

The image features a large, light gray rectangular area containing a repeating pattern of small icons: a 3D box and an envelope. The icons are arranged in a grid, alternating in a checkerboard pattern. Overlaid on this grid is the word "Supremex" in a bold, red, italicized sans-serif font. The 'x' at the end of the word is stylized with a diagonal slash through it.

Supremex

Management's Discussion and Analysis

For the three-month periods ended March 31, 2026, and 2025

TABLE OF CONTENTS

1.	BASIS OF PRESENTATION	3
2.	FORWARD-LOOKING STATEMENTS	3
3.	KEY HIGHLIGHTS	4
3.1	FINANCIAL HIGHLIGHTS TABLES	4
3.2	HIGHLIGHTS OF THE THREE-MONTH PERIOD ENDED MARCH 31, 2026, AND RECENT EVENTS	4
4.	NON-IFRS FINANCIAL MEASURES	5
5.	BUSINESS OVERVIEW	7
6.	OUTLOOK	8
7.	FOREIGN EXCHANGE RATES	8
7.1	FOREIGN EXCHANGE RATES	8
8.	SUMMARY OF FINANCIAL INFORMATION	9
8.1	SUMMARY OF FINANCIAL INFORMATION	9
9.	ANALYSIS OF RESULTS	10
9.1	RESULTS FOR THE THREE-MONTH PERIOD ENDED MARCH 31, 2026	10
9.2	GEOGRAPHICAL REVENUE AND ASSET DIVERSIFICATION	12
10.	SUMMARY OF RESULTS – SELECTED QUARTERLY FINANCIAL INFORMATION	12
11.	RECONCILIATION OF EBITDA, ADJUSTED EBITDA, AND ADJUSTED NET EARNINGS TO THE MOST DIRECTLY COMPARABLE IFRS MEASURE	13
12.	FINANCIAL POSITION	14
12.1	SUMMARY FINANCIAL POSITION HIGHLIGHTS	14
12.2	ASSETS	14
12.3	LIABILITIES	14
12.4	CONTRACTUAL OBLIGATIONS AND OFF-BALANCE SHEET ARRANGEMENTS	15
13.	LIQUIDITY AND CAPITAL RESOURCES	15
13.1	CASH FLOWS RELATED TO OPERATING ACTIVITIES	16
13.2	CASH FLOWS RELATED TO INVESTING ACTIVITIES	16
13.3	CASH FLOWS RELATED TO FINANCING ACTIVITIES	16
14.	SHARE CAPITAL	16
15.	SUBSEQUENT EVENTS	16
16.	RISK FACTORS	17
17.	DISCLOSURE CONTROLS AND PROCEDURES (“DC&P”) AND INTERNAL CONTROLS OVER FINANCIAL REPORTING (“ICFR”)	17

1. BASIS OF PRESENTATION

The following management's discussion and analysis of financial condition and results of operations ("MD&A") dated May 6, 2026, of Supremex Inc. ("Supremex" or the "Company") should be read together with the accompanying unaudited interim condensed consolidated financial statements and related notes of the Company for the three-month period ended March 31, 2026. These unaudited interim condensed consolidated financial statements of the Company have been prepared by management in accordance with IAS 34, Interim Financial Reporting ("IAS 34"). Therefore, certain information and disclosures have been omitted or condensed. The accounting principles are consistent with those set out in the Company's audited consolidated financial statements for the year ended December 31, 2025. The fiscal year of the Company ends on December 31. The Company's reporting currency is the Canadian dollar. Per share amounts are calculated using the weighted average number of common shares outstanding for the three-month period ended March 31, 2026. The consolidated financial statements for the three-month period ended March 31, 2026, have not been audited or reviewed by the Company's auditors.

The Company's common shares are traded on the Toronto Stock Exchange (the "TSX") under the symbol SXP. Additional information on Supremex, including the Company's Annual Information Form, may be found on SEDAR+ at www.sedarplus.ca and on the Company's website at www.supremex.com.

2. FORWARD-LOOKING STATEMENTS

This MD&A contains "forward-looking information" within the meaning of applicable Canadian securities laws, including (but not limited to) statements about the EBITDA, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted net earnings, Adjusted net earnings per share, Free cash flow, Net debt, Net debt to Adjusted EBITDA ratio¹, split of revenue between its Envelope and Packaging segments, capital expenditures, dividend payments, the normal course issuer bid, the automatic share purchase plan and the intended purchase for cancellation of common shares of the Company thereunder, and future performance of Supremex and similar statements or information concerning anticipated future results, circumstances, performance or expectations. Forward-looking information may include words such as anticipate, assumption, believe, could, expect, goal, guidance, intend, may, objective, outlook, plan, seek, should, strive, target and will. Such information relates to future events or future performance and reflects current assumptions, expectations and estimates of management regarding growth, results of operations, performance, business prospects and opportunities, Canadian economic environment, and ability to attract and retain customers. Such forward-looking information reflects current assumptions, expectations and estimates of management and is based on information currently available to Supremex as at the date of this MD&A. Such assumptions, expectations and estimates are discussed throughout the MD&A for the year ended December 31, 2025, and in the Company's Annual Information Form dated March 27, 2026. Supremex cautions that such assumptions may not materialize and that economic conditions such as economic uncertainty, downturns or recessions, or the imposition of tariffs or trade restrictions, may render such assumptions, although believed reasonable at the time they were made, subject to greater uncertainty.

Forward-looking information is subject to certain risks and uncertainties and should not be read as a guarantee of future performance or results and actual results may differ materially from the conclusion, forecast or projection stated in such forward-looking information. These risks and uncertainties include but are not limited to the following: decline in envelope consumption, growth and diversification strategy, key personnel, labour shortage, contributions to employee benefits plans, raw material price increases, cyber security and data protection, operational disruption, dependence on and loss of customer relationships, increase of competition, economic conditions and uncertainty, risk related to the international trade and tax environment (including tariffs, quotas and custom and other restrictions), exchange rate fluctuation, interest rate fluctuation, credit risks with respect to trade receivables, availability of capital, concerns about protection of the environment, potential risk of litigation and no guarantee to pay dividends. Such risks and uncertainties are discussed throughout the MD&A for the year ended December 31, 2025, and, in the Company's Annual Information Form dated March 27, 2026, particularly in "Risk Factors". Consequently, the Company cannot guarantee that any forward-looking information will materialize. Readers should not place any undue reliance on such forward-looking information unless otherwise required by applicable securities legislation. The Company expressly disclaims any intention and assumes no obligation to update or revise any forward-looking information, whether as a result of new information, future events or otherwise.

¹ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

3. KEY HIGHLIGHTS

3.1 Financial Highlights Tables

Selected Consolidated Financial Information

(in thousands of dollars, except for per share amounts and margins)

	Three-month periods ended March 31	
	2026	2025
Statement of Earnings		
Revenue	74,841	70,228
Operating earnings	3,723	3,778
Adjusted EBITDA ⁽¹⁾	9,880	8,829
Adjusted EBITDA margin ⁽¹⁾	13.2%	12.6%
Net earnings	785	1,920
Basic and diluted net earnings per share	0.03	0.08
Adjusted net earnings ⁽¹⁾	1,850	2,152
Adjusted net earnings per share ⁽¹⁾	0.08	0.09
Cash Flow		
Net cash flows related to operating activities	(832)	6,965
Free cash flow ⁽¹⁾	(1,835)	6,800

⁽¹⁾ Non-IFRS financial measures or ratios. Non-IFRS financial measures do not have standardized meanings prescribed by IFRS and therefore may not be comparable to similar measures presented by other entities. Refer to the non-IFRS financial measures section for definitions and reconciliations.

3.2 Highlights of the three-month period ended March 31, 2026, and recent events

- Total revenue of \$74.8 million, up 6.6% from \$70.2 million in the first quarter of 2025.
- Envelope segment revenue of \$50.9 million, versus \$48.4 million a year ago.
- Packaging & Specialty Products segment revenue of \$24.0 million, versus \$21.8 million last year.
- Net earnings of \$0.8 million, or \$0.03 per share, versus \$1.9 million, or \$0.08 per share, in the first quarter of 2025.
- Adjusted EBITDA² of \$9.9 million, or 13.2% of revenue, up from \$8.8 million, or 12.6% of revenue, last year.
- On January 29, 2026, the Company launched an optimization initiative involving the closure of its Envelope facility in Indianapolis, Indiana. Management anticipates this initiative will result in annual cost savings, in excess of \$1.5 million once all measures are implemented.
- Acquisition on April 20, 2026, of the shares of Fantasia Printing Ltd, doing business as iFlex Labels (“iFlex”), a label manufacturing company located in Saint-Laurent, Quebec.
- Concurrently with the acquisition of iFlex, the Company undertook a reorganization of its label business, including the planned relocation of both its existing label facility in Laval, Quebec and the newly acquired iFlex label manufacturing facility in Saint-Laurent, Quebec, with all label operations to be consolidated into the Lachine, Quebec folding carton plant. As this was initiated subsequent to quarter end, no provision was recorded in the Q1 2026 financial statements. The Company estimates it will record a restructuring provision of approximately \$0.2 million in Q2 2026, and to generate annual cost savings in excess of \$0.5 million.
- On May 6, 2026, the Board of Directors declared a quarterly dividend of \$0.05 per common share, payable on June 18, 2026, to shareholders of record at the close of business on June 4, 2026.

² Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

4. NON-IFRS FINANCIAL MEASURES

Non-IFRS financial measures do not have any standardized meaning prescribed by IFRS and therefore may not be comparable to similar measures presented by other companies and should not be viewed as alternatives to measures of financial performance prepared in accordance with IFRS. Management considers these metrics to be information which may assist investors in evaluating the Company's profitability and enable better comparability of the results from one period to another.

These Non-IFRS Financial Measures are defined as follows:

Non-IFRS Measure	Definition
EBITDA	<p>EBITDA represents earnings before net financing charges, income tax expense, depreciation of property, plant and equipment and right-of-use assets and amortization of intangible assets.</p> <p>The Company uses EBITDA to assess its performance. Management believes this non-IFRS measure, provides users with an enhanced understanding of its operating earnings.</p>
Adjusted EBITDA	<p>Adjusted EBITDA represents EBITDA adjusted to remove items of significance that are not in the normal course of operations and/or that do not reflect the Company's operating expenses and are not indicative of the Company's core operating performance. These items of significance include, when applicable, but are not limited to, charges for impairment of assets, restructuring expenses, value adjustment on inventory acquired and business acquisition costs, and gain on sale and leaseback.</p> <p>The Company uses Adjusted EBITDA to assess its operating performance, excluding items that are not in the normal course of operations and/or that do not reflect the Company's operating expenses and are not indicative of the Company's core operating performance. Management believes this non-IFRS measure provides users with enhanced understanding of the Company's operating earnings and increases the transparency and clarity of the Company's core results. It also allows users to better evaluate the Company's operating profitability when compared to previous years.</p>
Adjusted EBITDA margin	<p>Adjusted EBITDA margin is a percentage corresponding to the ratio of Adjusted EBITDA divided by revenue.</p> <p>The Company uses Adjusted EBITDA margin for the purpose of evaluating business performance, excluding items that are not in the normal course of operations and/or that do not reflect the Company's operating expenses and are not indicative of the Company's core operating performance. Management believes this non-IFRS measure, provides users with enhanced understanding of its results and related trends.</p>
Adjusted net earnings	<p>Adjusted net earnings represent net earnings excluding items of significance listed above under Adjusted EBITDA, net of income taxes.</p> <p>The Company uses Adjusted net earnings to assess its business performance and profitability without the effect of items that are not in the normal course of operations, and/or that do not reflect the Company's operating expenses and are not indicative of the Company's core operating performance, net of income taxes. Management believes this non-IFRS measure provides users with an alternative assessment of the Company's earnings without the effect of items that are not in the normal course of operations or reflective of operating performance, making it valuable to assess ongoing operations and trends in the business performance. Management also believes this non-IFRS measure provides users with enhanced understanding of the Company's results and provides better comparability between periods.</p>
Adjusted net earnings per share	<p>Adjusted net earnings per share represents Adjusted net earnings divided by the weighted average number of common shares outstanding for the relevant period.</p> <p>The Company uses Adjusted net earnings per share for the purpose of evaluating performance and profitability, excluding items that are not in the normal course of operations of the Company, net of income taxes, on a per share basis.</p>
Free cash flow	<p>This measure corresponds to net cash flows related to operating activities according to the consolidated statements of cash flows, less additions (net of disposals) to property, plant and equipment and intangible assets.</p> <p>Management considers Free cash flow to be a good indicator of the Company's financial strength and operating performance because it shows the amount of funds available to manage growth, repay debt and reinvest in the Company. Management considers this measure useful to provide investors with a perspective on its ability to generate liquidity, after making capital investments required to support business operations and long-term value creation.</p>

Non-IFRS Measure	Definition
Net debt	Net debt represents the Company's total debt, net of deferred financing costs and cash. The Company uses Net debt as an indicator of its indebtedness level and financial leverage as it represents the amount of debt that is not covered by available cash. Management believes that investors could benefit from the use of net debt to determine a company's financial leverage.
Net debt to Adjusted EBITDA ratio	Net debt to Adjusted EBITDA ratio represents Net debt divided by trailing 12-month (TTM) Adjusted EBITDA. This ratio is used by management to monitor the Company's financial leverage and management believes certain investors use this ratio as a measure of financial leverage.

The following tables provide the reconciliation of Non-IFRS Financial Measures:

Reconciliation of Net earnings to Adjusted EBITDA

(in thousands of dollars, except for margins)

	Three-month periods ended March 31	
	2026	2025
Net earnings	785	1,920
Income tax expense	1,455	801
Net financing charges	1,483	1,057
Depreciation of property, plant, and equipment	1,208	1,488
Depreciation of right-of-use assets	1,708	1,568
Amortization of intangible assets	1,802	1,682
EBITDA	8,441	8,516
Acquisition costs related to business combinations	26	—
Restructuring expenses	1,413	313
Adjusted EBITDA	9,880	8,829
<i>Adjusted EBITDA margin (%)</i>	<i>13.2%</i>	<i>12.6%</i>

Reconciliation of Net earnings to Adjusted net earnings and of Net earnings per share to Adjusted net earnings per share

(in thousands of dollars, except for per share amounts)

	Three-month periods ended March 31	
	2026	2025
Net earnings	785	1,920
Adjustments, net of income taxes		
Acquisition costs related to business combinations	19	—
Restructuring expenses	1,046	232
Adjusted net earnings	1,850	2,152
Net earnings per share	0.03	0.08
Adjustments, net of income taxes, per share	0.05	0.01
Adjusted net earnings per share	0.08	0.09

Reconciliation of Cash flows related to operating activities to Free cash flow

(in thousands of dollars)

	Three-month periods ended March 31	
	2026	2025
Cash flows related to operating activities	(832)	6,965
Acquisitions (net of disposals) of property, plant, and equipment	(1,003)	(140)
Acquisitions of intangible assets	—	(25)
Free Cash Flow	(1,835)	6,800

Net debt to Adjusted EBITDA ratio

(in thousands of dollars except for ratios)

	As at March 31, 2026	As at December 31, 2025
Total debt	8,463	4,135
Deferred financing costs	(294)	(63)
Cash	(4,042)	(3,090)
Net debt	4,127	982
Adjusted EBITDA – TTM ⁽¹⁾	31,003	29,952
Net debt to Adjusted EBITDA ratio	0.13	0.03

⁽¹⁾ Refer to the "Selected Quarterly Operating Results" section for more information on the results of each of the last eight quarters.

5. BUSINESS OVERVIEW

Supremex is a leading North American manufacturer and marketer of envelopes and a growing provider of paper-based packaging solutions. Supremex operates nine manufacturing facilities across four provinces in Canada and four manufacturing facilities in three states in the United States employing approximately 900 people. Supremex' extensive network allows it to efficiently manufacture and distribute envelope and packaging solutions designed to the specifications of major national and multinational corporations, direct mailers, resellers, government entities, SMEs, and solutions providers.

The Company manufactures a broad range of stock and custom envelopes in an array of styles, shapes, and colours, which allows it to offer a high degree of flexibility and customization. It also manufactures and distributes a diverse range of packaging and specialty products, including premium quality folding carton packaging and e-Commerce secondary packaging solutions. Other packaging and specialty products include labels, Conformer Products^{®3}, record sleeves and jackets, and Enviro-logiX^{®4} protective mailers.

Reporting Segments

The Company currently operates in two reporting segments: the manufacturing and sale of envelopes and the manufacturing and sale of paper-based packaging solutions and specialty products. Supremex has developed its core paper substrate converting expertise to become one of the largest manufacturers and distributors of envelopes in North America. Several years ago, it initiated a growth and diversification strategy into packaging and specialty products.

The Envelope Segment

The Company manufactures a broad range of stock and custom envelopes in an array of styles, shapes, and colours, which allows it to offer a high degree of flexibility and customization. Products are designed to the specifications of major national and multinational corporations, direct mailers, resellers, government entities, SMEs, and solutions providers.

The Packaging and Specialty Products Segment

Supremex offers a diverse range of packaging products and solutions. The Company manufactures packaging solutions made from paperboard and utility grade papers which address the high-growth e-commerce packaging markets, as well as folding carton packaging solutions which are aimed at high-value markets such as cosmetics, nutraceutical, over-the-counter pharmaceuticals, and packaged food. E-commerce solutions are eco-friendly, are designed and manufactured to optimize fulfillment and shipping, and reduce over-packaging for e-tailers. Other packaging and specialty products include labels, Conformer Products^{®3}, records sleeves and jackets, and Enviro-logiX^{®4} protective mailers.

³ Conformer[®] is a registered trademark of Conformer Products, Inc.

⁴ Enviro-logiX[®] is a registered trademark of Envirologix Inc.

6. OUTLOOK

Demand for the Company's products is influenced by current economic volatility, ongoing trade uncertainty, postage increases and reduced service standards at the United States Postal Service, as well as reputational challenges at Canada Post arising from labour issues. These factors contribute to variability in the Company's operating environment. As it continues to expand in the vast and fragmented U.S. envelope market, the Company will rely on its solid reputation and geographic reach to stimulate revenue growth while continuing to proactively control expenses.

The Company continues to focus on optimizing operating efficiency, productivity, and capacity utilization throughout its network, as well as on capturing all revenue and cost synergies from recent business acquisitions. In this regard, initiatives launched in January 2026 for the Envelope segment are expected to result in annual cost savings in excess of \$1.5 million once all measures are implemented.

As a continuation of these initiatives, and in parallel with its most recent acquisition, the Company is reorganizing its label business by closing its label facilities in Laval, Quebec and the newly acquired label manufacturing facility in Saint-Laurent, Quebec. All label operations will be consolidated into the folding carton plant located in Lachine, Quebec, generating additional estimated annual cost savings in excess of \$0.5 million.

With respect to capital deployment, the Company will continue to look for strategic acquisitions, mainly in the Packaging & Specialty Products segment, while sustaining capital returns to shareholders.

7. FOREIGN EXCHANGE RATES

7.1 Foreign Exchange Rates

The following table shows average and closing exchange rates applicable to Supremex' three-month periods ended March 31, 2026, and 2025. Average rates are used to translate sales and expenses for the periods mentioned, while closing rates translate assets and liabilities of foreign operations and monetary assets and liabilities of the Canadian operations denominated in U.S. dollars.

US\$/CDN\$ Rate

	Three-month periods ended March 31	
	2026	2025
USD Average	1.372	1.435
USD Closing	1.394	1.438

8. SUMMARY OF FINANCIAL INFORMATION

8.1 Summary of Financial Information

Selected Consolidated Financial Information

(in thousands of dollars, except for per share amounts)

	Three-month periods ended March 31	
	2026	2025
Revenue	74,841	70,228
Operating expenses	53,883	50,848
Selling, general and administrative expenses	11,065	10,695
Operating earnings before depreciation, amortization, and other items	9,893	8,685
Depreciation of property, plant, and equipment	1,208	1,488
Depreciation of right-of-use assets	1,708	1,568
Amortization of intangible assets	1,802	1,682
Restructuring expenses	1,413	313
Loss (gain) on disposal of property, plant, and equipment	39	(144)
Operating earnings	3,723	3,778
Net financing charges	1,483	1,057
Earnings before income taxes	2,240	2,721
Income tax expense	1,455	801
Net earnings	785	1,920
Basic and diluted net earnings per share	0.03	0.08
Dividend declared per share	0.05	0.05

Revenue Information

(in thousands of dollars, except %)

	Three-month periods ended March 31	
	2026	2025
Envelope	50,852	48,416
Volume change	6.0%	1.8%
Average selling price change	(0.9%)	(11.0%)
Total change	5.0%	(9.4%)
Packaging & specialty products	23,989	21,812
Total change	10.0%	9.9%
Total revenue	74,841	70,228
Revenue change	6.6%	(4.1%)

Segmented Information

(in thousands of dollars, except %)

	Three-month periods ended March 31	
	2026	2025
Segmented revenue		
Envelope	50,852	48,416
Packaging & specialty products	23,989	21,812
Total revenue	74,841	70,228
Segmented Adjusted EBITDA⁽¹⁾		
Envelope	8,445	8,326
% of segmented revenue	16.6%	17.2%
Packaging & Specialty Products	3,692	3,271
% of segmented revenue	15.4%	15.0%
Corporate and other non-allocated expenses	(2,257)	(2,768)
Total Adjusted EBITDA⁽¹⁾	9,880	8,829
% of total revenue	13.2%	12.6%

⁽¹⁾ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

9. ANALYSIS OF RESULTS

9.1 Results for the three-month period ended March 31, 2026

Revenue

Total revenue for the three-month period ended March 31, 2026, was \$74.8 million, representing an increase of \$4.6 million, or 6.6%, from the equivalent quarter of 2025.

Envelope Segment

Revenue was \$50.9 million, representing an increase of 5.0% from \$48.4 million in the first quarter of 2025. The variation is attributable to a 6.0% increase in the volume of units sold reflecting new customer wins and share of wallet growth in the U.S., as well as volume from the acquisitions of Enveloppe Laurentide and Elite Envelope. Average selling prices decreased by 0.9% from last year's first quarter primarily due to a less favourable customer and product mix in the U.S. The Envelope segment represented 67.9% of the Company's revenue in the quarter, versus 68.9% in the equivalent period of last year.

Packaging & Specialty Products Segment

Revenue was \$24.0 million, up 10.0% from \$21.8 million in the first quarter of 2025. The increase mainly reflects higher folding carton revenue driven by share of wallet gains with large multi-national consumer packaged goods customers, continued e-commerce secondary packaging market expansion, new business wins from existing customers, and revenue from the acquisition of Trans-Graphique in Q3 2025. The Packaging & Specialty Products segment represented 32.1% of the Company's revenue in the quarter, versus 31.1% in the equivalent period of last year.

Operating Expenses

Operating expenses for the three-month period ended March 31, 2026, were \$53.9 million, compared to \$50.8 million in the equivalent period of 2025. Operating expenses represented 72.0% of revenue in the first quarter of 2026, compared to 72.4% in 2025. Gross margin improved to 28.0% in the first quarter of 2026 from 27.6% in 2025, indicating improved profitability on sales.

Selling, General and Administrative Expenses

Selling, general and administrative expenses totalled \$11.1 million in the three-month period ended March 31, 2026, compared to \$10.7 million during the same period in 2025. This increase of \$0.4 million, or 3.5%, is essentially attributable to higher salaries and benefit expenses, partially offset by lower professional fees. As a percentage of sales, selling, general and administrative expenses decreased by 0.4%, reflecting improved operating leverage on higher sales.

EBITDA⁵ and Adjusted EBITDA⁵

EBITDA was \$8.4 million, compared to \$8.5 million in the first quarter last year. Adjusted EBITDA was \$9.9 million, versus \$8.8 million in the first quarter of 2025, an increase of 11.9%. The increase reflects higher revenue and an improved gross margin to 28.0% in the first quarter of 2026 from 27.6% in 2025. Although selling, general and administrative expenses increased by \$0.4 million year over year, they represented 14.8% of revenue for the first quarter of 2026, compared to 15.2% of revenue for 2025. As a result, Adjusted EBITDA margin was 13.2% of revenue, versus 12.6% in the equivalent quarter of 2025.

Envelope Segment

Adjusted EBITDA was \$8.4 million, versus \$8.3 million in the first quarter of 2025. Higher sales volumes improved the absorption of fixed manufacturing costs and contributed to margin expansion, more than offsetting the impact of lower average selling prices, which were largely mix-related. As a percentage of segmented revenue, Adjusted EBITDA from the Envelope segment was 16.6%, compared with 17.2% in the equivalent period of 2025.

Packaging & Specialty Products Segment

Adjusted EBITDA was \$3.7 million, versus \$3.3 million in the first quarter of 2025, an increase of 12.9%. This increase mainly reflects the effect of higher volume, which improved the absorption of fixed manufacturing costs, and contributed to an increase in gross margin to 30.4% in the first quarter of 2026 from 29.1% in 2025. As a percentage of segmented revenue, Adjusted EBITDA from the Packaging & Specialty Products segment was 15.4%, compared to 15.0% in the equivalent period of 2025.

Corporate and other non-allocated expenses

Corporate and other non-allocated expenses were \$2.3 million compared to \$2.8 million in the first quarter of 2025. The decrease is mostly due to lower professional fees.

Depreciation and Amortization

Aggregate depreciation and amortization expenses for the three-month period ended March 31, 2026, remained stable at \$4.7 million, as higher depreciation of right-of-use assets and amortization of intangibles was offset by lower depreciation of property, plant, and equipment.

Restructuring expenses

In the three-month period ended March 31, 2026, the Company incurred restructuring expenses of \$1.4 million mostly related to optimization initiatives aimed at improving costs and achieving synergies within the U.S. Envelope segment operations. Last year's results included restructuring expenses of \$0.3 million mostly related to the optimization of Envelope activities in the Greater Toronto Area.

Net Financing Charges

Net financing charges for the three-month period ended March 31, 2026, were \$1.5 million, compared to \$1.1 million a year earlier. The variation is attributable to higher interest expenses on lease liabilities, partially offset by lower expenses on long-term debt following the completion of the sale-leaseback transaction in July 2025.

⁵ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

Earnings Before Income Taxes

As a result of the fluctuation in revenue and expenses described herein, earnings before income taxes were \$2.2 million, or 3.0% of revenue, during the three-month period ended March 31, 2026, compared to \$2.7 million, or 3.9% of revenue, during the equivalent period of 2025.

Income Tax Expense

Income taxes were \$1.5 million, or an effective tax rate of 65.0%, in the three-month period ended March 31, 2026, compared to \$0.8 million, or an effective tax rate of 29.4%, in the equivalent quarter last year. Although income before income taxes was lower in the current quarter, the effective tax rate increased primarily due to the non-recognition of deferred tax assets on current-period losses and other deductible temporary differences in a subsidiary, primarily non-capital losses carry forward, which did not meet the recognition criteria, resulting in \$0.8 million of income tax benefit not recognized in the period.

Net Earnings, Adjusted Net Earnings⁶, Net Earnings per share and Adjusted Net Earnings per share⁶

Net earnings were \$0.8 million or \$0.03 per share for the three-month period ended March 31, 2026, compared to \$1.9 million or \$0.08 per share for the equivalent period last year.

Adjusted net earnings were \$1.9 million or \$0.08 per share for the three-month period ended March 31, 2026, compared to \$2.2 million or \$0.09 per share for the equivalent period in 2025.

Other Comprehensive Income

The discount rate used to calculate the accrued plan benefit obligations was 5.1% as at March 31, 2026, compared to 5.0% as at December 31, 2025. This variation, combined with a lower-than-expected return on assets, resulted in a net actuarial loss of \$45 thousand in the first quarter of 2026.

9.2 Geographical Revenue and Asset Diversification

Revenue by Geography

(in thousands of dollars)

	Three-month periods ended March 31	
	2026	2025
Canada	41,913	37,694
U.S.	32,928	32,534
Total revenue	74,841	70,228

For the three-month period ended March 31, 2026, revenue in Canada was \$41.9 million, up from \$37.7 million in the equivalent quarter of 2025, mainly reflecting business acquisitions completed in Canada in 2025. In the United States, revenue was \$32.9 million, up slightly from \$32.5 million in 2025.

The Company's non-current assets were \$130.8 million in Canada and \$44.9 million in the United States as at March 31, 2026, compared to \$133.1 million in Canada and \$46.0 million in the United States as at December 31, 2025.

10. SUMMARY OF RESULTS – SELECTED QUARTERLY FINANCIAL INFORMATION

Given its diversification and expanded geographical reach, Supremex is experiencing less seasonality in its demand than in previous years. In the Envelope segment, demand related to bills and statements is stable throughout the year, while seasonal advertising and certain mailing patterns are slightly higher during the fall and winter months due to specific events (back-to-school, fundraising, holidays, tax seasons). Meanwhile, the Company's expansion in the Packaging and Specialty Products segment will allow a steadier demand during the year and only a small portion of its offering, primarily for e-Commerce related solutions, is subject to seasonal patterns related to the holidays.

⁶ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

The following tables set forth selected financial information for the Company's past eight quarters.

Selected Quarterly Operating Results

(in thousands of dollars, except for per share amounts)

	Mar. 31 2026	Dec. 31 2025	Sep. 30 2025	June 30 2025	Mar. 31 2025	Dec. 31 2024	Sep. 30 2024	June 30 2024
Envelope	50,852	48,935	45,122	43,787	48,416	48,797	47,475	49,466
Packaging	23,989	23,982	20,556	22,170	21,812	20,278	21,880	19,871
Total Revenue	74,841	72,917	65,678	65,957	70,228	69,075	69,355	69,337
Adjusted EBITDA ⁽¹⁾	9,880	9,089	6,203	5,831	8,829	12,919	7,933	8,998
Earnings (loss) before income taxes	2,240	2,909	5,988	(253)	2,721	7,633	(23,839)	2,611
Net earnings (loss)	785	1,284	9,127	(309)	1,920	5,819	(23,038)	1,980
Net earnings (loss) per share	0.03	0.05	0.37	(0.01)	0.08	0.23	(0.92)	0.08
Adjusted net earnings ⁽¹⁾	1,850	1,528	4,674	75	2,152	5,211	1,044	2,105
Adjusted net earnings ⁽¹⁾ per share	0.08	0.06	0.19	0.00	0.09	0.20	0.05	0.08

⁽¹⁾ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

11. RECONCILIATION OF EBITDA, ADJUSTED EBITDA, AND ADJUSTED NET EARNINGS TO THE MOST DIRECTLY COMPARABLE IFRS MEASURE

Reconciliation of EBITDA and Adjusted EBITDA for the past eight quarters

(in thousands of dollars, except for margin amounts)

	Mar. 31 2026	Dec. 31 2025	Sep. 30 2025	June 30 2025	Mar. 31 2025	Dec. 31 2024	Sep. 30 2024	June 30 2024
Net earnings (loss)	785	1,284	9,127	(309)	1,920	5,819	(23,038)	1,980
Income tax expense (recovery)	1,455	1,625	(3,139)	56	801	1,814	(801)	631
Net financing charges	1,483	1,279	1,456	945	1,057	1,178	1,270	1,294
Depreciation of property, plant, and equipment	1,208	1,083	1,506	1,552	1,488	1,626	1,755	1,730
Depreciation of right-of-use assets	1,708	1,602	1,603	1,399	1,568	1,588	1,575	1,478
Amortization of intangible assets	1,802	1,886	1,667	1,668	1,682	1,715	1,777	1,716
EBITDA	8,441	8,759	12,220	5,311	8,516	13,740	(17,462)	8,829
COVID-related subsidies	—	—	—	(71)	—	—	—	—
Acquisition costs related to business combinations	26	72	79	56	—	7	(6)	111
Asset impairment	—	258	—	563	—	—	23,337	75
Restructuring (recovery) expenses	1,413	—	4	(28)	313	(828)	2,064	37
Value adjustment on acquired inventory through a business combination	—	—	—	—	—	—	—	(54)
(Gain) on sale and leaseback	—	—	(6,100)	—	—	—	—	—
Adjusted EBITDA	9,880	9,089	6,203	5,831	8,829	12,919	7,933	8,998
<i>Adjusted EBITDA margin (%)</i>	<i>13.2%</i>	<i>12.5%</i>	<i>9.4%</i>	<i>8.8%</i>	<i>12.6%</i>	<i>18.7%</i>	<i>11.4%</i>	<i>13.0%</i>

Reconciliation of Adjusted net earnings (loss) for the past eight quarters

(in thousands of dollars)

	Mar. 31 2026	Dec. 31 2025	Sep. 30 2025	June 30 2025	Mar. 31 2025	Dec. 31 2024	Sep. 30 2024	June 30 2024
Net earnings (loss)	785	1,284	9,127	(309)	1,920	5,819	(23,038)	1,980
Adjustments, net of income taxes								
COVID-related subsidies	—	—	—	(53)	—	—	—	—
Acquisition costs related to business combinations	19	53	58	41	—	5	(5)	83
Asset impairment	—	191	—	417	—	—	22,560	55
Restructuring (recovery) expenses	1,046	—	3	(21)	232	(613)	1,527	27
Value adjustment on acquired inventory through a business combination	—	—	—	—	—	—	—	(40)
(Gain) on sale and leaseback	—	—	(4,514)	—	—	—	—	—
Adjusted net earnings	1,850	1,528	4,674	75	2,152	5,211	1,044	2,105

12. FINANCIAL POSITION

12.1 Summary Financial Position Highlights

Selected Financial Position Information

(in thousands of dollars)

	As at March 31, 2026	As at December 31, 2025
Working capital	39,349	29,542
Total assets	256,335	252,176
Total liabilities	148,024	143,970
Total equity	108,311	108,206

12.2 Assets

The \$4.2 million increase in total assets as at March 31, 2026, when compared to December 31, 2025, mostly results from a \$4.2 million increase in accounts receivable due to higher sales volumes, a \$1.2 million increase in prepaid expenses and a \$1.0 million increase in cash. These elements were partially offset by a \$1.6 million decrease in intangible assets and a \$1.6 million decrease in right-of-use assets due to the amortization and depreciation of these assets.

12.3 Liabilities

The \$4.1 million increase in total liabilities as at March 31, 2026, when compared to December 31, 2025, is mainly attributable to \$4.3 million increase in total debt, a \$3.1 million increase in accounts payable and accrued liabilities due to higher business activity, and a \$1.2 million dividend payable. These factors were partially offset by a \$4.1 million decrease in income tax payable, primarily due to the settlement of income taxes arising from the prior-year sale and leaseback transaction.

Secured Revolving Credit Facility

The Company has a three-year senior secured revolving credit facility of \$70.0 million which bears interest at a floating rate based on the Canadian prime rate, the U.S. base rate, the Secured Overnight Financing Rate ("SOFR") or the Canadian Overnight Repo Rate Average ("CORRA"), plus an applicable margin that ranges between 0% and 2.25%. The agreement for this credit facility matures in July 2028, and no principal repayments are required prior to maturity. The Company may request that the agreement be extended by one year on every anniversary date. The extension is subject to the approval of the lenders. As at March 31, 2026, the amount outstanding on the credit facility was \$7.9 million.

The secured credit facility is used for working capital, capital expenditure, acquisitions, and other general corporate purposes. It is collateralized by mortgage and a security interest covering all assets of the Company and its subsidiaries and is subject to certain covenants, which the Company is required, among other conditions, to meet. The Company was in compliance with these covenants as at March 31, 2026.

Term loans

The Company has two term loans totaling \$0.6 million as at March 31, 2026, that were assumed following the acquisition of Impression Paragraph Inc. on January 16, 2023. The loans bear interest at a rate of 4.69% and are repayable in monthly instalments totaling \$22 thousand, including capital and interest. The loans mature through July 2028.

Amounts owed under secured revolving credit facility and term loans

(in thousands of dollars)

	As at March 31, 2026	As at December 31, 2025
Secured revolving credit facility	7,894	3,500
Term loans	569	635
Total debt	8,463	4,135
Deferred financing costs	(294)	(63)
Current portion	(241)	(3,683)
Long-term portion	7,928	389

The Company's total debt increased to \$8.5 million as at March 31, 2026, compared to \$4.1 million as at December 31, 2025. The variation is essentially attributable to working capital requirements, mainly due to the settlement of income taxes arising from the prior-year sale and leaseback transaction.

As at March 31, 2026, the ratio of Net debt⁷ to Adjusted EBITDA⁷ was 0.13x compared to 0.03x as at December 31, 2025.

12.4 Contractual Obligations and Off-Balance Sheet Arrangements

The Company has no other off-balance sheet arrangements, except for operating leases with terms of twelve months or less or leases of low-value assets, which do not have a current or future material effect on the Company's performance.

13. LIQUIDITY AND CAPITAL RESOURCES

The following table sets forth summarized cash flow components for the periods indicated.

Summary of cash flows

(in thousands of dollars)

	Three-month periods ended March 31	
	2026	2025
Operating activities	(832)	6,965
Investing activities	(1,003)	(165)
Financing activities	2,426	(6,181)
Net foreign exchange difference	361	10
Net change in cash	952	629

⁷ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

13.1 Cash Flows Related to Operating Activities

Net cash flows used by operating activities were \$0.8 million during the three-month period ended March 31, 2026, compared to net cash flows provided of \$7.0 million in the equivalent period of 2025. The variation is largely attributable to \$7.4 million in working capital requirements in the first quarter of 2026, primarily due to the settlement of income taxes arising from the prior-year sale and leaseback transaction, higher revenue year over year which resulted in higher accounts receivable, and to lower profitability this year compared to last year.

13.2 Cash Flows Related to Investing Activities

Net cash flows used in investing activities amounted to \$1.0 million during the three-month period ended March 31, 2026, compared to \$0.2 million in the equivalent period of 2025. The use of cash in both periods is due to acquisitions of property, plant and equipment, net of disposals.

13.3 Cash Flows Related to Financing Activities

Net cash flows from financing activities were \$2.4 million during the three-month period ended March 31, 2026, reflecting a \$4.4 million increase in the secured revolving credit facility, partially offset by \$1.5 million in repayment of lease liabilities. During the three-month period ended March 31, 2025, net cash flows used in financing activities stood at \$6.2 million, reflecting a \$5.1 million decrease in the credit facility and \$1.0 million in repayment of lease liabilities.

Free Cash Flow⁸

Free cash flow was negative \$1.8 million in the first quarter of 2026, compared to positive \$6.8 million for the same period last year. The variation is mainly attributable to lower cash flows related to operating activities, driven by the settlement of income taxes arising from the prior-year sale and leaseback transaction, and slightly higher additions of property, plant, and equipment.

14. SHARE CAPITAL

As at March 31, 2026, the share capital issued and outstanding of the Company consisted of 24,331,144 common shares (24,388,771 as at December 31, 2025).

The following table presents the outstanding capital stock activity for the three-month period ended March 31, 2026:

Number of common shares

	Three-month period ended March 31, 2026
Balance – Beginning of period	24,388,771
Common shares purchased for cancellation	(57,627)
Balance – End of period	24,331,144

As at May 6, 2026, the Company had 24,331,144 common shares outstanding.

15. SUBSEQUENT EVENTS

- On April 20, 2026, the Company concluded the acquisition of the shares of iFlex, a label manufacturing company located in Saint-Laurent, Quebec.
- On May 6, 2026, the Board of Directors declared a quarterly dividend of \$0.05 per common share, payable on June 18, 2026, to the shareholders of record at the close of business on June 4, 2026. This dividend is designated as an “eligible” dividend for the purpose of the Income Tax Act (Canada) and any similar provincial legislation.

⁸ Non-IFRS financial measures or ratios. Refer to the non-IFRS financial measures section for definitions and reconciliations.

16. RISK FACTORS

The results of operations, business prospects, and financial condition of Supremex are subject to a number of risks and uncertainties, and are affected by a number of factors outside the control of Supremex' management.

Details are provided in the "Risk Factors" section of the Company's Annual Information Form dated March 27, 2026, which can be found on www.sedarplus.ca.

17. DISCLOSURE CONTROLS AND PROCEDURES ("DC&P") AND INTERNAL CONTROLS OVER FINANCIAL REPORTING ("ICFR")

In accordance with National Instrument 52-109 – *Certification of Disclosure in Issuers' Annual and Interim Filings*, the Company has filed certifications signed by the President and Chief Executive Officer and the Chief Financial Officer, that, among other things, report on the design and effectiveness of DC&P, and the design and effectiveness of ICFR.

As indicated in such certifications, management has designed DC&P to provide reasonable assurance that:

- i. material information relating to the Company is made known to the President and Chief Executive Officer and the Chief Financial Officer, particularly during the period in which interim filings are being prepared, and
- ii. information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized, and reported within the time periods specified in securities legislation.

Management has also designed ICFR to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. The control framework management used to design the Company's ICFR is the Committee of Sponsoring Organizations ("COSO").

There were no changes in the Company's ICFR that occurred during the period from January 1, 2026, to March 31, 2026, that have materially affected, or is reasonably likely to materially affect, the Company's ICFR.

In accordance with the provisions of National Instrument 52-109, Supremex has limited the scope of its design of Supremex' DC&P and ICFR to exclude controls, policies and procedures of a business acquired not more than 365 days before March 31, 2026. The scope limitation is primarily due to the time required for Supremex' management to assess DC&P and ICFR in a manner consistent with Supremex' other operations.

The Company expects that its business acquisitions of Trans-Graphique and Enveloppe Laurentide will be covered by its certification no later than the third quarter of 2026, that its business acquisition of Elite Enveloppe will be covered by its certification no later than the fourth quarter of 2026, and that its business acquisition of Fantasia Printing Ltd will be covered by its certification no later than the second quarter of 2027.

Additional Information

Additional information relating to the Company, including the Company's annual information form, is available on SEDAR+ at www.sedarplus.ca.