



Management's Discussion and Analysis of Financial Condition and Results of Operations

**For the Three and Nine Months Ended September 30, 2025
As of November 12, 2025**

Canlan Ice Sports Corp.

Management's Discussion and Analysis

The following Management's Discussion and Analysis (MD&A) summarizes significant factors affecting the financial condition of Canlan Ice Sports Corp. ("Canlan", the "Company", "we" "our" or "us") as at September 30, 2025 and the consolidated operating results for the three and nine months ended September 30, 2025 compared to the three and nine months ended September 30, 2024. This document should be read in conjunction with our unaudited condensed consolidated interim financial statements for the period ended September 30, 2025, the accompanying notes, and our audited consolidated financial statements for the years ended December 31, 2024 and December 31, 2023. All dollar amounts included in this MD&A are in Canadian dollars.

We have prepared these condensed consolidated interim financial statements in accordance with International Financial Reporting Standards ("IFRS").

Non-IFRS Financial Measure ("Operating Earnings")

In the following discussion, we define operating earnings as earnings after general and administrative expenses and before interest, depreciation, foreign currency exchange gain/loss, gain on assets sold, interest rate swap gain/loss and income tax. Operating earnings is not a term that has a specific meaning in accordance with IFRS, and may be calculated differently by other companies. The Company discloses operating earnings because it is a useful indicator of operating performance.

Additional information relating to our Company, including quarterly reports and our annual information form, is filed on SEDAR Plus and can be viewed at www.sedarplus.ca and our website www.canlansports.com.

The date of this MD&A is November 12, 2025.

Forward Looking Statements

This MD&A may contain information that constitutes "forward-looking" information within the meaning of applicable securities laws. Often, but not always, forward-looking information can be identified by the use of forward-looking terminology such as "plans", "expects", "is expected", "budgets", "scheduled", "estimates", "forecasts", "predicts", "projects", "intends", "targets", "aims", "anticipates" or "believes" or variations (including negative variations) of such words and phrases or may be identified by statements to the effect that certain actions "may", "could", "should", "would", "might" or "will" be taken, occur or be achieved. Forward-looking information in this MD&A includes, but is not limited to, anticipated benefits of capital and operating expenditures (including energy efficiencies) and expectations of business growth. Forward-looking information is based on the reasonable assumptions, estimates, analyses, beliefs and opinions of management made in light of its experience and perception of trends, current conditions and expected developments, as well as other factors that management believes to be relevant and reasonable at the date that such information is disclosed. Forward-looking information is subject to various known and unknown risks and uncertainties, many of which are beyond the ability of Canlan to control or predict, that may cause Canlan's actual results, performance or achievements to be materially different from those expressed or implied thereby. Material risk factors that could cause actual results to differ materially from the forward-looking information provided herein include those factors identified in Canlan's public disclosure file available at

www.sedarplus.ca and, in particular, the risk factors set out under the heading "Risk Factors" in the Company's MD&A available for review on the Company's profile at www.sedarplus.ca. Such forward-looking information represents management's best judgment based on information currently available. Accordingly, readers are advised not to place undue reliance on forward-looking information. The forward-looking information herein is made as of the date of this MD&A only, and the Company does not assume any obligation to update or revise them to reflect new information, estimates or opinions, future events or results or otherwise, except as required by applicable securities law.

Overview – Three Months ended September 30, 2025

- Total operating revenue of \$21.1 million increased by \$1.2 million or 5.9% compared to a year ago;
- Total operating loss (see "**Non-IFRS Financial Measure**" above) was \$0.4 million compared to a loss of \$0.7 million in 2024;
- In addition to our regular quarterly dividend of \$0.03 per share declared on August 13, 2025, the Company paid a special dividend of \$0.50 per share on August 15, 2025, which was declared in June 2025; and
- During Q3, significant progress was made on the Company's roof remediation program, as well as on repairs and maintenance for parking lots and dressing rooms. The replacement of refrigeration and HVAC equipment also advanced, reflecting the Company's continued commitment to upgrading its sports facilities for customers and achieving greater energy efficiency.

Overview of the Company

Canlan is a leading operator of ice rink and multi-purpose recreational facilities. The Company's head office is located in its Burnaby, B.C. sports complex and it maintains a second corporate office at its Canlan Sports York location in Toronto, Ontario.

As at the date of this MD&A, the Company owns, leases or manages a network of 15 facilities in Canada and the United States containing playing surfaces as outlined below. The Company owns 12 of these facilities containing 1.4 million square feet of space situated on 170 acres of freehold land. Of the three facilities not situated on land owned by Canlan, one facility is owned and operated by Canlan on land that has been leased under a long-term land lease arrangement, one facility is operated under an operating agreement with a municipality that consists of a long-term land lease arrangement, and the third facility is operated under a sub-lease agreement of both land and building.

Canlan operates primarily in the sports and recreation industry, with a focus on ice, turf and court sports. In typical years, the Company's largest revenue source within this segment is adult recreational hockey, catering to both men and women operating under the Adult Safe Hockey League (ASHL) brand.

Facility Portfolio:

	Facilities	Ice Surfaces	Indoor Turf Fields	Courts	Total Playing Surfaces
British Columbia	3	12	1	-	13
Saskatchewan	2	6	-	-	6
Manitoba	1	3	1	-	4
Ontario	5	20	-	7	27
	<u>11</u>	<u>41</u>	<u>2</u>	<u>7</u>	<u>50</u>
<u>USA:</u>					
Illinois	4	6	8	11	25
	<u>15</u>	<u>47</u>	<u>10</u>	<u>18</u>	<u>75</u>

Canlan is a publicly traded Canadian Company with shares listed on the Toronto Stock Exchange (TSX) under the trading symbol **ICE**. Canlan's shares were first listed for trading on March 1, 1990.

There are approximately 13.3 million shares outstanding and have traded in the \$3.22 to \$5.24 range during the nine-month period ended September 30, 2025. The Company has not issued any shares from treasury since November 2004.

The Company derives revenue from five primary sources:

- 1. Ice and field sales**
Revenue from ice, field, court rentals, and internal programming.
- 2. Food and beverage**
Sales from our licensed restaurants and concession operations within our facilities.
- 3. Sports stores**
Sales and rental of sports equipment, apparel, and skate sharpening services.
- 4. Sponsorship**
Revenue from sponsorship and advertising sales.
- 5. Space rental**
Rental of space within our facilities.

Selected Financial Information

The following selected consolidated financial information is for the nine months ended and as at September 30, 2025, 2024 and 2023. This data should be read together with the unaudited condensed consolidated interim financial statements for the periods ended September 30, 2025, 2024 and 2023.

Our condensed consolidated interim financial statements are prepared in accordance with International Financial Reporting Standards and are stated in Canadian dollars.

<i>in thousands, except earnings (unaudited) per share</i>			
As at and for nine months ended September 30,	2025	2024	2023
Statement of Operations Data:			
Revenue	\$ 72,614	\$ 67,992	\$ 61,534
Expenses ⁽¹⁾	(54,865)	(51,779)	(48,853)
Earnings from ice rink & recreational facilities before the undernoted	17,749	16,213	12,681
General & administration expenses	(7,658)	(7,705)	(6,283)
Earnings before the undernoted	10,091	8,508	6,398
Other gains (expenses):			
Depreciation	(5,908)	(5,594)	(5,750)
Finance expenses	(1,911)	(1,752)	(1,530)
Foreign exchange gain (loss)	(8)	3	5
Gain (loss) on interest rate swap	(138)	(773)	1,227
Gain on sale of assets	-	9	10
Income tax recovery (expense)	(574)	39	35
Net earnings for the period	\$ 1,552	\$ 440	\$ 395
Other comprehensive income (loss)	(1,187)	689	(76)
Total comprehensive income	\$ 365	\$ 1,129	\$ 319
Basic and fully diluted earnings per share	\$ 0.12	\$ 0.03	\$ 0.03
Balance Sheet Data:			
Cash and cash equivalents	\$ 14,586	\$ 17,800	\$ 13,179
Current assets (excluding cash and cash equivalents)	6,414	6,403	5,590
Property, plant and equipment – facilities	94,944	94,870	94,157
Other assets	5,981	5,146	3,794
Non-current interest rate swap	-	-	1,845
Total assets	\$121,925	\$124,219	\$118,565
Current liabilities, excluding debt	\$ 28,032	\$ 27,029	\$ 24,654
Debt	40,690	41,503	41,454
Lease liabilities	8,724	7,650	5,030
Deferred tax liabilities	974	994	1,657
Other long-term liabilities	1,503	1,847	-
Interest rate swap	688	611	-
Total liabilities	80,611	79,634	72,795
Shareholders' equity	41,314	44,585	45,770
Total liabilities and shareholders' equity	\$121,925	\$124,219	\$118,565
Dividends declared	\$ 7,869	\$ 1,200	\$ 1,200

(1) Expenses include all operating costs related to the operation of our facilities, excluding depreciation.

Review of Operations

Three Months Ended September 30, 2025 Compared to Three Months Ended September 30, 2024

Total operating revenue of \$21.1 million increased by \$1.2 million or 5.9% compared to a year ago mainly due to pricing and volume growth in summer adult and youth hockey leagues, increased third-party surface rentals, and food and beverage (F&B) sales. F&B sales increased by \$0.3 million or 11.1% compared to 2024 as strong league and tournament registrations, combined with the addition of Game Deck sports simulators (added in Q3 2024) and amusement games (added in Q2 2025), helped drive increased traffic through the restaurants.

Total operating expenses of \$18.9 million increased by \$1.0 million or 5.8% mainly due to higher labour costs and selling and customer service expenses, all of which were required to service increased volumes.

Total G&A expenses of \$2.6 million decreased by \$0.2 million or 7.4% mainly due to a decrease in corporate compensation expense.

After G&A expenses, operating loss was \$0.4 million compared to a loss \$0.7 million in 2024.

Total depreciation expense was \$2.0 million compared to \$1.9 million in 2024. Total finance costs were \$0.7 million compared to \$1.6 million in 2024. Included in finance cost is a mark-to-market valuation adjustment of interest rate swap contracts; this adjustment was nominal for Q3 2025 compared to a loss adjustment of \$1.1 million in 2024. After recording an income tax recovery of \$0.6 million (2024 – \$1.5 million), net loss was \$2.5 million or \$0.19 per share compared to a loss of \$2.6 million or \$0.20 per share in 2024.

In addition, a foreign exchange (FX) translation gain related to U.S. subsidiaries of \$0.7 million was recorded for the three months ended September 30, 2025 compared to a loss of \$0.5 million during the same period in 2024. Period end FX adjustments of U.S. assets and liabilities are accounted for as other comprehensive income or loss.

Nine Months Ended September 30, 2025 Compared to Nine Months Ended September 30, 2024

Revenue by business segment:

in thousands

Nine months ended September 30		2025		2024
Ice and Field Sales	\$	57,798	\$	54,347
Food and Beverage		10,769		9,889
Sports Store		805		725
Sponsorship		931		890
Space Rental		1,690		1,560
Other		621		381
Management & Consulting Fees		-		200
Total revenue	\$	72,614	\$	67,992

Total operating revenue of \$72.6 million increased by \$4.6 million or 6.8% compared to 2024 mainly due to higher tournament registrations, pricing and volume increases in the hockey and soccer leagues, increased third-party surface rentals, and added revenue from Game Deck sports simulators and arcade games. In addition, growth in restaurant and concession traffic resulted in an 8.9% or \$0.9 million rise in food and beverage revenue.

Total operating expenses of \$54.9 million increased by \$3.1 million or 6.0% mainly due to incremental labour and other variable costs required to service increased business activity levels.

Total G&A expenses of \$7.7 million remained consistent with prior year. After G&A expenses, operating earnings of \$10.1 million increased by \$1.6 million or 18.6% compared to 2024.

Total depreciation expense was \$5.9 million compared to \$5.6 million in 2024. Total finance costs of \$2.0 million consist of interest expense on outstanding bank debt and financing leases, interest income earned on cash-on-hand and mark-to-market adjustments on the valuation of interest rate swap contracts. Total finance costs of \$2.0 million decreased by \$0.5 million mainly because the mark-to-market adjustment of interest rate swap contracts was negative \$0.1 million compared to negative \$0.8 million in 2024. After recording income tax expense of \$0.6 million (2024 – recovery of \$40,000), net earnings were \$1.6 million or \$0.12 per share compared to \$0.4 million or \$0.03 per share in 2024.

In addition, a foreign exchange (FX) translation loss related to U.S. subsidiaries was \$1.2 million for the nine months ended September 30, 2025 compared to a gain of \$0.7 million in 2024. Period end FX adjustments of U.S. assets and liabilities are accounted for as other comprehensive income or loss.

Earnings by Quarter

The Company's quarterly results for the last 8 quarters are as follows:

in thousands, except net earnings (loss) per share (unaudited)

	2025			2024			2023	
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
Revenue	\$ 21,140	\$ 23,495	\$ 27,979	\$ 26,043	\$ 19,958	\$ 21,848	\$ 26,186	\$ 24,617
Expenses	(18,928)	(18,935)	(17,002)	(17,612)	(17,887)	(17,556)	(16,336)	(17,918)
	2,212	4,560	10,977	8,431	2,071	4,292	9,850	6,699
General & administration expenses	(2,593)	(2,578)	(2,487)	(3,249)	(2,801)	(2,684)	(2,220)	(3,680)
Earnings (loss) before the undernoted	(381)	1,982	8,490	5,182	(730)	1,608	7,630	3,019
Depreciation	(1,982)	(1,955)	(1,971)	(1,964)	(1,858)	(1,878)	(1,858)	(1,763)
Finance expense	(693)	(625)	(593)	(672)	(510)	(607)	(635)	(665)
Foreign exchange gain (loss)	4	(9)	(3)	31	(1)	2	2	-
Gain (loss) on interest rate swap	(40)	193	(291)	61	(1,075)	(212)	514	(1,682)
Gain on sale of assets	-	-	-	-	9	-	-	5
Earnings (loss) before taxes	(3,092)	(414)	5,632	2,638	(4,165)	(1,087)	5,653	(1,086)
Income taxes	621	236	(1,431)	(278)	1,545	(91)	(1,415)	1,126
Net earnings (loss)	\$ (2,471)	\$ (178)	\$ 4,201	\$ 2,360	\$ (2,620)	\$ (1,178)	\$ 4,238	\$ 40
Basic and fully diluted earnings (loss) per share	\$ (0.19)	\$ (0.01)	\$ 0.32	\$ 0.18	\$ (0.20)	\$ (0.09)	\$ 0.32	\$ 0.00

Liquidity and Capital Resources

Canlan's cash balance as at September 30, 2025 was \$14.6 million compared to \$21.7 million from December 31, 2024. In addition to cash-on-hand, the Company also has access to \$8.1 million of a \$10.0 million revolving credit facility (operating credit facility) and access to \$14.9 million of a \$20.0 million revolving acquisition facility (capital credit facility) (see "**Review of Liabilities and Shareholders' Equity**"). The revolving operating credit facility can be drawn upon at any time to fund working capital if required.

For the nine months ended September 30, 2025, cash provided from operations, less interest paid, was \$4.4 million compared to \$6.4 million a year ago.

In terms of finance activities, \$1.5 million was used for scheduled principal repayments of term debt, \$0.7 million was used for scheduled repayment of equipment and property lease obligations and \$0.6 million was received as proceeds of equipment lease financing that related to dehumidification systems purchased and installed in Q4 2024. The Company has drawn \$1.2 million from its revolving capital expenditure credit facility during the period to fund various capital projects. In addition, dividend distributions totaled \$7.9 million, of which \$1.2 million related to regular quarterly dividends declared and a special dividend of \$6.7 million that was declared in June 2025.

Investing activities principally related to \$2.7 million invested in capital expenditures during the nine months ended September 30, 2025. Capital projects during the period mainly consisted of new dehumidification systems focused on improving ice and air quality, installation of new audio/video equipment to enhance customer experiences inside the sports complexes, and new arcade game equipment to expand the Game Deck experience at Canlan Sports York.

The following table provides a summary of cashflows for the nine months ended September 30:

in thousands

Nine months ended September 30	2025		2024	
Cash inflows and (outflows) by activity				
Operating activities	\$	4,214	\$	6,493
Financing activities		(8,375)		(3,369)
Investing activities		(2,930)		(4,353)
Net cash flow	\$	(7,091)	\$	(1,229)

The following table provides a reconciliation of operating earnings to cash flow from operations:

in thousands

Nine months ended September 30	2025		2024	
Operating earnings ¹	\$	10,091	\$	8,508
Net change in non-cash working capital		(4,406)		(670)
Net interest paid		(1,875)		(1,721)
Other long-term liabilities		1,382		901
Income tax expense - current		(883)		(576)
Foreign exchange		94		(42)
Cash flow from operations	\$	4,403	\$	6,400

¹Non-IFRS Financial Measure (“Operating Earnings”) – see explanation on page 1.

Review of Assets

The table below summarizes the Company’s asset base:

in thousands

	September 30, 2025		December 31, 2024	
Property, plant and equipment – facilities	\$	94,944	\$	97,679
Cash and cash equivalents		14,586		21,677
Accounts receivable		3,499		3,300
Inventory		655		637
Prepaid and other expenses		2,260		1,636
Other assets		1,032		965
Deferred income taxes		4,949		4,608
	\$	121,925	\$	130,502

At September 30, 2025, total properties of \$94.9 million decreased by \$2.7 million mainly due to capital expenditures of \$4.1 million (includes capital expenditures that were financed) offset by scheduled depreciation during the nine months ended September 30, 2025.

Cash on hand at September 30, 2025 was \$14.6 million compared to \$21.7 million at December 31, 2024. See “**Liquidity and Capital Resources**” for sources and uses of cash.

Prepaid expenses consist of amounts paid in advance such as prepaid insurance premiums and property taxes that will be expensed in the subsequent 12 months.

Review of Liabilities and Shareholders' Equity

The table below summarizes the Company's capital structure:

<i>in thousands</i>	September 30, 2025	December 31, 2024
Debt	\$ 40,690	\$ 40,995
Deferred revenue and customer deposits	14,950	14,455
Accounts payable and accrued liabilities	13,082	15,249
Lease liabilities	8,724	7,478
Deferred tax liabilities	974	942
Other long-term liabilities	1,503	2,015
Interest rate swap	688	550
	80,611	81,684
Shareholders' equity	41,314	48,818
	\$ 121,925	\$ 130,502

At September 30, 2025, total debt of \$40.7 million decreased by \$0.3 million mainly due to scheduled principal repayments, offset by a draw of \$1.2 million from a capital expenditure credit facility to finance investments in property, plant and equipment. Total lease liabilities outstanding of \$8.7 million increased by \$1.2 million as new lease financing was arranged to finance refrigeration equipment purchased in Q4 2024 and during the first nine months of 2025.

Deferred revenue and customer deposits represent customer registration and rental fees received in advance of when ice and field times are used. At September 30, 2025, customer deposits totaled \$15.0 million compared to \$14.5 million at the end of 2024.

Debt

As at September 30, 2025, bank debt and related terms consist of the following:

- 1) \$25.3 million non-revolving loan amortized over 25 years, maturing on November 30, 2027, interest at Canadian Overnight Repo Rate Average (CORRA) rate plus 1.85% payable monthly. The Company has entered into an interest rate swap contract, maturing on November 21, 2027, to fix the interest rate at 5.04% per annum payable monthly. At September 30, 2025, the balance outstanding was \$22.2 million;
- 2) \$5.2 million non-revolving loan amortized over 25 years, maturing on November 30, 2027, interest at CORRA rate plus 1.85% per annum payable monthly. The Company entered into an interest rate swap contract, maturing on November 30, 2027, to fix the interest rate at 5.20% per annum payable monthly. At September 30, 2025, the balance outstanding was \$4.6 million;

- 3) \$10.0 million revolving loan amortized over 25 years, maturing on November 30, 2027, interest at CORRA rate plus 1.85% per annum payable monthly. The Company entered into an interest rate swap contract, maturing on November 30, 2027, to fix the interest rate at 5.20% per annum payable monthly. At September 30, 2025, the balance outstanding was \$1.9 million;
- 4) \$20.0 million revolving capital expenditure loan amortized over 25 years, maturing on November 30, 2027. At September 30, 2025, the balance outstanding on this credit facility was \$5.1 million. Of this total, \$2.0 million accrues interest at CORRA rate plus 1.85% per annum payable monthly. The Company entered into an interest rate swap contract, maturing on November 30, 2027, to fix the interest rate at 5.20% per annum payable monthly. Of the remaining balance, \$1.9 million outstanding at September 30, 2025, accrues interest at Prime plus 0.25% per annum payable monthly, and \$1.2 million accrues interest at CORRA plus 1.85% per annum payable monthly;
- 5) \$8.5 million loan amortized over 15 years, maturing on September 30, 2027, interest at CORRA plus 2.39% per annum payable monthly. The Company entered into an interest rate swap contract, maturing on September 29, 2027 to fix the interest rate at 5.70% per annum payable monthly. At September 30, 2025, the balance outstanding was \$6.9 million; and
- 6) \$0.7 million demand revolving operating loan, interest at Prime rate plus 0.25% per annum. No amounts have been drawn on this loan to date.

The Company was in compliance with all debt covenants as at September 30, 2025.

Share Capital

The total and weighted average number of shares issued and outstanding at September 30, 2025 and December 31, 2024 was 13,336,999.

No new shares have been issued from treasury since November 2004, and the Company does not have a stock option plan.

Transactions with Related Parties

Canlan's controlling shareholder, Bartrac Investments Ltd., owns approximately 10.1 million shares of the Company, or 75.5% of the outstanding shares. Bartrac's ownership position in TSX: ICE has remained unchanged since November 2004. The Company did not record any related party transactions with Bartrac during the period.

An independent director of the Company is the board-chair of a vendor from which the Company purchases services in the normal course of business. There were \$6,000 in purchases from this vendor for the nine months ended September 30, 2025 (2024 – \$6,000).

Financial Instruments

The Company has the following financial instruments:

	Accounting classification	Fair value level
Financial assets not measured at fair value:		
Cash and cash equivalents (i)	Amortized cost	1
Accounts receivable (i)	Amortized cost	2
Financial assets measured at fair value:		
Investment (included in other assets) (ii)	FVOCI ⁽¹⁾	3
Financial liabilities not measured at fair value:		
Accounts payable and accrued liabilities (i)	Amortized cost	2
Debt	Amortized cost	2
Financial liabilities measured at fair value:		
Interest rate swaps (iii)	Financial liability at FVTPL ⁽²⁾	2

⁽¹⁾ FVOCI - fair value through other comprehensive income

⁽²⁾ FVTPL - fair value through profit or loss

- (i) The carrying values of cash and cash equivalents, accounts receivable, and accounts payable and accrued liabilities are considered by management to approximate their fair values due to their short-term nature.
- (ii) The carrying value of the investment is considered by management to approximate its fair value.
- (iii) In November 2022 and January 2023, respectively, the Company entered into interest rate swap agreements (five-year term) to fix the interest rate on certain of its debt. The fair value of this derivative instrument has been presented as an interest rate swap on the statement of financial position. Changes in fair value of the instrument are recognized in net earnings (loss) for the period. For the nine months ended September 30, 2025, a loss of \$0.1 million (2024 – a loss of \$0.8 million) was recognized.

The Company had no “other comprehensive income or loss” transactions related to financial instruments during the nine months ended September 30, 2025 and no opening or closing balances for accumulated other comprehensive income or loss related to financial instruments.

Disclosure Controls and Procedures

We have established and maintain disclosure controls and procedures designed to provide reasonable assurance that material information relating to the Company is made known to the appropriate level of management in a timely manner.

Based on current securities legislation in Canada, our Chief Executive Officer (CEO) and Chief Financial Officer (CFO) are required to certify that they have assessed the effectiveness of our disclosure controls and procedures as at September 30, 2025.

Our management has evaluated, under the supervision and with the participation of our CEO and CFO, the design and effectiveness of the Company’s disclosure controls and procedures as at and for the period ended September 30, 2025. Management has concluded that these disclosure controls and procedures, as defined in National

Instrument 52-109 – Certification of Disclosure in Issuers Annual and Interim Filings (NI 52-109), are adequate and effective and that material information relating to the Company was made known to them and reported within the time periods specified under applicable securities legislation.

Our management, under the supervision of our CEO and CFO, has also designed and evaluated the effectiveness of the Company's internal controls over financial reporting (ICFR) using the Internal Control – Integrated Framework as published by the Committee of Sponsoring Organization of the Treadway Commission (2013 Framework) (COSO) Framework. Based on our evaluation, management has concluded that ICFR, as defined in NI 52-109 and using the COSO integrated framework are effective as of September 30, 2025.

Risk Factors

Canlan is engaged primarily in the operation of multi-pad recreation facilities throughout North America, and is exposed to a number of risks and uncertainties that can affect operating performance and profitability. The Company's past performance is no guarantee of our performance in future periods.

Economic Conditions

The Company's results from operations are sensitive to and may be significantly impacted by general economic conditions, which may also impact overall demand for recreation and entertainment, operating costs, energy cost and availability, foreign exchange costs, tax costs and the costs and availability of capital and supplies.

Statements or actions by governments relating to the imposition of (or threats to impose) tariffs or trade restrictions on exports or imports, as well as reactions from customers may pose significant risks to Canlan's business activity levels, adversely affect input costs, or disrupt supply chains.

Market inflation and increases in interest rates may decrease consumers' discretionary spending and increase the difficulty for the Company to operate profitably due to increased input and debt service costs while balancing the need to maintain competitive pricing.

Control by Principal Shareholder and Liquidity of Common Shares

The principal shareholder, Bartrac Investments Ltd. holds 10,075,947 Common Shares and controls approximately 75.5% of the aggregate voting shares of the Corporation, which will allow it to control substantially all the actions taken by the shareholders of the Company, including the election of the directors. In addition, at the date of this MD&A, a Trust in the U.S. holds 2,308,500 Common Shares, which represents 17.3% of total outstanding Common Shares. Such concentration of ownership could also have the effect of delaying, deterring, or preventing a change of control of the Company that might otherwise be beneficial to its shareholders and may also discourage acquisition bids for the Company and limit the amount certain investors may be willing to pay for the Common Shares.

Pandemic or Epidemic Diseases

Outbreaks or the threat of outbreaks of viruses or other contagions such as the COVID-19 outbreak of 2020, may lead to voluntary or mandatory building closures, government

restrictions on travel, or gatherings, which may lead to a general slowdown of economic activity and disrupt our workforce and business operations. Such occurrences, could have a material adverse effect on the demand for recreation services. The Company has created an exposure control program that would be put into effect, when required, to prevent or limit the spread of disease.

Leverage and Ability to Service Indebtedness

The Company's level of debt and the limitations imposed on it by its debt agreements could have important consequences, including the following:

- the Company may have to use a significant portion of its cash flow from operations for debt service, rather than for operations.
- the Company may not be able to obtain additional debt financing for future working capital, capital expenditures or other corporate purposes.
- the Company could be more vulnerable to economic downturns and less able to take advantage of significant business opportunities or to react to changes in market or industry conditions.
- the Company's less leveraged competitors could have a competitive advantage.

The Company's ability to pay the principal and interest on debt obligations will depend on its future performance. To a significant extent, the Company's performance will be subject to general economic, financial and competitive factors. The Company can provide no assurances that business activity will generate cash flow from operations sufficient to repay the Company's indebtedness, fund other liquidity needs or permit the Company to refinance its indebtedness. The Company can provide no assurances that it can secure any further credit facilities or that the terms of any such credit facilities will be favourable.

If the Company has difficulty servicing its debt, the Company may be forced to adjust capital expenditures, seek additional financing, sell assets, restructure or refinance the Company's debt, adjust dividends, or seek equity capital. The Company might not be able to implement any of these strategies on satisfactory terms, if at all. The Company's inability to generate sufficient cash flow or refinance its indebtedness would have a material adverse effect on the Company's financial condition, results of operations and ability to satisfy the Company's obligations.

Term debt may also require the Company to grant security interests in favour of third parties. Neither the Company's articles nor notice of articles limit the amount of indebtedness that the Company may incur or its ability to grant security interests. Should the Company default on any of its obligations under any secured credit facility, this could result in seizure of the Company's assets.

Mitigating factors and strategies:

- The Company manages its capital with the objectives of maintaining a financial position suitable for servicing debt in accordance with repayment schedules, complying with debt covenants, and supporting our growth strategies.
- The Company maintains good relationships with its lenders through regular communications and reporting.
- The Company continuously evaluates asset profitability and cost of capital to optimize return on capital.

- During periods where business operations are widely impacted by pandemics or other isolated incidences, the Company has arranged for debt covenant waivers and/or amendments.

Insurance

The Company develops and organizes sports leagues to play at the facilities it owns and operates. Due to the nature of the sports we host, incidents can occur. We purchase liability and accident insurance, the cost of which is dependent upon the history of the number of injury claims and the quantum of such claims. There is always a risk that the cost of acquiring sufficient insurance to cover any such injury claims will become prohibitive or that such insurance will become unavailable. The Company has obtained insurance coverage that it believes would ordinarily be maintained by an operator of facilities similar to that of the Company. The Company's insurance is subject to various limits and exclusions. Damage or destruction to any of our facilities or lawsuits arising from use of such facilities could result in claims that are excluded by, or exceed the limits of, the Company's insurance coverage.

Mitigating factors and strategies:

- The Company maintains its facilities to high standards and continually monitors league activities and enforces a strict set of rules.
- The Company has developed risk management procedures and emergency preparedness guides at all of its locations.
- Management works closely with insurance advisors.

Expansion and U.S. Operations

The Company's expansion strategies may include purchase of facilities in new markets or the creation of new product offerings. Should market conditions of new locations or consumer preferences surrounding new products vary significantly from what was anticipated, the Company's financial results could be adversely affected.

Specifically, expansion strategies include certain markets in the U.S. As such, the Company faces the risks of operating in new markets where the demographics, consumer preferences, and economic conditions can be very different from Canadian markets in which the Company primarily operates.

Operating in the U.S. also creates foreign currency risk on sales and purchases that are denominated in U.S. dollars. Should the financial results of the Company's U.S. subsidiaries significantly fall short of targets, the Company could be exposed to the risk of loss depending on the relative movement of this currency against the Canadian dollar. The Company does not currently enter into forward contracts to mitigate this risk. However, management anticipates that earnings from U.S. business activities are adequate to service the working capital needs of U.S. operations.

Mitigating factors and strategies:

- The Company performs due diligence to evaluate the structural condition of facilities, and conditions that support supply and demand in the marketplace of target investments.
- The Company performs extensive research and due diligence to evaluate and test new product offerings to ensure consumer demand matches the product offering prior to a full product launch.

- Management closely monitors the Canadian-U.S. foreign exchange rate and could utilize hedging instruments if necessary. In addition, a reasonable amount of U.S. currency is maintained on hand to meet operating needs.
- Equipment and supplies required for facility operations are mostly sourced from the local region to minimize the need for importing supplies and equipment.

Competition

The recreation industry is highly competitive and Canlan competes with other private and municipal operators in various major markets. Other private operators may have more resources and less debt than Canlan, and municipal operators can operate at a loss for an indefinite period without the same negative consequences such losses would have on private companies.

Mitigating factors and strategies:

- Canlan strives to continuously build customer loyalty by focusing on unmatched parity in its leagues and tournaments, providing exceptional customer service, and improving its facilities to provide superior playing surfaces, dressing rooms and restaurants.
- The ice rink industry is capital intensive with high start-up expenses; therefore barriers to enter the business exist.
- We have developed expertise in all aspects of ice-rink and multi-sport complex operations.

Employee and Union Relations

The Company has unionized employees at four of its facilities. The Company may not be able to negotiate a new contract on favourable terms, which could result in increased operating costs as a result of higher wages or benefits paid to its unionized workers. If unionized workers engage in a strike or other work stoppage, the Company could experience a significant disruption in its operations or higher ongoing labour costs, which could have material adverse effects on the business, financial condition, results of operations and cash flows.

Mitigating factors and strategies:

- The Company maintains positive relationships with the unions, and management and union representatives have bargained in good faith.
- The Company garners assistance and guidance from professional labour consultants where needed.

Key Personnel

The Company's future success depends, to a large extent, on the efforts and abilities of its executive officers and other key personnel. As the Company's ability to retain these key personnel and executive officers is important to its success and growth, the loss of such personnel could adversely affect the Company's business, financial condition, cash flows and results of operations.

Mitigating factors and strategies:

- The Company has established short-term and long-term compensation and incentive programs for its executive officers that are commensurate with their responsibilities and with market conditions.
- The Company maintains an open and candid working environment where executive officers can offer input into business strategies and decisions.

Utility Costs

Electricity, natural gas and water are significant components of operating costs of our facilities and the Company is susceptible to fluctuations in the market price of energy and related regulatory charges. In addition, the Company may experience power fluctuations or outages or cannot maintain adequate sources of natural gas and water. These factors may have a material adverse effect on the Company's business, financial conditions, results of operations and cash flows.

Mitigating factors and strategies:

- Where considered appropriate, the Company enters into medium-term energy contracts to mitigate the price fluctuations of gas and electricity.
- The Company carefully manages utility consumption through standard operating procedures and capital asset program.
- The Company has implemented an equipment replacement program, which utilizes newer technology and reduces energy consumption.
- The Company employs a full-time subject matter expert in energy management.

Privacy and Security of Information

In the ordinary course of our business we receive, process and store information from our guests and others, including personal information of our guests and employees often through online operations that depend upon the secure communication of information over public networks and in reliance on third party service providers. The secure operation of the networks and systems on which this information is stored, processed and maintained is critical to our business operations and strategy. Although we maintain systems to protect this information and rely on systems security of third-party software service providers, these systems must be continuously monitored and updated and could be compromised, in which case our guest information could become subject to intrusion, tampering or theft. Any compromise of our data security systems or the security systems of our third-party service providers could have an adverse impact on our reputation, be costly to remediate and could have a material adverse effect on our business.

Mitigating factors and strategies:

- The Company has deployed network security measures and performs periodic security compliance audits.
- Information security has been made a part of the Company's Enterprise Risk Management Strategy to provide oversight over this particular risk.

Climate Change

Canlan, like many other companies, is subject to climate change-related risks. Government regulations and public perception may adversely impact Canlan's operations. Climate change may also increase the frequency and intensity of severe weather events, which may negatively impact our facilities, cause property damage or other disruption to the Company's operations. Natural disasters resulting from climate change may also result in disruptive events that can impact operations, customer satisfaction and client experience, and may result in increased insurance premiums or deductibles, and the decrease in the availability of, or loss of insurance coverage. To reduce the potential impact that business operations may pose on the environment, the Company continuously invests in cooling, heating and lighting equipment that is energy-efficient and implements technologies or processes to reduce energy, water and paper

consumption where appropriate. In addition, the Company follows guidance provided by its insurers on policies and procedures that can help mitigate property damage that may be caused by severe climate such as sudden heavy precipitation or wind storms.

Infrastructure Expenditures

The Company's recreation facilities consist of property, plant and equipment that have useful lives estimated by management. Assets may become obsolete and may require replacement before the end of their estimated useful lives, which will necessitate significant capital expenditure.

Mitigating factors and strategies:

- The Company has implemented formal standard operating procedures and operational support visits to help protect our assets.
- The Company has a stringent asset repair and maintenance program.
- The Company has a long-term capital project program that plans capital expenditures in accordance with priorities and estimated useful lives.

Critical Accounting Policies and Estimates

Canlan's material accounting policies are described in Note 3 to the audited consolidated financial statements. The preparation of the consolidated financial statements in conformity with IFRS requires us to make judgments, estimates, and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, and expenses. Actual results may differ from these estimates.

Estimates and judgments are continually evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Key sources of estimation uncertainty are the areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities. These are:

Recoverability of Property, Plant and Equipment - Facilities

At each reporting date, the Company performs an assessment for indicators of impairment for each cash-generating unit. If any such indication exists, the Company estimates the cash-generating unit's recoverable amount based on the greater of its value in use and its fair value less costs to sell. When the carrying amount exceeds the recoverable amount, an impairment loss is recognized in an amount equal to the excess. In determining the recoverable amount of the cash-generating units under the value in use method, significant assumptions include estimated revenue and expense growth rates, pre-tax discount rates, and useful lives of property, plant and equipment. In determining the recoverable amount of the cash-generating units under the fair value less costs to sell method, significant assumptions include the capitalization rate and the estimated value per square foot of the recreational property.

Useful Lives of Property, Plant and Equipment

Property, plant, and equipment are depreciated on a straight-line basis over their estimated useful life and residual values which are determined through exercise of judgment. Approximately 78% of the Company's total assets are comprised of recreational properties. The method of depreciation and length of the depreciation period could have a material impact on depreciation expense and the net book value of the Company's assets. Assets may become obsolete or require replacement before the end of their estimated useful lives, in which case any remaining unamortized costs would be expensed.

Deferred Income Tax

Deferred income tax assets and liabilities require management to assess the likelihood that the Company will generate sufficient taxable earnings in future periods in order to utilize recognized deferred tax assets. Assumptions about the generation of future taxable profits depend on management's estimates of future cash flows. In addition, future changes in tax laws could limit the ability of the Company to obtain tax deductions in future periods. To the extent that future cash flows and taxable income differ significantly from estimates, the ability of the Company to realize or recognize net deferred tax assets, if any, at the reporting date could be impacted.

Ivan Wu
Chief Financial Officer