administrative expenses are broken out below:

- Personnel costs for the Quarter were $15.3 million, up 13% or $1.7 million from the Comparative Quarter due to an increase in salaries and wages tied to higher headcount due to the acquisition of Royal Camp, partially offset by a decrease in profit and sales incentives.
- General administrative expenses for the Quarter were $6.7 million, up 86% or $3.1 million from the Comparative Quarter, primarily due to an increase in professional fees, and information technology expenses.
- Occupancy and insurance costs for the Quarter were $1.4 million, up 17% or $0.2 million from the Comparative Quarter primarily due to insurance expense.
- ERP implementation and related costs for the Quarter were $1.3 million, down 24% or $0.4 million from the Comparative Quarter due to the completion of the ERP project.

Year to Date 2026 vs 2025

Total administrative expenses for the Year were $72.3 million, up 21% or $12.4 million from the Prior Year. The total administrative expenses for the Year have increased in line with the increase in gross profit for the Year.

The various components of Black Diamond's total administrative expenses are broken out below:

- Personnel costs for the Year were $44.8 million, up 15% or $5.9 million from the Prior Year primarily due to an increase in salaries and wages tied to higher headcount due to the acquisition of Royal Camp, partially offset by a decrease in profit and sales incentives.
- General administrative expenses for the Year were $17.7 million, up 42% or $5.2 million from the Prior Year, primarily due to increases in advertising and promotions, information technology and professional fees.
- Occupancy and insurance costs for the Year were $4.6 million, up 35% or $1.2 million from the Prior Year primarily due to property tax and utilities.
- ERP implementation and related costs for the Year were $5.2 million, up 2% from the Prior Year primarily due to increase in expenses related to the go-live of the ERP project.

Adjusted EBITDA

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Adjusted EBITDA[7]	**42.3**	31.8	33%	**104.7**	87.5	20%
Adjusted EBITDA as a % of Revenue[7]	**26.5%**	30.2%	(370) bps	**25.0%**	28.0%	(300) bps

Adjusted EBITDA as a % of Revenue[7] will fluctuate from period to period depending on the proportion of rental revenue compared to ancillary revenue streams such as sales, non-rental and lodge services which generally yield a lower Adjusted EBITDA as a % of Revenue[7].

Q3 2026 vs Q3 2025

Adjusted EBITDA[7] for the Quarter was $42.3 million, up 33% or $10.5 million from the Comparative Quarter, primarily due to increases in lodge services, rental and non-rental revenue, partially offset by lower sales revenue, and increased direct costs and administrative expenses. Adjusted EBITDA[7] for the Quarter excludes $1.3 million of non-recurring items related to the ERP implementation and related costs. Adjusted EBITDA as a % of Revenue[7] decreased 370 basis points to 26.5% primarily as a result of lower margins on lodge services revenue.

Year to Date 2026 vs 2025

Adjusted EBITDA[7] for the Year was $104.7 million, up 20% or $17.2 million from the Prior Year, primarily due to increases in non-rental, lodge services and rental revenue, partially offset by increased direct costs and administrative expenses. Adjusted EBITDA[7] for the Year excludes $5.2 million of ongoing ERP implementation and related costs as well as $0.3 million acquisition costs. Adjusted EBITDA as a % of Revenue[7] was 25.0%, down 300 basis points from the Prior Year, primarily due to lower margins on lodge service revenue.

Depreciation and Amortization

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Depreciation and amortization	**18.7**	12.4	51%	**54.2**	36.8	47%

Q3 2026 vs Q3 2025

Depreciation and amortization for the Quarter was $18.7 million, up 51% or $6.3 million from the Comparative Quarter, primarily due to fleet growth as a result of the acquisition of Royal Camp and organic growth capital expenditures.

Year to Date 2026 vs 2025

Depreciation and amortization for the Year was $54.2 million, up 47% or $17.4 million from the Prior Year, primarily due to fleet growth as a result of the acquisition of Royal Camp and organic growth capital expenditures.

[7]Adjusted EBITDA is a non-GAAP financial measure. Adjusted EBITDA as a % of Revenue is a non-GAAP ratio. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Finance Costs

($ millions, except as noted)	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Finance costs	**5.1**	3.2	59%	**15.2**	10.6	43%
Long-term debt	**379.9**	205.8	85%	**379.9**	205.8	85%
Average interest rate[1]	**4.34%**	4.55%	(21) bps	**4.33%**	4.68%	(35) bps

(1) Average interest rate does not include lease interest.

Q3 2026 vs Q3 2025

Finance costs for the Quarter were $5.1 million, up 59% or $1.9 million from the Comparative Quarter, primarily due to increased draws under the Company's asset-based revolving credit facility (the "ABL Facility"), offset by a lower average interest rate in the Quarter.

Year to Date 2026 vs 2025

Finance costs for the Year were $15.2 million, up 43% or $4.6 million from the Prior Year, primarily due to increased draws under the ABL Facility, offset by a lower average interest rate in the Year.

Income Tax

($ millions, except as noted)	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Current tax expense	**3.8**	0.4	850%	**4.9**	1.3	277%
Deferred tax expenses	**(1.4)**	3.9	(136)%	**(0.4)**	7.4	(105)%
Total tax expense	**2.4**	4.3	(44)%	**4.5**	8.7	(48)%

Q3 2026 vs Q3 2025

For the Quarter, an income tax expense of $2.4 million was recognized, a decrease in income tax expense of $1.9 million from the Comparative Quarter which is reflective of the reduced earnings in the Quarter.

Year to Date 2026 vs 2025

For the Year, an income tax expense of $4.5 million was recognized, a decrease of $4.2 million from the Prior Year which is primarily due to the reduced taxable income in Canada and changes in the timing of the reversal of temporary differences for the Year. The tax provision has been calculated at the enacted tax rate of 24.70% in Canada, 30.63% in the U.S. and 30.00% in Australia.

Non-Controlling Interests

The non-controlling interests ("NCI") represent earnings attributable to the Fort Nelson First Nation's interest in the Black Diamond Dene Limited Partnership, the West Moberly First Nation's interest in the Black Diamond West Moberly Limited Partnership, the Beaver Lake Cree Nation's interest in the Black Diamond Nehiyawak Limited Partnership and the Whitecap Dakota First Nation's interest in Whitecap Black Diamond Limited Partnership.

On November 12, 2025, the Company acquired Royal Camp and its NCI. The NCI represents earnings attributable to the Bigstone Cree First Nation's interest in the Bigstone Cree Royal Camp Services Limited Partnership, the Burns Lake First Nation's interest in Burns Lake Summit Camp Services Ltd., the Blueberry River First Nation's interest in Blueberry River First Nation, the Chief Isaac First Nation's interest in Chief Isaac Summit Camp Services Ltd., the Moricetown Band First Nation's interest in the Kyah Summit Camp Services Limited Partnership, the Nak'Azdli First Nation's interest in the Nak'Azdli Summit Camp Services Limited Partnership, the Na-cho Nyak Dun First Nation's interest in Na-cho Nyak Dun Summit Camp Services Ltd. and the Primco Dene First Nation's interest in Primco Dene Royal Camp Services Limited Partnership.

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Non-controlling interests	**1.2**	0.2	500%	**3.3**	0.9	267%

Q3 2026 vs Q3 2025

The NCI for the Quarter was $1.2 million, up 500% or $1.0 million from the Comparative Quarter, primarily due to the addition of limited partnerships from the acquisition of Royal Camp.

Year to Date 2026 vs 2025

The NCI for the Year was $3.3 million, up 267% or $2.4 from the Prior Year, primarily due to the addition of limited partnerships from the acquisition of Royal Camp and an increase in profit earned through the limited partnerships, offset by the provision for sales tax assessments in the Year.

Profit

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Profit	**11.0**	12.2	(10)%	**14.6**	27.2	(46)%

Q3 2026 vs Q3 2025

Profit for the Quarter was $11.0 million, a decrease of 10% or $1.2 million from the Comparative Quarter primarily due to an increase in depreciation and amortization and administrative expenses, partially offset by an increase in lodge services and non-rental revenue.

Year to Date 2026 vs 2025

Profit for the Year was $14.6 million, a decrease of 46% or $12.6 million from the Prior Year primarily due to an increase in depreciation and amortization and administrative expenses, partially offset by increase in lodge services and non-rental revenue.

SEGMENTED REVIEW OF FINANCIAL PERFORMANCE

The Company's senior management evaluates segment performance based on a variety of financial measures including Return on Assets[8], revenue, profit, operating expenses and Adjusted EBITDA[8].

The following is a summary of the Company's segmented results for the three and nine months ended, September 30, 2026 and 2025, detailing revenue and Adjusted EBITDA[8] by each of the Company's business units.

Segmented Revenue

Revenue presented by segment in the tables below exclude inter-segment revenue.

	Three months ended September 30,			Nine months ended September 30,		
	2026	2025	Change	2026	2025	Change
($ millions, except where noted)	$	$	%	$	$	%
Revenue						
Modular Space Solutions	**62.0**	62.1	—%	**167.5**	170.1	(2)%
Workforce Solutions	**97.9**	43.2	127%	**251.5**	142.8	76%
Total revenue	**159.9**	105.3	52%	**419.0**	312.9	34%

Segmented Adjusted EBITDA

Adjusted EBITDA[8] presented by segment in the tables below exclude inter-segment Adjusted EBITDA[8].

	Three months ended September 30,			Nine months ended September 30,		
	2026	2025	Change	2026	2025	Change
($ millions, except where noted)	$	$	%	$	$	%
Adjusted EBITDA[(8)]						
Modular Space Solutions	**21.2**	22.8	(7)%	**61.6**	62.5	(1)%
Workforce Solutions	**28.2**	14.2	99%	**62.6**	42.1	49%
Corporate and Other	**(7.1)**	(5.2)	(37)%	**(19.5)**	(17.1)	(14)%
Total Adjusted EBITDA[(8)]	**42.3**	31.8	33%	**104.7**	87.5	20%

[8]Adjusted EBITDA is a non-GAAP financial measure. Return on Assets is a non-GAAP ratio. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

MODULAR SPACE SOLUTIONS

MSS has a network of branches in key geographic areas across North America where it provides modular buildings, either for rent, or as a permanent solution through custom sales or used fleet sales. Products include classroom facilities, mobile office units, large multi-unit office complexes, lavatories, storage units, high security modular buildings, health care facilities and custom manufactured modular facilities. MSS provides delivery, installation and dismantlement of these modules as support to the primary rental or sales of equipment.

MSS also provides ancillary products and services that are complementary to the modular buildings and provides customers with unique packaged solutions that enhances their productivity and allows for immediate use. These VAPS include furniture rental, steps/ramps and landings, appliances, maintenance programs, utility services, disaster recovery programs, subleased equipment and more.

MSS customers operate in the construction, education, power and energy infrastructure, and government industries. As a result of this diversification across customer verticals and geographic end markets, MSS generates steady cash flows from its recurring rental revenue, supporting continued investment in fleet assets.

Financial Highlights

Rental revenue for MSS is directly proportional to the number of rental fleet units, the utilization rate of the fleet and the realized unit rental rates. Rental rates will vary between projects and periods due to the size of the fleet unit types available, asset configuration, quantity, project location and contract duration.

Due to the diversity of the locations and customers that MSS contracts with, the recurring rental revenue in MSS is predictable and experiences consistently high margins. Non-rental and sales revenue, on the other hand, can fluctuate. The realized margins on non-rental and sales revenue are lower than margins for rental revenue due to the direct costs associated with non-rental revenue and building costs associated with sales revenue. As a result, changes in the mix between rental, non-rental and sales revenue, and the general variability in non-rental and sales revenue margins, can lead to fluctuations in Adjusted EBITDA as a % of Revenue[9] between periods.

	Three months ended September 30,			Nine months ended September 30,		
Revenue by Stream ($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Rental revenue	**30.0**	28.1	7%	**85.0**	80.0	6%
Sales revenue	**13.0**	15.8	(18)%	**33.8**	42.1	(20)%
Non-rental revenue	**19.0**	18.2	4%	**48.7**	48.0	1%
Total revenue	**62.0**	62.1	—%	**167.5**	170.1	(2)%
Adjusted EBITDA[(9)]	**21.2**	22.8	(7)%	**61.6**	62.5	(1)%
Adjusted EBITDA as a % of Revenue[(9)]	**34.2%**	36.7%	(250) bps	**36.8%**	36.7%	10 bps
Return on Assets[(9)]	**17.7%**	20.0%	(230) bps	**17.0%**	18.1%	(110) bps

[9]Adjusted EBITDA is a non-GAAP financial measure. Adjusted EBITDA as a % of Revenue and Return on Assets are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

VAPS as a % of Rental Revenue is a non-GAAP ratio which is calculated as VAPS revenue divided by rental revenue excluding VAPS revenue. A reconciliation to rental revenue, the most comparable GAAP financial measure, is provided below. Black Diamond uses this ratio as a measure of operating performance. Management believes this ratio is an important supplemental measure to appraise the growth of ancillary products and services in proportion to the growth of rental revenue.

	Three months ended September 30,			Nine months ended September 30,		
Value Added Products & Services ($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Rental revenue	**30.0**	28.1	7%	**85.0**	80.0	6%
Less:						
VAPS revenue within rental revenue	**2.4**	1.9	26%	**6.4**	4.9	31%
Rental revenue excluding VAPS revenue	**27.6**	26.2	5%	**78.6**	75.1	5%
VAPS revenue	**3.5**	2.8	25%	**9.4**	7.1	32%
VAPS as a % of Rental Revenue[10]	**12.7%**	10.7%	200 bps	**12.0%**	9.5%	250 bps

	Three months ended September 30,			Nine months ended September 30,		
Revenue by Geography ($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Canada	**27.1**	25.3	7%	**76.4**	66.8	14%
United States	**34.9**	36.8	(5)%	**91.1**	103.3	(12)%
Total revenue	**62.0**	62.1	—%	**167.5**	170.1	(2)%

Q3 2026 vs Q3 2025

MSS total revenue for the Quarter was $62.0 million, flat with the Comparative Quarter.

- **Rental revenue** during the Quarter was $30.0 million, up 7% or $1.9 million from the Comparative Quarter, primarily due to a 3% improvement in average rental rates per unit and an increase in the number of units on rent due to organic growth capital expenditures, partially offset by a decrease in utilization.
- **Sales revenue** during the Quarter was $13.0 million, down 18% or $2.8 million from the Comparative Quarter, primarily due to a decrease in used fleet sales. These sales can be variable from quarter to quarter depending on the number and timing of projects reaching completion in a given period.
- **Non-rental revenue** during the Quarter was $19.0 million, up 4% or $0.8 million from the Comparative Quarter, primarily due to an increase in recurring non rental and installation revenue partially offset by a decrease in transportation revenue. The recurring non rental revenue increase is primarily related to projects in Western Canada.

VAPS revenue within rental revenue during the Quarter was $2.4 million, up by 26% from the Comparative Quarter due to higher VAPS deployed per modular unit and by new VAPS product and service offerings, as well as increased customer adoption of existing VAPS solutions.

Adjusted EBITDA[10] for the Quarter was $21.2 million, down 7% or $1.6 million from the Comparative Quarter primarily due to decreased sales revenue and lower margins driven primarily by elevated repair and maintenance and transportation costs in preparation for asset deployment on projects, partially offset by increased rental and non-rental revenue.

[10]Adjusted EBITDA is a non-GAAP financial measure. VAPS as a % of Rental Revenue, Adjusted EBITDA as a % of Revenue and Return on Assets are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Adjusted EBITDA as a % of Revenue[11] for the Quarter decreased 250 basis points to 34.2% as compared to the Comparative Quarter due primarily to lower rental, sales, and non-rental margins.

Return on Assets[11] for the Quarter decreased 230 basis points to 17.7% as compared to the Comparative Quarter, primarily due to lower sales revenue and margins across rental, sales, and non-rental revenue streams, partially offset by higher rental revenue.

Year to Date 2026 vs 2025

MSS total revenue for the Year was $167.5 million, down 2% or $2.6 million from the Prior Year.

- **Rental revenue** for the Year was $85.0 million, up 6% or $5.0 million from the Prior Year due to a 2% improvement on average rental rates per unit and an increase in the number of units on rent due to organic growth capital expenditures.
- **Sales revenue** for the Year was $33.8 million, down 20% or $8.3 million from the Prior Year, primarily due to a decrease in sales in both new and used fleet.
- **Non-rental revenue** for the Year was $48.7 million, consistent with the Prior Year, as growth in recurring non-rental and transportation revenue offset declines to installation revenue.

VAPS revenue within rental revenue for the Year was $6.4 million, up by 31% from the Prior Year due to the deployment of additional rental units, higher VAPS per deployed modular unit, new VAPS product and service offerings, and increased customer adoption of existing VAPS solutions.

Adjusted EBITDA[11] for the Year decreased 1% to $61.6 million over the Prior Year, primarily due to lower sales revenue and lower rental and sales margins, partially offset by higher rental revenue.

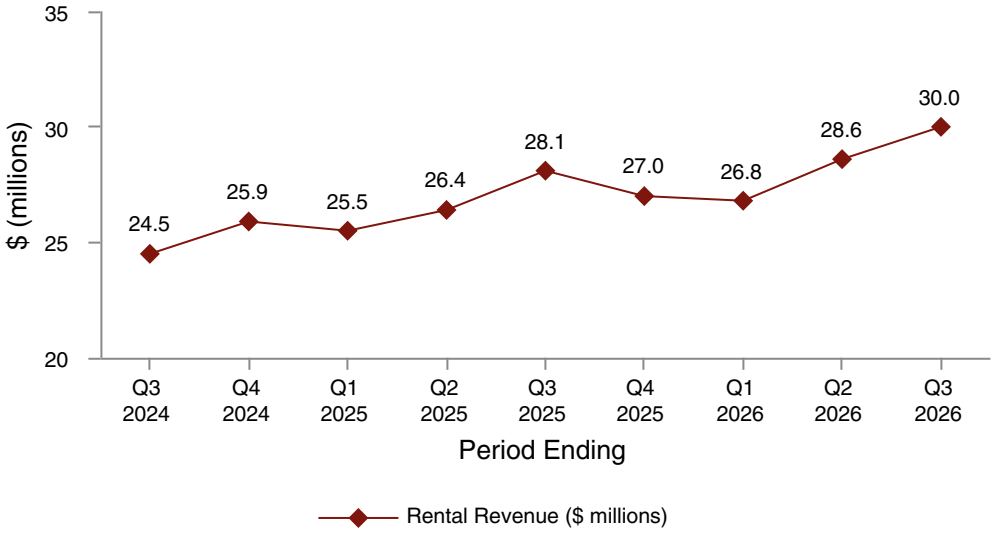
Adjusted EBITDA as a % of Revenue[11] for the Year increased 10 basis points to 37%, consistent with the Prior Year, as the benefit of higher rental revenue was offset by lower rental and sales margins.

Return on Assets[11] for the Year decreased 110 basis points to 17.0% as compared to the Prior Year due to lower sales revenue and lower rental and sales margins.

[11]Adjusted EBITDA is a non-GAAP financial measure. VAPS as a % of Rental Revenue, Adjusted EBITDA as a % of Revenue and Return on Assets are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Rental Revenue

Rental revenue continued to show positive quarter over comparative quarter growth. This is a continuation of the growth trend from quarter to comparative quarter that MSS has seen over the last two plus years. Rental revenue grew at a 11% compound annual growth rate from Q3 2024 to Q3 2026.



Rental Term

Rental durations typically exceed the original rental contract due to rental renewals or customers going month-to-month. The average duration of the MSS lease portfolio was 44.2 months as at September 30, 2026, down 14% or 7.20 months from 51.4 months as at September 30, 2025, primarily due to the expiry of several large-format leases in the U.S. with longer-than-average rental durations.

Contracted Future Rental Revenue

Contracted future rental revenue for assets on rent is calculated as the total value of rental revenue yet to be recognized in the future related to performance obligations not yet satisfied as at the end of the Quarter. Assets on rent is comprised of only assets that are on rent as at the end of the Quarter.

Contracted future rental revenue for assets on rent as at September 30, 2026 was $126.9 million, a decrease of $2.9 million or 2% from $129.8 million as at September 30, 2025. This was primarily driven by a decrease in utilization as more long-term contracts expired and were replaced by shorter-term contracts in the Quarter. Contracted future rental revenue does not include rental contracts with a month-to-month term.

Space Rental Assets and Average Utilization

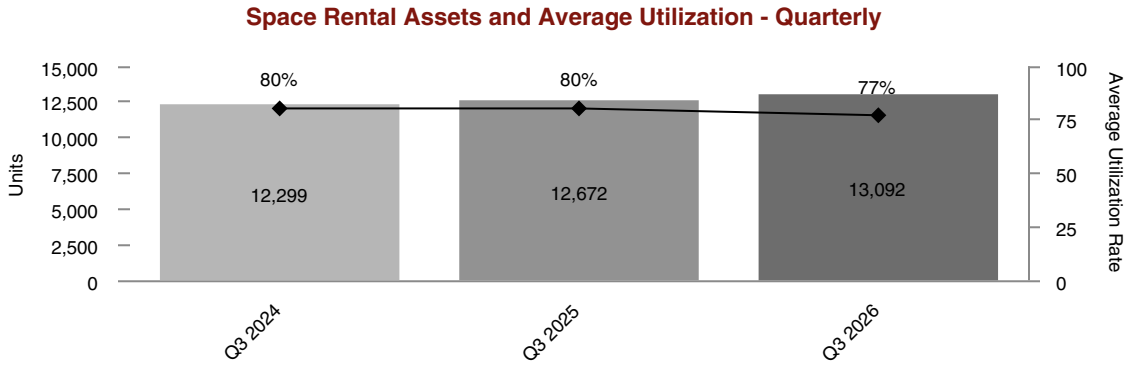
The MSS fleet consisted of 13,092 units as at September 30, 2026, which increased from 12,672 units as at September 30, 2025. This was due to the addition of 764 new units, partially offset by dispositions of 344 units primarily driven by organic capital expenditures and customer demand for used fleet sales, respectively.

MSS Consolidated

MSS assets, utilization, and rates	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Property and equipment net book value ($ millions)[1]	**467.2**	438.0	7%	**467.2**	438.0	7%
Modular space assets	**13,092**	12,672	3%	**13,092**	12,672	3%
Average utilization[2]	**77.1%**	80.3%	(320) bps	**77.6%**	80.7%	(310) bps
Average monthly rental rate per unit	**$925**	$896	3%	**$910**	$890	2%

(1) Net book value of property and equipment is influenced by changes in foreign exchange rates.

(2) Calculated as the net book value of fleet assets on rent, divided by the net book value of total fleet assets.



Q3 2026 vs Q3 2025

Utilization for the Quarter was 77.1%, down 320 basis points when compared to the Comparative Quarter. Utilization remains at healthy consolidated levels across the platform relative to long term industry trends. Asset additions were focused selectively on highly utilized unit types in specific geographic markets that are typically pre-contracted on long-term contracts.

The average monthly rental rate per unit has increased by 3% as compared to the Comparative Quarter. This increase is driven by increased rates across all regions. On a constant currency basis, the average monthly rental rate per unit increased by 2% as compared to the Comparative Quarter.

Year to Date 2026 vs 2025

Utilization for the Year was 77.6%, down 310 basis points when compared to the Prior Year. Utilization remains at healthy consolidated levels across the platform relative to long term industry trends. Asset additions were focused selectively on highly utilized unit types in specific geographic markets that are typically pre-contracted on long-term contracts.

The average monthly rental rate per unit has increased as compared to the Prior Year by 2% due to higher rates across all regions as assets on expiring long term contracts continue to renew at higher spot rates. On a constant currency basis, the average monthly rental rate per unit increased by 3% as compared to the Prior Year.

WORKFORCE SOLUTIONS

WFS owns a large rental fleet of modular accommodation assets of various types and offers a full range of catering and hospitality services both in concert with and independent of the provision of modular accommodation facilities operating in Canada, the U.S. and Australia. Its primary service offerings are asset rental, catering and hospitality services and travel management logistics. To support the core rental business, WFS also offers associated services such as installation, transportation and dismantling, and the sale of new and used fleet assets.

The assets included in WFS are modular accommodation structures that are assembled into large scale camps in a variety of dormitory configurations with kitchen/diner complexes, recreation facilities and single-unit or multi-unit complexes. These assets are often necessary for operations related to power and energy infrastructure, oil and gas, government, disaster relief, social housing, mining, construction, education and other industries. These assets can also be configured as open lodges which generate revenue based on occupancy. These accommodations typically house workforces in remote locations where local accommodation infrastructure is either insufficient or non-existent.

Within WFS, is LodgeLink, which operates through a proprietary software platform, offering sophisticated solutions for workforce travel and logistics across North America, Australia and the Asia-Pacific region, enabling customers to efficiently manage the full travel cycle through a rapidly growing network of hotels, remote lodges and travel partners. The platform applies technology to remove inefficiency from the travel management process for work crews saving corporate customers time and money managing complicated travel itineraries through consolidated invoicing, virtual payment processing and powerful reporting. LodgeLink solves the unique challenges associated with workforce crew travel and is complemented by its subsidiary Spencer Group of Companies' that provides high-touch boutique corporate travel management service.

Financial Highlights

The following is a summary of the key metrics used by management to assess performance. Revenue, Adjusted EBITDA[12], Adjusted EBITDA as a % of Revenue[12] and Return on Assets[12] are key financial measures used by management which fluctuate in proportion to utilization, occupancy and rates.

	Three months ended September 30,			Nine months ended September 30,		
Revenue by Stream ($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Rental revenue	**18.9**	13.2	43%	**52.3**	37.7	39%
Sales revenue	**13.2**	5.5	140%	**18.9**	22.7	(17)%
Non-rental revenue	**25.2**	16.2	56%	**67.3**	50.0	35%
Lodge services revenue	**40.6**	8.3	389%	**113.0**	32.4	249%
Total revenue	**97.9**	43.2	127%	**251.5**	142.8	76%

[12]Adjusted EBITDA is a non-GAAP financial measure. Adjusted EBITDA as a % of Revenue and Return on Assets are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Revenue by Geography ($ millions, except as noted)	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Canada	**73.2**	26.4	177%	**206.1**	94.5	118%
United States	**11.7**	4.2	179%	**17.5**	17.4	1%
Australia	**13.0**	12.6	3%	**27.9**	30.9	(10)%
Total revenue	**97.9**	43.2	127%	**251.5**	142.8	76%

Adjusted EBITDA and Return on Assets ($ millions, except as noted)	Three months ended September 30, 2026	2025	Change	Nine months ended September 30, 2026	2025	Change
Adjusted EBITDA[13]	**28.2**	14.2	99%	**62.6**	42.1	49%
Adjusted EBITDA as a % of Revenue[13]	**28.8%**	32.9%	(410) bps	**24.9%**	29.5%	(460) bps
Return on Assets[13]	**33.9%**	40.2%	(630) bps	**21.9%**	38.5%	(1,660) bps

Q3 2026 vs Q3 2025

WFS total revenue for the Quarter was $97.9 million, up 127% or $54.7 million from the Comparative Quarter.

- **Rental revenue** during the Quarter was $18.9 million, up 43% or $5.7 million from the Comparative Quarter, driven by the addition of Royal Camp and modest growth in Canada and Australia. This was partially offset by lower rental revenue in the U.S.
- **Sales revenue** during the Quarter was $13.2 million, up 140% or $7.7 million from the Comparative Quarter due to higher custom sales in the U.S. and Australia as well as higher used fleet sales in Canada and the U.S. Sales volumes can be variable from quarter to quarter, and while management expects custom sales to be generally range-bound on an annual basis, these volumes can fluctuate when viewed over a shorter-term time horizon.
- **Non-rental revenue** during the Quarter was $25.2 million, up 56% or $9.0 million from the Comparative Quarter due to contributions from Royal Camp, increased transportation activity in the U.S., and increasing net revenue from LodgeLink.
- **Lodge services revenue** during the Quarter was $40.6 million, up 389% or $32.3 million from the Comparative Quarter primarily due to contributions from Royal Camp.

Adjusted EBITDA[13] for the Quarter was $28.2 million, up 99% or $14.0 million, due to contributions from all revenue streams, offset by higher associated administrative expenses.

Adjusted EBITDA as a % of Revenue[13] for the Quarter of 28.8% was down compared to 33% in the Comparative Quarter as a result of increased administrative expenses and a shift in sales-mix more heavily weighted towards Lodge services revenue versus the Comparative Quarter.

Return on Assets[13] for the Quarter of 34% was down from 40% in the Comparative Quarter driven by the inclusion of property and equipment and the related intangibles of the Company's acquisition of Royal Camp at fair market value as compared to the Company's existing WFS assets which are carried at depreciated values.

[13]Adjusted EBITDA is a non-GAAP financial measure. Adjusted EBITDA as a % of Revenue and Return on Assets are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Year to Date 2026 vs 2025

WFS total revenue for the Year was $251.5 million, up 76% or $108.7 million from the Prior Year.

- **Rental revenue** during the Year was $52.3 million, up 39% or $14.6 million from the Prior Year primarily due to contributions from Royal Camp and steady activities in Canada and Australia. This was partially offset by lower utilization in the U.S.
- **Non-rental revenue** during the Year was $67.3 million, up 35% or $17.3 million from the Prior Year due to contributions from Royal Camp, primarily driven by maintenance and transportation revenue, as well as increased net revenue from LodgeLink.
- **Lodge services revenue** during the Year was $113.0 million, up 249% or $80.6 million from the Prior Year due to contribution from Royal Camp.
- **Sales revenue** during the Year was $18.9 million, down 17% or $3.8 million from the Prior Year due to lower custom sales in Australia and Canada, partially offset by increased custom sales in the U.S..

Adjusted EBITDA[14] for the Year was $62.6 million, up 49% or $20.5 million from the Prior Year driven by contributions from Royal Camp and improved margins in the rental revenue stream, partially offset by lower lodge services margin and higher administrative expenses.

Adjusted EBITDA as a % of Revenue[14] for the Year of 25% was down from 30% in Prior Year due to lower lodge services margin and higher administrative expenses.

Return on Assets[14] for the Year of 22% was down from 39% in the Prior Year. While Return on Assets[14] remains robust, the decline is driven by the inclusion of property and equipment and the related intangibles of the Company's acquisition of Royal Camp at fair market value as compared to the Company's existing WFS assets which are carried at depreciated values.

Contracted Future Rental Revenue

Contracted future rental revenue from contracts in place is calculated as the total value of rental revenue yet to be recognized in the future related to performance obligations not yet satisfied as at the end of the Quarter. The commencement date of the contracts in place includes both contracts that commenced before the end of the Quarter or in some instances contracts signed but which will commence in future reporting periods.

As at September 30, 2026, contracted future rental revenue from contracts in place was $25.4 million, a decrease of 13% or $3.8 million from the Comparative Quarter. The vast majority of rental contracts signed by WFS have a contracted term and are typically extended past their respective expiry date, usually on a month-to-month basis. WFS also generates meaningful recurring revenue from lodging and catering operations across strategically located open-camps in Western Canada, but with no fixed term or contracts. Contracted future rental revenue from contracts in place also does not include rental contracts with a month-to-month term.

[14]Adjusted EBITDA is a non-GAAP financial measure. Adjusted EBITDA as a % of Revenue and Return on Assets are non-GAAP ratios. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

Workforce Solutions Fleet and Average Utilization

The following are key metrics used to measure and report on the performance of WFS fleet assets. Average asset utilization is calculated by dividing the net book value of fleet assets on rent and assets deployed at open lodges by the total net book value of total fleet assets. Fleet assets used to generate lodge services revenue at open lodges are shown as utilized.

	Three months ended September 30,			Nine months ended September 30,		
Average Asset Utilization by Geography[1]	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Canada[2]	**56.5%**	49.5%	700 bps	**54.5%**	51.6%	290 bps
United States	**57.3%**	80.6%	(2,330) bps	**53.6%**	76.6%	(2,300) bps
Australia	**64.9%**	68.1%	(320) bps	**67.3%**	69.1%	(180) bps
Consolidated WFS average asset utilization	**58.0%**	62.2%	(420) bps	**56.6%**	62.4%	(580) bps

(1) Calculated as the net book value of fleet assets on rent divided by the net book value of total fleet assets for the region.

(2) In Canada, approximately 85% of the fleet operates as rental, while the remaining 15% are configured as open lodges.

	As at September 30,		
Fleet Count (Units) by Geography	**2026**	**2025**	**Change**
Canada	**5,369**	3,585	50%
United States	**488**	525	(7)%
Australia	**1,574**	1,560	1%
Total Fleet Count	**7,431**	5,670	31%

	As at September 30,		
Consolidated Room Count by Geography	**2026**	**2025**	**Change**
Canada	**11,827**	5,346	121%
United States	**886**	1,006	(12)%
Australia	**575**	681	(16)%
Total Room Count	**13,288**	7,033	89%

	As at September 30,		
Net Book Value by Geography ($ millions)	**2026**	**2025**	**Change**
Canada	**208.7**	67.5	209%
United States	**31.6**	33.1	(5)%
Australia	**50.5**	41.5	22%
Total Net Book Value	**290.8**	142.1	105%

LodgeLink

LodgeLink net revenue is generated from the margin per room booked and rebates earned on the payment transaction with accommodation and travel suppliers. When the room is booked in a third-party hotel or lodge the revenue is categorized as non-rental revenue and revenue from bookings at Black Diamond owned lodges is categorized as lodge services revenue. A "Travel Segment" is a single, sellable unit of inventory that occupies a line item in a travel itinerary, such as room nights, flights and car rentals.

	Three months ended September 30,			Nine months ended September 30,		
	2026	**2025**	**Change**	**2026**	**2025**	**Change**
Total Trade Value ($ millions)[15]	**51.5**	35.7	44%	**127.6**	82.9	54%
Net Revenue ($ millions)	**6.5**	4.3	51%	**15.6**	10.3	51%
Net Revenue Margin[15]	**12.6%**	12.0%	60 bps	**12.2%**	12.4%	(20) bps
Total Travel Segments	**254,944**	169,881	50%	**625,567**	319,480	96%

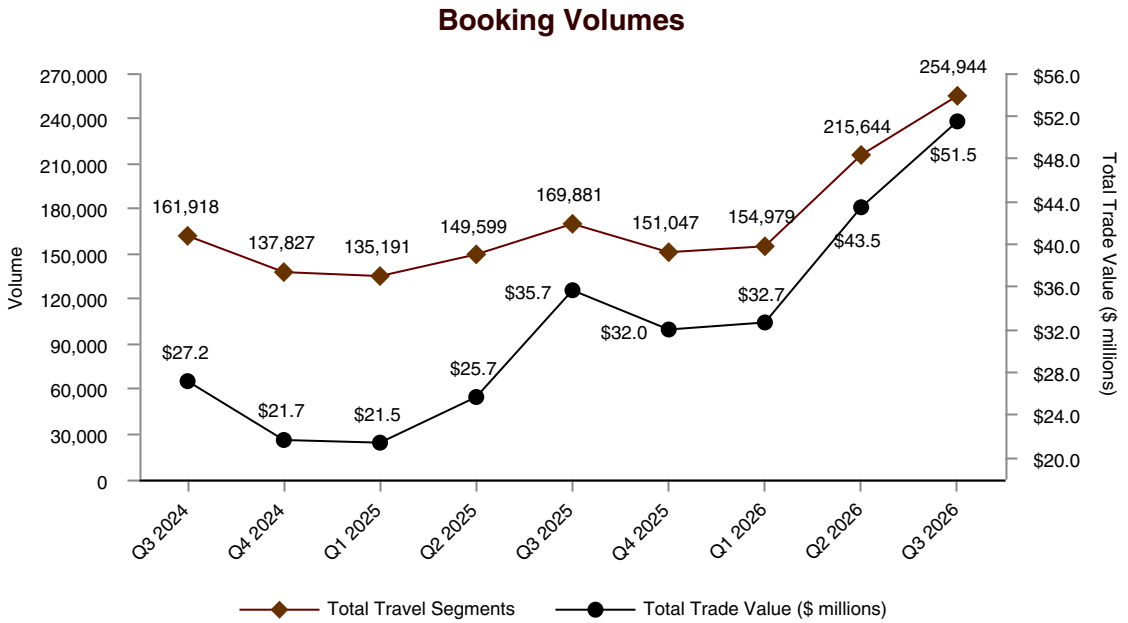
Q3 2026 vs Q3 2025

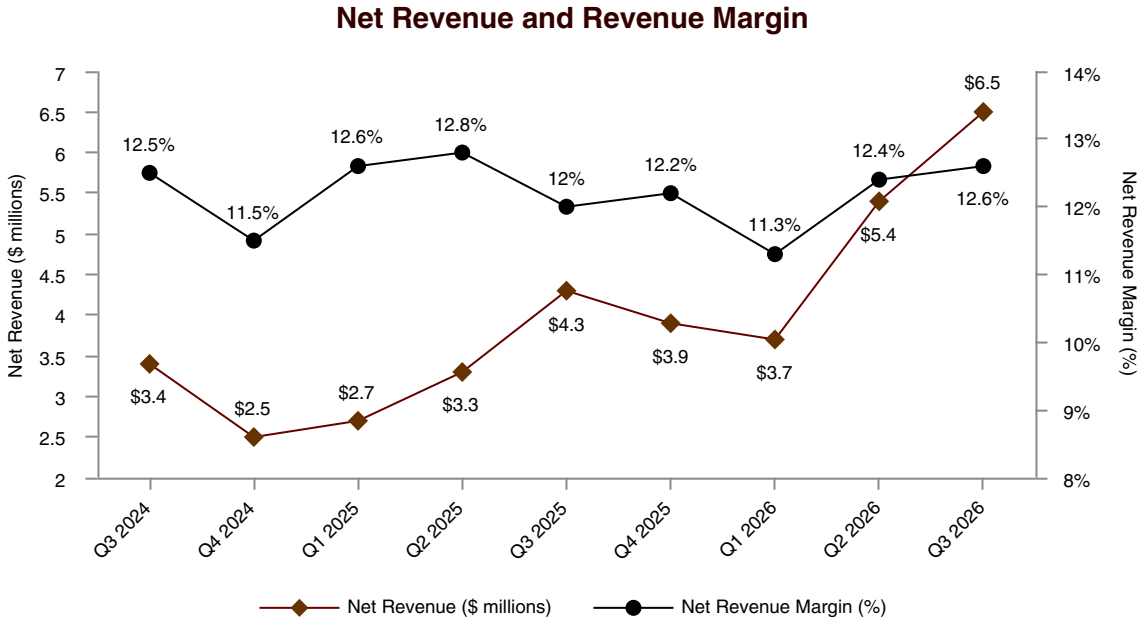
Total Travel Segments sold in the Quarter of 254,944 and net revenue of $6.5 million increased 50% and 51%, respectively, from the Comparative Quarter due to continued growth from both new and existing customers. Growth in the US. outpaced growth in Canada by a factor of 2:1 during the quarter. Net revenue Margin[15] of 12.6% for the Quarter increased by 60 basis points compared to the Comparative Quarter due to the split of revenue between corporate travel and crew accommodations. Net revenue Margin[15] generated through the platform, excluding Spencer Group of Companies, was 13.3% for the Quarter an increase of 30 basis points compared to the Comparative Quarter due to growth in the U.S. and Canada and higher daily room rates.

Year to Date 2026 vs 2025

Net revenue for the Year was $15.6 million, up 51%, or $5.3 million from the Prior Year, resulting from an increase in Total Travel Segments sold of 625,567, which increased by 96%. Total Trade Value[15] increased by 54%, from the Prior Year, due to the increase in Total Travel Segments sold and the recent acquisition of Spencer Group of Companies. Net revenue Margin[15] of 12.2% decreased by 20 basis points compared to the Prior Year due to an increase in Total Travel Segments and the average rate per travel segment. Net revenue Margin[15] generated through the platform, excluding Spencer Group of Companies, was 13.3% for the Year an increase of 50 basis points compared to the Prior Year due to growth in the U.S. and Canada and higher daily room rates.

[15]Total Trade Value is a non-GAAP financial measure. Net Revenue Margin is a non-GAAP ratio. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.





[16]Total Trade Value is a non-GAAP financial measure. Net Revenue Margin is a non-GAAP ratio. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure and ratio.

CORPORATE AND OTHER

The Corporate and Other business unit includes costs related to administrative activities that support all business units. The administrative support functions include activities of the executive office, finance, human resources, health and safety, legal, annual profit incentives for the Company, insurance, software licensing and information technology. Included in the Corporate and Other business unit is non-material revenue that is not significant enough to report on its own.

Financial Highlights

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Property and equipment net book value	**33.0**	17.2	92%	**33.0**	17.2	92%
Adjusted EBITDA[17]	**(7.1)**	(5.2)	(37)%	**(19.5)**	(17.1)	(14)%

Q3 2026 vs Q3 2025

Property and equipment net book value at the end of the Quarter was $33.0 million, an increase of 92% or $15.8 million from the end of the Comparative Quarter, primarily due to purchases of property. The Company acquires strategic properties for operational purposes when economically favourable.

Adjusted EBITDA[17] for the Quarter was negative $7.1 million, a decrease of 37% or $1.9 million compared to $5.2 million in the prior Quarter, primarily due to higher professional and technology fees.

Year to Date 2026 vs 2025

Property and equipment net book value at the end of the Year was $33.0 million, an increase of 92% or $15.8 million from the end of the Prior Year, primarily due to purchases of property. The Company acquires strategic properties for operational purposes when economically favourable.

Adjusted EBITDA[17] for the Year was negative $19.5 million, a decrease of 14% or $2.4 million compared to negative $17.1 million in the Prior Year, primarily due to higher professional and technology fees.

[17]Adjusted EBITDA is a non-GAAP financial measure. Refer to the "Non-GAAP Financial Measures", "Financial Review - Capital Plan" and "Modular Space Solutions - Financial Highlights" sections of this MD&A for more information on each non-GAAP financial measure.

LIQUIDITY AND CAPITAL RESOURCES

Cash Requirements

Capital Expenditures

Black Diamond's capital expenditures relate primarily to:

- MSS - space rental structures and ancillary equipment;
- WFS - workforce accommodation structures, ancillary equipment, surface rental equipment, space rental structures in Australia and LodgeLink development costs; and
- Corporate and Other - land, leasehold improvements, computers, furniture and service-related equipment.

For the Quarter, Black Diamond expended $26.8 million (Comparative Quarter – $19.6 million) on additions to property and equipment and intangible assets. The expenditures on additions are set out in the table below.

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change %**	**2026**	**2025**	**Change %**
Modular Space Solutions	**19.3**	13.8	40%	**41.8**	49.7	(16)%
Workforce Solutions	**7.0**	5.6	25%	**18.5**	17.0	9%
Corporate and Other	**0.5**	0.2	150%	**8.2**	2.6	215%
Total capital expenditures[1]	**26.8**	19.6	37%	**68.6**	69.3	(1)%

(1) Excludes business acquisitions.

Sources and Uses of Cash

Cash flows from operating, investing and financing activities, as reflected in the unaudited consolidated statement of cash flows, are summarized in the following table:

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change %**	**2026**	**2025**	**Change %**
Cash from operating activities	**23.3**	20.4	14%	**66.2**	84.8	(22)%
Cash used in investing activities	**(17.2)**	(19.0)	(9)%	**(59.8)**	(68.9)	(13)%
Cash used in financing activities	**(9.0)**	(0.4)	2,150%	**(6.3)**	(19.3)	67%
Total cash (decrease) increase	**(2.9)**	1.0	(390)%	**0.1**	(3.4)	103%

Liquidity needs can be met through a variety of sources, depending on specific circumstances, including: available cash, cash generated from operations, draw downs under the ABL Facility and the issuance of new equity or debt. Black Diamond's primary use of funds are operational expenses, sustaining and opportunity capital spending, interest, taxes, dividends and distributions and principal debt repayments.

Cash from operating activities was $2.9 million higher in the Quarter than in the Comparative Quarter primarily due to a decrease of non-cash working capital from delays in billing and collection as a result of the ERP go-live procedures and a decrease in profit in the Quarter.

Cash used in investing activities was $1.8 million lower in the Quarter than in the Comparative Quarter primarily due to reduced non-cash working capital offset by increased capital expenditures in the Quarter.

Cash used in financing activities was $8.6 million higher in the Quarter than in the Comparative Quarter primarily due to draws on long-term debt.

Working Capital

The following table presents summarized working capital information:

($ millions, except as noted)	September 30, 2026	December 31, 2025	Change $	Change %
Current assets	**193.7**	141.2	52.5	37%
Current liabilities	**126.5**	99.6	26.9	27%
Working capital[1]	**67.2**	41.6	25.6	62%

(1) Working capital, a supplementary financial measure, is calculated as current assets minus current liabilities.

The increase in current assets of $52.5 million from December 31, 2025 was due to an increase in accounts receivable of $45.5 million, primarily due to delays in billing and collections as a result of the ERP go-live procedures, an increase in prepaid expenses and other current assets of $7.3 million, and a decrease in cash and cash equivalents of $0.3 million.

The increase in current liabilities of $26.9 million from December 31, 2025 was due to an increase in accounts payable and accrued liabilities of $3.9 million related to the provision for sales tax assessments, an increase in deferred revenue of $24.0 million, and a decrease in lease liabilities of $1.0 million.

Contractual Obligations and Other Commitments

As at September 30, 2026, Black Diamond had capital expenditure commitments in the amount of $49.7 million. Additionally, Black Diamond has a commitment of $41.3 million related to the Company's office, equipment and yard leases, which have varying terms over the next six years. It is management's intention to meet the funding requirements for these commitments through internally generated cash flow.

Principal Debt Instruments

Effective April 24, 2026, the Company reached an agreement with its lenders to extend and amend the ABL Facility, increasing the maximum revolving line to $550.0 million. The maturity date was unchanged at February 20, 2030 and all other material terms remained the same. The ABL Facility has an uncommitted accordion of $75.0 million.

The amount available for borrowing at any given time under the ABL Facility is based on 95% of the Net Orderly Liquidation Value (as defined in the ABL Facility) of eligible rental fleet and qualified receivables plus certain other qualifying assets, less specified reserves, up to a maximum of $550.0 million.

In addition, the Company has a bank term loan that has a fixed interest rate of 3.79%. This loan matures in December 2026 and is secured by specific equipment.

For the Quarter, the average interest rate on outstanding debt was 4.34% (Comparative Quarter - 4.55%). For the Year, the average interest rate on outstanding debt was 4.33% (Prior Year - 4.68%).

The Company uses debt to finance its business activities. Management believes that Black Diamond has the liquidity, barring any unforeseen circumstances, to continue to operate through the foreseeable future and pursue its planned business objectives.

Management believes that the ongoing management of cash generated from operations will be sufficient to allow it to meet ongoing requirements for working capital, repayment of the ABL Facility, maintenance costs, administrative expenses and interest costs. Black Diamond's cash generated from operations will

be dependent upon future financial performance, which in turn will be subject to financial, business and other risk factors, including factors beyond Black Diamond's control. Management also believes that, dependent on capital market conditions, Black Diamond has room under its existing credit facilities and believes it has the ability to raise equity if required.

The Company is committed to maintaining a strong balance sheet and flexible capital structure.

The Company has entered into interest rate swap agreements, which are recognized as risk management assets or liabilities, with the ABL Facility lending syndicate for an aggregate of $176.0 million, with termination dates between October 29, 2026 and March 20, 2031. As at September 30, 2026, the total value of the risk management asset was $0.6 million (December 31, 2025 - risk management liability $0.2 million).

Debt Covenants

In accordance with the terms of the ABL Facility, the Company is required to maintain a Fixed Charge Coverage Ratio ("FCCR") of 1.1 to 1; however, this covenant is only tested in certain instances, principally when draws under the ABL Facility exceed 95% of the maximum revolving line of $550 million. As at September 30, 2026, the Company's draws under the ABL Facility amounted to 57% of the borrowing base of $673 million. As at December 31, 2025, the Company's draws under the ABL Facility amounted to 83% of the maximum credit of $425 million. Therefore, the FCCR covenant was not applicable in either period.

As at September 30, 2026, Black Diamond was in compliance with all debt covenants.

Share Capital

As at September 30, 2026, Black Diamond had 68.9 million (December 31, 2025 - 67.8 million) Common Shares outstanding, net of 0.6 million (December 31, 2025 - 0.9 million) held in trust to settle equity-based compensation plans. In addition, as at September 30, 2026, Black Diamond had 4.7 million (December 31, 2025 - 4.5 million) Common Shares reserved for issuance pursuant to the exercise of options and restricted share units which have been granted pursuant to Black Diamond's share option plan and restricted and performance incentive award plan.

The following table summarizes Black Diamond's equity capitalization as at October 29, 2026 (in thousands):

Common Shares (net of shares held in trust)	68,932
Common Shares (held in trust)	571
Stock options	4,413
Restricted and performance share units	315

Off-Balance Sheet Arrangements

The Company does not have any off-balance sheet arrangements that have, or are reasonably likely to have, a material current or future effect on the Company's financial condition, revenue or expenses, results of operations, liquidity or capital expenses.

Contractual Obligations

The following table summarizes Black Diamond's total contractual obligations as at September 30, 2026:

		Payments due by period		
($ millions, except as noted)	**Total**	**Less than 1 year**	**1 - 5 years**	**After 5 years**
Accounts payable and accrued liabilities	66.8	66.8	—	—
Long-term debt	380.1	0.2	379.9	—
Lease obligations, undiscounted	33.6	11.2	22.1	0.3
Commitments	7.7	1.7	5.8	0.2
Capital commitments	49.7	49.7	—	—
Total contractual obligations	**537.9**	**129.6**	**407.8**	**0.5**

FINANCIAL INSTRUMENTS

All of Black Diamond's financial instruments as at September 30, 2026 relate to standard working capital accounts, credit facility items and risk management contracts.

Black Diamond is subject to both cash flow and interest rate risk on its long-term debt facilities. The required cash flow to service the Company's long-term debt facilities will fluctuate as a result of changes in market rates.

NON-GAAP FINANCIAL MEASURES

Black Diamond's unaudited interim condensed consolidated financial statements have been prepared in accordance with IFRS. Non-GAAP financial measures are used to assist investors in understanding Black Diamond's operating results that may not be evident when relying solely on the GAAP financial measures. Black Diamond believes securities analysts, investors and other interested parties frequently use non-GAAP financial measures in the evaluation of the Company's results. Black Diamond uses non-GAAP financial measures to evaluate operating results from period to period, as internal reporting key performance indicators, and to determine elements of management compensation. Non-GAAP financial measures do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers for these non-GAAP financial measures. These non-GAAP financial measures include Adjusted EBITDA, Adjusted EBIT, Adjusted EBITDA as a % of Revenue, Net Debt, Net Debt to TTM Adjusted Leverage EBITDA, Funds from Operations, Free Cashflow, Gross Profit Margin, Return on Assets, VAPS as a % of Rental Revenue, Total Trade Value, Net Revenue Margin, Adjusted Profit and Net Capital Expenditures.

Adjusted EBITDA is not a measure recognized under IFRS and does not have a standardized meaning prescribed by IFRS. Adjusted EBITDA refers to consolidated earnings before finance costs, tax expense, depreciation and amortization, accretion, foreign exchange, share-based compensation, non-controlling interests, write-down of property and equipment, impairment, gain on disposal of assets and non-recurring costs.

Black Diamond uses Adjusted EBITDA primarily as a measure of operating performance. Management believes that operating performance, as determined by Adjusted EBITDA, is meaningful because it presents the performance of the Company's operations on a basis which excludes the impact of certain non-cash items as well as how the operations have been financed. In addition, management presents Adjusted EBITDA because it considers it to be an important supplemental measure of the Company's performance and believes this measure is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures.

Adjusted EBITDA has limitations as an analytical tool, and readers should not consider this item in isolation, or as a substitute for an analysis of the Company's results as reported under IFRS. Some of the limitations of Adjusted EBITDA are:

- Adjusted EBITDA excludes certain income tax payments and recoveries that may represent a reduction or increase in cash available to the Company;
- Adjusted EBITDA does not reflect the Company's cash expenditures, or future requirements, for capital expenditures or contractual commitments;
- Adjusted EBITDA does not reflect changes in, or cash requirements for, the Company’s working capital needs;
- Adjusted EBITDA does not reflect the significant interest expense, or the cash requirements necessary to service interest payments on the Company's debt;
- Depreciation and amortization are non-cash charges, thus the assets being depreciated and amortized will often have to be replaced in the future and Adjusted EBITDA does not reflect any cash requirements for such replacements; and
- Other companies in the industry may calculate Adjusted EBITDA differently than the Company does, limiting its usefulness as a comparative measure.

Because of these limitations, Adjusted EBITDA should not be considered as a measure of discretionary cash available to invest in the growth of the Company's business. The Company compensates for these limitations by relying primarily on the Company's IFRS results and using Adjusted EBITDA only on a supplementary basis. A reconciliation to profit, the most comparable GAAP financial measure, is provided below.

Adjusted EBIT is Adjusted EBITDA less depreciation and amortization. Black Diamond uses Adjusted EBIT primarily as a measure of operating performance. Management believes that Adjusted EBIT is a useful measure for investors when analyzing ongoing operating trends. There can be no assurances that additional special items will not occur in future periods, nor that the Company's definition of Adjusted EBIT is consistent with that of other companies. As such, management believes that it is appropriate to consider both profit determined on a GAAP basis as well as Adjusted EBIT. A reconciliation to profit, the most comparable GAAP financial measure, is provided below.

Adjusted EBITDA as a % of Revenue is calculated by dividing Adjusted EBITDA by total revenue for the period. Black Diamond uses Adjusted EBITDA as a % of Revenue primarily as a measure of operating performance. Management believes this ratio is an important supplemental measure of the Company's performance and believes this measure is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures.

Return on Assets is calculated as annualized Adjusted EBITDA divided by average net book value of property and equipment and intangible assets. Annualized Adjusted EBITDA is calculated by multiplying Adjusted EBITDA for the Quarter and Comparative Quarter by an annualized multiplier. Management believes that Return on Assets is a useful financial measure for investors in evaluating operating performance for the periods presented. When read in conjunction with the Company's profit and property and equipment, two GAAP financial measures, this non-GAAP ratio provides investors with a useful tool to evaluate Black Diamond's ongoing operations and management of assets from period-to-period.

Reconciliation of Consolidated Profit to Adjusted EBITDA, Adjusted EBIT, Adjusted EBITDA as a % of Revenue and Return on Assets:

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change %**	**2026**	**2025**	**Change %**
Profit	**11.0**	12.2	(10)%	**14.6**	27.2	(46)%
Add:						
Depreciation and amortization	**18.7**	12.4	51%	**54.2**	36.8	47%
Finance costs	**5.1**	3.2	59%	**15.2**	10.6	43%
Share-based compensation	**2.6**	2.3	13%	**6.9**	5.4	28%
Non-controlling interests	**1.2**	0.2	500%	**3.3**	0.9	267%
Current income taxes	**3.8**	0.4	850%	**4.9**	1.3	277%
Deferred income taxes	**(1.4)**	3.9	(136)%	**(0.4)**	7.4	(105)%
Non-recurring costs						
ERP implementation and related costs[1]	**1.3**	1.7	(24)%	**5.2**	5.1	2%
Acquisition costs	**—**	1.5	(100)%	**0.3**	1.6	(81)%
Gain on disposal of assets	**—**	(6.0)	100%	**(3.1)**	(8.8)	65%
Provision for sales tax assessments	**—**	—	—%	**3.6**	—	100%
Adjusted EBITDA	**42.3**	31.8	33%	**104.7**	87.5	20%
Less:						
Depreciation and amortization	**18.7**	12.4	51%	**54.2**	36.8	47%
Adjusted EBIT	**23.6**	19.4	22%	**50.5**	50.7	—%
Total revenue	**159.9**	105.3	52%	**419.0**	312.9	34%
Adjusted EBITDA as a % of Revenue	**26.5%**	30.2%	(370) bps	**25.0%**	28.0%	(300) bps
Annualized multiplier	**4**	4		**1.3**	1.3	
Annualized adjusted EBITDA	**169.2**	127.2	33%	**136.1**	113.8	20%
Average net book value of property and equipment	**861.9**	623.2	38%	**851.2**	615.5	38%
Return on Assets	**19.6%**	20.4%	(80) bps	**12.3%**	18.5%	(620) bps

(1) This relates to the costs incurred for implementation of a new ERP system and are included in administrative expenses; the first phase of the implementation went live on May 1, 2024 and the second phase of the implementation went live on June 1, 2026.

Reconciliation of Consolidated Profit to Adjusted Profit, and Adjusted Earnings Per Share (EPS):

Adjusted Profit represents profit from continuing operations excluding the amortization of intangibles acquired through acquisitions, acquisition costs, ERP implementation and related costs, and adjustments for other specific items that are significant but are not reflective of Black Diamond's underlying operations, all on an after-tax basis. Specific items are subjective, although Black Diamond uses judgment when identifying items to be excluded in calculating adjusted measures. Adjusted profit is a measure of overall profitability and the most comparable IFRS measure for adjusted profit is Profit. Management presents Adjusted Profit because it considers it to be a reflection of ongoing operations.

Adjusted Earnings Per Share (EPS) is a non-GAAP ratio calculated by dividing adjusted profit (defined above) by the basic and diluted weighted average number of shares outstanding. Management presents Adjusted EPS because it considers it to be a reflection of ongoing operations.

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Profit	**11.0**	12.2	(10)%	**14.6**	27.2	(46)%
Add back net of tax:						
Amortization of intangibles related to acquisitions[1]	**1.2**	0.4	200%	**3.7**	1.0	270%
ERP implementation, acquisition, and related costs[2]	**0.9**	2.4	(63)%	**4.0**	5.1	(22)%
Provision for sales tax assessments[3]	**—**	—	—%	**2.6**	—	100%
Gains related to insurance proceeds received[4]	**—**	(4.5)	100%	**(2.3)**	(6.6)	65%
Adjusted Profit	**13.1**	10.5	25%	**22.6**	26.7	(15)%
Weighted average common shares outstanding - basic	**69.0**	65.2	6%	**68.6**	62.6	10%
Weighted average common shares outstanding - diluted	**70.9**	66.7	6%	**70.4**	63.5	11%
Adjusted EPS						
Basic ($)	**0.19**	0.16	19%	**0.33**	0.43	(23)%
Diluted ($)	**0.19**	0.16	19%	**0.32**	0.42	(24)%

(1) The add back of intangible amortization relates only to the amortization from intangible assets acquired through acquisitions and excludes the amortization of internally generated intangibles. For the three and nine months ended September 30, 2026, this amount is net of tax of $0.4 and $1.4 (2025 - $0.1 and $0.3)

(2) The add back of costs incurred for the ERP implementation, as well as certain administrative and marketing costs and depreciation primarily related to acquisition expenses associated with our acquisitions and restructuring costs. For the three and nine months ended September 30, 2026, this amount is net of tax of $0.4 and $1.5 (2025 - $0.8 and $1.6)

(3) For the three and nine months ended September 30, 2026, the Provision for sales tax assessments amount is net of tax of $nil and $1.0 (2025 - $nil and $nil)

(4) For the three and nine months ended September 30, 2026, the Gains related to insurance proceeds received is net of tax of $nil and $0.8 (2025 - $1.5 and $2.1)

Reconciliation of Consolidated Profit to Adjusted EBITDA, Adjusted Leveraged EBITDA, Net Debt and Net Debt to TTM Adjusted Leverage EBITDA:

Net Debt to TTM Adjusted Leverage EBITDA is a non-GAAP ratio which is calculated as Net Debt divided by TTM Adjusted Leverage EBITDA. **Net Debt**, a non-GAAP financial measure, is calculated as long-term debt minus cash and cash equivalents. A reconciliation to long-term debt, the most comparable GAAP financial measure, is provided below.

Adjusted Leverage EBITDA, a non-GAAP financial measure, is calculated as Adjusted EBITDA plus pre-acquisition Adjusted EBITDA estimates that reflect Adjusted EBITDA generated by acquired businesses prior to the acquisition date, as though the acquisition had occurred at the beginning of the relevant TTM period. Adjusted Leverage EBITDA is used by management to assess the Company's leverage position and its ability to service debt. The measure is also used in calculating the Net Debt to TTM Adjusted Leverage EBITDA Ratio, which management monitors against its internal target range. Management believes this adjustment provides investors with additional context regarding the contribution of recently acquired operations to the Company's leverage metrics and assists users in evaluating leverage on a basis that is more consistent with the Company's current operating performance. A reconciliation to profit, the most comparable GAAP financial measure, is provided below.

Net Debt and Net Debt to TTM Adjusted Leverage EBITDA removes cash and cash equivalents from the Company's debt balance. Black Diamond uses this ratio primarily as a measure of operating performance. Management believes this ratio is an important supplemental measure of the Company's performance and believes this measure is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures.

($ millions, except as noted)	2026	2026	2026	2025	2025	2025	2025	2024	Change
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	
Profit	11.0	0.9	2.7	7.6	12.2	9.2	5.8	9.3	
Add:									
Depreciation and amortization	18.7	17.8	17.6	15.8	12.4	12.0	12.4	14.6	
Finance costs	5.1	5.2	4.9	4.0	3.2	3.6	3.8	3.8	
Share-based compensation	2.6	2.4	1.9	2.1	2.3	1.9	1.2	1.3	
Non-controlling interests	1.2	0.7	1.3	1.6	0.2	0.3	0.4	0.5	
Current income taxes	3.8	(0.1)	1.3	1.4	0.4	0.5	0.4	0.9	
Deferred income taxes	(1.4)	0.6	0.4	4.2	3.9	2.6	0.9	5.4	
Non-recurring costs									
ERP implementation and related costs[1]	1.3	2.3	1.6	1.4	1.7	1.8	1.6	1.4	
Acquisition costs	—	0.1	0.3	1.2	1.5	0.1	—	—	
Gain on disposal of assets	—	(3.1)	—	(0.4)	(6.0)	(2.8)	—	—	
Provision for sales tax assessments	—	3.6	—	—	—	—	—	—	
Adjusted EBITDA	42.3	30.4	32.0	38.9	31.8	29.2	26.5	37.2	
Acquisition pro-forma adjustments[2]	—	—	—	6.4	—	—	—	—	
Adjusted Leverage EBITDA	42.3	30.4	32.0	45.3	31.8	29.2	26.5	37.2	
TTM Adjusted Leverage EBITDA	150.0				124.7				20%
Long-term debt	379.9				205.8				85%
Cash and cash equivalents	24.4				9.8				149%
Current portion of long-term debt[3]	0.2				1.1				(82)%
Net Debt	355.7				197.1				80%
Net Debt to TTM Adjusted Leverage EBITDA	2.4				1.6				50%

(1) This relates to the costs incurred for the implementation of a new ERP system and are included in administrative expenses; the first phase of the implementation went live on May 1, 2024 and the second phase of the implementation went live on June 1, 2026.

(2) Includes pre-acquisition Adjusted EBITDA attributable to Royal Camp estimates as if the acquisition occurred on September 30, 2025. Pre-acquisition Adjusted EBITDA from Royal Camp is not a recognized measure under IFRS. The Company's method of calculating may differ from other entities and accordingly, may not be comparable to measures used by other entities.

(3) Current portion of long-term debt relating to the payments due within one year on the bank term loans assumed as part of the acquisition in the fourth quarter of 2022.

Funds from Operations is calculated as the cash flow from operating activities, the most comparable GAAP financial measure, excluding the changes in non-cash working capital. Management believes that Funds from Operations is a useful measure as it provides an indication of the funds generated by the operations before working capital adjustments. Changes in long-term accounts receivable and non-cash working capital items have been excluded as such changes are financed using the operating line of Black Diamond's credit facilities. A reconciliation to cash flow from operating activities, the most comparable GAAP financial measure, is provided below.

Free Cashflow is calculated as Funds from Operations minus maintenance capital, net interest paid (including lease interest), payment of lease liabilities, net current income tax expense (recovery), distributions declared to non-controlling interests and dividends paid on Common Shares plus net current income taxes received (paid). Management believes that Free Cashflow is a useful measure as it provides an indication of the funds generated by the operations before working capital adjustments and other items noted above. Management believes this metric is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures. A reconciliation to cash flow from operating activities, the most comparable GAAP financial measure, is provided below.

Reconciliation of Cash Flow from Operating Activities to Funds from Operations and Free Cashflow:

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Cash Flow from Operating Activities	**23.3**	20.4	14%	**66.2**	84.8	(22)%
Add (deduct):						
Change in other long-term assets	**6.6**	0.3	2,100%	**5.1**	2.3	122%
Changes in non-cash operating working capital	**13.7**	12.3	11%	**32.1**	2.3	1,296%
Funds from Operations	**43.6**	33.0	32%	**103.4**	89.4	16%
Add (deduct):						
Maintenance capital	**(2.2)**	(2.9)	24%	**(7.9)**	(6.8)	(16)%
Payment for lease liabilities	**(2.3)**	(2.0)	(15)%	**(6.9)**	(6.7)	(3)%
Interest paid (including lease interest)	**(5.0)**	(3.0)	(67)%	**(14.7)**	(10.1)	(46)%
Net current income tax expense	**3.8**	0.4	850%	**4.9**	1.3	277%
Dividends paid on Common Shares	**(3.1)**	(2.1)	(48)%	**(9.2)**	(6.4)	(44)%
Distributions paid to non-controlling interests	**(1.0)**	(0.4)	(150)%	**(3.2)**	(1.4)	(129)%
Free Cashflow	**33.8**	23.0	47%	**66.4**	59.3	12%

Gross Profit Margin is a non-GAAP ratio which is calculated by dividing gross profit, a GAAP financial measure calculated as total revenue less direct costs, by total revenue for the period. Management believes this ratio is an important supplemental measure of the Company's performance and believes this ratio is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures.

Reconciliation of Gross Profit to Gross Profit Margin:

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Total revenue	**159.9**	105.3	52%	**419.0**	312.9	34%
Direct costs	**94.3**	55.1	71%	**247.3**	170.6	45%
Gross profit	**65.6**	50.2	31%	**171.8**	142.3	21%
Gross Profit Margin	**41.0%**	47.7%	(670) bps	**41.0%**	45.5%	(450) bps

Total Trade Value, previously referred to as Gross Bookings, has been renamed to ensure alignment with terminology commonly used across the industry. Total Trade Value is a non-GAAP financial measure and is calculated as the total revenue billed to the customer which includes all fees and charges. Net revenue, a GAAP financial measure, is Total Trade Value less costs paid to suppliers. Revenue from bookings at third-party lodges and hotels through LodgeLink is recognized on a net revenue basis. LodgeLink is an agent in the transaction as it is not responsible for providing the service to the customer and does not control the service provided by a supplier. Management believes this non-GAAP financial measure is an important supplemental measure of LodgeLink's performance and cash generation and believes this non-GAAP financial measure is frequently used by interested parties in the evaluation of companies in industries with similar forms of revenue generation.

Net Revenue Margin is calculated by dividing net revenue by Total Trade Value for the period. Management believes this ratio is an important supplemental measure of LodgeLink's performance and profitability and believes this ratio is frequently used by interested parties in the evaluation of companies in industries with similar forms of revenue generation where companies act as agents in transactions.

Reconciliation of Net Revenue to Total Trade Value and Net Revenue Margin:

	Three months ended September 30,			Nine months ended September 30,		
($ millions, except as noted)	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**
Net revenue[(1)]	**6.5**	4.3	51%	**15.6**	10.3	51%
Costs paid to suppliers[(1)]	**45.0**	31.4	43%	**112.0**	72.6	54%
Total Trade Value[(1)]	**51.5**	35.7	44%	**127.6**	82.9	54%
Net Revenue Margin	**12.6%**	12.0%	60 bps	**12.2%**	12.4%	(20) bps

(1) Includes intercompany transactions.

Readers are cautioned that the non-GAAP financial measures are not alternatives to measures under IFRS and should not, on their own, be construed as an indicator of Black Diamond's performance or cash flows, a measure of liquidity or as a measure of actual return on the shares of Black Diamond. These non-GAAP financial measures should only be used in conjunction with the consolidated financial statements of Black Diamond.

RELATED PARTY TRANSACTIONS

The amounts due to limited partners include distributions and royalties payable to the non-controlling interests. They are non-interest bearing and due on demand. The amounts due to other related parties are unsecured and are payable in cash.

The following table provides the total amount of transactions that have been entered into with related parties during the three and nine months ended September 30, 2026 and 2025, as well as balances with related parties as at September 30, 2026 and December 31, 2025.

	Three months ended September 30,		**Nine months ended September 30,**		**Due to related parties as at**	
	2026	2025	**2026**	2025	**September 30, 2026**	December 31, 2025
($ millions, except as noted)	**$**	$	**$**	$	**$**	$
Non-controlling interests						
Limited partners						
Royalties and distributions declared	**1.1**	1.0	**1.3**	2.5	**(0.3)**	(2.4)
Other related parties						
Purchases of goods and services	**—**	0.3	**—**	0.9	**—**	**—**

Services purchased from the entity controlled by a member of the board of directors are recorded at exchange value which management believes approximates fair value, and include sublease and servicing of generators and fuel tanks.

RISKS AND UNCERTAINTIES

The operations of Black Diamond face a number of risks and uncertainties in the normal course of business that may be beyond its control, but which could have a material adverse effect on Black Diamond's financial condition, results of operations and cash flows. Many of these risk factors and uncertainties are outlined in the annual information form of Black Diamond for the year ended December 31, 2025 which is available on SEDAR+ at www.sedarplus.ca. Additional risks and uncertainties that management may be unaware of may become important factors which affect Black Diamond.

DISCLOSURE CONTROLS AND PROCEDURES & INTERNAL CONTROLS OVER FINANCIAL REPORTING

Black Diamond's Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") have, as at September 30, 2026, designed, or caused to be designed under their supervision, disclosure controls and procedures to provide reasonable assurance that: (i) material information relating to Black Diamond is made known to Black Diamond's CEO and CFO by others, particularly during the period in which the annual and interim filings are being prepared; and (ii) information required to be disclosed by Black Diamond in its annual filings, interim filings, or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time period specified in securities legislation.

Black Diamond's CEO and CFO have designed or caused to be designed under their supervision, internal controls over financial reporting ("ICFR") for the Company to provide reasonable assurance regarding the reliability of Black Diamond's financial reporting and the preparation of financial statements for external purposes in accordance with GAAP. Black Diamond's management, under the supervision of the CEO and CFO, used the criteria and framework established in the 2013 Internal Controls - Integrated Framework, issued by the Committee of Sponsoring Organizations of the Treadway Commission to design Black Diamond's ICFR.

Black Diamond is required to disclose herein any change in Black Diamond's ICFR that occurred during the period beginning on January 1, 2026 and ended September 30, 2026 that has materially affected, or is reasonably likely to materially affect, Black Diamond's ICFR. No material changes in Black Diamond's ICFR were identified during such period that have materially affected, or are reasonably likely to materially affect Black Diamond's ICFR.

On November 12, 2025, Black Diamond completed the acquisition of Royal Camp. The results of the acquired company have been included in the consolidated financial statements of Black Diamond since November 12, 2025. However, Black Diamond has not had sufficient time to appropriately assess the disclosure controls and procedures and ICFR previously used by the acquired company and integrate them with those of Black Diamond. As a result, the certifying officers have limited the scope of their design of disclosure controls and procedures and ICFR to exclude controls, policies and procedures of the acquired company. Black Diamond has a program in place to complete the assessment of the controls, policies and procedures of the acquired operation by October 31, 2026. Since the acquisition date, the assets of the acquired company contributed revenue of $121.1 million and profit of $5.6 million to the Company.

It should be noted that a control system, including Black Diamond's disclosure and internal controls and procedures, no matter how well conceived or operated, can provide only reasonable, but not absolute, assurance that the objectives of the control system will be met and it should not be expected that the disclosure and internal controls and procedures will prevent all errors or fraud.

Additional information relating to Black Diamond, including Black Diamond's annual information form for the year ended December 31, 2025 is available on SEDAR+ at www.sedarplus.ca.

CRITICAL ACCOUNTING POLICIES, JUDGMENTS & ESTIMATES AND ASSUMPTIONS

The preparation of the Company's unaudited interim condensed consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. If the underlying estimates and assumptions upon which the unaudited interim condensed consolidated financial statements are based change in future periods, actual amounts may differ from those included in the accompanying unaudited interim condensed consolidated financial statements.

Judgments

In the process of applying the Company's accounting policies, management has made the following judgments, which have a significant effect on the amounts recognized in the consolidated financial statements:

Impairment of non-financial assets

Goodwill is assessed annually for impairment. Property and equipment and intangible assets are reviewed for indicators of impairment and impairment reversal whenever events or changes in circumstances indicate that the carrying amount may not be recoverable or that an impairment loss recognized in prior periods may no longer exist or may have decreased. An impairment review requires estimates in a variety of areas including the determination of fair value, selling costs, timing and size of forecasted cash flows, long-term growth rates, anticipated gross margin, discount rates, and other valuation variables; the application of these variables in valuation models requires judgment.

Determination of control over subsidiaries

The Company applies judgment in assessing whether it controls an investee in accordance with IFRS 10 Consolidated Financial Statements, particularly in cases where the Company holds less than a majority of the voting rights. Control is assessed based on the Company’s power over the investee, exposure or rights to variable returns, and the ability to use its power to affect those returns. In making this assessment, management considers, among other factors, the purpose and design of the investee, the relevant activities and how decisions about those activities are made, substantive rights held by the Company and other investors, voting patterns at previous shareholders’ meetings, and the existence of any contractual arrangements. Changes in facts and circumstances may require a reassessment of whether control exists.

Determination of a Cash Generating Unit ("CGU")

Management's judgment is required in determining the Company's CGUs for the impairment assessment of its property and equipment, goodwill and definite life intangible assets. The CGUs have been determined considering the level of operating activities and independent cash flows generated from groups of assets. Management determined the smallest identifiable group of assets that independently generates cash inflows and whose cash flow is largely independent of the cash inflows from other assets or groups of assets as follows: Modular Space Solutions Canada East, Modular Space Solutions Canada West, Modular Space Solutions US, Workforce Solutions - Canada, Workforce Solutions - United States, Workforce Solutions - Australia, and LodgeLink.

Fair value measurement of financial instruments

Financial assets and financial liabilities that are measured at fair value are classified into levels reflecting the method used to make the measurements. Fair values of assets and liabilities included in Level 1 are determined by reference to quoted prices in active markets for identical assets and liabilities. Assets and liabilities in Level 2 include valuations using inputs other than quoted prices for which all significant inputs are observable, either directly or indirectly. Level 3 valuations are based on inputs that are unobservable and significant to the overall fair value measurement. The inputs to these valuations are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. Judgments include considerations of inputs such as liquidity risk, credit risk and volatility.

Income taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. As a multinational group of legal entities and businesses, the Company has undertaken various cross-border transactions. These transactions are subject to the review and audit of various tax authorities. The judgment used when developing and entering into these transactions is based on existing tax policies in each jurisdiction. Future changes in tax policies may necessitate associated adjustments to tax recoveries and expenses already recorded. The Company establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences in interpretation may arise for a wide variety of issues depending on the conditions prevailing in the respective domicile of the Company's legal entities. The Company applies judgment on the realization of future benefits from deferred tax assets using available evidence about future events, together with future tax planning strategies.

Aggregation of interest in subsidiaries

Management has used judgment in determining whether it is appropriate to aggregate the disclosures required by IFRS 12, *Disclosure of Interests in Other Entities* for Black Diamond's interests in subsidiaries. In reaching a determination, management considered such factors as its interests in the subsidiaries' nature of business, their industry classification and their geographical location.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Revenue recognition

Revenue from certain types of contracts is recognized over time, using an input method to measure progress towards complete satisfaction of the service because the customer simultaneously receives and consumes the benefits provided by the Company. In determining the progress towards complete satisfaction, estimates and assumptions are made in relation to costs incurred and the costs to complete the contracts. When the outcome of the transaction cannot be estimated reliably, estimates and assumptions are made on whether the Company will recover the transaction costs incurred.

Purchase price allocations

The acquired assets and assumed liabilities are recognized at fair value on the date the Company obtains control of a business. The measurement of each business combination is based on the information available on the acquisition date and can include assumptions relating to forecast revenues, operating margins, growth rates, discount rates, and terminal values, which are inherently uncertain and require judgment. The resulting fair value measurements may differ from actual outcomes due to changes in economic conditions, market dynamics, or the performance of the acquired businesses and such differences are recognized in profit or loss in the period in which they become known.

Deferred tax assets

The recognition of deferred tax assets requires management to estimate the amount and timing of future taxable profits against which deductible temporary differences and tax losses can be utilized. These estimates are based on approved business plans, forecasts of future financial performance, and the interpretation of applicable tax legislation. Deferred tax assets are recognized only to the extent that it is probable that sufficient taxable profits will be available.

Depreciation of property and equipment and amortization of intangible assets

For purposes of determining depreciation and amortization expense, estimates and judgments are required to establish depreciation methods, useful lives, and residual values for the Company's assets. Determining depreciation methods requires management to make judgments that most appropriately reflect the pattern of an asset’s future economic benefit expected to be realized by the Company. Useful life estimates include management’s assumptions regarding the period over which the asset is expected to be available for use over their physical and economic useful lives. Depreciation methods, useful lives and residual values are reviewed on an annual basis and, if necessary, any changes are accounted for prospectively.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal ("FVLCD") and its value-in-use. The FVLCD calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. If no such transactions can be identified, an appropriate valuation model is used. The Company bases its impairment calculation on estimated future cash flows. The FVLCD calculation is based on a discounted cash flow ("DCF") model. The cash flows are estimated based on historical trends including consideration of the Company's budget for the next year and does not include significant future investments that could enhance the performance of the CGU being tested. Estimates for revenue growth and EBITDA margins were based on a review of historical information for each CGU, consideration of achievable rates and utilization during the forecast period, and consideration of future prospects given management's understanding of the operating environment. The discount rates used for each CGU were estimated based on the assumed weighted average cost of capital for a notional purchaser of each CGU. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows, margins, and the growth rate used for extrapolation purposes.

The Company is required to make judgments regarding the need for an impairment or impairment reversal at each reporting date by evaluating conditions specific to the organization that may lead to the impairment loss or impairment reversal of assets.

Asset retirement obligations

The Company has recognized a provision for asset retirement obligations associated with land leases held by the Company. In determining the fair value of the provision, assumptions and estimates are made in relation to discount rates, the expected cost to dismantle and remove the camps from the leases and the expected timing of those costs.

Additional estimates

Other estimates that management is required to make to conform with IFRS and prepare timely consolidated financial statements include accrual of unsettled transactions, collectability of accounts receivable, recognition of provisions and contingent obligations, the estimated useful lives of property and equipment, useful lives of intangible assets and the estimated fair value of share-based awards at grant date. Accordingly, actual results may differ from estimated amounts. Management has also used judgment in the estimates used in pricing its options and long-term share-based compensation plans.

Changes in Accounting Policy and Disclosure

Standards issued but not yet effective

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the financial statements are disclosed below. The Company intends to adopt these standards, if applicable, when they become effective.

IFRS 18 *Presentation and Disclosure in Financial Statements*

In April 2024, the International Accounting Standards Board ("IASB") issued IFRS 18 *Presentation and Disclosure in Financial Statements*, which will replace IAS 1 *Presentation of Financial Statements*. IFRS 18 will establish a revised structure for the consolidated statements of comprehensive income and improve comparability across entities and reporting periods. IFRS 18 is effective for annual periods beginning on or after January 1, 2027, with early adoption permitted. The new standard is required to be adopted retroactively, with certain transition provisions. The Company is evaluating the impact of adopting IFRS 18 on the consolidated financial statements.

The Company has not adopted these nor any other standard, interpretation or amendment that has been issued but is not yet effective.

Changes in accounting policy and disclosure

IFRS 9 *Financial Instruments* and IFRS 7 *Financial Instruments: Disclosures*

In May 2024, the IASB issued amendments to IFRS 9 *Financial Instruments* and IFRS 7 *Financial Instruments: Disclosures*, to provide further guidance on the timing of recognition and derecognition of financial instruments at settlement date, except for regular way purchases or sales of financial assets, and certain financial liabilities meeting conditions for a new exception which permits companies to elect to derecognize certain financial liabilities settled via electronic payment systems earlier than the settlement date. Additional guidance was also provided on assessing whether a financial asset meets the solely payments of principal and interest criterion, and issued new disclosure requirements. The amendments had no material impact on the Company's interim consolidated financial statements.