

Telesat Corporation
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Report of Independent Registered Public Accounting Firm

To the Shareholders and the Board of Directors of
Telesat Corporation

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Telesat Corporation and subsidiaries (the “Company”) as of December 31, 2025 and 2024, the related consolidated statements of income (loss), comprehensive income (loss), changes in shareholders’ equity, and cash flows, for each of the three years in the period ended December 31, 2025, and the related notes and the Schedule of Parent Company Condensed Financial Information of Telesat Corporation (collectively referred to as the “financial statements”). In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025 and 2024, and its financial performance and its cash flows for each of the three years in the period ended December 31, 2025, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company’s internal control over financial reporting as of December 31, 2025, based on criteria established in Internal Control — Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated March 16, 2026, expressed an adverse opinion on the Company’s internal control over financial reporting because of a material weakness.

Going Concern

The accompanying financial statements have been prepared assuming that the Company will continue as a going concern. As discussed in Note 2 to the financial statements, the Company’s ability to successfully refinance the Telesat Canada Debt in advance of the upcoming maturity raises substantial doubt about its ability to continue as a going concern. Management’s plans in regard to these matters are also described in Note 2. The financial statements do not include any adjustments that might result from the outcome of this uncertainty.

Basis for Opinion

These financial statements are the responsibility of the Company’s management. Our responsibility is to express an opinion on the Company’s financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matters

The critical audit matters communicated below are matters arising from the current-period audit of the financial statements that were communicated or required to be communicated to the audit committee and that (1) relate to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing a separate opinion on the critical audit matters or on the accounts or disclosures to which they relate.

Goodwill and long-lived assets impairment — GEO — Refer to Notes 3, 4, 16, 17 and 18 of the financial statements

Critical Audit Matter Description

The Company reviews the recoverability of its long-lived assets when there are indicators of impairment. The Company identified that indicators of impairment existed and performed an impairment test on long-lived assets of the GEO cash generating units (CGUs). The Company's annual evaluation of goodwill for impairment involves the comparison of the fair value of the GEO operating segment to its carrying amount. The Company determined the recoverable amounts of the GEO operating segment and the GEO CGUs (the "recoverable amounts") based on a discounted cash flow model which required management to make significant estimates and assumptions related to future revenue forecasts, future expenses and capital expenditures, costs of disposal and a discount rate. As a result of the annual and subsequent impairment tests, the Company recognized an impairment loss for GEO Goodwill and GEO CGUs.

While there are several estimates and assumptions that are required to determine the recoverable amounts, the estimates with the highest degree of subjectivity are future revenue forecasts and the discount rate. Auditing these estimates and assumptions required a high degree of subjectivity in applying audit procedures and in evaluating the results of those procedures. This resulted in an increased extent of audit effort, including the involvement of fair value specialists.

How the Critical Audit Matter Was Addressed in the Audit

Our audit procedures related to the future revenue forecasts and the discount rate used to determine the recoverable amounts included the following, among others:

- Evaluated the effectiveness of the internal controls over future revenue forecasts and the discount rate used to determine the recoverable amounts;
- Evaluated management's ability to accurately forecast future revenues by comparing actual results to historical forecasts;
- Evaluated the reasonableness of the future revenue forecasts by considering historical revenue, contracted revenue including backlogs of existing service contracts, results of the ongoing discussions with customers, industry reports, and communications to the board of directors and external stakeholders; and
- With the assistance of fair value specialists evaluated the reasonableness of the discount rate by testing the source information underlying the determination of the discount rate and developing a range of independent estimates and comparing to those selected by management.

Long Term Indebtedness — Telesat Lightspeed Financing — Refer to Notes 3, 4, 22 and 24 of the financial statements

Critical Audit Matter Description

In conjunction with the Telesat Lightspeed Financing agreements, Lightspeed LEO Limited Partnership has issued Telesat Lightspeed Financing warrants ("warrants") convertible into its limited partnership units. These warrants are measured at fair value through profit or loss and do not have a readily determinable market value. The fair value of the warrants is determined based on a valuation technique that uses a number of unobservable inputs including the underlying valuation of Telesat LEO ULC ("Telesat LEO"). The valuation is determined based on a discounted cash flow model which required management to make significant estimates and assumptions related to future revenue forecasts, future expenses and capital expenditures, and a discount rate.

While there are several estimates and assumptions that are required to determine the fair value of the warrants, the estimates with the highest degree of subjectivity are future revenue forecasts and the discount rate used to determine the underlying valuation of Telesat LEO. Auditing these estimates and assumptions required a high degree of subjectivity in applying audit procedures and in evaluating the results of those procedures. This resulted in an increased extent of audit effort, including the involvement of fair value specialists.

How the Critical Audit Matter Was Addressed in the Audit

Our audit procedures related to the fair value of the warrants, specifically the future revenue forecasts and the discount rate used to determine the underlying valuation of Telesat LEO included the following, among others:

- Evaluated the effectiveness of the internal controls over the fair value of warrants, including those over the key assumptions in determining the underlying share price of Telesat LEO common shares;
- Evaluated the reasonableness of the future revenue forecasts by considering due diligence reports, industry reports in respect of demand for satellite capacity and price, results of the ongoing discussions with customers including agreements and term sheets for future services, reports from internal management experts, and communications to the board of directors and external stakeholders; and
- With the assistance of fair value specialists, evaluated the reasonableness of the discount rate by testing the source information underlying the determination of the discount rate and developing a range of independent estimates and comparing to those selected by management.

/s/ Deloitte LLP

The PCAOB Firm ID: 1208
Chartered Professional Accountants
Licensed Public Accountants
Toronto, Canada
March 16, 2026

We have served as the Company's auditor since 1993.

Report of Independent Registered Public Accounting Firm

To the Shareholders and the Board of Directors of
Telesat Corporation

Opinion on Internal Control over Financial Reporting

We have audited the internal control over financial reporting of Telesat Corporation and subsidiaries (the “Company”) as of December 31, 2025, based on criteria established in *Internal Control — Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). In our opinion, because of the effect of the material weakness identified below on the achievement of the objectives of the control criteria, the Company has not maintained effective internal control over financial reporting as of December 31, 2025, based on criteria established in *Internal Control — Integrated Framework (2013)* issued by COSO.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated financial statements as of and for the year ended December 31, 2025, of the Company and our report dated March 16, 2026, expressed an unqualified opinion on those financial statements and included an explanatory paragraph regarding the Company’s going concern assumption.

Basis for Opinion

The Company’s management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management’s Report on Internal Control over financial reporting. Our responsibility is to express an opinion on the Company’s internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control over Financial Reporting

A company’s internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation 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.

Material Weakness

A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of the company's annual or interim financial statements will not be prevented or detected on a timely basis. The following material weakness has been identified and included in management's assessment: management identified a deficiency in the design and operating effectiveness of a control intended to review and approve the financial reporting implications of significant technical accounting and disclosure matters, and specifically the classification of the balance sheet between current and non-current. As a result, the control did not operate effectively during the period. This material weakness was considered in determining the nature, timing, and extent of audit tests applied in our audit of the consolidated financial statements as of and for the year ended December 31, 2025, of the Company, and this report does not affect our report on such financial statements.

/s/ Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
Toronto, Canada
March 16, 2026

Telesat Corporation
Consolidated Statements of Income (Loss)

<i>(in thousands of Canadian dollars, except per share amounts)</i>	Notes	For the years ended December 31,		
		2025	2024	2023
Revenue	5	\$ 417,956	\$ 571,044	\$ 704,161
Operating expenses	6	(211,772)	(207,767)	(204,552)
Depreciation		(104,714)	(127,274)	(182,669)
Amortization		(44,179)	(11,337)	(13,093)
Other operating gains (losses), net	7	(361,167)	(264,931)	264,999
Operating income		(303,876)	(40,265)	568,846
Interest expense	8	(217,669)	(243,757)	(270,350)
Gain on repurchase of debt	24	6,896	202,493	230,080
Interest and other income	9	26,183	23,314	66,532
Gain (loss) on changes in fair value of financial instruments		(215,338)	(12,761)	—
Gain (loss) on foreign exchange		106,209	(244,527)	77,758
Income (loss) before income taxes		(597,595)	(315,503)	672,866
Tax (expense) recovery	10	67,378	13,037	(89,596)
Net income (loss)		\$ (530,217)	\$ (302,466)	\$ 583,270
Net income (loss) attributable to:				
Telesat Corporation shareholders		\$ (155,354)	\$ (87,720)	\$ 157,118
Non-controlling interest		(374,863)	(214,746)	426,152
		\$ (530,217)	\$ (302,466)	\$ 583,270
Net income (loss) per common share attributable to Telesat Corporation shareholders				
Basic		\$ (10.61)	\$ (6.29)	\$ 11.71
Diluted		\$ (10.61)	\$ (6.29)	\$ 11.29
Total Weighted Average Common Shares Outstanding				
Basic	27	14,640,626	13,937,443	13,417,290
Diluted	27	14,640,626	13,937,443	15,288,221

See accompanying notes to the consolidated financial statements

Telesat Corporation
Consolidated Statements of Comprehensive Income (Loss)

<i>(in thousands of Canadian dollars)</i>	Notes	For the years ended December 31,		
		2025	2024	2023
Net income (loss)		\$ (530,217)	\$ (302,466)	\$ 583,270
Other comprehensive income (loss)				
Items that may be reclassified into profit or loss				
Foreign currency translation adjustments		(211,321)	372,020	(50,985)
Items that will not be reclassified to profit or loss				
Actuarial gain (loss) on defined benefit plans	32	14,724	22,628	(5,050)
Income tax on items that will not be reclassified to profit or loss		(2,969)	(4,844)	1,665
Total other comprehensive income (loss)		(199,566)	389,804	(54,370)
Total comprehensive income (loss)		\$ (729,783)	\$ 87,338	\$ 528,900
Total comprehensive income (loss) attributable to:				
Telesat Corporation shareholders		\$ (212,076)	\$ 19,676	\$ 142,787
Non-controlling interest		(517,707)	67,662	386,113
		\$ (729,783)	\$ 87,338	\$ 528,900

See accompanying notes to the consolidated financial statements

Telesat Corporation
Consolidated Statements of Changes in Shareholders' Equity

	Notes	Telesat Corporation Shares	Accumulated earnings	Equity-settled employee benefits reserve	Foreign currency translation reserve	Total reserves	Total Telesat Corporation shareholders' equity	Non-controlling Interest	Total shareholders' equity
<i>(in thousands of Canadian dollars)</i>									
Balance as at January 1, 2023		\$ 46,554	\$ 356,273	\$ 57,756	\$ 20,853	\$ 78,609	\$ 481,436	\$ 1,358,716	\$ 1,840,152
Net income (loss)		—	157,118	—	—	—	157,118	426,152	583,270
Issuance of share capital on settlement of restricted share units	25	3,212	11	(661)	—	(661)	2,562	(5,693)	(3,131)
Issuance of share capital on exercise of stock options	25	29	—	—	—	—	29	(13)	16
Exchange of Limited Partnership units for Public Shares	25	1,457	21,577	2,375	1,358	3,733	26,767	(26,767)	—
Other comprehensive income (loss), net of tax (expense) recovery of \$1,665		—	(921)	—	(13,410)	(13,410)	(14,331)	(40,039)	(54,370)
Share-based compensation		—	—	8,337	—	8,337	8,337	24,709	33,046
Balance as at December 31, 2023		\$ 51,252	\$ 534,058	\$ 67,807	\$ 8,801	\$ 76,608	\$ 661,918	\$ 1,737,065	\$ 2,398,983
Balance as at January 1, 2024		\$ 51,252	\$ 534,058	\$ 67,807	\$ 8,801	\$ 76,608	\$ 661,918	\$ 1,737,065	\$ 2,398,983
Net income (loss)		—	(87,720)	—	—	—	(87,720)	(214,746)	(302,466)
Issuance of share capital on settlement of restricted share units, deferred share units, performance share units and the exercise of stock options	25	7,830	16,041	(1,587)	1,667	80	23,951	(30,653)	(6,702)
Other comprehensive income (loss), net of tax (expense) recovery of \$(4,844)	25	—	4,954	—	102,442	102,442	107,396	282,408	389,804
Share-based compensation	25	—	—	4,735	—	4,735	4,735	12,351	17,086
Balance as at December 31, 2024		\$ 59,082	\$ 467,333	\$ 70,955	\$ 112,910	\$ 183,865	\$ 710,280	\$ 1,786,425	\$ 2,496,705
Balance as at January 1, 2025		\$ 59,082	\$ 467,333	\$ 70,955	\$ 112,910	\$ 183,865	\$ 710,280	\$ 1,786,425	\$ 2,496,705
Net income (loss)		—	(155,354)	—	—	—	(155,354)	(374,863)	(530,217)
Issuance of share capital on settlement of restricted share units, deferred share units, performance share units and the exercise of stock options	25	10,202	6,659	(1,065)	2,223	1,158	18,019	(25,535)	(7,516)
Exchange of Limited Partnership units for Public Shares		713	8,755	1,131	1,073	2,204	11,672	(11,672)	—
Other comprehensive income (loss), net of tax (expense) recovery of \$(2,969)		—	3,421	—	(60,143)	(60,143)	(56,722)	(142,844)	(199,566)
Share-based compensation, net of tax (expense) recovery of \$6,046		—	—	2,925	—	2,925	2,925	7,265	10,190
Balance as at December 31, 2025		\$ 69,997	\$ 330,814	\$ 73,946	\$ 56,063	\$ 130,009	\$ 530,820	\$ 1,238,776	\$ 1,769,596

See accompanying notes to the consolidated financial statements

Telesat Corporation
Consolidated Balance Sheets

<i>(in thousands of Canadian dollars)</i>	Notes	December 31, 2025	December 31, 2024
ASSETS			
Cash and cash equivalents		\$ 509,798	\$ 552,064
Trade and other receivables	11	58,422	158,930
Other current financial assets	12	430	565
Current income tax recoverable		5,952	29,253
Prepaid expenses and other current assets	13	<u>257,456</u>	<u>280,460</u>
Total current assets		832,058	1,021,272
Satellites, property and other equipment	5,16	2,716,708	2,277,143
Deferred tax assets	10	4,231	3,059
Other long-term financial assets	14	18,283	9,767
Long-term income tax recoverable		6,993	6,993
Other long-term assets	5,15	368,657	516,507
Intangible assets	5,17	442,278	497,466
Goodwill	18	<u>2,214,575</u>	<u>2,612,972</u>
Total assets		<u>\$ 6,603,783</u>	<u>\$ 6,945,179</u>
LIABILITIES			
Trade and other payables	19	\$ 57,447	\$ 158,276
Other current financial liabilities	20	857,637	26,483
Income taxes payable		2,772	5,913
Other current liabilities	21	58,431	65,906
Current indebtedness	24	<u>2,341,145</u>	<u>—</u>
Total current liabilities		3,317,432	256,578
Long-term indebtedness	24	1,152,462	3,096,615
Deferred tax liabilities	10	91,991	175,544
Other long-term financial liabilities	22	10,091	630,556
Other long-term liabilities	23	<u>262,211</u>	<u>289,181</u>
Total liabilities		<u>4,834,187</u>	<u>4,448,474</u>
SHAREHOLDERS' EQUITY			
Share capital	25	69,997	59,082
Accumulated earnings		330,814	467,333
Reserves		<u>130,009</u>	<u>183,865</u>
Total Telesat Corporation shareholders' equity		530,820	710,280
Non-controlling interest	26	<u>1,238,776</u>	<u>1,786,425</u>
Total shareholders' equity		<u>1,769,596</u>	<u>2,496,705</u>
Total liabilities and shareholders' equity		<u>\$ 6,603,783</u>	<u>\$ 6,945,179</u>

See accompanying notes to the consolidated financial statements

Telesat Corporation
Consolidated Statements of Cash Flows

<i>(in thousands of Canadian dollars)</i>	Notes	For the years ended December 31,		
		2025	2024	2023
Cash flows from operating activities				
Net income (loss)		\$ (530,217)	\$ (302,466)	\$ 583,270
Adjustments to reconcile net income (loss) to cash flows from operating activities:				
Depreciation		104,714	127,274	182,669
Amortization		44,179	11,337	13,093
Tax expense (recovery)		(67,378)	(13,037)	89,596
Interest expense		217,669	243,757	270,350
Interest income		(23,797)	(65,996)	(63,838)
(Gain) loss on foreign exchange		(106,209)	244,527	(77,758)
(Gain) loss on changes in fair value of financial instruments		215,338	12,761	—
Share-based compensation	31	4,145	17,557	33,015
(Gain) loss on disposal of assets	7	(3,827)	534	(59)
Gain on disposal of subsidiaries	7	(230)	(2,620)	—
Gain on repurchase of debt		(6,896)	(202,493)	(230,080)
Impairment	7	365,224	267,017	79,740
Deferred revenue amortization		(56,221)	(58,044)	(59,337)
Pension expense	32	5,452	5,648	5,674
C-band clearing income	7	—	—	(344,892)
Non-cash other income (expense)		—	33,902	—
Other		8,012	7,511	2,958
Income taxes paid, net of income tax received	33	8,220	(60,510)	(66,841)
Interest paid, net of interest received	33	(184,787)	(161,595)	(209,261)
Government grant received		—	2,520	972
Operating assets and liabilities	33	73,313	(45,120)	(39,212)
Net cash from operating activities		66,704	62,464	170,059
Cash flows (used in) generated from investing activities				
Cash payments related to satellite programs		(624,597)	(1,045,671)	(83,319)
Cash payments related to property and other equipment		(140,526)	(64,804)	(42,920)
Net proceeds from disposal of assets		4,519	—	—
Net proceeds from disposal of subsidiaries		235	3,613	—
Investments and other		(858)	—	—
Purchase of intangible assets		—	(52)	(13,267)
Government grant received		—	15,359	117
C-band clearing proceeds	7	—	—	351,438
Net cash (used in) generated from investing activities		(761,227)	(1,091,555)	212,049
Cash flows (used in) generated from financing activities				
Proceeds from indebtedness		689,789	—	—
Repurchase of indebtedness	33	(4,501)	(155,903)	(344,014)
Payments of principal on lease liabilities	33	(2,709)	(2,422)	(2,171)
Satellite performance incentive payments	33	(2,035)	(4,572)	(6,385)
Tax withholdings on settlement of restricted share units		(8,734)	(7,732)	(3,198)
Proceeds from exercise of stock options		550	426	27
Net cash (used in) generated from financing activities		672,360	(170,203)	(355,741)
Effect of changes in exchange rates on cash and cash equivalents		(20,103)	82,269	(35,070)
Changes in cash and cash equivalents		(42,266)	(1,117,025)	(8,703)
Cash and cash equivalents, beginning of year		552,064	1,669,089	1,677,792
Cash and cash equivalents, end of year		\$ 509,798	\$ 552,064	\$ 1,669,089

See accompanying notes to the consolidated financial statements

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

1. BACKGROUND OF THE COMPANY

Telesat Corporation was incorporated under the *Business Corporations Act* (British Columbia) in October 2020 and is headquartered in Ottawa, Canada.

References herein to “Telesat” or “Company” refer to Telesat Corporation and its subsidiaries.

The Company is a leading global satellite operator, providing mission-critical communications solutions to support the requirements of sophisticated satellite users throughout the world. The Company’s state-of-the-art fleet consists of 14 geostationary satellites and the Canadian payload on Viasat-1, ground infrastructure and highly expert and dedicated staff.

After decade of development, the Company, through its wholly owned indirect subsidiary, Telesat LEO ULC, formerly Telesat Leo Inc. (“Telesat LEO”) is building a constellation of low earth orbit (“LEO”) satellites and integrated terrestrial infrastructure, called “Telesat Lightspeed”. Telesat Lightspeed will initially consist of 156 satellites capable of providing a highly advanced, global, enterprise-grade, integrated satellite and terrestrial network optimized to capture the growing demand for broadband connectivity in certain key market verticals around the world. Telesat Lightspeed is expected to be in service in 2028.

The Company began trading on the Nasdaq Global Select Market and the Toronto Stock Exchange on November 19, 2021 under the ticker symbol “TSAT”. Quarterly and annual financial statements, material change statements and other publicly available documents of the Company can be obtained from the U.S. Securities Exchange Commission (“SEC”) at <https://www.sec.gov> and the System for Electronic Document Analysis and Retrieval (“SEDAR+”) at <https://www.sedarplus.ca>.

Unless the context states or requires otherwise, references herein to the “financial statements” or similar terms refer to the audited consolidated financial statements of Telesat.

On March 16, 2026, these financial statements were approved by the Audit Committee of the Board of Directors and authorized for issue.

2. BASIS OF PRESENTATION AND GOING CONCERN

Statement of Compliance

The consolidated financial statements were prepared in accordance with IFRS[®] Accounting Standards as issued by the International Accounting Standards Board (“IASB”).

Telesat Canada Debt Refinancing and Going Concern

These consolidated financial statements have been prepared on a going concern basis, which assumes that the Company will continue in operation for the foreseeable future and, accordingly, will be able to realize its assets and discharge its liabilities in the normal course of operations as they come due.

Assessing the ability of the Company to continue as a going concern requires judgment that includes considering whether conditions or events, including those at any of its subsidiaries, impact the going concern assumption. In conducting this assessment, management identified an adverse event at Telesat Canada relating to significant obligations that will require repayment or refinancing. Consequently, the Company is required to evaluate the impact of this adverse event on its ability to continue as a going concern.

Telesat Canada is a wholly owned subsidiary of the Company. Telesat Canada’s Term Loan B and Senior Notes, as disclosed in Note 24, are scheduled to mature between December 2026 and October 2027, resulting in significant obligations that will require repayment or refinancing. As a result of the refinancing requirement at the end of 2026, approximately \$2.3 billion of Telesat Canada’s debt, comprising the Term Loan B and the 2026 Senior Secured Notes (collectively, the “Telesat Canada debt”), has been classified as a current liability in these financial statements as at December 31, 2025. The Telesat Canada debt obligations are guaranteed by certain direct and indirect subsidiaries of Telesat Canada (“Guarantor

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

2. BASIS OF PRESENTATION AND GOING CONCERN (cont.)

Entities”) and the obligation for repayment of the credit facilities upon maturity does not extend beyond these Guarantor Entities. Other entities within the Telesat group, other than Guarantor Entities (“LEO Non-Guarantor Entities”) are primarily focused on the Telesat Lightspeed project. Telesat LEO ULC, a subsidiary of the Company through which the Lightspeed project is being developed, has a segregated funding source to permit the build out of that project that includes the ability to acquire any necessary intercompany services, such as certain personnel, occupancy, and information systems, currently provided to Telesat LEO ULC by Telesat Canada up to a specified maximum.

The Company has approximately \$509.8 million of cash and cash equivalent of which \$206.6 million is held within Telesat Canada, as at December 31, 2025. The Company and Telesat Canada expect to generate sufficient cash flow to meet the requirements of their respective ongoing operations and debt servicing costs for the reasonably foreseeable future, including at least the one-year period following the date of these financial statements. However, the Company’s consolidated cash flows and cash resources alone, which includes those of Telesat Canada, are not expected to be sufficient to meet Telesat Canada’s debt maturity obligations as they come due.

Management is actively engaged in discussions with lenders’ advisors about refinancing the Telesat Canada debt. However, these refinancing activities are dependent on a number of factors outside of the Company’s control. As such, there can be no assurance that these refinancing initiatives will be completed successfully. This material uncertainty, that relates solely to the upcoming Telesat Canada debt maturities in December 2026, casts substantial doubt as to Telesat Canada’s ability to meet its debt obligations as they come due. Accordingly, this material uncertainty raises substantial doubt for the Company in these consolidated financial statements.

Should the Company not be able to refinance the Telesat Canada debt obligations prior to maturity, these financial statements may require significant adjustments. Such adjustments would have a material impact on the carrying amount and classification of reported assets, liabilities, revenues or expenses in these financial statements.

Basis of Consolidation

Subsidiaries

These consolidated financial statements include the results of the Telesat and subsidiaries controlled by the Company. Control is achieved when the Company has power over an entity, has exposure, or rights to variable returns from its involvement with an entity, and has the ability to use the power over an entity to affect the amount of its return. The most significant subsidiaries are listed in Note 35.

The portion of equity ownership in a subsidiary that is not directly or indirectly attributable to the Company is accounted for as non-controlling interest. Non-controlling interests in subsidiaries are identified separately from the Company’s equity therein. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests’ proportionate share of the fair value of the acquiree’s identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to an acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests’ share of subsequent changes in equity.

Profit or loss and each component of other comprehensive income (loss) are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income (loss) of the subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Joint arrangements

A joint operation is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to their share of the assets and revenue, and obligations for the liabilities and expenses, relating to the arrangement.

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2. BASIS OF PRESENTATION AND GOING CONCERN (cont.)

The Company's consolidated financial statements include the Company's share of the assets, liabilities, revenue and expenses of its interest in joint operations.

The consolidated financial statements have been prepared on an historical cost basis except for certain financial instruments which were measured at their fair values, as explained in the accounting policies below. Historical cost is based on the fair value of the consideration given or received in exchange for assets or liabilities.

3. MATERIAL ACCOUNTING POLICY INFORMATION

Segment Reporting

Since 2024, the Company reports its results within two operating segments: GEO services ("GEO") segment that refers to the operation of the fleet of GEO satellite and LEO services ("LEO") segment that refers to the deployment and operation of the Telesat Lightspeed constellation (which activity takes place within the LEO Non-Guarantor Entities). Transactions that do not belong to a particular operating segment, such as transactions related to certain corporate entities, are reported within "Other".

Operating segments are reported in a manner consistent with the internal reporting provided to the Company's Chief Operating Decision Maker ("CODM"), who is the Company's Chief Executive Officer.

Foreign Currency Translation

Unless otherwise specified, all figures reported in the consolidated financial statements and associated note disclosures are presented in Canadian dollars, which is the functional and presentation currency of the Company. Each of the subsidiaries of the Company determines its own functional currency and uses that currency to measure items on their separate financial statements.

For the Company's non-foreign operations, foreign currency non-monetary assets and liabilities are translated at their historical exchange rates, foreign currency monetary assets and liabilities are translated at the year-end exchange rates, and foreign denominated revenue and expenses are translated at the average exchange rates of the month in which the transactions occurred. Gains or losses on translation of these items are recognized as a component of net income (loss).

Upon consolidation of the Company's foreign operations that have a functional currency other than the Canadian dollar, assets and liabilities are translated at the year-end exchange rate, and revenue and expenses are translated at the average exchange rates of the month in which the transactions occurred. Gains or losses on the translation of foreign subsidiaries are recognized in other comprehensive income (loss).

Cash and Cash Equivalents

All highly liquid investments with an original maturity of three months or less, or which are available upon demand with no penalty for early redemption, are classified as cash and cash equivalents. Cash and cash equivalents are comprised of cash on hand, demand deposits, short-term investments and restricted cash expected to be used within the next twelve months.

Revenue Recognition

Telesat recognizes revenue from satellite services on a monthly basis as services are performed in an amount that reflects the consideration the Company expects to receive in exchange for those services. Telesat accounts for a contract when it has approval and commitment from both parties, the rights of the parties are identified, payment terms are identified, the contract has commercial substance and collectability is considered probable.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Revenue from a contract to sell consulting services is recognized as follows:

- Consulting revenue for cost plus contracts is recognized as the approved time and labor is completed by Telesat.
- Fixed price consulting revenue contracts use an input method to determine the progress towards complete satisfaction of the performance obligation. The input method is measured by comparing actual costs incurred to total cost expected.

Equipment sale revenue is recognized when the customer obtains control of the equipment, being at the time the equipment is delivered to and accepted by the customer. Only equipment sales are subject to warranty or return and there is no general right of return. Historically, the Company has not incurred significant expenses for warranties.

When a transaction involves more than one product or service, revenue is allocated to each performance obligation based on its relative stand-alone selling price. Transactions are evaluated to determine whether the Company is the principal and if the transactions should be recorded on a gross or net basis.

Deferred Revenue

Deferred revenue represents the Company's liability for the provision of future services and is classified on the balance sheet in other current and long-term liabilities. Deferred revenue consists of remuneration received in advance of the provision of service and in the majority of cases is recognized in income on a straight-line basis over the term of the related customer contracts. In the case of certain deferred revenue for short-term services, balances are recognized into income upon the completion or using an input method to determine the progress towards complete satisfaction of the performance obligation of the related contract. Prepayments are evaluated to determine whether or not they constitute a significant financing component. The Company has elected a practical expedient whereby if the timing difference between the customer prepayment and the transfer of control of the promised goods and services is less than a year then it would not be considered as a significant financing component.

A significant financing component will only occur in the following circumstances:

- There is a timing difference between when the control of goods or services is transferred to the customer and when the customer pays for the goods;
- The timing difference between the customer prepayment and transfer of control of the promised goods and services is in excess of one year; and
- The primary reason for the prepayment is for financing purposes.

In the case of the existence of a significant financing component, the amount of the consideration is adjusted to reflect what the cash selling price of the promised service would have been if payments had occurred as control of the service was transferred to the customer. The discount rate used in determining the significant financing component is the rate that would be reflected in a separate financing transaction between the Company and the customer at contract inception.

Inventories

Inventories are valued at the lower of cost and net realizable value and consist of finished goods and work in process. Cost for substantially all network equipment inventories are determined on a weighted average cost basis. Cost for work in process and certain one-of-a-kind finished goods are determined using the specific identification method.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Borrowing Costs

Borrowing costs are incurred on the Company's debt financing. Borrowing costs attributable to the acquisition, production or construction of a qualifying asset are added to the cost of that asset. The Company has defined a qualifying asset as an asset that takes longer than twelve months to be ready for its intended use or sale. Capitalization of borrowing costs continues until such time that the asset is substantially ready for its intended use or sale. Borrowing costs are determined based on specific financing related to the asset, or in the absence of specific financing, the borrowing costs are calculated on the basis of a capitalization rate which is equal to the Company's weighted average cost of debt. All other borrowing costs are expensed when incurred.

Leases

At the inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether or not the contract conveys the right to control the use of the asset for a period of time in exchange for consideration.

The Company recognizes a right-of-use asset and lease liability at the lease commencement date. The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives received. Each individual lease liability is initially measured at the present value of the lease payments over the respective lease term, discounted using the Company's incremental borrowing rate for that lease.

The lease term is the non-cancellable period determined for each of the leases considering the option to extend when it is reasonably certain that the Company will exercise the option or the option to terminate if it is reasonably certain that the Company will exercise the option.

After the commencement date, the right-of-use assets are measured applying the cost model and depreciated to the earlier of the end of the useful life of the asset or the end of the lease term on a straight-line basis. The lease liability is subsequently measured by increasing the carrying amount to reflect the interest on the lease, using the effective interest method, and by reducing the carrying amount to reflect the lease payments made.

The lease liability is remeasured when there is a change in future lease payments, arising from a change in index or rate, or if there is a change in the assessment of whether the Company will exercise a purchase, extension or termination option. The amount of the remeasurement of the lease liability is also recognized as an adjustment to the right-of-use asset, or is recorded in the statement of income (loss) if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has elected to not recognize a right-of-use asset or lease liability for any lease that has a lease term of 12 months or less. The payments associated with these agreements would be recognized as an operating expense on a straight-line basis over the lease term.

The Company has also elected the practical expedient, for property leases, not to separate the non-lease components from the lease components, and instead account for each lease and any associated non-lease components within the contract as a single lease component.

Government Grants

Government grants are recognized where there is a reasonable assurance that the grant will be received and the attached conditions will be complied with.

When the grant relates to an expense, the grant is recorded as a deduction to the related expense incurred over the same period.

When the grant relates to an asset, the grant is deducted from the carrying amount of the related asset as the grant is receivable.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Software as a Service arrangements

A Software as a Service (“SaaS”) cloud computing arrangement is evaluated as to whether it met the criteria under IAS 38, *Intangible Assets* (“IAS 38”) or IFRS 16, *Leases*. If an arrangement did not meet either of those criteria, the arrangement is accounted for as a service contract.

Telesat may enter into a SaaS cloud computing arrangement with a supplier where the contract conveys to Telesat a right to receive future access over the contract term to the supplier’s application software running on the supplier’s cloud infrastructure. The right to receive access does not provide Telesat with a software asset and, therefore, the access to the software is a service which is received over the contract term.

The assessment of whether configuration or customization of a software results in an intangible asset for Telesat depends on the nature and output of the configuration and customization performed. In some circumstances, the arrangement may result in additional code from which Telesat has the power to obtain the future economic benefits and to restrict others’ access to those benefits. In that case, in determining whether to recognize the additional code as an intangible asset, Telesat assesses whether the additional code is identifiable and meets the recognition criteria under IAS 38.

Separately acquired intangible rights (i.e. software licenses in cloud computing arrangements) are normally recognized as assets.

Satellites, Property and Other Equipment

Satellites, property and other equipment, which are carried at cost, less accumulated depreciation and any accumulated impairment losses, include the contractual cost of equipment, capitalized engineering costs, capitalized borrowing costs during the construction or production of qualifying assets, and with respect to satellites, the cost of launch services, and launch insurance.

Depreciation is calculated using the straight-line method over the respective estimated useful lives of the assets.

Below are the estimated useful lives in years of satellites, property and other equipment as at December 31, 2025.

	<u>Years</u>
Satellites	3 to 15
Right-of-use assets	2 to 27
Antennas, satellite control and communication equipment	7 to 20
Building, equipment and other	3 to 27

Construction in progress is not depreciated as depreciation only commences when the asset is ready for its intended use. For satellites, depreciation commences on the day the satellite becomes available for service.

The investment in each satellite is derecognized when the satellite is retired. When other property is retired from operations at the end of its useful life, the cost of the asset and accumulated depreciation are removed from the accounts. Earnings are credited with the amount of any net salvage value and charged with any net cost of removal. When an asset is sold prior to the end of its useful life, the gain or loss is recognized immediately in other operating gains (losses), net.

In the event of an unsuccessful launch or total in-orbit satellite failure, all unamortized costs that are not recoverable under launch or in-orbit insurance are recorded in other operating gains (losses), net.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Liabilities related to decommissioning and restoration of retiring property and other equipment are measured at fair value with a corresponding increase to the carrying amount of the related asset. The liability is accreted over the period of expected cash flows with a corresponding charge to interest expense. The liabilities recorded to date have not been significant and are reassessed at the end of each reporting period. There are no decommissioning or restoration obligations for satellites.

Satellite Performance Incentive Payments

Satellite performance incentive payments are obligations payable to satellite manufacturers over the lives of certain satellites. The present value of the payments is capitalized as part of the cost of the satellite and recognized as part of the depreciation of the satellite.

Cash Generating Unit

A cash generating unit (“CGU”) is the smallest identifiable group of assets that generates cash inflows which are largely independent of the cash inflows from other assets or groups of assets. In the prior year, the Company tested the carrying amount of its GEO satellites and orbital slots by grouping them on a regional basis. Based on the change on January 1, 2025 to finite life from indefinite useful life of the orbital slots and due to the continuing decline in the GEO business, the Company manages the GEO business as a unified depleting pool of capacity with the objective to maximize the interoperability of satellites to utilize any excess capacity considering any regulatory or satellites footprint limitations. As a result, the Company has determined that its GEO operations comprise four distinct, disaggregated CGUs, each representing groups of satellites and orbital slots organized by capacity pools and customer segments, with each unit generating cash flows independently from the others.

For goodwill impairment assessment purposes, GEO is treated as one aggregated GEO CGU. The Company’s LEO operations have been assessed to function as a single CGU for the purposes of impairment testing.

These carrying amounts represent the assets allocated to each CGU for the purposes of impairment testing in accordance with IAS 36.

Goodwill and Intangible Assets

The Company accounts for business combinations using the acquisition method of accounting, which establishes specific criteria for the recognition of intangible assets separately from goodwill. Goodwill represents the excess between the total of the consideration transferred over the fair value of net assets acquired. After initial recognition at cost, goodwill is measured at cost less any accumulated impairment losses.

The Company distinguishes intangible assets between assets with finite and indefinite useful lives. Intangible assets with indefinite useful lives are comprised of the Company’s trade name and intellectual property. These assets are carried at cost less any accumulated impairment losses. Finite life intangible assets, which are carried at cost less accumulated amortization and any accumulated impairment losses, consist of orbital slots, customer relationships, customer contracts, concession rights, transponder rights, software and patents. Intangible assets with finite lives are amortized over their estimated useful lives using the straight-line method of amortization, except for revenue backlog which is based on the expected period of recognition of the related revenue.

Below are the estimated useful lives in years of the finite life intangible assets as at December 31, 2025.

	<u>Years</u>
Orbital slots	1 to 34
Customer relationships	20 to 21
Concession rights	3 to 15
Software	5
Patents	18

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Impairment of Goodwill and CGUs

As of January 1, 2024, the Company reallocated its goodwill to GEO and LEO segments on a relative fair value basis which are now considered to be the lowest level at which the associated goodwill is monitored for the purpose of impairment.

In cases where there are indicators of impairment, the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use, is determined. The Company measures value in use on the basis of the estimated future cash flows to be generated by an asset or CGU. These future cash flows are based on the Company's latest business plan information and are discounted using rates that best reflect the time value of money and the specific risks associated with the underlying asset or assets in the CGU.

The fair value less costs of disposal is the price that would be received to sell an asset or CGU in an orderly transaction between market participants at the measurement date. For the impairment assessment, the fair value is calculated using Level 3 of the fair value hierarchy.

The fair value less costs of disposal for the GEO segment, GEO CGU and LEO CGU was determined using a discounted cash flow model, which represents a Level 2 and Level 3 fair value measurement described under IFRS 13. The valuation incorporated the following significant unobservable inputs:

- Projected future cash flows for GEO and LEO satellite operations, respectively (unobservable)
- Assumptions regarding long-term pricing and utilization of GEO and LEO capacity (unobservable)

Management believes that these inputs reflect assumptions that market participants would use when pricing the CGU.

An impairment loss is the amount by which the carrying amount of an asset or CGU exceeds its recoverable amount. When an impairment loss subsequently reverses, the carrying amount of the asset (or a CGU) is increased to the revised measure of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or CGU) in prior years. Impairment losses and reversals of impairment losses are recognized in other operating gains (losses), net.

An assessment for impairment of goodwill and CGUs is performed annually, or more frequently whenever events or changes in circumstances indicate that the carrying amounts of these assets are likely to exceed their recoverable amount.

A quantitative impairment test consists of assessing the recoverable amount of a CGU or an asset, which is the higher of its fair value less costs of disposal and its value in use. For the quantitative impairment assessment, fair value is calculated using Level 3 of the fair value hierarchy depending on the valuation approach being utilized.

As part of its annual impairment test for goodwill, management first performs the impairment test of the CGUs (or group of CGUs) to which it is allocated.

Impairment losses related to a disaggregated CGU that does not have goodwill allocated to it are distributed to the CGU's assets on a proportionate basis according to their respective carrying amounts. These impairment losses are recognized within other operating gains (losses), net. For CGU assets other than goodwill, any reversals of previously recognized impairment losses are also recorded in other operating gains (losses), net.

Impairment of Long-Lived Assets

Tangible fixed assets and finite-life intangible assets are assessed for impairment when events or changes in circumstances indicate that the carrying amount of an asset exceed its recoverable amount. In addition, at each reporting period, the Company assesses whether there are indicators that an impairment loss recognized in prior periods may no longer exist or may have decreased. If it is not possible to measure the recoverable amount for a particular asset, the Company determines the recoverable amount of the CGU with which it is associated.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Impairment of Indefinite Life Intangible Assets

Indefinite life intangible assets such as trade name and intellectual property are tested for impairment as a part of the CGUs as these assets do not generate cash inflows independently of other assets or groups of assets and the carrying amount cannot be fully attributed to a single CGU. An assessment for impairment of indefinite life intangible assets is performed annually, or more frequently whenever events or changes in circumstances indicate that the carrying amounts of these assets are likely to exceed their recoverable amount.

A quantitative impairment test consists of assessing the recoverable amount of an asset, which is the higher of its fair value less costs of disposal and its value in use. For the quantitative impairment assessment, fair value is calculated on a recurring basis and is calculated using Level 3 of the fair value hierarchy depending on the valuation approach being utilized.

Impairment losses are recognized in other operating gains (losses), net. For indefinite life intangible assets, reversals of impairment losses are also recognized in other operating gains (losses), net.

Orbital Slots

Prior to January 1, 2025, the Company's accounting estimates concerning the appropriate useful economic lives of geostationary orbital slots have been that they have indefinite lives as it was expected, with a relatively high level of certainty, that it would maintain continued occupancy of an assigned geostationary orbital slot either during the operational life of an existing orbiting satellite or upon replacement by a new satellite once the operational life of the existing orbiting satellite is over. In 2025, the orbital slots were tested for impairment at the CGU level.

To respond to market dynamics, the Company is developing a constellation of LEO satellites. A large part of its current and future capital expenditures is expected to be related to this constellation. In light of market developments, the number of occupied operational geostationary orbital slots is likely to decline over time, and management no longer believes that the existing geostationary orbital slots will continue to be utilized for an indefinite period of time.

As a result, management has updated its estimates in this area such that all geostationary orbital slots are now presented as finite life assets. For those orbital slots which were formerly presented as indefinite life assets, their residual carrying values will generally be amortized over the remaining life of the on-station satellite operating at that orbital position in accordance with the provisions of IAS 38. Where more than one satellite is co-located at one position then the latest end of life amongst those satellites is used. Where the likelihood of procuring a new or replacement satellite is probable, management calculates the end of life of that uncommitted replacement and applies it in computing the amortization life of the relevant orbital slot. The useful lives applied in the amortization of orbital slots range from 1 to 34 years.

This change in accounting estimate regarding the useful lives of the orbital slots has been accounted for prospectively, beginning on January 1, 2025.

The impact on the balance sheet as at December 31, 2025 was as follows:

(in millions of dollars)

Intangible assets	\$	(33.9)
Accumulated earnings.	\$	33.9

The impact on the statement of income (loss) for the year ended December 31, 2025, was as follows:

(in millions of dollars)

Amortization	\$	(33.9)
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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Under IFRS[®] Accounting Standards, a change in the useful life of an orbital slot is an indicator of impairment, requiring an assessment. The Company performed its latest impairment test for orbital slots in the fourth quarter of the year ended December 31, 2024. Given the proximity of that assessment to the change in useful life, the Company reevaluated the key assumptions and determined that there were no material changes that would significantly affect the recoverable amount. Accordingly, the Company relied on this assessment to support its no impairment conclusion as of the date the useful life was revised.

Trade Name

Until 2024, relief from royalty method was used to calculate the fair value of the Telesat trade name. The relief from royalty analysis requires determining a hypothetical royalty rate and subsequent application of the rate to projected revenue. For 2025, Telesat assessed trade name for impairment at the CGU level.

Telesat's trade name meets the definition of a corporate asset as it contributes to the future cash flows of all CGUs of the company (i.e. four GEO satellite pool CGUs and the LEO CGU). The trade name does not generate cash inflows independently of other assets or groups of assets and the carrying amount cannot be fully attributed to a single CGU under review. Therefore, the carrying amount of the trade name has been allocated to the individual CGUs on a relative value basis. This carrying amount including the proportionate amount of the trade name is then compared against the recoverable amount of the CGUs.

Intellectual Property

In performing the intellectual property impairment analysis, the Company determines its recoverable amount. The recoverable amount is the fair value less costs of disposal. To the extent that the recoverable amount is less than the carrying value of the asset, an impairment exists and the asset is written down to its recoverable amount.

The Company measures value in use on the basis of the estimated future cash flows to be generated by an asset or CGU. These future cash flows are based on the Company's latest business plan information approved by senior management and are discounted using rates that best reflect the time value of money and the specific risks associated with the underlying asset or assets in the CGU.

Financial Instruments

Financial assets are initially recognized at fair value. Financial assets are measured using one of three measurement approaches (fair value through profit or loss ("FVTPL"), fair value through other comprehensive income ("FVTOCI"), or amortized cost). A financial asset is measured at amortized cost if it is not designated as FVTPL, it is held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. A debt investment is measured at FVTOCI if it is not designated at FVTPL, it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amounts outstanding. On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment by investment basis. All financial assets not classified as measured at amortized cost or FVTOCI as described above are measured at FVTPL. Telesat does not have any financial assets measured at FVTOCI as at December 31, 2025 and 2024.

The following accounting policies apply to the subsequent measurement of the Company's financial assets:

- **Amortized cost:** The financial assets are subsequently measured at amortized cost in accordance with the effective interest method. The amortized cost is reduced by any impairment losses; and

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

- FVTPL: These financial assets are subsequently measured at fair value with changes in fair value recorded in the consolidated statement of income (loss) as part of gain (loss) on changes in fair value of financial instruments.

Financial liabilities are initially measured at fair value. Financial liabilities are classified as amortized cost or FVTPL. Financial liabilities that are classified as amortized cost are measured and recorded at amortized cost in accordance with the effective interest method. Financial liabilities classified as FVTPL are subsequently measured at fair value with changes in fair value recorded in the consolidated statement of income (loss) as part of the gain (loss) on changes in fair value of financial instruments.

The Company has used derivative financial instruments to manage its exposure to foreign exchange risk associated with debt denominated in foreign currencies, as well as to reduce its exposure to interest rate risk associated with debt. Currently, the Company does not designate any of its derivative financial instruments as hedging instruments for accounting purposes. All realized and unrealized gains and losses on these derivative financial instruments are recorded in the consolidated statement of income (loss) as part of gain (loss) on changes in fair value of financial instruments.

Derivatives, including embedded derivatives that must be separately accounted for, are recorded at fair value on the consolidated balance sheet at inception and marked to market at each reporting period thereafter. Derivatives embedded in financial liabilities and other non-financial instrument contracts are treated as separate derivatives when their risk and characteristics are not closely related to those of the host contract and the host contract is measured separately according to its characteristics. The Company accounts for embedded foreign currency derivatives and the related host contract as a single instrument where the contract requires payments denominated in the currency that is commonly used in contracts to procure non-financial items in the economic environment in which the Company transacts.

Transaction costs for instruments classified as FVTPL are expensed as incurred. Transaction costs that are directly attributable to the acquisition of financial assets and liabilities (other than FVTPL) are added or deducted from the fair value of the financial asset or financial liability on initial recognition.

The Company's financial assets classified as amortized cost and contract assets are subject to impairment requirements. The Company has elected to measure loss allowances for trade receivables and other contract assets at an amount equal to lifetime expected credit loss. The lifetime expected credit losses are the expected credit losses that result from possible default events over the expected life of the instrument.

Financing Costs

The debt issuance costs related to the Senior Secured Credit Facility, the 6.5% Senior Unsecured Notes ("2027 Senior Unsecured Notes"), the 4.875% Senior Secured Notes ("2027 Senior Secured Notes"), the 5.625% Senior Secured Notes ("2026 Senior Secured Notes") and Telesat Lightspeed Financing are included in current and long-term indebtedness and are amortized to interest expense using the effective interest method. All other debt issuance costs are accounted for as short-term and long-term deferred charges and are included in prepaid expenses and other current assets and other long-term assets. The deferred charges are amortized to interest expense on a straight-line basis over the term of the indebtedness to which they relate.

Employee Benefit Plans

Telesat Canada maintains one contributory and three non-contributory defined benefit pension plans which provide benefits based on length of service and rate of pay. Two of these defined-benefit plans were closed to new members in 2013. Effective January 1, 2024, the Pension Plan for Employees of Telesat Canada and the Pension Plan for Designated Employees of Telesat Canada were merged into one plan, the Pension Plan for Employees of Telesat Canada, subject to final regulatory filings and approvals. The combined plan is closed entirely to new members with respect to the defined benefit provisions. The merged plan will offer a defined contribution pension to all employees of Telesat Canada and Telesat LEO effective January 1, 2024.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Telesat Canada also provides other post-employment and retirement benefits, include health care and life insurance benefits on retirement and various disability plans, worker's compensation and medical benefits to former or inactive employees of Telesat Canada, their beneficiaries and covered dependents, after employment but before retirement, under certain circumstances.

In addition, Telesat Canada provides defined contribution pension plans, under certain circumstances, for employees who are not eligible for the defined benefit pension plans.

Telesat also provides health care and life insurance benefits for certain retired employees. These benefits are funded primarily on a pay-as-you-go basis, with the retiree paying a portion of the cost through contributions, deductibles and co-insurance provisions. Commencing in 2015, as a result of an amendment to one of the plans, Telesat has contributed to a health reimbursement account instead of providing the health care and life insurance benefits directly to certain retired employees.

Effective November 19, 2021, the Company has become responsible for the defined benefit plan and health and life insurance benefits for retired employees of Loral. Loral maintained a defined benefit pension plan for its employees. Loral pension plan is a qualified defined benefit pension plan in which only the employees hired prior to July 1, 2006 could participate. Benefits are based primarily on members' compensation and/or years of service. In addition to pension plan, certain health care and life insurance benefits are also provided to retired employees and dependents. Healthcare benefits end when the retiree reaches age 65.

The Company is responsible for adequately funding the defined benefit pension plans. Contributions are made based on actuarial cost methods that are permitted by pension regulatory bodies and reflect assumptions about future investment returns, salary projections and future service benefits.

Costs for defined contribution pension plans are recognized as an expense during the year in which the employees have rendered service entitling them to the Company's contribution.

The Company accrues the present value of its obligations under employee benefit plans and the related costs reduced by the fair value of plan assets. Pension costs and other retirement benefits are determined using the projected unit credit method prorated on service and management's best estimate of expected investment performance, salary escalation, retirement ages of employees and expected health care costs.

Pension plan assets are valued at fair value. The discount rate is based on the market interest rate of high quality bonds. Past service costs arising from plan amendments are recognized immediately to the extent that the benefits are already vested, and otherwise are amortized on a straight-line basis over the average remaining vesting period. A valuation is performed at least every three years to determine the present value of the accrued pension and other retirement benefits.

Remeasurements arising from defined benefit pension plans comprise actuarial gains and losses and the return on plan assets (excluding interest). The Company recognizes them immediately in other comprehensive income (loss), which is included in accumulated earnings, in the year in which they occur.

The current service costs and administration fees not related to asset management are included in operating expenses. The net interest expense (income) on the net defined benefit liability (asset) for the period is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the year to the net defined benefit liability (asset) at the beginning of the year while considering any changes in the net defined benefit liability (asset) during the year as a result of contributions and benefit payments. The net interest expense (income) is included in interest expense.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Stock Options

The Company offers stock options for certain key employees under which it receives services from employees in exchange for equity instruments of the Company. The expense is based on the fair value of the awards granted using the Black-Scholes option pricing model. The expense is recognized over the vesting period, which is the period over which all of the specified vesting conditions are satisfied, with a corresponding increase in equity. For awards with graded vesting, the fair value of each tranche is recognized over the respective vesting period with a significant higher proportionate amount of the total expense being recognized earlier in the vesting period.

Restricted Share Units, Performance Share Units, Deferred Share Units and Employee Share Purchase Plan

For each restricted share unit (“RSU”), performance share unit (“PSU”) or deferred share unit (“DSU”), an expense is recorded over the vesting period equal to the fair value of the Non-Voting Participating Preferred shares prior to the close of the Transaction and equal to the fair value of the either Class A Common shares or Class B Variable Voting shares of Telesat Corporation after the close of the Transaction, with a corresponding increase in equity. For awards with graded vesting, the fair value of each tranche is recognized over the respective vesting period with a significant higher proportionate amount of the total expense being recognized earlier in the vesting period. All RSU’s, PSU’s and DSU’s, including those issued prior to the close of the Transaction, are expected to be settled in either Class A Common shares or Class B Variable Voting shares of Telesat Corporation.

In 2025, the Company established an Employee Share Purchase Plan (“ESPP”). The ESPP is a cash-settled share-based payment plan, whereby employees of the company can acquire common shares through regular payroll deductions. Company-matched employee contributions, up to a maximum of five thousand dollars per annum, are restricted to a one year holding period. The employee and Company’s contributions are remitted to an independent plan administrator who is responsible for purchasing common shares on the market on behalf of the employee.

Income Taxes

Income tax expense, comprising current and deferred income tax, is recognized in income except to the extent it relates to items recognized in other comprehensive income (loss) or equity, in which case the income tax expense is recognized in other comprehensive income (loss) or equity, respectively.

Current income tax is measured at the amount expected to be paid to the taxation authorities, net of recoveries, based on the tax rates and laws enacted or substantively enacted as at the balance sheet date.

Deferred taxes are the result of temporary differences arising between the tax bases of assets and liabilities and their carrying amount. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates and laws that have been enacted or substantively enacted at the balance sheet date. Deferred tax assets are recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that the deferred tax assets will be realized. Unrecognized deferred tax assets are reassessed at each balance sheet date and recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

Deferred tax assets are netted against the deferred tax liabilities when they relate to income taxes levied by the same taxation authority on either:

- i) the same taxable entity; or
- ii) different taxable entities which intend to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Deferred tax liabilities are recognized for all taxable temporary differences except when the deferred tax liability arises from the initial recognition of goodwill or the initial recognition of an asset or liability in a transaction which is not a business combination. For taxable temporary differences associated with investments in subsidiaries, a deferred tax liability is recognized unless the parent can control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Earnings Per Share

Basic earnings per share is computed based upon the weighted average number of Class A Common Shares, Class B Variable Voting Shares, Class C Fully Voting Shares and Class C Limited Voting Shares during each period. Variable Voting and Limited Voting shares are in all respects identical to and treated equally to voting common shares.

Diluted earnings per share are based on the weighted average number of Common, Limited Voting and Variable Voting shares outstanding during each period, adjusted for the effect of unvested or unconverted RSUs, PSUs, DSUs and stock options which have a dilutive effect.

Non-Controlling Interests

Non-controlling interests in subsidiaries are identified separately from the Company's equity therein. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

The Company reports non-controlling interests as equity, separately on the consolidated balance sheets. In addition, net income (loss) and each component of other comprehensive income (loss) is separately attributed to the non-controlling interests. Total comprehensive income (loss) is attributed to non-controlling interests even if it results in the non-controlling interest having a deficit balance. This is the case even without any existing obligation on the part of the non-controlling interests to make an additional investment to cover the losses. Allocation of net income (loss) and total comprehensive income (loss) is based only on existing ownership interests.

Future Changes in Accounting Policies

The IASB periodically issues new and amended accounting standards. The new and amended standards determined to be applicable to the Company are disclosed below. The remaining new and amended standards have been excluded as they are not applicable.

IFRS 18, Presentation and Disclosures in Financial Statements

In April 2024, the IASB issued IFRS 18, *Presentation and Disclosures in Financial Statements* ("IFRS 18"), which replaces IAS 1. IFRS 18 aims to improve the comparability and transparency of financial performance by introducing defined categories and subtotals in the statement of profit or loss, enhanced disclosure requirements for management-defined performance measures, and updated principles for the aggregation and disaggregation of information in the financial statements.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)

IFRS 18 is effective for annual reporting periods beginning on or after January 1, 2027, with early adoption permitted.

Telesat is currently evaluating the detailed implications of applying IFRS 18 on its financial statements. Based on preliminary analysis performed to date, IFRS 18 is not expected to affect the Company's total net income (loss). However, the standard is expected to result in changes to the presentation and classification of certain income, expense, and cash flow line items.

Certain line items in the primary financial statements may be modified, disaggregated, or regrouped to better reflect the principles of aggregation and disaggregation introduced by IFRS 18.

In particular, foreign exchange differences that are currently aggregated and presented as a single line item in the statement of profit or loss may require disaggregation and reclassification between various categories.

Based on the Company's current understanding of IFRS 18, interest paid is expected to be classified as financing cash flows and interest received as investing cash flows in the statement of cash flows, rather than operating cash flows as currently presented.

Telesat will continue to evaluate the detailed application of IFRS 18. The Company will apply IFRS 18 from its mandatory effective date of January 1, 2027 and where applicable, will restate the comparative information in accordance with the transition requirements of the standard.

4. CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES

Critical judgments in applying accounting policies

The following are the critical judgments made in applying the Company's accounting policies which have the most significant effect on the amounts reported in the financial statements:

Telesat Canada Debt Refinancing and Going Concern

The ability and likelihood of Telesat Canada, a subsidiary consolidated by Telesat Corporation, to refinance its debt obligations at maturity that fall due within 12 months of the balance sheet date requires management judgment as described in Note 2. Based upon current projections, cash flows from operations alone are not expected to be sufficient to satisfy the maturity obligation related to the settlement of the debt instruments as they become due in December 2026. Refer to Note 2 for further discussion on the critical accounting judgements and estimates in relation to Telesat Canada.

Contingencies and legal proceedings

The Company participates from time to time in legal proceedings arising in the normal course of its business. Significant judgement by management is required to estimate the probability of the outcome of legal proceedings in relation to equity distribution. See Note 34.

Deferred revenue

The Company's accounting policy relating to deferred revenue is described in Note 3. Certain of the Company's revenue agreements were noted to include a significant financing component. Judgment by management is required to determine the discount rate used in the significant financing component calculation.

Lease liabilities

The Company's accounting policy relating to leases is described in Note 3. Judgment by management is required in the determination of the likelihood that the lease renewal periods will be exercised as well as the determination of the incremental borrowing rate.

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4. CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES (cont.)

Uncertain income tax positions

The Company operates in numerous jurisdictions and is subject to country-specific tax laws. Management uses significant judgment when determining the worldwide provision for tax, and estimates provisions for uncertain tax positions as the amounts expected to be paid based on a qualitative assessment of all relevant factors. In the assessment, management considers risk with respect to tax matters under active discussion, audit, dispute or appeal with tax authorities, or which are otherwise considered to involve uncertainty. Management reviews the provisions as at each balance sheet date.

Software as a Service arrangements

The Company's accounting policy relating to SaaS is described in Note 3. Judgment by management is required to determine whether configuration or customization of a software results in an intangible asset for Telesat.

Critical accounting estimates and assumptions

The Company makes accounting estimates and assumptions that affect the carrying value of assets and liabilities, reported net income (loss) and disclosure of contingent assets and liabilities. Estimates and assumptions are based on historical experience, current events and other relevant factors, therefore, actual results may differ and differences could be material.

The accounting estimates and assumptions critical to the determination of the amounts reported in the financial statements were as follows:

Capitalization of soft costs

The development of the Telesat Lightspeed constellation is a complex project that involves significant assumptions about the capitalizing of soft costs (such as labor, interest, insurance, and indirect project costs) to assets under construction. The Company must estimate the portion of these costs that directly relate to the construction activity and meet the criteria for capitalization under IAS 16, *Property, Plant and Equipment* or IAS 23, *Borrowing Costs*. This involves significant estimation and assumptions about the internal allocation of costs including overhead indirect costs, the duration of the construction period, and the extent to which these costs enhance the value of the Telesat Lightspeed constellation.

Derivative financial instruments measured at fair value

As at December 31, 2025, the balance of the derivative liabilities was \$832.4 million (December 31, 2024 — \$617.1 million).

As at December 31, 2025 and 2024, the balances of the derivative assets was \$Nil.

To fund its Lightspeed LEO constellation, on September 13, 2024, Telesat LEO (a wholly owned of Telesat) entered into loan agreements with 16342451 Canada Inc., a subsidiary of Canada Development Investment Corporation ("Government of Canada") and Investissement Quebec ("Government of Quebec"), for senior secured non-revolving delayed draw term loan facilities in the principal amount of \$2,140 million and \$400 million, respectively ("Telesat Lightspeed Financing").

As part of the Telesat Lightspeed Financing, Telesat LEO issued warrants entitling the Government of Canada to acquire 10% and Government of Quebec to acquire 1.87% of its total shares on a fully diluted basis ("Telesat Lightspeed Financing Warrants"), which were fair valued upon the completion of the conditions precedent. The

Telesat Corporation
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4. CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES (cont.)

Telesat Lightspeed Financing Warrants can be exercised starting two years after issuance and have ten-years term. On September 12, 2025, Lightspeed LEO Partnership became the issuing entity of Telesat Lightspeed Financing Warrants. See details in Note 35.

As at November 15, 2024, at inception, the fair value of the embedded derivatives was \$509.1 million and \$95.2 million, respectively, for the Government of Canada and Government of Quebec. As at December 31, 2025, the fair value of the embedded derivatives was \$701.4 million and \$131.0 million, respectively, for the Government of Canada and Government of Quebec.

Quoted market values are unavailable for the Telesat Lightspeed Financing Warrants and, in the absence of an active market, the Company determines fair value for Telesat Lightspeed Financing Warrants based on valuation models; such as option pricing models and discounted cash flow analysis, which uses unobservable inputs including the value of the Telesat LEO business and volatility which requires management to make significant estimates and judgements. The determination of fair value of the Telesat Lightspeed Financing Warrants is significantly impacted by the assumptions used for the amount and timing of estimated future cash flows and discount rates. As a result, the fair value of financial assets and liabilities and the amount of gain/loss on changes in fair value of financial instruments recorded to net income (loss) could vary.

Impairment of goodwill

Goodwill represents a significant portion of Telesat's total assets. As a result, determining whether goodwill is impaired requires an estimation of the Company's fair value based on management estimate of the future cash flows expected to arise from operations and to make assumptions regarding the underlying business plan, discount rate, and growth rate. Actual operating results and the related cash flows of the Company could differ from the estimates used for the impairment analysis.

Impairment of CGUs

The impairment analysis of CGUs requires the Company to estimate the future cash flows expected to arise from operations and to make assumptions regarding the underlying business plan, discount rates, growth rate and basis for allocation of certain assets and liabilities. Significant judgments are made in establishing these assumptions. Actual operating results and the related cash flows of the CGU could differ from the estimates used for the impairment analysis.

Employee benefits

The cost of defined benefit pension plans and other post-employment benefits, and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions which may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates, future pension increases and return on plan assets. Due to the complexity of the valuation, the underlying assumptions, and its long-term nature, the defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed annually.

Share-based compensation

The expense for stock options is based on the fair value of the awards granted using the Black-Scholes option pricing model. The Black-Scholes option pricing model includes estimates of the dividend yield, expected volatility, risk-free interest rate and the expected life in years. Any changes in these estimates may have a significant impact on the amounts reported.

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4. CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES (cont.)

Determination of useful life of satellites and finite life intangible assets

The estimated useful life and depreciation method for satellites and finite life intangible assets are reviewed annually, with the effect of any changes in estimate being accounted for on a prospective basis. Any change in these estimates may have a significant impact on the amounts reported.

Income taxes

Management assesses the recoverability of deferred tax assets based upon an estimation of the Company's projected taxable income using enacted or substantively enacted tax laws, and its ability to utilize future tax deductions before they expire. Actual results could differ from expectations.

5. SEGMENT INFORMATION

The Company reports under two operating segments, which are GEO and LEO. Transactions that do not belong to a particular operating segment, such as certain corporate entities, are reported within "Other".

The Company's Chief Operating Decision Maker ("CODM"), who is the Company's Chief Executive Officer, is provided with information to review the operating results, assess performance of the operations and make capital allocation decisions at the operating segment level comprising GEO and LEO. The accounting policies of the reportable segments are the same as those described in Note 2 and Note 3 above.

The segment information regularly reviewed by the CODM and the reconciliation thereof to the net income (loss) as well as the capital expenditures by operating segment are included in the following tables:

For the year ended December 31, 2025	GEO	LEO	Other⁽³⁾	Consolidated
Revenue	\$ 413,059	\$ 4,897	\$ —	\$ 417,956
Operating expenses, excluding share-based compensation and non-recurring items ⁽¹⁾	(129,352)	(72,358)	(3,569)	(205,279)
Adjusted EBITDA ⁽¹⁾	<u>\$ 283,707</u>	<u>\$ (67,461)</u>	<u>\$ (3,569)</u>	212,677
Share-based compensation				(4,145)
Non-recurring items ⁽²⁾				(2,348)
Depreciation				(104,714)
Amortization				(44,179)
Other operating gains (losses), net				(361,167)
Operating income				(303,876)
Interest expense				(217,669)
Interest and other income				26,183
Gain on repurchase of debt				6,896
Gain (loss) on changes in fair value of financial instruments				(215,338)
Gain (loss) on foreign exchange				106,209
Income (loss) before income taxes				(597,595)
Tax (expense) recovery				67,378
Net income (loss)				(530,217)
Capital expenditures	<u>\$ 3,266</u>	<u>\$ 704,685</u>	<u>\$ —</u>	<u>\$ 707,951</u>

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5. SEGMENT INFORMATION (cont.)

<u>For the year ended December 31, 2024</u>	<u>GEO</u>	<u>LEO</u>	<u>Other⁽³⁾</u>	<u>Consolidated</u>
Revenue	\$ 554,286	\$ 16,758	\$ —	\$ 571,044
Operating expenses, net of share-based compensation and non-recurring items ⁽¹⁾ . .	<u>(110,851)</u>	<u>(74,361)</u>	<u>(2,095)</u>	<u>(187,307)</u>
Adjusted EBITDA ⁽¹⁾	<u>\$ 443,435</u>	<u>\$ (57,603)</u>	<u>\$ (2,095)</u>	383,737
Share-based compensation				(17,557)
Non-recurring items ⁽²⁾				(2,903)
Depreciation				(127,274)
Amortization				(11,337)
Other operating gains (losses), net				<u>(264,931)</u>
Operating income				(40,265)
Interest expense				(243,757)
Interest and other income				23,314
Gain on repurchase of debt				202,493
Gain (loss) on changes in fair value of financial instruments				(12,761)
Gain (loss) on foreign exchange				<u>(244,527)</u>
Income (loss) before income taxes				(315,503)
Tax (expense) recovery				<u>13,037</u>
Net income (loss)				<u>\$ (302,466)</u>
Capital expenditures	<u>\$ 4,136</u>	<u>\$ 1,200,881</u>	<u>\$ —</u>	<u>\$ 1,205,017</u>
<u>For the year ended December 31, 2023</u>	<u>GEO</u>	<u>LEO</u>	<u>Other⁽³⁾</u>	<u>Consolidated</u>
Revenue	\$ 693,219	\$ 10,942	\$ —	\$ 704,161
Operating expenses, net of share-based compensation and non-recurring items ⁽¹⁾ . .	<u>(114,075)</u>	<u>(53,921)</u>	<u>(2,463)</u>	<u>(170,459)</u>
Adjusted EBITDA ⁽¹⁾	<u>\$ 579,144</u>	<u>\$ (42,979)</u>	<u>\$ (2,463)</u>	533,702
Share-based compensation				(33,015)
Non-recurring items ⁽²⁾				(1,078)
Depreciation				(182,669)
Amortization				(13,093)
Other operating gains (losses), net				<u>264,999</u>
Operating income				568,846
Interest expense				(270,350)
Interest and other income				66,532
Gain on repurchase of debt				230,080
Gain (loss) on foreign exchange				<u>77,758</u>
Income (loss) before income taxes				672,866
Tax (expense) recovery				<u>(89,596)</u>
Net income (loss)				<u>\$ 583,270</u>
Capital expenditures	<u>\$ 16,688</u>	<u>\$ 116,014</u>	<u>\$ —</u>	<u>\$ 132,702</u>

- (1) The performance of each segment is evaluated by the CODM based on Adjusted EBITDA. Adjusted EBITDA is defined as operating income (excluding certain operating expenses such as share-based compensation expenses and unusual and non-recurring items, including restructuring related expenses) before interest expense, taxes, depreciation and amortization. Adjusted EBITDA margin is used to measure Telesat's operating performance.
- (2) Non-recurring items includes severance payments and special compensation and benefits for executives and employees.
- (3) Transactions that do not belong to a particular operating segment such as certain corporate entities are reported within "Other".

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5. SEGMENT INFORMATION (cont.)

Service Revenue

The Company derives revenue from the following services:

Broadcast — Direct-to-home television, video distribution and contribution, and occasional use services.

Enterprise — Telecommunication carrier and integrator, government, consumer broadband, resource, maritime and aeronautical, retail and satellite operator services.

Consulting and other — Consulting services related to space and earth segments, government studies, satellite control services, and research and development.

Consolidated

Revenue derived from the above services were as follows:

For the years ended December 31,	2025	2024	2023
Broadcast – GEO	\$ 196,196	\$ 274,414	\$ 331,842
Enterprise – GEO	206,634	267,768	348,823
Consulting and other – GEO	10,229	12,104	12,554
Consulting and other – LEO	4,897	16,758	10,942
Revenue	\$ 417,956	\$ 571,044	\$ 704,161

Geographic Information

Revenue by geographic regions was based on the point of origin of the revenue, which was the destination of the billing invoice, and was allocated as follows:

For the years ended December 31,	2025	2024	2023
Canada	\$ 213,123	\$ 260,425	\$ 324,226
United States	133,185	210,628	245,328
Asia & Australia	13,926	31,984	50,651
Latin America & Caribbean	29,717	36,459	48,664
Europe, Middle East & Africa	28,005	31,548	35,292
Revenue	\$ 417,956	\$ 571,044	\$ 704,161

For the year ended December 31, 2025 revenue from the LEO segment was from the United States and the Asia & Australia geographic regions. For the years ended December 31, 2024 and 2023, revenue from the LEO segment was from the United States geographic region.

For disclosure purposes, the satellites and the intangible assets have been classified based on ownership. Satellites, property and other equipment and intangible assets by geographic regions were allocated as follows:

As at December 31,	2025	2024
Canada	\$ 2,464,818	\$ 1,903,673
United Kingdom	238,478	349,619
United States	12,276	14,964
Europe, Middle East & Africa (excluding United Kingdom)	—	7,427
All others	1,136	1,460
Satellites, property and other equipment	\$ 2,716,708	\$ 2,277,143

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5. SEGMENT INFORMATION (cont.)

<u>As at December 31,</u>	<u>2025</u>	<u>2024</u>
Canada	\$ 428,909	\$ 477,221
United States	5,426	7,896
Latin America & Caribbean	7,943	8,817
All others	—	3,532
Intangible assets	<u>\$ 442,278</u>	<u>\$ 497,466</u>

Other long-term assets by geographic regions were allocated as follows:

<u>As at December 31</u>	<u>2025</u>	<u>2024</u>
Canada	\$ 343,059	\$ 516,507
United States	25,598	—
Other long-term assets	<u>\$ 368,657</u>	<u>\$ 516,507</u>

Goodwill was not allocated to geographic regions.

Major Customers

For the year ended December 31, 2025, there were two significant customers each representing more than 10% of consolidated revenue totalling \$125.0 million and \$77.1 million respectively (December 31, 2024 — \$135.5 million and \$131.1 million, December 31, 2023 — \$172.6 million and \$140.7 million).

6. OPERATING EXPENSES

<u>For the years ended December 31,</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Compensation and employee benefits ^(a)	\$ 92,620	\$ 110,330	\$ 117,917
Other operating expenses ^(b)	96,423	59,465	48,120
Cost of equipment sales ^(c)	1,159	4,093	7,546
Cost of third-party satellites ^(d)	21,570	33,879	30,969
Operating expenses	<u>\$ 211,772</u>	<u>\$ 207,767</u>	<u>\$ 204,552</u>

- (a) Compensation and employee benefits included salaries, bonuses, commissions, post-employment benefits and charges arising from share-based compensation.
- (b) Other operating expenses included general and administrative expenses, marketing expenses, in-orbit insurance expenses, professional fees and facility costs. The balance for year ended December 31, 2025 included \$1.9 million of leases not capitalized due to exemptions and variable lease payments not included in the measurement of the lease liabilities (December 31, 2024 — \$1.8 million).
- (c) Cost of equipment sales included the cost of equipment and other costs directly attributable to fulfilling the Company's obligations under customer contracts, excluding the cost of third party capacity.
- (d) Cost of third-party satellites included the cost of third-party satellite capacity acquired to fulfill customer capacity requirements.

7. OTHER OPERATING GAINS (LOSSES), NET

<u>For the years ended December 31,</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Gain (loss) on disposal of assets	\$ 3,827	\$ (534)	\$ 59
Gain (loss) on disposal of subsidiaries	230	2,620	—
C-band clearing income	—	—	344,892
Impairment	(365,224)	(267,017)	(79,740)
Other	—	—	(212)
Other operating gains (losses), net.	<u>\$ (361,167)</u>	<u>\$ (264,931)</u>	<u>\$ 264,999</u>

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7. OTHER OPERATING GAINS (LOSSES), NET (cont.)

Impairment

During the year ended December 31, 2025, as a result of impairment testing of the GEO segment and CGUs, impairment losses of \$302.2 million was recognized against goodwill, \$55.9 million against satellites, property and other equipment, and \$7.1 million against intangible assets. During the year ended 2024, as a result of impairment testing of the GEO business segment and CGU, impairment losses of \$191.0 million was recognized against intangible assets, and impairment losses of \$76.0 million was recognized against satellites, property and other equipment. The goodwill impairment was driven by a reduced number of GEO contract renewals arising from increased competition from newer LEO technology, coupled with sustained pricing pressure. Following the goodwill impairment, the recoverable amount of the GEO CGU approximates its carrying amount. Accordingly, any reasonably possible adverse change in key assumptions would result in a further impairment. Impairment losses recognised in respect of goodwill are not reversed in subsequent periods.

8. INTEREST EXPENSE

For the years ended December 31,	2025	2024	2023
Interest on indebtedness	\$ 232,766	\$ 227,411	\$ 252,257
Interest on significant financing component	12,296	13,834	15,713
Interest on leases, net	2,107	1,518	1,523
Interest on satellite performance incentive payments	934	1,144	1,464
Interest on employee benefit plans (Note 32)	(1,068)	(150)	(607)
Capitalized interest	(29,366)	—	—
Interest expense	\$ 217,669	\$ 243,757	\$ 270,350

9. INTEREST AND OTHER INCOME (EXPENSE)

For the years ended December 31,	2025	2024	2023
Interest income	\$ 23,797	\$ 65,996	\$ 63,838
Other income (expense)	2,386	(42,682)	2,694
Interest and other income	\$ 26,183	\$ 23,314	\$ 66,532

10. INCOME TAXES

For the years ended December 31,	2025	2024	2023
Current tax expense (recovery)	\$ 12,967	\$ 50,943	\$ 75,780
Deferred tax expense (recovery)	(80,345)	(63,980)	13,816
Tax expense (recovery)	\$ (67,378)	\$ (13,037)	\$ 89,596

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10. INCOME TAXES (cont.)

A reconciliation of the statutory income tax rate, which is a composite of Canadian federal and provincial rates, to the effective income tax rate was as follows:

For the years ended December 31,	2025	2024	2023
Net income (loss) before taxes	\$ (597,595)	\$ (315,503)	\$ 672,866
Multiplied by the statutory income tax rates	26.39%	26.39%	26.40%
	(157,705)	(83,261)	177,637
Income tax recorded at rates different from the Canadian tax rate	(5,145)	(12,266)	(11,518)
Permanent differences ⁽¹⁾	57,998	6,361	(71,741)
Effect on deferred tax balances due to changes in income tax rates	—	(86)	(407)
Effect of temporary differences not recognized as deferred tax assets	25,596	77,948	(4,661)
Foreign taxes	(167)	8,866	—
Taxes related to prior periods	(1,339)	6	(2,152)
Excess tax-benefits on share-based payments recognized directly in equity	6,046	—	—
Impact of foreign exchange	7,211	(10,883)	2,436
Other	127	278	2
Tax expense (recovery)	\$ (67,378)	\$ (13,037)	\$ 89,596
Effective income tax rate	11.27%	4.13%	13.32%

(1) Prior period reflects the IASB issued amendments to IAS 12.

Temporary differences, tax losses and tax credits

The tax effects of temporary differences between the carrying amounts of assets and liabilities for accounting purposes and the amounts used for tax purposes are presented below:

As at December 31,	2025	2024
Deferred tax assets		
Foreign tax credits	\$ 1,355	\$ 2,692
Deferred revenue	4,774	5,783
Loss carry forwards	27,281	44,309
Employee benefits	3,573	—
Reserves	1,024	1,363
Other	3,119	2,302
Total deferred tax assets	\$ 41,126	\$ 56,449
As at December 31,	2025	2024
Deferred tax liabilities		
Capital assets	\$ (20,045)	\$ (46,149)
Intangible assets	(101,795)	(174,514)
Financing charges	(7,046)	(7,511)
Employee benefits	—	(760)
Total deferred tax liabilities	(128,886)	(228,934)
Deferred tax liabilities, net	\$ (87,760)	\$ (172,485)

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10. INCOME TAXES (cont.)

As at December 31, 2025, deferred tax assets of \$4.2 million on the balance sheet relate to Brazil and United States tax jurisdictions (December 31, 2024 — \$3.1 million related to Brazil and United States tax jurisdictions).

Foreign tax credits

The Company has Canadian foreign tax credits of \$10.1 million which may only be used to offset taxes payable, of which \$1.3 million has been recognized. The credits are due to expire between 2030 and 2034.

The Company has United Kingdom foreign tax credits of \$11.6 million which have no expiry. No deferred tax asset has been recognized in respect of these foreign tax credits.

The Company has United States foreign tax credits of \$150.4 million carried over from 2017. No deferred tax asset has been recognized in respect of these foreign tax credits.

Loss carry forwards and deductible temporary differences

The Company has non-capital losses in Canada of \$193.6 million which will expire starting in 2038 for which a deferred tax asset of \$5.7 million has been recognized. The Company has capital losses in Canada of \$7.4 million which have no expiry. No deferred tax asset has been recognized in respect to these losses as it is not probable we will recognize capital gains. In addition, the Company has \$120.8 million of deductible temporary differences in Canada for which no deferred tax asset has been recognized. The Company also has \$32.0 million of unused interest deductions in Canada that can be carried forward indefinitely for which no deferred tax asset has been recognized.

The Company has tax losses in the United Kingdom of \$125.8 million that can be carried forward indefinitely, subject to restrictions on their utilization. The use of the losses is limited to 50% of taxable income generated in a carry forward year. Notwithstanding, the Company will be entitled to a GBP 5 million annual allowance of unrestricted taxable income not subject to the 50% limitation. A deferred tax asset of \$5.8 million has been recognized in respect of the losses. The Company also has \$380.2 million of unused interest deductions in the United Kingdom that can be carried forward indefinitely for which no deferred tax asset has been recognized.

The Company has tax losses of \$7.5 million in the United States which can be carried forward indefinitely, and subject to restrictions on their utilization of up to 80% of taxable income generated in a carry forward year. No deferred tax asset has been recognized in respect of the losses. The Company also has \$15.8 million of deductible temporary differences for which no deferred tax asset has been recognized.

The Company has tax losses of \$1.3 million in Brazil that can be carried forward indefinitely, subject to restrictions on their utilization. The use of the losses is limited to 30% of taxable income generated in a carry forward year. A deferred tax asset of \$0.5 million has been recognized in respect of the losses.

Investments in subsidiaries

As at December 31, 2025, the Company had temporary differences of \$252.6 million associated with investments in subsidiaries for which no deferred tax liabilities have been recognized, as the Company is able to control the timing of the reversal of these temporary differences and it is not probable that these differences will reverse in the foreseeable future.

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11. TRADE AND OTHER RECEIVABLES

As at December 31,	2025	2024
Trade receivables	\$ 44,374	\$ 57,176
Less: allowance for doubtful accounts	(13,813)	(8,901)
Net trade receivables	30,561	48,275
Deferred receivables	6,332	4,702
Government grant receivable (Note 28)	19,891	16,245
Other receivables	1,638	89,708
Trade and other receivables	\$ 58,422	\$ 158,930

Allowance for doubtful accounts

The movement in the allowance for doubtful accounts was as follows:

Years ended December 31,	2025	2024
Allowance for doubtful accounts, beginning of year	\$ 8,901	\$ 6,467
Provisions for impaired receivables	9,697	6,552
Receivables written off	(4,573)	(4,385)
Impact of foreign exchange	(212)	267
Allowance for doubtful accounts, end of year	\$ 13,813	\$ 8,901

12. OTHER CURRENT FINANCIAL ASSETS

As at December 31,	2025	2024
Security deposits and Restricted cash	\$ 430	\$ 565
Other current financial assets	\$ 430	\$ 565

13. PREPAID EXPENSES AND OTHER CURRENT ASSETS

As at December 31,	2025	2024
Deferred charges ^(a)	\$ 224,271	\$ 238,513
Other	18,013	33,893
Prepaid expenses	13,686	6,597
Inventory ^(b)	1,486	1,457
Prepaid expenses and other current assets	\$ 257,456	\$ 280,460

(a) As at December 31, 2025 and December 31, 2024, the deferred financing charges were associated with the Telesat Lightspeed Financing Warrants (Note 24) granted to the Government of Canada and the Government of Quebec and the debt issue costs associated with the Telesat Lightspeed Financing. As the drawdowns will be made against the Telesat Lightspeed Financing, the proportional amount of the current and long-term assets will be transferred to the debt issue costs against the long-term indebtedness.

(b) As at December 31, 2025, inventory consisted of \$0.3 million of work in progress (December 31, 2024 — \$0.3 million) and \$1.2 million of other inventory (December 31, 2024 — \$1.2 million).

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14. OTHER LONG-TERM FINANCIAL ASSETS

As at December 31,	2025	2024
Deferred receivables	\$ 17,145	\$ 8,708
Security deposits	1,138	1,059
Other long-term financial assets	<u>\$ 18,283</u>	<u>\$ 9,767</u>

15. OTHER LONG-TERM ASSETS

As at December 31,	2025	2024
Deferred charges ^(a)	\$ 231,664	\$ 416,431
Pension benefits (Note 32)	109,812	99,554
Prepaid expenses	26,312	512
Other	869	10
Other long-term assets	<u>\$ 368,657</u>	<u>\$ 516,507</u>

(a) As at December 31, 2025, the deferred financing charges were associated with the Telesat Lightspeed Financing Warrants (Note 24) granted to the Government of Canada and the Government of Quebec and the debt issue costs associated with the Telesat Lightspeed Financing. As the drawdowns will be made against the Telesat Lightspeed Financing, the proportional amount of the current and long-term assets will be transferred to the debt issue costs against the long-term indebtedness.

16. SATELLITES, PROPERTY AND OTHER EQUIPMENT

	Satellites	Antennas, satellite control & communication equipment	Building, equipment & other	Right-of-use assets ⁽¹⁾	Assets under construction	Total
Cost as at January 1, 2024	\$ 3,424,761	\$ 174,481	\$ 87,382	\$ 45,353	\$ 554,141	\$ 4,286,118
Additions	—	104	892	2,246	1,201,723	1,204,965
Disposals/retirements	(15,900)	(3,287)	(1,864)	(2,972)	(28,397)	(52,420)
Transfer to other receivables	—	—	—	—	(87,958)	(87,958)
Transfers from assets under construction	—	11,630	7,096	—	(18,726)	—
Impact of foreign exchange	69,011	2,451	566	1,104	98,971	172,103
Cost as at December 31, 2024	<u>3,477,872</u>	<u>185,379</u>	<u>94,072</u>	<u>45,731</u>	<u>1,719,754</u>	<u>5,522,808</u>
Additions	—	79	163	9,372	698,337	707,951
Disposals/retirements	—	(899)	(1,903)	(1,452)	—	(4,254)
Transfers from assets under construction	—	7,749	7,997	—	(15,746)	—
Impact of foreign exchange	(39,919)	(1,524)	(479)	(830)	(90,899)	(133,651)
Cost as at December 31, 2025	<u>\$ 3,437,953</u>	<u>\$ 190,784</u>	<u>\$ 99,850</u>	<u>\$ 52,821</u>	<u>\$ 2,311,446</u>	<u>\$ 6,092,854</u>
Accumulated depreciation and impairment as at January 1, 2024	\$ (2,809,559)	\$ (141,384)	\$ (61,534)	\$ (13,343)	\$ —	\$ (3,025,820)
Depreciation	(112,741)	(7,097)	(4,238)	(3,198)	—	(127,274)
Impairment	(75,969)	—	—	—	—	(75,969)
Disposals/retirements	15,900	2,741	1,528	2,350	—	22,519
Impact of foreign exchange	(37,111)	(1,296)	(348)	(366)	—	(39,121)
Accumulated depreciation and impairment as at December 31, 2024	<u>(3,019,480)</u>	<u>(147,036)</u>	<u>(64,592)</u>	<u>(14,557)</u>	<u>—</u>	<u>(3,245,665)</u>
Depreciation	(88,526)	(6,428)	(5,852)	(3,908)	—	(104,714)
Impairment	(55,910)	—	—	—	—	(55,910)
Disposals/retirements	—	723	1,339	1,237	—	3,299
Impact of foreign exchange	25,152	859	290	543	—	26,844
Accumulated depreciation and impairment as at December 31, 2025	<u>\$ (3,138,764)</u>	<u>\$ (151,882)</u>	<u>\$ (68,815)</u>	<u>\$ (16,685)</u>	<u>\$ —</u>	<u>\$ (3,376,146)</u>
Net carrying values						
As at December 31, 2024	\$ 458,392	\$ 38,343	\$ 29,480	\$ 31,174	\$ 1,719,754	\$ 2,277,143
As at December 31, 2025	\$ 299,189	\$ 38,902	\$ 31,035	\$ 36,136	\$ 2,311,446	\$ 2,716,708

(1) Right-of-use assets consisted primarily of property leases.

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16. SATELLITES, PROPERTY AND OTHER EQUIPMENT (cont.)

Substantially all of the Company's satellites, property and other equipment, excluding satellites, property and other equipment relating to the Telesat Lightspeed business which assets are held by the LEO Non-Guarantors, have been pledged as security as a requirement of the Company's Senior Secured Credit Facilities, 2027 Senior Secured Notes and 2026 Senior Secured Notes as at December 31, 2025 (Note 24).

Substantially all of the Company's satellites, property and other equipment relating to the Telesat Lightspeed business which assets are held by the LEO Non-Guarantors, have been pledged as security as a requirement of the Telesat Lightspeed Financing (Note 24).

Borrowing costs

For the year ended December 31, 2025, borrowing costs of \$29.4 million relating to the Telesat Lightspeed Financing were capitalized using the effective interest rate of 10.69%.

For the year ended December 31, 2024 there were no borrowing costs capitalized.

Impairment

The annual impairment tests for GEO CGUs in the fourth quarters of 2025 and 2024 in accordance with the policy described in Note 3.

Subsequent to the annual impairment test, the Company identified indicators of impairment resulting from customer contract negotiations, requiring additional impairment test. As a result of the impairment tests, the Company recognized, an impairment of \$55.9 million recorded against satellites, property and other equipment (December 31, 2024 — \$36.3 million). The impairments resulted from changes to the underlying assumptions associated with the related business plan particularly the lower revenue forecasts as a result of intensifying competition. The recoverable amount of one of the GEO CGU was determined based on fair value less of disposal, whereas the recoverable amount of other GEO CGUs were determined using value-in-use. The recoverable amount of the GEO CGUs is more sensitive to the same inputs as GEO segment. See Note 18 for assumptions and sensitivities.

As at December 31, 2025, the recoverable amounts of the GEO CGUs were as follows:

- Data Connectivity Satellite Services: \$296.2 million
- Regionally Focused Satellite Services: \$10 million

Certain CGUs within the GEO segment are not individually disclosed as they did not experience impairment indicators during the period and are not material to the consolidated financial statements.

Joint arrangements

Telesat International Limited ("TIL") and APT Satellite Company Limited entered into agreements relating to the Telstar 18 VANTAGE satellite, which are accounted for as a joint operation, whereby TIL's interest is 42.5%. Telesat (IOM) Limited ("TIOM") and Viasat Inc. entered into agreements relating to the ViaSat-1 satellite, which are accounted for as a joint operation, whereby TIOM owns the Canadian payload on the ViaSat-1 satellite.

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17. INTANGIBLE ASSETS

The intangible assets are split between assets with finite and indefinite lives.

As stated in Note 3, commencing on January 1, 2025, the orbital slots were accounted for as finite life intangible assets. The change in estimate from indefinite life to finite life and the subsequent amortization of the orbital slots and the remaining indefinite life intangible assets are summarized below.

	<u>Orbital slots</u>	<u>Trade name</u>	<u>Intellectual property</u>	<u>Total indefinite life intangible assets</u>
Cost as at January 1, 2024	\$ 608,793	\$ 17,000	\$ 83,896	\$ 709,689
Impact of foreign exchange	2,380	—	7,228	9,608
Cost as at December 31, 2024	611,173	17,000	91,124	719,297
Transfer to finite life	(611,173)	—	—	(611,173)
Impact of foreign exchange	—	—	(4,181)	(4,181)
Cost as at December 31, 2025	<u>\$ —</u>	<u>\$ 17,000</u>	<u>\$ 86,943</u>	<u>\$ 103,943</u>
Accumulated impairment as at				
January 1, 2024	\$ (66,880)	\$ —	\$ —	\$ (66,880)
Impairment	(191,048)	—	—	(191,048)
Impact of foreign exchange	(949)	—	—	(949)
	<u>Orbital slots</u>	<u>Trade name</u>	<u>Intellectual property</u>	<u>Total indefinite life intangible assets</u>
Accumulated impairment as at				
December 31, 2024	(258,877)	—	—	(258,877)
Transfer to finite life	258,877	—	—	258,877
Accumulated impairment as at				
December 31, 2025	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Net carrying values				
As at December 31, 2024	\$ 352,296	\$ 17,000	\$ 91,124	\$ 460,420
As at December 31, 2025	\$ —	\$ 17,000	\$ 86,943	\$ 103,943

There were no disposals or retirements in the years ended December 31, 2025 and 2024 and no additions for the year ended December 31, 2025 and 2024.

The finite life intangible assets are summarized below.

	<u>Revenue backlog</u>	<u>Orbital slots</u>	<u>Customer relationships</u>	<u>Customer contracts</u>	<u>Transponder rights</u>	<u>Concession rights</u>	<u>Software</u>	<u>Other</u>	<u>Total finite life intangible assets</u>
Cost as at January 1, 2024 ..	\$ 223,664	\$ —	\$ 194,659	\$ 12,618	\$ 16,718	\$ 25,499	\$ 1,193	\$ 59	\$ 474,410
Additions	—	—	—	—	—	52	—	—	52
Disposals	(223,664)	—	—	—	(16,718)	—	—	—	(240,382)
Impact of foreign exchange ..	—	—	251	—	—	(3,773)	—	—	(3,522)
Cost as at December 31, 2024	—	—	194,910	12,618	—	21,778	1,193	59	230,558
Disposals	—	—	—	(12,618)	—	(709)	—	—	(13,327)
Transfer from indefinite life ..	—	611,173	—	—	—	—	—	—	611,173
Impact of foreign exchange ..	—	(990)	(145)	—	—	1,564	—	—	429
Cost as at December 31, 2025	<u>\$ —</u>	<u>\$ 610,183</u>	<u>\$ 194,765</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 22,633</u>	<u>\$ 1,193</u>	<u>\$ 59</u>	<u>\$ 828,833</u>

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17. INTANGIBLE ASSETS (cont.)

	Revenue backlog	Orbital slots	Customer relationships	Customer contracts	Transponder rights	Concession rights	Software	Other	Total finite life intangible assets
Accumulated amortization and impairment as at January 1, 2024	\$ (221,862)	\$ —	\$ (161,619)	\$ (10,079)	\$ (16,718)	\$ (13,536)	\$ (596)	\$ (53)	\$ (424,463)
Amortization	(1,802)	—	(6,899)	(847)	—	(1,547)	(239)	(3)	(11,337)
Disposals	223,664	—	—	—	16,718	—	—	—	240,382
Impact of foreign exchange	—	—	(216)	—	—	2,122	—	—	1,906
Accumulated amortization and impairment as at December 31, 2024	—	—	(168,734)	(10,926)	—	(12,961)	(835)	(56)	(193,512)
Transfer from indefinite life	—	(258,877)	—	—	—	—	—	—	(258,877)
Amortization	—	(33,852)	(6,883)	(1,692)	—	(1,510)	(239)	(3)	(44,179)
Impairment	—	(7,093)	—	—	—	—	—	—	(7,093)
Disposals	—	—	—	12,618	—	709	—	—	13,327
Impact of foreign exchange	—	634	130	—	—	(928)	—	—	(164)
Accumulated amortization and impairment as at December 31, 2025	\$ —	\$ (299,188)	\$ (175,487)	\$ —	\$ —	\$ (14,690)	\$ (1,074)	\$ (59)	\$ (490,498)
Net carrying values									
As at December 31, 2024	\$ —	\$ —	\$ 26,176	\$ 1,692	\$ —	\$ 8,817	\$ 358	\$ 3	\$ 37,046
As at December 31, 2025	\$ —	\$ 310,995	\$ 19,278	\$ —	\$ —	\$ 7,943	\$ 119	\$ —	\$ 338,335

The total combined indefinite and finite life intangible assets are summarized below.

	As at December 31, 2025			As at December 31, 2024		
	Cost	Accumulated amortization and impairment	Net carrying value	Cost	Accumulated amortization and impairment	Net carrying value
Indefinite life intangibles	\$ 103,943	\$ —	\$ 103,943	\$ 719,297	\$ (258,877)	\$ 460,420
Finite life intangibles	828,833	(490,498)	338,335	230,558	(193,512)	37,046
Total intangibles	<u>\$ 932,776</u>	<u>\$ (490,498)</u>	<u>\$ 442,278</u>	<u>\$ 949,855</u>	<u>\$ (452,389)</u>	<u>\$ 497,466</u>

The Company's trade name has a long and established history, a strong reputation and has been synonymous with quality and growth within the satellite industry. It has been assigned an indefinite life because of expected ongoing future use.

The Company's intellectual property relates to development of the planned Telesat Lightspeed constellation. It has been assigned an indefinite life because of anticipated ongoing development.

The following are the remaining useful lives of the intangible assets:

	Years
Customer relationships	1 to 3
Concession rights	1 to 12
Software	0.5
Orbital slots	0 to 34

All of the Company's intangible assets, excluding the intangible assets held in Telesat LEO, have been pledged as security as a requirement of the Company's Senior Secured Credit Facilities, 2027 Senior Secured Notes and 2026 Senior Secured Notes (Note 24).

Substantially all of the Company's intangible assets held in Telesat LEO, have been pledged as security as a requirement of the Telesat Lightspeed Financing (Note 24).

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17. INTANGIBLE ASSETS (cont.)

Impairment

The annual impairment tests for indefinite life intangible assets were performed at the respective CGU level in the fourth quarters of 2025 and 2024 in accordance with the policy described in Note 3. Subsequent to the annual impairment test, the Company identified indicators of impairment resulting from customer contract negotiations, requiring an additional impairment test.

As a result of the impairment tests, the Company recognized an impairment loss of \$7.1 million on the CGU's intangible assets (December 31, 2024 — \$191.0 million). See Note 16 for disclosures.

18. GOODWILL

The goodwill balances are summarized below:

	<u>GEO</u>	<u>LEO</u>	<u>Total</u>
Allocated on January 1, 2025	\$ 516,806	\$ 2,096,166	\$ 2,612,972
Impact of foreign exchange.	—	(96,177)	(96,177)
Impairment	(302,220)	—	(302,220)
Balance on December 31, 2025	<u>\$ 214,586</u>	<u>\$ 1,999,989</u>	<u>\$ 2,214,575</u>

Impairment

With the reallocation of goodwill as of January 1, 2024, GEO and LEO segments are now considered to be the lowest level at which the associated goodwill is monitored for the purpose of impairment.

Following the goodwill reallocation, goodwill balance as at January 1, 2024 was as follows:

- GEO segment: \$516.9 million
- LEO segment: \$2,096.1 million

These amounts represent the lowest level within the Company at which goodwill is monitored.

The annual impairment test on goodwill was performed in the fourth quarters of 2025 and 2024 in accordance with the policy described in Note 3. Subsequent to the annual impairment test, the Company identified indicators of impairment resulting from customer contract negotiations, requiring additional impairment test of the GEO segment. As a result of the impairment tests, the Company recognized \$302.2 million impairment. The goodwill impairment was driven by a reduced number of GEO contract renewals arising from increased competition from newer LEO technology, coupled with sustained pricing pressure in services.

For the year ended December 31, 2025, the recoverable amount determined for the GEO CGU was \$610.8 million, based on fair value less cost of disposal calculations.

The recoverable amount for the LEO segment exceeded its carrying amount ; therefore, no impairment was recognized. Following the goodwill impairment, the recoverable amount of the GEO CGU now approximates its carrying amount. Accordingly, any reasonably possible adverse changes in key assumptions would result in further impairment. The recoverable amount was determined based on fair value less cost of disposal.

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18. GOODWILL (cont.)

In 2024, the Company’s recoverable amount exceeded the carrying value for both the GEO and LEO segments therefore, no impairment was recognized. The calculation of the recoverable amount is most sensitive to the following assumptions:

- Movements in the underlying business plan;
- Discount rate; and
- Growth rate assumptions.

Movements in the underlying business plan

The business plans reflect the most up-to-date assumptions concerning the markets and development and trends in the business. For the provision of satellite capacity, the business plan takes into account the following factors:

- The expected developments in sale of satellite capacity and the development of the Telesat Lightspeed market;
- Any changes in the expected capital expenditure cycle, including estimated costs on the development of the Telesat Lightspeed constellation; and
- Any changes in satellite procurement, launch or cost assumptions.

Discount rates

Discount rates reflect management’s estimates of the specific risks. Management uses a weighted average cost of capital as a discount rate. The discount rates used in the calculation are presented below:

	2025	2024
GEO – Segment	9.7%	10.0%
GEO – CGUs	9.5%	10.0%
LEO.....	Midpoint between 15% and 19%	Midpoint between 15% and 20%

The calculation of the recoverable amount is most sensitive to the following assumptions:

- Movements in the underlying business plan;
- Discount rate; and
- Growth rate assumptions.

Movements in the underlying business plan

The business plans reflect the most up-to-date assumptions concerning the markets and development and trends in the business. For the provision of satellite capacity, the business plan will take into account the following factors:

- The expected developments in sale of satellite capacity and the development of the Telesat Lightspeed market;
- Any changes in the expected capital expenditure cycle, including estimated costs on the development of the Telesat Lightspeed constellation; and
- Any changes in satellite procurement, launch or cost assumptions.

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18. GOODWILL (cont.)

Growth rate assumptions

Growth rate assumptions used to extrapolate the cash flows beyond the business planning period are based on commercial experience and the expectations for the development of the markets which they serve. Growth rate assumptions were built into the GEO and LEO calculations.

Some of the more sensitive assumptions used in the quantitative analysis, including the underlying business plans, discount rates, and the growth rate assumptions, could have yielded different estimates of the recoverable amount.

Sensitivities

As a part of goodwill impairment analysis, the Company assesses the impact of the changes in discount rates and revenue assumptions.

The most recent analysis showed that an increase of 1% in the discount rate associated with the GEO segment and Data Connectivity Satellite Services CGU would have resulted in an increase to corresponding impairment of \$50.3 million and \$6.7 million, respectively.

Similarly, if the unsecured revenue relating to the GEO segment and the Data Connectivity Satellite Services CGU were to decrease by 5%, this would have resulted in an increase to corresponding impairment of \$57.3 million and \$14.5 million, respectively.

With respect to the LEO segment, the most recent analysis showed that there would be no impairment even in applying an increase to the discount rate by 1% or a decrease to the projected revenue of 5%.

Changes in amounts in the assumptions generally cannot be extrapolated because the relationship of the change in assumption to the change in amounts may not be linear. The sensitivities have been calculated independently of changes in other key variables and the impact of the sensitivity analyses associated with the orbital slot impairment analysis. Changes in one factor may result in changes in another, which could amplify or reduce certain sensitivities.

Actual operating results and the related cash flows of the Company could differ from the estimated operating results and related cash flows used in the impairment analysis, and had different estimates been used, it could have resulted in a different fair value.

19. TRADE AND OTHER PAYABLES

As at December 31,	2025	2024
Trade payables	\$ 5,177	\$ 107,952
Other payables and accrued liabilities ^(a)	52,270	50,324
Trade and other payables	\$ 57,447	\$ 158,276

(a) Other payables and accrued liabilities included payables that are not trade in nature as well as various operating and capital accruals.

20. OTHER CURRENT FINANCIAL LIABILITIES

As at December 31,	2025	2024
Derivative liabilities (Note 24)	\$ 832,432	\$ —
Interest payable ^(a)	19,342	20,849
Satellite performance incentive payments	3,230	2,708
Other	2,087	2,322
Security deposits	546	604
Other current financial liabilities	\$ 857,637	\$ 26,483

(a) Interest payable included interest payable on indebtedness and satellite performance incentive payments.

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20. OTHER CURRENT FINANCIAL LIABILITIES (cont.)

Derivative liabilities

As consideration for the Telesat Lightspeed Financing, Telesat LEO, before the initial draw on the loan, on November 15, 2024, entered into an agreement with the Government of Canada and the Government of Quebec which irrevocably granted warrants equivalent to 11.87% of common shares in the equity of Telesat LEO on a fully diluted basis (“Telesat Lightspeed Financing Warrants”). The Telesat Lightspeed Financing Warrants are exercisable in whole or in part, at any time after the second anniversary of the date of their original issuance (November 15, 2026) and up to 10 years from the issuance date (November 15, 2034) subject to certain terms and conditions of the warrant agreement based upon an equity valuation of US\$3 billion for Telesat LEO. In connection with a corporate reorganization (“Reorganization”) of Telesat LEO completed in September 2025, the Telesat Lightspeed Financing Warrants became exercisable for 11.87% of the limited partnership units of Lightspeed LEO Limited Partnership, a limited partnership which holds all of the Telesat LEO shares, which warrants were fair valued upon the completion of the conditions precedent. Unless the Warrant holder has expressly indicated that it does not consent to the Cash Settlement Option, the Partnership has the right to settle either in cash or units. As the warrants become exercisable at any time after November 15, 2026, the related derivative liabilities have been classified as current liabilities.

The movements in Telesat Lightspeed Financing Warrants were as follows:

	Government of Canada	Government of Quebec	Total
Balance on December 31, 2024	\$ 519,948	\$ 97,187	\$ 617,135
Change in fair value	181,426	33,911	215,337
Impact of foreign exchange.	(34)	(6)	(40)
Balance on December 31, 2025	<u>\$ 701,340</u>	<u>\$ 131,092</u>	<u>\$ 832,432</u>

Fair value

The Company measured the fair value of the Telesat Lightspeed Financing Warrants using an American-style option pricing model which uses a number of unobservable inputs. Some of the inputs requiring significant assumptions and judgements include the value of the Telesat LEO business and the volatility.

Sensitivity

As a part of valuation of the Telesat Lightspeed Warrants, the Company assesses the impact of the changes in volatility.

As of December 31, 2025, the decrease in the volatility by 10% would result in a decrease in the value of the total Telesat Lightspeed Warrants of \$27.3 million.

Changes in amounts in the assumptions generally cannot be extrapolated because the relationship of the change in assumption to the change in amounts may not be linear. The sensitivities have been calculated independently of changes in other key variables. Changes in one factor may result in changes in another, which could amplify or reduce certain sensitivities.

Actual operating results for the value of Telesat LEO business and the volatility could differ from the estimated balances used in the impairment analysis, and had different estimates been used, it could have resulted in a different fair value.

Telesat Corporation
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21. OTHER CURRENT LIABILITIES

<u>As at December 31,</u>	<u>2025</u>	<u>2024</u>
Deferred revenue (Note 23)	\$ 45,329	\$ 57,543
Decommissioning liabilities (Note 23)	943	938
Uncertain tax positions	1,315	1,315
Lease liabilities	2,725	2,038
Other	8,119	4,072
Other current liabilities	<u>\$ 58,431</u>	<u>\$ 65,906</u>

22. OTHER LONG-TERM FINANCIAL LIABILITIES

<u>As at December 31,</u>	<u>2025</u>	<u>2024</u>
Derivative liabilities (Note 24)	\$ —	\$ 617,135
Satellite performance incentive payments	9,125	12,352
Security deposits includes tax indemnification	966	1,069
Other long-term financial liabilities	<u>\$ 10,091</u>	<u>\$ 630,556</u>

23. OTHER LONG-TERM LIABILITIES

<u>As at December 31,</u>	<u>2025</u>	<u>2024</u>
Deferred revenue ^(b)	\$ 157,525	\$ 185,400
Accrued benefit liabilities (Note 32)	65,160	70,474
Lease liabilities ^(c)	37,384	31,337
Decommissioning liabilities ^(a)	1,967	1,795
Uncertain tax positions	175	175
Other long-term liabilities	<u>\$ 262,211</u>	<u>\$ 289,181</u>

- (a) The current and long-term decommissioning liabilities on property and equipment were \$2.9 million (December 31, 2024 — \$2.7 million). The decommissioning liabilities are for the restoration of leased buildings and teleports. During the year ended December 31, 2025, \$0.1 million of interest expense was recorded on decommissioning liabilities (December 31, 2024 — \$0.1 million). During the year ended December 31, 2025 and 2024 there were no decommissioning liabilities derecognized. It is expected that the decommissioning liabilities will mature between 2026 and 2062.
- (b) Remaining performance obligations, which the Company also refers to as contract revenue backlog (“backlog”) represents the expected future revenue under existing customer contracts, includes both cancellable and non-cancellable contracts, and any deferred revenue that will be recognized in the future in respect to cash already received. The Company does not include revenue beyond the stated expiration of the contract regardless of potential for renewal.

The Company expects the backlog as at December 31, 2025 to be recognized as follows (in millions of Canadian dollars):

<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>Thereafter</u>	<u>Total</u>
\$ 283,391	\$ 191,046	\$ 104,032	\$ 79,679	\$ 55,882	\$ 112,677	\$ 826,707

- (c) The expected undiscounted contractual cash flows of the lease liabilities as at December 31, 2025 were as follows:

<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>Thereafter</u>	<u>Total</u>
\$ 4,838	\$ 4,777	\$ 4,635	\$ 4,942	\$ 4,711	\$ 33,486	\$ 57,389

The undiscounted contractual cash flows included \$17.3 million of interest payments.

In addition, there were certain leases which were signed but not capitalized as at December 31, 2025. Based upon the assessed lease term, the expected undiscounted cash flows totaled \$41.3 million.

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24. INDEBTEDNESS

As at December 31,	2025	2024
Senior Secured Credit Facilities		
Term Loan B		
(December 31, 2025 and December 31, 2024 – US\$1,320,531)	\$ 1,812,296	\$ 1,889,451
2027 Senior Unsecured Notes		
(December 31, 2025 – US\$213,035 and December 31, 2024 – US\$221,250) . .	292,369	318,246
2026 Senior Secured Notes		
(December 31, 2025 and December 31, 2024 – US\$387,047)	531,183	566,728
2027 Senior Secured Notes		
(December 31, 2025 and December 31, 2024 – US\$224,995)	308,783	323,633
Telesat Lightspeed Financing		
Government of Canada	603,376	—
Government of Quebec	112,780	—
	<u>3,660,787</u>	<u>3,098,058</u>
Deferred financing costs, prepayment options, warrants and loss on repayment . .	(167,180)	(1,443)
	<u>3,493,607</u>	<u>3,096,615</u>
Less: current indebtedness	(2,341,145)	—
Long-term indebtedness	<u>\$ 1,152,462</u>	<u>\$ 3,096,615</u>

Term Loan B

On December 6, 2019, Telesat Canada entered into a new amended and restated Credit Agreement (“2019 Amendment”) with a syndicate of banks which provides for the extension of credit under the Senior Secured Credit Facilities (“Senior Secured Credit Facilities”). The Senior Secured Credit Facilities, have two tranches — a revolving credit facility of up to \$200.0 million US dollars which matured in December 2024 and Term Loan B of US\$1,908.5 million maturing in December 2026 described below:

The Term Loan B is a US\$1,908.5 million facility maturing in December 2026. The borrowings under the Term Loan B bore interest at a floating rate of either: (i) LIBOR as periodically determined for interest rate periods selected by Telesat Canada in accordance with the terms of the Senior Secured Credit Facilities, plus an applicable margin of 2.75%; or (ii) Alternative Base Rate as determined in accordance with the terms of the Senior Secured Credit Facilities plus an applicable margin of 1.75%. The mandatory principal repayment is equal to 0.25% of the original aggregate principal amount, payable on the last day of each quarter, commencing on March 31, 2020. As a result of the prepayment made in December 2020, mandatory quarterly principal repayments are no longer required.

On May 9, 2023, Telesat Canada entered into a seventh amendment to the Credit Agreement. The seventh amendment amends the Credit Agreement to replace LIBOR-based benchmark rates with SOFR-based benchmark rates and to make certain other conforming changes. Following the seventh amendment, loans under the Term Loan B Facility bear interest, at Telesat Canada’s option, at either (i) a floating rate based on the base rate, plus an applicable margin of 1.75% or (ii) a floating rate based on SOFR, plus an applicable margin of 2.75%. In addition, loans benchmarked against SOFR will be subject to a credit spread adjustment of 0.11448% for a one-month interest period, 0.26161% for a three-month interest period and 0.42826% for a six-month interest period.

Debt issue costs of \$16.0 million were incurred in connection with the 2019 Amendment, inclusive of \$1.3 million relating to the revolving credit facility. As at December 31, 2025, the debt costs had a carrying value of \$1.9 million (December 31, 2024 — \$3.9 million). The Senior Secured Credit Facilities are secured by substantially all of Telesat Canada’s assets, excluding assets relating to the Telesat Lightspeed business which assets are held by the LEO Non-Guarantors. All obligations under the Credit Agreement are guaranteed by Telesat Canada and certain

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24. INDEBTEDNESS (cont.)

existing subsidiaries (“Guarantors”). The obligations under the Credit Agreement and the guarantees of those obligations are secured, subject to certain exceptions, by first priority liens and security interest in the assets of Telesat Canada and the Guarantors. The Credit Agreement contained total leverage ratio covenants that restrict, with certain exceptions, the ability of Telesat Canada and the Guarantors to take specified actions, including, among other things and subject to certain significant exceptions: creating liens, incurring indebtedness, making investments, engaging in mergers, selling property, paying dividends, entering into sale-leaseback transactions, creating subsidiaries, repaying subordinated debt or amending organizational documents.

During the year ended December 31, 2024, Telesat Canada repurchased a portion of the Term Loan B with a principal amount of \$137.9 million (US\$101.2 million) in exchange for \$69.1 million (US\$50.7 million). The repurchase resulted in a write-off of the related debt issue costs and loss on repayment in the amount of \$0.4 million (US\$0.3 million), and a gain on repurchase of debt of \$68.8 million (US\$50.5 million).

The weighted average effective interest rate for the year ended December 31, 2025 was 7.49% (December 31, 2024 — 7.64%).

2027 Senior Unsecured Notes

On October 11, 2019, Telesat Canada issued, through a private placement, US\$550 million of Senior Unsecured Notes which mature in October 2027. The 2027 Senior Unsecured Notes bear interest at an annual rate of 6.5% with interest payments payable in April and October, annually, which commenced in April 2020. Debt issue costs of \$7.4 million were incurred in connection with the issuance of the 2027 Senior Unsecured Notes and had a carrying value of \$1.1 million as at December 31, 2025 (December 31, 2024 — \$1.7 million).

The 2027 Senior Unsecured Notes include covenants or terms that restrict the Company’s ability to, among other things: (i) incur or guarantee additional indebtedness, or issue disqualified stock or preferred shares, (ii) incur liens, (iii) pay dividends, or make certain restricted payments or investments, (iv) enter into certain transactions with affiliates, (v) modify or cancel satellite insurance, (vi) consolidate, merge, sell or otherwise dispose of substantially all assets, (vii) create restrictions on the ability to pay dividends, make loans, and sell assets, and (viii) designate subsidiaries as unrestricted subsidiaries.

The 2027 Senior Unsecured Notes are structurally subordinated to Telesat Canada’s existing and future secured indebtedness, including obligations under its Senior Secured Credit Facilities and Senior Secured Notes. The 2027 Senior Unsecured Notes are governed by the 2027 Senior Unsecured Notes Indenture.

The indenture agreement for the 2027 Senior Unsecured Notes contained provisions for certain prepayment options which were fair valued at the time of debt issuance. The initial fair value impact, as at October 11, 2019, of the prepayment option related to the 2027 Senior Unsecured Notes was a \$17.8 million increase to the indebtedness. This liability is subsequently amortized using the effective interest method and had a carrying amount of \$2.6 million as at December 31, 2025 (December 31, 2024 — \$4.0 million).

During the year ended December 31, 2025, Telesat Canada repurchased 2027 Senior Unsecured Notes with a principal amount of \$11.4 million (US\$8.2 million) in exchange for \$4.5 million (US\$3.3 million). The repurchase resulted in a write-off of the related debt issue costs and prepayment options in the amount of \$0.1 million (US\$0.1 million), and a gain on repurchase of debt of \$6.9 million (US\$5.0 million).

During the year ended December 31, 2024, Telesat Canada repurchased 2027 Senior Unsecured Notes with a principal amount of \$100.4 million (US\$73.8 million) in exchange for \$30.4 million (US\$22.3 million). The repurchase resulted in a write-off of the related debt issue costs and prepayment options in the amount of \$0.4 million (US\$0.3 million), and a gain on repurchase of debt of \$70.0 million (US\$51.4 million).

The weighted average effective interest rate for the year ended December 31, 2025 was 6.19% (December 31, 2024 — 6.21%).

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24. INDEBTEDNESS (cont.)

2027 Senior Secured Notes

On December 6, 2019, Telesat Canada issued, through private placement, US\$400 million of 2027 Senior Secured Notes, which mature in June 2027. The 2027 Senior Secured Notes bear interest at an annual rate of 4.875% with interest payable on June 1 and December 1, annually, which commenced in June 2020. Debt issue costs of \$6.6 million were incurred in connection with the issuance of the 2027 Senior Secured Notes and had a carrying value of \$0.9 million as at December 31, 2025 (December 31, 2024 — \$1.5 million).

The 2027 Senior Secured Notes are guaranteed by the Company and certain Guarantors. The 2027 Senior Secured Notes are governed by the 2027 Senior Secured Notes Indenture. The obligations under the 2027 Senior Secured Notes Indenture are secured, subject to certain exceptions, by first priority liens and security interest in the assets of Telesat Canada and the Guarantors. The 2027 Senior Secured Notes include covenants or terms that restricts the Company's ability to, among other things: (i) incur or guarantee additional indebtedness, or issue disqualified stock or preferred shares, (ii) incur liens, (iii) pay dividends, or make certain restricted payments or investments, (iv) enter into certain transactions with affiliates, (v) modify or cancel satellite insurance, (vi) consolidate, merge, sell or otherwise dispose of substantially all assets, (vii) create restrictions on the ability to pay dividends, make loans, and sell assets, and (viii) designate subsidiaries as unrestricted subsidiaries.

The indenture agreement for the 2027 Senior Secured Notes contained provisions for certain prepayment options which were fair valued at the time of debt issuance. The initial fair value impact, as at December 6, 2019, of the prepayment option related to the 2027 Senior Secured Notes was a \$10.6 million increase to the indebtedness. This liability is subsequently amortized using the effective interest method and had a carrying amount of \$1.5 million as at December 31, 2025 (December 31, 2024 — \$2.5 million).

During the year ended December 31, 2024, Telesat Canada repurchased 2027 Senior Secured Notes with a principal amount of \$103.3 million (US\$75.0 million) in exchange for \$48.4 million (US\$35.1 million). The repurchase resulted in a write-off of the related debt issue costs and prepayment options in the amount of \$0.2 million (US\$0.2 million), and a gain on repurchase of debt of \$54.9 million (US\$39.9 million).

The weighted average effective interest rate for the year ended December 31, 2025 was 4.74% (December 31, 2024 — 4.74%).

2026 Senior Secured Notes

On April 27, 2021, Telesat Canada, as issuer, and Telesat LLC, as co-issuer, issued US\$500 million in aggregate principal amount of 2026 Senior Secured Notes maturing in December 2026. The 2026 Senior Secured Notes bear interest at an annual rate of 5.625% with interest payable on June 1 and December 1, which commenced in December 2021 to holders of record on the immediately preceding May 15 or November 15, as the case may be. Debt issue costs of \$6.8 million were incurred in connection with the issuance of the 2026 Senior Secured Notes and had a carrying value of \$1.0 million as at December 31, 2025 (December 31, 2024 — \$2.1 million).

The 2026 Senior Secured Notes are guaranteed by the Company and certain Guarantors. The 2026 Senior Secured Notes are governed by the 2026 Senior Secured Notes Indenture. The obligations under the 2026 Senior Secured Notes Indenture are secured, subject to certain exceptions, by first priority liens and security interest in the assets of Telesat Canada and the Guarantors. The 2026 Senior Secured Notes include covenants or terms that restricts the Company's ability to, among other things: (i) incur or guarantee additional indebtedness, or issue disqualified stock or preferred shares, (ii) incur liens, (iii) pay dividends, or make certain restricted payments or investments, (iv) enter into certain transactions with affiliates, (v) modify or cancel satellite insurance, (vi) consolidate, merge, sell or otherwise dispose of substantially all assets, (vii) create restrictions on the ability to pay dividends, make loans, and sell assets, and (viii) designate subsidiaries as unrestricted subsidiaries.

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24. INDEBTEDNESS (cont.)

The indenture agreement for the 2026 Senior Secured Notes contained provisions for certain prepayment options which were fair valued at the time of debt issuance. The initial fair value impact, as at April 27, 2021, of the prepayment option related to the 2026 Senior Secured Notes was a \$1.9 million increase to the indebtedness. This liability is subsequently amortized using the effective interest method and had a carrying amount of \$0.3 million as at December 31, 2025 (December 31, 2024 — \$0.6 million).

During the year ended December 31, 2024, Telesat Canada repurchased 2026 Senior Secured Notes with a principal amount of \$16.4 million (US\$12.0 million) in exchange for \$8.0 million (US\$5.9 million). The repurchase resulted in no write-off of the related debt issue costs and prepayment options, and a gain on repurchase of debt of \$8.4 million (US\$6.1 million).

The weighted average effective interest rate for year ended December 31, 2025 was 5.80% (December 31, 2024 — 5.80%).

The Term Loan B, 2027 Senior Unsecured Notes, 2027 Senior Secured Notes and 2026 Senior Secured Notes (collectively, “Telesat Canada Debt”) were presented on the balance sheet net of related deferred financing costs. The deferred financing costs are amortized using the effective interest method. The short-term and long-term portions of deferred financing costs, prepayment options and loss on repayment were as follows:

As at December 31,	2025	2024
Short-term deferred financing costs	\$ 2,973	\$ —
Long-term deferred financing costs	11,837	9,148
	<u>\$ 14,810</u>	<u>\$ 9,148</u>
Short-term prepayment options	\$ (286)	\$ —
Long-term prepayment options	(4,057)	(6,999)
	<u>\$ (4,343)</u>	<u>\$ (6,999)</u>
Short-term loss on repayment	\$ (353)	\$ —
Long-term loss on repayment	—	(706)
	<u>\$ (353)</u>	<u>\$ (706)</u>
Warrants	157,066	—
	<u>157,066</u>	<u>—</u>
Deferred financing costs, prepayment options, warrants and loss on repayment	<u>\$ 167,180</u>	<u>\$ 1,443</u>

The Company’s Term Loan B and 2026 Senior Secured Notes issued by Telesat Canada, are scheduled to mature in December 2026, resulting in substantial obligations that will require repayment or refinancing. Based on current projections, the Company’s consolidated cash flows from operations alone, which includes those of Telesat Canada, are not expected to be sufficient to satisfy these obligations as they come due. Refer to Note 2 for further discussion on management’s actions in managing the liquidity risk associated with the term loans and 2026 Senior Secured Notes that become due in December 2026.

Telesat Lightspeed Financing — Senior Secured Term Loan Facilities

To fund its Telesat Lightspeed LEO constellation, on September 13, 2024, Telesat LEO entered into the Telesat Lightspeed Financing with the Government of Canada and Government of Quebec in the principal amount of \$2,140 million and \$400 million, respectively.

Telesat Lightspeed Financing represents a Senior Secured non-revolving delayed draw term loan which carries a floating interest rate of 4.75% above the 3-month term Canadian Overnight Repo Rate Average (“CORRA”) on the outstanding drawn loan amount with a 15-year maturity. All interest accrued on the loan until six months after the initial project completion date (a date upon which a certain number of satellites under the LEO project have been launched, with a certain number of satellites made operational and certain other milestones under the agreement being met) shall be added to the principal amount.

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24. INDEBTEDNESS (cont.)

Unless accelerated on the event of default as defined in the Telesat Lightspeed Financing, principal repayment of the loan is required on a semi-annual installment basis in 10 years commencing one year after initial project completion date subject to the mandatory repayment of the full amount by the 15th anniversary of the initial draw on the loan. The amount of each semi-annual installment will be calculated as a percentage of the total loan amount as prescribed in the loan agreement.

In addition to the regular repayment, Telesat LEO will also be required to make mandatory prepayment or repayment under certain circumstances including in cases when it has excess cash flows. The Telesat Lightspeed Financing also provides a full or partial prepayment option to Telesat LEO.

Telesat Lightspeed Financing includes certain compliance requirements which include both financial and non-financial covenants that Telesat must be complied with.

Debt issue costs of \$37.5 million were incurred in connection with the Telesat Lightspeed Financing, representing \$31.1 million and \$6.4 million, respectively, for the Government of Canada and Government of Quebec. These balances are recorded against prepaid and other current assets and other long-term assets. As the drawdowns are made against the Telesat Lightspeed Financing, the proportional amount of the current and long-term assets is transferred to the debt issue costs against the long-term indebtedness. The amount against the indebtedness is subsequently amortized using the effective interest method. The carrying amount against the indebtedness as of December 31, 2025 was \$9.8 million (December 31, 2024 — \$Nil).

The debt balance includes capitalized interest of \$29.4 million as of December 31, 2025 (December 31, 2024 — \$Nil).

The Telesat Lightspeed Financing is secured by substantially all of the assets relating to the Telesat Lightspeed business which assets are held by the LEO Non-Guarantors. As at November 15, 2024, Telesat has met the conditions precedent to drawdown of the loans under the Telesat LEO Financing. As at December 31, 2025, \$690.0 million was drawn under the facilities (December 31, 2024 — \$Nil).

Telesat Lightspeed Financing Warrants

As consideration for the Telesat Lightspeed Financing, Telesat LEO, before the initial draw on the loan, on November 15, 2024, entered into an agreement with the Government of Canada and the Government of Quebec which irrevocably granted warrants equivalent to 11.87% of common shares in the equity of Telesat LEO on a fully diluted basis (“Telesat Lightspeed Financing Warrants”). The Telesat Lightspeed Financing Warrants are exercisable in whole or in part, at any time after the second anniversary of the date of their original issuance (November 15, 2026) and up to 10 years from the issuance date (November 15, 2034) subject to certain terms and conditions of the warrant agreement based upon an equity valuation of US\$3 billion for Telesat LEO. In connection with the Reorganization of Telesat LEO completed in September 2025, the Telesat Lightspeed Financing Warrants became exercisable for 11.87% of the limited partnership units of Lightspeed LEO Limited Partnership, a limited partnership which holds all of the Telesat LEO shares, which warrants were fair valued upon the completion of the conditions precedent. See Note 35.

The Telesat Lightspeed Financing Warrants are exercisable in whole or in part, using a cash or cashless exercise feature (at the sole discretion of holder). The standard cash exercise of the warrants meets the definition of gross-settled equity instruments, on the other hand, if the cashless exercise is used, the number of units will vary depending on fair market value of the Lightspeed LEO Limited Partnership units at the time of exercise. Consequently, the Telesat Lightspeed Financing Warrants fail to meet fixed-for-fixed criteria for equity classification and have been designated at fair value through profit and loss classified as a Level 3 instrument (Note 30). On initial recognition, the derivative liabilities was recorded against other current financial liabilities (Note 20), prepaid expenses and other current assets (Note 13), and other long-term assets.

As the drawdowns are made against the Telesat Lightspeed Financing, the proportional amount of the prepaid expenses and other current assets and other long-term assets will be transferred against the long-term indebtedness. The amount against the indebtedness is subsequently amortized using the effective interest method. The carrying amount against the indebtedness as of December 31, 2025 was \$157.1 million (December 31, 2024 — \$Nil).

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24. INDEBTEDNESS (cont.)

Deferred Financing Charges

Deferred financing charges include the debt issue costs associated with the Telesat Lightspeed Financing and the initial value of the Telesat Lightspeed Financing Warrants granted to the Government of Canada and the Government of Quebec. As drawdowns are made against the Telesat Lightspeed Financing, the proportional amount of the deferred financing charges will be transferred to debt issue costs against the long-term indebtedness and amortized to interest expense using the effective interest method.

The activity in deferred financing charges for the year ended December 31, 2025 is as follows:

	Telesat Lightspeed Financing Warrants	Debt issue costs	Total
As at December 31, 2024.	\$ 617,476	\$ 37,468	\$ 654,944
Transferred to debt issue costs	(164,155)	(10,270)	(174,425)
Additions.	—	1,000	1,000
Impact of foreign exchange.	(24,221)	(1,364)	(25,585)
As at December 31, 2025.	<u>\$ 429,100</u>	<u>\$ 26,834</u>	<u>\$ 455,934</u>

Covenant Compliance

As at December 31, 2025, Telesat is in compliance with the financial covenants of the Telesat Canada Debt and the Telesat Lightspeed Financing.

25. SHARE CAPITAL

The authorized capital of the Corporation consists of the following:

- An unlimited number of Class A Common shares,
- An unlimited number of Class B Variable Voting shares,
- An unlimited number of Class C Fully Voting shares,
- An unlimited number of Class C Limited Voting shares,
- Class A Special Voting shares,
- Class B Special Voting shares,
- Class C Special Voting shares,
- Golden Share, and
- An unlimited number of Class A Preferred shares.

The Class A Common shares together with the Class B Variable Voting shares represent the Corporation's Public Shares ("Telesat Public Shares"). The Class C Fully Voting shares and Class C Limited Voting shares shall be referred to as ("Class C Shares"). The Telesat Public Shares and Class C Shares shall represent Telesat Corporation Shares ("Telesat Corporation Shares"). Class A Special Voting Share, Class B Special Voting Share and Class C Special Voting Share together are referred as ("Special Voting Shares").

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25. SHARE CAPITAL (cont.)

The number of shares and stated value of the outstanding shares were as follows:

	December 31, 2025		December 31, 2024	
	Number of shares	Stated value	Number of shares	Stated value
Telesat Public Shares.	14,730,782	\$ 63,657	14,080,010	\$ 52,742
Class C Shares.	112,841	6,340	112,841	6,340
	14,843,623	\$ 69,997	14,192,851	\$ 59,082

The breakdown of the number of Telesat Public Shares, as at December 31, 2025, was as follows:

Telesat Public shares	
Class A Common shares	4,383,668
Class B Variable Voting shares	10,347,114
Total Telesat Public shares	14,730,782

The number of Class A Common shares and Class B Variable Voting shares in the table above is based on information available to the Company as at December 31, 2025.

In addition, the Company has one Class A Special Voting Share, one Class B Special Voting Share, one Class C Special Voting Share and one Golden Share outstanding, each with a nominal stated value as at December 31, 2025 and 2024.

During the year ended December 31, 2023, 532,473 Telesat Public Shares were issued in exchange for an equal number of Class B LP Units in the Partnership.

During the year ended December 31, 2023, 532,122 RSUs were settled for 271,578 Telesat Public Shares, on a net settlement basis.

During the year ended December 31, 2023, 1,000 stock options were exercised in exchange for an equal number of Telesat Public Shares.

During the year ended December 31, 2024, 823,235 RSUs were settled for 394,791 Telesat Public Shares, on a net settlement basis.

During the year ended December 31, 2024, 230,863 PSUs were settled for 145,197 Telesat Public Shares, on a net settlement basis.

During the year ended December 31, 2024, 12,434 DSUs were settled for an equal number of Telesat Public Shares.

During the year ended December 31, 2024, 30,087 stock options were exercised in exchange for an equal number of Telesat Public Shares.

During the year ended December 31, 2025, 453,338 RSUs were settled for 228,251 Telesat Public Shares, on a net settlement basis.

During the year ended December 31, 2025, 187,349 PSUs were settled for 103,678 Telesat Public Shares, on a net settlement basis.

During the year ended December 31, 2025, 58,335 stock options were exercised in exchange for an equal number of Telesat Public Shares.

During the year ended December 31, 2025, 12,500 Telesat Public Shares were issued in exchange for an equal number of Class A LP Units in the Partnership.

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25. SHARE CAPITAL (cont.)

During the year ended December 31, 2025, 248,008 Telesat Public Shares were issued in exchange for an equal number of Class B LP Units in the Partnership.

The number and stated value of the outstanding Limited Partnership units (“LP Units”) of Telesat Partnership LP were as follows:

	December 31, 2025		December 31, 2024	
	Number of units	Stated value	Number of units	Stated value
Class A and Class B LP Units.	18,061,284	\$ 49,428	18,321,792	\$ 50,141
Class C LP Units.	18,098,362	38,893	18,098,362	38,893
	36,159,646	\$ 88,321	36,420,154	\$ 89,034

During the year ended December 31, 2025, all remaining Class A LP Units were exchanged for Telesat Public Shares. Only Class B LP Units remain.

On consolidation into the Corporation, the stated value of the LP Units is included under non-controlling interest.

All of the Corporation Shares have equivalent economic rights. The Special Voting Shares and the Golden Share have no material economic rights.

The holders of Class A Common Shares, Class B Variable Voting Shares, Class C Shares, Special Voting Shares and the Golden Share are generally entitled to receive notice of and attend meetings of Telesat Corporation’s shareholders and receive copies of all proxy materials, information statements and other written communications, including from third parties, given in respect of Telesat Public Shares. Holders of Telesat Corporation Shares shall have one vote for each Telesat Corporation Share held at all meetings of the shareholders of Telesat Corporation, except meetings at which only holders of another class or of a particular series shall have the right to vote, provided that holders of Class C Limited Voting Shares will not be entitled to vote on the election of directors of Telesat Corporation. The Telesat Corporation Articles provide that the holders of the Telesat Corporation Shares will vote together as a single class with the Telesat Partnership Units (via the Special Voting Shares), and the Golden Share, with a simple majority of votes required to pass the majority of matters (other than the election of directors of Telesat Corporation, which shall be decided by a plurality of votes cast). Until the occurrence of an Unwind Transaction, a simple majority of votes cast by the holders of Telesat Corporation Shares and Special Voting Shares, voting together as a single class, will be required to approve a Second Tabulation Matter, as defined and described below.

The following table summarizes the voting power of the different classes of Telesat Corporation Shares.

Class	Voting for Directors	All Other Votes	Second Tabulation Votes
Class A Common Shares	One vote per share	One vote per share	One vote per share
Class B Variable Voting Shares	One vote per share, provided that any voting power of a single holder in excess of one-third of the outstanding voting power of Telesat Corporation Shares and Telesat Partnership Units (via the Special Voting Shares) and the Golden Share Canadian Votes will effectively be transferred to the Golden Share		One vote per share
Class C Fully Voting Shares	One vote per share	One vote per share	One vote per share
Class C Limited Voting Shares	No votes	One vote per share	One vote per share
Class A Units (voted via the Class A Special Voting Share)	One vote per unit	One vote per unit	One vote per unit

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25. SHARE CAPITAL (cont.)

<u>Class</u>	<u>Voting for Directors</u>	<u>All Other Votes</u>	<u>Second Tabulation Votes</u>
Class B Units (voted via the Class B Special Voting Share)	One vote per unit; provided that any voting power of a single holder in excess of one-third of the outstanding voting power of the Telesat Corporation Shares and Telesat Partnership Units (via the Special Voting Shares) and the Golden Share Canadian Votes will effectively be transferred to the Golden Share		One vote per unit
Class C Units (voted via the Class C Special Voting Share)	Limited votes to ensure compliance with restrictions applicable to PSP Investments pursuant to the constating legislation		One vote per unit
Golden Share	A number of votes equal to the sum of: A number of votes such that the votes cast by the holders of Class A Common Shares and Class A Units, Class C shares and Class C Units, and the Golden Share represent a simple majority of votes cast; and the number of votes transferred from the Class B Variable Voting Shares and Class B Units, if applicable		No votes

Second tabulation matters mean a resolution to effect:

- An increase or decrease of the maximum number of authorized shares of Telesat Corporation shares, or an increase in the maximum number of authorized shares of another class or type with special rights or restrictions equal to or superior to the Telesat Corporation shares;
- An exchange, reclassification or cancellation of all or part of Telesat Corporation Shares;
- An addition, change or removal of the special rights or restrictions attached to the Telesat Corporation Shares;
- An increase in the rights or privileges of any class of shares in the capital of Telesat Corporation that has rights or privileges equal or superior to the Telesat Corporation Shares;
- The creation of a new class of Telesat Corporation Shares equal or superior to the Telesat Corporation Shares;
- The making of any class of shares in the capital of Telesat Corporation with rights or privileges inferior to the Telesat Corporation Shares equal or superior to the Telesat Corporation Shares;
- An exchange or creation of a right of exchange of all or part of another class of shares in the capital of Telesat Corporation into Telesat Corporation Shares;
- A constraining of the issuance, transfer or ownership of the Telesat Corporation Shares or a change or removal of such constraint;
- A change to the Telesat Corporation Articles;
- The taking of any step to wind up, dissolve, reorganize or terminate Telesat Corporation;
- A sale, lease, exchange, transfer or other disposition of all or substantially all of Telesat Corporation's assets;
- The removal of a director of Telesat Corporation from office; or
- The taking of action to effect an amalgamation, merger or other combination of Telesat Corporation with another person or to consolidate, recapitalize or reorganize Telesat Corporation or to continue Telesat Corporation under the laws of another jurisdiction.

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26. NON-CONTROLLING INTEREST

Non-controlling interests represent equity interests in the Partnership that are not attributable to the Company. As of December 31, 2025, the Corporation held a general partnership interest representing approximately 29% economic interest in the Partnership (December 31, 2024 — approximately 28%). The remaining 71% economic interest represents exchangeable units held by the limited partnership unit holders (December 31, 2024 — 72%).

Pursuant to the terms of the partnership agreement, Partnership exchangeable units are entitled to distributions from Partnership in an amount equal to any dividends or distributions that are declared and paid with respect to the Telesat Public Shares and Class C Shares of the Company. Additionally, each holder of a Partnership exchangeable unit is entitled to vote in respect of matters on which holders of the Company's common shares are entitled to vote through a special voting share of the Company. Any time after the one year anniversary of the Transaction's effective date, the holder of a Partnership exchangeable unit will have the right to require the Partnership to exchange all or any portion of such holder's Partnership exchangeable units for the Company's common shares at a ratio of one common share for each Partnership exchangeable unit, subject to the Company's right as the general partner of the Partnership, in its sole discretion, to deliver a cash payment in lieu of its common shares.

Net income (loss) attributable to non-controlling interests represents the non-controlling interests' portion of the Partnership's net income (loss).

27. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net income (loss) for the period attributable to shareholders of each class of shares by the weighted average number of shares outstanding during the year.

Diluted earnings per share is calculated to give effect to equity awards.

The following table presents reconciliations of the numerators of the basic and diluted per share computations:

For the years ended December 31,	2025	2024	2023
Net income (loss) attributable to Telesat Corporation Shares . . .	\$ (155,354)	\$ (87,720)	\$ 157,118
Effect of diluted securities	—	—	15,486
Diluted net income (loss) attributable to Telesat Corporation Shares	<u>\$ (155,354)</u>	<u>\$ (87,720)</u>	<u>\$ 172,604</u>

The following table presents reconciliations of the denominators of the basic and diluted per share computations:

	2025	2024	2023
Basic total weighted average number of Telesat Public Shares and Class C Shares (Telesat Canada Common Shares) outstanding	14,640,626	13,937,443	13,417,290
Effect of diluted securities			
Stock options	—	—	51,617
RSUs	—	—	1,435,113
DSUs	—	—	91,587
PSUs	—	—	292,614
Diluted total weighted average number of Telesat Public Shares and Class C Shares (Telesat Canada Common Shares) outstanding	<u>14,640,626</u>	<u>13,937,443</u>	<u>15,288,221</u>

Effect of diluted securities represents Telesat Public Shares and Class C Shares assumed to be issued for no consideration. The difference between the number of Telesat Public Shares and Class C Shares assumed issued on exercise and the number of Telesat Public Shares and Class C Shares assumed repurchased are treated as an issue of common shares for no consideration.

For the purpose of earnings per share, all of the Telesat Public Shares and Class C Shares have equivalent economic rights.

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28. GOVERNMENT GRANT

In May 2019, Telesat entered into an agreement for a non-refundable government contribution of a value up to \$85 million for a period until June 30, 2028 relating to the Telesat Lightspeed constellation.

For the year ended December 31, 2025, the Company recorded \$3.6 million relating to the agreement (December 31, 2024 — \$13.4 million, December 31, 2023 — \$19.5 million).

Of the amount recorded during 2025, no amount was recorded as a reduction to satellites, property and other equipment and \$3.6 million was recorded as a reduction to operating expenses (2024 — \$5.4 million was recorded as a reduction in satellites, property and other equipment and \$8.0 million as a reduction to operating expenses).

29. CAPITAL DISCLOSURES

The Company's financial strategy is designed to maintain compliance with the financial covenant under its Senior Secured Credit Facilities (Note 24), and to maximize returns to its shareholders and other stakeholders. The Company meets these objectives through regular monitoring of the financial covenant and operating results on a quarterly basis. The Company's overall financial strategy remains unchanged from 2024.

The Company defines its capital as Telesat Corporation's shareholders' equity (comprising issued share capital, accumulated earnings and excluding reserves), non-controlling interest and debt financing (comprising indebtedness and excluding deferred financing costs, prepayment options and loss on repayment as defined in Note 24).

The Company's capital was as follows:

As at December 31,	2025	2024
Shareholders' equity (excluding reserves)	\$ 400,811	\$ 526,415
Non-controlling interest	\$ 1,238,776	\$ 1,786,425
Debt financing (excluding deferred financing costs, prepayment options, warrants and loss on repayment).	\$ 3,660,787	\$ 3,098,058

The Company's operating results are tracked against budget on a regular basis, and this analysis is reviewed by senior management.

30. FINANCIAL INSTRUMENTS

Measurement of Risks

The Company, through its financial assets and liabilities, is exposed to various risks. The following analysis provides a measurement of risks as at December 31, 2025.

Credit risk

Credit risk is the risk that a counterparty to a financial asset will default, resulting in the Company incurring a financial loss. As at December 31, 2025, the maximum exposure to credit risk is equal to the carrying value of the financial assets which totaled \$586.9 million (December 31, 2024 — \$721.3 million).

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30. FINANCIAL INSTRUMENTS (cont.)

The following table provides breakdown by maturity of financial assets as at December 31, 2025:

	Carrying amount	Contractual cash flows					
		2026	2027	2028	2029	2030	Thereafter
Cash and cash equivalents	\$ 509,798	\$ 509,798	\$ —	\$ —	\$ —	\$ —	\$ —
Trade and other receivables, excluding deferred receivables . .	52,091	52,091	—	—	—	—	—
Deferred receivables	23,477	6,332	14,258	708	699	691	789
Other financial assets	1,568	430	—	—	—	—	1,138
	<u>\$ 586,934</u>	<u>\$ 568,651</u>	<u>\$ 14,258</u>	<u>\$ 708</u>	<u>\$ 699</u>	<u>\$ 691</u>	<u>\$ 1,927</u>

Cash and cash equivalents are invested with high quality investment grade financial institutions and are governed by the Company's corporate investment policy, which aims to reduce credit risk by restricting investments to high-grade, mainly U.S. dollar and Canadian dollar denominated investments.

The Company has credit evaluation, approval and monitoring processes intended to mitigate potential credit risks related to trade accounts receivable. The Company's standard payment terms are 30 days with interest typically charged on balances remaining unpaid at the end of standard payment terms. The Company's historical experience with customer defaults has been minimal. As at December 31, 2025, North American and International customers made up 67% and 33% of the outstanding trade receivable balance, respectively (December 31, 2024 — 48% and 52%, respectively). Anticipated bad debt losses have been provided for in the allowance for doubtful accounts. The allowance for doubtful accounts as at December 31, 2025 was \$13.8 million (December 31, 2024 — \$8.9 million).

The Company mitigates the credit risk associated with derivative instruments by entering into them with only high quality financial institutions.

Foreign exchange risk

The Company's operating results are subject to fluctuations as a result of exchange rate variations to the extent that transactions are made in currencies other than Canadian dollars. The Company's main currency exposures lie in its U.S. dollar denominated cash and cash equivalents, trade and other receivables, trade and other payables and indebtedness with the most significant impact being on the U.S. dollar denominated indebtedness, cash and short-term investments. As at December 31, 2025, a portion of the indebtedness was denominated in U.S. dollars, with the Canadian dollar equivalent of the U.S. dollar denominated indebtedness equaling \$2,944.6 million, before netting of deferred financing costs, prepayment options, warrants and loss on repayment. As at December 31, 2024, the entire indebtedness was denominated in U.S. dollars, with the Canadian dollar equivalent of the U.S. dollar denominated indebtedness equaling \$3,098.1 million, before netting of deferred financing cost, prepayment options and loss on repayment.

In addition, there is also an impact as a result of the exchange rate variations to the extent that transactions and denominated in Canadian dollars in entities who have a functional currency other than Canadian dollars with the most significant impact being on the Telesat Lightspeed Financing Warrant derivative liabilities and Telesat Lightspeed Financing indebtedness. As at December 31, 2025, the derivative liabilities and indebtedness had balances of \$832.4 million and \$716.2 million, respectively (December 31, 2024 — \$617.1 million and \$Nil, respectively), with \$429.1 million remaining against deferred charges (December 31, 2024 — \$617.5 million).

As at December 31, 2025, the impact of a 5 percent increase (decrease) in the value of the Canadian dollar against the U.S. dollar on financial assets and liabilities would have decreased (increased) net income (loss) by \$70.8 million (December 31, 2024 — \$185.0 million) and increased (decreased) other comprehensive income (loss) by \$62.0 million (December 31, 2024 — \$13.4 million). This analysis assumes that all other variables, in particular interest rates, remain constant.

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30. FINANCIAL INSTRUMENTS (cont.)

Interest rate risk

The Company is exposed to interest rate risk on its cash and cash equivalents and its indebtedness. The interest rate risk on the indebtedness is from a portion of the indebtedness having a variable interest rate. Changes in the interest rates could impact the amount of interest that the Company is required to pay or receive.

If the interest rates on the variable rate indebtedness change by 0.25%, the result would be an increase or decrease to net income (loss) of \$5.5 million for the year ended December 31, 2025 (December 31, 2024 — \$4.7 million), excluding any impact from the capitalization of interest tied to the Telesat Lightspeed Financing.

Liquidity risk

The Company maintains credit facilities to ensure it has sufficient funds available to meet current and foreseeable financial requirements.

The contractual maturities of financial liabilities as at December 31, 2025 were as follows:

	Carrying amount	Contractual cash flows (undiscounted)						
		2026	2027	2028	2029	2030	Thereafter	
Trade and other payables . . .	\$ 57,447	\$ 57,447	\$ 57,447	\$ —	\$ —	\$ —	\$ —	\$ —
Customer and other deposits	1,313	1,313	546	451	160	—	—	156
Satellite performance incentive payments	12,588	14,775	4,063	2,625	2,509	2,509	2,509	560
Derivative liabilities	832,432	832,432	832,432	—	—	—	—	—
Other financial liabilities . .	2,277	2,277	2,277	—	—	—	—	—
Indebtedness ⁽¹⁾	<u>3,679,896</u>	<u>6,970,595</u>	<u>2,524,802</u>	<u>627,683</u>	<u>216,352</u>	<u>478,126</u>	<u>572,453</u>	<u>2,551,179</u>
	<u>\$ 4,585,953</u>	<u>\$ 7,878,839</u>	<u>\$ 3,421,567</u>	<u>\$ 630,759</u>	<u>\$ 219,021</u>	<u>\$ 480,635</u>	<u>\$ 574,962</u>	<u>\$ 2,551,895</u>

(1) Indebtedness excludes deferred financing costs, prepayment options, warrants and loss on repayment. The contractual cash flows for Telesat Lightspeed Financing include anticipated future drawings and mandatory repayments against the loan.

The interest payable and interest payments included in the carrying value and contractual cash flows, respectively, in the above table, were as follows:

	Interest payable	Interest payments
Satellite performance incentive payments	\$ 233	\$ 2,420
Indebtedness	\$ 19,109	\$ 1,146,443

The ability of Telesat Canada to meet its financial obligations depends on its capacity to generate sufficient cash flow and access financing on acceptable terms. As of the date of this report, the Term Loan B and 2026 Senior Secured Notes are scheduled to mature in December 2026, which will require significant repayment or refinancing. Refer to Note 2 for further discussion on management's actions in managing the liquidity risk associated with the term loans and 2026 Senior Secured Notes that become due in December 2026.

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30. FINANCIAL INSTRUMENTS (cont.)

Financial assets and liabilities recorded on the balance sheets and the fair value hierarchy levels used to calculate those values were as follows:

As at December 31, 2025	Amortized cost	Fair value through profit or loss	Fair value	Fair value hierarchy
Cash and cash equivalents.	\$ 509,798	\$ —	\$ 509,798	Level 1
Trade and other receivables.	58,422	—	58,422	(1)
Other current financial assets	430	—	430	Level 1
Other long-term financial assets.	18,283	—	18,283	Level 1
Trade and other payables.	(57,447)	—	(57,447)	(1)
Other current financial liabilities	(25,205)	(832,432)	(857,652)	Level 2
Other long-term financial liabilities	(10,091)	—	(10,014)	Level 2, Level 3
Indebtedness ⁽²⁾	(3,660,787)	—	(2,845,442)	Level 2
	<u>\$ (3,166,597)</u>	<u>\$ (832,432)</u>	<u>\$ (3,183,622)</u>	

As at December 31, 2024	Amortized cost	Fair value through profit or loss	Fair value	Fair value hierarchy
Cash and cash equivalents.	\$ 552,064	\$ —	\$ 552,064	Level 1
Trade and other receivables.	158,930	—	158,930	(1)
Other current financial assets	565	—	565	Level 1
Other long-term financial assets.	9,767	—	9,767	Level 1
Trade and other payables.	(158,276)	—	(158,276)	(1)
Other current financial liabilities	(26,483)	—	(26,272)	Level 2
Other long-term financial liabilities	(13,421)	(617,135)	(630,962)	Level 2, Level 3
Indebtedness ⁽²⁾	(3,098,058)	—	(1,688,023)	Level 2
	<u>\$ (2,574,912)</u>	<u>\$ (617,135)</u>	<u>\$ (1,782,207)</u>	

- (1) Trade and other receivables and trade and other payables approximate fair value due to the short-term maturity of these instruments.
- (2) Indebtedness excludes deferred financing costs, prepayment options and loss on prepayment.

Assets pledged as security

The Senior Secured Credit Facilities, 2027 Senior Secured Notes and 2026 Senior Secured Notes are secured by substantially all of Telesat's assets excluding the assets relating to the Telesat Lightspeed business which assets are held by the LEO Non-Guarantors.

The Telesat Lightspeed Financing is secured by substantially all the assets relating to the Telesat Lightspeed business which assets are held by the LEO Non-Guarantors.

Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants in the principal market under current market conditions at the measurement date. Where possible, fair values are based on the quoted market values in an active market. In the absence of an active market, the Company determines fair values based on prevailing market rates (bid and ask prices, as appropriate) for instruments with similar characteristics and risk profiles or internal or external valuation models, such as option pricing models and discounted cash flow analysis, using observable market-based inputs.

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30. FINANCIAL INSTRUMENTS (cont.)

The fair value hierarchy is as follows:

Level 1 is based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access at the measurement date.

Level 2 is based on observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data for substantially all of the full term of the assets or liabilities.

Level 3 is based on unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments whose values are determined using pricing models, discounted cash flow methodologies, or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment or estimation.

Estimates of fair values are affected significantly by the assumptions for the amount and timing of estimated future cash flows and discount rates, which all reflect varying degrees of risk. Potential income taxes and other expenses that would be incurred on disposition of these financial instruments are not reflected in the fair values. As a result, the fair values are not necessarily the net amounts that would be realized if these instruments were actually settled.

The carrying amounts of cash and cash equivalents, trade and other receivables, and trade and other payables approximate fair value due to the short-term maturity of these instruments. As at December 31, 2025, cash and cash equivalents included \$15.5 million (December 31, 2024 — \$13.3 million) of short-term investments.

The fair value of the satellite performance incentive payments, included in other current and long-term financial liabilities, was determined using a discounted cash flow methodology. The calculation is performed on a recurring basis. As at December 31, 2025 and 2024, the discount rate used was 7.0% and 7.3%, respectively.

The fair value of the indebtedness, excluding the Telesat Lightspeed Financing, was based on transactions and quotations from third parties considering market interest rates and excluding deferred financing costs, prepayment options and loss on repayment. The rate used in the calculation of the fair value of the Telesat Lightspeed Financing is a percentage of face value of the indebtedness. The fair value of the Telesat Lightspeed Financing excludes deferred financing costs and warrants. The calculation of the fair value of the indebtedness is performed on a recurring basis. The rates used, which are a percentage of face value of the indebtedness, were as follows:

As at December 31	2025	2024
Term Loan B	79.21%	55.88%
2027 Senior Unsecured Notes	46.84%	40.66%
2027 Senior Secured Notes	77.41%	56.10%
2026 Senior Secured Notes	80.16%	56.72%
Telesat Lightspeed Financing	84.92%	—%

Fair value of derivative financial instruments

Derivatives were valued using a discounted cash flow methodology. The calculations of the fair value of the derivatives are performed on a recurring basis.

Prepayment option cash flows were calculated with a third party option valuation model which is based on the current price of the debt instrument and discounted based on a discount curve.

The discount rates used to discount cash flows as at December 31, 2025 ranged from 3.74% to 3.97% (December 31, 2024 — 4.37% to 4.63%).

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30. FINANCIAL INSTRUMENTS (cont.)

Telesat Lightspeed Financing Warrants were valued based upon an option pricing framework, incorporating an American-style exercise option, which allows for early exercise before expiry. In determining the unobservable inputs, the company uses observable market inputs such as industry reports, interest rate yield curves, current rates and price and rate volatilities, as applicable, to develop assumptions regarding those unobservable inputs.

The movements in Telesat Lightspeed Financing Warrants were as follows:

	<u>Government of Canada</u>	<u>Government of Quebec</u>	<u>Total</u>
Balance on December 31, 2024	\$ 519,948	\$ 97,187	\$ 617,135
Change in fair value	181,426	33,911	215,337
Impact of foreign exchange.	(34)	(6)	(40)
Balance on December 31, 2025	<u>\$ 701,340</u>	<u>\$ 131,092</u>	<u>\$ 832,432</u>

31. SHARE-BASED COMPENSATION PLANS

The share-based compensation expense included in the consolidated statements of income (loss) was as follows:

<u>For the years ended December 31,</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Operating expenses	\$ 4,145	\$ 17,557	\$ 33,015

Telesat Canada Stock Incentive Plans

Telesat Holdings Inc. (the predecessor entity to Telesat Canada and Telesat Corporation) adopted a management stock incentive plan in September 2008, as amended (the “2008 Telesat Plan”) and a second management stock incentive plan in April 2013, as amended (the “2013 Telesat Plan”). In the first half of 2021, Telesat Canada also adopted a restricted share unit plan (the “RSU Plan” together with the 2008 Telesat Plan and 2013 Telesat Plan, the “Historic Plans”).

The purpose of the Historic Plans was to promote the interests of Telesat and its shareholders by providing certain key employees of Telesat and its affiliates with an appropriate incentive to encourage them to continue in the employ of, or engagement with, Telesat or an affiliate and to improve Telesat’s growth and profitability.

The 2008 Telesat Plan reserved a total of 8,824,646 Telesat Canada Non-Voting Participating Preferred Shares for issuance upon due exercise of Telesat Canada Options. In connection with the completion of the Transaction, no further Telesat Canada Options will be granted under the 2008 Telesat Plan. Upon the completion of the Transaction the outstanding Telesat Canada stock options were converted into Telesat Corporation stock options.

The 2013 Telesat Plan reserved a total of 8,680,399 Telesat Canada Non-Voting Participating Preferred Shares for issuance upon due exercise of Telesat Canada Options. In connection with the completion of the Transaction, no further Telesat Canada Options will be granted under the 2013 Telesat Plan. Upon the completion of the Transaction the outstanding Telesat Canada stock options were converted into Telesat Corporation stock options.

In each case, the Telesat Options were convertible at the option of the holder into Telesat Public Shares (provided that the holder complied with the constrained share provisions in the Telesat Corporation Articles).

Under the stock incentive plans, two different types of stock options could be granted: time-vesting options and performance-vesting options. The time-vesting options generally become vested and exercisable over a five-year period by 20% annual increments. The performance-vesting options become vested and exercisable over a five-year period, provided that the Company has achieved or exceeded an annual or cumulative target consolidated EBITDA established by the Board of Directors. The exercise period of the stock options expires 10 years from the grant date. The exercise price of each share underlying the options was the higher of a fixed price, established by the Board of Directors on the grant date, and the fair market value of a Non-Voting Participating Preferred Share on the grant date.

The Company expenses the fair value of stock options that are expected to vest over the vesting period using the Black-Scholes option pricing model. The share-based compensation expense is included in operating expenses.

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31. SHARE-BASED COMPENSATION PLANS (cont.)

In April 2021, a total of 3,660,000 Non-Voting Participating Preferred Shares are reserved for issuance upon vesting of the RSUs awarded under the RSU Plan, provided that the aggregate number of Non-Voting Participating Preferred Shares issuable under the RSU Plan (and under all other share compensation arrangements) does not exceed 10% of the total number of Non-Voting Participating Preferred Shares outstanding from time to time (on a non-diluted basis). A total of 3,530,000 Telesat Canada RSUs were issued in connection with the plan. Upon completion of the Transaction the 3,530,000 Telesat Canada RSUs were converted into 1,460,008 Telesat Corporation RSUs.

Telesat Corporation Stock Incentive Plans

In connection with the Transaction, the holders of Telesat Canada Tandem SARs, Telesat Canada Options and Telesat Canada RSUs were offered the opportunity to enter into exchange agreements with Telesat Corporation in respect of their Telesat Canada Tandem SARs, Telesat Canada Options and Telesat Canada RSUs, pursuant to which, upon the Closing, they exchanged such instruments for corresponding instruments in Telesat Corporation. The stock options, share appreciation rights and RSUs will have similar vesting terms, however, the quantity and exercise prices have been adjusted.

On November 19, 2021, Telesat Corporation adopted an omnibus long-term incentive plan which was amended and restated as at June 18, 2024 (“Omnibus Plan”). The Omnibus Plan allows for a variety of equity-based awards including stock options, RSUs, DSUs and PSUs. The stock options, RSUs, DSUs and PSUs are collectively referred to as “Award”. Each Award will represent the right to receive Public Shares or, in the case of PSUs, RSUs or DSUs, Public Shares or cash, in accordance with the terms of the Omnibus Plan.

Telesat Holdings Inc. (the predecessor entity to Telesat Canada and Telesat Corporation) adopted a management stock incentive plan in September 2008, as amended (the “2008 Telesat Plan”) and a second management stock incentive plan in April 2013, as amended (the “2013 Telesat Plan”). In the first half of 2021, Telesat Canada also adopted a restricted share unit plan (the “RSU Plan” together with the 2008 Telesat Plan and 2013 Telesat Plan, the “Historic Plan”).

The maximum number of Public Shares reserved for issuance under the Omnibus Plan is 5,017,401.

Historic Plans

The change in number of stock options outstanding and their weighted average exercise price for the Historic Plans were summarized below:

	Telesat Corporation time vesting options	
	Number of options	Weighted average exercise price
Outstanding at December 31, 2023.....	199,634	\$ 38.76
Expired	(144,938)	
Forfeited	(2,068)	
Outstanding at December 31, 2024.....	52,628	\$ 70.83
Forfeited	(3,102)	
Outstanding at December 31, 2025.....	49,526	\$ 71.33

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31. SHARE-BASED COMPENSATION PLANS (cont.)

The quantity of stock options that are exercisable and the weighted average remaining life were as follows:

<u>As at December 31,</u>	<u>2025</u>	<u>2024</u>
Telesat Corporation time vesting options	49,526	51,595
Weighted average remaining life	1 year	1 year

There were no stock options granted under the Historic Plans during 2024 or 2025. No further stock options will be granted under the Historic Plans.

The movement in the number of RSUs under the Historic Plans were as follows:

	<u>RSUs with time criteria</u>	<u>RSUs with time and performance criteria</u>
Outstanding, December 31, 2023	517,688	124,080
Settled	(517,688)	—
Outstanding, December 31, 2024	—	124,080
Forfeited	—	(124,080)
Outstanding, December 31, 2025	—	—

There were no RSUs that vested but not settled during 2024 or 2025. No further RSUs will be granted under the Historic Plans.

Omnibus Plan

The change in number of stock options outstanding and their weighted average exercise price for the Omnibus Plan were summarized below:

	<u>Telesat Corporation time vesting options</u>	
	<u>Number of options</u>	<u>Weighted average exercise price</u>
Outstanding at December 31, 2023	803,265	\$ 13.38
Exercised	(30,087)	
Outstanding at December 31, 2024	773,178	\$ 13.35
Forfeited	(15,684)	
Exercised	(58,335)	
Outstanding at December 31, 2025	699,159	\$ 13.28

No stock options were issued during the year ended December 31, 2025, and there are 531,340 stock options exercisable as of December 31, 2025.

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31. SHARE-BASED COMPENSATION PLANS (cont.)

The movement in the number of RSUs, PSUs and DSUs under the Omnibus Plan was as follows:

	RSUs with time criteria	PSUs with time and performance criteria	DSUs
Outstanding, December 31, 2023	784,725	375,137	124,616
Granted	504,670	410,888	77,252
Settled	(305,547)	(230,863)	(12,434)
Forfeited	(19,143)	—	—
Outstanding, December 31, 2024	964,705	555,162	189,434
Granted	260,883	208,312	42,729
Settled	(453,338)	(187,349)	—
Forfeited	(64,784)	(46,069)	—
Outstanding, December 31, 2025	<u>707,466</u>	<u>530,056</u>	<u>232,163</u>

The Company maintains defined benefit pension plans for Telesat Canada employees (“Canadian Pension Plans”). In October 2013, the Company ceased to allow new employees to join certain defined benefit plans, except under certain circumstances, and commenced a defined contribution pension plan for new employees.

Employee Share Purchase Plan

In 2025, the Company established an ESPP. The ESPP is a cash-settled share-based payment plan, whereby employees of the Company can acquire common shares through regular payroll deductions. Company-matched employee contributions, up to a maximum of five thousand dollars per annum, are restricted to a one year holding period. The employee and Company’s contributions are remitted to an independent plan administrator who is responsible for purchasing common shares on the market on behalf of the employee.

The amount expensed for the year ended December 31, 2025 was \$0.3 million (December 31, 2024 — \$Nil).

32. EMPLOYEE BENEFIT PLANS

The Company maintains defined benefit pension plans for Telesat Canada employees (“Canadian Pension Plans”). In October 2013, the Company ceased to allow new employees to join certain defined benefit plans, except under certain circumstances, and commenced a defined contribution pension plan for new employees.

On completion of the Transaction, the Company also took over the defined benefit pension plans for certain former employees of Loral (“US Pension Plans”). Under the US Pension Plans, certain former Loral employees hired prior to July 1, 2006 contributed until November 18, 2021 in order to receive enhanced pension benefits.

Effective January 1, 2024, the Pension Plan for Employees of Telesat Canada and the Pension Plan for Designated Employees of Telesat Canada were merged into one plan, the Pension Plan for Employees of Telesat Canada, subject to final regulatory filings and approvals, which were outstanding as of December 31, 2025. The combined plan is closed entirely to new members with respect to the defined benefit provisions. The merged plan offers a defined contribution pension to certain pre-existing and all new employees of Telesat Canada and Telesat LEO.

In addition to the pension plans, the Company provides certain health care and life insurance benefits for some of Telesat Canada’s retired employees and their dependents (“Canadian Other Post-employment Benefit Plans”). Participants are eligible for these benefits generally when they retire from active service and meet the eligibility requirements for the pension plan. These benefits are funded primarily on a pay-as-you-go basis, with

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32. EMPLOYEE BENEFIT PLANS (cont.)

the retiree generally paying a portion of the cost through contributions, deductibles and coinsurance provisions. In November 2024, the Canadian Other Post-Employment Benefit Plans was no longer provided to newly hired employees.

The Company also provides medical coverage for certain of its retired employees and dependents including certain retired Loral employees (“US Other Post-employment Benefit Plans”). Under the US Other Post-employment Benefit Plans, an annual subsidy is provided to cover for medical benefits to the retired employees and their dependents. For the Loral retired employees, the coverage ends when the retiree reaches age 65.

The Company’s funding policy is to make contributions to its defined benefit pension funds based on actuarial cost methods as permitted and required by pension regulatory bodies. Contributions reflect actuarial assumptions concerning future investment returns, salary projections and future service benefits. Plan assets are represented primarily by equity securities, fixed income instruments and short-term investments.

The defined benefit plans typically expose the Company to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk. Investment risk is managed by specifying allowable investment types, setting diversification strategies and determining target asset allocations. The investment objectives of the fund are to optimize the return on investments, taking into account the risks associated with the securities for the protection of the pension benefits of the members of the plan.

As part of the risk management process, for Canadian Plans, the Investment Committee establishes a Statement of Investment Policies and Procedures which includes a diversification strategy and processes to manage foreign currency, credit and other risks. Given the long-term nature of plan liabilities, it is considered appropriate to invest a reasonable portion of the plan assets in equity securities and thus ensure higher return. The Statement of Investment Policies and Procedures is reviewed on an annual basis by the Management Level Pension Fund Investment Committee with approval of the policy being provided by the Audit Committee.

As regards the US Pension Plans, the funding policy is to fund the qualified pension plan in accordance with the Internal Revenue Code and regulations thereon. Plan assets are generally invested in equity, fixed income and other investments. The expected long-term rate of return on pension plan assets is selected by taking into account the expected duration of the plan’s projected benefit obligation, asset mix and the fact that its assets are actively managed to mitigate risk.

A decrease in interest rate will increase the plan liability. However, it will be partially offset by an increase in the return on fixed income instruments. The present value of the plan liabilities is calculated by reference to the best estimates of the mortality and the future salaries of plan participants. Accordingly, an increase in life expectancy or salary will increase the plan liability.

Assets-liability matching strategies are geared towards maintaining an appropriate asset mix to ensure that liquid assets are available to discharge the liabilities as and when they become due. Any potential liquidity issue arising from mismatching of plan assets and benefit obligations is compensated by a broadly diversified investment portfolio, including cash and short-term investments, and cash flows from dividends and interest.

For Canadian Pension Plans, the pension expense for 2025 was determined based on membership data as at December 31, 2024. The accrued benefit obligation as at December 31, 2025 was determined based on the membership data as at December 31, 2024, and extrapolated one year based on December 31, 2025 assumptions. For US Pension Plans, the pension expense for 2025 was determined based on membership data as at December 31, 2024. The accrued benefit obligation as at December 31, 2025 was determined based on the membership data as at December 31, 2024, and extrapolated one year based on December 31, 2025 assumptions.

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32. EMPLOYEE BENEFIT PLANS (cont.)

For Canadian Post-employment Benefit Plans, the expense for 2025 was based on membership and eligibility data as at December 31, 2025 and the accrued benefit obligations as at December 31, 2025 was based on membership data as at December 31, 2025. The accrued benefit obligation for US Post-employment Benefit Plans as at December 31, 2025, related to certain retired Loral employees, was determined based on membership data as at December 31, 2024. For other US Post-employment Benefit Plans, the accrued benefit obligation as at December 31, 2025 was determined based on membership data as at January 1, 2025 and extrapolated, based on December 31, 2025 assumptions.

The most recent valuation of the pension plans for funding purposes was as of January 1, 2025. Valuations will be performed for the pension plans as of January 1, 2026.

The expenses included on the consolidated statements of income (loss) and the consolidated statements of comprehensive income (loss) were as follows:

For the year ended December 31, 2025	Pension Plans			Other Post-employment Benefit Plans		
	Canadian	US	Total	Canadian	US	Total
Consolidated statements of income (loss)						
Operating expenses	\$ 4,245	\$ 537	\$ 4,782	\$ 670	\$ —	\$ 670
Interest expense	\$ (2,475)	\$ 142	\$ (2,333)	\$ 1,054	\$ 211	\$ 1,265
Consolidated statements of comprehensive income (loss)						
Actuarial (gains) losses on employee benefit plans	\$ (10,276)	\$ (3,345)	\$ (13,621)	\$ (976)	\$ (127)	\$ (1,103)
For the year ended December 31, 2024						
Consolidated statements of income (loss)						
Operating expenses	\$ 4,349	\$ 712	\$ 5,061	\$ 587	\$ —	\$ 587
Interest expense	\$ (1,682)	\$ 405	\$ (1,277)	\$ 939	\$ 188	\$ 1,127
Consolidated statements of comprehensive income (loss)						
Actuarial (gains) losses on employee benefit plans	\$ (19,966)	\$ (3,926)	\$ (23,892)	\$ 1,554	\$ (290)	\$ 1,264
For the year ended December 31, 2023						
Consolidated statements of income (loss)						
Operating expenses	\$ 4,524	\$ 684	\$ 5,208	\$ 466	\$ —	\$ 466
Interest expense	\$ (2,294)	\$ 567	\$ (1,727)	\$ 927	\$ 193	\$ 1,120
Consolidated statements of comprehensive income (loss)						
Actuarial (gains) losses on employee benefit plans	\$ 4,753	\$ (1,224)	\$ 3,529	\$ 1,364	\$ 157	\$ 1,521

The Company made contributions of \$3.7 million for various defined contribution arrangements during the year ended December 31, 2025 (December 31, 2024 — \$3.8 million).

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32. EMPLOYEE BENEFIT PLANS (cont.)

The balance sheet obligations, distributed between pension and other post-employment benefits were as follows:

As at December 31,	2025	2024
Included in other long-term liabilities		
Pension benefits	\$ 42,336	\$ 44,533
Other post-employment benefits	22,824	25,941
Accrued benefit liabilities	<u>\$ 65,160</u>	<u>\$ 70,474</u>
Included in other long-term assets		
Pension benefits	<u>\$ 109,812</u>	<u>\$ 99,554</u>

The amounts recognized in the balance sheets and the funded statuses of the benefit plans were as follows:

As at December 31, 2025	Pension Plans			Other Post-employment Benefit Plans		
	Canadian	US	Total	Canadian	US	Total
Present value of funded obligations	\$ 312,113	\$ 58,140	\$ 370,253	\$ —	\$ —	\$ —
Fair value of plan assets	(380,168)	(59,092)	(439,260)	—	—	—
	(68,055)	(952)	(69,007)	—	—	—
Present value of unfunded obligations	1,531	—	1,531	22,400	424	22,824
(Pension benefits) accrued benefit liabilities	<u>\$ (66,524)</u>	<u>\$ (952)</u>	<u>\$ (67,476)</u>	<u>\$ 22,400</u>	<u>\$ 424</u>	<u>\$ 22,824</u>
As at December 31, 2024	Pension Plans			Other Post-employment Benefit Plans		
	Canadian	US	Total	Canadian	US	Total
Present value of funded obligations	\$ 314,844	\$ 60,161	\$ 375,005	\$ —	\$ —	\$ —
Fair value of plan assets	(374,424)	(57,168)	(431,592)	—	—	—
	(59,580)	2,993	(56,587)	—	—	—
Present value of unfunded obligations	1,566	—	1,566	22,395	3,546	25,941
(Pension benefits) accrued benefit liabilities	<u>\$ (58,014)</u>	<u>\$ 2,993</u>	<u>\$ (55,021)</u>	<u>\$ 22,395</u>	<u>\$ 3,546</u>	<u>\$ 25,941</u>

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32. EMPLOYEE BENEFIT PLANS (cont.)

The changes in the benefit obligations and in the fair value of plan assets were as follows:

As at December 31, 2025	Pension Plans			Other Post-employment Benefit Plans		
	Canadian	US	Total	Canadian	US	Total
Change in benefits obligations						
Benefit obligation, January 1, 2025 ..	\$ 316,410	\$ 60,161	\$ 376,571	\$ 22,395	\$ 3,546	\$ 25,941
Current service cost	3,675	537	4,212	670	—	670
Interest expense	14,574	3,161	17,735	1,054	211	1,265
Remeasurements						
Actuarial gains arising from plan experience	(8,121)	(437)	(8,558)	—	420	420
Actuarial gains from change in demographic assumptions	—	—	—	—	—	—
Actuarial gains from changes in financial assumptions	—	1,365	1,365	(976)	(547)	(1,523)
Benefits paid	(13,810)	(3,889)	(17,699)	(742)	(94)	(836)
Contributions by plan participants ...	813	—	813	—	—	—
Curtailment	—	—	—	—	(2,962)	(2,962)
Foreign exchange & other	103	(2,758)	(2,655)	(1)	(150)	(151)
Benefit obligation, December 31, 2025	<u>313,644</u>	<u>58,140</u>	<u>371,784</u>	<u>22,400</u>	<u>424</u>	<u>22,824</u>
Change in fair value of plan assets						
Fair value of plan assets, January 1, 2025	(374,424)	(57,168)	(431,592)	—	—	—
Contributions by plan participants ...	(813)	—	(813)	—	—	—
Contributions by employer	(1,145)	(1,149)	(2,294)	(742)	(94)	(836)
Transfer to other plans	1,038	—	1,038	—	—	—
Interest income	(17,049)	(3,019)	(20,068)	—	—	—
Benefits paid	13,810	3,889	17,699	742	94	836
Remeasurements						
Return on plan assets, excluding interest income	(2,155)	(4,715)	(6,870)	—	—	—
Administrative costs	570	442	1,012	—	—	—
Foreign exchange & other	—	2,628	2,628	—	—	—
Fair value of plan assets, December 31, 2025	<u>(380,168)</u>	<u>(59,092)</u>	<u>(439,260)</u>	<u>—</u>	<u>—</u>	<u>—</u>
(Pension benefits) accrued benefit liabilities, December 31, 2025 . . .	<u>\$ (66,524)</u>	<u>\$ (952)</u>	<u>\$ (67,476)</u>	<u>\$ 22,400</u>	<u>\$ 424</u>	<u>\$ 22,824</u>

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32. EMPLOYEE BENEFIT PLANS (cont.)

As at December 31, 2024	Pension Plans			Other Post-employment Benefit Plans		
	Canadian	US	Total	Canadian	US	Total
Change in benefits obligations						
Benefit obligation, January 1, 2024 ..	\$ 307,546	\$ 58,546	\$ 366,092	\$ 19,999	\$ 3,720	\$ 23,719
Current service cost	3,890	712	4,602	587	—	587
Interest expense	14,185	2,987	17,172	939	188	1,127
Remeasurements						
Actuarial gains arising from plan experience	3,253	(513)	2,740	—	(177)	(177)
Actuarial gains from change in demographic assumptions	—	—	—	—	—	—
Actuarial gains from changes in financial assumptions	—	(3,024)	(3,024)	1,554	(113)	1,441
Benefits paid	(13,215)	(3,567)	(16,782)	(684)	(378)	(1,062)
Contributions by plan participants ...	862	—	862	—	—	—
Foreign exchange & other	(111)	5,020	4,909	—	306	306
Benefit obligation, December 31, 2024	<u>316,410</u>	<u>60,161</u>	<u>376,571</u>	<u>22,395</u>	<u>3,546</u>	<u>25,941</u>
Change in fair value of plan assets						
Fair value of plan assets, January 1, 2024	(348,170)	(49,913)	(398,083)	—	—	—
Contributions by plan participants ...	(862)	—	(862)	—	—	—
Contributions by employer	(1,364)	(3,462)	(4,826)	(684)	(378)	(1,062)
Transfer to other plans	1,384	—	1,384	—	—	—
Interest income	(15,867)	(2,582)	(18,449)	—	—	—
Benefits paid	13,215	3,567	16,782	684	378	1,062
Remeasurements						
Return on plan assets, excluding interest income	(23,219)	(389)	(23,608)	—	—	—
Administrative costs	459	—	459	—	—	—
Foreign exchange & other	—	(4,389)	(4,389)	—	—	—
Fair value of plan assets, December 31, 2024	<u>(374,424)</u>	<u>(57,168)</u>	<u>(431,592)</u>	<u>—</u>	<u>—</u>	<u>—</u>
(Pension benefits) accrued benefit liabilities, December 31, 2024 ...	<u>\$ (58,014)</u>	<u>\$ 2,993</u>	<u>\$ (55,021)</u>	<u>\$ 22,395</u>	<u>\$ 3,546</u>	<u>\$ 25,941</u>

For the Canadian Pension Plans, the weighted average duration of the defined benefit obligation and weighted average duration of the current service cost as at December 31, 2025 are 13 years and 18 years, respectively. For the Canadian Other Post-employment Benefit Plans, the weighted average duration of the defined benefit obligation and weighted average duration of the current service cost as at December 31, 2025 are 13 years and 27 years, respectively. For the US Pension Plans, the weighted average duration of the defined benefit obligation as at December 31, 2025 is 10 years.

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32. EMPLOYEE BENEFIT PLANS (cont.)

The estimated future benefit payments for the defined benefit pension plans and other post-employment benefit plans until 2035 are as follows:

	Pension Plans	Other Post- employment Benefit Plans
2026.....	\$ 20,905	\$ 1,097
2027.....	\$ 21,836	\$ 1,140
2028.....	\$ 22,679	\$ 1,184
2029.....	\$ 23,361	\$ 1,265
2030.....	\$ 24,143	\$ 1,319
2031 to 2035.....	\$ 123,915	\$ 7,377

Benefit payments include obligations to 2035 only as obligations beyond this date are not quantifiable.

The fair value of the plan assets were allocated as follows between the various types of investments:

Canadian Pension Plans

As at December 31,	2025	2024
Equity securities		
Canada.....	13.9%	13.3%
United States.....	8.1%	7.9%
International (other than United States).....	8.2%	7.5%
Emerging markets.....	3.0%	2.8%
Fixed income instruments		
Canada.....	24.7%	68.0%
Cash and cash equivalents.....	42.1%	0.5%

US Pension Plans

As at December 31,	2025	2024
Equity securities		
United States.....	25.9%	31.2%
Canada.....	1.0%	1.0%
International.....	13.8%	17.2%
Fixed income instruments		
United States.....	38.0%	28.7%
Canada.....	0.3%	0.1%
International.....	6.1%	3.2%
Other investments		
United States.....	10.8%	13.4%
Canada.....	0.3%	0.3%
International.....	3.8%	4.9%

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32. EMPLOYEE BENEFIT PLANS (cont.)

Plan assets are valued at the measurement date of December 31 each year.

The following are the significant assumptions adopted in measuring the Company's pension and other benefit obligations:

Pension plans

<u>As at December 31,</u>	<u>Canadian</u>		<u>US</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Actuarial benefit obligation				
Discount rate	4.70%	4.65%	5.35%	5.60%
Benefit costs for the year ended				
Discount rate	4.65%	4.65%	5.60%	5.10%
Future salary growth	2.50%	2.50%	N/A	N/A

Other Post-employment Benefit Plans

<u>As at December 31,</u>	<u>Canadian</u>		<u>US</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Benefit costs for the year ended				
Discount rate	4.65%	4.65%	5.35%	5.60%
Health care cost trend rate.	6.58%	6.04%	N/A	N/A
Other medical trend rates	4.00% to 5.66%	4.00% to 5.11%	N/A	N/A

For certain Canadian Post-retirement Plans the above trend rates are applicable for 2025 to 2029 which will decrease linearly to 4.75% in 2032 and grading down to an ultimate rate of 3.57% per annum in 2043 and thereafter.

Sensitivity of assumptions

The calculation of the defined benefit obligation is sensitive to the assumptions set out above. The following table summarizes how the impact on the defined benefit obligation as at December 31, 2025 and 2024 would have increased or decreased as a result of the change in the respective assumptions by one percent.

Pension plans

<u>As at December 31, 2025</u>	<u>Canadian</u>		<u>US</u>	
	<u>1% increase</u>	<u>1% decrease</u>	<u>1% increase</u>	<u>1% decrease</u>
Discount rate	\$ (33,380)	\$ 39,801	\$ (5,083)	\$ 5,988
Future salary growth	\$ (4,560)	\$ 4,266	\$ N/A	\$ N/A

<u>As at December 31, 2024</u>	<u>Canadian</u>		<u>US</u>	
	<u>1% increase</u>	<u>1% decrease</u>	<u>1% increase</u>	<u>1% decrease</u>
Discount rate	\$ (34,758)	\$ 42,597	\$ (5,288)	\$ 6,238
Future salary growth	\$ (3,988)	\$ 4,466	\$ N/A	\$ N/A

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
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32. EMPLOYEE BENEFIT PLANS (cont.)

Other Post-employment Benefit Plans

As at December 31, 2025	Canadian		US	
	1% increase	1% decrease	1% increase	1% decrease
Discount rate	\$ (2,493)	\$ 3,059	\$ (26)	\$ 29
Medical and dental trend rates	\$ 2,193	\$ (1,853)	\$ N/A	\$ N/A

As at December 31, 2024	Canadian		US	
	1% increase	1% decrease	1% increase	1% decrease
Discount rate	\$ (2,714)	\$ 3,360	\$ (227)	\$ 256
Medical and dental trend rates	\$ 2,074	\$ (1,755)	\$ N/A	\$ N/A

The above sensitivities are hypothetical and should be used with caution. Changes in amounts based on a one percent variation in assumptions generally cannot be extrapolated because the relationship of the change in assumption to the change in amounts may not be linear. The sensitivities have been calculated independently of changes in other key variables. Changes in one factor may result in changes in another, which could amplify or reduce certain sensitivities.

The Company expects to make contributions of \$1.0 million to the Canadian defined benefit plans, \$1.2 million to the U.S. defined benefit plans and \$3.0 million to the defined contribution plan during the next fiscal year.

33. SUPPLEMENTAL CASH FLOW INFORMATION

Cash and cash equivalents were comprised of the following:

As at December 31,	2025	2024	2023
Cash	\$ 494,275	\$ 538,792	\$ 1,423,902
Short-term investments ⁽¹⁾	15,523	13,272	245,187
Cash and cash equivalents	<u>\$ 509,798</u>	<u>\$ 552,064</u>	<u>\$ 1,669,089</u>

(1) Consisted of short-term investments with an original maturity of three months or less or which are available on demand with no penalty for early redemption.

Income taxes paid, net of income taxes received was comprised of the following:

For the years ended December 31,	2025	2024	2023
Income taxes paid	\$ (11,374)	\$ (68,612)	\$ (67,342)
Income taxes received	19,594	8,102	501
	<u>\$ 8,220</u>	<u>\$ (60,510)</u>	<u>\$ (66,841)</u>

Interest paid, net of interest received was comprised of the following:

For the years ended December 31,	2025	2024	2023
Interest paid	\$ (205,191)	\$ (231,316)	\$ (271,925)
Interest received	20,404	69,721	62,664
	<u>\$ (184,787)</u>	<u>\$ (161,595)</u>	<u>\$ (209,261)</u>

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

33. SUPPLEMENTAL CASH FLOW INFORMATION (cont.)

The reconciliation of the liabilities arising from financing activities were as follows:

	Indebtedness	Satellite performance incentive payments	Lease liabilities
Balance as at January 1, 2025	\$ 3,096,615	\$ 15,060	\$ 33,375
Cash inflows	689,789		
Cash outflows	(4,501)	(2,035)	(2,709)
Amortization of deferred financing costs, prepayment options, warrants and loss on repayment	4,414	—	—
Gain on repurchase of debt	(6,896)	—	—
Interest paid	—	—	(1,725)
Interest accrued	26,206	—	2,107
Non-cash transfer from deferred charges to indebtedness of debt issue costs and warrants	(174,425)	—	—
Non-cash additions	—	—	9,491
Impact of foreign exchange	(137,595)	(670)	(430)
Balance as at December 31, 2025	<u>\$ 3,493,607</u>	<u>\$ 12,355</u>	<u>\$ 40,109</u>

	Indebtedness	Satellite performance incentive payments	Lease liabilities
Balance as at January 1, 2024	\$ 3,197,019	\$ 18,271	\$ 33,339
Cash outflows	(155,903)	(4,572)	(2,422)
Amortization of deferred financing costs, prepayment options and loss on repayment	1,105	—	—
Gain on repurchase of debt	(202,493)	—	—
Non-cash additions	—	—	2,103
Interest paid	—	—	(1,518)
Interest accrued	—	—	1,518
Non-cash disposals	—	—	(324)
Impact of foreign exchange	256,887	1,361	679
Balance as at December 31, 2024	<u>\$ 3,096,615</u>	<u>\$ 15,060</u>	<u>\$ 33,375</u>

	Indebtedness	Satellite performance incentive payments	Lease liabilities
Balance as at January 1, 2023	\$ 3,850,081	\$ 25,124	\$ 34,106
Cash outflows	(344,014)	(6,385)	(2,171)
Amortization of deferred financing costs, prepayment options and loss on repayment	1,028	—	—
Gain on repurchase of debt	(230,080)	—	—
Non-cash additions	—	—	1,473
Interest paid	—	—	(1,523)
Interest accrued	—	—	1,523
Impact of foreign exchange	(79,996)	(468)	(69)
Balance as at December 31, 2023	<u>\$ 3,197,019</u>	<u>\$ 18,271</u>	<u>\$ 33,339</u>

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

33. SUPPLEMENTAL CASH FLOW INFORMATION (cont.)

The net change in operating assets and liabilities was comprised of the following:

<u>For the years ended December 31,</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Trade and other receivables	\$ 96,317	\$ (13,800)	\$ (24,431)
Financial assets	(9,061)	(2,634)	3,437
Other assets	(54,932)	(38,952)	(7,322)
Trade and other payables	(3,521)	18,278	(4,085)
Financial liabilities	582	(454)	(639)
Other liabilities	43,928	(7,558)	(6,172)
	<u>\$ 73,313</u>	<u>\$ (45,120)</u>	<u>\$ (39,212)</u>

Non-cash investing activities were comprised of:

<u>For the years ended December 31,</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Satellite, property and other equipment	\$ 49,443	\$ 109,960	\$ 8,847
Intangible assets	\$ —	\$ —	\$ 3,204

34. COMMITMENTS AND CONTINGENT LIABILITIES

The following were the Company's off-balance sheet contractual obligations as at December 31, 2025:

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>Thereafter</u>	<u>Total</u>
Property leases	\$ 1,203	\$ 1,203	\$ 1,203	\$ 1,203	\$ 1,203	\$ 11,672	\$ 17,687
Capital commitments	506,065	6,176	—	—	—	—	512,241
Other operating commitments	23,668	13,269	12,642	13,620	12,306	35,360	110,865
	<u>\$ 530,936</u>	<u>\$ 20,648</u>	<u>\$ 13,845</u>	<u>\$ 14,823</u>	<u>\$ 13,509</u>	<u>\$ 47,032</u>	<u>\$ 640,793</u>

Property leases consisted of off-balance sheet contractual obligations for land or building usage, while capital commitments included commitments for capital projects. Other operating commitments consisted of third-party satellite capacity arrangements as well as other commitments that are not categorized as property leases or capital commitments. The Company's off-balance sheet obligations included the future minimum payments for the non-cancellable period of each respective obligation, which have various terms and expire between 2026 to 2051.

Certain variable costs associated with the capitalized leases have been included in property leases commitments with a termination date co-terminus with the lease liability.

The Company has entered into contracts for the deployment of the Telesat Lightspeed constellation and other capital expenditures. The total outstanding commitments as at December 31, 2025 were included in capital commitments.

The Company has agreements with various customers for prepaid revenue on several service agreements which take effect when the satellite is placed in service. The Company is responsible for operating and controlling these satellites. As at December 31, 2025, customer prepayments of \$190.3 million (December 31, 2024 — \$243.0 million), a portion of which is refundable under certain circumstances, were reflected in other current and long-term liabilities.

Telesat Corporation
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34. COMMITMENTS AND CONTINGENT LIABILITIES (cont.)

In the normal course of business, the Company has executed agreements that provide for indemnification and guarantees to counterparties in various transactions. These indemnification undertakings and guarantees may require the Company to compensate the counterparties for costs and losses incurred as a result of certain events including, without limitation, loss or damage to property, change in the interpretation of laws and regulations (including tax legislation), claims that may arise while providing services, or as a result of litigation that may be suffered by the counterparties. The nature of substantially all of the indemnification undertakings prevents the Company from making a reasonable estimate of the maximum potential amount the Company could be required to pay counterparties as the agreements do not specify a maximum amount and the amounts are dependent upon the outcome of future contingent events, the nature and likelihood of which cannot be determined at this time. Historically, the Company has not made any significant payments under such indemnifications.

Telesat Corporation and Telesat CanHold Corporation have entered into an indemnification agreement with PSP Investments where they will indemnify PSP Investments on a grossed-up basis for PSP Investment's pro rata share of the costs relating to: (a) certain losses and litigation proceedings related to the Transaction, (b) certain losses with regard to Loral and out-of-pocket expenses of Loral and (c) certain tax matters.

In the case of indemnification for certain tax matters only, there will be a cap of US\$50 million (other than with respect to defense costs and grossed-up payments) and all other indemnification obligations will be uncapped.

Legal Proceedings

The Company participates from time to time in legal proceedings arising in the normal course of its business.

Telesat previously received assessments from Brazilian tax authorities alleging that additional taxes are owed on revenue earned for the period 2002 to 2021. The total disputed amount for the period 2002 to 2021, including interest and penalties, is now \$109.4 million. The disputes relate to the Brazilian tax authorities' characterization of revenue. The Company has challenged the assessments. The Company believes the likelihood of a favorable outcome in these disputes is more likely than not and, as such, no reserve has been established.

The Canadian tax authorities have reassessed the Company for \$11.6 million relating to its Scientific Research and Experimental Development claims for the years 2016 and 2017. The Company has challenged the reassessments and paid 50% of the outstanding amounts in order to formally object. The Company believes the likelihood of a favorable outcome in these disputes is more likely than not and, as such, no reserve has been established.

Telesat Canada is in a contract dispute with its customers Shaw Satellite G.P. and Shaw Satellite Services Inc. (collectively, "Shaw"), regarding payments for services provided to Shaw on the Anik F2 satellite and related ground services pursuant to two agreements with terms that ended December 31, 2025. Shaw has purported to terminate both agreements alleging that the Anik F2 RF channel services failed to meet the required performance parameters. While the Anik F2 satellite experienced a North-South thruster failure in late 2021, and was transitioned to inclined operations in late 2022, the Anik F2 satellite remains capable of meeting the performance parameters in the agreements. Telesat Canada commenced an action against Shaw in the Ontario Superior Court of Justice on September 26, 2024 seeking, among other things, damages for breach of contract and breach of the duty of good faith in the amount of \$45 million. Shaw has denied that Telesat is entitled to the damages claimed and, among other things, claimed damages against Telesat in the amount of \$14 million for breach of contract. While we believe we have a strong position in this contract dispute with Shaw, no assurances can be made on a successful outcome to the dispute and, further, no assurances can be made on recovery of any amounts in connection therewith.

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

34. COMMITMENTS AND CONTINGENT LIABILITIES (cont.)

On January 21, 2026, Wilmington Savings Fund, FSB (the “Plaintiff”), in its capacity as Administrative Agent under the Credit Agreement dated as of March 28, 2012 (as amended, restated, supplemented or otherwise modified from time to time, the “Credit Agreement”) by and among Telesat Canada, Telesat LLC, and the guarantors party thereto, at the direction of the holders of a majority of the outstanding term loans under the Credit Agreement (the “Term Lenders”), issued claims in the State of New York against Telesat Canada and Telesat LEO CanHold Corporation and in the Province of Ontario against these same defendants along with Telesat Corporation, Telesat LEO Holdings ULC and the Directors of Telesat Canada. The claim relates to a transaction Telesat completed and announced on September 12, 2025 (see Note 35), in which Telesat completed the distribution of 62% of the equity of its Telesat Lightspeed business (the “Transferred Equity”) from Telesat Canada to Telesat LEO CanHold Corporation, an indirect subsidiary of Telesat Corporation (“SpinCo” and the transaction, the “Transaction”). The Plaintiffs allege that Transaction (i) was in violation of sections 34 or 36 of the *Canada Business Corporations Act* (the “CBCA”); (ii) effected a result that was oppressive to, unfairly prejudicial to, or unfairly disregarded the reasonable expectations of the Term Lenders; (iii) breached Section 6.03 of the Credit Agreement claiming that the Transaction resulted in Telesat Canada transferring all or substantially all of its value (specifically the 62% of equity in Telesat Lightspeed) to SpinCo; and (iv) violated section 2 of the Ontario *Fraudulent Conveyances Act*, claiming that Telesat Canada was insolvent at the time of the Transaction and undertook the Transaction with the intent to harm and prejudiced the Term Lenders. The Plaintiffs seek various relief including (a) remedying the effects of the Transaction on the Term Lenders, including but not limited to an order providing the Term Lenders with an interest in Telesat Corporation, SpinCo, and/or Telesat LEO Holdings ULC (along with its predecessor Telesat LEO Holdings Inc.) equal to the value of the Transferred Equity; (b) damages in an amount to be determined; (c) a declaration that the Transaction is void as against the Term Lenders; (d) an order pursuant to section 118(2) of the CBCA to restore to Telesat Canada any amounts distributed or paid to SpinCo pursuant to the Transaction and not otherwise recovered by Telesat Canada; and (e) costs of the proceedings. In the event that the Plaintiffs were to prevail on their claim for breach of the credit agreement, they could attempt to accelerate the payment of the Term Loan which, if successful, could result in an acceleration of the remainder of the Telesat Canada Debt. Telesat believes the lawsuits, filed at the direction of a group of distressed debt hedge funds, are without merit and intends to defend itself vigorously.

Other than the legal proceedings disclosed above, the Company is not aware of any proceedings outstanding or threatened as of the date hereof by or against it or relating to its business which may have, or have had in the recent past, significant effects on the Company’s financial position or profitability.

35. SUBSIDIARIES

On September 12, 2025, the Company completed the Reorganization which resulted in an indirect distribution of the equity of Telesat LEO Inc. within the wholly-owned subsidiaries of Telesat. As a result of the Reorganization, Telesat LEO Inc., which previously issued the Telesat Lightspeed Financing Warrants to the Government of Canada and the Government of Quebec (See Note 24), exchanged all its issued and outstanding common shares on a one-for-one basis for LP Units of the newly created Lightspeed LEO Limited Partnership. Telesat LEO Inc. continues as Telesat LEO ULC. Lightspeed Limited Partnership owns all of the issued and outstanding equity of Telesat LEO. Concurrently, the Company amended and restated its Telesat Lightspeed Financing Warrants with the Government of Canada and the Government of Quebec to change the issuing entity to be Lightspeed LEO Limited Partnership. The salient terms of the Telesat Lightspeed Financing Warrants remain unchanged from the Issuance Date. The series of transactions executed for the Reorganization were structured on a tax deferred basis for both Canadian and US tax purposes.

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
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35. SUBSIDIARIES (cont.)

The list of significant companies included in the scope of consolidation as at December 31, 2025 was as follows:

<u>Company</u>	<u>Country</u>	<u>Method of Consolidation</u>	<u>% voting rights⁽¹⁾</u>
Lightspeed LEO Limited Partnership	Canada	Fully consolidated	100
Loral Skynet Corporation	United States	Fully consolidated	100
Loral Space & Communications Inc.	United States	Fully consolidated	100
Skynet Satellite Corporation	United States	Fully consolidated	100
Telesat (IOM) Limited	Isle of Man	Fully consolidated	100
Telesat Brasil Capacidade de Satelites Ltda.	Brazil	Fully consolidated	100
Telesat Can ULC	Canada	Fully consolidated	100
Telesat CanHold Corporation	Canada	Fully consolidated	100
Telesat Canada	Canada	Fully consolidated	100
Telesat International Limited	United Kingdom	Fully consolidated	100
Telesat LEO Holdings ULC	Canada	Fully consolidated	100
Telesat LEO U.S. Inc.	United States	Fully consolidated	100
Telesat LEO ULC	Canada	Fully consolidated	100
Telesat Network Services, Inc.	United States	Fully consolidated	100
Telesat Partnership LP	Canada	Fully consolidated	100
Telesat Satellite LP	United States	Fully consolidated	100
Telesat Spectrum General Partnership	Canada	Fully consolidated	100
Telesat U.S. Services, LLC	United States	Fully consolidated	100
The SpaceConnection, Inc.	United States	Fully consolidated	100

(1) Details of the non-controlling interest are described in Note 26.

(2) In 2025, Infosat Able Holdings, Inc. was excluded from the listing given the completion of the sale of the subsidiary in August 2024. Infosat Able Holdings, Inc was from the United States, was a wholly-owned subsidiary and fully consolidated.

36. RELATED PARTY TRANSACTIONS

Transactions with subsidiaries

The Company and its subsidiaries regularly engage in inter-group transactions. These transactions include the purchase and sale of satellite services and communications equipment, providing and receiving network and call centre services, access to orbital slots and management services. The transactions have been entered into over the normal course of operations. Balances and transactions between the Company and its subsidiaries have been eliminated on consolidation and therefore have not been disclosed.

Compensation of executives and Board level directors

<u>For the years ended December 31,</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Short-term benefits (including salaries)	\$ 16,541	\$ 14,883	\$ 17,014
Special payments	838	915	—
Post-employment benefits	1,129	1,488	1,790
Share-based payments	3,032	16,589	31,551
	<u>\$ 21,540</u>	<u>\$ 33,875</u>	<u>\$ 50,355</u>

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

36. RELATED PARTY TRANSACTIONS (cont.)

Key management personnel — stock options

In April 2021, the Company approved the adoption of an RSU plan. A total of 3,660,000 Non-Voting Participating Preferred Shares were reserved for issuance upon vesting of the RSUs awarded under the RSU Plan, provided that the aggregate number of Non-Voting Participating Preferred Shares issuable under the RSU Plan (and under all other share compensation arrangements) did not exceed 10% of the total number of Non-Voting Participating Preferred Shares outstanding from time to time (on a non-diluted basis). A total of 3,530,000 RSUs were issued in connection with the plan. Upon completion of the Transaction the 3,530,000 Telesat Canada RSUs were converted into 1,460,008 Telesat Corporation RSUs.

During the year ended December 2022, 362,590 of the RSUs were settled, on a net settlement basis, in exchange for 186,847 Public shares of Telesat Corporation.

During the year ended December 31, 2023, 408,086 of the RSUs were settled, on a net settlement basis, in exchange for 206,081 Public shares of Telesat Corporation as well as 47,564 RSUs were forfeited. In addition, 517,616 stock options from the Historic Plans expired.

During the year ended December 31, 2024, 517,688 of the RSUs were settled, on a net settlement basis, in exchange for 253,875 Public shares of Telesat Corporation. In addition, 89,430 stock options from the Historic Plans expired.

During the year ended December 31, 2025 no RSUs were settled, on a net settlement basis, in exchange for Public shares of Telesat Corporation but 124,080 RSUs were forfeited.

On November 19, 2021, Telesat Corporation adopted the Omnibus Plan. The Omnibus Plan allows for a variety of equity-based awards including stock options, RSUs, PSUs and DSUs.

The following Awards were issued under the Omnibus Plan:

For the years ended December 31,	2025	2024	2023
DSUs issued to certain members of the Board of Directors	42,729	77,252	78,040
RSUs to key management personnel, which vest over a three-year period	209,860	414,540	464,834
PSUs to key management personnel, which include both a time and performance condition on vesting	208,312	410,888	281,683
Stock options to key management personnel	—	—	550,519

Of the Awards that were issued under the Omnibus Plan, the following Awards have been settled.

For the year ended December 31, 2025	Options Exercised	Awards Settled	Public Shares issued
DSUs issued to certain members of the Board of Directors	—	—	—
RSUs to key management personnel, which vest over a three-year period ⁽¹⁾	—	376,822	186,358
PSUs to key management personnel, which include both a time and performance condition on vesting ⁽¹⁾	—	187,349	103,678
Stock options to key management personnel	58,335	—	58,335

(1) RSUs and PSUs were settled on a net settlement basis

Telesat Corporation
Notes to the 2025 Consolidated Financial Statements
(all amounts in thousands of Canadian dollars, except where otherwise noted)

36. RELATED PARTY TRANSACTIONS (cont.)

For the year ended December 31, 2024	Options Exercised	Awards Settled	Public Shares issued
DSUs issued to certain members of the Board of Directors	—	12,434	12,434
RSUs to key management personnel, which vest over a three-year period ⁽¹⁾	—	223,819	96,408
PSUs to key management personnel, which include both a time and performance condition on vesting	—	230,863	145,197
Stock options to key management personnel	30,087	—	30,087

(1) RSUs were settled on a net settlement basis

Transactions with related parties

Related parties included Red Isle Private Investments Inc. and MHR Fund Management LLC. There were no transactions or balances with Red Isle Private Investments Inc. or MHR Fund Management LLC during any of the periods presented.

Other related party transactions

The Company funds certain defined benefit pension plans. Contributions made to the plans for the year ended December 31, 2025 were \$2.3 million (December 31, 2024 — \$4.8 million).

Financial Statement Schedule I
Telesat Corporation
Condensed Financial Information of the Parent Company
Condensed Statements of Income (Loss)

<i>(in thousands of Canadian dollars)</i>	For the years ended December 31,		
	2025	2024	2023
Revenue	\$ —	\$ —	\$ —
Operating expenses	(1,640)	(1,106)	(509)
Operating (expenses) income	(1,640)	(1,106)	(509)
Income (loss) from subsidiaries	(153,676)	(83,324)	158,314
Interest expense	(107)	(119)	(69)
Interest and other income (expense)	195	(3,224)	2
Gain (loss) on foreign exchange	(126)	53	(620)
Income (loss) before income taxes	(155,354)	(87,720)	157,118
Tax (expense) recovery	—	—	—
Net income (loss)	\$ (155,354)	\$ (87,720)	\$ 157,118

Financial Statement Schedule I
Telesat Corporation
Condensed Financial Information of the Parent Company
Condensed Statements Comprehensive Income (Loss)

<i>(in thousands of Canadian dollars)</i>	For the years ended December 31,		
	2025	2024	2023
Net income (loss)	\$ (155,354)	\$ (87,720)	157,118
Other comprehensive income (loss)			
Items that may be reclassified into profit or loss			
Foreign currency translation adjustments	508	(665)	791
Items that will not be reclassified to profit or loss			
Other comprehensive income (loss) from subsidiaries . . .	(57,230)	108,061	(15,122)
Total other comprehensive income (loss)	(56,722)	107,396	(14,331)
Total comprehensive income (loss)	\$ (212,076)	19,676	142,787

Financial Statement Schedule I
Telesat Corporation
Condensed Financial Information of the Parent Company
Condensed Balance Sheets

<i>(in thousands of Canadian dollars)</i>	December 31, 2025	December 31, 2024
ASSETS		
Cash and cash equivalents	\$ 6,705	\$ 895
Trade and other receivables	1,128	1,128
Intercompany receivables	11,239	2,017
Prepaid expenses and other current assets	269	—
Total current assets	<u>19,341</u>	<u>4,040</u>
Investment in subsidiaries	526,568	715,059
Total assets	<u>\$ 545,909</u>	<u>\$ 719,099</u>
LIABILITIES		
Trade and other payables	\$ 250	\$ 39
Other current financial liabilities	4	4
Intercompany payables	2,369	312
Other current liabilities	118	—
Total current liabilities	<u>2,741</u>	<u>355</u>
Other long-term financial liabilities	12,348	8,464
Total liabilities	<u>15,089</u>	<u>8,819</u>
SHAREHOLDERS' EQUITY		
Share capital	69,997	59,082
Accumulated earnings	330,814	467,333
Reserves	130,009	183,865
Total shareholders' equity	<u>530,820</u>	<u>710,280</u>
Total liabilities and shareholders' equity	<u>\$ 545,909</u>	<u>\$ 719,099</u>

Financial Statement Schedule I
Telesat Corporation
Condensed Financial Information of the Parent Company
Condensed Statements of Cash Flows

<i>(in thousands of Canadian dollars)</i>	Notes	For the years ended December 31,		
		2025	2024	2023
Cash flows from operating activities				
Net income (loss)		\$ (155,354)	\$ (87,720)	\$ 157,118
Adjustments to reconcile net income (loss) to cash flows from operating activities:				
Interest expense		107	119	69
Interest income		(195)	(56)	(2)
(Gain) loss on foreign exchange		126	(53)	620
Share-based compensation		447	—	(692)
(Income) loss from subsidiaries		153,676	83,324	(158,314)
Non-cash other income (expense)		—	3,281	—
Interest paid		(107)	(119)	(64)
Interest received		194	56	2
Operating assets and liabilities		6,670	1,625	1,958
Net cash from operating activities		5,564	457	695
Cash flows (used in) generated from financing activities				
Proceeds from exercise of stock options		550	—	—
Tax withholdings on settlement of restricted share units		(224)	(346)	—
Net cash (used in) generated from financing activities		326	(346)	—
Effect of changes in exchange rates on cash and cash equivalents		(80)	76	(5)
Changes in cash and cash equivalents		5,810	187	690
Cash and cash equivalents, beginning of year		895	708	18
Cash and cash equivalents, end of year		\$ 6,705	\$ 895	\$ 708

Financial Statement Schedule I
Telesat Corporation
Condensed Financial Information of the Parent Company

Note to Financial Statement Schedule I

Schedule I has been provided pursuant to the requirements of Rule 12-04(a) and 5-04-(c) of Regulation S-X, which require condensed financial information as to the financial position, change in financial position and results of operations of a parent company as of the same dates and for the same periods for which audited consolidated financial statements have been presented when the restricted net assets of consolidated subsidiaries exceed 25 percent of consolidated net assets as of the end of the most recently completed fiscal year.

The condensed financial information has been prepared using the same accounting policies as set out in the accompanying consolidated financial statements except that the equity method has been used to account for investments in its subsidiaries. Such investments in subsidiaries are presented on the balance sheets as investment in subsidiaries and the income (loss) of the subsidiaries is presented as income (loss) from subsidiaries.

Certain information and footnote disclosures normally included in financial statements prepared in accordance with IFRS[®] Accounting Standards as issued by the International Accounting Standards Board have been condensed or omitted. The footnote disclosures contain supplemental information relating to the operations of the Company and, as such, these statements should be read in conjunction with the notes to the accompanying consolidated financial statements.

As of December 31, 2025, the Company had no significant capital and other commitments, long-term obligations, or guarantee, except for those which have been disclosed in the consolidated financial statements.