## MANAGEMENT'S DISCUSSION AND ANALYSIS

*The following Management's Discussion and Analysis ("MD&A") and interim consolidated financial statements of Goodfellow Inc. (hereafter the "Company") were approved by the Board of Directors on April 8, 2026. Unless otherwise indicated, the MD&A is based on information available up to such date. The MD&A should be read in conjunction with the consolidated financial statements and the corresponding notes for the years ended November 30, 2025 and November 30, 2024. The MD&A provides a review of the significant developments and results of operations of the Company during the three months ended February 28, 2026 and 2025. The interim consolidated financial statements ended February 28, 2026 and 2025 are prepared in accordance with International Financial Reporting Standards ("IFRS"). All amounts in this MD&A are in Canadian dollars unless otherwise indicated. All tabular dollar amounts are in thousands of Canadian dollars, except amounts per share or unless otherwise indicated. Some amounts included in this MD&A have been rounded to make reading easier, which may affect some calculations. Additional information relating to Goodfellow Inc., including the Annual Information Form and the Annual Report, can be found on SEDAR+ at www.sedarplus.ca and at www.goodfellowinc.com*

### FORWARD-LOOKING STATEMENTS

*This MD&A contains implicit and/or explicit forward-looking statements relating, inter alia, to objectives, strategies, priorities, goals, plans, financial position, operating results, trends and activities of Goodfellow Inc. and its markets and industries. Forward-looking statements can be identified by words such as: "believe," "estimate," "expect," "strategy," "future," "likely," "may," "should," "will" and similar references to future periods. Examples of forward-looking statements include, among others, statements made regarding liquidity and risk management in the current economic conditions. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, these statements are forward-looking to the extent that they are based on the Company's assessments, expectations and assumptions relative to, inter alia, the state of the global economy and the economies of the regions in which the Company operates; the level of demand for the Company's products including from its recurring client base, including bookings from customers; prices and margins for its products; competitors; reliability of supply chains; inflation; interest rates; foreign currency fluctuations; overhead expenses; working capital requirements and access to capital or funding to finance same; the collection of accounts receivable; the availability and sufficiency insurance coverage; the sufficiency and reliability of the Company's workforce; the successful management of environmental and health and safety risk; the sufficiency, reliability and effectiveness of information systems; the sufficiency, reliability and effectiveness of internal and disclosure controls; and the absence of adverse change in the Company's regulatory environment and legal proceedings. Although the Company believes that the expectations reflected in the forward-looking statements contained in this document, and the assumptions on which such forward-looking statements are made, are reasonable, there can be no assurance that such expectations and assumptions will prove to be correct. Readers are cautioned not to place undue reliance on forward-looking statements included in this document, as there can be no assurance that the plans, intentions or expectations upon which the forward-looking statements are based will occur or prove to be accurate. Actual results could differ significantly from management's expectations if recognized or unrecognized risks and uncertainties affect the Company's results or if assessments or assumptions are inaccurate. These risks and uncertainties include, among other things; the effects of general economic and business conditions including the cyclical nature of the Company's business; industry competition; inflation, credit, currency and interest rate risks; environmental risk; level of demand and financial performance of the manufacturing industry; competition from vendors; changes in customer demand; extent to which the Company is successful in gaining new long-term relationships with customers or retaining existing ones and the level of service failures that could lead customers to use competitors' services; increased customer bankruptcies; dependence on key personnel; laws and regulation; information systems, cost structure and working capital requirements; changes in trade policies, including duties, barriers, restrictions, tariffs and any retaliatory measures; occurrence of hostilities, political instability or catastrophic events and other factors described in the Company's public filings available at www.sedarplus.ca. For these reasons, the Company cannot guarantee the results of these forward-looking statements. The foregoing risks and uncertainties are described in greater detail in this MD&A. The MD&A gives an insight into past performance as well as the future strategies and key performance indicators as viewed by the management team at Goodfellow Inc. The Company disclaims any obligation to update or revise these forward-looking statements, except as required by applicable law.*

### NON-IFRS FINANCIAL MEASURES

(unaudited)

The Company reports its financial results in accordance with IFRS. However, in this document, the following non-IFRS measures, non-IFRS ratios and supplementary financial measures are used: EBITDA; Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid; Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid per share; Net Cash Flows from Operating Activities per share; Gross profit; Gross margin; Shareholders' Equity per share; Return on shareholders equity; Total Capital; Net Debt, and dividends paid per share. These measures do not have a standardized meaning under IFRS and could be calculated differently by other companies and accordingly, may not be comparable. The Company believes that many readers analyze the financial performance of Goodfellow's activities based on these non-IFRS financial measures as such measures may allow for easier comparisons between periods. The Company also believes that these measures are useful indicators of the performance of its operations and its ability to meet its financial obligations. Furthermore, management also uses some of these non-IFRS financial measures to assess the performance of its activities and managers. These measures should be considered as a complement to financial performance measures in accordance with IFRS. They do not substitute and are not superior to them. For measures displayed per share, the Company divided the measures by the total number of outstanding shares at February 28 of the period presented in the case of Shareholders Equity per share and by the weighted average number of outstanding shares for the relevant period ended February 28 presented for other measures per share.

"EBITDA" represents earnings before income taxes, net financial costs, depreciation of property, plant and equipment and of right-of-use-assets and amortization of intangible assets. Management believes this metric is useful as it allows comparability of operating results from one period to another by excluding the effects of items that primarily reflect the impact of long-term investment and financing decisions, rather than the results of day-to-day operations.

The table below contains a reconciliation of EBITDA to the most directly comparable IFRS measure, net earnings.

| **Reconciliation of EBITDA** | **For the three months ended** | | **For the years ended** | |
|---|---|---|---|---|
| | **February 28 2026 (unaudited)** | February 28 2025 (unaudited) | **November 30 2025** | November 30 2024 |
| | **$** | $ | **$** | $ |
| Net (loss) earnings | **(3,132)** | (2,260) | **7,142** | 13,369 |
| Income taxes | **(1,218)** | (878) | **2,458** | 4,695 |
| Net financial costs | **837** | 786 | **4,029** | 2,379 |
| Depreciation of property, plant and equipment | **1,213** | 1,262 | **5,194** | 4,188 |
| Depreciation of right-of-use assets | **1,489** | 1,495 | **6,123** | 4,787 |
| Amortization of intangible assets | **150** | 145 | **585** | 591 |
| EBITDA | **(661)** | 550 | **25,531** | 30,009 |

"Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid" represents net cash flows from operating activities before changes in non-cash working capital, income tax paid and interest paid. Management believes this measure is useful as it provides an indication of the Company's financial flexibility, i.e. cash available to the Company to service debt, meet other payment obligations, make investments and execute the Company's strategy.

The tables below contain a reconciliation of Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid to the most directly comparable IFRS measure, Net Cash Flows from Operating Activities.

| **Reconciliation of Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid – First quarter** (unaudited) | **For the three months ended** | |
|---|---|---|
| | **February 28 2026** | February 28 2025 |
| | **$** | $ |
| Net Cash Flows from Operating Activities | **(24,051)** | (34,762) |
| Changes in non-cash working capital items | **22,207** | 34,562 |
| Interest paid | **672** | 545 |
| Income taxes paid | **779** | 1 |
| Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid | **(393)** | 346 |
| Net Cash Flows from Operating Activities per share | **(2.89)** | (4.12) |
| Net Cash Flows from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid per share | **(0.05)** | 0.04 |
| Weighted Average Number of Share Outstanding (thousands) | **8,335** | 8,434 |

With respect to "Gross profit" and "Gross margin", these measures are used under the sections "Cost of Goods Sold" in the discussion below for the results for the three months ended February 28, 2026 and 2025. Please refer to such sections for a description of how these measures are calculated and a reconciliation to the most directly comparable IFRS measure.

**Restatement**

In the fourth quarter of 2025, the Company corrected an error in presentation for certain production related expenses that were recognized as selling, administrative and general expenses instead of cost of goods sold. As a result, the comparative financial information for the three months ended February 28, 2025 has been restated for this presentation adjustment. This presentation adjustment has no impact on earnings before income taxes or net earnings. The presentation adjustment also had no impact on the consolidated statement of financial position, statement of cash flows and statement of changes in shareholders' equity. The presentation adjustment did have an impact on Gross profit and Gross margin. Refer to Note 17 of the consolidated interim financial statements for the three months ended February 28, 2026 and 2025 for further details on the impacts to cost of goods sold and selling, administrative and general expenses. The impacts of the restatement on Gross profit and Gross margin for the three months ended February 28, 2025 is as follows:

| **Non-IFRS financial measures** | **February 28 2025 as previously reported** | **Adjustments** | **February 28 2025 as restated** |
|---|---|---|---|
| | **$** | **$** | **$** |
| **Gross profit** | **25,467** | **(5,987)** | **19,480** |
| **Gross margin** | **22.9%** | **(5.4)%** | **17.5%** |

"Shareholders equity" is defined as the residual interest in the assets of an entity after deducting all its liabilities. "Total capital" represents the sum of net debt and shareholders' equity. "Net debt" is calculated as cash less bank indebtedness.

In addition, the following tables set out the information supporting the per share calculation Shareholders' Equity and dividend paid:

| **Reconciliation of Shareholders' Equity per share** | **As at** | | |
|---|---|---|---|
| | **February 28 2026** | November 30 2025 | February 28 2025 |
| | **$** | $ | $ |
| Shareholders' Equity | **203,242** | 207,629 | 201,407 |
| Shareholders' Equity per share | **24.40** | 24.88 | 23.91 |
| Number of Share Outstanding (thousands) | **8,329** | 8,344 | 8,424 |

**BUSINESS OVERVIEW**

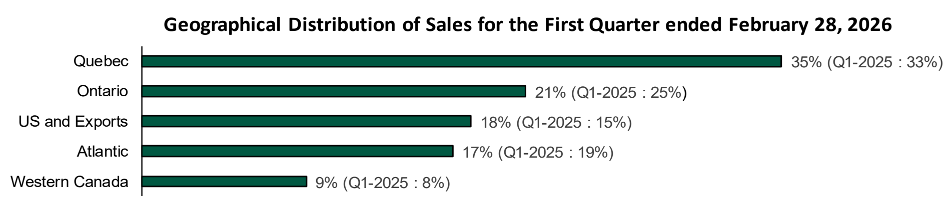
Goodfellow Inc. is a diversified manufacturer of value-added lumber products and a leading wholesale distributor of building materials and floor coverings. The Company operates in Canada, the United States and the United Kingdom, serving both commercial and residential sectors. In Canada, Goodfellow maintains a strong presence with nine (9) processing plants and thirteen (13) distribution centres strategically located from coast to coast. In the United States, the Company operates four (4) processing plants and two (2) distribution centres, while in the United Kingdom there is one (1) distribution centre. Goodfellow serves a diverse customer base that includes lumberyard retailers, manufacturers, industrial and infrastructure project partners, and floor covering specialists.

**COMPARISON FOR THE THREE MONTHS ENDED FEBRUARY 28, 2026 AND 2025**
**(unaudited)**

| **HIGHLIGHTS** | **Q1-2026** | Q1-2025 | **Variance** |
|---|---|---|---|
| | **$** | $ | **%** |
| Sales | **108,729** | 111,180 | **-2** |
| Loss before income taxes | **(4,350)** | (3,138) | **-39** |
| Net loss | **(3,132)** | (2,260) | **-39** |
| Net loss | | | |
| per share basic | **(0.38)** | (0.27) | **-41** |
| per share diluted | **(0.36)** | (0.27) | **-41** |
| Net cash flow from Operating Activities | **(24,051)** | (34,762) | **-31** |
| Net cash flow from Operating Activities excluding impact of changes in non-cash working capital, income tax paid and interest paid [(1)] | **(393)** | 346 | **-214** |
| EBITDA [(1)] | **(661)** | 550 | **-220** |

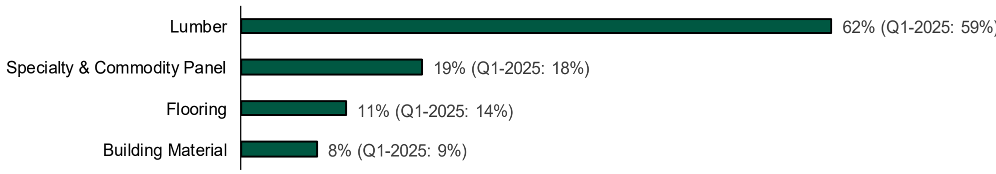
[(1)] Non-IFRS financial measure – refer to section "Non-IFRS Financial Measures" for more information and a reconciliation to the most directly comparable IFRS measure.

Sales in Canada during the first quarter of 2026 decreased 6% compared to last year due to a decrease in sales of all product categories except for specialty and commodity panels. Quebec sales increased 6% due to an increase in lumber sales. Sales in Ontario decreased 21% due to a decrease in sales of all product categories except for specialty and commodity panels. Sales in Western Canada increased 6% due to an increase in sales of specialty and commodity panels and building materials. Atlantic region sales decreased 12% due to a decrease in sales of all product categories.




Sales in the United States for the first quarter of 2026 on a U.S. dollar basis increased 32% compared to last year and increased 24% on a Canadian dollar basis mostly due to an increase in sales of specialty and commodity panels and lumber. Finally, export sales increased 13% on a Canadian dollar basis during the first quarter of 2026 compared to last year mostly due to an increase in sales of lumber.

**Product Distribution of Sales for the First Quarter ended February 28, 2026**




In terms of the distribution of sales by product, flooring products and building material saw a decrease in sales. Flooring sales during the first quarter of fiscal 2026 decreased 23%, specialty and commodity panel sales increased 2%, building materials sales decreased 7%, and lumber sales increased 2% compared to last year.

| **Reconciliation of Gross Profit** (unaudited) | **For the three months ended** | |
|---|---|---|
| | **February 28 2026** | February 28 2025 (restated) [1] |
| | **$** | $ |
| Sales | **108,729** | 111,180 |
| Cost of goods sold | **90,235** | 91,700 |
| Gross profit | **18,494** | 19,480 |
| Gross margin | **17.0%** | 17.5% |

[1] Refer to page 4 for further details.

Gross profit and Gross margin are non-IFRS financial measures. See section "Non-IFRS Financial Measures" for more information. Gross profit is calculated as sales less cost of goods sold. Gross margin is calculated as Gross profit over sales. The table below contains a reconciliation of Gross profit to sales.

### Cost of Goods Sold
Cost of goods sold during the first quarter of 2026 was $90.2 million compared to $91.7 million for the corresponding period a year ago, a decrease of 2% compared to last year. Gross profit was $18.5 million compared to $19.5 million last year. Gross profit decreased 5% compared to last year. Gross margin was 17.0% for the three months ended February 28, 2026 (17.5% last year).

### Selling, Administrative and General Expenses
Selling, Administrative and General Expenses during the first quarter of 2026 were $22.0 million compared to $21.8 million last year representing an increase of 1% compared to last year.

### Net Financial Costs
Net financial costs during the three months ended February 28, 2026 were $0.8 million (same last year). The average Canadian prime rate decreased to 4.45% (5.45% last year). The average U.S. prime rate decreased to 6.78% (7.55% last year).

## SUMMARY OF THE LAST EIGHT MOST RECENTLY COMPLETED QUARTERS
(unaudited)

| | **May-2025** | **Aug-2025** | **Nov-2025** | **Feb-2026** |
|---|---|---|---|---|
| | **$** | **$** | **$** | **$** |
| **Sales** | 152,940 | 141,910 | 136,953 | 108,729 |
| Net earnings (losses) | 2,460 | 3,743 | 3,199 | (3,132) |
| Net earnings (losses) per share | 0.29 | 0.45 | 0.39 | (0.38) |

| | **May-2024** | **Aug-2024** | **Nov-2024** | **Feb-2025** |
|---|---|---|---|---|
| | **$** | **$** | **$** | **$** |
| **Sales** | 140,334 | 139,668 | 124,205 | 111,180 |
| Net earnings (losses) | 5,309 | 5,750 | 2,418 | (2,260) |
| Net earnings (losses) per share | 0.62 | 0.68 | 0.29 | (0.27) |

As indicated above, our results over the past eight quarters follow a seasonal pattern with sales activities traditionally higher in the second and third quarters.

## STATEMENT OF FINANCIAL POSITION

### Total assets

Total assets at February 28, 2026 were $326.5 million compared to $294.9 million as at November 30, 2025. Cash at February 28, 2026 was $4.1 million compared to $3.8 million as at November 30, 2025. Trade and other receivables at February 28, 2026 were $64.2 million ($55.5 million as at November 30, 2025). Income taxes receivable was $3.4 million ($1.4 million as at November 30, 2025). Inventories at February 28, 2026 were $165.2 million compared to $144.5 million as at November 30, 2025. Prepaid expenses at February 28, 2026 were $5.2 million ($3.2 million as at November 30, 2025). Defined benefit plan asset was $21.5 million at February 28, 2026 compared to $21.7 million as at November 30, 2025. Deferred income taxes at February 28, 2026 were nil ($0.7 million as at November 30, 2025). Other assets were $1.9 million at February 28, 2026 ($1.9 million as at November 30, 2025).

### Property, plant, equipment, intangible and right-of-use assets

Property, plant and equipment at February 28, 2026 was $42.2 million compared to $42.6 million as at November 30, 2025, and intangible assets at February 28, 2026 were $0.3 million compared to $0.4 million as at November 30, 2025. Capital expenditures on property, plant and equipment and intangibles during the first three months of fiscal 2026 amounted to $0.9 million (same last year). Right-of-use assets at February 28, 2026 was $18.4 million ($19.3 million as at November 30, 2025). Depreciation / amortization of property, plant, equipment, intangible, and right-of-use assets during the first three months of fiscal 2026 amounted to $2.9 million (same last year).

### Total liabilities

Total liabilities at February 28, 2026 were $123.2 million compared to $87.3 million as at November 30, 2025. Bank indebtedness at February 28, 2026 was $44.5 million ($17.6 million as at November 30, 2025). Trade and other payables at February 28, 2026 were $52.0 million compared to $42.6 million as at November 30, 2025. Current provision at February 28, 2026 was $0.6 million (same as at November 30, 2025). Lease liabilities at February 28, 2026 were $20.2 million compared to $21.0 million as at November 30, 2025. Deferred income taxes at February 28, 2026 were $4.7 million ($5.4 million as at November 30, 2025).

### Shareholders’ Equity

Shareholders’ Equity at February 28, 2026 was $203.2 million compared to $207.6 million as at November 30, 2025. The Company generated a return on Shareholders’ Equity of (6.2)% during the three months ended February 28, 2026 compared to (4.5)% last year (Return on shareholders’ equity is the net earnings (loss) divided by shareholders’ equity at February 28, expressed as a percentage). The share price closed at $12.43 per share on February 28, 2026 ($11.89 on November 30, 2025). The Shareholders’ Equity per share at February 28, 2026 was $24.40 per share compared to $24.88 per share as at November 30, 2025. Share capital was $9.2 million at February 28, 2026 (same as at November 30, 2025).

On November 20, 2025 (2024: November 20, 2024), following approval of the Toronto Stock Exchange (the "TSX"), the Company renewed its existing normal course issuer bid (NCIB). This program allows the Company to repurchase up to an aggregate 481,002 common shares (2024: 493,102 common shares). All Shares repurchased under the share repurchase program will be cancelled upon repurchase. The share repurchase period will end no later than November 19, 2026 (2024: November 19, 2025.).

During the three months ended February 28, 2026, under the NCIB the Company purchased 15,000 shares at a weighted-average price of $11.96 for a total aggregate purchase price of $179 thousand (2025: purchased 34,100 shares at a weighted-average price of $12.78 for a total aggregate purchase price of $436 thousand).

Additional information regarding the NCIB is contained in Note 10b of the Interim Consolidated Financial Statements for the period ended February 28, 2026.

The following dividends were declared and paid by the Company for the three-month period ended February 28, 2026, and for the year ended November 30, 2025:

| February 28, 2026 | | | |
|---|---|---|---|
| | Declared | | |
| Record date | Per share | Amount | Payment date |
| | $ | $ | |
| Mar 5, 2026 | 0.15 | 1,249 | Mar 19, 2026 |
| | **0.15** | **1,249** | |

| November 30, 2025 | | | |
|---|---|---|---|
| | Declared | | |
| Record date | Per share | Amount | Payment date |
| | $ | $ | |
| Mar 5, 2025 | 0.25 | 2,105 | Mar 19, 2025 |
| Oct 28, 2025 | 0.35 | 2,923 | Nov 11, 2025 |
| | **0.60** | **5,028** | |

The Company is continually assessing its declaration of dividends in the context of overall profitability, cash flows, capital requirements, general economic conditions, and other business needs.

## LIQUIDITY AND CAPITAL RESOURCES

### Financing

The Company has a credit agreement with two chartered Canadian banks. In May 2024, the Company renewed its credit agreement for a maximum revolving operating facility of $90 million maturing in May 2026 by way of bank loans and/or CORRA loans. In addition, an accordion of $10 million is available once per fiscal year for a maximum of 150 days. Funds advanced under these credit facilities bear interest at the prime rate plus a premium and are secured by first ranking security on the universality of the movable and immovable property of the Company. As at February 28, 2026, the Company was compliant with its financial covenants. As at February 28, 2026, the Company has $1.9 million of issued letters of credit which reduces the availability of its facility ($1.4 million last year).

The Company's business follows a seasonal pattern with sales activities traditionally higher in the second and third quarter. As a result, cash flow requirements are generally higher during these periods. The current facility is considered by management to be adequate to support its current forecasted cash flow requirements. Source of funding and access to capital is disclosed in detail under LIQUIDITY AND RISK MANAGEMENT IN THE CURRENT ECONOMIC CONDITIONS.

### Cash Flow

Net cash flow from operating activities for the three months ended February 28, 2026 was $(24.1) million compared to $(34.8) million last year. Financing activities during the three months ended February 28, 2026 was $23.3 million compared to $26.1 million last year. Investing activities during the three months ended February 28, 2026 was $(0.9) million (same last year). (See Property, plant, equipment, intangible and right-of use assets for more details).

## LIQUIDITY AND RISK MANAGEMENT IN THE CURRENT ECONOMIC CONDITIONS

The Company's objectives are as follows:

1. Maintain financial flexibility in order to preserve its ability to meet financial obligations;
2. Maintain a low net debt-to-capital ratio to preserve its capacity to pursue its organic growth strategy;
3. Maintain financial ratios within covenants requirements; and
4. Provide an adequate return to its shareholders.

The Company defines its total capital as net debt less shareholders' equity as follows:

| | **As at February 28 2026** | As at November 30 2025 |
|---|---|---|
| | **$** | $ |
| Cash | **4,117** | 3,767 |
| Bank Indebtedness | **(44,488)** | (17,564) |
| Net Debt | **(40,371)** | (13,797) |
| Share Capital | **9,167** | 9,184 |
| Retained Earnings | **194,075** | 198,445 |
| Shareholders' Equity | **203,242** | 207,629 |
| Total Capital | **162,871** | 193,832 |

The Company manages its capital and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust its capital, the Company may adjust the amount of dividends paid to shareholders, issue new shares or repurchase shares under a normal course issuer bid, acquire or sell assets to improve its financial performance and flexibility or return capital to shareholders. The Company's primary uses of capital are to finance increases in non-cash working capital and capital expenditures for capacity expansion. The Company currently funds these requirements out of its internally generated cash flows and credit facilities. The Company's financial objectives and strategy remain substantially unchanged.

The Company is subject to certain covenants on its credit facilities. The covenants include a debt-to-capitalization ratio and an interest coverage ratio. The Company monitors the ratios on a monthly basis. The Company currently complies with all externally imposed capital requirements. Other than the covenants required for the credit facilities, the Company is not subject to any externally imposed capital requirements.

### Cost Structure, Working Capital Requirements

At February 28, 2026, the Company's debt-to-capitalization ratio stood at 17.1% (0.6% as at November 30, 2025). Debt-to-capitalization ratio represents debt over total shareholders' equity. Debt is defined as bank indebtedness less cash and cash equivalents (i.e. debt excludes lease liabilities). Capitalization is debt plus shareholders' equity.

## FINANCIAL COMMITMENTS AND CONTINGENCIES

### OBLIGATIONS

| Payments due by period– undiscounted | Total | Less than 1 year | 2-3 years | 4-5 years | After 5 years |
|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ |
| Lease liability obligations | 23,002 | 6,608 | 10,777 | 4,310 | 1,307 |
| Purchase obligation | 1,885 | 1,885 | - | - | - |
| **Total obligations** | **24,887** | **8,493** | **10,777** | **4,310** | **1,307** |

*Contingent liabilities*
During the normal course of business, certain product liability and other claims have been brought against the Company and, where applicable, its suppliers. While there is inherent difficulty in predicting the outcome of such matters, management has vigorously contested the validity of these claims, where applicable, and based on current knowledge, believes that they are without merit and does not expect that the outcome of any of these matters, in consideration of insurance coverage maintained, or the nature of the claims, individually or in the aggregate, would have a material adverse effect on the consolidated financial position, results of operations or future earnings of the Company.

## RISKS AND UNCERTAINTIES

The risks and uncertainties affecting the Company remain substantially unchanged from those described in the Company's Annual MD&A for the year ended November 30, 2025, which are hereby incorporated by reference. These include the risks and uncertainties described under the headings "Risks and Uncertainties" and "Financial Instruments and Other Instruments" of such Annual MD&A. Only those factors with notable variability components are described below:

### Dependence on Major Customers

The Company does not have long-term contracts with any of its customers. Distribution agreements are usually awarded annually and can be revoked. Only one major customer exceeds 10% of total Company sales during the three months ended February 28, 2026 (same last year).

The following represents the total sales consisting primarily of various wood products of the major customer:

| | **For the three months ended** | | | |
|---|---|---|---|---|
| | **February 28, 2026** | | February 28, 2025 | |
| | **$** | **%** | $ | % |
| Sales to the major customer that exceeded 10% of total Company's sales | **15,855** | **14.6** | 19,273 | 17.3 |

The loss of any major customer could have a material effect on the Company's results, operations and financial position. The carrying amounts of financial assets represent the maximum credit exposure.

## FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS

The Company is exposed to risks arising from financial instruments, including Financing and Liquidity Risk, interest rate risk, currency risk, and credit risk. Please refer to Note 12 of the interim consolidated financial statements for the three months ended February 28, 2026, for additional details.

## RELATED PARTY TRANSACTIONS

The related party transactions remain substantially unchanged from those included in the Company's Annual MD&A contained in its 2025 Annual report.

## CRITICAL ACCOUNTING ESTIMATES

The critical accounting estimates remain substantially unchanged from those included in the Company's Annual MD&A contained in its 2025 Annual report.

## MATERIAL ACCOUNTING POLICIES

The Company's significant accounting policies applied in the Company's interim financial statements are the same as those described in Note 3 contained in its 2025 Annual consolidated financial statements.

## DISCLOSURE OF OUTSTANDING SHARE DATA

As at February 28, 2026, there were 8,329,454 common shares issued (8,344,454 as at November 30, 2025). The Company has authorized an unlimited number of common shares to be issued, without par value. As at April 8, 2026, there were 8,316,954 common shares outstanding.

**OUTLOOK**

Continued market uncertainty is expected in the next quarter, with seasonal demand offering some positive sales influx. The broader recovery will depend on improved economic visibility and renewed consumer confidence. The Company will remain focused on margin discipline, inventory optimization, and capturing growth in value-added and infrastructure-driven segments.

**CERTIFICATION**

**Disclosure Controls**

Management is responsible for establishing and maintaining a system of disclosure controls and procedures to provide reasonable assurance that all material information relating to the Company and its subsidiaries is gathered and reported to senior management on a timely basis so that appropriate decisions can be made regarding public disclosure.

**Procedures and Internal Controls Over Financial Reporting**

Management is responsible for establishing and maintaining adequate internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial reports for external purposes in accordance with IFRS.

In designing such controls, it should be recognized that due to inherent limitations, any controls, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives and may not prevent or detect misstatements. Projections of any evaluations of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Additionally, management is required to use judgment in evaluating controls and procedures.

There has been no change in the Company's internal control over financial reporting that occurred during the three months ended February 28, 2026, that has materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

Delson, April 8, 2026

(Signed) "Patrick Goodfellow"
President and Chief Executive Officer

(Signed) "Charles Brisebois", CPA
Chief Financial Officer