

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following management's discussion and analysis ("MD&A") of the financial condition and results of operations should be read in conjunction with the condensed consolidated financial statements and notes thereto of CES Energy Solutions Corp. ("CES" or the "Company") for three months ended March 31, 2026, and 2025, and CES' 2025 Annual Information Form. Readers should also refer to the "Forward-looking Information & Statements" legal advisory and the sections regarding "Non-GAAP Measures and Other Financial Measures" and "Operational Definitions" at the end of this MD&A. This MD&A is dated May 7, 2026, and incorporates all relevant Company information to that date. Amounts are stated in Canadian dollars unless otherwise noted.

USE OF NON-GAAP MEASURES AND OTHER FINANCIAL MEASURES

This MD&A contains certain financial measures that are not recognized by Canadian generally accepted accounting principles ("GAAP"), and which are used by Management to evaluate CES' financial performance, financial position and cash flow. These non-GAAP measures and other financial measures do not have a standardized meaning prescribed under IFRS[®] Accounting Standards as issued by the International Accounting Standards Board ("IASB"), and therefore may not be comparable to similar measures presented by other entities. Securities regulations require that non-GAAP financial measures are clearly defined, qualified and reconciled with their most closely comparable GAAP measure. Please refer to the section titled "Non-GAAP Measures and Other Financial Measures" for further information on the definition, calculation and reconciliation of the non-GAAP measures and other financial measures contained in this MD&A.

BUSINESS OF CES

CES is a leading provider of technically advanced consumable chemical solutions throughout the life-cycle of the oilfield. This includes total solutions at the drill-bit, at the point of completion and stimulation, at the wellhead and pump-jack, and finally through to the pipeline and midstream market. Key solutions include corrosion inhibitors, demulsifiers, H₂S scavengers, paraffin control products, surfactants, scale inhibitors, biocides and other specialty products. Further, specialty chemicals are used throughout the pipeline and midstream industry to aid in hydrocarbon movement and manage transportation and processing challenges including corrosion, wax build-up and H₂S.

CES operates in all major basins throughout the United States ("US"), including the Permian, Eagleford, Haynesville, Bakken, Marcellus and Scoop/Stack, as well as in the Western Canadian Sedimentary Basin ("WCSB") with an emphasis on servicing the ongoing major resource plays in the Montney, Duvernay, Deep Basin and SAGD. In the US, CES operates under the trade names AES Drilling Fluids ("AES"), AES Completion Services, Jacam Catalyst LLC ("Jacam Catalyst"), and Superior Weighting Products ("Superior Weighting"). In Canada, CES operates under the trade names Canadian Energy Services, CES Completion Services, PureChem Services ("PureChem"), StimWrx Energy ("StimWrx"), Sialco Materials ("Sialco"), and Clear Environmental Solutions ("Clear").

CES continues to invest in research and development of new technologies and in the top-end scientific talent that can develop and refine these technologies. CES operates 13 separate lab facilities across North America: two in Houston, Texas; one in each of Midland, Texas; Gardendale, Texas; Sterling, Kansas; Casper, Wyoming; Roosevelt, Utah; Dickinson, North Dakota; Johnstown, Colorado; Calgary, Alberta; Grande Prairie, Alberta; Carlyle, Saskatchewan; and Delta, British Columbia. In the US, CES' main chemical manufacturing and reacting facility is located in Sterling, Kansas with additional low temperature reacting and chemical blending capabilities just outside of Midland, Texas and chemical blending capabilities in Sonora, Texas. In Canada, CES has a chemical manufacturing and reacting facility located in Delta, British Columbia with additional chemical blending capabilities located in Carlyle, Saskatchewan; Nisku, Alberta; and Grande Prairie, Alberta. CES also leverages third party partner relationships to drive innovation in the consumable fluids and chemicals business.

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(stated in thousands of Canadian dollars, except for share counts, per share amounts and operational metrics)

FINANCIAL HIGHLIGHTS

	Three Months Ended March 31,		
	2026	2025	% Change
Revenue			
United States ⁽¹⁾	437,777	402,461	9 %
Canada ⁽¹⁾	243,729	229,970	6 %
Total Revenue	681,506	632,431	8 %
Net income	50,262	44,102	14 %
<i>per share - basic</i>	0.24	0.20	20 %
<i>per share - diluted</i>	0.24	0.19	26 %
Adjusted EBITDAC ⁽²⁾	111,714	99,898	12 %
Adjusted EBITDAC ⁽²⁾ % of Revenue	16.4 %	15.8 %	0.6 %
Funds Flow from Operations ⁽²⁾	62,397	77,819	(20)%
Change in non-cash working capital	6,692	(17,728)	nmf
Cash provided by (used in) operating activities	69,089	60,091	15 %
Free Cash Flow ⁽²⁾	33,083	25,600	29 %
Capital expenditures			
Expansion Capital ⁽¹⁾	20,414	16,137	27 %
Maintenance Capital ⁽¹⁾	7,692	13,292	(42)%
Total capital expenditures	28,106	29,429	(4)%
Dividends declared	11,604	9,535	22 %
<i>per share</i>	0.0550	0.0425	29 %
Common Shares Outstanding			
End of period - basic	210,984,617	224,363,433	
End of period - fully diluted ⁽²⁾	212,741,385	227,403,807	
Weighted average - basic	210,209,468	225,058,610	
Weighted average - diluted	212,415,830	228,354,820	

<i>Financial Position</i>	As at		
	March 31, 2026	December 31, 2025	% Change
Total assets	1,694,100	1,617,858	5 %
Long-term debt	375,577	382,299	(2)%
Long-term financial liabilities ⁽³⁾	449,355	453,753	(1)%
Total Debt⁽²⁾	492,200	496,636	(1)%
Working Capital Surplus ⁽²⁾	717,805	693,407	4 %
Net Debt⁽²⁾	(225,605)	(196,771)	15 %
Shareholders' equity	843,561	801,524	5 %

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to the section entitled "Non-GAAP Measures and Other Financial Measures" contained within this MD&A.

²Non-GAAP measure that does not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other entities. The most directly comparable GAAP measure for Adjusted EBITDAC is Net income, for Funds Flow from Operations and Free Cash Flow is Cash provided by (used in) operating activities, for Shares Outstanding, End of period - fully diluted is Common Shares outstanding, and for Total Debt, Net Debt, and Working Capital Surplus is Long-term financial liabilities. Refer to the section entitled "Non-GAAP Measures and Other Financial Measures" contained within this MD&A.

³Includes long-term portions of the Senior Facility, the Senior Notes, lease obligations, deferred acquisition consideration, and cash settled incentive obligations.

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Highlights for the three months ended March 31, 2026, in comparison to the three months ended March 31, 2025, for CES are as follows:

- **Revenue:** Revenue in the first quarter set a new quarterly record at \$681.5 million, representing a sequential increase of \$17.0 million or 3% compared to \$664.5 million in Q4 2025, and an increase of \$49.1 million or 8% compared to \$632.4 million in Q1 2025. The increase was driven by strong market share positions and continued strength in service intensity, resulting in an overall uptick in revenue despite softening industry rig counts in both the US and Canada compared to prior year.
 - **Revenue - US:** Revenue generated in the US during Q1 2026 set a new quarterly record at \$437.8 million, representing a sequential increase of \$2.9 million or 1% compared to Q4 2025, and an increase of \$35.3 million or 9% compared to Q1 2025. US revenues for the three month period benefited from contributions from recent acquisitions and customer awards, higher production levels, and strengthened market positioning. The resulting US Drilling Fluids Market Share of 26% for the three months ended March 31, 2026, compared to 23% and 25% for the three months ended March 31, 2025, and December 31, 2025, respectively.
 - **Revenue - Canada:** Revenue generated in Canada during Q1 2026 set a new quarterly record at \$243.7 million, representing a sequential increase of \$14.1 million or 6% compared to Q4 2025, and an increase of \$13.8 million or 6% compared to Q1 2025. Canadian revenues for the three month period benefited from continued strong market share, higher service intensity, and an attractive sales mix year over year. Canadian Drilling Fluids Market Share of 42% for the three months ended March 31, 2026, compared to 42% for both the three months ended March 31, 2025, and December 31, 2025, respectively.
- **Adjusted EBITDAC:** Adjusted EBITDAC set a first quarter record at \$111.7 million, representing an increase of 12% compared to Q1 2025, and compared to \$113.2M in Q4 2025. Adjusted EBITDAC as a percentage of revenue of 16.4% improved from 15.8% in Q1 2025, and compares to 17.0% in Q4 2025. The improvement to Adjusted EBITDAC for the three months ended March 31, 2026, when compared to the prior year, was driven by record quarter revenue levels combined with strong margins, continued increased service intensity, and a favorable comparison to prior year which saw negative impacts from input cost fluctuations. The decrease to Adjusted EBITDAC percentage for the three months ended March 31, 2026, when compared to the record prior period, was driven by a seasonally less favorable product mix and some input cost increases, partially offset by record quarter revenue levels.
- **Net Income:** Net income for the three months ended March 31, 2026, increased 14% to \$50.3 million relative to the comparable prior year period. The increase in the three month period was driven by record revenue and strong margins, partially offset by higher foreign exchange losses resulting from an appreciation of the US dollar during the quarter.
- **Shareholder Returns:** During the quarter, CES returned \$25.7 million to shareholders (Q1 2025 - \$28.1 million), through \$16.7 million in shares repurchased under its NCIB and its quarterly dividend of \$9.0 million (Q1 2025 - \$21.3 million and \$6.8 million, respectively).
- **Funds Flow from Operations:** CES generated \$62.4 million in Funds Flow from Operations in Q1 2026, compared to \$77.8 million generated in Q1 2025. Funds Flow from Operations excludes the impact of working capital, and is reflective of the continued strong surplus free cash flow generated in Q1 2026.
- **Cash Flow From Operations:** For Q1 2026, net cash provided by operating activities totaled \$69.1 million compared to \$60.1 million in Q1 2025. The improvement to Cash Flow From Operations for the three months ended March 31, 2026, was driven by strong financial performance combined with lower working capital investments when compared to the prior year period.
- **Free Cash Flow:** CES generated \$33.1 million in Free Cash Flow in Q1 2026, compared to \$25.6 million generated in Q1 2025. The improvement to Free Cash Flow for the three months ended March 31, 2026, was driven by strong financial performance combined with lower working capital investments when compared to the prior year period. Free Cash Flow includes the impact of quarterly working capital variations, net of capital expenditures, and lease repayments.

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- **Working Capital Surplus:** As at March 31, 2026, CES had a Working Capital Surplus of \$717.8 million, which increased from \$693.4 million at December 31, 2025. The increase in Working Capital Surplus during the quarter was driven by record revenue levels resulting in an increase in accounts receivable and inventory, partly offset by higher accounts payable and accrued liabilities. The Company continues to focus on working capital optimization benefiting from the high quality of its customers, diligent internal credit monitoring processes, and strategic procurement initiatives.
- **Total Debt:** As at March 31, 2026, CES had Total Debt of \$492.2 million compared to \$496.6 million at December 31, 2025. Included in Total Debt at March 31, 2026, is the Senior Facility of \$102.5 million (December 31, 2025 - \$109.3 million), \$275.0 million of Senior Notes (December 31, 2025 - \$275.0 million), and lease obligations of \$94.3 million (December 31, 2025 - \$99.2 million). The decrease in Total Debt compared to December 31, 2025, was driven by strong financial performance, partially offset by increased investments in working capital compared to the prior quarter.
- **Net Debt:** Working Capital Surplus exceeded Total Debt at March 31, 2026, by \$225.6 million (December 31, 2025 - \$196.8 million). As of the date of this MD&A, the Company had total long-term debt of approximately \$355.0 million, comprised of a net draw on its Senior Facility of approximately \$80.0 million and its outstanding \$275.0 million Senior Notes due May 24, 2029.

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OUTLOOK

The resilient demand drivers from developing countries, growing LNG and AI related power requirements, and increasing importance of energy security, combined with depletion of existing resources, reduced investment in the upstream oil and gas sector over recent years, and diminished available high-quality inventory, has necessitated increased service intensity and advanced chemical treatment for available resources. The result is a continuation of constructive end markets for CES' products and services which enhance drilling and production performance.

In light of economic uncertainty and global tensions, including, most recently, significant supply disruptions arising from the ongoing conflict in Iran and the broader Middle East, energy supply-demand dynamics have remained resilient and these conditions have underscored the importance of energy security and maximization of production from existing available resources. While the ultimate duration and resolution of these developments remain uncertain, the reduction in global oil supply has contributed to higher spot and forecasted energy prices. Industry fundamentals continue to support critical drilling and production activity for oil and natural gas as depressed global exploration activity, diminishing high-quality drilling locations, and the ongoing underinvestment in new supply provide cautious optimism for higher pricing and increased activity levels over the mid to longer term. In the meantime, customers continue to closely monitor short term and forecasted oil and gas price levels in the context of their production economics and potential increases in activity levels. While the current political landscape and impact of recently imposed tariffs in both the US and Canada continue to generate potential near term uncertainty, including within the energy sector, CES' business model provides relative insulation due to its significant proportion of revenue derived in the US versus Canada, its vertically integrated business models in both countries, and flexible supply chain capabilities.

CES expects to benefit from secular trends in upstream activity, increased service intensity levels, and adoption of advanced critical chemical solutions by capitalizing on its established infrastructure, industry leading positioning, vertically integrated business model, and strategic procurement practices.

Commensurate with current record revenue levels, CES expects 2026 capital expenditures, net of proceeds on disposals of assets, to be approximately \$95.0 million, weighted equally between maintenance and expansion capital to support sustained activity levels and business development opportunities. CES plans to continue its disciplined and prudent approach to capital expenditures and will adjust its plans as required to support prudent growth initiatives throughout divisions.

CES has proactively managed both the duration and the flexibility of its debt. In April 2025, CES amended, extended, and upsized its Senior Facility, with improved terms and a maturity extension until November 2028, and in October 2025, CES successfully issued an additional \$75.0 million of Senior Notes due May 24, 2029, on favourable terms. The combination of the Senior Notes and the Senior Facility further strengthens the Company's capital structure, reduces the cost of capital, and effectively addresses CES' near-term and foreseeable longer-term requirements. CES routinely considers its capital structure, including increasing or decreasing the capacity of its Senior Facility, issuance or redemption of Senior Notes, and other potential financing options.

CES' underlying business model is capex light and asset light, enabling the generation of significant surplus free cash flow. As our customers endeavor to maintain or grow production in the current environment, CES will leverage its established infrastructure, business model, and nimble customer-oriented culture to deliver superior products and services to the industry. CES sees the consumable chemical market increasing its share of the oilfield spend as operators continue to: drill longer reach laterals and drill them faster; expand and optimize the utilization of pad drilling; increase the intensity and size of their fracs; and require increasingly technical and specialized chemical treatments to effectively maintain existing cash flow generating wells and treat growing production volumes and water cuts from new wells.

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RESULTS FOR THE PERIODS**Revenue and Operating Activities**

Geographical revenue information relating to the Company's activities and key operating metrics are as follows:

	Revenue		
	Three Months Ended March 31,		
	2026	2025	% Change
United States ⁽¹⁾	437,777	402,461	9 %
Canada ⁽¹⁾	243,729	229,970	6 %
	681,506	632,431	8 %
Top five customers as a % of total revenue ⁽¹⁾	26%	24 %	2 %
Top customer as a % of total revenue ⁽¹⁾	7%	7 %	— %

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to "Non-GAAP Measures and Other Financial Measures" for further detail.

	Key Operating Metrics		
	Three Months Ended March 31,		
	2026	2025	% Change
US	37,910	34,956	8 %
Canada	12,783	10,208	25 %
Total Treatment Points ⁽¹⁾	50,693	45,164	12 %
US	12,105	12,015	1 %
Canada	8,122	8,751	(7)%
Total Operating Days ⁽¹⁾	20,227	20,766	(3)%
US	135	134	1 %
Canada	91	98	(7)%
Total Average Rig Count ⁽¹⁾	226	232	(3)%
US industry rig count ⁽²⁾	530	572	(7)%
Canadian industry rig count ⁽³⁾	215	231	(7)%
US DF Market Share ⁽¹⁾	26 %	23 %	3 %
Canadian DF Market Share ⁽¹⁾	42 %	42 %	— %

¹Refer to "Operational Definitions" for further detail.

²Based on the monthly average of Baker Hughes published weekly land data for the United States in the referenced period.

³Based on the monthly average of CAOEC published weekly data for Western Canada in the referenced period.

Revenue in the US for Q1 2026 set an all time quarterly record at \$437.8 million and increased by \$35.3 million or 9% relative to the 2025 comparative period. These results benefited from contributions from recent acquisitions and customer awards, increased market share, and higher production levels. CES furthered its strong industry positioning achieving US Drilling Fluids Market Share of 26% for the three months ended March 31, 2026, compared to 23% for the three months ended March 31, 2025. The US production chemicals business also saw strong sales in the three months ended March 31, 2026, following 8% increases in treatment points for the three month period.

Revenue in Canada set a new all time quarterly record at \$243.7 million and increased by \$13.8 million or 6% relative to the 2025 comparative period. These results benefited from continued strong market share, higher production levels, and a favorable sales mix. CES maintained its strong industry positioning, achieving Canadian Drilling Fluids Market Share of 42% for the three months ended March 31, 2026, in line with 42% achieved for the three months ended March 31, 2025. Canadian Treatment Points for the three months ended March 31, 2026, also increased by 25% compared to 2025, with increased production volumes and associated production related chemical sales year over year.

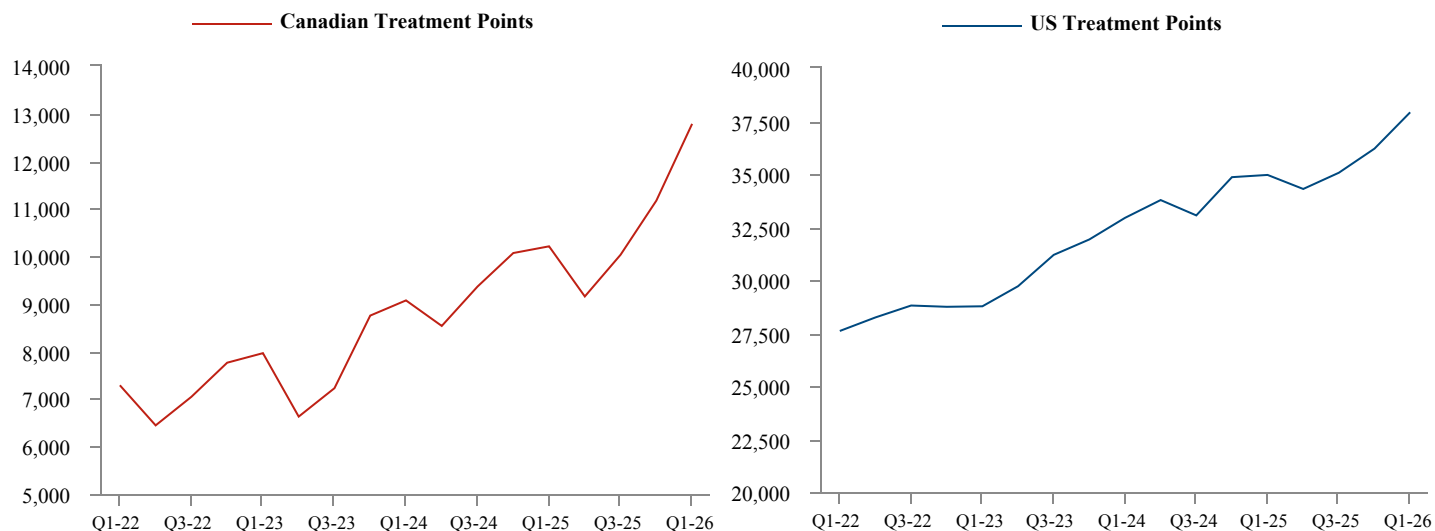
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Although absolute Treatment Points are a guiding indicator of activity levels for the production chemical business, these individual treated wells increasingly exhibit higher volumes of produced oil, natural gas, and associated water, which correspondingly requires higher volumes of production chemicals. These favorable characteristics are associated with increased measured depths and higher production volume attributes of many modern wells. As evidenced by the graphs below, Treatment Points have continued to generally trend upward.



Included in revenue generated in Canada for the three months ended March 31, 2026, is \$1.7 million (Q1 2025 - \$3.2 million) of revenue generated by Clear, the Company's Environmental Services segment. Clear is a vertically integrated environmental service provider, providing environmental consulting, water management and water transfer services, as well as drilling fluids waste disposal services. The financial results of Clear are otherwise not material and as such have been aggregated with the consolidated results of the Company throughout this MD&A.

Cost of Sales and Gross Margin

Gross Margin represents the operating profit earned on revenue after deducting the associated costs of sales including cost of products, operational labour, operational related depreciation, transportation, and all other operational related costs. Margins vary due to changes in the type of products sold, relative product mix, well type, geographic area, and nature of activity. Generally, labour costs, although a significant component of cost of sales, have less of an impact on CES' margins than other cost elements such as product costs. Use of consultants and the variable component of compensation for employees provide CES with a means to manage seasonal activity swings, as well as overall fluctuations in the demand for CES' products and services.

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The table below details the calculation of Adjusted Gross Margin relative to Gross Margin determined in accordance with IFRS.

	Three Months Ended March 31,		
	2026	2025	Change
Gross Margin	161,639	146,076	15,563
Gross Margin % of revenue ⁽¹⁾	24 %	23 %	1 %
Adjust for:			
Depreciation included in cost of sales	23,251	20,551	2,700
Adjusted Gross Margin ⁽²⁾	184,890	166,627	18,263
Adjusted Gross Margin ⁽²⁾ % of revenue	27 %	26 %	1 %

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to "Non-GAAP Measures and Other Financial Measures" for further detail.

²Non-GAAP measure that does not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other entities. The most directly comparable GAAP measure for Adjusted Gross Margin is Gross Margin. Refer to the section entitled "Non-GAAP Measures and Other Financial Measures" contained within this MD&A.

For the three months ended March 31, 2026, Adjusted Gross Margin increased to \$184.9 million from \$166.6 million, and increased as a percent of revenue to 27% from 26% when compared to Q1 2025. The increase in Adjusted Gross Margin was driven by record activity levels as a result of continued service intensity. Adjusted Gross Margin as a percent of revenue benefitted from elevated activity levels over a partially fixed cost base, a more favorable product mix, and a favorable comparison to prior year which saw negative impacts from input cost fluctuations.

General and Administrative Expenses ("G&A")

The table below details the calculation of Adjusted General and Administrative Costs ("Adjusted G&A") relative to general and administrative expenses under IFRS.

	Three Months Ended March 31,		
	2026	2025	Change
General and administrative expenses	105,364	71,917	33,447
G&A expenses % of revenue ⁽¹⁾	15 %	11 %	4 %
Adjust for:			
Stock-based compensation	27,610	973	26,637
Depreciation & amortization	4,578	4,215	363
Adjusted General and Administrative Costs ⁽²⁾	73,176	66,729	6,447
Adjusted G&A costs ⁽²⁾ % of revenue	11 %	11 %	— %

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to "Non-GAAP Measures and Other Financial Measures" for further detail.

²Non-GAAP measure that does not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other entities. The most directly comparable GAAP measure for Adjusted General and Administrative Costs is General and Administrative Expenses. Refer to the section entitled "Non-GAAP Measures and Other Financial Measures" contained within this MD&A.

The increases in Adjusted General and Administrative Costs for the three months ended March 31, 2026, are primarily reflective of increased activity levels and associated headcount in support of record revenue levels. As a percentage of revenue, Adjusted G&A costs of 11% for the three months ended March 31, 2026, was in line with 11% for the same period in 2025, as the increase in the fixed cost base matched the increase in revenue levels.

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Stock-Based Compensation

Stock-based compensation expense increased by \$26.6 million to \$27.6 million for the three months ended March 31, 2026, in comparison to the same period in 2025. The increase was primarily driven by the Company's cash-settled compensation plan, reflecting a significant increase in the Company's share price throughout the referenced period, whereas the comparative period reflected a decrease in the Company's share price throughout the referenced period.

Finance Costs

For the three months ended March 31, 2026, and 2025, finance costs were comprised of the following:

	Three Months Ended March 31,	
	2026	2025
Interest on debt, net of interest income	8,239	8,374
Amortization of debt issue costs	464	420
Foreign exchange loss (gain)	5,407	(669)
Financial derivative (gain) loss	(21,910)	9,370
Other finance costs	12	34
Finance costs	(7,788)	17,529

Interest expense

Finance costs for the three months ended March 31, 2026, include interest on debt, net of interest income, of \$8.2 million compared to \$8.4 million for the three months ended March 31, 2025. The decrease in the period was driven by lower draw levels on CES' Senior Facility and lower interest on associated leases, partially offset by the issuance of the additional \$75.0 million in Senior Notes relative to the comparative period in 2025.

Foreign exchange gains and losses

Finance costs for the three months ended March 31, 2026, include a foreign exchange loss of \$5.4 million compared to a foreign exchange gain of \$0.7 million for the three months ended March 31, 2025. Foreign exchange gains and losses are primarily related to the Company's USD denominated balances held in Canada which were impacted by an appreciating USD in the three months ended March 31, 2026, relative to a depreciation in the USD in the three months ended March 31, 2025.

Financial derivative gains and losses

Finance costs for the three months ended March 31, 2026, include a net derivative gain of \$21.9 million compared to a net derivative loss of \$9.4 million for the three months ended March 31, 2025, relating to the Company's foreign currency and equity derivative contracts. The movement in the three month period was driven by a significant increase in the Company's share price in the current quarter relative to a decrease in the prior year. As of March 31, 2026, the Company had a financial derivative asset of \$43.9 million (December 31, 2025 - \$22.4 million). CES has a Board approved hedging and derivative policy that sets out the guidelines and parameters Management follows when approaching its risk management strategies.

The Company periodically enters into equity derivative contracts to mitigate equity price risk, primarily related to the cash-based portion of the stock-based compensation plan. The equity derivatives mitigate exposure to fluctuations in share price by fixing the future settlement cost on a portion of the cash-settled plan. The following table details the outstanding equity derivative contracts as of March 31, 2026:

Period	Price	Contract	Notional Principal	Number of Shares
July 2026	4.8078	Swap	9,262	1,926,490
July 2027	7.1119	Swap	6,761	950,721
July 2028	6.8348	Swap	3,791	554,721
Total	5.7737		19,814	3,431,932

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The Company periodically uses USD forward purchase contracts to manage its exposure to upcoming USD denominated purchases pursuant to its Canadian and US operations. The following table details the outstanding foreign exchange contracts as of March 31, 2026:

Period	Notional Balance	Contract Type	Settlement	Average USDCAD Exchange Rate
April 2026	US\$4,000	Deliverable Forward	Physical Purchase	1.3573
May 2026	US\$4,000	Deliverable Forward	Physical Purchase	1.3573
June 2026	US\$4,000	Deliverable Forward	Physical Purchase	1.3573
Total	US\$12,000			1.3573

Current and Deferred Income Taxes

Income tax expense is related to taxable income in Canada, the US, and other international jurisdictions.

	Three Months Ended March 31,	
	2026	2025
Current income tax expense	12,630	12,144
Deferred income tax expense	1,190	522
Total income tax expense	13,820	12,666

Current income tax expense increased for the three months ended March 31, 2026, relative to the comparable 2025 period, primarily due to higher taxable earnings in Canada, partially offset by lower taxable earnings in the US. Deferred income tax expense increased for the three months ended March 31, 2026, relative to the comparable 2025 period, primarily due to temporary difference movements in Canada, partially offset by changes in the recognition of deferred tax assets in Canada and temporary difference movement in the US.

Working Capital Surplus

CES had a Working Capital Surplus of \$717.8 million at March 31, 2026, which increased from \$693.4 million at December 31, 2025. The increase in Working Capital Surplus during the quarter was driven by record revenue levels resulting in an increase in accounts receivable and inventory, partly offset by higher accounts payable and accrued liabilities. The Company continues to focus on working capital optimization benefiting from the high quality of its customers, diligent internal credit monitoring processes, and strategic procurement initiatives.

Total Debt

CES had Total Debt of \$492.2 million at March 31, 2026, compared to \$496.6 million at December 31, 2025. Included in Total Debt at March 31, 2026, is the Senior Facility of \$102.5 million (December 31, 2025 - \$109.3 million), \$275.0 million of Senior Notes (December 31, 2025 - \$275.0 million), and lease obligations of \$94.3 million (December 31, 2025 - \$99.2 million). The decrease in Total Debt compared to December 31, 2025, was driven by strong financial performance, partially offset by increased investments in working capital. Additional discussion relating to the Company's Senior Facility, Senior Notes, and other long-term financial liabilities is included in the Liquidity and Capital Resources section of this MD&A.

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QUARTERLY FINANCIAL SUMMARY

The following is a summary of selected financial information of the Company for the last eight completed quarters:

	Three Months Ended							
	Mar 31, 2026	Dec 31, 2025	Sep 30, 2025	Jun 30, 2025	Mar 31, 2025	Dec 31, 2024	Sep 30, 2024	Jun 30, 2024
Revenue								
United States ⁽¹⁾	437,777	434,879	409,389	405,557	402,461	390,203	402,632	390,924
Canada ⁽¹⁾	243,729	229,630	213,832	168,434	229,970	215,181	203,887	162,272
Revenue	681,506	664,509	623,221	573,991	632,431	605,384	606,519	553,196
Net income	50,262	68,298	40,489	51,834	44,102	41,855	46,638	48,155
<i>per share - basic</i>	0.24	0.32	0.19	0.23	0.20	0.18	0.20	0.20
<i>per share - diluted</i>	0.24	0.32	0.18	0.23	0.19	0.18	0.20	0.20
Adjusted EBITDAC ⁽²⁾	111,714	113,170	103,320	88,253	99,898	103,174	102,537	95,447
Adjusted EBITDAC % of Revenue ⁽²⁾	16.4 %	17.0 %	16.6 %	15.4 %	15.8 %	17.0 %	16.9 %	17.3 %
<i>per share - basic⁽²⁾</i>	0.53	0.53	0.47	0.40	0.44	0.46	0.44	0.41
<i>per share - diluted⁽²⁾</i>	0.53	0.53	0.47	0.39	0.44	0.45	0.43	0.40
Dividends declared	11,604	8,965	9,169	9,347	9,535	6,760	6,886	7,056
<i>per share</i>	0.0550	0.0425	0.0425	0.0425	0.0425	0.0300	0.0300	0.0300
Common Shares Outstanding								
End of period - basic	210,984,617	210,949,911	215,738,676	219,940,242	224,363,433	225,329,085	229,525,039	235,188,873
End of period - fully diluted ⁽²⁾	212,741,385	213,473,163	218,261,928	222,588,682	227,403,807	228,948,223	233,530,844	239,430,548
Weighted average - basic	210,209,468	212,911,936	218,234,502	221,616,603	225,058,610	226,704,896	233,176,879	235,162,870
Weighted average - diluted	212,415,830	215,433,353	220,845,867	224,261,923	228,354,820	230,379,790	237,181,631	239,402,896

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to "Non-GAAP Measures and Other Financial Measures" for further detail.

²Non-GAAP measure that does not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other entities. The most directly comparable GAAP measure for Adjusted EBITDAC is Net income, and for Shares Outstanding, End of period - fully diluted is Common shares outstanding. Refer to the section entitled "Non-GAAP Measures and Other Financial Measures" contained within this MD&A.

Seasonality of Operations

The Western Canadian drilling industry is subject to seasonality with activity usually peaking during the winter months in the first and last quarters of any given calendar year. As temperatures rise in the spring, the ground thaws and becomes unstable, resulting in government road bans, which severely restrict activity in the second quarter. These seasonal trends typically lead to quarterly fluctuations in Canadian operating results and working capital requirements, which should be considered in any quarter over quarter analysis of the Company. The overall seasonality of the Company's operations has, and will continue to become less pronounced as a result of expansion in the US and increased diversification of operations away from the drill-bit.

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LIQUIDITY AND CAPITAL RESOURCES**Long-Term Debt**

The Company's long-term debt is comprised of the following balances:

	As at	
	March 31, 2026	December 31, 2025
Senior Facility	103,812	110,837
Senior Notes	275,000	275,000
	378,812	385,837
Unamortized debt issue costs	(5,294)	(5,758)
Unamortized debt premium	2,059	2,220
Total long-term debt	375,577	382,299

Senior Facility

The Company has syndicated and operating credit facilities (the "Senior Facility"), the total size of which is approximately C\$ equivalent \$550.0 million, consisting of a Canadian facility of \$400.0 million and a US facility US\$110.0 million. The Senior Facility matures on November 24, 2028, and is secured by substantially all of the Company's assets, and includes customary terms, conditions and covenants.

As at March 31, 2026, the Senior Facility had a net draw of \$102.5 million (December 31, 2025 - \$109.3 million), with capitalized transaction costs of \$1.3 million (December 31, 2025 - \$1.5 million). Transaction costs attributable to the Senior Facility are recorded as part of the facility and amortized to finance costs over the remaining term. As at March 31, 2026, the Company was in compliance with the terms and covenants of its lending agreements, as outlined below:

		Covenant
Total Net Debt to EBITDA for the four quarters ended	1.256	Not to exceed 4.0
Net Senior Debt to EBITDA for the four quarters ended	0.440	Not to exceed 3.0
EBITDA to Interest Expense, for the four quarters ended	11.248	Must exceed 2.5

Senior Notes

At March 31, 2026, the Company had \$275.0 million of outstanding principal on senior unsecured notes (the "Senior Notes") due on May 24, 2029. The Senior Notes incur interest at a rate of 6.875% per annum and interest is payable semi-annually on May 24 and November 24. The Senior Notes contain certain early redemption options, whereby the Company can choose to redeem all of or a portion of at various redemption prices, which include the principal amount plus any accrued and unpaid interest to the applicable redemption date. The Company has the ability to redeem all of its outstanding Senior Notes on or after May 24, 2026. The Senior Notes are unsecured, ranking equal in right of payment to all existing and future unsecured indebtedness, and have been guaranteed by the Company's current and future subsidiaries. Certain restrictions exist relating to items such as making restricted payments and incurring additional debt.

For the three months ended March 31, 2026, the Company recorded \$8.9 million (2025 - \$9.0 million) in interest expense related to its long-term debt and lease balances, including the amortization of debt issue costs. Scheduled principal payments on the Company's long-term debt at March 31, 2026, are as follows:

2026 - 9 months	—
2027	—
2028	103,812
2029	275,000
2030 and thereafter	—
	378,812

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Other Indebtedness

The following table details the remaining contractual maturities of the Company's financial liabilities as of March 31, 2026:

	Payments Due By Period ⁽¹⁾					Total
	Less than 3 months	3 months to 1 year	1-2 years	2-5 years	5+ years	
Accounts payable and accrued liabilities	277,107	40,374	—	—	—	317,481
Dividends payable ⁽²⁾	11,604	—	—	—	—	11,604
Income taxes payable	10,083	4,385	234	—	—	14,702
Deferred acquisition consideration	—	4,011	2,446	1,933	—	8,390
Senior Facility	—	—	—	103,812	—	103,812
Senior Notes ⁽³⁾	—	—	—	275,000	—	275,000
Interest on Senior Notes	9,453	9,453	18,906	28,360	—	66,172
Lease obligations ⁽⁴⁾	6,895	31,939	28,248	24,984	2,271	94,337
Commitments ⁽⁵⁾	5,100	20,104	18,127	9,116	—	52,447
Other long-term liabilities	—	—	10,688	3,208	—	13,896
	320,242	110,266	78,649	446,413	2,271	957,841

¹ Payments denominated in foreign currencies have been translated using the March 31, 2026, exchange rate.² Dividends declared as of March 31, 2026.³ The Senior Notes are due on May 24, 2029.⁴ Lease obligations reflect principal payments and excludes any associated interest portion.⁵ Commitments include amounts relating to inventory, and other lease-related items including short-term leases, leases of low-value assets, and variable payments associated with long-term leases.

The Company is involved in litigation and disputes arising in the normal course of operations. Management is of the opinion that any potential litigation it is aware of will not have a material adverse impact on the Company's financial position or results of operations and therefore, provisions for any outstanding litigation or potential claims are included in accounts payable and accrued liabilities.

As of the date of this MD&A, Management is satisfied that CES has sufficient liquidity and capital resources to meet the long-term payment obligations of its outstanding loans and commitments. To support growth in the business and related working capital needs CES routinely considers its capital structure, including increasing or decreasing the capacity of its Senior Facility, issuing new senior notes, and other potential financing options. CES assesses its requirements for capital on an ongoing basis and there can be no guarantee that CES will not have to obtain additional capital to finance the expansion plans of the business or to finance future working capital requirements. In the event that additional capital is required, based on the market conditions at the time, it may be difficult to issue additional equity or increase credit capacity and the cost of any new capital may exceed historical norms and/or impose more stringent covenants and/or restrictions on CES. CES continues to focus on evaluating credit capacity, credit counterparties, and liquidity to ensure its ability to meet its ongoing commitments and obligations.

Summary of Statements of Cash Flows

The following table summarizes the Company's Statements of Cash Flows for the three months ended March 31, 2026, and 2025:

	Three Months Ended March 31,		
	2026	2025	Change
Net cash provided by (used in)			
Operating Activities	69,089	60,091	8,998
Investing Activities	(26,612)	(31,284)	4,672
Financing Activities	(42,477)	(28,807)	(13,670)

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Cash Flows from Operating Activities

For Q1 2026, net cash provided by operating activities totaled \$69.1 million compared to \$60.1 million in Q1 2025. The improvement to Cash Flow From Operations for the three months ended March 31, 2026, was driven by strong financial performance combined with a lower working capital investment when compared to the prior year period.

Cash Flows from Investing Activities

For the three months ended March 31, 2026, net cash flows used in investing activities totaled \$26.6 million compared to \$31.3 million for the three months ended March 31, 2025. The decrease in the three months ended March 31, 2026, was driven by lower investments in property and equipment in the current period, combined with higher outflows for deferred acquisition consideration in the comparable prior year period. Details of cash used for investment in property and equipment are as follows:

	Three Months Ended March 31,	
	2026	2025
Expansion Capital ⁽¹⁾	20,414	16,137
Maintenance Capital ⁽¹⁾	7,692	13,292
Total investment in property and equipment	28,106	29,429
Change in non-cash investing working capital	(2,329)	818
Cash used for investment in property and equipment	25,777	30,246
Adjust for:		
Proceeds on disposal of assets	(2,595)	(4,476)
Net cash used for investment in property and equipment ⁽²⁾	23,182	25,770

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to "Non-GAAP Measures and Other Financial Measures" for further detail.

²Non-GAAP measure or ratio that does not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other entities. The most directly comparable GAAP measure for Net cash used for investment in property and equipment is Cash used for investment in property and equipment. Refer to the section entitled "Non-GAAP Measures and Other Financial Measures" contained within this MD&A.

Expansion Capital expenditures for the three months ended March 31, 2026, included additions for field equipment, processing and warehouse equipment, railcars, and vehicles and rolling stock to support growth throughout the business, particularly in the US. Maintenance Capital expenditures for the three months ended March 31, 2026, primarily included the replacement of field and warehouse equipment, and vehicles and rolling stock throughout the business to support existing activity levels.

Historically, the long-term capital investments required for CES to execute its business plan are not significant in relation to the total revenue and EBITDAC generated by the Company and the majority of capital expenditures are made at the discretion of CES based on the timing and the expected overall return on the investment. CES expects 2026 capital expenditures, net of proceeds on disposals of assets, to be approximately \$95.0 million, weighted equally between maintenance and expansion capital to support sustained activity levels and business development opportunities. CES plans to continue its disciplined and prudent approach to capital expenditures and will adjust its plans as required to support prudent growth initiatives throughout divisions.

Cash Flows from Financing Activities

For the three months ended March 31, 2026, cash flows used by financing activities totaled \$42.5 million compared to \$28.8 million for the three months ended March 31, 2025. The increase in cash flows used by financing activities for the three month period was driven by the reduction in the net draw on the Senior Facility, partly offset by a decrease in common share repurchases under the Company's NCIB compared to the prior year period.

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Dividend Policy

The Company declared dividends to holders of common shares for the three months ended March 31, 2026, as follows:

	Dividend Record Date	Dividend Payment Date	Per Common Share	Total
March 2026	Mar 31	Apr 15	\$0.0550	11,604
Total dividends declared			\$0.0550	11,604

For the three months ended March 31, 2026, the Company's Dividend Payout Ratio averaged 26% compared to 17% for the three months ended March 31, 2025. The increase in the Company's Dividend Payout Ratio was driven by a 29% increase to dividends declared, from \$0.0425 to \$0.0550 per share starting in Q1 2026 that outpaced the increase in Distributable Earnings for the respective period. Refer to "Non-GAAP Measures and Other Financial Measures" for further details on the calculation of Dividend Payout Ratio.

CES will continue to be protective of its balance sheet and provide liquidity to fund potential growth initiatives by being prudent with its cash dividend going forward. Through the course of the year, dividends declared as a proportion of net income and Distributable Earnings will vary based on the Company's financial performance. During periods of relatively strong financial performance, typically associated with higher activity levels, dividends declared as a percentage of net income and Distributable Earnings will decrease, and likewise, during periods of relatively weaker financial performance dividends declared as a percentage of net income and Distributable Earnings will increase. Dividends are funded by cash provided by operating activities. During periods of insufficient cash availability, due to relatively weaker financial performance or changes in the level of working capital, dividends may be funded by available cash or through CES' credit facilities.

Management and the Board of Directors review the appropriateness of dividends on a quarterly basis taking into account, among other considerations, the applicable solvency requirements under corporate legislation; current and anticipated industry conditions; and particularly, growth opportunities requiring Expansion Capital, management's forecast of Distributable Earnings, its forecasted Dividend Payout Ratio, and forecasted capital to be deployed under its NCIB. At this time, CES intends to continue to pay cash dividends to shareholders. In addition, future expansion, investments, acquisitions, or future share repurchases under CES' NCIB program may be funded internally by allocating a portion of cash flow in conjunction with, or in replacement of, external sources of capital such as debt or the issuance of equity. To the extent that CES deploys cash flow to finance these activities, the amount of cash dividends to shareholders may be affected. Alternatively, to the extent that CES' sustainable operating after tax cash flow improves, the amount of cash dividends to shareholders may be increased. Over the long-term, CES' business model has historically shown it can support a proportion of cash flow from operations being paid out as a dividend or through share repurchases as the long-term Expansion Capital investments and Maintenance Capital expenditures required for CES to execute its business plan have not been significant in relation to the total revenue and Adjusted EBITDAC generated. Refer to "Non-GAAP Measures and Other Financial Measures" for further details on the calculation of Distributable Earnings.

NCIB

On July 22, 2025, the Company renewed the previous NCIB to repurchase for cancellation up to 18,911,524 common shares, being 10.0% of the public float of common shares at the time of renewal. The renewed NCIB will terminate on July 21, 2026, or such earlier date as the maximum number of common shares are purchased pursuant to the NCIB or the NCIB is completed or is terminated at the Company's election. A summary of the Company's NCIB program, excluding any associated taxes on share repurchases, is presented below:

	Renewed NCIB July 22, 2025 to March 31, 2026	Three Months Ended March 31, 2026	Since Inception July 17, 2018 to March 31, 2026
Common shares repurchased and canceled through NCIB	9,485,000	1,283,100	87,313,106
Cash outlay	94,772	16,693	392,189
Average price per share	9.99	13.01	4.49

As at March 31, 2026, the Company has repurchased 87,313,106 or approximately 32% of the common shares outstanding since inception of the NCIB programs on July 17, 2018. Subsequent to March 31, 2026, the Company repurchased 240,000 additional shares at a weighted average price of \$17.81 for a total of \$4.3 million.

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Share Capital and Stock-Based Compensation Plans

A summary of the Company's common shares and stock-based compensation plans outstanding is as follows:

	As at		
	May 7, 2026	March 31, 2026	December 31, 2025
Common shares outstanding	210,857,332	210,984,617	210,949,911
Restricted Share Unit Plan ("RSU")	1,683,709	1,756,768	2,523,252
Phantom Share Unit Plan ("PSU")	4,603,559	4,630,734	4,663,290

NON-GAAP MEASURES AND OTHER FINANCIAL MEASURES

The accompanying consolidated financial statements have been prepared in accordance with IFRS. Certain supplementary information and measures not recognized under IFRS are also provided in this MD&A where Management believes they assist the reader in understanding CES' results. These measures are calculated by CES on a consistent basis unless otherwise specifically explained. These measures do not have a standardized meaning under IFRS and may therefore not be comparable to similar measures used by other issuers.

Non-GAAP financial measures and non-GAAP ratios have the definition set out in National Instrument 52-112 "Non-GAAP and Other Financial Measures Disclosure". The non-GAAP measures, non-GAAP ratios and supplementary financial measures used in this MD&A, with IFRS measures, are the most appropriate measures for reviewing and understanding the Company's financial results. The non-GAAP measures and non-GAAP ratios are further defined for use throughout this MD&A as follows:

EBITDAC - is a non-GAAP measure that has been reconciled to net income for the financial periods, being the most directly comparable measure calculated in accordance with IFRS. EBITDAC is defined as net income before interest, taxes, depreciation and amortization, finance costs, other income (loss), stock-based compensation, and impairment of goodwill, which are not reflective of underlying operations. EBITDAC is a metric used to assess the financial performance of an entity's operations. Management believes that this metric provides an indication of the results generated by the Company's business activities prior to how these activities are financed, how the Company is taxed in various jurisdictions, and how the results are impacted by foreign exchange and non-cash charges. This non-GAAP financial measure is also used by Management as a key performance metric supporting decision making and assessing divisional results.

Adjusted EBITDAC - is a non-GAAP measure that is defined as EBITDAC noted above, adjusted for specific items that are considered to be non-recurring in nature. Management believes that this metric is relevant when assessing normalized operating performance.

Adjusted EBITDAC % of Revenue - is a non-GAAP ratio calculated as Adjusted EBITDAC divided by revenue. Management believes that this metric is a useful measure of the Company's normalized operating performance relative to its top line revenue generation and a key industry performance measure.

Adjusted EBITDAC per share (basic and diluted) - is a non-GAAP ratio calculated as Adjusted EBITDAC divided by the weighted average number of basic and diluted shares outstanding, respectively. Adjusted EBITDAC is a non-GAAP measure. Management believes it is a useful measure of the Company's normalized operating performance on a per share basis.

Readers are cautioned that EBITDAC and Adjusted EBITDAC should not be considered to be more meaningful than net income determined in accordance with IFRS. EBITDAC, Adjusted EBITDAC, Adjusted EBITDAC % of Revenue and Adjusted EBITDAC per share are calculated as follows:

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	Three Months Ended March 31,	
	2026	2025
Net income	50,262	44,102
Adjust for:		
Depreciation and amortization	27,829	24,766
Current income tax expense	12,630	12,144
Deferred income tax expense	1,190	522
Stock-based compensation	27,610	973
Finance (income) costs	(7,788)	17,529
Other (income)	(19)	(138)
EBITDAC	111,714	99,898
Adjusted EBITDAC	111,714	99,898
<i>Adjusted EBITDAC % of Revenue</i>	<i>16.4 %</i>	<i>15.8 %</i>
<i>Adjusted EBITDAC per share - basic</i>	<i>0.53</i>	<i>0.44</i>
<i>Adjusted EBITDAC per share - diluted</i>	<i>0.53</i>	<i>0.44</i>

Distributable Earnings - is a non-GAAP measure that is defined as cash provided by operating activities, adjusted for change in non-cash operating working capital less Maintenance Capital and repayment of lease obligations. Distributable Earnings is a measure used by Management and investors to analyze the amount of funds available to distribute to shareholders as dividends or through the NCIB program before consideration of funds required for growth purposes.

Dividend Payout Ratio - is a non-GAAP ratio that is defined as dividends declared as a percentage of Distributable Earnings. Management believes it is a useful measure of the proportion of available funds committed to being returned to shareholders in the form of a dividend relative to the Company's total Distributable Earnings.

Readers are cautioned that Distributable Earnings should not be considered to be more meaningful than cash provided by operating activities determined in accordance with IFRS.

Distributable Earnings and Dividend Payout Ratio are calculated as follows:

	Three Months Ended March 31,	
	2026	2025
Cash provided by (used in) operating activities	69,089	60,091
Adjust for:		
Change in non-cash operating working capital	(6,692)	17,728
Maintenance Capital ⁽¹⁾	(7,692)	(13,292)
Repayment of lease obligations	(10,495)	(9,538)
Distributable Earnings	44,210	54,989
Dividends declared	11,604	9,535
Dividend Payout Ratio	26 %	17 %

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results. Refer to "Non-GAAP Measures and Other Financial Measures" for further detail.

Adjusted Gross Margin - is a non-GAAP measure that has been reconciled to Gross Margin for the financial periods, being the most directly comparable measure calculated in accordance with IFRS. It represents Gross Margin under IFRS adjusted to exclude depreciation included in cost of sales as it relates to assets associated with operations and operating related activities, as well as adjusted for specific items that are considered to be non-recurring in nature. Management believes that this metric assists in determining CES' profitability prior to charges for depreciation. This non-GAAP financial measure is also used by Management to quantify the operating costs inherent in the Company's business activities, prior to operational related depreciation.

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Adjusted Gross Margin % of Revenue - is a non-GAAP ratio that is calculated as Adjusted Gross Margin divided by revenue. Management believes that this metric is a useful measure of the Company's normalized cost of sales relative to its top line revenue generation. Readers are cautioned that Adjusted Gross Margin should not be considered to be more meaningful than Gross Margin determined in accordance with IFRS. Adjusted Gross Margin and Adjusted Gross Margin % of Revenue are calculated as follows:

<i>\$000s</i>	Three Months Ended March 31,	
	2026	2025
Gross Margin	161,639	146,076
Gross Margin % of revenue	24 %	23 %
Adjust for:		
Depreciation included in cost of sales	23,251	20,551
Adjusted Gross Margin	184,890	166,627
Adjusted Gross Margin % of revenue	27 %	26 %

Adjusted General & Administrative Costs - is a non-GAAP measure that has been reconciled to General and Administrative expenses for the financial periods, being the most directly comparable measure calculated in accordance with IFRS. Adjusted G&A costs excludes stock-based compensation, which is not reflective of underlying operations, depreciation and amortization, as it relates to assets not associated with operations and operating related activities, and specific items that are considered to be non-recurring in nature. Management believes that Adjusted G&A costs and Adjusted G&A costs % of Revenue assist in demonstrating CES' profitability.

Adjusted General & Administrative Costs % of Revenue - is a non-GAAP ratio that is calculated as Adjusted General and Administrative costs divided by revenue. Management believes that this metric is a useful measure of the Company's normalized G&A relative to its top line revenue generation. Readers are cautioned that Adjusted G&A costs should not be considered to be more meaningful than G&A expenses determined in accordance with IFRS. Adjusted G&A costs and Adjusted G&A costs % of Revenue are calculated as follows:

	Three Months Ended March 31,	
	2026	2025
General and administrative expenses	105,364	71,917
G&A expenses % of revenue	15 %	11 %
Adjust for:		
Stock-based compensation	27,610	973
Depreciation & amortization	4,578	4,215
Adjusted General and Administrative Costs	73,176	66,729
Adjusted G&A Costs % of revenue	11 %	11 %

Funds Flow from Operations - is a non-GAAP measure that has been reconciled to Cash provided by (used in) operating activities for the financial periods, being the most directly comparable measure calculated in accordance with IFRS. Funds Flow from Operations is defined as cash flow from operations before changes in non-cash operating working capital and represents the Company's after tax operating cash flows. Readers are cautioned that this measure is not intended to be considered more meaningful than cash provided by operating activities or other measures of financial performance calculated in accordance with IFRS.

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Funds Flow from Operations is used by Management to assess operating performance and leverage, and is calculated as follows:

	Three Months Ended March 31,	
	2026	2025
Cash provided by (used in) operating activities	69,089	60,091
Adjust for:		
Change in non-cash operating working capital	(6,692)	17,728
Funds Flow from Operations	62,397	77,819

Free Cash Flow - is a non-GAAP measure that has been reconciled to Cash provided by (used in) operating activities for the financial periods, being the most directly comparable measure calculated in accordance with IFRS. Free Cash Flow is defined as cash flow from operations adjusted for capital expenditures and repayment of lease obligations, net of proceeds on disposal of assets, and represents the Company's core operating results in excess of required capital expenditures. Readers are cautioned that this measure is not intended to be considered more meaningful than cash provided by operating activities, comprehensive income (loss), or other measures of financial performance calculated in accordance with IFRS. Free Cash Flow is used by Management to assess operating performance and leverage, and is calculated as follows:

	Three Months Ended March 31,	
	2026	2025
Cash provided by (used in) operating activities	69,089	60,091
Adjust for:		
Expansion Capital ⁽¹⁾	(20,414)	(16,137)
Maintenance Capital ⁽¹⁾	(7,692)	(13,292)
Repayment of lease obligations	(10,495)	(9,538)
Proceeds on disposal of assets	2,595	4,476
Free Cash Flow	33,083	25,600

¹Supplementary Financial Measure. Supplementary Financial Measures are provided in this MD&A because Management believes they assist the reader in understanding CES' results.

Net Cash Used for Investment in Property and Equipment - is a non-GAAP measure that has been reconciled to Cash used for investment in property and equipment, being the most directly comparable measure calculated in accordance with IFRS. Management believes that this metric is a key measure to assess the total capital required to support ongoing business operations. Readers are cautioned that this measure is not intended to be considered more meaningful than cash used for investment in property and equipment or other measures of financial performance calculated in accordance with IFRS. Net Cash Used for Investment in Property and Equipment is calculated as follows:

	Three Months Ended March 31,	
	2026	2025
Cash used for investment in property and equipment	25,777	30,246
Adjust for:		
Proceeds on disposal of assets	(2,595)	(4,476)
Net Cash used for investment in property and equipment	23,182	25,770

Working Capital Surplus - is a non-GAAP measure that is calculated as current assets less current liabilities, excluding the current portions of lease obligations, long-term debt, and deferred acquisition consideration. Management believes that this metric is a key measure to assess operating performance and leverage of the Company and uses it to monitor its capital structure.

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Net Debt and Total Debt - are non-GAAP measures that Management believes are key metrics to assess liquidity of the Company and uses them to monitor its capital structure. Net Debt represents Total Debt, which includes the Senior Facility, the Senior Notes, both current and non-current portions of lease obligations, and deferred acquisition consideration, non-current portion of cash settled incentive obligations, offset by the Company's cash position, less Working Capital Surplus.

Readers are cautioned that Total Debt, Working Capital Surplus, and Net Debt should not be construed as alternative measures to Long-term financial liabilities as determined in accordance with IFRS. Total Debt, Working Capital Surplus, and Net Debt are calculated as follows:

	As at	
	March 31, 2026	December 31, 2025
Long-term financial liabilities ⁽¹⁾	449,355	453,753
Current portion of lease obligations	38,834	39,444
Current portion of deferred acquisition consideration	4,011	3,439
Total Debt	492,200	496,636
Deduct Working Capital Surplus:		
Current assets	1,061,592	999,789
Current liabilities ⁽²⁾	343,787	306,382
Working Capital Surplus	717,805	693,407
Net Debt	(225,605)	(196,771)

¹Includes long-term portion of the Senior Facility, the Senior Notes, lease obligations, deferred acquisition consideration, and cash settled incentive obligations.

²Excludes current portion of lease liabilities and deferred acquisition consideration.

Shares outstanding, End of period - Fully Diluted - is a non-GAAP measure that has been reconciled to Common Shares outstanding for the financial periods, being the most directly comparable measure calculated in accordance with IFRS. This measure is not intended to be considered more meaningful than Common shares outstanding. Management believes that this metric is a key measure to assess the total potential shares outstanding for the financial periods and is calculated as follows:

	As at	
	March 31, 2026	December 31, 2025
Common shares outstanding	210,984,617	210,949,911
Restricted share units outstanding, end of period	1,756,768	2,523,252
Shares outstanding, end of period - fully diluted	212,741,385	213,473,163

Supplementary Financial Measures

A Supplementary Financial Measure: (a) is, or is intended to be, disclosed on a periodic basis to depict the historical or expected future financial performance, financial position or cash flow of the Company; (b) is not presented in the financial statements of the Company; (c) is not a non-GAAP financial measure; and (d) is not a non-GAAP ratio. Supplementary financial measures found within this MD&A are as follows:

Revenue - United States - comprises a component of total revenue, as determined in accordance with IFRS, and is calculated as revenue recorded from the Company's US divisions.

Revenue - Canada - comprises a component of total revenue, as determined in accordance with IFRS, and is calculated as revenue recorded from the Company's Canadian divisions.

Gross Margin % of Revenue - calculated as gross margin, as determined in accordance with IFRS, divided by revenue, as determined in accordance with IFRS, for the period.

General and Administrative Expenses % of Revenue - calculated as general and administrative expenses, as determined in accordance with IFRS, divided by revenue, as determined in accordance with IFRS, for the period.

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Expansion Capital - comprises a component of total investment in property and equipment as determined in accordance with IFRS, and represents the amount of capital expenditure that has been or will be incurred to grow or expand the business or would otherwise improve the productive capacity of the operations of the business.

Maintenance Capital - comprises a component of total investment in property and equipment as determined in accordance with IFRS, and represents the amount of capital expenditure that has been or will be incurred to sustain the current level of operations.

OPERATIONAL DEFINITIONS

Operational terms used throughout this MD&A include:

Canadian DF Market Share - CES estimates its market share in Canada for its drilling fluids operations by comparing, on a semi-weekly basis, active rigs where CES was contracted to provide services to the total active rigs for Western Canada. The number of total active rigs for Western Canada is based on Canadian Association of Energy Contractors ("CAOEC") published data for Western Canada.

US DF Market Share - CES estimates its market share in the US for its drilling fluids operations by comparing, on a semi-weekly basis, active rigs where CES was contracted to provide services to the total active land rigs in the United States. The number of total active rigs in the United States is based on the weekly land based Baker Hughes North American Rotary Rig Count.

Operating Days - For its drilling fluids operations, CES estimates its Operating Days, which are revenue generating days, by multiplying the average number of active rigs where CES was providing drilling fluid services by the number of days in the period.

Average Rig Count - For its drilling fluids operations, CES estimates its Average Rig Count, which is the average monthly number of active rigs where CES was providing drilling fluids in the referenced period.

Treatment Points - Represents the average estimated number of unique wells or oilfield sites serviced monthly by CES in the referenced period with production and specialty chemicals.

CRITICAL ACCOUNTING JUDGMENTS AND ESTIMATES

As a routine element of the financial statement preparation process, Management is required to make estimates and assumptions based on information available as at the financial statement date. These estimates and assumptions affect the reported amounts of assets and liabilities, and the possible disclosure of contingent assets and liabilities at the date of the condensed consolidated financial statements and the reported amounts of revenue and expenses for the period. These estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. The current fluctuation in market conditions introduce additional uncertainties, risks and complexities in Management's determination of the estimates and assumptions used to prepare CES' financial results. As such, actual results may differ from estimates and the effect of such differences may be material. The impacts of such estimates are pervasive throughout the condensed consolidated financial statements and may require accounting adjustments based on future occurrences. Revisions to accounting estimates are recognized in the period in which the estimate is revised and the revision affects both current and future periods. The most significant estimates in CES' condensed consolidated financial statements have been set out in the Company's MD&A for the year ended December 31, 2025, and its audited annual consolidated financial statements and notes thereto for the year ended December 31, 2025.

MATERIAL ACCOUNTING POLICY INFORMATION

The Company's material accounting policy information can be found in Note 3 of the consolidated financial statements for the year ended December 31, 2025. There have been no new standards or interpretations issued during the three months ended March 31, 2026, that materially impact the Company.

CORPORATE GOVERNANCE

Disclosure Controls and Procedures ("DC&P")

DC&P have been designed to provide reasonable assurance that information required to be reported by CES is gathered, recorded, processed, summarized and reported to senior management, including the President and Chief Executive Officer and Chief Financial Officer of CES, to allow timely decisions regarding required public disclosure by CES in its annual filings, interim filings, or other reports filed or submitted in accordance with Canadian securities legislation.

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Internal Controls over Financial Reporting ("ICFR")

Management of CES is responsible for establishing and maintaining ICFR for CES to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. There have been no changes to CES' internal controls over financial reporting during the three months ended March 31, 2026, that have materially affected, or are reasonably likely to materially affect, its internal controls over financial reporting.

While the President and Chief Executive Officer and Chief Financial Officer believe that CES' DC&P and ICFR provide a reasonable level of assurance that they are effective, they do not expect that the DC&P or ICFR will prevent all errors and fraud. A control system, no matter how well conceived or operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met.

For information regarding the corporate governance policies and practices of CES, the reader should refer to CES' 2025 Annual Report, CES' Annual Information Form dated March 10, 2026, in respect of the year ended December 31, 2025, and CES' Information Circular in respect of the June 16, 2026, Annual General and Special Meeting of shareholders each of which are available on the CES' SEDAR+ profile at www.sedarplus.ca.

RISKS AND UNCERTAINTIES AND NEW DEVELOPMENTS

CES' financial results described herein demonstrated the Company's capabilities in the markets in which the Company operates along with a proven defensible balance sheet and business model.

CES' customers are primarily North American oil and gas producers. Activity in the oil and gas industry is cyclical in nature. CES is directly affected by fluctuations in the level and complexity of oil and gas exploration and development activity carried on by its clients. In Canada, drilling activity is seasonal and, in turn, throughout North America it is directly affected by a variety of factors including: weather; natural disasters such as floods, tornadoes, and hurricanes; oil, natural gas, and natural gas liquids commodity prices; pipeline takeaway capacity; outcomes of major LNG projects; access to capital markets; government policies including, but not limited to, royalty, environmental, and industry regulations; and oil and natural gas demand fluctuations, which may be impacted by global political, military, economic, and social factors. Any prolonged or significant decrease in energy prices, economic activity or demand, or an adverse change in government regulations could have a significant negative impact on exploration and development drilling and completion activity in North America and, in turn, demand for CES' products and services.

As a provider of technically advanced consumable chemical solutions throughout the life-cycle of the oilfield, the volatility in activity experienced at the drill-bit, fracturing and completion stages is somewhat muted by the long-term and less variable revenue generated by CES at the pump-jack and wellhead during the production stage and in the mid-stream, pipeline and transportation phases. As CES grows these facets of its business, the predictability of its earnings should also increase. The revenue and general market consumption of consumable chemicals in these market segments is more stable and predictable than the drilling fluids market, however a material reduction in the demand for oil and gas may impact the demand for consumable chemicals as operators shut-in production.

Volatility in financial markets may impact the general availability of both credit and equity financing in the marketplace. World-wide political and economic risks are also intensifying, including the shift in US foreign policy and the use and threat of tariffs to achieve political and economic objectives. Should there be significant economic contraction as a result of changes to US foreign or tariff policy, if the conflict in Ukraine escalates or expands beyond Ukraine's borders, if conflict in the Middle East further intensifies and is prolonged, or if the trade and economic dispute between China and the United States continues, this could have a significant impact not only on credit and equity markets, but also on global supply chains and demand for CES' products and services.

Although there has been a significant recovery in capital markets as it relates to the oil and gas industry, if there is a significant economic slowdown in the broader economy, it may prove to be difficult under future market conditions to issue additional equity, maintain or increase credit capacity, or re-finance existing credit without significant costs. CES is also reliant on its Senior Facility to fund working capital and other growth initiatives. In the event CES' lenders are unable to, or choose not to continue to fund CES, it would impair CES' ability to operate until alternative sources of financing were obtained, as access to the Senior Facility is critical to the effective execution of CES' business plan. At March 31, 2026, CES is in compliance with terms and covenants of all of its lending agreements including the Senior Facility and Senior Notes indenture.

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The ability of CES to sell and expand its services will also depend upon the ability to attract and retain qualified personnel as needed. The demand for skilled employees has increased in recent years and the supply of top quality, experienced talent has been limited. The unexpected loss of CES' key personnel, the inability to retain or recruit skilled personnel, or potential disruptions to our employees' ability to perform their duties as a result of unforeseen events such as natural disasters or impacts from global pandemics, could have an adverse effect on CES' results. CES addresses these risks by:

- attracting well trained and experienced professionals;
- offering competitive compensation at all levels;
- providing a variety of tools and technologies to enable employees to work remotely;
- ensuring a safe working environment with clearly defined standards and procedures; and
- offering its employees both internal and external training programs.

CES takes its health, safety, and environmental responsibilities seriously and has standards, policies, and procedures to address these risks. In addition, CES maintains insurance policies with respect to its operations providing coverage over what it considers to be material insurable risks. Although the Company maintains insurance policies, such insurance may not provide adequate coverage in all circumstances, nor are all such risks insurable. There can also be assurance that the Company will be able to maintain adequate insurance in the future at rates it considers reasonable and commercially justifiable. It is possible that the Company's insurance coverage will not be sufficient to address the costs arising out of the allocation of liabilities and risk of loss.

Significant changes in the oil and gas industry including economic conditions, commodity prices, environmental regulations, government policy, pipeline takeaway capacity, and other factors may adversely affect CES' ability to realize the full value of its accounts receivable. In addition, a concentration of credit risk exists in trade accounts receivable since they are predominantly with companies operating in the WCSB in Canada and in the Texas, Mid-continent, Rockies, and Northeast regions of the US. CES continues to attempt to mitigate the credit risk associated with its customer receivables by performing credit checks as considered necessary, managing the amount and timing of exposure to individual customers, reviewing its credit procedures on a regular basis, reviewing and actively following up on older accounts, and insuring trade credit risks where deemed appropriate. CES does not anticipate any significant issues in the collection of its customer receivables at this time outside of those which have already been provided for, but continues to monitor these risks on an ongoing basis. If oil and gas prices were to be depressed for an extended period of time, particularly with respect to pricing differentials affecting producers in the WCSB, and if access to capital markets remains weak for CES' customers, there would be a risk of increased bad debts. It is not possible at this time to predict the likelihood, or magnitude, of this risk.

CES' US footprint and size of operations continues to make up the majority of CES' business. CES' significant US presence provides for upside potential and reduces certain risks through diversification of operations. It also exposes the Company to additional specific risks including: currency risk with added exposure to fluctuations in the USD; regulatory risks associated with environmental concerns; and the future impact of increased regulatory requirements. In addition, the outcome of the US election has created additional uncertainty with respect to the regulatory environment as well as tariffs and other policies impacting trade between the US, Canada, and the rest of the world.

The Company's ability to provide services to its customers is also dependent upon the availability at reasonable prices of raw materials, which the Company purchases from various suppliers, many of whom are located in North America but also increasingly from overseas including Asia and the Middle East. The availability and supply of materials has been consistent in the past; however there have been increasing supply chain issues and disruptions which have periodically emerged. Coupled with increasing demand from the Company's customers, periodic shortages of certain materials have been experienced and costs have been affected. The Company does source some limited, non-exclusive products from the Middle East, and a significant escalation in the conflict between the United States, Israel and Iran, along with the impacts on neighboring countries may result in delays or the inability to source certain products. Notwithstanding, the Company can source these products from other regions should the conflict in the Middle East result in limitations for the Company to source such materials.

Additionally, increased political tensions relating to China and its relationship with the rest of the western world, could cause significant supply chain disruptions, particularly as the Company sources more materials from Asia. Moreover, disruptions to transportation networks, impacts from pandemics, shortages of transportation infrastructure (including container availability), or other disruptions to global supply chains may impact the Company's ability to deliver products and services to its customers. These disruptions may also impact global demand for oil and gas, which may in turn result in a reduction in drilling activity and production economics globally. CES continues to evaluate potential changes to customer activity levels and the potential impacts to our business.

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The foregoing risks and uncertainties are not intended to be exhaustive. Reference should be made to CES' Annual Information Form dated March 10, 2026, for the year ended December 31, 2025, and in particular to the heading "Risk Factors" for further risks associated with the business, operations, and structure of CES, which is available on CES' SEDAR+ profile at www.sedarplus.ca.

FORWARD-LOOKING INFORMATION & STATEMENTS

Certain statements in this MD&A may constitute forward-looking information or forward-looking statements (collectively referred to as "forward-looking information"), which involves known and unknown risks, uncertainties and other factors, which may cause the actual results, performance or achievements of CES, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking information. When used in this MD&A, such information uses such words as "may", "would", "could", "will", "intend", "expect", "believe", "plan", "anticipate", "estimate", and other similar terminology. This information reflects CES' current expectations regarding future events and operating performance and speaks only as of the date of the MD&A. Forward-looking information involves significant risks and uncertainties, should not be read as a guarantee of future performance or results, and will not necessarily be an accurate indication of whether or not such results will be achieved. A number of factors could cause actual results to differ materially from the results discussed in the forward-looking information, including, but not limited to, the factors discussed below. Management of CES believes the material factors, expectations and assumptions reflected in the forward-looking information are reasonable but no assurance can be given that these factors, expectations and assumptions will prove to be correct. The forward-looking information contained in this document speaks only as of the date of the document, and CES assumes no obligation to publicly update or revise such information to reflect new events or circumstances, except as may be required pursuant to applicable securities laws or regulations.

In particular, this MD&A contains forward-looking information pertaining to the following: the Company's expectations regarding future revenue, profitability, and cash flow generation; anticipated capital expenditures, including maintenance and expansion capital, and the timing and allocation of such expenditures; the Company's business strategy and ability to execute growth initiatives in Canada, the United States, and internationally; expectations regarding market demand, customer activity levels, and industry conditions in the oilfield consumable chemicals sector; seasonality in the WCSB and the impact on the Company's operating results and working capital requirements; the impact of economic policy, tariffs, regulatory changes, and geopolitical risks on the energy sector and the Company; the Company's ability to maintain or increase market share in drilling fluids and production chemicals; adoption and development of advanced chemical solutions and new technologies; investments in research and development and scientific talent; management of working capital and optimization processes; sufficiency of liquidity and capital resources to meet long-term payment obligations and support business development opportunities; access to debt and capital markets, cost of capital, and impacts of financing activities including Senior Notes and the Senior Facility; anticipated drilling activity for natural gas projects and trends in upstream oil and gas activity; industry activity levels; the impact of new drilling techniques, longer reach laterals, increased service intensity, and hydraulic fracturing; expectations regarding growing LNG and AI related power requirements and the timing of energy transition initiatives on end markets for oil and gas; OPEC+ production quotas; impact of economic policy and tariffs on the energy sector, supply chains, and CES; expectations regarding the end market outlook for the Company's products and services relating to service intensity, chemical treatment requirements, commodity prices, and global energy demand; the impact of fluctuating oil and gas pricing on production economics and the resulting impact on activity levels and spending plans; the impact of the ongoing conflict in the Middle East relating to supply and demand dynamics, commodity pricing, and supply chains; the relative insulation of the Company's business model from tariff-related near term uncertainty; the effect of acquisitions and potential mergers; the performance and expansion of operations and business units; expectations regarding the benefits from secular trends in upstream activity; the timing and impact of adoption of new accounting standards and application of critical accounting estimates and judgments; management's opinion of the impact of potential litigation or disputes; anticipated share repurchases under the Company's NCIB; the ability to attract and retain qualified personnel; the sufficiency and adequacy of insurance coverage; the impact of supply chain disruptions, transportation infrastructure, and global events on operations; the business strategy regarding cash dividend payments and future dividend levels; and competitive conditions.

CES' actual results could differ materially from those anticipated in the forward-looking information as a result of the following factors: general economic conditions in the US, Canada, and internationally; geopolitical risk; fluctuations in demand for consumable fluids and chemical oilfield services, downturn in oilfield activity; oilfield activity in the Permian, the WCSB, and other basins in which the Company operates; a decline in frac related chemical sales; a decline in operator usage of chemicals on wells; decreased service intensity levels; an increase in the number of customer well shut-ins; a shift in types of wells drilled; volatility in market prices for oil, natural gas, and natural gas liquids and the effect of this volatility on the demand for oilfield services generally; declines in prices for natural gas, natural gas liquids, and oil, and pricing differentials between world pricing, pricing in North America, and pricing in Canada; decisions by OPEC+ regarding production quotas; the impact of the removal of sanctions on Russia and the

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potential for additional oil and gas supply to the global markets; competition, and pricing pressures from customers in the current commodity environment; conflict, war and political and societal unrest that may impact CES' operations, supply chains as well as impact the market for oil and natural gas generally; the short-term and long-term impact of the conflict in the Middle East and the closure or disruption of the Strait of Hormuz; currency risk as a result of fluctuations in value of the US or Canadian dollar; liabilities and risks, including environmental liabilities and risks inherent in oil and natural gas operations; sourcing, pricing and availability of raw materials, consumables, component parts, equipment, suppliers, facilities, shipping containers, and skilled management, technical and field personnel; the collectability of accounts receivable; ability to integrate technological advances and match advances of competitors; ability to protect the Company's proprietary technologies; availability of capital; uncertainties in weather and temperature affecting the duration of the oilfield service periods and the activities that can be completed; the ability to successfully integrate and achieve synergies from the Company's acquisitions; changes in legislation and the regulatory environment, including uncertainties with respect to oil and gas royalty regimes, programs to reduce greenhouse gas and other emissions and regulations restricting the use of hydraulic fracturing; pipeline capacity and other transportation infrastructure constraints; changes to government mandated production curtailments; reassessment and audit risk and other tax filing matters; changes and proposed changes to US policies including tax policies or policies relating to the oil and gas industry, or trade policies; impact of tariffs on the global economy, supply chains, the energy industry, and the Company; international and domestic trade disputes, including restrictions on the transportation of oil and natural gas and regulations governing the sale and export of oil, natural gas and refined petroleum products; the impact of climate change policies in the regions which CES operates; the impact and speed of adoption of low carbon technologies; potential changes to the crude by rail industry; changes to the fiscal regimes applicable to entities operating in the US and WCSB; access to capital and the liquidity of debt markets; fluctuations in foreign exchange and interest rates, including the impact of changing interest rates on the broader economy; CES' ability to maintain adequate insurance at rates it considers reasonable and commercially justifiable; the impact of litigation which the Company is involved in; and the other factors considered under "Risk Factors" in CES' Annual Information Form dated March 10, 2026, for the year ended December 31, 2025, and "Risks and Uncertainties" in this MD&A.

Without limiting the foregoing, the forward-looking information contained in this MD&A is expressly qualified by this cautionary statement.

MARKET AND INDUSTRY DATA

Unless otherwise indicated, the market and industry data contained in this MD&A is based upon independent industry publications and websites or was based on estimates derived from the same along with the knowledge of and experience of management in the markets in which the Company operates. Government and industry publications and reports generally indicate that they have obtained their information from sources believed to be reliable, but do not guarantee the accuracy and completeness of their information. None of these sources have provided any form of consultation, advice or counsel regarding any aspect of, or is in any way whatsoever associated with, CES. Actual outcomes may vary materially from those forecasted in such reports or publications, and the prospect for material variation can be expected to increase as the length of the forecast period increases. While the Company believes this data can be reasonably relied on, market and industry data is subject to variations and cannot be verified with complete certainty due to limits on the availability and reliability of raw data, the voluntary nature of the data gathering process and other limitations and uncertainties inherent in any statistical survey. The Company has not independently verified any of the data from third party sources referred to in this MD&A or ascertained the underlying assumptions relied upon by such sources.

ADDITIONAL INFORMATION

Additional information related to CES can be found on the System for Electronic Document Analysis and Retrieval (SEDAR+) at www.sedarplus.ca. Information is also accessible on CES' web site at www.cesenergysolutions.com.

STOCK EXCHANGE LISTINGS

Toronto Stock Exchange
Trading Symbol: CEU

OTC
Trading Symbol: CESDF

BOARD OF DIRECTORS

Kyle D. Kitagawa^{1,2}
Chairman

John M. Hooks^{2,3}

Spencer D. Armour III^{2,3}

Stella Cosby^{3,4}

Ian Hardacre^{1,4}

Joe Wright^{1,4}

Theresa Roessel¹

Kenneth E. Zinger

¹Member of the Audit Committee

²Member of the Compensation Committee

³Member of the Corporate Governance and Nominating
Committee

⁴Member of the Health, Safety and Environment
Committee

EXECUTIVE OFFICERS

Kenneth E. Zinger
President & Chief Executive Officer
President, Canadian Operations

Anthony M. Aulicino
Executive Vice President & Chief Financial Officer

Vernon J. Disney
President, US Production Chemicals

James F. Strickland
President, US Drilling Fluids

CORPORATE SECRETARY

Matthew S. Bell

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Calgary, AB

BANKERS

Scotiabank Canada, Calgary, AB

LEGAL COUNSEL

Stikeman Elliot, LLP, Calgary, AB
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