



KELSO TECHNOLOGIES

Investor Presentation

September 2026

TSX:KLS

| www.kelsotech.com



Advisories

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Forward-Looking Information

This Presentation contains forward-looking information or forward-looking statements with respect to the Corporation. By their nature, forward-looking statements are subject to a variety of factors that could cause actual results to differ materially from the results suggested by the forward-looking statements. In addition, the forward-looking statements require the Corporation to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the forward-looking statements will not prove to be accurate, that the Corporation's assumptions may not be correct and that actual results may differ materially from such forward-looking statements. Accordingly, readers should not place undue reliance on the forward-looking statements. Generally, forward-looking statements can be identified by the use of terminology such as "anticipate", "will", "expect", “forward”, "may", "continue", "could", "estimate", "forecast", "plan", "potential", “indicates”, and similar expressions. Forward-looking information contained in this Presentation and other forward-looking information are based on opinions, estimates and assumptions of the Corporation's management in light of its experience and perception of historical trends, current conditions and expected future developments, as well as other factors that management currently believes are appropriate and reasonable in the circumstances. Despite a careful process to prepare and review the forward-looking information, there can be no assurance that the underlying opinions, estimates and assumptions will prove to be correct. Forward-looking statements contained in this presentation may include, but are not limited to, statements with respect to forecasted tank car deliveries and industry growth, estimates with respect to market share, forecasted tank car builds, accessibility of new markets, ability of the Corporation to increase market reach and growth with little capital investment, the successful execution of the Corporation's business strategy, manufacturing expectations, the Corporation's favorable position in the market on a go-forward basis, demographic and market size/trends, new product opportunities, forecasts of revenue and financial projections/growth potential, product development, future capital use strategies, potential partnership and other growth opportunities, demand for the Corporation’s products and services, future increases in market share and addressable markets, expected value of the Corporation’s assets, implied valuations, competitive analysis and the Corporation's position in the market in relation to competitors, projected milestones, go-forward management, go-forward capitalization, anticipated governmental and regulatory approvals and timing thereof and other expectations, beliefs, plans, objectives, assumptions, intentions or statements about future events or performance, review and approval dates, and the continued overall advancement of the Corporation's business. These forward-looking statements are based on a number of assumptions which may prove to be incorrect including, but not limited to: general economic, market and business conditions; the accuracy of cost estimates, ability to obtain sufficient capital on satisfactory terms; availability of supplies, technology and expertise; changes in customer demand; the successful and timely implementation of projects and the impact of changes in applicable laws and regulations. The forward-looking statements contained in this Presentation are made as of the date hereof or the dates specifically referenced in this Presentation, where applicable. Except as required by law, the Corporation undertakes no obligation to update publicly or to revise any forward-looking statements that are contained or incorporated in this Presentation. All forward-looking statements contained in this Presentation are expressly qualified by this cautionary statement.

Future-Oriented Financial Information

Any “future-oriented financial information” or “financial outlooks” within the meaning of applicable Canadian securities laws contained in this Presentation has been approved by management of Kelso as of the date hereof. The Corporation and management believe that the prospective financial information has been prepared on a reasonable basis, reflecting management’s best estimates and judgments and viewers are cautioned that this information may not be appropriate for any other purpose and viewers should not place undue reliance on such future-oriented financial information and financial outlooks. Future-oriented financial information and financial outlooks, as with forward-looking information generally, are, without limitation, based on the assumptions and subject to the risks set out above under the heading “Forward-Looking Information”. The Corporation’s actual financial position and results of operations may differ materially from management’s current expectations and, as a result, the Corporation’s valuation may differ materially from the valuation provided in this Presentation. Such information is presented for illustrative purposes only and may not be an indication of the Corporation’s actual financial position or results of operations.

KELSO AT A GLANCE



Kelso delivered profitability in FY2025 and is now positioning itself for resilience and diversification.



A new product approved, plus others being developed. Designed to **capture new revenues**.



Kelso has **opportunities for strategic capital use**, and is evaluating new partnership and other growth opportunities.



Kelso is looking to **unlock the value of its owned facilities** (assessed at \$4.85M USD vs Kelso's overall equity value of \$5.14M USD) to help fund new growth.



FY2025 was Kelso's first profitable year since 2020. Despite current headwinds, Q2 2026 **Adjusted EBITDA*** and **Net Comprehensive Income improved 37% and 24% QoQ**.

Kelso is looking to build resilience to continue to **deliver shareholder value and future growth**.

COMPANY OVERVIEW



Established in 1987, Kelso is a high-margin, innovative manufacturer of safety-critical transportation valves and equipment.

Our facilities are located in **Bonham, TX**. We operate with a mandate to be a reliable supplier of high quality U.S.-made products for industrial customers and have **more than 100,000 valves shipped to date**.

	(CAD)	(USD)
Share Price	0.127	0.092
Shares Outstanding	56,100,085	56,100,085
Equity Value	C\$7,143,411	U\$5,137,541
Plus: Revolving Credit	486,652	350,000
Plus: Lease Liabilities	46,229	33,248
Less: Cash	518,192	372,684
Enterprise Value	C\$7,158,099	U\$5,148,105

Share price is average closing price between Jul 17 - Aug 18, 2026.

Balance sheet figures as at June 30, 2026.

CAD/USD exchange rate (FX rate) used: 0.7192.

KLS trades in CAD on TSX, USD shown for comparison using FX rate. Kelso trades OTC as KIQSF in USD.

Enterprise Value is a supplementary financial measure. See Appendix for details on its composition.

A PARTNER IN MANUFACTURING



Kelso is receiving inbound interest from potential partners looking to utilize its available manufacturing capacity and expertise.



Available capacity: Kelso owns its Bonham facility outright, and has room beyond current production to take on partner work with little investment needed.



Strategic location: Kelso's North Texas location offers a central U.S. base with access to customers, suppliers, and transportation routes.



Skilled workforce: Kelso has experienced operations, manufacturing, and engineering teams, backed by the scale, growth, and large talent pool of the Texas labor force.

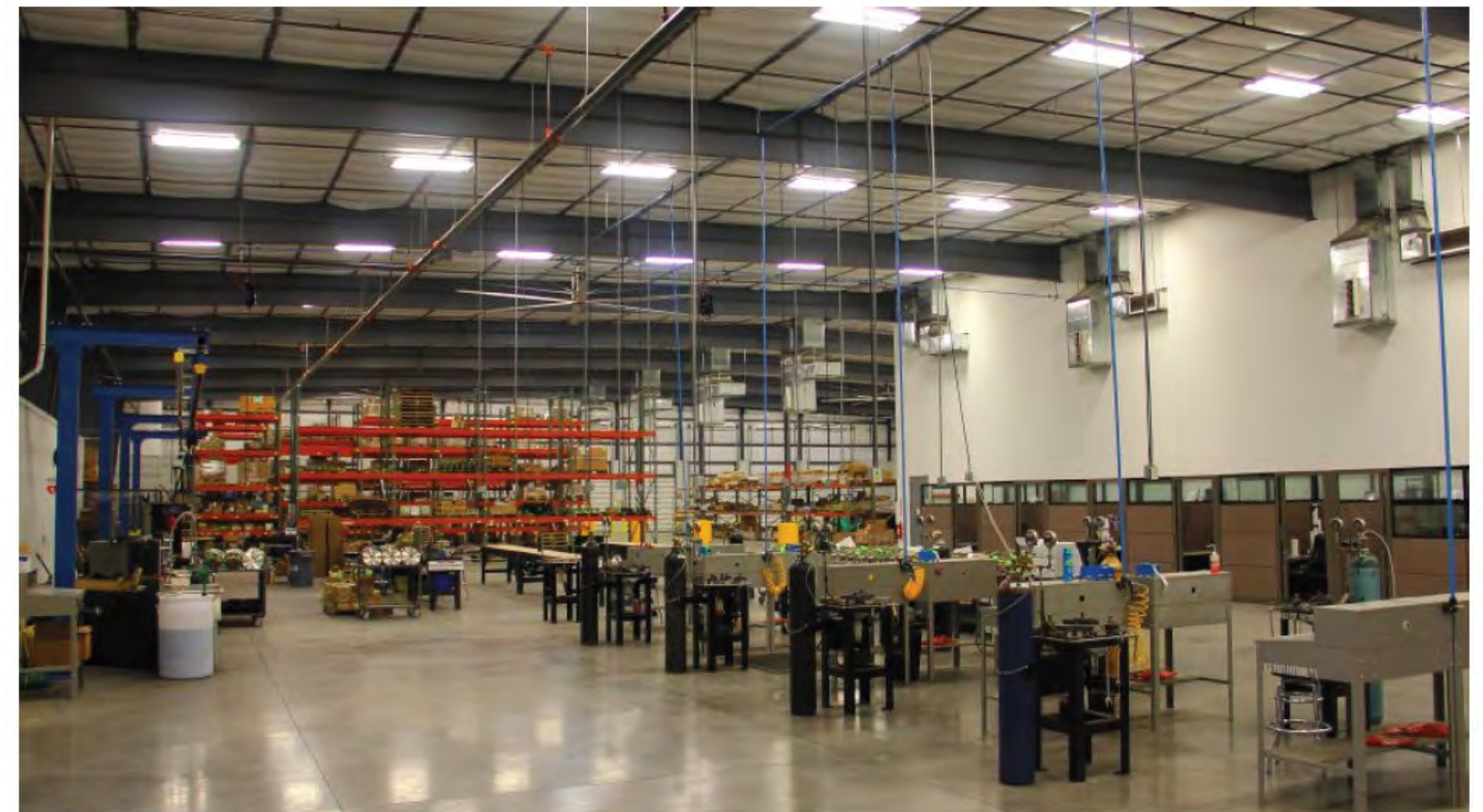
Partnerships could turn existing resources into new value.

KELSO'S SPECIALTY



Kelso specializes in products for rail tank cars to allow them to safely transport, contain, and handle hazardous and non-hazardous commodities. All Kelso products are developed for overall economic and operational advantages while mitigating customer risk.

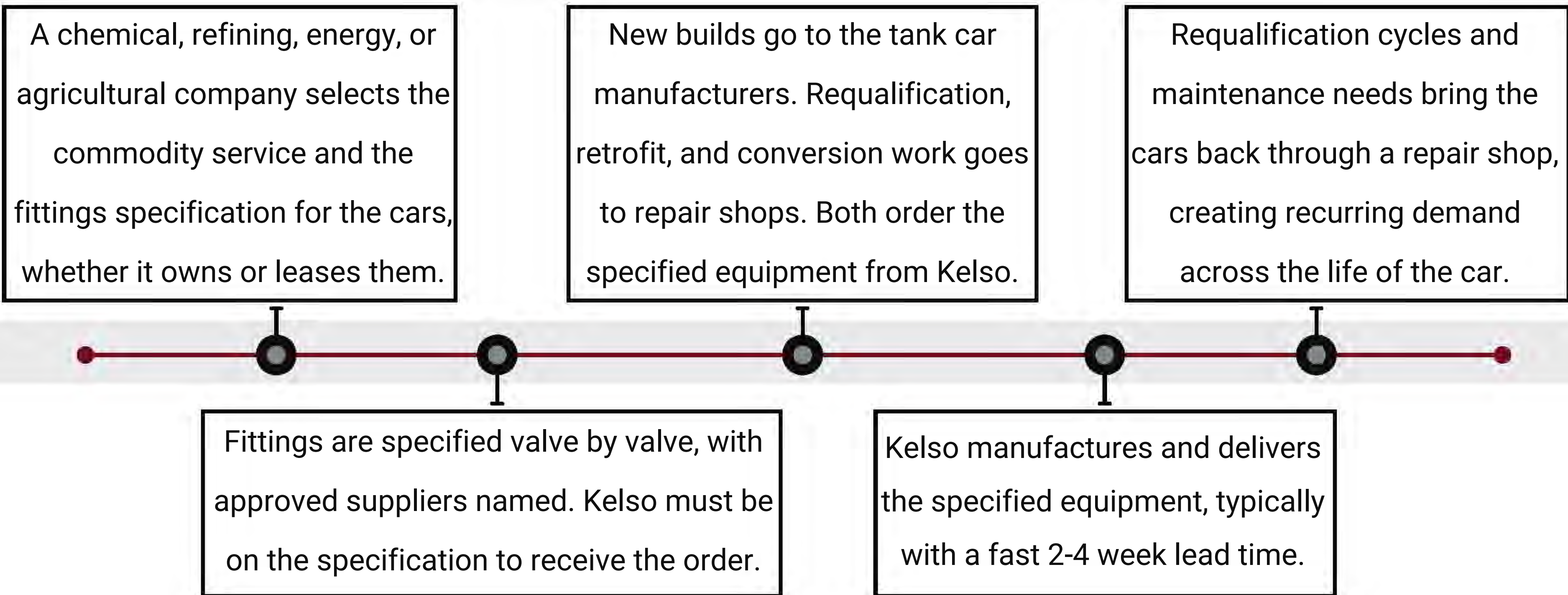
As Kelso's products are safety-critical and tank cars run for decades, there is continued demand for new builds and throughout the life of the car for repair, retrofit, and other service.



HOW KELSO FITS IN THE RAIL SUPPLY CHAIN



Kelso's rail products are specified by the end customers and ordered by manufacturers and repair shops.



MARKET SHARE

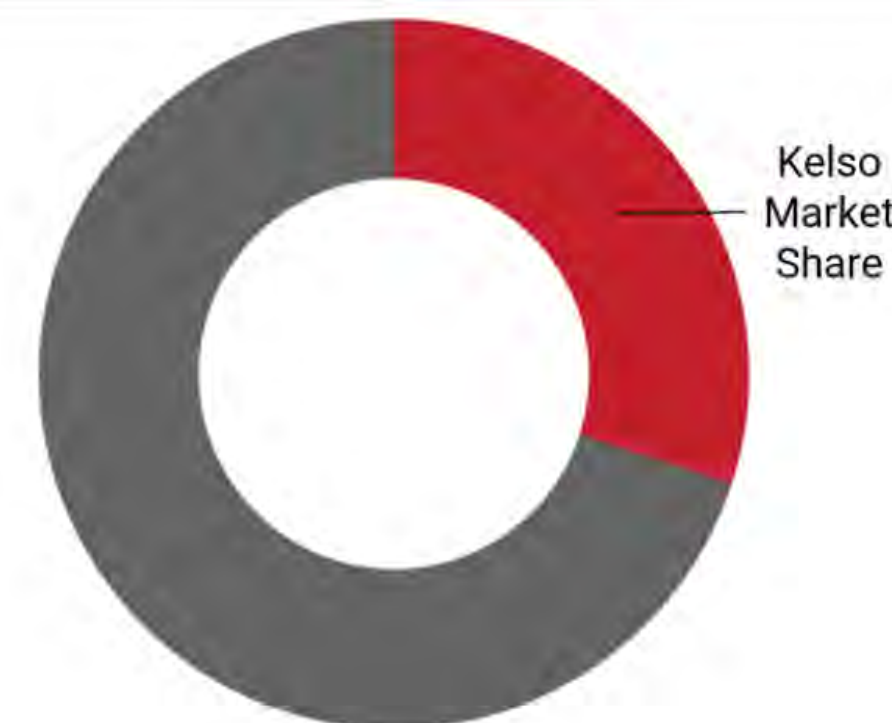


30%

We estimate that Kelso has **30% of the tank car pressure relief valve market**, with competition including Dover Corporation (OPW Global, Midland, RegO), Valmet, and others.

We differentiate through:

- **100% U.S. manufacturing and supply chain**
- **Outstanding safety record and reliability**
- **Industry-leading 2-4 week lead times**
- **Lifetime cost efficiency**
- **10-year warranty on our top product, lowering cost of ownership**



We are looking to **increase share in core markets** while **expanding Kelso's addressable market** through organic growth and diversification.

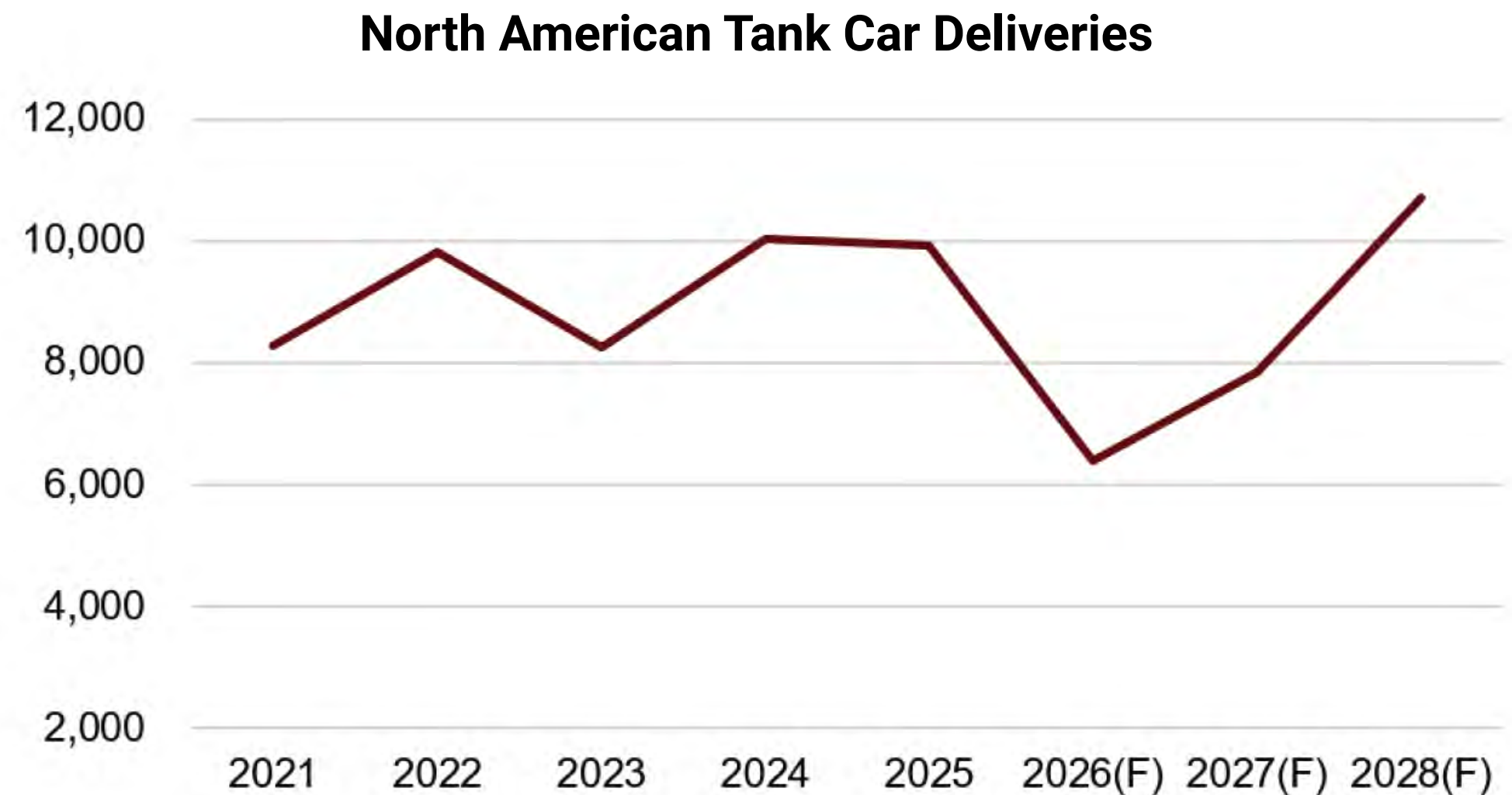
MACRO ENVIRONMENT



Rail tank and other car builds are cyclical, tied to the broader economic environment. There are currently headwinds, with a forecasted 36% decline in tank car deliveries in 2026.

Recovery is forecasted to begin in 2027 and build in 2028, with 23% and 68% improvements expected over 2026 respectively.

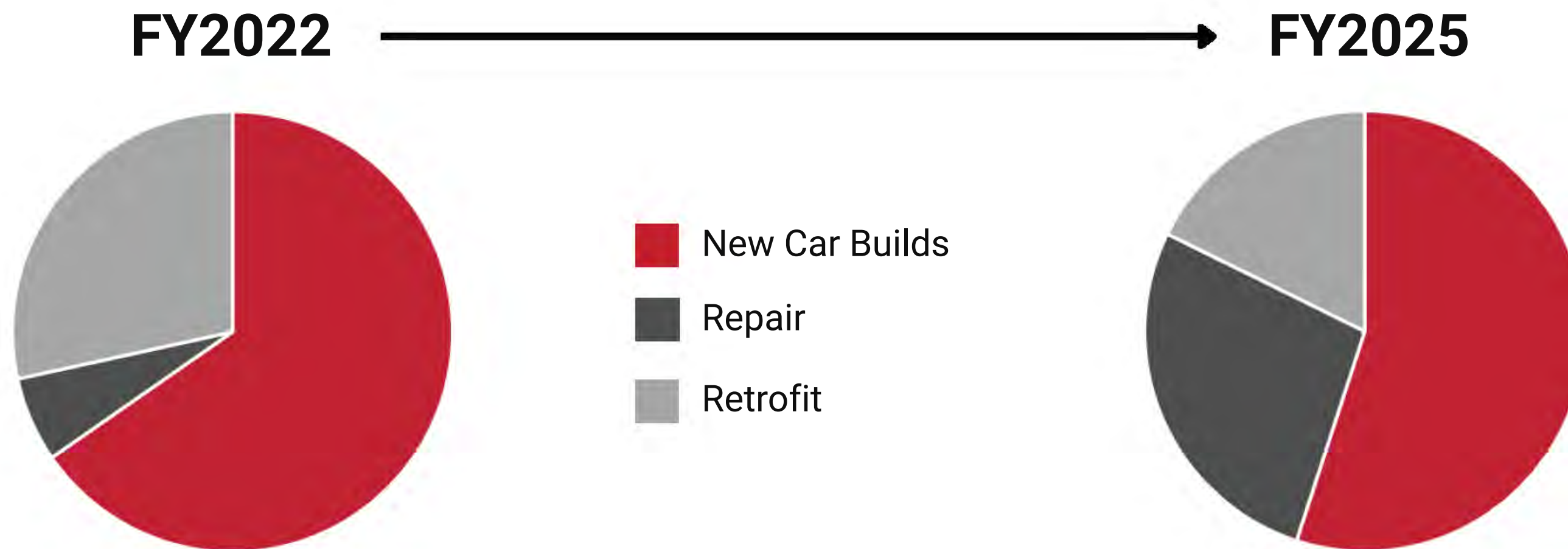
Fleet and maintenance obligations, however, are **set by regulation and calendar timelines and are independent from the build cycle.** Rail cars stay in service for decades and have a regulated maintenance schedule, **helping generate demand for Kelso products through downturns.**



DIVERSIFYING SERVICE MIX



Repair has **grown from 5% to over 25%** of Kelso's service mix volume from FY2022 to FY2025, driven by demand from over 100,000 shipped valves and customer desire to extend valve life.



Tank car deliveries were essentially flat from 2022 to 2025 (9,812 to 9,927), with the shift largely **independent of the build cycle.**

MULTIPLE PATHS FOR GROWTH



New Kelso product developments are in progress to **expand addressable markets** and **create additional opportunities** with each customer.



Kelso is evaluating **opportunities beyond organic operations** such as partnerships and accretive bolt-ons to create shareholder value.



Existing capacity can support expanding into new markets **without requiring significant investment**.



The North American active tank car fleet is a large market, estimated at over **440,000 cars** with over 100,000 carrying Class 3 flammable liquids.

PRODUCT PIPELINE



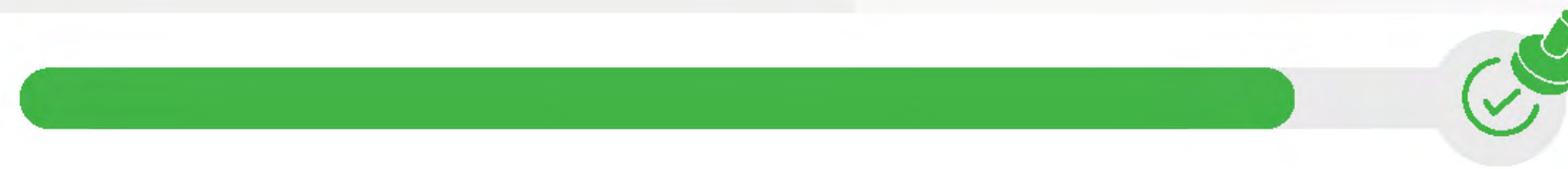
Kelso is continuing to develop its product pipeline to drive new revenue.

ANGLE VALVE

- Targets LP gas and anhydrous ammonia tank cars.
- **AAR approved in September 2026,** ready to be integrated into Kelso product lines **with meaningful revenue contribution anticipated in FY2027.**

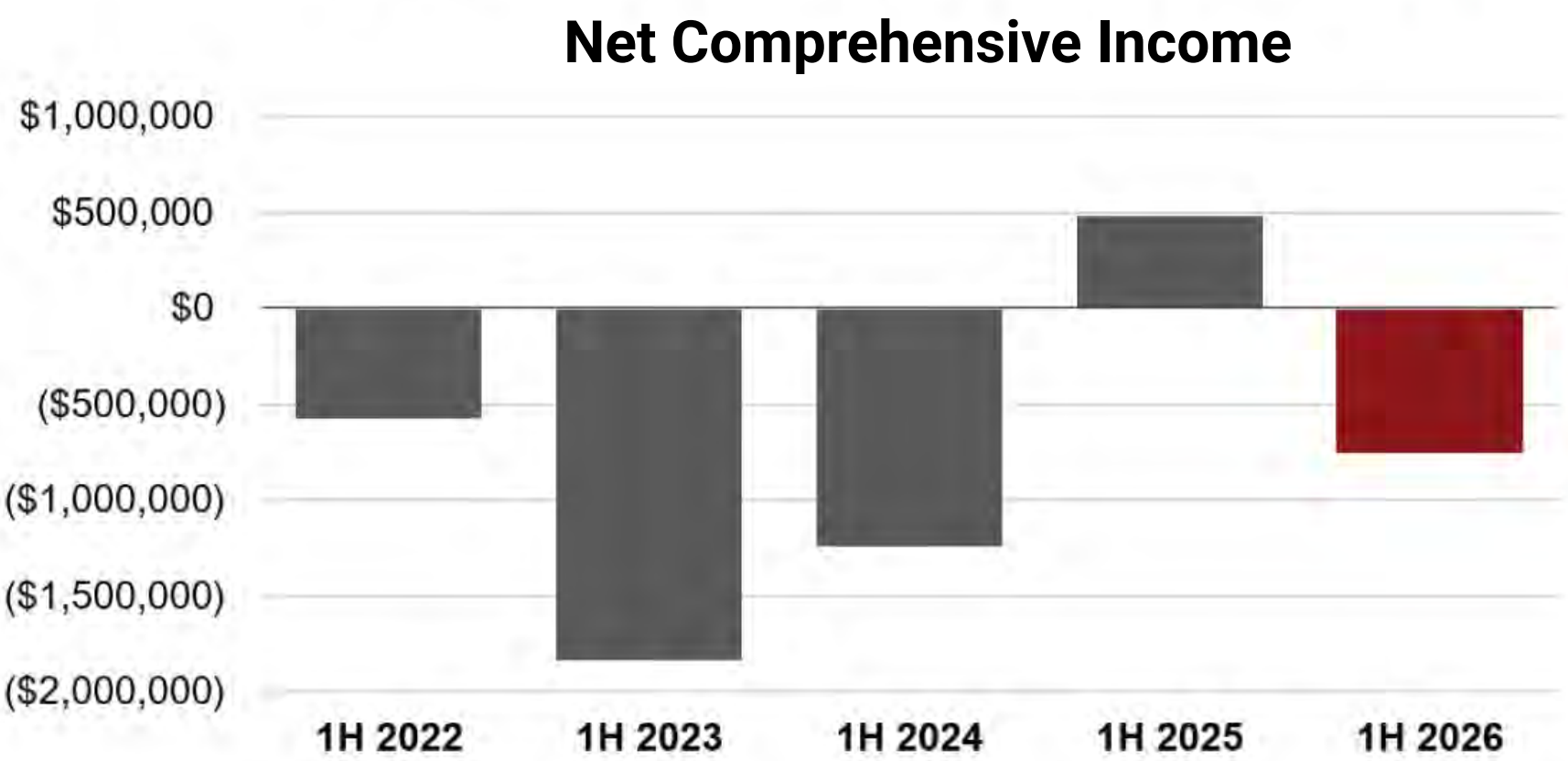
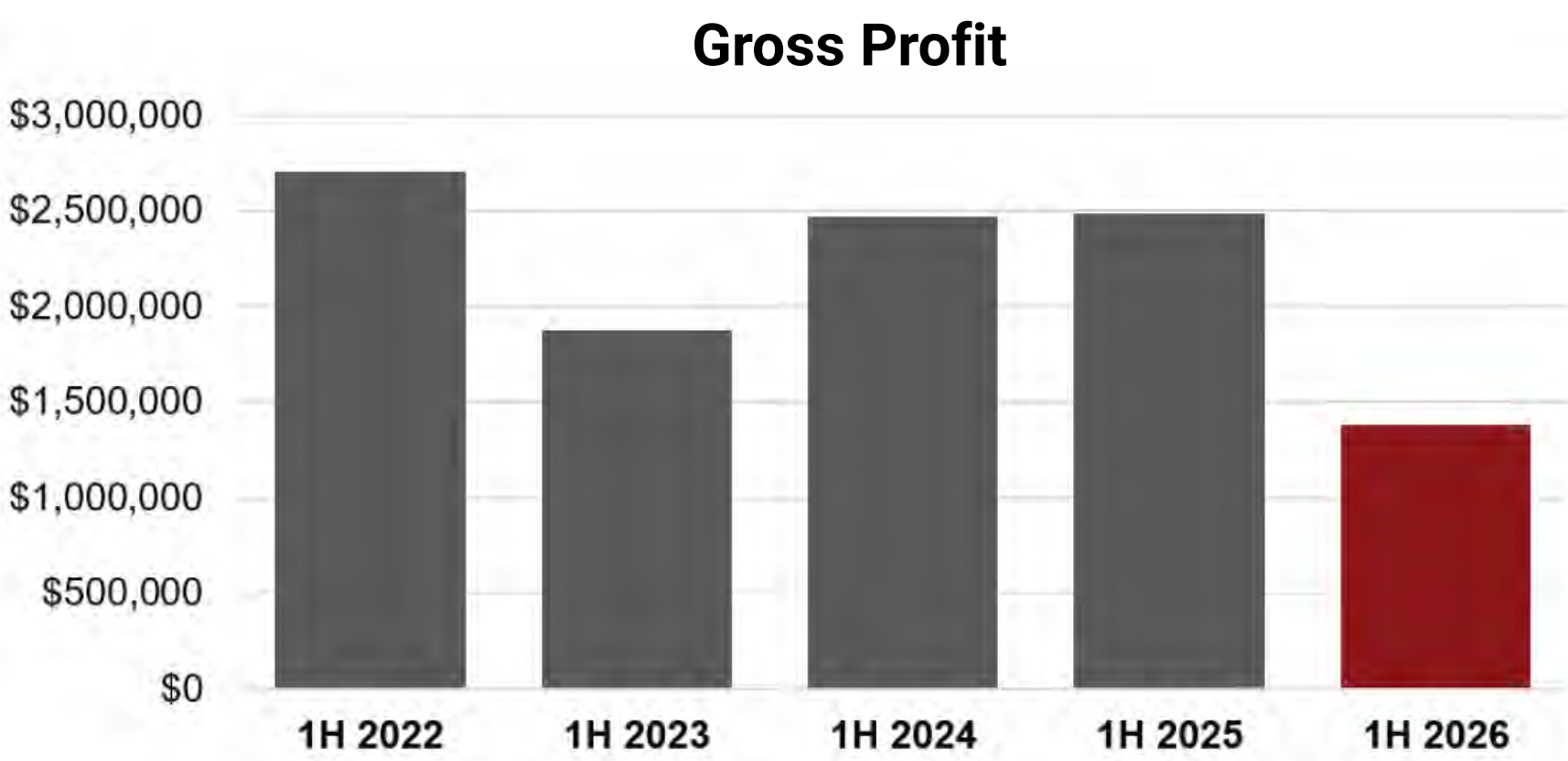
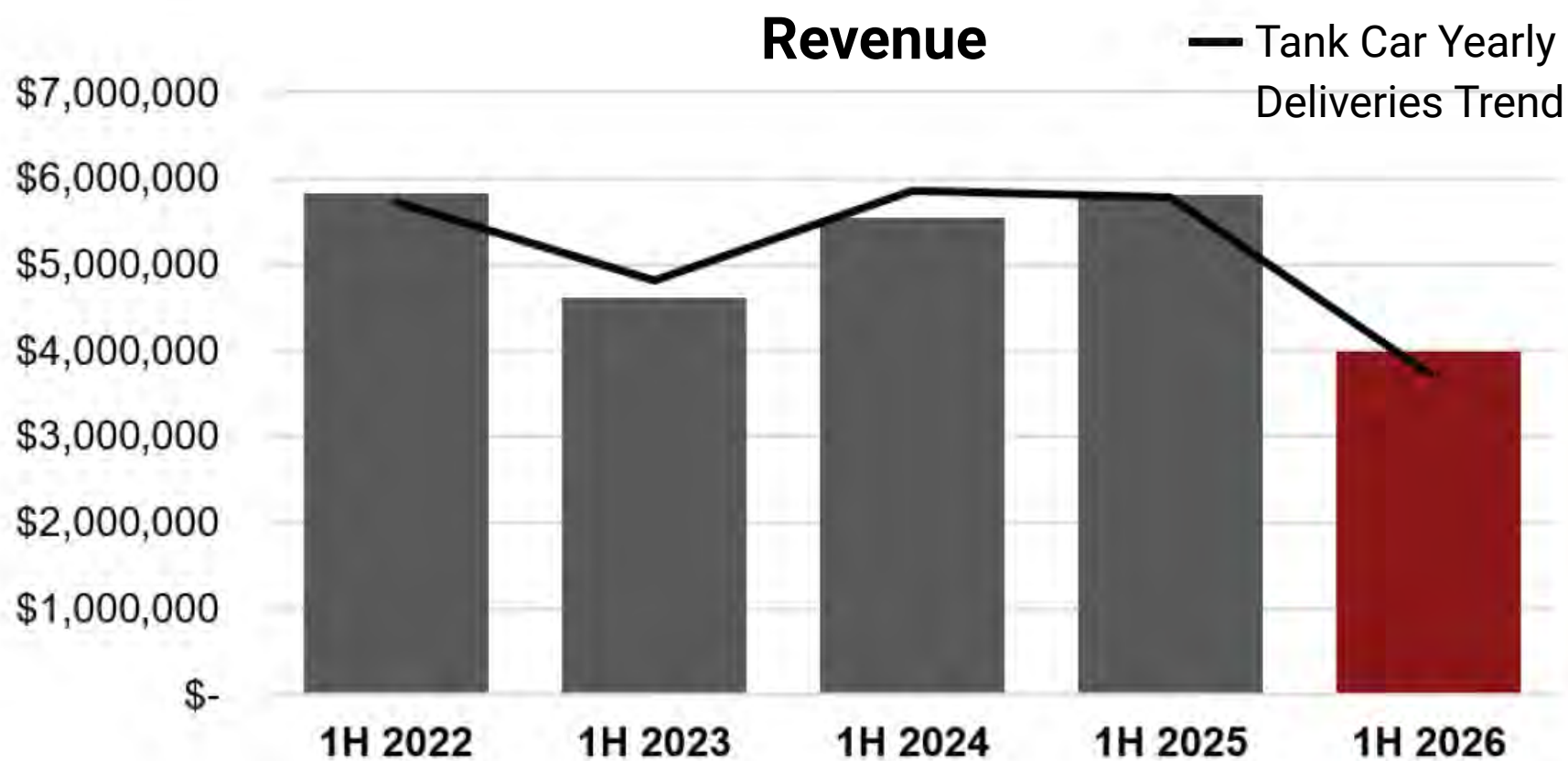
BOTTOM OUTLET VALVE

- Uses ceramics to address the failures of stainless steel BOVs in abrasive/corrosive service.
- AAR approval process underway, expected to be completed by **FY2027.**



Two new products are already identified and are queued for upcoming AAR trials.

FINANCIAL OVERVIEW



With a cyclical decline in tank car deliveries, Kelso posted a net loss in the first half (1H) of 2026, following 1H 2025's profitability. Cost-cutting measures have narrowed the loss relative to 1H 2023 and 2024 despite lower overall revenue and gross profit than previous years.

FINANCIAL SNAPSHOT



2026 has had headwinds with declines in tank car deliveries.
Despite this, Q2 has been a significant improvement over Q1.

	Metric	Q2 2026	Q1 2026	% Change QoQ
	Revenue	\$ 2,245,498	\$ 1,749,058	+ 28.4%
	Gross Profit	\$ 725,897	\$ 651,733	+ 11.4%
	Adjusted EBITDA [*]	\$ (274,190)	\$ (439,138)	Loss narrowed 37.6%
	Net Comprehensive Income	\$ (326,972)	\$ (430,987)	Loss narrowed 24.1%

Kelso has operating leverage available to help drive its earnings recovery. **Broader macro environment recovery is forecasted in 2027 and 2028.**

For the quarters ending March 31 and June 30 of 2026. All figures in USD.
Macro environment forecast per FTR 2026 Q3 Rail Equipment Outlook.
^{*}Adjusted EBITDA is a non-IFRS financial measure. See Advisories for more details and see Kelso MD&A for reconciliation to most directly comparable IFRS financial measure.

BUILT FOR RESILIENCE



Resilience is structural. Balance sheet, margins, mix, and supply chain all reinforce each other.

BALANCE SHEET No term debt, owned assets are under-recognized with potential monetization options. \$1.94M working capital, 2.43x current ratio. Low refinancing risk.

STRONG MARGINS Gross margins ~1.5x peer median, with operating leverage from available plant capacity and ~\$500K of annualized cost reductions implemented in early 2026.

REVENUE MIX Repair and aftermarket lines are growing, helping to buffer new-build cycles with recurring revenue. Partnerships in new markets are being explored.

SUPPLY CHAIN 100% domestic U.S. supply chain with 2-4 week lead times helps insulate from additional international and geopolitical disruption.

Kelso is positioned to defend through challenges and lean into recovery and new opportunities.

UNLOCKING THE VALUE OF KELSO'S ASSETS



Kelso's owned facilities are an under-recognized source of capital and shareholder value.

Kelso's manufacturing facility has an assessed value of \$4.25M USD, currently carried on the balance sheet at less than \$2M USD.

Kelso also owns a smaller secondary facility, currently assessed at over \$600,000 USD, that could generate value through leasing or other monetization opportunities.



Overview representation of Kelso's facilities in Bonham, Texas.

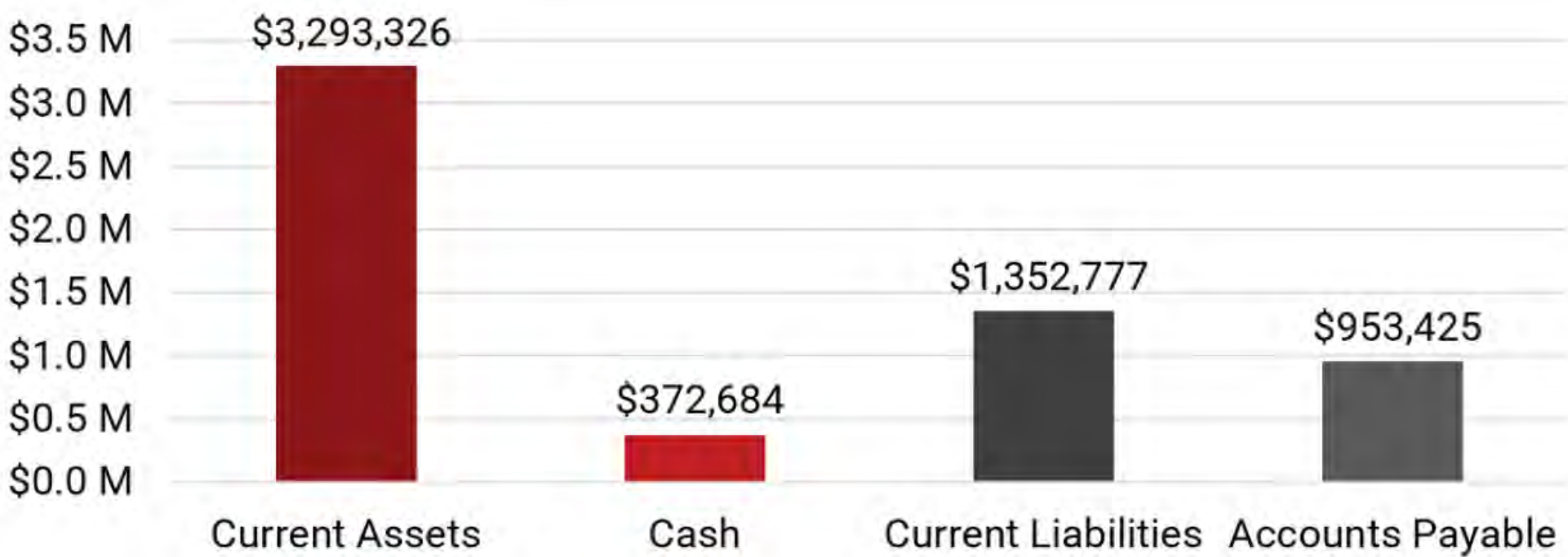
*Kelso's facilities, owned outright, provide multiple potential monetization paths, **assessed at a combined \$4.85M USD.***

CAPITAL STRUCTURE AND FINANCIAL STANDING



Share Price	(USD/sh)	\$ 0.092
Shares Outstanding	(sh)	56,100,085
Market Capitalization	(USD)	\$ 5,137,541
Dilution From Unvested RSUs		203,329
Diluted Shares Outstanding		56,303,414

Debt to Book Capital	8.7%
Debt to Equity	0.10x



Working Capital: **\$1,940,549**
Current Ratio: **2.43**

Kelso has \$350K drawn on its revolving line of credit as of June 30, 2026, **with additional credit available and no term debt on its balance sheet.**

CAPITAL STRATEGY



Kelso is shifting from **balance sheet preservation to disciplined capital deployment**, focused on creating shareholder value.



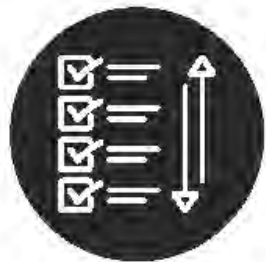
Expanding liquidity with a \$1M USD revolving credit facility in place (\$350K drawn as of June 30, 2026), and exploring opportunities to unlock asset value.



Strategic use of debt can lower Kelso's total cost of capital and amplify returns. Kelso has a debt-to-equity of 0.10x compared to a 0.59x peer median.



Focused growth through markets aligned with Kelso's manufacturing and engineering expertise, using existing capacity without significant investment.



Capital deployment prioritizing organic growth, accretive partnerships and M&A, and other opportunities to return capital to shareholders.

Every dollar spent must clear the hurdle relative to the alternative of returning capital.

COMPARABLES TABLE - PEER VALUATION COMPARISON



<u>Company/Measure</u>	<u>Valuation Multiples</u>				<u>Leverage Multiples</u>	
	<u>EV/Revenue</u>	<u>EV/Gross Profit</u>	<u>Price/Book</u>	<u>Gross Profit Margin</u>	<u>Debt to Equity</u>	<u>Debt/Book Cap.</u>
Kelso Technologies	0.57x	1.55x	1.28x	37.1%	0.10x	8.7%
Peer Average	1.96x	7.90x	2.74x	24.6%	1.58x	44.1%
Peer Median	1.24x	7.70x	1.70x	25.5%	0.59x	36.9%
Peer Low	0.70x	1.90x	0.96x	12.5%	0.11x	9.6%
Peer High	4.61x	14.37x	7.14x	36.6%	4.57x	82.1%

Median is used with the multiples to assess how a “**typical company**” may be valued, while **average** is more sensitive to peer highs and lows.

Kelso trades below peer medians across key valuation multiples, most notably EV/Gross Profit. Leverage is well below peers, with **capital deployment optionality intact**.

EV = Enterprise Value. Enterprise Value is a supplementary financial measure. See Advisories for more details and Appendix for more details on the calculation of Enterprise Value for Kelso and its peers.

Value information for peers is based on average closing share prices over July 17 - August 18, 2026 (to reduce single-day volatility). Performance information is based on company filings and public financials.

Two peers were subject to announced control transactions during the pricing period, with prices reflecting deal terms in addition to standalone trading.

See Appendix for more details on important limitations, peer selection, and valuation and leverage multiples. Peer multiples are illustrative only and are not a formal valuation or investment recommendation.

DIRECTION



Pursuing growth with new markets aligned with existing **manufacturing and engineering expertise.**



Identifying opportunities to strategically utilize debt financing to **lower Kelso's cost of capital and drive value.**



Kelso's management team and board are continuing to execute a **profitability-focused strategy.**



KELSO MANAGEMENT AND BOARD



Office of the CEO

Jesse V. Crews (CEO) Director

- 40+ years in asset finance and leasing
- Experience in senior roles at GATX Capital, Trinity Leasing, Fortress Investment Group, and Willis Lease
- MBA, University of Virginia
- BA in Economics, Yale University

Sameer Uplenchwar (CFO) Director

- CPA with 20+ years in finance and investment banking
- Co-founder, Helios Corp.
- Former Managing Director at GMP Capital & Global Hunter
- Prior roles at Morgan Stanley, KPMG, and Bank of America

Amanda Smith (COO)

- With Kelso's operations since 2016
- 10+ years experience at Caterpillar in senior positions
- Expertise: manufacturing, supply chain, procurement, inventory
- Degrees from Austin College & SMU, multiple industry certifications

The new Office of the CEO brings decades of experience in rail asset finance and leasing, capital markets, and manufacturing operations.

Mark Temen Independent Director (Lead Director)

- CPA with 50+ years of experience
- Previous CEO/Owner of Audio Video Resources
- Owner of Fortress Developers
- Previous experience at Aronson & Co and Toback & Co
- Entrepreneurial background

Laura Roach Independent Director

- Partner at McCathern Law
- Specialized in mediation and litigation
- Entrepreneurial leadership experience
- JD, St. Mary's University
- BSc, University of Arizona

Paul Cass Independent Director

- Former COO, Ballard Power Systems and Whitewater West Industries
- Specialized in global manufacturing
- Public and private executive leadership
- P.Eng. (Retired), British Columbia
- MBA, Simon Fraser University

KELSO SHARE OWNERSHIP



- **56,100,085 shares outstanding.**
- Kelso has six reporting insiders, who hold **4,082,016 shares** (7.28% of shares outstanding) as of August 18, 2026.
- Remaining 92.72% of shares are **widely held**.
- Kelso insiders have acquired **776,448 shares** (1.38% of shares outstanding) in the last six months (February 18, 2026 - August 18, 2026).

■ Shares owned by insiders
■ Acquired by insiders in last 6 months



KELSO TECHNOLOGIES: A RARE COMPANY



Kelso: Strong margins, focused execution, and positioned for growth.



Niche Market Focus: New products that expand Kelso's addressable market and share of each customer.



Capital Position: Strong capital structure, borrowing capacity, and ability to unlock significant asset value.



Strategic Outlook: Evaluating capital deployment, partnerships, and other growth and value opportunities.



Operating Profile: Operating leverage from available capacity, with a focus on quality, safety, and efficiency.



Earnings Recovery: Measures implemented to improve fundamentals and diversify revenues.



LET'S CONNECT

www.kelsotech.com

info@kelsotech.com

1-877-314-1879

Bonham, TX, USA

West Kelowna, BC, Canada





APPENDIX

DETAILS AND FOOTNOTES



- Figures may be rounded or truncated. Rounding and/or truncating does not materially affect the totals or conclusions presented.
- Kelso functional currency and reported financial information is in USD, converted to CAD where indicated in this document for presentation only. CAD/USD exchange rate used throughout presentation: 0.7192.
- Kelso balance sheet figures shown in this presentation are as at June 30, 2026. Kelso income statement figures shown in this presentation are for the period ending June 30, 2026.
- Market information for Kelso and peers is based on average closing share prices over July 17 – August 18, 2026 (to reduce single-day volatility). KLS trades in CAD on TSX, USD share price and market cap are shown for reference only using CAD/USD exchange rate to convert between currencies.
- Kelso Adjusted EBITDA reconciliation to more directly comparable IFRS financial measure is available in Kelso MD&A for the three and six months ended June 30, 2026.
- Core peers for Kelso are defined as rail and related industrial manufacturing and valve companies, as Kelso's performance is currently influenced by macro factors affecting the rail sector and the performance of several of these companies as Kelso customers, and because remaining peers share comparable manufacturing operations and risk/return profiles.
- Peers evaluated included: Greenbrier Companies, Trinity Industries, FreightCar America, Wabtec Corporation, NCS Multistage Holdings, Velan, and Omni-lite Industries. Velan and NCSM were subject to announced control transactions during the pricing period, so prices and valuations for these peers reflect deal terms in addition to standalone trading. These peers were retained given their comparable manufacturing operations and risk/return profiles.
- Differences in company size, financial performance, liquidity, and business-specific operations may cause differences in valuation multiples.
- For the peer group, financial data is taken from each company's most recently filed annual and interim financial statements: Forms 10-K and 10-Q filed with the SEC for U.S. registrants, and annual and interim financial statements with accompanying MD&A filed on SEDAR+ for Canadian issuers. Peer fiscal year ends and reporting dates may differ from Kelso's, figures are taken as reported without adjustment to a common period. Omni-lite figures are TTM to March 31, 2026, its June quarter was released August 19, 2026, after the pricing period.
- Enterprise Value (EV) is a metric to estimate a company's total value. Enterprise Value for Kelso Technologies and peers used in comparable company valuation was calculated as market cap (market value of common equity), plus market value of preferred equity, plus total debt including leases, less cash, plus minority interests. Debt, cash, and minority interests are as reported in the balance sheets for the most recently filed annual and interim financial statements for Kelso and its peers.
- Enterprise Value facilitates comparisons among companies with varying capital structures and can be used to calculate valuation multiples when used with that company's financial and operating performance, typically by dividing calculated Enterprise Value with a particular financial measure, such as Revenue or Gross Profit.
- Enterprise Value is a supplementary financial measure and is used for comparability among peers. It is not an IFRS or GAAP measure, historical or otherwise, and should be viewed in addition to, and not as a substitute for, analysis of results reported in accordance with IFRS and/or GAAP.
- Valuation and leverage multiples utilize reported trailing twelve month (TTM) Revenue and Gross Profit, Debt (including leases), as well as other measures such as Book Value (calculated by subtracting total reported liabilities from total reported assets), Market Capitalization (average closing share price over the pricing period multiplied by shares outstanding), and Enterprise Value, based on financial statements filed as of the pricing period end. The valuation and leverage multiples presented are not IFRS or GAAP measures, do not have standardized meanings, and may not be comparable to similar measures presented by other companies.
- Price/Book is Market Capitalization divided by Book Value of shareholders' equity. Gross Profit Margin is gross profit divided by revenue, as reported. Debt to Equity is total debt (including leases) divided by Book Value of shareholders' equity. Debt to Book Capital is total debt (including leases) divided by the sum of total debt (including leases) and Book Value of shareholders' equity.
- Peer average, median, low, and high are calculated across the peer group for each multiple. Multiples that are not meaningful (for example, where the underlying measure is negative) are excluded from those calculations. EV/EBITDA is omitted as it is not meaningful due to Kelso's negative Adjusted EBITDA.
- No presentation or statement of Kelso achieving profitability in FY2025 is a statement, projection, or guarantee that similar results will be achieved at any point in FY2026.
- Viewers should review Kelso's latest reported financial statements. Any information presented is based on current expectations and assumptions, which involve risks and uncertainties and are subject to change.

VALUATION & COMPARABLES

DISCLOSURE AND CAUTIONARY NOTE



The comparable company and valuation analysis presented in this presentation are based on publicly available financial and market data as of the dates indicated. Kelso has selected peer companies based on similar industry exposure, manufacturing characteristics, and risk/return profiles.

Valuation metrics and peer multiples have been applied using consistent methodologies to the extent possible. However, differences in business models, accounting practices, and reporting periods may limit direct comparability.

Peer multiples are presented for illustrative purposes only and should not be interpreted as formal valuation conclusions or investment recommendations. Readers are cautioned not to place undue reliance on peer-based valuation assessments and should review Kelso’s publicly filed financial statements and MD&A for a complete understanding of its business and risk factors.

Kelso Enterprise Value Reconciliation

Average Info July 17 - August 18		Info As At June 30, 2026			Enterprise Value
<u>Market Cap</u>	<u>Market Value of Preferred Equity</u>	<u>Total Debt (Incl. Leases)</u>	<u>Cash</u>	<u>Minority Interest</u>	<u>EV</u>
\$ 5,137,541	\$ -	\$ 383,248	\$ 372,684	\$ -	\$ 5,148,105

USD