

## PART I. FINANCIAL INFORMATION

### Item 1. Financial Statements

**Telesat Corporation**  
**Unaudited Interim Condensed Consolidated Statements of Income (Loss)**  
**For the periods ended September 30,**

<i>(in thousands of Canadian dollars, except per share amounts)</i>	Notes	Three months		Nine months	
		2025	2024	2025	2024
Revenue.....	4	\$ 101,060	\$ 138,441	\$ 323,915	\$ 443,049
Operating expenses.....	5	(57,852)	(45,935)	(161,450)	(149,330)
Depreciation.....		(26,168)	(32,233)	(77,991)	(100,272)
Amortization.....		(11,314)	(2,807)	(33,852)	(8,438)
Other operating gains (losses), net .....	6	251	2,272	4,070	2,254
Operating income .....		5,977	59,738	54,692	187,263
Interest expense.....	7	(54,197)	(59,443)	(164,492)	(185,815)
Gain on repurchase of debt.....	12	—	21,368	6,896	193,690
Interest and other income .....		5,718	15,668	18,760	57,033
Gain (loss) on changes in fair value of financial instruments.....		(63,120)	—	(109,780)	—
Gain (loss) on foreign exchange .....		(32,282)	35,675	84,808	(67,215)
Income (loss) before income taxes .....		(137,904)	73,006	(109,116)	184,956
Tax (expense) recovery .....	8	16,821	(5,164)	12,105	(40,192)
<b>Net income (loss) .....</b>		<b>\$ (121,083)</b>	<b>\$ 67,842</b>	<b>\$ (97,011)</b>	<b>\$ 144,764</b>

**Net income (loss) attributable to:**

Telesat Corporation shareholders .....	\$ (35,269)	\$ 17,901	\$ (29,811)	\$ 38,591
Non-controlling interest .....	(85,814)	49,941	(67,200)	106,173
	<b>\$ (121,083)</b>	<b>\$ 67,842</b>	<b>\$ (97,011)</b>	<b>\$ 144,764</b>

**Net income (loss) per common share attributable to Telesat Corporation shareholders**

Basic .....	\$ (2.38)	\$ 1.27	\$ (2.04)	\$ 2.78
Diluted.....	\$ (2.38)	\$ 1.23	\$ (2.04)	\$ 2.68

**Total Weighted Average Telesat Corporation Shares Outstanding**

Basic .....	16	14,797,243	14,046,257	14,592,627	13,888,334
Diluted.....	16	14,797,243	16,059,104	14,592,627	15,813,555

See accompanying notes to the unaudited interim condensed financial statements

**Telesat Corporation**

**Unaudited Interim Condensed Consolidated Statements of Comprehensive Income (Loss)**  
**For the periods ended September 30,**

<i>(in thousands of Canadian dollars)</i>	<b>Three months</b>		<b>Nine months</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
<b>Net income (loss) . . . . .</b>	\$ (121,083)	\$ 67,842	\$ (97,011)	\$ 144,764
Other comprehensive income (loss)				
Items that may be reclassified into profit or loss				
Foreign currency translation adjustments . . .	87,008	(51,326)	(152,284)	89,755
Total other comprehensive income (loss) . . . . .	87,008	(51,326)	(152,284)	89,755
<b>Total comprehensive income (loss) . . . . .</b>	<b>\$ (34,075)</b>	<b>\$ 16,516</b>	<b>\$ (249,295)</b>	<b>\$ 234,519</b>
<b>Total comprehensive income (loss) attributable to:</b>				
Telesat Corporation shareholders . . . . .	\$ (10,247)	\$ 3,684	\$ (72,952)	\$ 62,820
Non-controlling interest . . . . .	(23,828)	12,832	(176,343)	171,699
	<b>\$ (34,075)</b>	<b>\$ 16,516</b>	<b>\$ (249,295)</b>	<b>\$ 234,519</b>

See accompanying notes to the unaudited interim condensed consolidated financial statements

**Telesat Corporation**  
**Unaudited Interim Condensed Consolidated Statements of Changes in Shareholders' Equity**

<i>(in thousands of Canadian dollars)</i>	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
<b>Balance as at January 1, 2024 . . . . .</b>	\$ 51,252	\$ 534,058	\$ 67,807	\$ 8,801	\$ 76,608	\$ 661,918	\$ 1,737,065	\$ 2,398,983
Net income (loss) . . . . .	—	38,591	—	—	—	38,591	106,173	144,764
Issuance of share capital on settlement of restricted share units, deferred share units, and performance share units . . . . .	5,215	12,873	(1,071)	867	(204)	17,884	(22,719)	(4,835)
Other comprehensive income (loss), net of tax (expense) recovery of \$Nil . . . . .	—	—	—	24,229	24,229	24,229	65,526	89,755
Share-based compensation . . . . .	—	—	3,882	—	3,882	3,882	10,145	14,027
<b>Balance as at September 30, 2024 . . . . .</b>	<u>\$ 56,467</u>	<u>\$ 585,522</u>	<u>\$ 70,618</u>	<u>\$ 33,897</u>	<u>\$ 104,515</u>	<u>\$ 746,504</u>	<u>\$ 1,896,190</u>	<u>\$ 2,642,694</u>
<b>Balance as at October 1, 2024 . . . . .</b>	\$ 56,467	\$ 585,522	\$ 70,618	\$ 33,897	\$ 104,515	\$ 746,504	\$ 1,896,190	\$ 2,642,694
Net income (loss) . . . . .	—	(126,311)	—	—	—	(126,311)	(320,919)	(447,230)
Issuance of share capital on settlement of restricted share units, performance share units, and the exercise of stock options . . . . .	2,615	3,168	(516)	800	284	6,067	(7,934)	(1,867)
Other comprehensive income (loss), net of tax (expense) recovery of \$(4,844) . . . . .	—	4,954	—	78,213	78,213	83,167	216,882	300,049
Share-based compensation . . . . .	—	—	853	—	853	853	2,206	3,059
<b>Balance as at December 31, 2024 . . . . .</b>	<u>\$ 59,082</u>	<u>\$ 467,333</u>	<u>\$ 70,955</u>	<u>\$ 112,910</u>	<u>\$ 183,865</u>	<u>\$ 710,280</u>	<u>\$ 1,786,425</u>	<u>\$ 2,496,705</u>
<b>Balance as at January 1, 2025 . . . . .</b>	\$ 59,082	\$ 467,333	\$ 70,955	\$ 112,910	\$ 183,865	\$ 710,280	\$ 1,786,425	\$ 2,496,705
Net income (loss) . . . . .	—	(29,811)	—	—	—	(29,811)	(67,200)	(97,011)
Issuance of share capital on settlement of restricted share units, performance share units, and the exercise of stock options . . . . .	8,758	5,848	(1,137)	2,105	968	15,574	(23,574)	(8,000)
Exchange of Limited Partnership units for Public Shares . . . . .	690	8,755	1,131	1,073	2,204	11,649	(11,649)	—
Other comprehensive income (loss), net of tax (expense) recovery of \$Nil . . . . .	—	—	—	(43,141)	(43,141)	(43,141)	(109,143)	(152,284)
Share-based compensation . . . . .	—	—	2,473	—	2,473	2,473	6,140	8,613
<b>Balance as at September 30, 2025 . . . . .</b>	<u>\$ 68,530</u>	<u>\$ 452,125</u>	<u>\$ 73,422</u>	<u>\$ 72,947</u>	<u>\$ 146,369</u>	<u>\$ 667,024</u>	<u>\$ 1,580,999</u>	<u>\$ 2,248,023</u>

See accompanying notes to the unaudited interim condensed consolidated financial statements

**Telesat Corporation**  
**Unaudited Interim Condensed Consolidated Balance Sheets**

<i>(in thousands of Canadian dollars)</i>	Notes	September 30, 2025	December 31, 2024
<b>Assets</b>			
Cash and cash equivalents . . . . .		\$ 482,605	\$ 552,064
Trade and other receivables . . . . .		53,187	158,930
Other current financial assets . . . . .		442	565
Current income tax recoverable . . . . .		8,326	29,253
Prepaid expenses and other current assets . . . . .		295,950	280,460
<b>Total current assets</b> . . . . .		<u>840,510</u>	<u>1,021,272</u>
Satellites, property and other equipment . . . . .	4, 9	2,653,619	2,277,143
Deferred tax assets . . . . .		4,038	3,059
Other long-term financial assets . . . . .		17,662	9,767
Long-term income tax recoverable . . . . .		6,993	6,993
Other long-term assets . . . . .	4	396,425	516,507
Intangible assets . . . . .	4, 10	461,403	497,466
Goodwill . . . . .	10	<u>2,545,357</u>	<u>2,612,972</u>
<b>Total assets</b> . . . . .		<u><u>\$ 6,926,007</u></u>	<u><u>\$ 6,945,179</u></u>
<b>LIABILITIES</b>			
Trade and other payables . . . . .		\$ 111,577	\$ 158,276
Other current financial liabilities . . . . .		41,537	26,483
Income taxes payable . . . . .		840	5,913
Other current liabilities . . . . .		<u>50,397</u>	<u>65,906</u>
<b>Total current liabilities</b> . . . . .		<u>204,351</u>	<u>256,578</u>
Long-term indebtedness . . . . .	12	3,309,132	3,096,615
Deferred tax liabilities . . . . .		154,264	175,544
Other long-term financial liabilities . . . . .		737,833	630,556
Other long-term liabilities . . . . .		272,404	289,181
<b>Total liabilities</b> . . . . .		<u>4,677,984</u>	<u>4,448,474</u>
<b>SHAREHOLDERS' EQUITY</b>			
Share capital . . . . .	13	68,530	59,082
Accumulated earnings . . . . .		452,125	467,333
Reserves . . . . .		<u>146,369</u>	<u>183,865</u>
<b>Total Telesat Corporation shareholders' equity</b> . . . . .		<u>667,024</u>	<u>710,280</u>
Non-controlling interest . . . . .	14	<u>1,580,999</u>	<u>1,786,425</u>
<b>Total shareholders' equity</b> . . . . .		<u>2,248,023</u>	<u>2,496,705</u>
<b>Total liabilities and shareholders' equity</b> . . . . .		<u><u>\$ 6,926,007</u></u>	<u><u>\$ 6,945,179</u></u>

See accompanying notes to the unaudited interim condensed financial statements

**Telesat Corporation**  
**Unaudited Interim Condensed Consolidated Statements of Cash Flows**  
**For the nine months ended September 30**

<i>(in thousands of Canadian dollars)</i>	Notes	2025	2024
<b>Cash flows from operating activities</b>			
Net income (loss) .....		\$ (97,011)	\$ 144,764
Adjustments to reconcile net income (loss) to cash flows from operating activities:			
Depreciation .....		77,991	100,272
Amortization .....		33,852	8,438
Tax expense (recovery) .....		(12,105)	40,192
Interest expense .....		164,492	185,815
Interest income .....		(19,070)	(55,970)
(Gain) loss on foreign exchange .....		(84,808)	67,215
(Gain) loss on changes in fair value of financial instruments .....		109,780	—
Share-based compensation .....		8,610	14,504
(Gain) loss on disposal of assets .....		(3,840)	366
Gain on disposal of subsidiaries .....		(230)	(2,620)
Gain on repurchase of debt .....		(6,896)	(193,690)
Deferred revenue amortization .....		(46,124)	(42,222)
Pension expense .....		4,089	4,232
Other .....		7,424	6,255
Income taxes paid, net of income tax received .....	21	8,264	(40,550)
Interest paid, net of interest received .....	21	(122,749)	(99,562)
Government grant received .....		—	2,364
Operating assets and liabilities .....	21	75,241	(75,647)
<b>Net cash from operating activities</b> .....		<u>96,910</u>	<u>64,156</u>
<b>Cash flows (used in) generated from investing activities</b>			
Cash payments related to satellite programs .....		(444,391)	(502,384)
Cash payments related to property and other equipment .....		(100,278)	(47,938)
Purchase of intangible assets .....		—	(52)
Net proceeds from disposal of assets .....		4,519	—
Net proceeds from disposal of subsidiaries .....		235	1,213
Government grant received .....		—	15,031
<b>Net cash (used in) generated from investing activities</b> .....		<u>(539,915)</u>	<u>(534,130)</u>
<b>Cash flows (used in) generated from financing activities</b>			
Proceeds from indebtedness .....	12	404,996	—
Repurchase of indebtedness .....	12, 21	(4,501)	(147,908)
Payments of principal on lease liabilities .....	21	(2,175)	(1,808)
Satellite performance incentive payments .....	21	(1,400)	(2,971)
Tax withholdings on settlement of restricted and performance share units and exercise of stock options .....		(8,445)	(5,396)
<b>Net cash (used in) generated from financing activities</b> .....		<u>388,475</u>	<u>(158,083)</u>
Effect of changes in exchange rates on cash and cash equivalents .....		(14,929)	36,367
Changes in cash and cash equivalents .....		(69,459)	(591,690)
Cash and cash equivalents, beginning of period .....		552,064	1,669,089
<b>Cash and cash equivalents, end of period</b> .....		<u>\$ 482,605</u>	<u>\$ 1,077,399</u>

See accompanying notes to the unaudited interim condensed consolidated financial statements

**Telesat Corporation**  
**Notes to the Unaudited Interim Condensed Consolidated Financial Statements**  
**September 30, 2025**  
**(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. References to Non-Obligor(s) refers to Telesat entities which are not obligors under the Telesat Canada credit agreement and indentures, which are Telesat Corporation and its subsidiaries excluding Telesat Canada and its Restricted Subsidiaries (as defined under the Telesat Canada credit agreement and indentures). Non-Obligors include Lightspeed LEO Limited Partnership and Telesat LEO ULC, formerly known as Telesat LEO Inc.

The Company is a 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.

On September 12, 2025, the Company completed a corporate reorganization (“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 12), 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 (“Telesat LEO”). 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 LEO is building a constellation of low earth orbit (“LEO”) satellites and integrated terrestrial infrastructure, called “Telesat Lightspeed”. In January 2018, the first LEO satellite, LEO 1, was successfully launched into orbit. The LEO 1 satellite demonstrated certain key features of the Telesat Lightspeed system design, specifically the capability of the satellite and customer terminals to deliver a low latency broadband experience. In July 2023, the Company successfully launched its LEO 3 satellite into orbit, and it has since replaced LEO 1.

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 unaudited interim condensed financial statements of Telesat.

On November 3, 2025, these financial statements were approved by the Audit Committee of the Board of Directors and authorized for issue.

**Telesat Corporation**  
**Notes to the Unaudited Interim Condensed Consolidated Financial Statements**  
**September 30, 2025**  
**(all amounts in thousands of Canadian dollars, except where otherwise noted)**

## **2. BASIS OF PRESENTATION**

### *Statement of Compliance*

The financial statements represent the interim financial statements of the Company, on a consolidated basis, prepared in accordance with International Accounting Standard 34, *Interim Financial Reporting* (“IAS 34”).

The financial statements should be read in conjunction with the December 31, 2024 consolidated financial statements of the Company. The financial statements use the same basis of presentation and accounting policies and critical accounting judgments and estimates as outlined in Notes 3 and 4 of the consolidated financial statements for the year ended December 31, 2024, with the exception of the changes outlined in Note 3, below.

The results of operations for the nine months ended September 30, 2025 are not necessarily indicative of the results that may be expected for the full fiscal year.

## **3. MATERIAL ACCOUNTING POLICY INFORMATION**

### *Orbital Slot Intangible Assets*

Prior to January 1, 2025, the Company’s accounting estimates concerning the appropriate useful economic lives of geostationary (“GEO”) 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 GEO 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.

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 GEO orbital slots is likely to decline over time, and management no longer believes that the existing GEO 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 GEO 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 International Accounting Standard 38, *Intangible Assets* (“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 September 30, 2025 was as follows:

<i>(in millions of dollars)</i>	\$	(25.7)
Intangible assets . . . . .	\$	(25.7)
Accumulated earnings . . . . .	\$	25.7

The impact on the statement of income (loss) for the three and nine months ended September 30, 2025, was as follows:

<i>(in millions of dollars)</i>	Three months ended September 30, 2025	Nine months ended September 30, 2025
Amortization . . . . .	\$ (8.5)	\$ (25.7)

**Telesat Corporation**  
**Notes to the Unaudited Interim Condensed Consolidated Financial Statements**  
**September 30, 2025**  
**(all amounts in thousands of Canadian dollars, except where otherwise noted)**

**3. MATERIAL ACCOUNTING POLICY INFORMATION (cont.)**

Under IFRS®, 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.

***Future Changes in Accounting Policies***

The International Accounting Standards Board (“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”) with the aim of improving companies’ reporting of financial performance and giving investors a better basis for analyzing and comparing companies.

IFRS 18 introduces three new sets of requirements:

- 1) Improved comparability in the statement of profit or loss (income statement) which introduces three defined categories for income and expenses: operating, investing and financing. These changes would require all companies to use the same structure of the income statement and provide new defined subtotals, including operating profit.
- 2) Enhanced transparency of management-defined performance measures which would require companies to disclose explanations of those company specific measures that are related to the income statement.
- 3) More useful grouping of information in the financial statements which provides enhanced guidance on how to organize information and whether to provide it in the primary financial statements or in the notes.

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

The Company is currently evaluating the impact of this new standard.

**4. 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.

**Telesat Corporation**  
**Notes to the Unaudited Interim Condensed Consolidated Financial Statements**  
**September 30, 2025**  
(all amounts in thousands of Canadian dollars, except where otherwise noted)

**4. SEGMENT INFORMATION (cont.)**

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:

<b>Nine months ended September 30, 2025</b>	<b>GEO</b>	<b>LEO</b>	<b>Other</b>	<b>Consolidated</b>
Revenue.....	\$ 321,395	\$ 2,520	\$ —	\$ 323,915
Operating expenses, net of share-based compensation and non-recurring items <sup>(1)</sup> .....	(97,353)	(50,728)	(2,923)	(151,004)
Adjusted EBITDA <sup>(1)</sup> .....	<u>\$ 224,042</u>	<u>\$ (48,208)</u>	<u>\$ (2,923)</u>	<u>\$ 172,911</u>
Share-based compensation .....				(8,610)
Non-recurring items <sup>(2)</sup> .....				(1,836)
Depreciation .....				(77,991)
Amortization.....				(33,852)
Other operating gains (losses), net .....				4,070
Operating income .....				54,692
Interest expense.....				(164,492)
Interest and other income .....				18,760
Gain on repurchase of debt.....				6,896
Gain (loss) on changes in fair value of financial instruments.....				(109,780)
Gain (loss) on foreign exchange.....				84,808
Income (loss) before income taxes .....				(109,116)
Tax (expense) recovery .....				12,105
Net income (loss) .....				<u>\$ (97,011)</u>
Capital expenditures .....	<u>\$ 2,998</u>	<u>\$ 521,608</u>	<u>\$ —</u>	<u>\$ 524,606</u>
<b>Three months ended September 30, 2025</b>	<b>GEO</b>	<b>LEO</b>	<b>Other</b>	<b>Consolidated</b>
Revenue.....	\$ 100,515	\$ 545	\$ —	\$ 101,060
Operating expenses, net of share-based compensation and non-recurring items <sup>(1)</sup> .....	(36,765)	(16,476)	(979)	(54,220)
Adjusted EBITDA <sup>(1)</sup> .....	<u>\$ 63,750</u>	<u>\$ (15,931)</u>	<u>\$ (979)</u>	<u>\$ 46,840</u>
Share-based compensation .....				(3,018)
Non-recurring items <sup>(2)</sup> .....				(614)
Depreciation .....				(26,168)
Amortization.....				(11,314)
Other operating gains (losses), net .....				251
Operating income .....				5,977
Interest expense.....				(54,197)
Interest and other income .....				5,718
Gain on repurchase of debt.....				—
Gain (loss) on changes in fair value of financial instruments.....				(63,120)
Gain (loss) on foreign exchange.....				(32,282)
Income (loss) before income taxes .....				(137,904)
Tax (expense) recovery .....				16,821
Net income (loss) .....				<u>\$ (121,083)</u>
Capital expenditures .....	<u>\$ 739</u>	<u>\$ 139,097</u>	<u>\$ —</u>	<u>\$ 139,836</u>

**Telesat Corporation**  
**Notes to the Unaudited Interim Condensed Consolidated Financial Statements**  
**September 30, 2025**  
(all amounts in thousands of Canadian dollars, except where otherwise noted)

**4. SEGMENT INFORMATION (cont.)**

<b>Nine months ended September 30, 2024</b>	<b>GEO</b>	<b>LEO</b>	<b>Other</b>	<b>Consolidated</b>
Revenue.....	\$ 429,404	\$ 13,645	\$ —	\$ 443,049
Operating expenses, net of share-based compensation and non-recurring items <sup>(1)</sup> .....	(83,435)	(46,556)	(2,770)	(132,761)
Adjusted EBITDA <sup>(1)</sup> .....	<u>\$ 345,969</u>	<u>\$ (32,911)</u>	<u>\$ (2,770)</u>	<u>\$ 310,288</u>
Share-based compensation .....				(14,504)
Non-recurring items <sup>(2)</sup> .....				(2,065)
Depreciation .....				(100,272)
Amortization.....				(8,438)
Other operating gains (losses), net .....				2,254
Operating income .....				187,263
Interest expense.....				(185,815)
Interest and other income .....				57,033
Gain on repurchase of debt.....				193,690
Gain (loss) on foreign exchange.....				(67,215)
Income (loss) before income taxes .....				184,956
Tax (expense) recovery .....				(40,192)
Net income (loss) .....				\$ 144,764
Capital expenditures .....	<u>\$ 4,041</u>	<u>\$ 656,632</u>	<u>\$ —</u>	<u>\$ 660,673</u>
<b>Three months ended September 30, 2024</b>	<b>GEO</b>	<b>LEO</b>	<b>Other</b>	<b>Consolidated</b>
Revenue.....	\$ 137,337	\$ 1,104	\$ —	\$ 138,441
Operating expenses, net of share-based compensation and non-recurring items <sup>(1)</sup> .....	(26,869)	(13,686)	(1,642)	(42,197)
Adjusted EBITDA <sup>(1)</sup> .....	<u>\$ 110,468</u>	<u>\$ (12,582)</u>	<u>\$ (1,642)</u>	<u>\$ 96,244</u>
Share-based compensation .....				(3,061)
Non-recurring items <sup>(2)</sup> .....				(677)
Depreciation .....				(32,233)
Amortization.....				(2,807)
Other operating gains (losses), net .....				2,272
Operating income .....				59,738
Interest expense.....				(59,443)
Interest and other income .....				15,668
Gain on repurchase of debt.....				21,368
Gain (loss) on foreign exchange.....				35,675
Income (loss) before income taxes .....				73,006
Tax (expense) recovery .....				(5,164)
Net income (loss) .....				\$ 67,842
Capital expenditures .....	<u>\$ 1,753</u>	<u>\$ 324,653</u>	<u>\$ —</u>	<u>\$ 326,406</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 payments include severance payments and special compensation and benefits for executives and employees.

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**4. 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 was as follows:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Broadcast.....	\$ 48,615	\$ 71,949	\$ 154,897	\$ 217,923
Enterprise .....	50,503	63,133	159,936	203,096
Consulting and other.....	1,942	3,359	9,082	22,030
<b>Revenue .....</b>	<b>\$ 101,060</b>	<b>\$ 138,441</b>	<b>\$ 323,915</b>	<b>\$ 443,049</b>

***Operating Segments***

Revenue derived from the GEO operating segment was as follows:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Broadcast.....	\$ 48,615	\$ 71,949	\$ 154,897	\$ 217,923
Enterprise .....	50,503	63,133	159,936	203,096
Consulting and other.....	1,397	2,255	6,562	8,385
<b>Revenue .....</b>	<b>\$ 100,515</b>	<b>\$ 137,337</b>	<b>\$ 321,395</b>	<b>\$ 429,404</b>

Revenue derived from the LEO operating segment was as follows:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Consulting and other.....	\$ 545	\$ 1,104	\$ 2,520	\$ 13,645
<b>Revenue .....</b>	<b>\$ 545</b>	<b>\$ 1,104</b>	<b>\$ 2,520</b>	<b>\$ 13,645</b>

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**4. SEGMENT INFORMATION (cont.)**

*Equipment sales*

Equipment sales included within the various services were as follows:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
	\$	\$	\$	\$
Broadcast . . . . .	\$ 1	—	\$ 1	—
Enterprise . . . . .	334	339	1,686	6,029
<b>Equipment sales . . . . .</b>	<b>\$ 335</b>	<b>\$ 339</b>	<b>\$ 1,687</b>	<b>\$ 6,029</b>

All revenue from equipment sales relate to the GEO segment.

*Geographic Information*

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

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
	\$	\$	\$	\$
Canada . . . . .	\$ 55,063	\$ 64,333	\$ 169,850	\$ 200,873
United States . . . . .	28,942	50,815	99,750	167,974
Latin America & Caribbean . . . . .	7,483	9,293	22,606	27,366
Europe, Middle East & Africa . . . . .	7,225	8,077	21,906	24,079
Asia & Australia . . . . .	2,347	5,923	9,803	22,757
<b>Revenue . . . . .</b>	<b>\$ 101,060</b>	<b>\$ 138,441</b>	<b>\$ 323,915</b>	<b>\$ 443,049</b>

For the three and nine months ended September 30, 2025 and 2024, the revenue from the LEO segment was from the United States.

The satellites and intangible assets have been classified based on ownership. Satellites, property and other equipment, and intangible assets by geographic region were allocated as follows:

As at,	September 30, 2025	December 31, 2024
Canada . . . . .	\$ 2,331,339	\$ 1,903,673
United Kingdom . . . . .	303,509	349,619
United States . . . . .	12,916	14,964
Europe, Middle East & Africa (excluding United Kingdom) . . . . .	4,477	7,427
All others . . . . .	1,378	1,460
<b>Satellites, property and other equipment . . . . .</b>	<b>\$ 2,653,619</b>	<b>\$ 2,277,143</b>

As at,	September 30, 2025	December 31, 2024
Canada . . . . .	\$ 445,897	\$ 477,221
United States . . . . .	6,334	7,896
Latin America & Caribbean . . . . .	8,720	8,817
All others . . . . .	452	3,532
<b>Intangible assets . . . . .</b>	<b>\$ 461,403</b>	<b>\$ 497,466</b>

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**4. SEGMENT INFORMATION (cont.)**

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

As at,	September 30, 2025	December 31, 2024
Canada .....	\$ 370,461	\$ 516,507
United States .....	25,964	—
<b>Other long-term assets</b> .....	<b>\$ 396,425</b>	<b>\$ 516,507</b>

Goodwill was not allocated to geographic regions.

**Major Customers**

For the three and nine months ended September 30, 2025 and 2024, there were two significant customers each representing more than 10% of consolidated revenue.

**5. OPERATING EXPENSES**

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Compensation and employee benefits <sup>(a)</sup> . . .	\$ 22,439	\$ 22,085	\$ 70,065	\$ 75,756
Other operating expenses <sup>(b)</sup> . . .	30,641	17,636	75,551	45,572
Cost of sales <sup>(c)</sup> . . .	4,772	6,214	15,834	28,002
<b>Operating expenses</b> . . .	<b>\$ 57,852</b>	<b>\$ 45,935</b>	<b>\$ 161,450</b>	<b>\$ 149,330</b>

- (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 the three and nine months ended September 30, 2025 included \$0.5 million and \$1.5 million of leases not capitalized due to exemptions and variable lease payments not included in the measurement of the lease liabilities (three and nine months ended September 30, 2024 — \$0.4 million and \$1.5 million).
- (c) Cost of sales included the cost of third-party satellite capacity, the cost of equipment sales and other costs directly attributable to fulfilling the Company's obligations under customer contracts.

**6. OTHER OPERATING GAINS (LOSSES), NET**

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Gain (loss) on disposal of assets . . .	\$ 21	\$ (348)	\$ 3,840	\$ (366)
Gain on disposal of subsidiaries . . .	230	2,620	230	2,620
<b>Other operating gains (losses), net</b> . . .	<b>\$ 251</b>	<b>\$ 2,272</b>	<b>\$ 4,070</b>	<b>\$ 2,254</b>

***Gain on disposal of a subsidiary***

In July 2025, Telesat completed the final tranche of the sale of Infosat to a third party. Proceeds of \$1.3 million included the final instalment of the purchase price of \$0.3 million, and a working capital adjustment of \$1.0 million.

Cash flows associated with the disposal in the three and nine months ended September 30, 2025 was \$0.2 million.

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**7. INTEREST EXPENSE**

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Interest on indebtedness .....	\$ 58,919	\$ 55,455	\$ 172,824	\$ 173,411
Interest on satellite performance incentive payments .....	227	278	716	881
Interest on significant financing component .....	2,993	3,371	9,372	10,518
Interest on employee benefit plans, net .....	(268)	(38)	(801)	(116)
Interest on leases .....	523	377	1,558	1,121
Capitalized interest .....	(8,197)	—	(19,177)	—
<b>Interest expense .....</b>	<b><u>\$ 54,197</u></b>	<b><u>\$ 59,443</u></b>	<b><u>\$ 164,492</u></b>	<b><u>\$ 185,815</u></b>

**8. INCOME TAXES**

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Current tax expense (recovery) .....	\$ (5,636)	\$ 10,988	\$ 8,834	\$ 50,094
Deferred tax expense (recovery) .....	(11,185)	(5,824)	(20,939)	(9,902)
<b>Tax expense (recovery) .....</b>	<b><u>\$ (16,821)</u></b>	<b><u>\$ 5,164</u></b>	<b><u>\$ (12,105)</u></b>	<b><u>\$ 40,192</u></b>

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:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Income (loss) before tax .....	\$ (137,904)	\$ 73,006	\$ (109,116)	\$ 184,956
Multiplied by the statutory income tax rates .....	26.39%	26.40%	26.39%	26.40%
	(36,393)	19,274	(28,796)	48,828
Income tax recorded at rates different from the Canadian tax rate .....	(521)	(578)	(5,216)	(8,452)
Permanent differences .....	9,581	(8,626)	12,615	(10,895)
Effect of temporary differences not recognized as deferred tax assets .....	16,984	(5,568)	4,217	12,994
Foreign taxes .....	(36)	—	(170)	—
Change in estimates related to prior periods .....	36	(293)	126	(255)
Foreign exchange .....	(6,569)	1,065	4,608	(1,972)
Other .....	97	(110)	511	(56)
<b>Tax expense (recovery) .....</b>	<b><u>\$ (16,821)</u></b>	<b><u>\$ 5,164</u></b>	<b><u>\$ (12,105)</u></b>	<b><u>\$ 40,192</u></b>
<b>Effective income tax rate .....</b>	<b><u>12.20%</u></b>	<b><u>7.07%</u></b>	<b><u>11.09%</u></b>	<b><u>21.73%</u></b>

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**9. SATELLITES, PROPERTY AND OTHER EQUIPMENT**

For the nine months ended September 30, 2025, the Company had additions of \$524.6 million (nine months ended September 30, 2024 — \$660.7 million) primarily related to acquisitions associated with the LEO program.

**10. GOODWILL AND INTANGIBLE ASSETS**

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 on the orbital slots are summarized below.

	Orbital slots (indefinite life)	Orbital slots (finite life)	Total
<b>Cost as at January 1, 2025</b>	\$ 611,173	\$ —	\$ 611,173
Transfer to finite life	(611,173)	611,173	—
Impact of foreign exchange	—	(392)	(392)
<b>Cost as at September 30, 2025</b>	<u>\$ 610,781</u>	<u>\$ 610,781</u>	<u>\$ 610,781</u>
<b>Accumulated impairment as at January 1, 2025</b>	\$ (258,877)	\$ —	\$ (258,877)
Transfer to finite life	258,877	(258,877)	—
Amortization	—	(25,713)	(25,713)
Impact of foreign exchange	—	113	113
<b>Accumulated amortization as at September 30, 2025</b>	<u>\$ (284,477)</u>	<u>\$ (284,477)</u>	<u>\$ (284,477)</u>
<b>Net carrying values</b>			
<b>As at December 31, 2024</b>	\$ 352,296	\$ —	\$ 352,296
<b>As at September 30, 2025</b>	\$ —	\$ 326,304	\$ 326,304

During the nine-months ended September 30, 2025, we reviewed the most sensitive assumptions to determine whether or not there were any changes in the assumptions from the valuation that was performed at the end of 2024. Based upon this review, there were no significant changes to the assumptions from the valuation that was performed at the end of 2024, and as such there was no impairment on goodwill, orbital slots or trade name.

**11. LEASE LIABILITIES**

The expected undiscounted contractual cash flows of the lease liabilities as at September 30, 2025 were as follows:

Remainder	2025	2026	2027	2028	2029	Thereafter	Total
	\$ 1,105	\$ 4,854	\$ 4,793	\$ 4,651	\$ 4,959	\$ 38,268	\$ 58,630

The undiscounted contractual cash flows included \$17.9 million of interest payments.

In addition, there were certain leases which were signed but not capitalized as at September 30, 2025. Based upon the assessed lease term, the expected undiscounted cash flows totaled \$41.8 million.

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**12. INDEBTEDNESS**

As at,		September 30, 2025	December 31, 2024
Senior Secured Credit Facilities			
Term Loan B – U.S. Facility <sup>(1)</sup>			
(September 30, 2025 and December 31, 2024 – US\$1,320,531) . . . . .	\$ 1,838,179	\$ 1,889,451	
2027 Senior Unsecured Notes <sup>(2)</sup>			
(September 30, 2025 – US\$213,035 and December 31, 2024 – US\$221,250) . . .	296,545	318,246	
2026 Senior Secured Notes <sup>(3)</sup>			
(September 30, 2025 and December 31, 2024 – US\$387,047) . . . . .	538,769	566,728	
2027 Senior Secured Notes <sup>(4)</sup>			
(September 30, 2025 and December 31, 2024 – US\$224,995) . . . . .	313,192	323,633	
Government of Canada Telesat Lightspeed Financing <sup>(5)</sup> . . . . .	355,111	—	
Government of Quebec Telesat Lightspeed Financing <sup>(5)</sup> . . . . .	66,376	—	
	<u>3,408,172</u>	<u>3,098,058</u>	
Deferred financing costs, prepayment options, warrants and loss on repayment . . .	(99,040)	(1,443)	
	<u>3,309,132</u>	<u>3,096,615</u>	
Less: current indebtedness . . . . .		<u>—</u>	<u>—</u>
<b>Long-term indebtedness</b> . . . . .		<b>\$ 3,309,132</b>	<b>\$ 3,096,615</b>

- (1) On December 6, 2019, Telesat Canada entered into a new amended and restated Credit Agreement 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 are comprised of two tranches — a revolving credit facility of up to \$200.0 million US dollars which matured in December 2024 and Term Loan B — U.S. Facility of US\$1,908.5 million maturing in December 2026. During the nine months ended September 30, 2024, Telesat repurchased a portion of Term Loan B — U.S. Facility with a principal amount of \$121.1 million (US\$88.7 million) in exchange for \$61.1 million (US\$44.8 million). Of this balance, Telesat repurchased a portion of Term Loan B — U.S. Facility in the three months ended September 30, 2024 with a principal amount of \$40.9 million (US\$30.0 million) in exchange for \$19.4 million (US\$14.3 million).
- (2) On October 11, 2019, Telesat Canada issued, through a private placement, US\$550 million of 6.5% Senior Unsecured Notes, maturing in October 2027 (“2027 Senior Unsecured Notes”). During the nine months ended September 30, 2025, Telesat 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). There were no repurchases during the three months ended September 30, 2025. During the three and nine months ended September 30, 2024, Telesat 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).
- (3) On April 27, 2021, Telesat Canada issued, through a private placement, US\$500 million in aggregate principal amount of 5.625% Senior Secured Notes maturing in December 2026 (“2026 Senior Secured Notes”). During the three and nine months ended September 30, 2024, Telesat 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). There were no repurchases during the three and nine months ended September 30, 2025.
- (4) On December 6, 2019, Telesat Canada issued, through a private placement, US\$400 million 4.875% Senior Secured Notes, maturing in June 2027 (“2027 Senior Secured Notes”). During the nine months ended September 30, 2024, Telesat 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). There were no repurchases during the three and nine months ended September 30, 2025 or the three months ended September 30, 2024.
- (5) On September 13, 2024, Telesat LEO 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”). Three advances were received during the nine months ended September 30, 2025 totaling \$341.2 million from the Government of Canada and \$63.8 million from the Government of Quebec. One advance was received in the three months ended September 30, 2025 totaling \$54.7 million from the Government of Canada and \$10.3 million from the Government of Quebec. The debt balances include \$16.3 million of interest that was added to the principal balance of the loan. On October 29, 2025, Telesat LEO received an additional advance of \$113.7 million from the Government of Canada and \$21.3 million from the Government of Quebec.

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**12. INDEBTEDNESS (cont.)**

***Telesat Lightspeed Financing Warrants***

During 2024, as consideration for making available the loan facility, Telesat LEO entered into agreements with the lenders that irrevocably grant warrants equivalent to 11.87% of the equity of Telesat LEO on a fully diluted basis (“Telesat Lightspeed Financing Warrants”), which were fair valued upon the completion of the conditions precedent. In connection with a corporate reorganization of Telesat LEO completed in September 2025, the Telesat Lightspeed Financing Warrants became exercisable for 11.87% of the limited partnership units of a Lightspeed LEO Limited Partnership which holds all of the Telesat LEO shares.

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), at any time after the second anniversary of the original date of issuance of the warrants (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. 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 19).

***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 nine months ended September 30, 2025 is as follows:

	<b>Telesat Lightspeed Financing Warrants</b>	<b>Debt issue costs</b>	<b>Total</b>
<b>As at December 31, 2024</b>	\$ 617,476	\$ 37,468	\$ 654,944
Transferred to debt issue costs	(96,352)	(6,023)	(102,375)
Additions	—	1,000	1,000
Impact of foreign exchange	(18,847)	(1,034)	(19,881)
<b>As at September 30, 2025</b>	<b>\$ 502,277</b>	<b>\$ 31,411</b>	<b>\$ 533,688</b>

**13. SHARE CAPITAL**

The Class A Common shares together with the Class B Variable Voting shares represent Telesat 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 together represent Telesat Corporation Shares (“Telesat Corporation Shares”).

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

	<b>September 30, 2025</b>		<b>December 31, 2024</b>	
	<b>Number of shares</b>	<b>Stated value</b>	<b>Number of shares</b>	<b>Stated value</b>
Telesat Public Shares	14,685,375	\$ 62,190	14,080,010	\$ 52,742
Class C Shares	112,841	6,340	112,841	6,340
	<b>14,798,216</b>	<b>\$ 68,530</b>	<b>14,192,851</b>	<b>\$ 59,082</b>

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**13. SHARE CAPITAL (cont.)**

The breakdown of the number of shares of Telesat Public Shares, as at September 30, 2025, was as follows:

Telesat Public shares		
Class A Common shares .....	3,955,135	
Class B Variable Voting shares .....	10,730,240	
Total Telesat Public shares .....	<u>14,685,375</u>	

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.

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 September 30, 2025 and December 31, 2024. The voting rights of the Special Voting Shares and the Golden Share are more fully described in the Company's Annual Report filed on Form 20-F for the year ended December 31, 2024 that can be obtained on the SEC's website at <https://www.sec.gov> and on the SEDAR+ at <https://www.sedarplus.ca>.

During the nine months ended September 30, 2025, 450,054 Restricted Share Units ("RSUs") were settled for 226,724 Telesat Public Shares, on a net settlement basis (nine months ended September 30, 2024 — 741,633 RSUs were settled for 356,127 Telesat Public Shares, on a net settlement basis).

During the nine months ended September 30, 2024, 12,434 Deferred Share Units ("DSUs") were settled for an equal number of Telesat Public Shares. There were no settlements of DSUs in the nine months ended September 30, 2025.

During the nine months ended September 30, 2025, 187,349 Performance Share Units ("PSUs") were settled for 103,678 Telesat Public Shares, on a net settlement basis (nine months ended September 30, 2024 — 93,896 PSUs were settled for 67,281 Telesat Public Shares, on a net settlement basis).

During the nine months ended September 30, 2025, 252,079 Telesat Public Shares were issued in exchange for an equal number of Limited Partnership units ("LP Units") in Telesat Partnership LP (the "Partnership"). There were no settlements of exchanges of LP Units for Telesat Public Shares in the nine months ended September 30, 2024.

During the nine months ended September 30, 2025, 22,884 stock options were exercised in exchange for an equal number of Telesat Public Shares (nine months ended September 30, 2024 — 6,743).

The number and stated value of the outstanding LP Units of the Partnership as at September 30, 2025 and December 31, 2024 were as follows:

	<b>September 30, 2025</b>		<b>December 31, 2024</b>	
	<b>Number of shares</b>	<b>Stated value</b>	<b>Number of shares</b>	<b>Stated value</b>
Class A and Class B LP Units.....	18,069,713	\$ 49,451	18,321,792	\$ 50,141
Class C LP Units.....	18,098,362	38,893	18,098,362	38,893
	<u>36,168,075</u>	<u>\$ 88,344</u>	<u>36,420,154</u>	<u>\$ 89,034</u>

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

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**14. NON-CONTROLLING INTEREST**

Non-controlling interests represent equity interests in the Partnership that are not attributable to the Company. As at September 30, 2025, Telesat 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%).

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

**15. SHARE-BASED COMPENSATION PLANS**

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 changes in number of time vesting stock options outstanding and their weighted average exercise price under the Omnibus Plan and Historic Plan have been summarized below:

	<b>Historic plan</b>		<b>Omnibus Plan</b>	
	<b>Number of options</b>	<b>Weighted average exercise price</b>	<b>Number of options</b>	<b>Weighted average exercise price</b>
Outstanding, January 1, 2025 .....	52,628	\$ 70.83	773,178	\$ 13.35
Forfeited .....	—	\$ —	(15,684)	\$ 11.89
Exercised.....	—	\$ —	(22,884)	\$ 13.38
Outstanding September 30, 2025 .....	<u>52,628</u>	<u>\$ 70.83</u>	<u>734,610</u>	<u>\$ 13.38</u>

The movement under the Historic Plan was as follows:

	<b>RSUs with time and performance criteria</b>
Outstanding, January 1, 2025 .....	124,080
Forfeited .....	—
Outstanding, September 30, 2025.....	<u>124,080</u>

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**15. SHARE-BASED COMPENSATION PLANS (cont.)**

The movement under the Omnibus Plan was as follows:

	RSUs with time criteria	PSUs with time and performance criteria	DSUs
Outstanding, January 1, 2025 .....	964,705	555,162	189,434
Granted .....	257,510	204,939	33,591
Settled .....	(450,054)	(187,349)	—
Forfeited .....	(49,474)	(31,437)	—
Outstanding, September 30, 2025 .....	<u>722,687</u>	<u>541,315</u>	<u>223,025</u>

**16. 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 period.

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:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Net income (loss) attributable to Telesat Corporation Shares .....	\$ (35,269)	\$ 17,901	\$ (29,811)	\$ 38,591
Effect of diluted securities .....	—	1,852	—	3,789
Diluted net income (loss) attributable to Telesat Corporation Shares .....	<u>\$ (35,269)</u>	<u>\$ 19,753</u>	<u>\$ (29,811)</u>	<u>\$ 42,380</u>

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

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Basic total weighted average number of Telesat Corporation Shares outstanding ..	14,797,243	14,046,257	14,592,627	13,888,334
Effect of diluted securities				
Stock options .....	—	48,137	—	18,437
RSUs .....	—	1,173,594	—	1,194,740
DSUs .....	—	168,020	—	148,120
PSUs .....	—	623,096	—	563,924
Diluted total weighted average number of Telesat Corporation Shares outstanding ..	<u>14,797,243</u>	<u>16,059,104</u>	<u>14,592,627</u>	<u>15,813,555</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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## 17. 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 nine months ended September 30, 2025, the Company recorded \$2.6 million relating to the agreement (nine months ended September 30, 2024 — \$12.3 million).

Of the amount recorded in the nine months ended September 30, 2025, no amount was recorded as a reduction to satellites, property and other equipment and \$2.6 million was recorded as a reduction to operating expenses (nine months ended September 30, 2024 — \$3.8 million was recorded as a reduction to satellites, property and other equipment and \$8.5 million was recorded as a reduction to operating expenses).

## 18. CAPITAL DISCLOSURES

The Company's financial strategy is designed to maintain compliance with the financial covenant under its Telesat Canada Debt and Telesat Lightspeed Financing 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 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, warrants and loss on repayment as defined in Note 12).

The Company's capital was as follows:

As at	September 30, 2025	December 31, 2024
Shareholders' equity (excluding reserves) . . . . .	\$ 520,655	\$ 526,415
Non-controlling interest . . . . .	\$ 1,580,999	\$ 1,786,425
Debt financing (excluding deferred financing costs, prepayment options, warrants and loss on repayment) . . . . .	\$ 3,408,172	\$ 3,098,058

The Company's operating results are tracked against budget and this analysis is reviewed by senior management.

## 19. 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 September 30, 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 September 30, 2025, the maximum exposure to credit risk is equal to the carrying value of the financial assets which totaled \$553.9 million (December 31, 2024 — \$721.3 million).

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**19. FINANCIAL INSTRUMENTS (cont.)**

The following table provides breakdown by maturity of financial assets as at September 30, 2025:

	<b>Carrying amount</b>	<b>Contractual cash flows</b>					
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Thereafter</b>
Cash and cash equivalents . . .	\$ 482,605	\$ 482,605	\$ —	\$ —	\$ —	\$ —	\$ —
Trade and other receivables, excluding deferred receivables . . . . .	47,422	47,422	—	—	—	—	—
Deferred receivables . . . . .	22,276	2,228	15,968	949	828	768	1,535
Other financial assets . . . . .	1,593	442	—	—	—	—	1,151
	<b>\$ 553,896</b>	<b>\$ 532,697</b>	<b>\$ 15,968</b>	<b>\$ 949</b>	<b>\$ 828</b>	<b>\$ 768</b>	<b>\$ 2,686</b>

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 September 30, 2025, North American and International customers made up 64% and 36% 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 September 30, 2025 was \$13.7 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 September 30, 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 \$2,986.7 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 September 30, 2025, the derivative liabilities and indebtedness had balances of \$726.9 million and \$421.5 million, respectively (December 31, 2024 — \$617.1 million and \$Nil, respectively), with \$502.3 million recorded against deferred charges (December 31, 2024 — \$617.5 million).

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**19. FINANCIAL INSTRUMENTS (cont.)**

As at September 30, 2025, the impact of a 5 percent increase (decrease) in the value of the U.S. dollar against the Canadian dollar on financial assets and liabilities would have decreased (increased) net income (loss) by \$89.6 million (December 31, 2024 — \$185.0 million) and increased (decreased) other comprehensive income (loss) by \$47.2 million (December 31, 2024 — \$13.4 million). This analysis assumes that all other variables, in particular interest rates, remain constant.

*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 \$1.4 million and \$4.0 million for three and nine months ended September 30, 2025 (three and nine months ended September 30, 2024 — \$1.2 million and \$3.5 million), excluding any impact from the capitalization of interest tied to the Telesat Lightspeed Financing.

*Liquidity risk*

The Company maintains a strong liquidity position supported by sufficient working capital and access to committed borrowing agreements to meet current and foreseeable financial requirements.

The contractual maturities of financial liabilities as at September 30, 2025 were as follows:

	<b>Carrying amount</b>	<b>Contractual cash flows (undiscounted)</b>	<b>Remaining 2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Thereafter</b>
Trade and other payables.....	\$ 111,577	\$ 111,577	\$ 111,577	\$ —	\$ —	\$ —	\$ —	\$ —
Customer and other deposits .....	1,380	1,380	610	475	—	—	—	295
Satellite performance incentive payments ..	12,776	15,214	863	3,485	2,663	2,545	2,545	3,113
Derivative liabilities ...	726,941	726,941	—	—	—	—	—	726,941
Other financial liabilities .....	2,414	2,414	2,414	—	—	—	—	—
<b>Indebtedness<sup>(1)</sup>.....</b>	<b><u>3,444,032</u></b>	<b><u>7,173,074</u></b>	<b><u>78,078</u></b>	<b><u>2,567,396</u></b>	<b><u>636,647</u></b>	<b><u>223,349</u></b>	<b><u>489,789</u></b>	<b><u>3,177,815</u></b>
	<b><u>\$4,299,120</u></b>	<b><u>\$ 8,030,600</u></b>	<b><u>\$ 193,542</u></b>	<b><u>\$ 2,571,356</u></b>	<b><u>\$ 639,310</u></b>	<b><u>\$ 225,894</u></b>	<b><u>\$ 492,334</u></b>	<b><u>\$ 3,908,164</u></b>

(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:

	<b>Interest payable</b>	<b>Interest payments</b>
Satellite performance incentive payments .....	\$ 38	\$ 2,476
Indebtedness .....	\$ 35,860	\$ 1,258,233

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**19. 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:

<b>As at September 30, 2025</b>	<b>Amortized cost</b>	<b>Fair value</b>		<b>Fair value hierarchy</b>
		<b>through profit or loss</b>	<b>Fair value</b>	
Cash and cash equivalents.....	\$ 482,605	\$ —	\$ 482,605	Level 1
Trade and other receivables.....	53,187	—	53,187	(1)
Other current financial assets.....	442	—	442	Level 1
Other long-term financial assets.....	17,662	—	17,662	Level 1
Trade and other payables.....	(111,577)	—	(111,577)	(1)
Other current financial liabilities .....	(41,537)	—	(41,571)	Level 2
Other long-term financial liabilities.....	(10,894)	(726,941)	(737,642)	Level 2, Level 3
Indebtedness <sup>(2)</sup> .....	(3,408,172)	—	(2,628,199)	Level 2
	<b>\$ (3,018,284)</b>	<b>\$ (726,941)</b>	<b>\$ (2,965,093)</b>	

  

<b>As at December 31, 2024</b>	<b>Amortized cost</b>	<b>Fair value</b>		<b>Fair value hierarchy</b>
		<b>through profit or loss</b>	<b>Fair value</b>	
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 <sup>(2)</sup> .....	(3,098,058)	—	(1,688,023)	Level 2
	<b>\$ (2,574,912)</b>	<b>\$ (617,135)</b>	<b>\$ (1,782,207)</b>	

(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, warrants and loss on prepayment (December 31, 2024 — 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 of the Non-Obligors. The Telesat Lightspeed Financing is secured by substantially all of the assets relating to the Telesat Lightspeed business which assets are held by the Non-Obligors.

**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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**19. 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 September 30, 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 September 30, 2025 and December 31, 2024, the discount rate used was 7.2%.

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:

	<b>September 30, 2025</b>	<b>December 31, 2024</b>
Term Loan B – U.S. Facility – Senior Secured Credit Facilities . . . . .	79.50%	55.88%
2027 Senior Unsecured Notes . . . . .	49.64%	40.66%
2027 Senior Secured Notes . . . . .	77.13%	56.10%
2026 Senior Secured Notes . . . . .	80.44%	56.72%
Telesat Lightspeed Financing . . . . .	81.77%	—%

*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 September 30, 2025 ranged from 3.86% to 4.29% (December 31, 2024 — 4.37% to 4.63%).

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**19. 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.

For the nine-months ended September 30, 2025, the value of the Telesat Financing Warrants was as follows:

	<b>Government of Canada</b>	<b>Government of Quebec</b>	<b>Total</b>
<b>As at December 31, 2024</b>	\$ 519,948	\$ 97,187	\$ 617,135
Change in fair value	92,492	17,288	109,780
Impact of foreign exchange	21	4	25
<b>As at September 30, 2025</b>	<u>\$ 612,461</u>	<u>114,479</u>	<u>726,940</u>

**20. EMPLOYEE BENEFIT PLANS**

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

	<b>Pension Plans</b>			<b>Other Post-employment Benefit Plans</b>		
	<b>Canadian</b>	<b>US</b>	<b>Total</b>	<b>Canadian</b>	<b>US</b>	<b>Total</b>
<b>Three months ended September 30, 2025</b>						
Consolidated statements of income (loss)						
Operating expenses	\$ 1,062	\$ 132	\$ 1,194	\$ 167	\$ —	\$ 167
Interest (income) expense	\$ (624)	\$ 35	\$ (589)	\$ 263	\$ 58	\$ 321
<b>Three months ended September 30, 2024</b>						
Consolidated statements of income (loss)						
Operating expenses	\$ 1,088	\$ 177	\$ 1,265	\$ 146	\$ —	\$ 146
Interest (income) expense	\$ (419)	\$ 100	\$ (319)	\$ 234	\$ 47	\$ 281
<b>Nine months ended September 30, 2025</b>						
Consolidated statements of income (loss)						
Operating expenses	\$ 3,184	\$ 403	\$ 3,587	\$ 502	\$ —	\$ 502
Interest (income) expense	\$ (1,856)	\$ 106	\$ (1,750)	\$ 790	\$ 159	\$ 949
<b>Nine months ended September 30, 2024</b>						
Consolidated statements of income (loss)						
Operating expenses	\$ 3,262	\$ 530	\$ 3,792	\$ 440	\$ —	\$ 440
Interest (income) expense	\$ (1,261)	\$ 301	\$ (960)	\$ 704	\$ 140	\$ 844

No amounts were recorded on the statements of comprehensive income (loss) for the three and nine months ended September 30, 2025 or 2024.

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**20. EMPLOYEE BENEFIT PLANS (cont.)**

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

	Pension Plans			Other Post-employment Benefit Plans		
	Canadian	US	Total	Canadian	US	Total
<b>As at September 30, 2025</b>						
Included in other long-term liabilities .....	\$ 42,793	\$ 2,510	\$ 45,303	\$ 23,136	\$ 3,498	\$ 26,634
Included in other long-term assets .....	\$ 99,762	\$ —	\$ 99,762	\$ —	\$ —	\$ —
<b>As at December 31, 2024</b>						
Included in other long-term liabilities .....	\$ 41,540	\$ 2,993	\$ 44,533	\$ 22,394	\$ 3,547	\$ 25,941
Included in other long-term assets .....	\$ 99,554	\$ —	\$ 99,554	\$ —	\$ —	\$ —

**21. SUPPLEMENTAL CASH FLOW INFORMATION**

Cash and cash equivalents were comprised of the following:

<b>As at September 30,</b>		<b>2025</b>	<b>2024</b>
Cash .....		\$ 467,090	\$ 1,064,174
Short-term investments <sup>(1)</sup> .....		15,515	13,225
<b>Cash and cash equivalents.</b> .....		<b>\$ 482,605</b>	<b>\$ 1,077,399</b>

(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:

<b>Nine months ended September 30,</b>		<b>2025</b>	<b>2024</b>
Income taxes paid .....		\$ (10,720)	\$ (48,644)
Income taxes received .....		18,984	8,094
<b>\$ 8,264</b>		<b>\$ (40,550)</b>	

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

<b>Nine months ended September 30,</b>		<b>2025</b>	<b>2024</b>
Interest paid .....		\$ (138,238)	\$ (159,319)
Interest received .....		15,489	59,757
<b>\$ (122,749)</b>		<b>\$ (99,562)</b>	

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**21. SUPPLEMENTAL CASH FLOW INFORMATION (cont.)**

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

	<b>Indebtedness</b>	<b>Satellite performance incentive payments</b>	<b>Lease liabilities</b>
Balance as at January 1, 2025.....	\$ 3,096,615	\$ 15,060	\$ 33,375
Cash inflows.....	404,996	—	—
Cash outflows.....	(4,501)	(1,400)	(2,175)
Amortization of deferred financing costs, prepayment options, warrants and loss on repayment .....	3,692	—	—
Gain on repurchase of debt.....	(6,896)	—	—
Interest paid.....	—	—	(1,558)
Interest accrued.....	16,481	—	1,558
Non-cash transfer from deferred charges to indebtedness of debt issue costs and warrants .....	(102,375)	—	—
Non-cash transfers .....	—	(430)	—
Non-cash additions .....	—	—	9,491
Impact of foreign exchange.....	(98,880)	(492)	31
<b>Balance as at September 30, 2025 .....</b>	<b>\$ 3,309,132</b>	<b>\$ 12,738</b>	<b>\$ 40,722</b>

	<b>Indebtedness</b>	<b>Satellite performance incentive payments</b>	<b>Lease liabilities</b>
Balance as at January 1, 2024.....	\$ 3,197,019	\$ 18,271	\$ 33,339
Cash outflows.....	(147,908)	(2,971)	(1,808)
Amortization of deferred financing costs, prepayment options and loss on repayment .....	822	—	—
Gain on repurchase of debt.....	(193,690)	—	—
Non-cash additions .....	—	—	2,099
Interest paid.....	—	—	(1,121)
Interest accrued.....	—	—	1,121
Impact of foreign exchange.....	71,952	417	(95)
<b>Balance as at September 30, 2024 .....</b>	<b>\$ 2,928,195</b>	<b>\$ 15,717</b>	<b>\$ 33,535</b>

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

<b>Nine months ended September 30,</b>	<b>2025</b>	<b>2024</b>
Trade and other receivables.....	\$ 102,749	\$ (5,236)
Financial assets .....	(8,120)	890
Other assets .....	(53,635)	(62,758)
Trade and other payables.....	1,833	(1,304)
Financial liabilities .....	321	(915)
Other liabilities .....	32,093	(6,324)
	<b>\$ 75,241</b>	<b>\$ (75,647)</b>

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**21. SUPPLEMENTAL CASH FLOW INFORMATION (cont.)**

Non-cash investing activities were comprised of:

<b>Nine months ended September 30,</b>	<b>2025</b>	<b>2024</b>
Satellites, property and other equipment .....	\$ 87,936	\$ 120,914
Disposal of a subsidiary .....	\$ (1,232)	\$ (2,677)

**22. COMMITMENTS AND CONTINGENT LIABILITIES**

The following were the Company's off-balance sheet contractual obligations as at September 30, 2025:

	<b>Remaining</b>						<b>Total</b>
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Thereafter</b>	
Property leases .....	\$ 502	\$ 1,312	\$ 1,209	\$ 1,209	\$ 1,209	\$ 12,898	\$ 18,339
Capital commitments .....	477,471	5,568	6,264	—	—	—	489,303
Other operating commitments .....	<u>12,332</u>	<u>14,262</u>	<u>11,261</u>	<u>10,822</u>	<u>11,854</u>	<u>41,367</u>	<u>101,898</u>
	<u><u>\$ 490,305</u></u>	<u><u>\$ 21,142</u></u>	<u><u>\$ 18,734</u></u>	<u><u>\$ 12,031</u></u>	<u><u>\$ 13,063</u></u>	<u><u>\$ 54,265</u></u>	<u><u>\$ 609,540</u></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 2025 to 2045.

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 development of the Telesat Lightspeed constellation and other capital expenditures. The outstanding commitments as at September 30, 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 September 30, 2025, customer prepayments of \$202.5 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.

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 Public Sector Pension Investment Board ("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 to become a public company in 2021, (b) certain losses with regard to Loral Space & Communications Inc. ("Loral") and out-of-pocket expenses of Loral and (c) certain tax matters.

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**22. COMMITMENTS AND CONTINGENT LIABILITIES (cont.)**

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 \$112.2 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.

Other than the legal proceedings disclosed above and in Note 34 of the Company's December 31, 2024 consolidated financial statements, the Company is not aware of any proceedings outstanding or threatened as at 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.

**23. 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**

Compensation of the Company's executives consists of short-term benefits (including salaries), post-employment benefits and share-based compensation. Compensation of the Company's Board level directors consists of cash and share-based compensation. The transactions have been entered into with the Company in the normal course of operations.

**Transactions with related parties**

There were no transactions or balances with Red Isle Private Investments Inc. or MHR 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 three and nine months ended September 30, 2025 were \$0.7 million and \$1.7 million (three and nine months ended September 30, 2024 — \$3.0 million and \$4.3 million).

The Company funds certain defined contribution pension plans. Contributions made to the plans for the three and nine months ended September 30, 2025 were \$0.6 million and \$1.7 million (three and nine months ended September 30, 2024 — \$0.4 million and \$1.2 million).