Oaklins | CANADA

Canadian Mid-Market M&A Update

2026 H1 Review

Oaklins | Foundation

A global team working seamlessly across borders, focusing on the mid-market

OUR SERVICES

M&A sell-side

M&A buy-side

Growth equity & ECM

Debt advisory & restructuring

DEEP LOCAL ROOTS, GLOBAL COMMITMENT

60 Offices

6 Continents

40 Countries

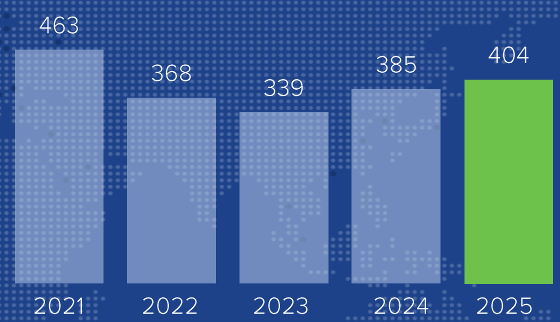
900+ M&A professionals

Global mid-market M&A 2025 by volume of deals Independent Investment Banks*

Deals up to US$500m. Bulge bracket & accounting firms excluded.

Source: LSEG mid-market financial advisory review 2025 by volume

OAKLINS' CLOSED DEALS* *by volume*



**Closed deals refers to M&A, ECM, and Debt advisory deals*

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Oaklins

United by a strong belief that we can achieve the extraordinary. Oaklins is a global team of 900+ financial advisory professionals in 40 countries providing M&A, growth equity, ECM, debt advisory and corporate finance services to support entrepreneurs, corporates and investors in reaching their goals.

Oaklins Canada – H1 Transaction Highlight

Oaklins Canada acted as exclusive sell-side advisor to C3F Telecom, delivering a successful exit to Techno Lignes Abitibi Inc. in June 2026.

C3F Telecom
has been acquired by
TECHNOLIGNES
M&A SELL-SIDE
Construction & Engineering Services/TMT

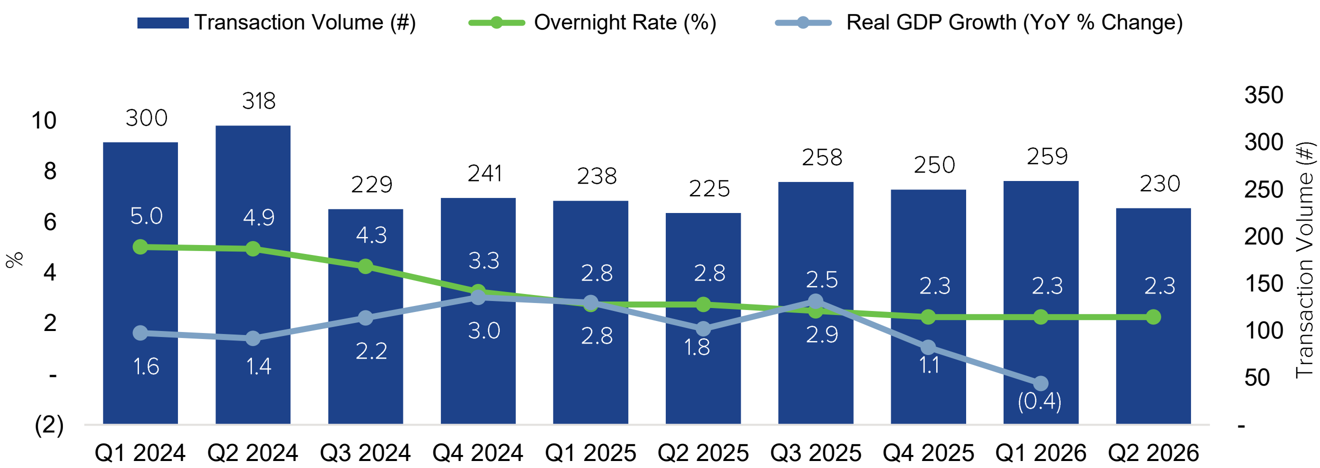
Target C3F Telecom Inc. is a specialized provider of telecommunications network engineering and construction services operating across Eastern and Northern Canada. It offers a fully integrated suite of services spanning network design, pole load calculations and permitting to fiber optic construction and FTTH deployment. Serving a diversified client base that includes major telecommunications operators, municipalities, school boards and government agencies, C3F supports critical connectivity projects in urban, regional and remote environments.

Acquirer Founded in 1996, Techno Lignes is a specialized telecommunications and electrical infrastructure contractor with a strong presence across Quebec and Eastern Canada. It provides aerial and underground network cabling, fiber optic splicing, FTTH installation, civil works, structured cabling and industrial electrical services.

400+ transactions closed by Oaklins in the mid-market over the last 12 months

Target / Client	Transaction	Counterparty	Deal	Sector
GP	has been acquired by	galiena CAPITAL	US$91.4m, M&A SELL-SIDE	Agriculture/Private Equity
LOMBOSER	has partnered with	Growth Partners Capital	M&A SELL-SIDE	Construction & Engineering Services/Private Equity
evoke	has been acquired by	STELIAU TECHNOLOGY	M&A SELL-SIDE	TMT
RHINO, ICPA, Vantage, Quest	has been acquired by	ODEALIM, a portfolio company of ARDIAN, TA ASSOCIATES	M&A SELL-SIDE	Financial Services
Lemvig Biogasanlæg A.M.B.A.	has been acquired by	BioticNRG, PALISADE	M&A SELL-SIDE	Energy/Private Equity
DAN GROUP ALARM	has been acquired by	VARNA, a portfolio company of Triton	M&A SELL-SIDE	Business Support Services/Private Equity
C3F Telecom	has been acquired by	TECHNOLIGNES	M&A SELL-SIDE	Construction & Engineering Services/TMT
Nextalia	has acquired a majority stake in	costa	M&A BUY-SIDE	Consumer & Retail/Private Equity
census GROUP	has acquired	Leckle	M&A BUY-SIDE	Financial Services/Other Industries/Private Equity
CAPSOL	has been acquired by	ANGUS CAPITAL	M&A SELL-SIDE	Construction & Engineering Services/Private Equity
VIABUS	has been acquired by	Armira	M&A SELL-SIDE	Consumer & Retail/Private Equity
MCA ARCHITECTS	has been acquired by	TTSP/HWP/	M&A SELL-SIDE	Construction & Engineering Services
Sunrise Eggs	has been acquired by	Agrova	M&A SELL-SIDE	Agriculture/Food & Beverage/Private Equity
ATZ	has been acquired by	salto	M&A SELL-SIDE	Construction & Engineering Services
MT HØJGAARD HOLDING	has sold the Greenland operations of Arssarnerit to	VVS & EL FIRMAET A/S	M&A SELL-SIDE	Construction & Engineering Services
TRISCAN	has been acquired by	iRO Parts, Autotecnica, a portfolio company of RIVERARCH	M&A SELL-SIDE	Automotive/Private Equity
Toronto Cleaners	has acquired	Pressure Kleen	M&A BUY-SIDE	Business Support Services
SINTANA ENERGY	has acquired	CEG	US$60m, M&A BUY-SIDE	Energy

Executive Summary: Macroeconomics Impacting Canadian M&A Activity (1 of 2)



STATE OF THE MARKET

The Bank of Canada began 2026 with a target interest rate of 2.25% that remained unchanged for Q1 and Q2. While economic growth was largely flat through the first half of 2026, improving business and consumer resilience, easing inflationary pressures, and a gradual economic adjustment to geopolitical uncertainty are supporting a more optimistic outlook.

Tariffs continue to prompt caution among acquirers and consolidators in affected industries, particularly as margin pressures persist. While many businesses initially absorbed tariff-related input cost increases, a significant portion have since passed those costs on to end customers. Non-essential, project-based businesses also experienced revenue slowdowns as owners prioritized capital preservation.

Despite a complex global environment characterized by trade tensions, inflationary pressures, and shifting geopolitical dynamics, Canada's M&A market remained resilient through the first half of 2026.

The market is transitioning from a defensive phase toward a more optimistic environment. GDP growth is expected to strengthen through 2028 supported by recovering exports, modest improvements in business investment, and resilient consumer spending.

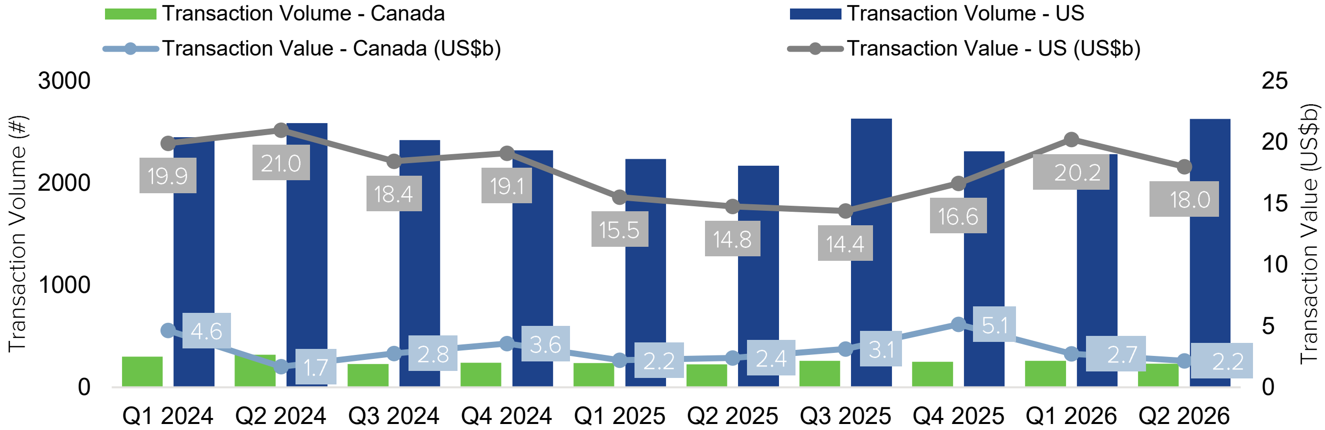
During the first half of 2026, market participants operated in an evolving financing environment, as relatively accommodative lending conditions gradually shifted toward a more selective market amid heightened macroeconomic volatility.

Cross border deals with the US have remained consistently high, with American investors seeing good opportunities north of the border. That concentration makes the Canada-United States-Mexico Agreement (CUSMA) renegotiation and broader trade policy considerations key variables in shaping deal activity through the second half of 2026. In parallel, Canada's continued push to diversify trade relationships beyond the US supports the broader optimistic tone around Canadian investment.

Notes: Deal volume includes transaction values that are less than US$500M.
Real GDP data not available at the time of publication.

Source: S&P Capital IQ, as of end of June 2026

Executive Summary: Macroeconomics Impacting Canadian M&A Activity (2 of 2)



DRIVERS CAUSING TAILWINDS IN M&A

- **Aging business owner population** driving succession planning and the need to transact.
- **Private equity deployment pressure** as firms seek to put dry powder to work and generate returns for investors.
- **Sector consolidation** in fragmented industries, with acquirers finding creative ways to drive shareholder value.
- **AI-driven efficiencies** streamlining and accelerating M&A processes.

DRIVERS CAUSING HEADWINDS IN M&A

- **Tariff uncertainty and CUSMA renegotiation** creating trade policy risk, weighing on consumer spending and business revenue.
- **Persistent cost inflation** continuing to pressure margins in certain sectors.
- **Geopolitical uncertainty** adding broader risk to investment decisions.
- **Valuation gaps** persisting as sellers maintain price expectations that do not reflect current market conditions. This is often mitigated by complex deal structures in place (less cash on close).
- **Tighter lending conditions** as lenders apply more rigorous credit review processes.
- **Longer, more intensive due diligence** as acquirers scrutinize company-specific risks more closely.

2026 H1 CANADIAN M&A STATISTICS

427

Total mid-market transactions

23%

Percentage of mid-market transactions made by publicly listed companies

2026 H1 USA M&A STATISTICS

4,148

Total mid-market transactions

17%

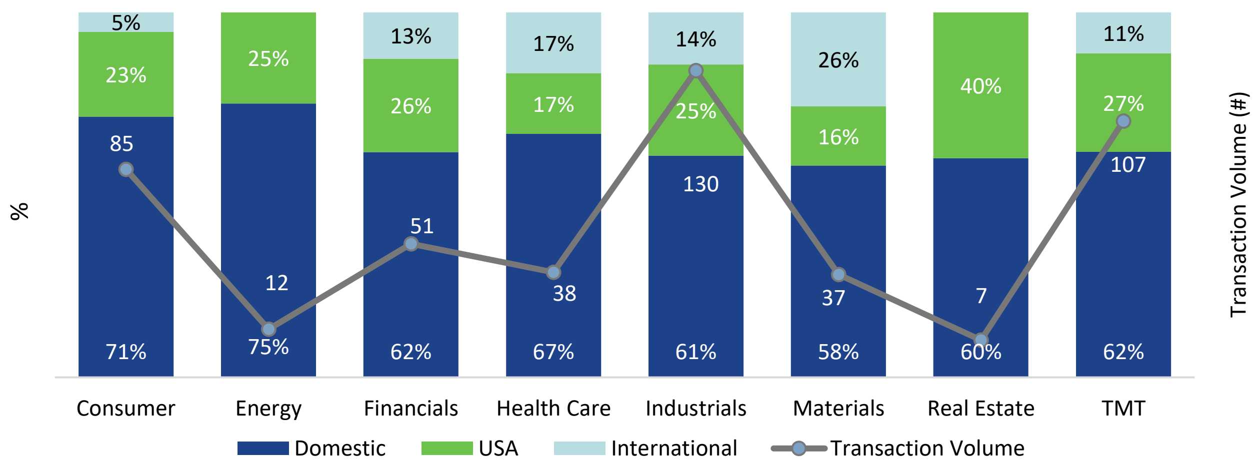
Percentage of mid-market transactions made by publicly listed companies

Note: Deal volume includes transaction values that are less than US$500M.

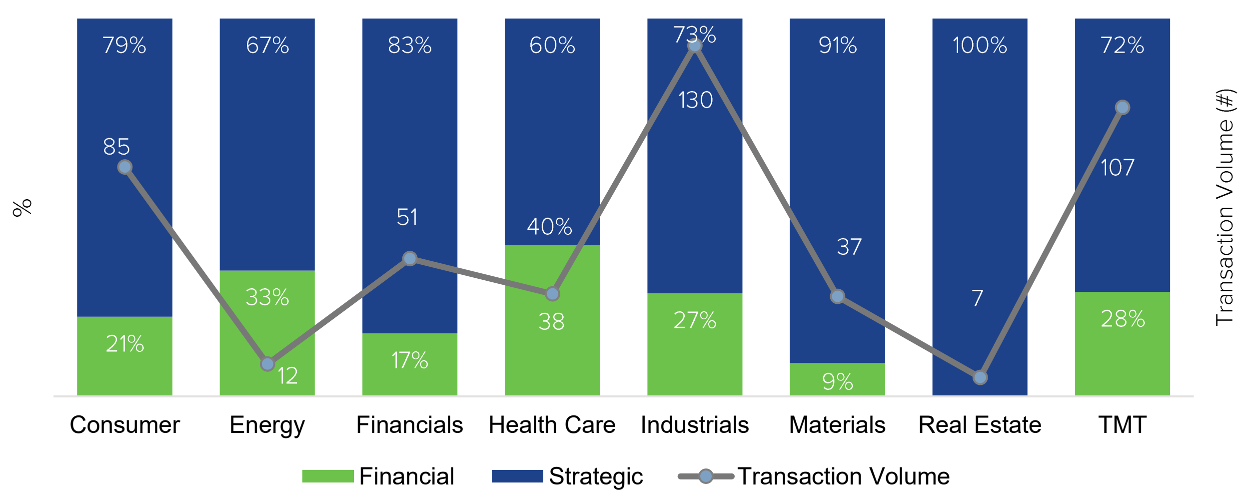
Source: S&P Capital IQ, as of end of June 2026

M&A Trends by Acquirer Profile

H1 2026 CANADIAN MID-MARKET TRANSACTIONS BY INDUSTRY/GEOGRAPHY



H1 2026 CANADIAN MID-MARKET TRANSACTIONS BY INDUSTRY/BUYER TYPE



SECTORS THRIVING IN M&A

- Business Services — particularly, essential services such as waste management and facility services not impacted by new construction or developments
- Food, Agribusiness and Beverage
- Health Care
- Military, Defense & Security
- Technology — Disruptive AI, data centers, cybersecurity and technology services

SECTORS WITH LIMITED M&A ACTIVITY

- Real Estate & Construction
- Manufacturing — most manufacturing with significant US customer and tariff exposure
- Retail
- Consumer Discretionary Goods

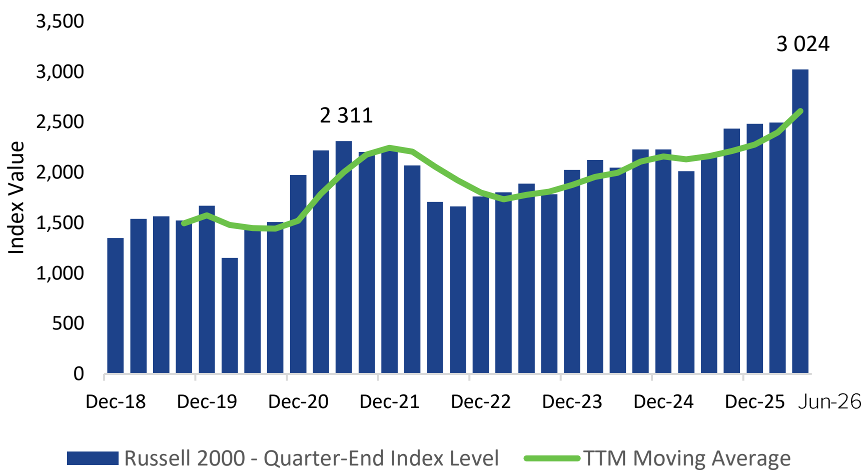
Strategic acquirors with strong balance sheets in industries such as industrials, TMT, healthcare and consumer, are outpacing private equity funds as they chase AI synergies, digital transformation, and supply-chain resilience.

Note: Deal volume includes transaction values that are less than US$500M..

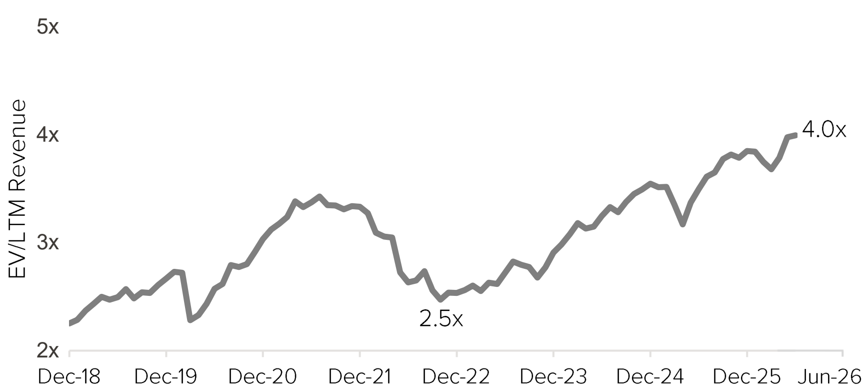
Source: S&P Capital IQ, as of end of June 2026

Public Equities Performance

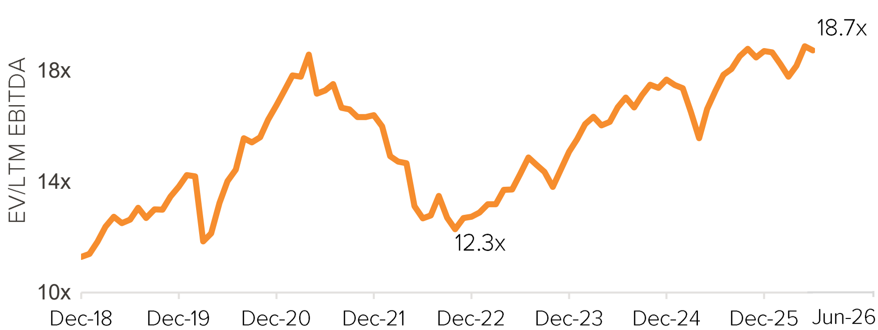
Russell 2000 - Quarterly Index Level with TTM Moving Average



S&P 500 EV / LTM REVENUE VALUATION MULTIPLES



S&P 500 EV / LTM EBITDA VALUATION MULTIPLES



Measured over the full five-year period since its last peak (Q2-2021), the Russell 2000 has increased by approximately +31% — broadly consistent with the index's long-term trend. This reflects the resilience of small cap equities and powerful upside potential as economic conditions turn increasingly favorable.

Valuation multiples have expanded consistently through this period, increasingly supported by upward earnings revisions, reflecting strengthening business fundamentals. Analysts have materially increased profit forecasts as financing conditions improved and the U.S. economy proved more resilient than expected. Geopolitical tensions eased at several points during the year, with oil prices declining from earlier peaks, and inflation concerns moderating.

Taken together, these trends point to a sustained recovery in market confidence and valuation levels, creating an optimistic environment for M&A activity heading into the second half of 2026.

Source: S&P Capital IQ, as of end of June 2026

Oaklins

Client Testimonials

C3F Telecom

has been acquired by

TECHNOLIGNES

M&A SELL-SIDE

Construction & Engineering Services/TMT

“The sale of C3F was a demanding process, marked by numerous challenges and significant complexity. Throughout this journey, Oaklins’ team in Canada stood out for their exemplary professionalism. Their ability to engage all parties, maintain constructive dialogue and negotiate with precision was instrumental in reaching a solution that was truly beneficial for everyone involved. Their strategic approach and deep understanding of the issues at stake made it possible to complete a transaction that, without their guidance, would have been very difficult to bring to a close. We have already had the opportunity to recommend Oaklins, and we will continue to do so without hesitation”

Antoine Chamberland and Monia Bissonnette
Co-owners, C3F Telecom Inc.

CAPSOL

has been acquired by

ANGUS CAPITAL

M&A SELL-SIDE

Construction & Engineering Services/Private Equity

“Completing an M&A transaction is a major milestone and Oaklins’ team in Canada provided clear guidance at every step, making the process both reassuring and perfectly well controlled. The team demonstrated a strong understanding of Capsol’s value and worked tirelessly to ensure Capsol found the right long-term partner in Angus Capital. Their expertise and support were instrumental in designing this transaction and bringing it to a successful close.”

Stéphane Lelièvre
Owner, Capsol

TORONTO WINDOW CLEANERS

has acquired

PRESSURE KLEEN

M&A BUY-SIDE

BUSINESS SERVICES

“Working with Oaklins was a key factor in our successful acquisition of Pressure-Kleen Services Company Inc. Their team brought a strong understanding of the facility services market and helped us navigate the landscape efficiently to identify a business with clear operational and commercial synergies with TWC. Throughout the process, Oaklins provided thoughtful guidance, reliable execution, and a steady hand from early discussions to closing. This acquisition is an important step in our growth, and we valued Oaklins’ support in getting us there.”

Daniel Varshavsky
Co-owner, Toronto Window Cleaners

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