

ITEM 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

The following management's discussion and analysis (the "MD&A") should be read in conjunction with Telesat Corporation's unaudited interim condensed consolidated financial statements and the related notes for the three and six month periods ended June 30, 2025.

As used in this MD&A, unless the context states or requires otherwise, references to "Telesat," "Company," "we," "our" and "us" refer to Telesat Corporation and its subsidiaries. Unless the context states or requires otherwise, reference herein to "the consolidated financial statements" or "the financial statements" or similar terms refer to Telesat Corporation's unaudited interim condensed consolidated financial statements included herein.

All figures reported in this MD&A are in Canadian dollars, except where we indicate otherwise, and are referenced as "\$" and "dollars".

This MD&A contains a translation of some Canadian dollar amounts into United States dollars at specified exchange rates solely for your convenience. All references to "US\$" and "U.S. dollar" refer to United States dollars.

The financial statements presented herein have been prepared in accordance with International Accounting Standards 34, Interim Financial Reporting.

Certain totals, subtotals and percentages may not reconcile due to rounding.

The information contained in this MD&A takes into account information available up to August 5, 2025, unless otherwise noted.

This MD&A makes reference to certain non-IFRS Accounting Standards measures, namely, Adjusted EBITDA, Adjusted EBITDA margin and Consolidated EBITDA. These measures are not recognized measures under IFRS® Accounting Standards and do not have a standardized meaning prescribed by IFRS Accounting Standards and are therefore unlikely to be comparable to similar measures presented by other companies. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS Accounting Standards. Rather, these non-IFRS Accounting Standards measures are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS Accounting Standards measures. We also believe that securities analysts, investors and other interested parties frequently use non-IFRS Accounting Standards measures in the evaluation of issuers. Our management also uses non-IFRS Accounting Standards measures in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and forecasts and to determine components of management compensation. For a reconciliation of the non-IFRS Accounting Standards measure to the most closely comparable IFRS Accounting Standards measure, see below under the heading "Non-IFRS Accounting Standards Measures".

FORWARD LOOKING STATEMENTS

This MD&A contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. When used in this MD&A, the words "believes," "expects," "plans," "may," "will," "would," "could," "should," "anticipates," "estimates," "project," "intend" or "outlook" or other variations of these words or other similar expressions are intended to identify forward-looking statements and information. In addition, Telesat or its representatives have made or may make forward-looking statements, orally or in writing, which may be included in, but are not limited to, various filings made from time to time with the U.S. Securities and Exchange Commission ("SEC") and Canadian securities regulatory authorities, and press releases or oral statements made with the approval of an authorized executive officer of Telesat. Statements containing forward-looking information are not historical facts nor assurances of future performance but instead represent management's expectations, estimates and projections regarding future events or circumstances.

These forward-looking statements and other forward-looking information are based on our opinions, estimates and assumptions in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we currently believe are appropriate and reasonable in the circumstances. Actual results may differ materially from anticipated results as a result of certain risks and uncertainties described. The results are not limited to the risks listed below and, in the section, entitled "Risk Factors" included in Telesat Corporation's Annual Report on Form 20-F for the year ended December 31, 2024 (the "Annual Report"), which were filed with the

SEC and the Canadian securities regulatory authorities on March 27, 2025 and our quarterly report on Form 6-K filed on May 6, 2025. The Annual Report and Form 6-Ks can be obtained on the SEC's website at <https://www.sec.gov> and the System for Electronic Document Analysis and Retrieval ("SEDAR+") at <https://www.sedarplus.ca>. There may be additional risks of which we are not presently aware or that we currently believe are immaterial which could have an adverse impact on our business. We make no commitment to revise or update any forward-looking statements in order to reflect events or circumstances that may change, except where we are expressly required to do so by law.

Factors that could cause actual results to differ from those projected include, but are not limited to (1) risks associated with financial factors, including swings in the global financial markets, tariffs, increases in interest rates, fluctuations in foreign exchange rates, and access to capital; (2) risks associated with satellite services, including dependence on large customers, launch delays and failures, in-orbit failures and competition; (3) risks and uncertainties associated with Telesat Lightspeed, including overcoming technological challenges, access to spectrum and markets, governmental restrictions or regulations, the impact of inflation on development costs and financing, raising sufficient capital to design and implement the system and competition from other low earth orbit systems; (4) regulatory risks, such as the effect of industry and government regulations that affect Telesat; and (5) other risks. The foregoing list of important factors is not exclusive. Furthermore, Telesat operates in an industry sector where securities values may be volatile and may be influenced by economic and other factors beyond Telesat's control.

These factors should not be construed as exhaustive and should be read with the other cautionary statements in this MD&A. These forward-looking statements are based on our current expectations, estimates, forecasts and projections about our business and the industry in which we operate and management's beliefs and assumptions, and are not guarantees of future performance or development and involve known and unknown risks, uncertainties and other factors that are in some cases beyond our control. As a result, any or all of our forward-looking statements in this MD&A may turn out to be inaccurate.

Comparisons of results for current and any prior periods are not intended to express any future trends or indications of future performance, unless specifically expressed as such, and should only be viewed as historical data. These forward-looking statements speak only as at the date of this MD&A. Except as required by law, we assume no obligation to update or revise these forward-looking statements for any reason, even if new information becomes available in the future. You should, however, review the factors and risks we describe in the reports we will file from time to time with the SEC and the Canadian securities regulatory authorities, after the date of this MD&A.

This MD&A contains estimates, projections, market research and other information concerning our industry, our business, and the markets for our services. Information that is based on estimates, forecasts, projections, market research or similar methodologies is inherently subject to uncertainties, and actual events or circumstances may differ materially from events and circumstances that are assumed in this information.

Unless otherwise expressly stated, we obtained this industry, business, market and other data from our own internal estimates and research as well as from reports, research surveys, studies and similar data prepared by market research firms and other third parties, industry and general publications, government data and similar sources.

In addition, assumptions and estimates of our and our industry's future performance are necessarily subject to a high degree of uncertainty and risk due to a variety of factors, including those described in the section of our Annual Report entitled "Risk Factors" and our report on Form 6-K filed on May 6, 2025. These and other factors could cause our future performance to differ materially from our assumptions and estimates.

Any references to forward-looking statements in this MD&A include forward-looking information within the meaning of applicable Canadian securities laws.

Additional information regarding the Company, including the Annual Report, can be obtained on the SEC's website at <https://www.sec.gov> and on SEDAR+ at <https://www.sedarplus.ca>.

OVERVIEW OF THE BUSINESS

We are a leading global satellite services operator, providing our customers with mission-critical communications services since the start of the satellite communications industry in the 1960s. Through a combination of advanced satellites and ground facilities and a highly expert and dedicated staff, our communications solutions support the requirements of sophisticated satellite users throughout the world. We are organized into two operating segments: low earth orbit (“LEO”) and geostationary orbit (“GEO”) and other. We provide our services through three business categories: Broadcast, Enterprise and Consulting and other.

The satellite services business is capital intensive and the build-out of a satellite fleet requires substantial time and investment. Once the investment in a satellite is made, the incremental costs to maintain and operate the satellite are relatively low over the life of the satellite, with the exception of in-orbit insurance.

As at June 30, 2025, we provided satellite services to customers from our fleet of 14 in-orbit GEO satellites, as well as our Canadian payload on the ViaSat-1 satellite. We also manage the operations of additional satellites for third parties.

We are building what we believe will be one of the world’s most advanced constellations of LEO satellites and integrated terrestrial infrastructure, called “Telesat Lightspeed” — a platform designed to revolutionize the provision of global broadband connectivity. In January 2018, our 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, we successfully launched our LEO 3 satellite into orbit, and it has since replaced LEO 1. We also deployed ground infrastructure to support testing with a variety of existing and prospective customers and potential suppliers of the Telesat Lightspeed system hardware.

In September 2024, Telesat LEO Inc. (“Telesat LEO”) completed financing agreements with the Government of Canada (“GoC”) and Government of Quebec (“GoQ”) for loans of \$2.14 billion and \$400 million, respectively, for the Telesat Lightspeed constellation (“Telesat Lightspeed Financing”). See “— Debt — Telesat Lightspeed Financing — Senior Secured Term Loan Facilities”, below.

Telesat and its affiliates operate satellites pursuant to authorizations granted by governments, including those of Canada, the United States, Brazil, the Kingdom of Tonga and the United Kingdom, to access and use certain geostationary orbital locations and associated spectrum resources. The use of these orbital locations, as well as our other operations, is subject to a variety of Canadian and international regulations.

Revenue

We earn most of our revenue by providing video and data services using satellite transponder capacity. We also earn revenue by providing ground-based transmit and receive services, selling equipment, managing satellite networks, and providing consulting services in the field of satellite communications.

We recognize revenue from satellite services on a monthly basis as services are performed in an amount that reflects the consideration we expect to receive in exchange for those services. We account 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.

Consulting revenue for cost plus contracts is recognized as the approved time and labor is completed by Telesat. We recognize consulting revenue for fixed price contracts using the input method to determine the progress towards complete satisfaction of the performance obligation. 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.

Expenses

Our operating expenses consist of labor and variable operating expenses which include in-orbit insurance and direct-billed expenses, such as third-party contractor services. As we further our Lightspeed development, we anticipate that our labor costs will continue to increase.

Interest expense is significant and arises principally from our: Senior Secured Credit Facilities comprised of two outstanding secured credit facilities, which include a revolving facility that matured in 2024 and Term Loan B (“U.S. TLB Facility”) maturing in 2026 (together, the “Senior Secured Credit Facilities”); 6.5% senior unsecured notes due in 2027 issued by Telesat Canada and Telesat LLC, as the co-issuer (the “2027 Senior Unsecured Notes”); 4.875% senior secured notes due in 2027 issued by Telesat Canada and Telesat LLC, as the co-issuer (the “2027 Senior Secured Notes”); and 5.625% senior secured notes due in 2026 issued by Telesat Canada and Telesat LLC, as the co-issuer (the “2026 Senior Secured Notes”). The Senior Secured Credit Facilities, 2027 Senior Unsecured Notes, 2027 Senior Secured Notes and 2026 Senior Secured Notes are collectively known as “Telesat Canada Debt”.

We also incur significant interest on the Telesat Lightspeed Financing, which we expect to capitalize against the costs of the constellation until the constellation is in service.

Other significant operating expenses include the straight-line depreciation of the cost of each of our satellites over their useful lives and amortization expense related to various finite-life intangible assets.

FUTURE OUTLOOK

Our desirable spectrum rights, commitment to providing the highest level of customer service, deep technical expertise and culture of innovation have enabled us to successfully develop our business to date. Leveraging these strengths and building on our existing contractual backlog, our focus is on profitably growing our business by increasing the utilization of our in-orbit satellites and, in a disciplined manner, deploying expansion satellite capacity where we anticipate there will be strong market demand.

After decades of developing and successfully operating our GEO satellite services business, we are now poised to revolutionize the provision of global broadband connectivity by building what we believe will be one of the world’s most advanced constellations of LEO satellites and integrated terrestrial infrastructure, Telesat Lightspeed.

We believe we are well-positioned to serve our customers and the markets in which we participate. Although we pursue opportunities to develop new satellites, we do not procure additional or replacement satellites until we believe there is a demonstrated need and a sound business plan for such satellite capacity.

As we move through 2025, we remain focused on increasing the utilization of our existing satellites, the deployment of our global Telesat Lightspeed constellation, and identifying and pursuing opportunities to invest in expansion satellite capacity all while maintaining our operating discipline.

RESULTS OF OPERATIONS

Review of financial performance

Telesat Corporation’s net income for the three months ended June 30, 2025, was \$75.5 million compared to \$129.3 million for the same period in the prior year.

Telesat Corporation’s net income for the six months ended June 30, 2025, was \$24.1 million compared to \$76.9 million for the same period in the prior year.

The decreases for the three and six months ended June 30, 2025 were primarily due a decrease in revenues combined with a loss on the changes in the fair value of the derivative liabilities associated with the warrants issued in conjunction with the Telesat Lightspeed Financing and a lower gain on repurchase of debt compared to the same periods in the prior year. This was partially offset by a net positive variation in foreign exchange on the conversion of the U.S. dollar debt into Canadian dollars.

Below are the foreign exchange rates used for our interim condensed consolidated financial statements and this MD&A:

	Q1 2025	Q2 2025	Q2 YTD 2025	December 31, 2024	June 30, 2025
US\$ to \$ spot rate	—	—	—	1.4384	1.3608
US\$ to \$ average rates. . .	1.4344	1.3838	1.4091	—	—
	Q1 2024	Q2 2024	Q2 YTD 2024	December 31, 2023	June 30, 2024
US\$ to \$ spot rate	—	—	—	1.3243	1.3679
US\$ to \$ average rates. . .	1.3483	1.3682	1.3583	—	—

Revenue

	Three Months Ended June 30,		% Increase (Decrease)	Six Months Ended June 30,		% Increase (Decrease)
(\$ millions except percentages)	2025	2024		2025	2024	
Broadcast.	\$ 51.2	\$ 73.5	(30.3)%	\$ 106.3	\$ 146.0	(27.2)%
Enterprise	52.6	67.1	(21.6)%	109.4	140.0	(21.8)%
Consulting and other.	2.3	11.9	(80.7)%	7.1	18.7	(61.8)%
Revenue	\$ 106.1	\$ 152.4	(30.4)%	\$ 222.9	\$ 304.6	(26.8)%

Total revenue for the three months ended June 30, 2025 decreased by \$46.3 million to \$106.1 million, when compared to the same period in the prior year. Total revenue for the six months ended June 30, 2025 decreased by \$81.8 million to \$222.9 million, when compared to the same period in the prior year.

Revenue from Broadcast services decreased by \$22.2 million and \$39.7 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. These decreases in GEO revenue were mainly due to a lower rate on the renewal of a long-term agreement with a direct-to-home (“DTH”) customer in the fourth quarter of 2024 and the termination of service from another DTH customer in the third quarter of 2024.

Revenue from Enterprise services decreased by \$14.5 million and \$30.5 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. These decreases in GEO revenue were due to reductions of services to certain customers, in particular services for an Indonesian rural broadband program, combined with lower equipment sales to Canadian government customers.

Consulting and other revenue decreased by \$9.6 million and \$11.5 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The decreases were primarily due to lower LEO consulting services provided to NASA Goddard Space Flight Center.

Expenses

	Three Months Ended June 30,		% Increase (Decrease)	Six Months Ended June 30,		% Increase (Decrease)
(\$ millions except percentages)	2025	2024		2025	2024	
Depreciation	\$ 25.9	\$ 31.6	(18.1)%	\$ 51.8	\$ 68.0	(23.8)%
Amortization.	11.6	2.8	314.5%	22.5	5.6	300.2%
Operating expenses.	50.6	56.3	(10.2)%	103.6	103.4	(0.2)%
Other operating (gains) losses, net	0.1	—	100.0%	(3.8)	—	(100.0)%
Expenses.	\$ 88.2	\$ 90.8	(2.8)%	\$ 174.1	\$ 177.1	(1.7)%

Depreciation

Depreciation of satellites, property and other equipment decreased by \$5.7 million and \$16.2 million for the three and six months ended June 30, 2025, when compared to the same periods in the prior year. The decreases in depreciation were primarily due to the end of useful lives, for accounting purposes, of our Telstar 11N satellite in March 2024 and Nimiq 5 satellite in September 2024.

Amortization

Amortization of intangible assets increased by \$8.8 million and \$16.9 million for the three and six months ended June 30, 2025, when compared to the same periods in the prior year. The increases were primarily related to the amortization of orbital slots, which were transferred from indefinite life assets to finite life assets effective January 1, 2025.

Operating Expenses

(\$ millions except percentages)	Three Months Ended June 30,		% Increase (Decrease)	Six Months Ended June 30,		% Increase (Decrease)
	2025	2024		2025	2024	
Compensation and employee benefits	\$ 21.6	\$ 28.4	(24.0)%	\$ 47.6	\$ 53.7	(11.3)%
Other operating expenses	24.7	16.8	46.6%	44.9	27.9	60.8%
Cost of sales	4.3	11.1	(60.8)%	11.1	21.8	(49.2)%
Operating expenses	\$ 50.6	\$ 56.3	(10.2)%	\$ 103.6	\$ 103.4	(0.2)%

Total operating expenses decreased by \$5.7 million and increased by \$0.2 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year.

Compensation and employee benefits decreased by \$6.8 million and \$6.0 million for the three and six months ended June 30, 2025, respectively, in comparison to the same periods in the prior year. The decreases were primarily due to higher capitalized engineering related to LEO and lower share-based compensation which were partially offset by an increase in wages and benefits relating to the ramping up of LEO operations.

Other operating expenses increased by \$7.8 million and \$17.0 million for the three and six months ended June 30, 2025, respectively, in comparison to the same periods in the prior year. The increases were primarily due to higher GEO legal and professional fees and to an increase in software licensing costs associated with LEO.

Cost of sales decreased by \$6.7 million and \$10.7 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The decreases were primarily due to lower consulting costs tied to lower LEO consulting revenue from NASA Goddard Space Flight Center.

Interest Expense

(\$ millions except percentages)	Three Months Ended June 30,		% Increase (Decrease)	Six Months Ended June 30,		% Increase (Decrease)
	2025	2024		2025	2024	
Debt service costs	\$ 57.7	\$ 57.8	(0.6)%	\$ 113.9	\$ 118.0	(3.4)%
Interest on significant financing component	3.1	3.5	(12.2)%	6.4	7.1	(10.7)%
Interest on satellite performance incentive payments	0.2	0.3	(19.4)%	0.5	0.6	(18.9)%
Interest on employee benefit plans, net	(0.3)	—	100%	(0.5)	(0.1)	583.3%
Interest on leases	0.6	0.4	(57.5)%	1.0	0.7	39.1%
Capitalized interest	(7.5)	—	100%	(11.0)	—	100%
Interest expense	\$ 53.6	\$ 61.9	(13.4)%	\$ 110.3	\$ 126.4	(12.7)%

Interest expense included interest related to our debt, as well as interest related to our derivative instruments, significant financing components on certain revenue agreements, satellite performance incentive payments, employee benefit plans and leases.

Debt service costs, which included interest expense on indebtedness and derivative instruments, decreased by \$0.3 million and \$4.1 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The decreases in interest expense were primarily due to the impact of the repurchases of a portion of the U.S. TLB Facility, 2027 Senior Unsecured Notes, 2027 Senior Secured Notes, and 2026 Senior Secured Notes, as well as a decrease in interest rates on the U.S. TLB Facility. These decreases were partially offset by interest on the Telesat Lightspeed Financing under which first draws occurred in 2025.

Interest expense on significant financing component decreased by \$0.4 million and \$0.8 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The decreases in interest expense were primarily due to lower average prepayment balances.

Interest on satellite performance incentive payments decreased by \$0.1 million and \$0.1 million for the three and six months ended June 30, 2025 when compared to the same periods in the prior year, primarily due to declining balances of satellite performance incentive liabilities.

Interest expense on employee benefit plans decreased by \$0.2 million and \$0.5 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year.

Interest on leases increased by \$0.2 million and \$0.3 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The increases were due to new leases entered into related to Telesat Lightspeed.

Capitalized interest increased by \$7.5 million and \$11.0 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. Balances relate to interest capitalized to the Lightspeed constellation associated with the Telesat Lightspeed Financing.

Interest and Other Income

(\$ millions)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Interest and other income	\$ 6.8	\$ 20.2	\$ 13.0	\$ 41.4

Interest and other income decreased by \$13.4 million and \$28.3 million for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The decreases were primarily due to lower interest rates, lower average cash and cash equivalent balances combined with decreases in short term investments compared to the same periods in the prior year.

Foreign Exchange & Derivatives

(\$ millions)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Gain (loss) on changes in fair value of financial instruments.	\$ (13.2)	\$ —	\$ (46.7)	\$ —
Gain (loss) on foreign exchange	\$ 114.6	\$ (34.5)	\$ 117.1	\$ (102.9)

The loss on changes in fair value of financial instruments for the three and six months ended June 30, 2025 was \$13.2 and \$46.7 million. The loss on changes in fair value of financial instruments was due to the change in fair value of the derivative liabilities associated with the warrants issued in conjunction with the Telesat Lightspeed Financing. There was no gain (loss) on changes in fair value of financial instruments for the three and six months ended June 30, 2024.

The foreign exchange gain for the three and six months ended June 30, 2025, was \$114.6 million and \$117.1 million respectively, compared to a foreign exchange loss of \$34.5 million and \$102.9 million for the same period in the prior year, respectively, resulting in a positive change of \$149.1 million and \$220.0 million, respectively.

The gain for the three months ended June 30, 2025 was mainly the result of the variation of the U.S. dollar to Canadian dollar spot rate as at June 30, 2025 (\$1.3608), compared to the spot rate as at March 31, 2025 (\$1.4387) and the resulting impact on the translation of our U.S. dollar and Canadian dollar denominated indebtedness and our Canadian dollar derivative warrant liabilities.

The gain for the six months ended June 30, 2025 was mainly the result of the variation of the U.S. dollar to Canadian dollar spot rate as at June 30, 2025 (\$1.3608), compared to the spot rate as at December 31, 2024 (\$1.4384) and the resulting impact on the translation of our U.S. dollar and Canadian dollar denominated indebtedness and our Canadian dollar derivative warrant liabilities.

The loss for the three months ended June 30, 2024 was mainly the result of the variation of the U.S. dollar to Canadian dollar spot rate as at June 30, 2024 (\$1.3679), compared to the spot rate as at March 31, 2024 (\$1.3540), and the resulting impact on the translation of our U.S. dollar denominated indebtedness.

The loss for the six months ended June 30, 2024 was mainly the result of the variation of the U.S. dollar to Canadian dollar spot rate as at June 30, 2024 (\$1.3679), compared to the spot rate as at December 31, 2023 (\$1.3243), and the resulting impact on the translation of our U.S. dollar denominated indebtedness.

Income Taxes

(\$ millions)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Current tax expense (recovery)	\$ 12.0	\$ 31.2	\$ 14.5	\$ 39.1
Deferred tax expense (recovery)	(8.2)	(2.6)	(9.8)	(4.1)
Tax expense (recovery)	\$ 3.8	\$ 28.5	\$ 4.7	\$ 35.0

The tax expense decreased by \$24.7 million and \$30.3 million, for the three and six months ended June 30, 2025, respectively, when compared to the same periods in the prior year. The decrease for the three and six months ended June 30, 2025 was primarily due to a decrease in operating income and a lower gain on the repurchase of debt.

Backlog

Our backlog represents future cash inflows from capacity allocation or service delivery contracts. As of June 30, 2025, GEO backlog was \$0.9 billion and represents our expected future revenue from existing GEO service contracts (without discounting for present value) including any deferred revenue that we will recognize in the future in respect of cash already received. As of the date of this filing, the expected cash inflows from Telesat Lightspeed capacity allocation and service contracts (without discounting for present value) was \$1.0 billion.

Generally, following the successful launch of a satellite, if the satellite is operating nominally, our customers may only terminate their service agreements for satellite capacity by paying us all, or substantially all, of the payments that would have otherwise become due over the term of the service agreement. However, if certain of our existing satellites were to experience an in-orbit failure, or otherwise fail to operate as anticipated, our customers may be entitled to terminate their agreement, and we may be obligated to return all or a portion of the customer prepayments made under service agreements for that satellite and reduce the associated backlog. Any repayments under such conditions would be funded by insurance proceeds we may receive, cash on hand and short-term investments.

We expect our backlog as at June 30, 2025 to be recognized as follows:

(\$ millions)	Remaining 2025	2026	2027	2028	2029	Thereafter
Backlog	\$ 172.5	\$ 232.9	\$ 157.3	\$ 91.8	\$ 72.3	\$ 163.6

LIQUIDITY AND CAPITAL RESOURCES

Cash and Available Credit

As at June 30, 2025, we had \$547.4 million of cash and short-term investments, including \$330.8 million held in unrestricted subsidiaries. To finance the LEO constellation, we also have in aggregate \$2.2 billion of Telesat Lightspeed Financing available to draw, subject to certain conditions. As at June 30, 2025, we have drawn \$340 million against the Telesat Lightspeed Financing.

Cash Flows from Operating Activities

Cash flows from operating activities for the six months ended June 30, 2025 was \$108.3 million, a \$40.8 million increase compared to the same period in the prior year. The increase was primarily due to the collection of certain other receivables outstanding from December 2024, partially offset by the decline in revenue.

Cash Flows (used in) generated from Investing Activities

Cash used in investing activities for the six months ended June 30, 2025 was \$412.7 million. This consisted mainly of payments associated with the Telesat Lightspeed constellation.

Cash used in investing activities for the six months ended June 30, 2024 was \$219.9 million. This consisted mainly of payments associated with the Telesat Lightspeed constellation.

Cash Flows (used in) generated from Financing Activities

Cash generated from financing activities for the six months ended June 30, 2025 was \$324.4 million. This was primarily due to drawings under the Telesat Lightspeed Financing.

Cash used in financing activities for the six months ended June 30, 2024 was \$137.0 million. This was primarily due to the repurchase of a portion of the 2027 Senior Unsecured Notes, 2027 Senior Secured Notes, 2026 Senior Secured Notes and U.S. TLB Facility.

Government Grant

In 2019, we entered into an agreement with the GoC pursuant to which the GoC would contribute up to \$85.0 million to support the development of the Telesat Lightspeed constellation through the GoC Strategic Innovation Fund. In return for the grant, Telesat has made a number of commitments to the GoC, including commitments to conduct over \$200.0 million of research and development activities in Canada as well as to expand its Canadian workforce.

The costs that were incurred in connection with this program are summarized below:

(\$ millions)	Six months ended June 30, 2025	Year ended December 31, 2024
Satellites, property and other equipment	\$ 382.5	\$ 1,088.4
Operating expenses	34.5	77.4
Total costs incurred.	<u>\$ 417.0</u>	<u>\$ 1,165.8</u>

Total research and development costs for Telesat Lightspeed for the six months ended June 30, 2025 increased by \$46.9 million from \$370.1 million to \$417.0 million, when compared to the same period in the prior year.

The variation was primarily driven by a ramp in our investment in the Telesat Lightspeed program.

The following claims against the government grant have been made against the costs incurred associated with the program:

(\$ millions)	Six months ended June 30, 2025	Year ended December 31, 2024
Satellites, property and other equipment	\$ —	\$ 5.4
Operating expenses	1.3	8.0
Total claims	<u>\$ 1.3</u>	<u>\$ 13.4</u>

Liquidity

A large portion of our annual cash receipts are reasonably predictable because they are primarily derived from an existing backlog of long-term customer contracts. We believe cash and short-term investments as at June 30, 2025 and cash flows from operating activities will be adequate to meet our expected cash requirements for at least the next twelve months for activities in the normal course of business, including required interest and principal payments on our indebtedness and our capital requirements for our GEO business. Similarly, we believe our existing cash, cash flows from operating activities and drawings on our Telesat Lightspeed Financing will be adequate to cover the cost of the ongoing construction and global service deployment of the Telesat Lightspeed constellation for our LEO business.

We have from time to time used available cash to repurchase some of our existing debt. We may from time to time continue to seek to repay, repurchase, exchange, refinance or otherwise retire our existing debt in open market transactions, privately negotiated transactions, tender offers, exchange offers, pursuant to the term of debt or otherwise. We may also incur additional debt to fund such transactions or exchange existing debt for newly issued debt obligations or equity or equity-like securities. Such transactions, if any, will depend on prevailing market conditions, trading prices of debt from time to time, our liquidity requirements and cash position, contractual restrictions and other factors. The amount involved in any such transactions, individually or in the aggregate, may be material. We cannot provide any assurance as to if or when we will consummate any such transactions or the terms of any such transactions.

The construction of any satellite replacement or expansion program, including expansion of the Telesat Lightspeed constellation, will require significant capital expenditures. Cash required for any future satellite programs may be funded from a range of sources including: cash and short-term investments, cash flows generated from operating activities, cash flows from customer prepayments, export credit agency financing, vendor financing, equity investments, including through the issuance of public equity, additional secured or unsecured debt financing, and government sources. We may also raise additional funding for expansion of the Telesat Lightspeed constellation through the issuance of additional equity of, or debt at, our unrestricted subsidiaries which own, and will operate and commercialize, the Telesat Lightspeed constellation.

We may sell certain satellite assets and, in accordance with the terms and conditions of the Senior Secured Credit Facilities, reinvest the proceeds in replacement satellites or pay down indebtedness under the Senior Secured Credit Facilities. However, our ability to access these sources of funding is not guaranteed, and therefore, we may not be able to fully fund additional replacement or new satellite programs.

We are building our Telesat Lightspeed constellation in unrestricted subsidiaries (as defined in the credit agreement governing our Senior Secured Credit Facilities (the “Credit Agreement”) and indentures governing the 2027 Senior Unsecured Notes, 2027 Senior Secured Notes and 2026 Senior Secured Notes (together, the “Indentures”)), and intend to complete the deployment of and operate our Telesat Lightspeed constellation through current or future unrestricted subsidiaries.

DEBT

Senior Secured Credit Facilities

The obligations under the Credit Agreement and the guarantees of those obligations are secured, subject to certain exceptions, by a first priority security interest in the assets of Telesat Canada and certain of our subsidiaries (“Guarantors”). The Credit Agreement contains covenants that restrict 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. The Credit Agreement contains customary events of default and affirmative covenants, including an excess cash sweep, that may require us to repay a portion of the outstanding principal under our Senior Secured Credit Facilities prior to the stated maturity.

As of June 30, 2025, our Senior Secured Credit Facilities is comprised of the following facility:

Term Loan B — U.S. Facility

Telesat Canada’s Term Loan B — U.S. Facility is a US\$1,908.5 million facility maturing in December 2026. As at June 30, 2025, the outstanding balance was US\$1,320.5 million.

Effective May 9, 2023, Telesat Canada entered into the Amendment to the Credit Agreement. The 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 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.

The mandatory principal repayments on our U.S. TLB Facility are one quarter of 1.00% of the value of the loan, which must be paid on the last day of each quarter. There are currently no mandatory quarterly principal repayments required.

2027 Senior Secured Notes

Telesat Canada’s 2027 Senior Secured Notes, in the amount of US\$400.0 million, bear interest at an annual rate of 4.875% and are due in June 2027.

As at June 30, 2025, the balance outstanding was US\$225.0 million. The indenture governing the 2027 Senior Secured Notes includes covenants or terms that restrict our ability to, among other things, incur additional indebtedness, incur liens, pay dividends or make certain other restricted payments, investments or acquisitions, enter into certain transactions with affiliates, modify or cancel our satellite insurance and effect mergers with another entity, in each case subject to exceptions provided in the 2027 Senior Secured Notes indenture.

2026 Senior Secured Notes

In April 2021, we issued US\$500.0 million in aggregate principal amount of 2026 Senior Secured Notes which bear interest at an annual rate of 5.625% and are due in December 2026.

As at June 30, 2025, the balance outstanding was US\$387.0 million. The indenture governing the 2026 Senior Secured Notes includes covenants and terms that restrict our ability to, among other things, incur additional indebtedness, incur liens, pay dividends or make certain other restricted payments, investments or acquisitions, enter into certain transactions with affiliates, modify or cancel its satellite insurance, and effect mergers with another entity, in each case subject to exceptions provided in such indenture.

2027 Senior Unsecured Notes

Telesat Canada's 2027 Senior Unsecured Notes, in the original principal amount of US\$550.0 million, bear interest at an annual rate of 6.5% and are due in October 2027.

As at June 30, 2025, the balance outstanding was US\$213.0 million. The indenture governing the 2027 Senior Unsecured Notes includes covenants or terms that restrict our ability to, among other things, incur additional indebtedness, incur liens, pay dividends or make certain other restricted payments, investments or acquisitions, enter into certain transactions with affiliates, modify or cancel our satellite insurance and effect mergers with another entity, in each case subject to exceptions provided in the 2027 Senior Unsecured Notes indenture.

During the three and six months ended June 30, 2025, we 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 gain on repurchase of debt of \$6.9 million (US\$4.9 million). The repurchase also resulted in a write-off of the related debt issue costs and prepayment options.

Telesat Lightspeed Financing — Senior Secured Term Loan Facilities

To fund our Lightspeed LEO constellation, on September 13, 2024, Telesat LEO Inc. (a wholly owned unrestricted subsidiary of Telesat) entered into the Telesat Lightspeed Financing with the GoC and GoQ for senior secured non-revolving delayed draw term loan facilities in the principal amount of \$2,140 million and \$400 million, respectively.

The Telesat Lightspeed Financing carries a floating interest rate of 4.75% above the 3-month term CORRA on the outstanding drawn loan amount with a 15-year maturity. All interest accrued on the Telesat Lightspeed Financing 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.

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, we will also be required to make mandatory prepayment or repayment under certain circumstances including in cases when Telesat LEO Inc. has excess cash flow. The Telesat Lightspeed Financing also provides a full or partial prepayment option to Telesat LEO Inc.

The Telesat Lightspeed Financing includes both financial and non-financial covenants with which we must comply.

As consideration for the Telesat Lightspeed Financing, Telesat LEO Inc., before the initial draw on the loan, on November 15, 2024, entered into an agreement with the GoC and the GoQ which irrevocably granted warrants equivalent to 11.87% of common shares in the capital of Telesat LEO Inc. 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 issuance and up to 10 years from the issuance date (subject to certain terms and conditions of the warrant agreement) based upon an equity valuation of US\$3 billion for Telesat LEO Inc.

On initial recognition, the Telesat Lightspeed Financing Warrants were recorded against other current and long-term assets with the derivative recorded against other current and long-term financial liabilities. The initial fair value impact, as at November 15, 2024, of the Telesat Lightspeed Financing Warrants was \$604.3 million. As the drawdowns are made against the Telesat Lightspeed Financing, the proportional amount of the current and long-term assets are transferred to the debt issue costs against the long-term indebtedness. These balances are amortized to the statement of income (loss) using the effective interest method. The carrying amount against the indebtedness as of June 30, 2025 was \$76.8 million.

Debt issue costs of \$37.5 million were incurred in connection with the Telesat Lightspeed Financing. These balances are recorded against prepaid expenses and other current assets and 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 long-term assets are transferred to the debt issue costs against the long-term indebtedness. The liability is subsequently amortized using the effective interest method. The carrying amount against the indebtedness as of June 30, 2025 was \$4.8 million.

For the derivatives recorded against the current and long-term financial liabilities, the balances are marked to market at each reporting date thereafter in the statement of income (loss) as part of the gain (loss) on changes in fair value of financial instruments.

The Telesat Lightspeed Financing is secured by substantially all of the assets in our Unrestricted Subsidiaries. As at November 15, 2024, all conditions precedent to drawdown of the loans under the Telesat Lightspeed Financing were met.

As at June 30, 2025, \$349.5 million of the Telesat Lightspeed Financing was outstanding of which \$294.5 million and \$55.0 million was outstanding with the GoC and GoQ, respectively. The balance consists of \$340.0 million of draws combined with \$9.5 million of interest which was capitalized to the principal on the loan facility. The interest capitalized against the loan facility was split between \$8.0 million and \$1.5 million with the GoC and GoQ, respectively.

Covenant Compliance

As of the date hereof, we were in compliance with the financial covenants of our Telesat Canada Debt and the Telesat Lightspeed Financing.

Debt Service Cost

An estimate of the interest expense is based upon assumptions of foreign exchange rates, SOFR, CORRA and the applicable margins of our Senior Secured Credit Facilities. Our interest expense for the year ending December 31, 2025, is expected to be approximately \$201.5 million. Our interest expense for the Telesat Lightspeed Financing is expected to be \$31.2 million for the year ending December 31, 2025, which is anticipated to be capitalized against the assets under construction. The interest expense excludes the amortization of our deferred financing costs, prepayment options, warrants and loss on repayment.

Derivatives

We use, from time to time, interest rate and currency derivatives to manage our exposure to changes in interest rates and foreign exchange rates. As at June 30, 2025, there were no interest rate or currency derivatives that were outstanding.

We have embedded derivatives, on certain of our Telesat Canada debt, that are accounted for separately at fair value. These embedded derivatives are related to the prepayment option on our 2027 Senior Unsecured Notes, the prepayment option on our 2027 Senior Secured Notes and the prepayment option on our 2026 Senior Secured Notes. As at June 30, 2025, the fair value of the embedded derivative related to the prepayment option on our 2027 Senior Unsecured Notes, 2027 Senior Secured Notes and 2026 Senior Secured Notes was \$Nil.

In addition, we also have embedded derivatives associated with the Telesat Lightspeed Financing with the GoC and GoQ. As part of the Telesat Lightspeed Financing, Telesat LEO issued the Telesat Lightspeed Financing Warrants representing 11.87% of its total shares on a fully diluted basis, with standard anti-dilution adjustments.

At their inception on November 15, 2024, the fair value of the embedded derivatives with respect to the Telesat Lightspeed Financing Warrants was \$604.3 million. As at June 30, 2025, the fair value of the embedded derivatives was \$663.8 million.

The changes in the fair value of these embedded derivatives are recorded on our consolidated statements of income as a gain or loss on changes in fair value of financial instruments and are non-cash.

All derivative instruments are measured at 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, we determine 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 or frameworks and discounted cash flow analysis, using observable market-based inputs.

These estimates 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 our derivative instruments are not reflected in the fair values. The fair values also include an adjustment related to the counterparty credit risk. As a result, the fair values are not necessarily the net amounts that would be realized if these instruments were actually settled.

MARKET RISK

Credit Risk Related to Financial Instruments

Financial instruments that potentially subject us to a concentration of credit risk consist of cash and short-term investments, accounts receivable, derivative assets and other assets. Cash and short-term investments are invested with high quality financial institutions and are governed by our corporate investment policy, which aims to reduce credit risk by restricting investments to high-grade, mainly U.S. dollar and Canadian dollar denominated investments. Credit checks are performed to minimize exposure to any one customer. We are exposed to credit risk if counterparties to our derivative instruments are unable to meet their obligations. It is expected that these counterparties will be able to meet their obligations as they are institutions with strong credit ratings, but we continue to periodically monitor their credit risk and credit exposure.

Foreign Exchange Risk

Our 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 or in cases where transactions are in Canadian dollars where the functional currency is other than Canadian dollars. The most significant impact of variations in the exchange rate is on our U.S. dollar denominated indebtedness and cash and short-term investments combined with the Canadian dollar indebtedness and derivative liabilities held in a subsidiary with other than a Canadian functional currency. In addition, a portion of our revenue and expenses, as well as the majority of our capital expenditures are denominated in U.S. dollars. As a result, the volatility of the U.S. currency, and in certain cases Canadian currency, exposes us to foreign exchange risks.

For the three month period ended June 30, 2025, we recorded a mainly non-cash foreign exchange gain of approximately \$114.6 million due to a weaker U.S. to Canadian dollar spot rate (\$1.3608) compared to March 31, 2025 (\$1.4387).

For the three month period ended June 30, 2024, we recorded a mainly non-cash foreign exchange loss of approximately \$34.5 million due to a stronger U.S. to Canadian dollar spot rate (\$1.3679) compared to March 31, 2024 (\$1.3540).

For the six month period ended June 30, 2025, we recorded a mainly non-cash foreign exchange gain of approximately \$117.1 million due to a weaker U.S. to Canadian dollar spot rate (\$1.3608) compared to December 31, 2024 (\$1.4384).

For the six month period ended June 30, 2024, we recorded a mainly non-cash foreign exchange loss of approximately \$102.9 million due to a stronger U.S. to Canadian dollar spot rate (\$1.3679) compared to December 31, 2023 (\$1.3243).

The approximate amount of our revenue and certain expenses denominated in U.S. dollars, as a percentage of their overall balance, is summarized in the table below:

	Three months ended June 30, 2025	Six months ended June 30, 2025
Revenue.	45.1%	46.5%
Operating expenses	49.4%	48.1%
Interest on our indebtedness	87.0%	90.4%

We use, from time to time, currency derivative instruments to hedge the foreign exchange risk on our U.S. dollar denominated indebtedness. Our policy is that we do not use derivative instruments for speculative purposes. As at June 30, 2025, we have no currency derivative instruments.

A five percent increase (decrease) in the value of the U.S. dollar against the Canadian dollar would have (decreased) increased our net income (loss) as at June 30, 2025 by \$129.2 million and increased (decreased) our other comprehensive income by \$16.7 million. This would have also increased (decreased) our indebtedness by \$146.0 million.

A five percent increase (decrease) in the value of the U.S. dollar against the Canadian dollar would have increased (decreased) our cash and cash equivalents by \$20.3 million, increased (decreased) our net income (loss) by \$3.5 million and increased (decreased) our other comprehensive income (loss) by \$16.9 million as at and for the six months ended June 30, 2025.

A five percent increase (decrease) in the value of the U.S. dollar against the Canadian dollar would have increased (decreased) our revenue and certain expenses for the three and six months ended June 30, 2024, as summarized in the table below:

(\$ millions)	Three months ended June 30, 2025	Six months ended June 30, 2025
Revenue.	\$ 2.4	\$ 5.2
Operating expenses	\$ 1.2	\$ 2.5
Interest on our indebtedness	\$ 2.5	\$ 5.1

The sensitivity analyses above assume that all other variables remain constant.

Through our Telesat Canada U.S. dollar denominated indebtedness, we are exposed to foreign exchange fluctuations. The following table contains our existing U.S. dollar denominated indebtedness balances at the beginning of each respective period, which are net of our scheduled debt repayments, and based on the foreign exchange rate as at June 30, 2025.

(\$ millions, beginning of period)	Q3 2025	2026	2027	2028	2029
U.S. TLB Facility	\$ 1,797.0	\$ 1,797.0	\$ —	\$ —	\$ —
2027 Senior Unsecured Notes.	289.9	289.9	289.9	—	—
2026 Senior Secured Notes.	526.7	526.7	—	—	—
2027 Senior Secured Notes.	306.2	306.2	306.2	—	—
U.S. dollar denominated debt balances. . . .	\$ 2,919.7	\$ 2,919.7	\$ 596.1	\$ —	\$ —

Through our Telesat LEO Inc. Canadian dollar denominated indebtedness, we are exposed to foreign exchange fluctuations, as Telesat LEO Inc. has a functional currency other than Canadian dollars. The following table contains our existing and anticipated drawings on the Canadian dollar denominated indebtedness balances at the beginning of each respective period. The balances are net of our scheduled debt repayments.

(\$ millions, beginning of period)	Q3 2025	2026	2027	2028	2029	Thereafter
Lightspeed Financing Facilities	\$ 349.5	\$ 1,081.0	\$ 1,945.7	\$ 2,844.2	\$ 2,832.5	\$ 2,537.4

Interest Rate Risk

We are exposed to interest rate risk on our cash and short-term investments and on our indebtedness, a portion of the indebtedness which includes a variable interest rate. Changes in the interest rates could impact the amount of interest that we receive or are required to pay.

We use, from time to time, interest rate swaps to hedge the interest rate risk related to our indebtedness. Our policy is that we do not use derivative instruments for speculative purposes. As at June 30, 2025, we have no interest rate swaps.

If the interest rates on our variable rate debt increased (decreased) by 0.25%, the result would be a decrease (increase) of \$1.4 and \$2.6 million to our net income (loss) for three and six months ended June 30, 2025, excluding any impact from interest which would be capitalized against the Lightspeed constellation.

As at June 30, 2025, through our U.S. TLB Facility and our Lightspeed Financing Facilities we are exposed to interest rate fluctuations. The following table contains the balances at the beginning of each respective period, net of our scheduled repayments, and based on the foreign exchange rate as at June 30, 2025.

(\$ millions, beginning of period)	Q3 2025	2026	2027	2028	2029	Thereafter
U.S. TLB Facility	\$ 1,797.0	\$ 1,797.0	\$ —	\$ —	\$ —	\$ —
Lightspeed Financing Facilities ⁽¹⁾ . . .	349.5	1,081.0	1,945.7	2,844.2	2,832.5	2,537.4
Debt balances exposed to interest rate fluctuation	\$ 2,146.5	\$ 2,878.0	\$ 1,945.7	\$ 2,844.2	\$ 2,832.5	\$ 2,537.4

- (1) The contractual cash flows for Telesat Lightspeed Financing include anticipated future drawings and mandatory repayments against the loan.

Guarantees

In the normal course of business, we enter into agreements that provide for indemnification and guarantees to counterparties in transactions involving sales of assets, sales of services, purchases and development of assets, securitization agreements and operating leases. The nature of almost all of these indemnifications prevents us from making a reasonable estimate of the maximum potential amount that we could be required to pay counterparties. As a result, we cannot determine how they could affect future liquidity, capital resources or our credit risk profile. We have not made any significant payments under these indemnifications in the past. For more information, see Note 22 of our unaudited interim condensed consolidated financial statements.

NON-IFRS ACCOUNTING STANDARDS MEASURES

Adjusted EBITDA

Adjusted EBITDA and Adjusted EBITDA margin are non-IFRS Accounting Standards measures. EBITDA is defined as “Earnings Before Interest, Taxes, Depreciation and Amortization.” Adjusted EBITDA is used by management to measure our financial performance. 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 by management to measure our operating performance. Adjusted EBITDA margin is defined as the ratio of Adjusted EBITDA to revenue.

Adjusted EBITDA and Adjusted EBITDA margin are not standardized financial measures under IFRS Accounting Standards and might not be comparable to similar financial measures disclosed by other issuers. Adjusted EBITDA allows investors and us to compare our operating results with that of competitors exclusive of depreciation and amortization, interest and investment income, interest expense, taxes and certain other expenses. Financial results of competitors in the satellite services industry have significant variations that can result from timing of capital expenditures, the amount of intangible assets recorded, the differences in assets’ lives, the timing and amount of investments, the effects of other income (expense), and unusual and non-recurring items. The use of Adjusted EBITDA assists investors and us to compare operating results exclusive of these items. Competitors in the satellite services industry have significantly different capital structures. We believe that the use of Adjusted EBITDA improves comparability of performance by excluding interest expense.

We believe that the use of Adjusted EBITDA and the Adjusted EBITDA margin along with IFRS Accounting Standards financial measures enhances the understanding of our operating results and is useful to investors and us in comparing performance with competitors, estimating enterprise value and making investment decisions. Adjusted EBITDA and Adjusted EBITDA margin as used here may not be the same as similarly titled measures reported by competitors. Adjusted EBITDA and Adjusted EBITDA margin should be used in conjunction with IFRS Accounting Standards financial measures and are not presented as a substitute for cash flows from operations as a measure of our liquidity or as a substitute for net income (loss) as an indicator of our operating performance.

The following table provides a quantitative reconciliation of net income to Adjusted EBITDA and Adjusted EBITDA margin, each of which are non-IFRS Accounting Standards measures.

(\$ millions)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Net income (loss)	\$ 75.5	\$ 129.3	\$ 24.1	\$ 76.9
Tax expense (recovery)	3.8	28.5	4.7	35.0
(Gain) loss on foreign exchange	(114.6)	34.5	(117.1)	102.9
(Gain) loss on changes in fair value of financial instruments	13.2	—	46.7	—
Interest and other income	(6.8)	(20.2)	(13.0)	(41.4)
Interest expense	53.6	61.9	110.3	126.4
Gain on repurchase of debt	(6.9)	(172.3)	(6.9)	(172.3)
Depreciation	25.9	31.6	51.8	68.0
Amortization	11.6	2.8	22.5	5.6
Other operating (gains) losses, net	0.1	—	(3.8)	—
Non-recurring compensation expenses ⁽¹⁾	0.8	1.1	1.2	1.4
Non-cash expense related to share-based compensation	2.4	6.0	5.6	11.4
Adjusted EBITDA	\$ 58.7	\$ 103.3	\$ 126.1	\$ 214.0
Revenue	\$ 106.1	\$ 152.4	\$ 222.9	\$ 304.6
Adjusted EBITDA Margin	55.3%	67.8%	56.6%	70.3%

(1) Includes severance payments, special compensation and benefits for executives and employees.

Adjusted EBITDA for Telesat Corporation for the three and six month periods ended June 30, 2025, decreased by \$44.6 million and \$88.0 million, respectively, when compared to the same periods in the prior year. The decreases were primarily due to a decrease in revenue, as discussed above.

Consolidated EBITDA for Covenant Purposes

Under the terms of the Credit Agreement for our Senior Secured Credit Facilities, we are required to comply with a senior secured leverage ratio maintenance covenant as well as with other financial ratio covenants that impact, among other items, our ability to incur debt and make dividend payments.

Our Credit Agreement limits, among other items, our ability to incur debt and make dividend payments if the total leverage ratio is above 4.50:1.00, with certain exceptions. We refer to this total leverage ratio as the Consolidated Total Debt for Covenant Purposes to Consolidated EBITDA for the purposes of our Senior Secured Credit Facilities.

In addition, there are restrictions of the incurrence of secured debt which is measured by a senior secured leverage ratio of 4.25:1.00, tested quarterly. We refer to this senior secured leverage ratio as the Consolidated Total Secured Debt to Consolidated EBITDA for Covenant Purposes ratio.

Our Consolidated Earnings Before Interest, Taxes, Depreciation and Amortization for Covenant Purposes is defined as net income (loss) for Telesat Canada and Restricted Subsidiaries plus interest expense, net of cash interest income earned on cash and cash equivalents, depreciation expense, amortization expense, extraordinary losses and unusual and non-recurring charges, non-cash charges, any expenses or charges incurred in connection with any issuance of debt, any impairment charges or asset write off, foreign withholding taxes paid or accrued and non-cash charges

related to share-based compensation expense. Additional sums which may be added include projected cost savings from an acquisition and lost revenue which may have been earned by satellites that have been subject to an insured loss. Deductions which are made in calculating Consolidated EBITDA for Covenant Purposes include extraordinary, non-recurring gains and losses and non-cash gains and losses.

Further adjustments are made to account for income from Unrestricted Subsidiaries, and currency gains and losses (including non-cash gains or losses on derivative contracts). Unrestricted Subsidiaries are (a) any Subsidiary of Telesat that is formed or acquired after the closing date of the Credit Agreement, provided that such Subsidiary is designated as an Unrestricted Subsidiary, and (b) any Restricted Subsidiary subsequently re-designated as an Unrestricted Subsidiary.

Consolidated EBITDA for Covenant Purposes is not a presentation made in accordance with IFRS Accounting Standards, is not a measure of financial condition or profitability, and should not be considered as an alternative to (1) net income (loss) determined in accordance with IFRS Accounting Standards or (2) cash flows from operating activities determined in accordance with IFRS Accounting Standards. Additionally, Consolidated EBITDA for Covenant Purposes is not intended to be a measure of free cash flow for management's discretionary use as it does not include certain cash requirements for such items as interest payments, tax payments and debt service requirements. We believe that the inclusion of Consolidated EBITDA for Covenant Purposes herein is appropriate to provide additional information concerning the calculation of the financial ratio maintenance covenant and other covenants on our Senior Secured Credit Facilities. Consolidated EBITDA for Covenant Purposes is a material component of these covenants. Non-compliance with the financial ratio maintenance covenant contained in our Senior Secured Credit Facilities could result in the requirement to immediately repay all amounts outstanding. This presentation of Consolidated EBITDA for Covenant Purposes is not comparable to other similarly titled measures of other companies because not all companies use identical calculations of EBITDA. We believe the disclosure of the calculation of Consolidated EBITDA for Covenant Purposes provides information that is useful to an investor's understanding of our liquidity and financial flexibility.

The following is a reconciliation of net income (loss), which is an IFRS Accounting Standards measure of our operating results, to Consolidated EBITDA for Covenant Purposes, as defined in the Credit Agreement and the calculation of the ratio of Consolidated Total Secured Debt to Consolidated EBITDA for Covenant Purposes as defined in the Credit Agreement. The terms and related calculations are defined in the Credit Agreement, a copy of which is publicly available at <https://www.sec.gov>.

(in \$ millions)	Twelve months ended June 30, 2025
Net income (loss)	\$ (355.3)
Impact of unrestricted subsidiaries	182.4
Consolidated income for Covenant Purposes	(172.9)
<i>Plus:</i>	
Income taxes (Note 1)	(47.9)
Interest expense (Note 1)	206.9
Depreciation and amortization expense (Note 1)	136.4
Non-cash share-based compensation and pension expense (Note 1)	14.3
Other	15.3
<i>Increased (decreased) by:</i>	
Impairment	267.0
Gain on repurchase of debt	(37.1)
Non-cash (gains) losses resulting from changes in foreign exchange rates (Note 1)	(7.3)
Consolidated EBITDA for Covenant Purposes	\$ 374.6

Note 1: Adjustments for covenant purposes exclude certain specific expenses as defined in the Credit Agreement. As a result, these items in the covenant calculation do not reconcile to the financial statement line items.

Consolidated Total Secured Debt and Consolidated Debt for Covenant Purposes

Consolidated Total Debt for Covenant Purposes and Consolidated Total Secured Debt for Covenant Purposes are non-IFRS Accounting Standards measures. We believe that the inclusion of Consolidated Total Debt for Covenant Purposes and Consolidated Total Secured Debt for Covenant Purposes herein are appropriate to provide additional information concerning the calculation of the financial ratio maintenance and other covenants under our Senior Secured Credit Facilities and provides information that is useful to an investor's understanding of our compliance with these financial covenants.

The following is a reconciliation of our Consolidated Total Debt for Covenant Purposes and Consolidated Total Secured Debt for Covenant Purposes to Indebtedness:

(in \$ millions)	As at June 30, 2025
U.S. dollar denominated debt	
Term Loan B U.S. Facility (US\$)	\$ 1,320.5
2027 Senior Unsecured Notes (US\$)	213.0
2027 Senior Secured Notes (US\$)	225.0
2026 Senior Secured Notes (US\$)	387.0
	<u>2,145.6</u>
Foreign exchange adjustment	774.1
Subtotal	<u>2,919.7</u>
Deferred financing costs and prepayment options	(0.9)
Indebtedness	<u><u>\$ 2,918.7</u></u>
(in \$ millions)	
Indebtedness	\$ 2,918.7
Adjustments for covenant purposes:	
Deferred financing costs and prepayment options	0.9
Add: lease liabilities	<u>30.2</u>
Consolidated Total Debt	<u>2,949.9</u>
Less: Cash and cash equivalents (max. US\$100 million)	<u>(136.1)</u>
Consolidated Total Debt for Covenant Purposes	<u><u>\$ 2,813.8</u></u>
Consolidated Total Debt	<u>\$ 2,949.9</u>
Less: Unsecured debt (2027 Senior Unsecured Notes)	<u>(289.9)</u>
Consolidated Total Secured Debt	<u>2,660.0</u>
Less: Cash and cash equivalents (max. US\$100 million)	<u>(136.1)</u>
Consolidated Total Secured Debt for Covenant Purposes	<u><u>\$ 2,523.9</u></u>

As at June 30, 2025, the Consolidated Total Debt for Covenant Purposes to Consolidated EBITDA ratio, for the purposes of our Senior Secured Credit Facilities was 7.51:1.00. The Consolidated Total Secured Debt to Consolidated EBITDA for Covenant Purposes ratio, for the purposes of our Senior Secured Credit Facilities, was 6.74:1.00

The consolidated EBITDA for covenant purposes for the Senior Secured Credit Facilities for the twelve months ended June 30, 2024 was \$516.9 million. Detailed information of the calculation is included in Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations in the Telesat Corporation Quarterly Report for the three and six month periods ended June 30, 2024 on Form 6-K furnished with the SEC on August 14, 2024, which can be obtained on the SEC website at <https://www.sec.gov>.

As at the date hereof, we are in compliance with our debt covenants.

Unaudited Interim Condensed Consolidating Financial Information

The unaudited interim condensed consolidating financial information reflects the investments, using the equity method of accounting, of Telesat in the Issuers, of the Issuers in their respective Guarantor and Non-Guarantor subsidiaries, and of the Guarantors in their Non-Guarantor subsidiaries.

Balances of Telesat Partnership are inclusive of balances associated with Telesat Partnership LP, Telesat CanHold Corporation, Telesat Can ULC, Loral Space & Communications Inc. and Loral Skynet Corporation.

Unaudited Interim Condensed Consolidating Statements of Income (Loss) **For the three months ended June 30, 2025**

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Revenue	\$ —	\$ —	\$ —	\$ 83,094	\$ 50,713	\$ 546	\$ (28,247)	\$ 106,106
Operating expenses	(480)	(242)	—	(51,208)	(10,660)	(16,213)	28,247	(50,556)
Depreciation	—	—	—	(3,210)	(20,598)	(918)	(1,188)	(25,914)
Amortization	—	—	—	(62)	(9,655)	(83)	(1,839)	(11,639)
Other operating gains (losses), net	—	—	—	(8)	(50)	889	(962)	(131)
Operating income (loss)	(480)	(242)	—	28,606	9,750	(15,779)	(3,989)	17,866
Income (loss) from equity investments	118,574	118,405	—	(66,722)	961	—	(171,218)	—
Interest expense	(26)	(43)	—	(50,355)	(4,641)	(244)	1,678	(53,631)
Gain on repurchase of debt	—	—	—	6,896	—	—	—	6,896
Interest and other income (expense)	39	61	—	41,539	780	4,490	(40,075)	6,834
Gain (loss) on change in fair value of financial instruments	—	—	—	—	—	(13,248)	—	(13,248)
Gain (loss) on foreign exchange	(192)	(89)	—	162,748	84	(47,941)	—	114,610
Income (loss) before income taxes	117,915	118,092	—	122,712	6,934	(72,722)	(213,604)	79,327
Tax (expense) recovery	—	482	—	(4,307)	123	(96)	—	(3,798)
Net income (loss)	<u>\$ 117,915</u>	<u>\$ 118,574</u>	<u>\$ —</u>	<u>\$ 118,405</u>	<u>\$ 7,057</u>	<u>\$ (72,818)</u>	<u>\$ (213,604)</u>	<u>\$ 75,529</u>

Unaudited Interim Condensed Consolidating Statements of Comprehensive Income (Loss)
For the three months ended June 30, 2025

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Net income (loss) . .	\$ 117,915	\$ 118,574	\$ —	\$ 118,405	\$ 7,057	\$ (72,818)	\$ (213,604)	\$ 75,529
Other								
comprehensive income (loss) . . .								
Items that may be reclassified into profit or loss								
Foreign currency translation adjustments . .	663	(432)	—	(14,912)	1,538	(118,410)	(109,491)	(241,044)
Other								
comprehensive income (loss) from equity investments . .	(132,216)	(131,784)	—	(116,872)	(33,994)	—	414,866	—
Other								
comprehensive income (loss) . . .	(131,553)	(132,216)	—	(131,784)	(32,456)	(118,410)	305,375	(241,044)
Total comprehensive income (loss) . . .	<u>\$ (13,638)</u>	<u>\$ (13,642)</u>	<u>\$ —</u>	<u>\$ (13,379)</u>	<u>\$ (25,399)</u>	<u>\$ (191,228)</u>	<u>\$ 91,771</u>	<u>\$ (165,515)</u>

Unaudited Interim Condensed Consolidating Statements of Income (Loss)
For the six months ended June 30, 2025

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Revenue	\$ —	\$ —	\$ —	\$ 175,225	\$ 123,879	\$ 2,280	\$ (78,529)	\$ 222,855
Operating expenses	(1,922)	(469)	—	(125,113)	(20,250)	(34,373)	78,529	(103,598)
Depreciation	—	—	—	(6,474)	(42,346)	(1,576)	(1,427)	(51,823)
Amortization	—	—	—	(122)	(18,589)	(168)	(3,659)	(22,538)
Other operating gains (losses), net	—	—	—	3,942	(50)	889	(962)	3,819
Operating income (loss)	(1,922)	(469)	—	47,458	42,644	(32,948)	(6,048)	48,715
Income (loss) from equity investments	70,566	71,205	—	(82,558)	1,175	—	(60,388)	—
Interest expense	(54)	(87)	—	(103,727)	(8,735)	(340)	2,648	(110,295)
Gain on repurchase of debt	—	—	—	6,896	—	—	—	6,896
Interest and other income (expense)	50	109	—	43,855	1,362	8,637	(40,971)	13,042
Gain (loss) on change in fair value of financial instruments	—	—	—	—	—	(46,660)	—	(46,660)
Gain (loss) on foreign exchange	(197)	(88)	—	162,524	280	(45,429)	—	117,090
Income (loss) before income taxes	68,443	70,670	—	74,448	36,726	(116,740)	(104,759)	28,788
Tax (expense) recovery	—	(104)	—	(3,243)	(1,249)	(120)	—	(4,716)
Net income (loss) ..	<u>\$ 68,443</u>	<u>\$ 70,566</u>	<u>\$ —</u>	<u>\$ 71,205</u>	<u>\$ 35,477</u>	<u>\$ (116,860)</u>	<u>\$ (104,759)</u>	<u>\$ 24,072</u>

Unaudited Interim Condensed Consolidating Statements of Comprehensive Income (Loss)
For the six months ended June 30, 2025

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Net income (loss) . .	\$ 68,443	\$ 70,566	\$ —	\$ 71,205	\$ 35,477	\$ (116,860)	\$ (104,759)	\$ 24,072
Other								
comprehensive income (loss) . . .								
Items that may be reclassified into profit or loss								
Foreign currency translation adjustments . .	664	(433)	—	(14,829)	2,502	(118,126)	(109,070)	(239,292)
Other comprehensive income (loss) from equity investments . .	(130,886)	(130,453)	—	(115,624)	(33,856)	—	410,819	—
Other								
comprehensive income (loss) . . .	(130,222)	(130,886)	—	(130,453)	(31,354)	(118,126)	301,749	(239,292)
Total comprehensive income (loss) . . .	<u>\$ (61,779)</u>	<u>\$ (60,320)</u>	<u>\$ —</u>	<u>\$ (59,248)</u>	<u>\$ 4,123</u>	<u>\$ (234,986)</u>	<u>\$ 196,990</u>	<u>\$ (215,220)</u>

Unaudited Interim Condensed Consolidating Statements of Income (Loss)
For the three months ended June 30, 2024

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Revenue	\$ —	\$ —	\$ —	\$ 114,701	\$ 76,205	\$ 9,247	\$ (47,720)	\$ 152,433
Operating expenses	123	(312)	—	(69,458)	(16,462)	(17,894)	47,720	(56,283)
Depreciation	—	—	—	(2,856)	(22,558)	(451)	(5,779)	(31,644)
Amortization	—	—	—	(61)	(646)	(82)	(2,019)	(2,808)
Other operating gains (losses), net	—	—	—	(33)	—	—	—	(33)
Operating income (loss)	123	(312)	—	42,293	36,539	(9,180)	(7,798)	61,665
Income (loss) from equity investments	211,074	211,512	—	37,909	538	—	(461,033)	—
Interest expense	(27)	(107)	—	(59,350)	(3,246)	(1)	789	(61,942)
Gain on repurchase of debt	—	—	—	172,322	—	—	—	172,322
Interest and other income (expense)	10	45	—	76,608	2,194	16,298	(74,918)	20,237
Gain (loss) on foreign exchange	6	12	—	(33,108)	(127)	(1,260)	—	(34,477)
Income (loss) before income taxes	211,186	211,150	—	236,674	35,898	5,857	(542,960)	157,805
Tax (expense) recovery	—	(76)	—	(25,162)	(1,654)	(1,654)	—	(28,546)
Net income (loss)	<u>\$ 211,186</u>	<u>\$ 211,074</u>	<u>\$ —</u>	<u>\$ 211,512</u>	<u>\$ 34,244</u>	<u>\$ 4,203</u>	<u>\$ (542,960)</u>	<u>\$ 129,259</u>

Unaudited Interim Condensed Consolidating Statements of Comprehensive Income (Loss)
For the three months ended June 30, 2024

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Net income (loss) . .	\$ 211,186	\$ 211,074	\$ —	\$ 211,512	\$ 34,244	\$ 4,203	\$ (542,960)	\$ 129,259
Other								
comprehensive income (loss) . . .								
Items that may be reclassified into profit or loss								
Foreign currency translation adjustments . .	(82)	58	—	1,651	1,698	21,576	20,425	45,326
Other comprehensive income (loss) from equity investments . .	24,983	24,925	—	23,274	(6,044)	—	(67,138)	—
Other								
comprehensive income (loss) . . .	24,901	24,983	—	24,925	(4,346)	21,576	(46,713)	45,326
Total comprehensive income (loss) . . .	<u>\$ 236,087</u>	<u>\$ 236,057</u>	<u>\$ —</u>	<u>\$ 236,437</u>	<u>\$ 29,898</u>	<u>\$ 25,779</u>	<u>\$ (589,673)</u>	<u>\$ 174,585</u>

Unaudited Interim Condensed Consolidating Statements of Income (Loss)
For the six months ended June 30, 2024

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Revenue	\$ —	\$ —	\$ —	\$ 232,404	\$ 157,192	\$ 14,002	\$ (98,990)	\$ 304,608
Operating expenses	(527)	(601)	—	(139,289)	(28,572)	(33,396)	98,990	(103,395)
Depreciation	—	—	—	(6,219)	(54,283)	(1,291)	(6,246)	(68,039)
Amortization	—	—	—	(121)	(1,306)	(163)	(4,041)	(5,631)
Other operating gains (losses), net	—	—	—	(18)	—	—	—	(18)
Operating income (loss)	(527)	(601)	—	86,757	73,031	(20,848)	(10,287)	127,525
Income (loss) from equity investments	161,820	163,873	—	73,062	885	—	(399,640)	—
Interest expense	(54)	(211)	—	(121,066)	(6,515)	(2)	1,476	(126,372)
Gain on repurchase of debt	—	—	—	172,322	—	—	—	172,322
Interest and other income (expense)	18	87	—	79,883	4,131	32,770	(75,524)	41,365
Gain (loss) on foreign exchange	—	39	—	(100,046)	(187)	(2,696)	—	(102,890)
Income (loss) before income taxes	161,257	163,187	—	190,912	71,345	9,224	(483,975)	111,950
Tax (expense) recovery	—	(1,367)	—	(27,039)	(3,062)	(3,560)	—	(35,028)
Net income (loss)	<u>\$ 161,257</u>	<u>\$ 161,820</u>	<u>\$ —</u>	<u>\$ 163,873</u>	<u>\$ 68,283</u>	<u>\$ 5,664</u>	<u>\$ (483,975)</u>	<u>\$ 76,922</u>

Unaudited Interim Condensed Consolidating Statements of Comprehensive Income (Loss)
For the six months ended June 30, 2024

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Net income (loss) . .	\$ 161,257	\$ 161,820	\$ —	\$ 163,873	\$ 68,283	\$ 5,664	\$ (483,975)	\$ 76,922
Other								
comprehensive income (loss) . . .								
Items that may be reclassified into profit or loss								
Foreign currency translation adjustments . .	(230)	215	—	5,259	5,653	85,847	44,337	141,081
Other comprehensive income (loss) from equity investments . .	96,974	96,759	—	91,500	(38,702)	—	(246,531)	—
Other								
comprehensive income (loss) . . .	96,744	96,974	—	96,759	(33,049)	85,847	(202,194)	141,081
Total comprehensive income (loss) . . .	<u>\$ 258,001</u>	<u>\$ 258,794</u>	<u>\$ —</u>	<u>\$ 260,632</u>	<u>\$ 35,234</u>	<u>\$ 91,511</u>	<u>\$ (686,169)</u>	<u>\$ 218,003</u>

Unaudited Interim Condensed Consolidating Balance Sheets
As at June 30, 2025

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Assets								
Cash and cash equivalent	\$ 6,614	\$ 5,355	\$ —	\$ 178,989	\$ 36,431	\$ 319,997	\$ —	\$ 547,386
Trade and other receivables	1,128	—	—	22,612	7,275	19,839	—	50,854
Other current financial assets	—	55	—	1,097	190	5	(936)	411
Intercompany receivables	9,292	1	—	226,378	32,339	120	(268,130)	—
Current income tax recoverable	—	3,585	—	14,915	1,320	731	(35)	20,516
Prepaid expenses and other current assets	379	—	—	5,649	3,136	245,690	(1,670)	253,184
Total current assets	17,413	8,996	—	449,640	80,691	586,382	(270,771)	872,351
Satellites, property and other equipment	—	—	—	76,614	406,384	1,997,454	5,451	2,485,903
Deferred tax assets	—	—	—	—	12,602	—	(9,251)	3,351
Other long-term financial assets	—	12,243	—	39,779	4,482	87	(41,670)	14,921
Long-term income tax recoverable	—	—	—	6,993	—	—	—	6,993
Other long-term assets	—	—	—	99,845	—	300,815	—	400,660
Intangible assets	—	—	—	1,192	344,937	178,428	(54,346)	470,211
Investment in affiliates	277,670	348,071	—	2,437,711	145,294	—	(3,208,746)	—
Goodwill	—	—	—	549,162	—	—	1,950,730	2,499,892
Total assets	\$ 295,083	\$ 369,310	\$ —	\$ 3,660,936	\$ 994,390	\$ 3,063,166	\$ (1,628,603)	\$ 6,754,282
Liabilities								
Trade and other payables	\$ 29	\$ 54	\$ —	\$ 18,172	\$ 5,515	\$ 66,220	\$ —	\$ 89,990
Other current financial liabilities	55	—	—	21,359	3,855	—	(936)	24,333
Intercompany payables	2,668	155	—	38,368	224,199	2,740	(268,130)	—
Income taxes payable	—	—	—	—	537	591	(35)	1,093
Other current liabilities	—	—	—	35,943	21,491	496	(1,670)	56,260
Total current liabilities	2,752	209	—	113,842	255,597	70,047	(270,771)	171,676
Long-term indebtedness	—	—	—	2,918,847	—	267,923	—	3,186,770
Deferred tax liabilities	—	—	—	145,557	—	26,245	(6,699)	165,103
Other long-term financial liabilities	12,243	197	—	18	40,544	663,844	(41,670)	675,176
Other long-term liabilities	—	2,889	—	116,591	146,474	10,406	—	276,360
Total liabilities	14,995	3,295	—	3,294,855	442,615	1,038,465	(319,140)	4,475,085
Shareholders' equity	280,088	366,015	—	366,081	551,775	2,024,701	(1,309,463)	2,279,197
Total liabilities and shareholders' equity	\$ 295,083	\$ 369,310	\$ —	\$ 3,660,936	\$ 994,390	\$ 3,063,166	\$ (1,628,603)	\$ 6,754,282

Unaudited Interim Condensed Consolidating Balance Sheets
As at December 31, 2024

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Assets								
Cash and cash equivalents	\$ 895	\$ 4,998	\$ —	\$ 150,425	\$ 59,066	\$ 336,680	\$ —	\$ 552,064
Trade and other receivables	1,128	—	—	34,557	16,769	106,476	—	158,930
Other current financial assets	—	4	—	228	333	6	(6)	565
Intercompany receivables	2,017	—	—	237,804	12,885	284	(252,990)	—
Current income tax recoverable	—	1,817	—	26,602	823	526	(515)	29,253
Prepaid expenses and other current assets ..	—	—	—	4,735	6,716	273,836	(4,827)	280,460
Total current assets ..	4,040	6,819	—	454,351	96,592	717,808	(258,338)	1,021,272
Satellites, property and other equipment	—	—	—	81,255	467,204	1,721,521	7,163	2,277,143
Deferred tax assets	—	—	—	—	12,837	—	(9,778)	3,059
Other long-term financial assets	—	8,464	—	48,301	4,537	81	(51,616)	9,767
Long-term income tax recoverable	—	—	—	6,993	—	—	—	6,993
Other long-term assets	—	—	—	99,987	—	416,520	—	516,507
Intangible assets	—	—	—	362	363,320	188,774	(54,990)	497,466
Investment in affiliates	388,133	471,533	—	2,719,014	53,309	—	(3,631,989)	—
Goodwill	—	—	—	549,162	—	—	2,063,810	2,612,972
Total assets	\$ 392,173	\$ 486,816	\$ —	\$ 3,959,425	\$ 997,799	\$ 3,044,704	\$ (1,935,738)	\$ 6,945,179
Liabilities								
Trade and other payables	\$ 39	\$ 5	\$ —	\$ 21,409	\$ 7,132	\$ 129,691	\$ —	\$ 158,276
Other current financial liabilities	4	—	—	23,461	3,024	—	(6)	26,483
Intercompany payables	312	367	—	10,259	236,319	5,733	(252,990)	—
Income taxes payable ..	—	5,851	—	—	—	577	(515)	5,913
Other current liabilities	—	—	—	38,734	31,234	766	(4,828)	65,906
Total current liabilities	355	6,223	—	93,863	277,709	136,767	(258,339)	256,578
Long-term indebtedness	—	—	—	3,096,615	—	—	—	3,096,615
Deferred tax liabilities	—	—	—	156,000	—	27,742	(8,198)	175,544
Other long-term financial liabilities ..	8,464	209	—	19	56,345	617,135	(51,616)	630,556
Other long-term liabilities	—	3,217	—	123,382	160,800	1,782	—	289,181
Total liabilities	8,819	9,649	—	3,469,879	494,854	783,426	(318,153)	4,448,474
Total shareholders' equity	383,354	477,167	—	489,546	502,945	2,261,278	(1,617,585)	2,496,705
Total liabilities and shareholders' equity	\$ 392,173	\$ 486,816	\$ —	\$ 3,959,425	\$ 997,799	\$ 3,044,704	\$ (1,935,738)	\$ 6,945,179

Unaudited Interim Condensed Consolidating Statements of Cash Flows
For the six months ended June 30, 2025

<i>(in thousands of \$)</i>	<u>Telesat Corporation</u>	<u>Telesat Partnership</u>	<u>Telesat LLC</u>	<u>Telesat Canada</u>	<u>Guarantor subsidiaries</u>	<u>Non- guarantor subsidiaries</u>	<u>Adjustments</u>	<u>Consolidated</u>
Cash flows from (used in) operating activities								
Net income (loss) \$	68,443	\$ 70,566	\$ —	\$ 71,205	\$ 35,477	\$ (116,860)	\$ (104,759)	\$ 24,072
Adjustment to reconcile net income (loss) to cash flows from operating activities								
Depreciation	—	—	—	6,474	42,346	1,576	1,427	51,823
Amortization	—	—	—	122	18,589	168	3,659	22,538
Tax expense (recovery)	—	104	—	3,243	1,249	120	—	4,716
Interest expense	54	87	—	103,727	8,735	340	(2,648)	110,295
Interest income	(50)	(95)	—	(5,593)	(1,498)	(8,707)	2,648	(13,295)
(Gain) loss on foreign exchange	197	88	—	(162,524)	(280)	45,429	—	(117,090)
Gain (loss) on change in fair value of financial instruments	—	—	—	—	—	46,660	—	46,660
Share-based compensation	447	—	—	4,769	586	(210)	—	5,592
(Income) loss from equity investments . .	(70,566)	(71,205)	—	82,558	(1,175)	—	60,388	—
(Gain) loss on disposal of assets	—	—	—	(3,942)	50	(889)	962	(3,819)
Gain on repurchase of debt	—	—	—	(6,896)	—	—	—	(6,896)
Deferred revenue amortization	—	—	—	(7,471)	(21,712)	—	—	(29,183)
Pension expense	—	271	—	1,485	—	972	—	2,728
Other	—	—	—	428	1,959	—	—	2,387
Income taxes paid, net of income taxes received	—	(7,585)	—	(117)	(1,338)	(921)	—	(9,961)
Interest paid, net of interest received . . .	(3)	95	—	(97,613)	(1,725)	8,088	—	(91,158)
Operating assets and liabilities	<u>7,330</u>	<u>3,276</u>	<u>—</u>	<u>27,311</u>	<u>(21,475)</u>	<u>100,847</u>	<u>(8,442)</u>	<u>108,847</u>
Net cash from (used in) operating activities	<u>5,852</u>	<u>(4,398)</u>	<u>—</u>	<u>17,166</u>	<u>59,788</u>	<u>76,613</u>	<u>(46,765)</u>	<u>108,256</u>

Unaudited Interim Condensed Consolidating Statements of Cash Flows
For the six months ended June 30, 2025 — (Continued)

<i>(in thousands of \$)</i>	<u>Telesat Corporation</u>	<u>Telesat Partnership</u>	<u>Telesat LLC</u>	<u>Telesat Canada</u>	<u>Guarantor subsidiaries</u>	<u>Non- guarantor subsidiaries</u>	<u>Adjustments</u>	<u>Consolidated</u>
Cash flows (used in) generated from investing activities								
Cash payments related to satellite programs	—	—	—	—	—	(347,267)	—	(347,267)
Cash payments related to property and other equipment	—	—	—	(1,929)	(76)	(67,940)	—	(69,945)
Net proceeds from disposal of assets . . .	—	—	—	4,500	—	—	—	4,500
Return of capital to shareholder	—	5,000	—	40,566	—	—	(45,566)	—
Net cash (used in) generated from investing activities . .	<u>—</u>	<u>5,000</u>	<u>—</u>	<u>43,137</u>	<u>(76)</u>	<u>(415,207)</u>	<u>(45,566)</u>	<u>(412,712)</u>
Cash flows (used in) generated from financing activities								
Proceeds from indebtedness	—	—	—	—	—	340,000	—	340,000
Repurchase of indebtedness	—	—	—	(4,501)	—	—	—	(4,501)
Payments of principal on lease liabilities . . .	—	—	—	(738)	(289)	(525)	—	(1,552)
Satellite performance incentive payments . .	—	—	—	—	(1,204)	—	—	(1,204)
Tax withholdings on settlement on restricted and performance share units	—	—	—	(7,428)	(491)	(406)	—	(8,325)
Dividends paid	—	—	—	(8,381)	(38,384)	—	46,765	—
Return of capital to shareholder	—	—	—	(5,000)	(40,566)	—	45,566	—
Net cash (used in) generated from financing activities	<u>—</u>	<u>—</u>	<u>—</u>	<u>(26,048)</u>	<u>(80,934)</u>	<u>339,069</u>	<u>92,331</u>	<u>324,418</u>
Effect of changes in exchange rate on cash and cash equivalent	(133)	(245)	—	(5,691)	(1,413)	(17,158)	—	(24,640)
Changes in cash and cash equivalents	5,719	357	—	28,564	(22,635)	(16,683)	—	(4,678)
Cash and cash equivalents, beginning of period . .	895	4,998	—	150,425	59,066	336,680	—	552,064
Cash and cash equivalents, end of period	<u>\$ 6,614</u>	<u>\$ 5,355</u>	<u>\$ —</u>	<u>\$ 178,989</u>	<u>\$ 36,431</u>	<u>\$ 319,997</u>	<u>\$ —</u>	<u>\$ 547,386</u>

Unaudited Interim Condensed Consolidating Statements of Cash Flows
For the six months ended June 30, 2024

<i>(in thousands of \$)</i>	<u>Telesat Corporation</u>	<u>Telesat Partnership</u>	<u>Telesat LLC</u>	<u>Telesat Canada</u>	<u>Guarantor subsidiaries</u>	<u>Non-guarantor subsidiaries</u>	<u>Adjustments</u>	<u>Consolidated</u>
Cash flows from (used in) operating activities								
Net income (loss)	\$ 161,257	\$ 161,820	\$ —	\$ 163,873	\$ 68,283	\$ 5,664	\$ (483,975)	\$ 76,922
Adjustment to reconcile net income (loss) to cash flows from operating activities								
Depreciation	—	—	—	6,219	54,283	1,291	6,246	68,039
Amortization	—	—	—	121	1,306	163	4,041	5,631
Tax expense (recovery)	—	1,367	—	27,039	3,062	3,560	—	35,028
Interest expense	54	211	—	121,066	6,515	2	(1,476)	126,372
Interest income	(18)	(86)	—	(4,980)	(4,249)	(32,603)	1,420	(40,516)
(Gain) loss on foreign exchange	—	(39)	—	100,046	187	2,696	—	102,890
Share-based compensation	—	—	—	9,831	1,622	(10)	—	11,443
(Income) loss from equity investments . .	(161,820)	(163,873)	—	(73,062)	(885)	—	399,640	—
(Gain) loss on disposal of assets	—	—	—	18	—	—	—	18
Gain on repurchase of debt	—	—	—	(172,322)	—	—	—	(172,322)
Deferred revenue amortization	—	—	—	(11,629)	(15,732)	—	—	(27,361)
Pension expense	—	353	—	2,468	—	—	—	2,821
Other	—	—	—	(788)	3,799	—	—	3,011
Income taxes paid, net of income taxes received	—	(80)	—	(15,543)	(1,395)	(3,828)	—	(20,846)
Interest paid, net of interest received	(36)	86	—	(114,085)	3,800	34,715	—	(75,520)
Government grant received	—	—	—	—	—	1,085	—	1,085
Operating assets and liabilities	1,389	(451)	—	(165,118)	(3,005)	138,165	(190)	(29,210)
Net cash from (used in) operating activities	826	(692)	—	(126,846)	117,591	150,900	(74,294)	67,485

Unaudited Interim Condensed Consolidating Statements of Cash Flows
For the six months ended June 30, 2024 — (Continued)

<i>(in thousands of \$)</i>	Telesat Corporation	Telesat Partnership	Telesat LLC	Telesat Canada	Guarantor subsidiaries	Non- guarantor subsidiaries	Adjustments	Consolidated
Cash flows (used in) generated from investing activities								
Cash payments related to satellite programs	—	—	—	—	—	(188,250)	—	(188,250)
Cash payments related to property and other equipment	—	—	—	(1,842)	(242)	(29,641)	—	(31,725)
Purchase of intangible assets	—	—	—	—	(52)	—	—	(52)
Government grant received	—	—	—	—	—	109	—	109
Return of capital to shareholder	—	—	—	77,990	—	—	(77,990)	—
Net cash (used in) generated from investing activities . .	—	—	—	76,148	(294)	(217,782)	(77,990)	(219,918)
Cash flows (used in) generated from financing activities								
Repurchase of indebtedness	—	—	—	(128,498)	—	—	—	(128,498)
Payments of principal on lease liabilities . .	—	—	—	(768)	(323)	(176)	—	(1,267)
Satellite performance incentive payments . .	—	—	—	(1,136)	(694)	—	—	(1,830)
Tax withholdings on settlement on restricted and performance share units	—	—	—	(5,016)	(349)	(31)	—	(5,396)
Dividends paid	—	—	—	—	(74,294)	—	74,294	—
Return of capital to shareholder	—	—	—	—	(77,990)	—	77,990	—
Net cash (used in) generated from financing activities	—	—	—	(135,418)	(153,650)	(207)	152,284	(136,991)
Effect of changes in exchange rate on cash and cash equivalent	23	254	—	5,645	2,101	39,550	—	47,573
Changes in cash and cash equivalents	849	(438)	—	(180,471)	(34,252)	(27,539)	—	(241,851)
Cash and cash equivalents, beginning of period . .	708	7,800	—	280,859	140,561	1,239,161	—	1,669,089
Cash and cash equivalents, end of period	<u>\$ 1,557</u>	<u>\$ 7,362</u>	<u>\$ —</u>	<u>\$ 100,388</u>	<u>\$ 106,309</u>	<u>\$ 1,211,622</u>	<u>\$ —</u>	<u>\$ 1,427,238</u>

CURRENT SHARE INFORMATION

The number of shares and stated value of the outstanding Class A common shares and Class B variable voting shares (“Telesat Public shares”), and Class C fully voting shares and Class C limited voting shares (together, the “Class C shares”) as at June 30, 2025, were as follows:

	Number of shares	Stated value
Telesat Public shares	14,682,322	\$ 62,086
Class C shares	112,841	6,340
	<u>14,795,163</u>	<u>\$ 68,426</u>

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

Telesat Public shares	
Class A Common shares	3,607,757
Class B Variable Voting shares	<u>11,074,565</u>
Total Telesat Public shares	<u>14,682,322</u>

The split between the Class A Common shares and Class B Variable Voting shares in the table above is based on information available to the Company as at June 30, 2025.

In addition, we have 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 June 30, 2025.

The number of outstanding stock options, restricted share units (“RSUs”), performance share units (“PSUs”) and deferred share units (“DSUs”) issued under our Omnibus Plan and Historic Plan as at June 30, 2025 were as follows:

	Historic Plan	Omnibus Plan
Stock Options	52,628	734,610
RSUs with time criteria	—	731,494
RSUs with time and performance criteria	124,080	—
PSUs with time and performance criteria	—	541,315
DSUs	—	<u>212,883</u>
	<u>176,708</u>	<u>2,220,302</u>

Each of the foregoing securities can be settled or exercised, as applicable, for Telesat Public Shares.

During the six months ended June 30, 2025, 443,485 RSUs were settled for 223,671 Telesat Public Shares, on a net settlement basis.

During the six months ended June 30, 2025, 187,349 PSUs were settled for an 103,678 Telesat Public Shares, on a net settlement basis.

During the six months ended June 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”).

During the six months ended June 30, 2025, 22,884 stock options were exercised in exchange for an equal number of Telesat Public Shares.

The number and stated value of the outstanding limited partnership units issued by the Partnership as at June 30, 2025, were as follows:

	Number of units	Stated value
Class A and Class B LP Units	18,069,713	\$ 49,451
Class C LP Units	18,098,362	<u>38,893</u>
	<u>36,168,075</u>	<u>\$ 88,344</u>

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

CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES

The preparation of financial statements in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (“IASB”) requires us to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements, and the amounts of revenue and expenses reported for the year. Actual results could differ from these estimates under different assumptions and conditions. For more details on these estimates, refer to Note 4 of our audited consolidated financial statements for the year ended December 31, 2024.

Orbital Slot Intangible Assets

Prior to January 1, 2025, our accounting estimates concerning the appropriate useful economic lives of GEO orbital slots have been that they have indefinite lives as it was expected, with a relatively high level of certainty, that we 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, we are focused on developing our constellation of LEO satellites. A large part of our current and future capital expenditures are 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 we no longer believe that the existing GEO orbital slots will continue to be utilized for an indefinite period of time.

As a result, we have updated our 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, we calculate the end of life of that uncommitted replacement and apply 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 critical accounting judgements and estimates used in the application of our accounting policies are consistent with those outlined in Note 4 of the consolidated financial statements for the year ended December 31, 2024, apart from those outlined above related to the amortization of orbital slot intangible assets.

ACCOUNTING STANDARDS

Future Changes in Accounting Policies

The IASB periodically issues new and amended accounting standards. The new and amended standards determined to be applicable to us 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 give 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, 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.

We are currently evaluating the impact of this new standard.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

See Item. 2 Management's Discussion and Analysis of Financial Condition and Results of Operations, and the section "Market Risk".