MANAGEMENT'S DISCUSSION AND ANALYSIS

September 30, 2025

TABLE OF CONTENTS

Explanatory Notes

The following Management's Discussion and Analysis of Financial Results ("MD&A"), dated November 6, 2025, should be read in conjunction with the cautionary statement regarding forward-looking information and statements below, as well as the unaudited condensed consolidated interim financial statements for the period ending September 30, 2025, and the audited consolidated financial statements and notes thereto, for the years ended December 31, 2024, and 2023. The annual consolidated financial statements have been prepared in accordance with IFRS Accounting Standards. All amounts in the following MD&A are in Canadian dollars unless otherwise stated. References to "McCoy," "McCoy Global," "the Corporation," "we," "us" or "our" mean McCoy Global Inc. and its subsidiaries, unless the context otherwise requires. Additional information relating to McCoy Global, including periodic quarterly and annual reports and Annual Information Forms ("AIF"), filed with Canadian securities regulatory authorities, is available on SEDAR+ at sedarplus.ca and our website at mccoyglobal.com. The information in this MD&A is current to November 6, 2025, unless otherwise noted.

FORWARD-LOOKING INFORMATION AND STATEMENTS

This MD&A contains certain forward-looking statements and forward-looking information (collectively referred to herein as "forward-looking statements") within the meaning of applicable Canadian securities laws. All statements in this MD&A other than statements of present or historical fact are forward-looking statements. Forward-looking information is often, but not always, identified by the use of words such as "could", "should", "can", "anticipate", "expect", "objective", "ongoing", "believe", "will", "may", "projected", "plan", "sustain", "continues", "strategy", "potential", "projects", "grow", "take advantage", "estimate", "well-positioned" or similar words suggesting future outcomes. In particular, this MD&A contains:

Forward-looking statements relating to McCoy Global's:

- business strategy;
- future development and organic growth prospects;
- the Corporation's development and commercialization of its Technology Roadmap;
- competitive advantages;
- merger and acquisition strategy;
- payment of quarterly dividends;
- the impact of order intake and backlog on expected financial performance;
- the impact of new drilling activity, oil and gas prices, the entry or new market participants and M&A activity on the demand for the Corporation's products;
- potential tariffs imposed by the United States on Canadian imports;
- operational leverage; and
- capital spending for 2025.

Forward-looking statements respecting:

- the business opportunities for the Corporation that are based on the views of Management and current and anticipated market conditions; and
- the perceived benefits of the growth and operating strategies of the Corporation, which are based upon the financial and operating attributes of the Corporation as at the date hereof, as well as the anticipated operating and financial results.

Forward-looking statements reflect the Corporation's current plans, intentions, and expectations, which are based on Management's perception of historical trends, current conditions and expected future developments, as well as other factors it believes are appropriate in the circumstances. The Corporation's expectation of operating and financial performance in 2025 and beyond is based on certain assumptions. McCoy Global's plans, intentions and expectations are inherently subject to significant business, economic, competitive, and other uncertainties, and contingencies regarding future events and as such, are subject to change. There is no assurance that the plans, intentions, or expectations upon which these forward-looking statements are based will occur. Forward-looking statements are subject to risks, uncertainties, and assumptions, including, but not limited to, those discussed elsewhere in this MD&A. Although Management believes that the expectations represented in such forward-looking statements are reasonable, there can be no assurance that such expectations will prove to be correct, and such forward-looking statements included in this MD&A should not be unduly relied upon.

Forward-looking statements regarding the Corporation in this MD&A are based on certain key expectations and assumptions of the Corporation concerning anticipated financial performance, business prospects, strategies, the sufficiency of budgeted capital expenditures in carrying out planned activities, the availability and cost of labour and services and the ability to obtain financing on acceptable terms, which are subject to change based on market conditions and potential timing delays. Although Management considers these assumptions to be reasonable based on information currently available to them, they may prove to be incorrect.

By their very nature, forward-looking statements involve inherent risks and uncertainties (both general and specific) and risks that forward-looking statements will not be achieved. Undue reliance should not be placed on forward-looking statements, as a number of important factors could cause the actual results to differ materially from the beliefs, plans, objectives, expectations, anticipations, estimates and intentions expressed in the forward-looking statements, including those set out below and those detailed elsewhere in this MD&A:

- domestic and foreign competition;
- technology;
- replacement or reduced use of products and services;
- international operations and international trade relations, including trade tariffs;
- oil and natural gas price fluctuations;
- supply chain disruption and increasing material costs;
- reliance on key persons and workforce availability;
- major operations disruption due to severe weather events;
- mergers and acquisitions;
- ability to effectively manage growth;
- litigation;
- legal compliance;
- insurance sufficiency, availability, and rate risk;
- breach of confidentiality;
- shareholder activism;
- safety performance;
- information security and cybersecurity;
- foreign exchange;
- challenges by taxation authorities;
- availability of financing and increasing interest rates;
- raising equity through the issuance of shares;
- customers’ inability to obtain credit/financing;
- sufficiency of internal controls;
- material differences between actual results and Management estimates and assumptions;
- global health crisis;
- terrorist attack or armed conflict;
- change in government administrations;
- Greenhouse Gas (“GHG”) regulations and other climate change related measures; and
- conservation measures and technological advances.

Readers are cautioned that the foregoing list is not exhaustive.

The reader is further cautioned that the preparation of financial statements in accordance with IFRS requires Management to make certain judgments and estimates that affect the reported amounts of assets, liabilities, revenues, and expenses. These judgments and estimates may change, having either a negative or positive effect on net earnings as further information becomes available, and as the economic environment changes.

The information contained in this MD&A, including the documents incorporated by reference herein, identifies additional factors that could affect the operating results and performance of the Corporation. We urge you to carefully consider those factors.

The forward-looking statements contained herein are expressly qualified in their entirety by this cautionary statement. The forward-looking statements included in this MD&A are made as of the date of this MD&A and the Corporation does not undertake and is not obligated to publicly update such forward-looking statements to reflect new information, subsequent events or otherwise unless so required by applicable securities laws.

DESCRIPTION OF NON-GAAP MEASURES

Throughout this MD&A, management uses measures which do not have a standardized meaning as prescribed by IFRS Accounting Standards and therefore are considered to be non-GAAP measures presented under IFRS Accounting Standards.

EBITDA is non-GAAP measure defined as net earnings (loss), before:

- depreciation of property, plant, and equipment;
- amortization of intangible assets;
- income tax expense (recovery); and
- finance charges, net.

Adjusted EBITDA is a non-GAAP measure defined as net earnings (loss), before:

- depreciation of property, plant, and equipment;
- amortization of intangible assets;
- income tax expense (recovery);
- finance charges, net;
- provisions for (recovery of) excess and obsolete inventory;
- other (gains) losses, net;
- restructuring charges;
- share-based compensation expense; and
- impairment losses.

The Corporation reports on EBITDA and adjusted EBITDA because they are important measures used by management to evaluate performance. The Corporation believes adjusted EBITDA assists investors in assessing McCoy Global's current operating performance on a consistent basis without regard to non-cash, unusual (i.e. infrequent and not considered part of ongoing operations), or non-recurring items that can vary significantly depending on accounting methods or non-operating factors. Adjusted EBITDA is not considered an alternative to net earnings (loss) in measuring McCoy Global's performance. Adjusted EBITDA does not have a standardized meaning and is therefore not likely to be comparable to similar measures used by other issuers. Adjusted EBITDA should not be used as an exclusive measure of cash flow since it does not account for the impact of working capital changes, capital expenditures, debt changes and other sources and uses of cash, which are disclosed in the consolidated statements of cash flows.

Net cash is a non-GAAP measure defined as cash and cash equivalents, plus: restricted cash; less: borrowings. The Corporation reports net cash as it is an important measure used by management to evaluate liquidity. The Corporation believes net cash assists investors in assessing McCoy Global's current liquidity on a consistent basis taking into consideration cash and cash equivalents, restricted cash, and borrowings.

Order intake is a measure of the amount of customer orders the Corporation has received, during a specified period of time, and is therefore an indicator of a base level of future revenue potential. Order intake is a supplementary financial measure, and, as a result, the definition and determination of order intake will vary among other issuers. The Corporation defines an order as a customer purchase commitment that has a high certainty of being delivered and is measured on the basis of the receipt of a customer purchase order or customer confirmation of McCoy sales order.

Backlog is a measure of the amount of customer orders the Corporation has received, but has not yet recognized as revenue, and is therefore an indicator of a base level of future revenue potential. Backlog is a supplementary financial measure, and, as a result, the definition and determination of backlog will vary among other issuers reporting a backlog figure. The Corporation defines backlog as orders that have a high certainty of being delivered, but have not yet been recognized as revenue, and is measured on the basis of a firm customer commitment, such as the receipt of a purchase order or customer confirmation of McCoy sales order.

smartProduct revenue is a non-GAAP measure and includes sales, rental and service revenues from those products and technologies developed under the Corporation's technology roadmap initiative. The metric includes revenues from flush mount spiders (FMS), casing running tools (CRTs), smartTONGs and related software and accessories. The Corporation believes smartProduct revenue is a key metric that can assist investors in assessing how McCoy Global has executed on its technology roadmap strategy.

STRATEGIC ACHIEVEMENTS

McCoy remains committed to its key strategic objectives and we are pleased to report our progress:

Earnings Performance and Cashflow Generation

For the three months ended September 30, 2025, revenue declined by 6% compared to the same period in 2024. This was primarily due to the deferral of $3.4 million in customer shipments into October, resulting from delays in logistics scheduling and customer payment. Additionally, softness in the North American land market tempered order intake and impacted regional revenues, while the timing of National Oil Company (NOC) contract tenders negatively impacted the order intake and book-and-ship revenues from international markets.

As anticipated, smartProduct revenues were impacted by variability in the timing of capital equipment orders and deliveries contributing to fluctuations in revenue between reporting periods. For the three months ended September 30, 2025, smartProduct revenue totalled $4.0 million and accounted for 27% of total revenue (three months ended September 30, 2024 – 39%). However, for the nine months ending September 30, 2025, smartProduct revenue totaled $30.3 million, representing 52% of total revenue, compared to 33% in the same period of 2024—an increase of $13.1 million or 76%.

McCoy reported net earnings of $0.6 million for the three months ended September 30, 2025, on revenues of $14.8 million, an increase of 7% from the comparative period (Q3 2024 – $0.5 million on revenues of $15.8 million). Earnings for the third quarter were impacted by the $3.4 million reduction in throughput resulting from deferred shipments, which limited the Corporation's ability to absorb increased production overheads and technical service support costs, more than offset by lower effective income taxes driven by recently enacted US tax legislation and reductions to the Corporation's incentive plan accruals.

Adjusted EBITDA for the three months ended September 30, 2025, was $2.0 million or 14% of revenue (Q3 2024 – $2.7 million or 17% of revenue). The period-over-period EBITDA margin compression reflects the impact of lower quarterly revenue on fixed cost absorption, alongside continued investment in production and technical service capacity to support the Corporation's growing smartProduct deployment. These impacts were partially mitigated by lower short-term incentive expenses across all functions.

Cash generated from operating activities totaled $0.3 million, primarily driven by the generation of adjusted EBITDA, and the collection of customer receivables, offset by strategically increased inventory to support deliveries from backlog and expected upcoming NOC tender activity. During the third quarter of 2025, the Corporation invested in its rental fleet, facility expansions, production equipment, and the design and development of additional smart product enhancements and complementary product accessories for McCoy's smartProduct portfolio. During the third quarter, the Corporation returned capital to shareholders through McCoy's quarterly dividend. As at September 30, 2025, the Corporation maintained a net cash position of $3.5 million (September 30, 2024 – $10.5 million) and no debt.

Advancing our Digital Technology Roadmap

Since January 1, 2025, McCoy achieved several key commercial and product development milestones:

- McCoy successfully concluded in-field trials and commercialized its innovative smarTR™ system for land and shelf applications in the second quarter of 2025, which led to $11.0 million of contract awards from our US field trial partners for system hardware. In addition to the equipment award, the contract includes utilization-based software-as-a-service (SaaS) revenue enabled by our integrated software platform for remote control, automation, and data-driven operational intelligence. With several systems delivered to date, McCoy is taking a targeted approach to commercialization—working closely with key partners to ensure the system exceeds operational expectations. With several additional systems scheduled for delivery in Q4 2025, this transformative technology that consolidates multiple tools, personnel, and processes into a single integrated solution, smarTR™ represents a significant shift in how tubular running services are executed. Given the complexity and impact of this innovation, McCoy anticipates a measured adoption curve, with ongoing iterations and refinements expected as part of the deployment process. The smarTR™ system integrates McCoy's proprietary hydraulic smart casing running tool (smartCRT™), connected flush mount spider (smartFMS™), and related tubular running accessories into a first-to-market solution that significantly enhances safety and efficiency, with the potential to significantly reduce TRS labor costs.
- McCoy continued to advance the commercialization of its smartCRT™ technology, delivering multiple hydraulic smartCRT™ units to the Middle East and the US land market throughout 2025. First introduced in Q4 2024, the hydraulic smartCRT™ has successfully executed numerous operations, demonstrating exceptional reliability and efficiency in demanding field conditions. This patented solution offers a hydraulic alternative to conventional mechanical casing running tools and is designed to integrate seamlessly into McCoy's smarTR™ system. By mitigating risks inherent in traditional CRT technologies and providing actionable performance insights, it represents a significant step forward in operational safety and optimization. Following extensive rig trials, the smartCRT™ received technical approval from a major NOC in a key market, marking a critical milestone in its commercialization and positioning it for inclusion in upcoming tenders. During the third quarter, McCoy also successfully commercialized and delivered its first external grip smartCRT™, designed for expanded casing applications—broadening the scope of McCoy's smartProduct portfolio beyond the capabilities of previous tools.
- McCoy successfully commercialized and delivered its 500T smartFMS™, a versatile solution that supports both drilling and casing operations while offering the enhanced load capacity required for many international well profiles.
- McCoy delivered a deep-water offshore integrated casing running system destined for Latin America, with commissioning scheduled for Q4 2025. Delivering this technology completes the first step on a roadmap to a comprehensive smarTR™ system tailored for offshore and deep-water markets. This integrated deep-water system differs from our smarTR™ solution designed for land and shelf casing operations that is centered around CRT technology, as deep-water casing installation requires hydraulic power tongs to meet technical specifications for the well profile. The Latin America contract award also marked the first offshore commercial SaaS purchase commitment for McCoy's Virtual Thread-Rep™ technology. McCoy's Virtual Thread-RepTM technology enables customers to remotely monitor and control premium connection make-up. It also facilitates the autonomous evaluation and confirmation of premium connection make-up on location. Following quarter-end, McCoy received a $3.7 million purchase commitment for integrated hydraulic power tong systems intended for deep-water offshore operations in the Eastern Hemisphere, with delivery scheduled for Q1 2026.

Order Intake

McCoy reported $17.4 million of order intake for the three months ended September 30, 2025, a 28% decrease from $24.1 million of order intake reported in the third quarter of 2024. Order intake decreased sequentially by 23% compared to the $22.5 million reported in the second quarter of 2025, due in part to a continued decline in drilling activity in the North America land market and the timing of certain NOC TRS contract awards which are anticipated to be announced in the first half of 2026. Subsequent to the quarter ended September 30, 2025, McCoy received a $3.7 million purchase commitment for integrated hydraulic power tong systems intended for deep-water offshore operations in the Eastern Hemisphere, with delivery scheduled for Q1 2026.

OUTLOOK AND FORWARD-LOOKING INFORMATION

Throughout the third quarter of 2025, global energy markets continued to face headwinds stemming from a complex mix of macroeconomic and geopolitical developments leading to a notable decline in market conditions across several global regions. While the lifting of OPEC+ production quotas and geopolitical disruptions were key drivers of instability in the second quarter, their lingering effects—combined with ongoing macroeconomic uncertainty—have continued to influence customer sentiment. These factors have contributed to increased customer prudence, particularly in capital equipment procurement, resulting in deferred investment decisions, subdued activity levels across key regions, and a shift in focus toward cash flow preservation and operational efficiency.

While drilling activity remained subdued and certain National Oil Company (NOC) contract tenders continued to face delays, medium-term fundamentals for the oil and gas sector are expected to remain constructive, particularly across the Middle East and North Africa (MENA) region. Recent TRS contract tenders awarded in one of our largest markets have been favourable for McCoy, with several tools scheduled for delivery in Q4 2025; however, customer capital constraints have introduced market headwinds and have led to increased demand for rental tools and alternative financing arrangements. Over the next twelve months, several additional TRS contract awards are anticipated across key Eastern Hemisphere markets, representing a cumulative opportunity of over 100 rigs—all requiring casing running tools. Encouragingly, McCoy's hydraulic smartCRT™ received technical approval from a major NOC in a key market for the upcoming tender, marking a significant milestone in the product's commercialization and driving increased quoting activity. While the timing of these contract awards remains at the discretion of the NOC, rig allocations for our TRS customers under this tender are expected to be announced in Q1 2026, with mobilization anticipated by Q3. With its strategic working capital investments, McCoy is well positioned to convert active smartProduct quotes into confirmed orders, supported by its differentiated technologies, expanded product capabilities, and strong local technical expertise.

In the North American land market, drilling activity continued to trend downward through the third quarter, with rig counts declining further from Q2 levels and reaching some of the lowest points observed since early 2021. Despite these headwinds, revenue from this region has been supported by McCoy's smartProduct technologies, particularly the smarTR™ system. While initial deliveries of smarTR™ systems have begun, the Corporation is taking a targeted and deliberate approach to commercialization, working closely with select partners to ensure the system exceeds performance expectations in the field. As a transformative solution that streamlines multiple tools, roles, and workflows into a unified system, smarTR™ marks a fundamental evolution in how tubular running services are delivered. Due to the complexity and operational impact of this innovation, McCoy expects adoption to follow a deliberate and iterative path, with continuous refinements informed by field experience and customer feedback.

Although the current market environment may temper the pace of adoption and near-term revenue growth, McCoy remains confident in its Technology Roadmap initiative. Leading E&P companies have reinforced their commitment to safety through "clear the floor" initiatives, creating a meaningful opportunity for innovative solutions, like McCoy's smarTR™, that align with these evolving standards. As commercialization progresses, future revenue streams are expected to become increasingly driven by technology adoption rather than the cyclicality of drilling activity. McCoy's smartProduct portfolio continues to deliver meaningful improvements in safety, operational efficiency, and cost reduction—positioning the Corporation to deliver enhanced value to customers even in challenged market conditions. As operators seek to differentiate and drive performance at lower cost, McCoy's smart solutions are increasingly aligned with their strategic priorities.

While macroeconomic conditions may slow market penetration in the near term, we are seeing encouraging signs that support long-term adoption across key markets. Uncertainty may persist into late 2025 and early 2026 as customers align capital commitments with TRS award timelines. Quarterly performance may continue to reflect variability, which is typical of capital equipment markets where purchasing decisions and shipment schedules often shift between periods.

To navigate this environment, we have, and continue, to proactively manage costs and defer select capital expenditures, while continuing to invest in strategic initiatives. These include ongoing product development, deployment and support activities, scaling our global technical support capabilities to enhance customer experience with particular focus on McCoy's smartProduct lines, and expanding our rental fleet in regions where customer capital constraints are creating opportunities for high-return rental solutions or accelerated adoption of smartProduct technologies.

Supported by a proven track record of operational efficiency and cash flow generation, McCoy is well positioned to navigate current market dynamics and capitalize on emerging opportunities. For 2025 and beyond, we continue to focus on our key strategic initiatives to deliver value to all our stakeholders:

- Accelerating market adoption of new and recently developed 'smart' portfolio products; and
- Focusing on capital allocation priorities.

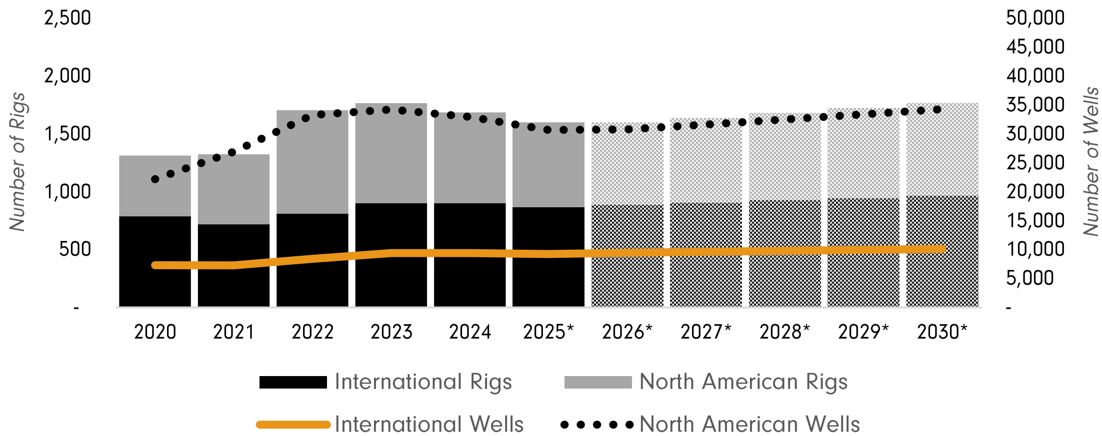
We believe this strategy, together with our committed and agile team, McCoy's global brand recognition, application expertise, strong balance sheet, and global footprint will further advance McCoy's competitive position and generate strong returns on invested capital.

Market conditions

Management uses active rig counts, as well as number and length of wells being drilled, as data points to monitor and set expectations of the future performance of the Corporation. Generally, these metrics are leading indicators of demand for McCoy Global's products and services, although there are many factors that may impact any correlation.

A summary of historical and forecasted rig and well counts, which includes both land and offshore, obtained from Spears & Associates Drilling and Production Outlook, September 2025, is as follows:

International vs North American Rig & Well Counts**



**Forecasted*
***Cumulative*

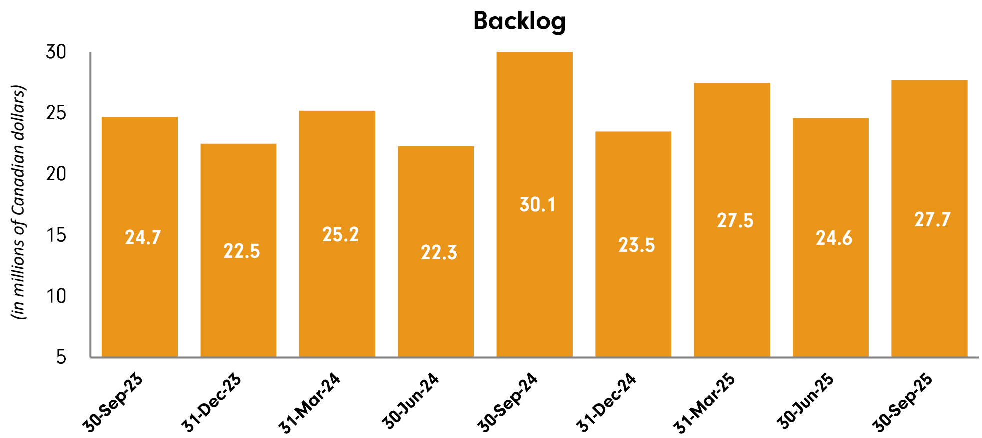
At a macro level, the demand for McCoy Global's products and services is related to drilling activity levels and customers' capital and operating budgets, which in turn are influenced by oil and natural gas prices and expectations as to future price trends. The availability of existing capital equipment adequate to serve drilling activity requirements, or lack thereof, further drives demand levels for McCoy's capital equipment products. The introduction and adoption of new products and technologies is a further driver of capital equipment demand and continues to play a more significant role as the adoption of McCoy's new technologies accelerates.

Backlog

Backlog is a measure of the amount of customer orders the Corporation has received and is therefore an indicator of a base level of future revenue potential. Backlog is a supplementary financial measure, and, as a result, the definition and determination of backlog will vary among other issuers reporting a backlog figure.

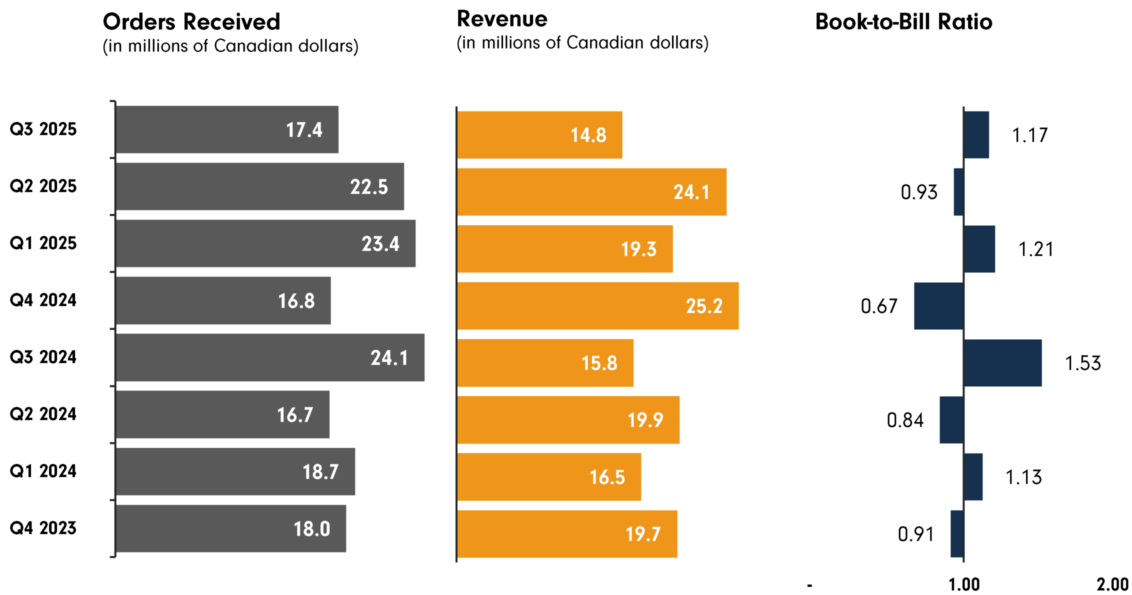
The Corporation defines backlog as orders that have a high certainty of being delivered and is measured on the basis of a firm customer commitment, such as the receipt of a purchase order or customer confirmation of McCoy sales order. Though customers may default on, or cancel such commitments, purchase commitments may be secured by a deposit and/or require reimbursement by the customer upon default or cancellation. Backlog reflects likely future revenues; however, cancellations or reductions may occur and there can be no assurance that backlog amounts will ultimately be realized as revenue, or that the Corporation will earn a profit on backlog once fulfilled. Expected delivery dates for orders recorded in backlog historically spanned from one to six months on average.

McCoy Global's backlog as at September 30, 2025, totaled $27.7 million (US$19.9 million), an increase of $3.1 million or 13% from backlog of $24.6 million (US$18.0 million) as at June 30, 2025. Compared to September 30, 2024, backlog decreased $2.4 million, or 8%, from $30.1 million (US$22.3 million).



Book-to-Bill Ratio

The book-to-bill ratio is a measure of the amount of net sales orders received to revenues recognized. The ratio is an indicator of customer demand and sales order processing times. The book-to-bill ratio is not a GAAP measure and therefore the definition and calculation of the ratio will vary among other issuers reporting the book-to-bill ratio. McCoy Global calculates the book-to-bill ratio as net sales orders taken in the reporting period divided by the revenues reported for the same reporting period. Orders received are those orders in a period which have been included in backlog. Orders received are typically booked in $USD. For each reporting period, orders received are converted to $CAD at an average foreign exchange rate for the period. As a result, orders received can fluctuate from one reporting period to another because of foreign exchange volatility. Set out below are orders received, revenue and the book-to-bill ratio:



BUSINESS VISION

Our vision is to redefine wellbore construction as the foremost global provider of innovative, automated tubular makeup technology and world class support.

McCoy Global Inc. is incorporated and domiciled in Canada and is a leading provider of technologies and equipment designed to support tubular running operations, enhance wellbore integrity, and assist with collecting critical data for the global energy industry. McCoy Global's core products are used predominantly during the well construction phase for both land and offshore wells during both oil and gas exploration and development.

The Corporation is engaged in the following:

- design, production and distribution of capital equipment to support tubular running operations, enhance wellbore integrity and increase safety;
- design, production and distribution of aftermarket products and services such as technical support, consumables and replacement parts that support its capital equipment sales;
- design, production and distribution of data collection technologies used in rugged applications for the global energy industry as well as in construction, marine and aerospace;
- repair, maintenance and calibration of the Corporation's capital equipment install base and similar competitor products; and
- rental of the Corporation's equipment and technologies.

Since mid-2008, the oil & gas extraction complex has experienced an increasingly volatile pricing environment and growing public and investor pressure to reduce its impact on the environment and improve safety. In turn, producers have been acutely focused on managing their costs and adapting their business strategy to demonstrate compliance with broader sustainability efforts.

McCoy has a reputation of innovation within tubular running services (TRS) operations globally. The Corporation has extensive experience launching new products into the markets it serves, offering the highest quality, technological advancements, and safety standards available, and has done so for more than three decades.

McCoy believes the TRS space is primed for transformation employing automation and advanced software solutions. Tools and processes used in TRS today are mechanical, highly repetitive, require significant labour inputs, have a high rate of personnel safety exposure, and maintain minimal well integrity data. Recognizing this opportunity, McCoy has conceptualized a 'Smart' TRS system that will operate autonomously using the Corporation's cloud-based data repository and machine learning to improve effectiveness. Our cloud-based platform and digital infrastructure that was developed in 2019, will enable future digital product offerings and enhancements. This cloud based, real time, remote data transmission infrastructure will support our ability to integrate, digitize, and automate the historically manual processes of tubular make up through our smarTR™ automated casing running system.

McCoy is engaged with three key customer groups:

Service Companies and Drilling Contractors - Producers are challenging contractors to reduce costs. In most cases, their largest cost is people. With several significant downturns in the last decade and increasing volatility in oil and gas activity, personnel have left the industry to the point where there is now a critical shortage of skilled and experienced labour. This lack of labour and the reality that 65% of TRS cost can be directly attributed to labour is a driving force behind the transition to an increasingly automated system. In addition to providing enhanced data, McCoy's smarTR™ targets a significant reduction in the labour costs associated with TRS.

Producers – McCoy's Virtual Thread Rep™ consolidates data on every connection made in a Producer's completion program. This repository of data supports verifiable and reliable well integrity that validates Environmental Social Governance (ESG) initiatives.

Tubular Manufacturers – Threaded connection integrity is the standard that all manufacturers are measured by. Tubular connections at wellsite, which are currently made up by people, will be controlled, and torqued to factory specifications by McCoy's 'Smart' tools, leveraging autonomous machine learning. OEM's and manufacturers will benefit from reduced operational risk with systems in place to ensure connections are made correctly and in accordance with specifications related to project parameters, reducing the environmental impact of faulty connections and leaking wells.

McCoy's digital strategy will meet this demand. Our cloud platform is the nucleus of the Corporation's digital strategy and serves as a repository for real-time, complete well integrity data.

Set out below are McCoy Global's principal operations:

Operating Name	Country of Incorporation	Operating Region	Ownership Interest
McCoy Global Canada Corp.	Canada	Canada	100%
McCoy Global FZE	United Arab Emirates	Eastern Hemisphere	100%
McCoy Global USA, Inc.	United States	United States, Central America & Latin America	100%

Financial Results

Summary of Consolidated Financial Results

For the three months ended September 30 ($000 except per share amounts)	**2025**	2024
Revenue	**14,828**	15,842
Net earnings	**554**	516
Per common share – basic	**0.02**	0.02
Per common share – diluted	**0.02**	0.02
As a % of revenue	***4%***	*3%*
Adjusted EBITDA	**2,029**	2,668
Per common share – basic	**0.08**	0.10
Per common share – diluted	**0.07**	0.10
As a % of revenue	***14%***	*17%*

As at and for the nine months ended September 30 ($000 except per share amounts)	**2025**	2024
Revenue	**58,225**	52,294
Net earnings	**2,867**	4,616
Per common share – basic	**0.11**	0.17
Per common share – diluted	**0.10**	0.17
As a % of revenue	***5%***	*9%*
Adjusted EBITDA	**10,325**	9,669
Per common share – basic	**0.38**	0.36
Per common share – diluted	**0.37**	0.35
As a % of revenue	***18%***	*18%*
Total assets	**92,637**	81,154
Total liabilities	**28,515**	22,690
Total non-current liabilities	**1,671**	2,434

EBITDA and Adjusted EBITDA are calculated as follows:

($000)	Three months ended September 30 2025	2024	Nine months ended September 30 2025	2024
Net earnings	**554**	516	**2,867**	4,616
Depreciation of property, plant, and equipment	**848**	561	**2,291**	1,729
Amortization of intangible assets	**466**	472	**1,378**	1,411
Income tax expense	**(380)**	239	**123**	837
Finance charges, net	**142**	38	**225**	62
EBITDA	**1,630**	1,826	**6,884**	8,655
Share-based compensation	**73**	655	**2,360**	774
Provision (recovery) for excess and obsolete inventory	**266**	97	**642**	157
Other losses, net	**60**	90	**439**	83
Adjusted EBITDA	**2,029**	2,668	**10,325**	9,669

REVENUE

($000 except percentages)	For the 3 months ended September 30 2025	2024	Change	% Change	For the 9 months ended September 30 2025	2024	Change	% Change
smartProduct sale, rental and service revenue	**3,976**	6,144	(2,168)	(35%)	**30,286**	17,228	13,058	76%
Legacy product sale, rental and service revenue	**10,852**	9,698	1,154	12%	**27,939**	35,066	(7,127)	(20%)
Revenue	**14,828**	15,842	(1,014)	(6%)	**58,225**	52,294	5,931	11%

For the three months ended September 30, 2025, revenue decreased by 6% compared to the same period in 2024. The decline was primarily attributable to $3.4 million in customer orders were initially scheduled for shipment in September, however due to logistics scheduling and customer payment delays, the shipments and corresponding revenue was deferred into October. Additionally, continued headwinds in the North American land market tempered order intake, which in turn impacted regional revenues. As anticipated, smartProduct revenues were impacted by variability in the timing of capital equipment orders and deliveries contributing to fluctuations in revenue between reporting periods. For the three months ended September 30, 2025, smartProduct revenue totalled $4.0 million and accounted for 27% of total revenue (three months ended September 30, 2024 – 39%).

Despite these challenges, the Corporation successfully commercialized and delivered two new smartProduct offerings during the quarter: McCoy's external grip smartCRT™, designed for expanded casing applications, and the 500T smartFMS™, which supports both drilling and casing operations—broadening the scope of McCoy's product portfolio beyond the capabilities of previous tools.

For the nine months ended September 30, 2025, revenue increased 11% from the comparative period, driven by continued momentum in the adoption of McCoy's smartProducts. This growth was supported by the successful commercialization of the smarTR™ technology platform and the delivery of multiple systems to a leading US tubular running services (TRS) provider. For the nine-month period, smartProduct revenue totaled $30.3 million, representing 52% of total revenue, compared to 33% in the same period of 2024—an increase of $13.1 million or 76%.

GROSS PROFIT

($000 except percentages)	For the 3 months ended September 30 2025	2024	Change	% Change	For the 9 months ended September 30 2025	2024	Change	% Change
Gross profit	**3,307**	5,349	(2,042)	(38%)	**18,618**	17,343	1,275	7%
Gross profit %	***22%***	*34%*	*(12%)*		***32%***	*33%*	*(1%)*	

Gross profit as a percentage of revenue for the three months ended September 30, 2025, was 22%, a decrease of twelve percentage points from the comparative period in 2024. The decline was primarily due to reduction in throughput resulting from deferred shipments and timing of order intake, which limited the Corporation's ability to absorb increased production overheads and technical service support costs. These costs were associated with strategic investments in production and technical service capacity to support the growing deployment of smartProducts and future revenue growth. The investments included expanded staffing, facility-related expenses, customer training, and product commissioning activities.

Gross profit as a percentage of revenue for the nine months ended September 30, 2025, was 32%, a decrease of one percentage point from the comparable period in 2024.

GENERAL AND ADMINISTRATION EXPENSE (G&A)

($000 except percentages)	For the 3 months ended September 30 2025	2024	Change	% Change	For the 9 months ended September 30 2025	2024	Change	% Change
G&A	**1,556**	2,579	(1,023)	(40%)	**9,146**	6,382	2,764	43%
G&A as a % of revenue	***10%***	*16%*	*(6%)*		***16%***	*12%*	*4%*	

G&A expenses for the three months ended September 30, 2025, decreased by 40% from the comparative period. This reduction was primarily driven by lower stock-based compensation expense, reflecting the mark-to-market impact of the Corporation's share price depreciation on cash-settled awards. Total share-based compensation expense for the quarter was $0.1 million, compared to $0.7 million in the comparative period. As well, G&A expenses declined quarter over quarter due to lower accrued employee short-term incentives.

For the nine months ended September 30, 2025, G&A increased 43% from the comparative period due to higher stock-based compensation expense, reflecting the mark-to-market impact of the Corporation's share price appreciation on cash-settled awards, a significant portion of which relates to a previous non-recurring issuance of director performance share units vesting in December 2025. This resulted in total share-based compensation expense of $2.4 million for the nine months ended September 30, 2025 (2024 – $0.7 million). To a lesser extent, G&A was also impacted by increased investment in corporate functions including information technology, human resources and administrative support, offset by lower accrued employee short-term incentives.

Sales and marketing expense (Sales & Marketing)

($000 except percentages)	For the 3 months ended September 30				For the 9 months ended September 30			
	2025	2024	Change	% Change	**2025**	2024	Change	% Change
Sales and Marketing	**508**	764	(256)	(34%)	**2,095**	2,014	81	4%
Sales and Marketing as a % of revenue	***3%***	*5%*	*(2%)*		***4%***	*4%*	*-%*	

For the three months ended September 30, 2025, Sales & Marketing expenses decreased from the comparative period due a reallocation of certain personnel costs to better align with shifting responsibilities and lower short-term incentive expense. As a percentage of revenue, Sales & Marketing declined by two percentage points.

For the nine months ended September 30, 2025, Sales & Marketing expenses remained consistent with the prior year. This reflects increased investment in the Corporation's technical salesforce during the second half of 2024 and the first half of 2025, as well as enhanced marketing efforts to support the accelerated adoption of the Corporation's smartProducts portfolio. These increases were largely offset by lower accrued short-term incentive expense. As a percentage of revenue, Sales and Marketing expenses were consistent with the comparative period.

Product development and support

($000 except percentages)	For the 3 months ended September 30				For the 9 months ended September 30			
	2025	2024	Change	% Change	**2025**	2024	Change	% Change
Product development and support expense	**867**	1,123	(256)	(23%)	**3,723**	3,349	374	11%
Capitalized development expenditures	**1,407**	478	929	194%	**1,991**	699	1,298	186%
Total product development and support expenditures	**2,274**	1,601	673	42%	**5,714**	4,048	1,672	41%
Total product development and support expenditures as a % of revenue	***15%***	*10%*	*5%*		***10%***	*8%*	*2%*	

During the three and nine months ended September 30, 2025, the Corporation continued to advance its 'Technology Roadmap' through the design and development of additional smart product enhancements and complementary product accessories for McCoy's smartProduct portfolio. For the remainder of 2025, the Corporation has committed US$0.5 million of capital toward the development of these enhancements and additional product offerings.

For the three months ended September 30, 2025, product development and support expenses decreased from the comparative period due to lower employee short-term incentive accruals. For the nine months ended September 30, 2025, product development and support expenses increased from the comparative period. This was primarily due to investment in engineering and technical personnel, increased travel related to new product deployment and customer support activities, and higher intellectual property expenditures, partially offset by lower employee short-term incentive accruals.

OTHER ITEMS

($000 except percentages)	For the 9 months ended September 30				For the 9 months ended September 30			
	2025	2024	Change	% Change	**2025**	2024	Change	% Change
Finance charges, net	**142**	38	104	274%	**225**	62	163	263%
Other losses, net	**60**	90	(30)	(33%)	**439**	83	356	429%

Finance charges, net, includes finance charges imputed on operating leases in accordance with IFRS 16, and finance charges on insurance premium financing contracts, partially offset by interest income on cash and cash equivalents, and interest income on long-term customer finance leases.

Other losses (gains), net is comprised primarily of foreign exchange losses or gains.

SUMMARY OF QUARTERLY RESULTS

($000 except per share amounts)	2025			2024				2023
	Sep 30	**Jun 30**	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31
Revenue	**14,828**	24,051	19,346	25,222	15,842	19,910	16,542	19,699
Net earnings	**554**	1,367	946	4,255	516	3,125	975	2,674
Per share – Basic	**0.02**	0.05	0.03	0.16	0.02	0.12	0.04	0.10
Per share – Diluted	**0.02**	0.05	0.03	0.15	0.02	0.11	0.04	0.10
EBITDA	**1,630**	2,978	2,276	5,598	1,826	4,638	2,191	3,001
Adjusted EBITDA	**2,029**	4,817	3,479	6,534	2,668	4,728	2,273	3,987

Over the past eight quarters, the Corporation has delivered consistent annualized growth in revenue and adjusted EBITDA, driven by strong demand for its smartProducts and the benefits of robust operating leverage. While quarter-to-quarter fluctuations have occurred, these reflect the timing of customer purchase commitments and shipment schedules—common in capital equipment markets.

Liquidity and Cash Flow

Selected cash flow information is as follows:

($000)	For the 3 months ended September 30		For the 9 months ended September 30	
	2025	2024	**2025**	2024
Cash generated from (used in) operating activities	**319**	3,489	**(3,242)**	(1,449)
Cash used in investing activities	**(2,445)**	(1,301)	**(5,757)**	(2,241)
Cash used in financing activities	**(962)**	(806)	**(4,373)**	(1,831)
Debt to equity ratio	**0.44 to 1**	0.39 to 1	**0.44 to 1**	0.39 to 1

Cash generated from operating activities for the three months ended September 30, 2025, and the comparative period was due to the generation of adjusted EBITDA, and the collection of customer receivables, offset by investment in inventory to support orders backlog. Cash used in operating activities for the nine months ended September 30, 2025, and the comparative period was primarily due to working capital investments in inventory, payment of liabilities, offset by adjusted EBITDA performance.

Cash used in investing activities for the three and nine months ended September 30, 2025, and 2024, was related to strategic investments in the Corporation's rental fleet and production equipment, as well as investment in McCoy's 'Technology Roadmap'. During the three and nine months ended September 30, 2025, the Corporation also made strategic investments in facility expansions.

Cash used in financing activities for the three and nine months ended September 30, 2025, was primarily related to principal elements of lease payments, and dividends paid, offset by proceeds from the issuance of common shares under the Corporation's stock option plan. Cash used in financing activities for the nine months ended September 30, 2025, also includes the repurchase of common shares through the Corporation's normal course issuer bid, offset by proceeds from the issuance of common shares under the Corporation's restricted share plan. In the comparative periods, for the three and nine months ended September 30, 2024, cash used in financing activities was related to dividends paid and principal elements of lease payments. For the nine months ended September 30, 2024, cash used in financing activities also includes proceeds from the issuance of common shares under the Corporation's restricted share and stock option plans.

As at ($000)	**September 30, 2025**	December 31, 2024
Cash and cash equivalents	**3,531**	17,057
Borrowings	**-**	-
Net cash	**3,531**	17,057
Undrawn availability under revolving demand facility and term loan	**12,390**	7,914

McCoy remains committed to managing the business for success through diligently managing the Corporation's liquidity. Generating operating cashflows and increasing working capital efficiency is a key priority for the Corporation.

Anticipated capital spending for the remainder of 2025 includes:

- strategic investment in rental equipment where meaningful returns are expected;
- investments in production equipment; and
- up to US$0.5 million of investment in Corporation's Digital Technology Roadmap, primarily related to design, and prototyping costs.

OUTSTANDING SHARE DATA

As at November 6, 2025, the following class of shares and equity securities potentially convertible into common shares were outstanding:

Common shares	26,803,879
Convertible equity securities:	
Stock options	1,969,394
Restricted shares	90,923

The stock options and restricted share plan units are exercisable into an equal number of common shares. Stock options may be exercised after they have vested. Restricted share plan units are converted to common shares at pre-determined vesting dates.

Options with the following exercise price ranges were outstanding as at November 6, 2025:

Exercise price range	Options outstanding	Weighted average remaining contractual life
	#	years
<$1	485,000	4.10
$1 to $2	637,440	3.16
$2 to $3	288,648	4.71
$3 to $4	558,306	9.51
	1,969,394	5.42

CONTROLS AND PROCEDURES

INTERNAL CONTROLS OVER FINANCIAL REPORTING ("ICFR")

Management has evaluated whether there were changes in our Internal Controls over Financial Reporting ("ICFR") during the nine-month period ended September 30, 2025, that have materially affected, or are reasonably likely to materially affect, our ICFR. No such changes have been identified.

ICFR is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with IFRS. Management is responsible for establishing and maintaining adequate ICFR.

OTHER INFORMATION

Additional information relating to the Corporation, including the Corporation's Annual Information Form for the year ending December 31, 2024, is available on SEDAR at www.sedarplus.ca.

OTHER INTERIM MD&A REQUIREMENTS

There have been no significant changes to the following items from those described in our 2024 MD&A and Consolidated Annual Financial Statements. Please refer to the page numbers listed below from McCoy Global's 2024 MD&A and Consolidated Annual Financial Statements:

- Financial risk management and financial instruments – pages 33-35 Consolidated Annual Financial Statements;
- Capital management – page 35 Consolidated Annual Financial Statements;
- Contractual obligations – page 23 MD&A;
- Related party transactions – page 36 Consolidated Annual Financial Statements;
- Critical accounting estimates and judgements – pages 13-14 Consolidated Annual Financial Statements; and
- Risks and uncertainties – pages 26 MD&A.