Q2 2026
MANAGEMENT'S DISCUSSION & ANALYSIS

Three and Six Months Ended June 30, 2026

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MANAGEMENT'S DISCUSSION AND ANALYSIS

This Management's Discussion and Analysis (MD&A) for Calfrac Well Services Ltd. ("Calfrac" or the "Company") has been prepared by management and approved by the Board of Directors as of August 6, 2026, and is a review of the Company's financial condition and results of operations based on International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

The focus of this MD&A is a comparison of the financial performance for the three and six months ended June 30, 2026, and 2025. The interim financial statements comply with IAS 34 Interim Financial Reporting and do not include all of the information required for annual financial statements. It should be read in conjunction with the unaudited interim consolidated financial statements for the three and six months ended June 30, 2026, as well as the audited consolidated financial statements and MD&A for the year ended December 31, 2025.

Readers should also refer to the "Forward-Looking Statements" legal advisory at the end of this MD&A. All financial amounts and measures presented are expressed in Canadian dollars unless otherwise indicated. The definitions of certain non-GAAP measures used are included on page 14.

SECOND QUARTER 2026 HIGHLIGHTS

Highlights from the second quarter of 2026 include:

- generated revenue of $426.7 million, an increase of six percent from $402.3 million in the second quarter of 2025, driven by stronger activity and improved utilization in North America;
- generated Adjusted EBITDA of $73.8 million (17 percent of revenue) versus $77.0 million (19 percent of revenue) in the second quarter of 2025 as improved profitability in North America was offset by normalization of pricing in Argentina;
- reported net income of $31.8 million ($0.32 per share diluted) compared to $15.3 million ($0.17 per share diluted) during the second quarter in 2025, reflecting stronger operating performance and lower interest expense;
- incurred capital expenditures of $15.1 million, reflecting the Company's continued commitment to disciplined capital allocation while maintaining high asset utilization;
- generated free cash flow of $29.5 million and cash flow from operating activities of $40.9 million, supporting debt reduction and continued strengthening of the Company's balance sheet;
- repatriated US$18.1 million of cash from Argentina during the quarter, reflecting continued improvements to Argentina's foreign exchange and cash repatriation framework and enhancing the Company's financial flexibility;
- reduced net debt by $71.0 million, or 36 percent, from December 31, 2025, to $125.8 million, its lowest level in over 10 years, including the net repayment of $68.5 million of principal during the first six months of 2026;
- successfully completed the Company's first wireline job in Argentina using its own wireline unit, marking an important milestone in the expansion of its integrated service offering and positioning the business to capture additional revenue and improve profitability on future programs; and
- received Toronto Stock Exchange approval to implement a Normal Course Issuer Bid permitting the repurchase of up to 5.0 million, or approximately 5 percent, of the Company's outstanding common shares, opening an additional channel to enhance total shareholder return on a prudent and opportunistic basis.

Subsequent to June 30, 2026, the Company's Board of Directors approved approximately $22.6 million of incremental capital expenditures in 2026 to support strategic growth initiatives, including the expansion of coiled tubing capacity in Argentina associated with a recently awarded three-year committed contract and additional cementing capacity to support expected growth in the Vaca Muerta shale play.

	Three Months Ended Jun. 30,			Six Months Ended Jun. 30,		
	2026	2025	Change	**2026**	2025	Change
(C$000s, except per share amounts)	*($)*	*($)*	*(%)*	*($)*	*($)*	*(%)*
(unaudited)						
Revenue	**426,687**	402,291	6	**732,052**	772,348	(5)
Adjusted EBITDA(1)	**73,834**	76,977	(4)	**123,950**	132,294	(6)
Adjusted EBITDA %(1)	**17.3**	19.1	(9)	**16.9**	17.1	(1)
Cash flows provided by operating activities	**40,852**	73,548	(44)	**91,893**	66,498	38
Capital expenditures	**15,064**	40,834	(63)	**29,139**	82,966	(65)
Free cash flow(1)	**29,521**	29,625	(0)	**63,940**	(17,408)	NM
Net income	**31,825**	15,325	108	**50,709**	23,121	119
Per share – basic(2)	**0.32**	0.17	88	**0.51**	0.26	96
Per share – diluted(2)	**0.32**	0.17	88	**0.50**	0.26	92

As at	**June 30, 2026**	December 31, 2025	Change
(C$000s) *(unaudited)*	*($)*	*($)*	*(%)*
Cash and cash equivalents	**9,473**	6,664	42
Working capital, calculated as:			
Excluding cash and cash equivalents and the current portion of long-term debt	**201,094**	189,304	6
Including cash and cash equivalents and the current portion of long-term debt	**157,234**	155,968	1
Total assets, end of period	**1,136,223**	1,047,199	9
Long-term debt, end of period(3)	**135,236**	203,425	(34)
Net debt(1)(4)	**125,763**	196,761	(36)
Total equity, end of period	**739,803**	664,279	11

(1) Refer to "Non-GAAP Measures" on page 14 for further information.
(2) Basic and diluted shares outstanding have been restated to show the comparative impact of the rights offering that was completed in December 2025.
(3) Refer to note 3 of the consolidated interim financial statements for further information.
(4) Refer to note 9 of the consolidated interim financial statements for further information.

OUTLOOK

NORTH AMERICA

Activity levels in North America are expected to remain constructive through the second half of 2026, supported by elevated crude oil pricing relative to expectations at the outset of the year. The Company continues to execute opportunities across its operating footprint to optimize deployment of equipment and personnel in response to evolving customer demand and market conditions to ensure the best returns for the company.

While activity across the segment remains favorable, market dynamics differ by geography. In the United States, activity levels are exceeding expectations from the start of the year as our oil-weighted customers continue to accelerate completions activity in response to improving fundamentals. We expect this relative strength to endure for the balance of the year. Additionally, the Company expects to be active in the U.S. Rockies through the provision of fracturing services to next-generation geothermal development customers, providing Calfrac with a unique opportunity to diversify its end markets through the provision of services to non-oil & gas clients.

In Canada, activity levels remain constructive and broadly in line with expectations from the start of the year. Our Canadian customer base has altered their completions schedules to accelerate the timing of completions work but has remained cautious about expanding the overall scope of work for the calendar year. The Company expects fourth quarter development plans from our customers to become clear in late Q3 or early Q4 as our clients reevaluate their full-year capital plans in response to the dynamic commodity pricing environment.

ARGENTINA

The Company continues to view Argentina as one of the most attractive unconventional resource opportunities globally. Development activity within the Vaca Muerta shale play remains robust, supported by expanding export infrastructure and continued investment from both domestic and international operators.

Over the past several quarters, industry participants have announced billions of dollars in long-term investments focused on upstream development, transportation infrastructure, and export capacity, underscoring the attractiveness of the basin. Industry forecasts continue to indicate meaningful growth in oil and natural gas production as additional pipeline, processing, and export infrastructure is commissioned in the months ahead.

Argentina continues to benefit from economic and regulatory reforms aimed at attracting investment and improving access to international capital. These initiatives, combined with growing energy exports and improving foreign exchange conditions, have further enhanced the attractiveness of this segment of Calfrac's business.

Calfrac was recently awarded a multi-year committed contract for the coiled tubing service line by a major Vaca Muerta producer. This contract supports additional capital investment in high-spec coiled tubing equipment which will result in attractive returns for the business over its duration. The cementing service line continues to gain market share and has recently broadened the composition of its customer list. Full year fracturing activity is expected to be consistent with the beginning of year expectations. The third quarter will experience lower fracturing utilization than in prior periods on account of customer scheduling challenges. Fracturing utilization is expected to recover in the fourth quarter of the year as customer completions schedules presently contemplate the commissioning of the Vaca Muerta Oil Sur pipeline allowing for production growth.

CORPORATE

The Company remains focused on generating free cash flow, strengthening its balance sheet, and maintaining disciplined capital allocation. While the Company's 2026 capital program is expected to remain primarily maintenance-oriented, it has approved approximately $22.6 million of incremental capital expenditures to pursue select high-return growth opportunities supported by customer demand and aligned with its long-term strategic objectives.

Following the net repayment of $68.5 million of principal during the first six months of 2026, management continues to prioritize debt reduction and liquidity enhancement while maintaining the operational flexibility required to support customers across its core markets. The Company believes its strong operating performance, available credit capacity, and anticipated cash flow generation position it well to execute its strategic priorities and create long-term value for shareholders.

SEGMENT PERFORMANCE OVERVIEW

THREE MONTHS ENDED JUNE 30, 2026 VERSUS 2025

NORTH AMERICA

The Company's North America segment provides fracturing and coiled tubing services to oil and natural gas companies operating throughout the Western Canadian Sedimentary Basin, as well as fracturing services to customers primarily in the Rockies and Mid-Continent regions of the United States. During the second quarter, the Company elected to close its operating base in Pennsylvania which serviced the Appalachia Basin and strategically redeploy the associated equipment and crews to support other operating areas within its North American footprint. At June 30, 2026, Calfrac's North America segment had active and total horsepower of approximately 0.9 million and 1.0 million, respectively. The Company also had five active and one idle coiled tubing units in North America.

Three Months Ended June 30,	**2026**	2025	Change
(C$000s, except operational and exchange rate information)	***($)***	*($)*	*(%)*
(unaudited)			
Revenue	**307,420**	260,012	18
Adjusted EBITDA[1]	**47,741**	31,902	50
Adjusted EBITDA (%)[1]	**15.5**	12.3	26
Operating days			
Fracturing	**887**	936	(5)
Coiled tubing	**211**	197	7
Active equipment, end of period			
Pumping horsepower, HP (000s)	**906**	877	3
Coiled tubing units, (#)	**5**	6	(17)

[1] Refer to "Non-GAAP Measures" on page 14 for further information.

Calfrac's North American operations generated revenue of $307.4 million and Adjusted EBITDA of $47.7 million during the second quarter of 2026, compared to revenue of $260.0 million and Adjusted EBITDA of $31.9 million in the corresponding period of 2025. In mid-May 2026, the Company elected to close its operational base in Pennsylvania, which provided fracturing services to customers in the Appalachia Basin, and strategically redeploy the associated equipment and crew to other operating regions. This enabled the Company to add a fracturing fleet in North Dakota, resulting in higher utilization, improved operating efficiencies, and stronger activity levels during the quarter. Consequently, both revenue and Adjusted EBITDA increased significantly compared with the prior-year period. These gains were partially offset by a $4.1 million decrease in revenue from the Smithfield, Pennsylvania district following its closure, as well as costs associated with the redeployment of equipment and personnel. Overall, Adjusted EBITDA margins improved to 15.5 percent compared to 12.3 percent in the corresponding quarter of 2025.

ARGENTINA

Calfrac's Argentina segment provides fracturing, coiled tubing, cementing, and wireline services to oil and natural gas companies operating in the Neuquén region servicing the Vaca Muerta shale play. The Company operated approximately 180,000 active and total horsepower, ten active and one inactive cementing units, five active and two inactive coiled tubing units, and one active wireline unit in Argentina at June 30, 2026.

Three Months Ended June 30,	**2026**	2025	Change
(C$000s, except operational and exchange rate information) *(unaudited)*	***($)***	*($)*	*(%)*
Revenue	**119,267**	142,279	(16)
Adjusted EBITDA[1]	**30,284**	48,579	(38)
Adjusted EBITDA (%)[1]	**25.4**	34.1	(26)
Operating days			
Fracturing	**130**	160	(19)
Coiled tubing	**335**	341	(2)
Cementing	**316**	262	21
Wireline	**121**	138	(12)
Active equipment, end of period			
Pumping horsepower, HP (000s)	**180**	168	7
Coiled tubing units, (#)	**5**	6	(17)
Cementing units, (#)	**10**	9	11
Wireline units, (#)	**1**	—	NM

[1] *Refer to "Non-GAAP Measures" on page 14 for further information.*

Calfrac's operations in Argentina generated revenue of $119.3 million and Adjusted EBITDA of $30.3 million during the second quarter of 2026, compared with revenue of $142.3 million and Adjusted EBITDA of $48.6 million in the corresponding quarter of 2025. The decrease was primarily attributable to lower utilization of the Company's two unconventional fracturing fleets, together with the impact of the closure of its Comodoro Rivadavia base, which serviced the southern region and was completed during the first quarter of 2026. Revenue from this region contributed approximately $3.9 million in the second quarter of 2025, representing approximately 17 percent of the year-over-year decrease in segment revenue.

Results were further impacted by the absence of the unusually favorable pricing associated with a short-term contract that benefited results during the first half of 2025, which contributed to a 16 percent reduction in revenue per operating day. Partially offsetting these factors, revenue from coiled tubing operations increased by 35 percent compared with the second quarter of 2025, benefiting from the deployment of a third unconventional coiled tubing unit during the first quarter of 2026. This additional capacity enabled the completion of a higher proportion of services on wells with longer laterals, which generate higher revenue.

The Company's cementing operations generated revenue that was 21 percent higher than in the comparable period of 2025, generally in line with the increase in operating days. Wireline revenue decreased 21 percent compared with the second quarter of 2025 primarily due to a 12 percent decline in operating days combined with a modestly lower revenue per operating day compared with the comparable period in 2025. Near the end of the quarter, the Company successfully completed its first wireline job using its own wireline unit, marking an important milestone in the development of its integrated completion services platform in Argentina.

CORPORATE

Three Months Ended June 30,	**2026**	2025	Change
(C$000s)	***($)***	*($)*	*(%)*
(unaudited)			
Adjusted EBITDA[1]	**(4,191)**	(3,504)	20
% of revenue	**(1.0)**	(0.9)	11

[1] Refer to "Non-GAAP Measures" on page 14 for further information.

Corporate expenses during the second quarter of 2026 were $4.2 million, an increase of $0.7 million from the same quarter of 2025, mainly due to higher personnel costs.

OTHER INCOME AND EXPENSES

Three Months Ended June 30,	**2026**	2025	Change
(C$000s)	***($)***	*($)*	*(%)*
(unaudited)			
Depreciation	**31,159**	32,451	(4)
Foreign exchange (gains) and losses	**656**	6,543	(90)
Interest, net	**3,252**	7,961	(59)
Income tax expense	**8,501**	8,416	1

FOREIGN EXCHANGE GAINS AND LOSSES

	Three Months Ended		
	June 30, 2026	June 30, 2025	March 31, 2026
(unaudited)			
US$ / C$ exchange rate[1]			
Average	**1.3843**	1.3841	1.3717
Period end	**1.4210**	1.3643	1.3939

[1] Source: Bank of Canada.

The Company recorded a foreign exchange loss of $0.7 million during the second quarter of 2026 versus a loss of $6.5 million in the comparative three-month period of 2025. The foreign exchange loss during the second quarter of 2026 was primarily attributable to the revaluation of U.S. dollar-denominated cash, intercompany balances, and third-party liabilities in Canada as the Canadian dollar weakened relative to the U.S. dollar, together with the revaluation of peso-denominated working capital balances, including cash, receivables, and payables, as the peso devalued against the U.S. dollar during this period.

NET INTEREST

Net interest expense was $3.3 million for the second quarter of 2026, compared with $8.0 million in the corresponding period of 2025. The decrease was primarily attributable to significantly lower debt levels following the redemption of the US$120.0 million 10.875 percent senior secured second lien notes and continued debt repayments, combined with a lower average cost of borrowing. During the second quarter of 2026, the Company incurred an average interest rate of 6.0 percent on its long-term debt compared with 8.4 percent during the corresponding period of 2025. At June 30, 2026, the Company's debt consisted primarily of its extendible revolving operating and syndicated credit facilities and the Term Loan, as further described under the heading "Liquidity and Capital Resources" below.

INCOME TAXES

Current income tax expense of $5.6 million during the second quarter of 2026, was primarily attributed to the Company's operations in Argentina. Calfrac also recorded a deferred tax expense of $2.9 million, which consisted of $1.3 million recorded in Argentina and $1.6 million recorded in the United States resulting from the income generated during the quarter.

LIQUIDITY AND CAPITAL RESOURCES

The Company's liquidity position and capital resources continue to strengthen, reflecting its focus on free cash flow generation, disciplined capital allocation, and debt repayment.

	Three Months Ended Jun. 30,	
	2026	2025
(C$000s) *(unaudited)*	***($)***	*($)*
Cash provided by (used in):		
Operating activities	**40,852**	73,548
Investing activities	**(9,055)**	(41,370)
Financing activities	**(23,775)**	17,447
Effect of exchange rate changes on cash and cash equivalents	**54**	(13,431)
Increase in cash and cash equivalents	**8,076**	36,194

The Company's cash provided by operating activities for the three months ended June 30, 2026, was $40.9 million versus cash provided of $73.5 million during the comparable period of 2025. This decrease was primarily due to a working capital funding of $17.9 million during the period versus a $16.5 million release of working capital requirements in the second quarter of 2025.

Calfrac's net cash used in investing activities was $9.1 million during the quarter ended June 30, 2026, compared with $41.4 million in the corresponding period of 2025. Capital expenditures of $15.1 million during the quarter were primarily maintenance-related and significantly lower than the prior-year period, which included $24.6 million of expansion capital associated with the second unconventional fleet in Argentina and completion of the Company's North American fleet modernization program. With these projects largely complete, management remains focused on maximizing asset utilization, optimizing its cost structure, and enhancing returns on invested capital, while selectively pursuing strategic growth opportunities supported by customer demand.

Net cash used by financing activities for the quarter ended June 30, 2026, was $23.8 million compared to cash provided of $17.4 million in the same period of 2025. During the quarter, the Company received net proceeds of $2.0 million from the issuance of common shares upon the exercise of stock options, repaid net $23.5 million of its credit facilities and paid lease principal payments of $2.3 million.

DEBT AND LIQUIDITY

As at June 30, 2026, the Company maintained revolving credit facilities with a syndicate of Canadian-based lenders comprised of a $150.0 million syndicated facility and a $50.0 million operating facility. At the end of the second quarter, the Company had utilized $33.0 million of its facilities leaving $167.0 million in available liquidity at quarter end, providing substantial financial flexibility to support ongoing operations, strategic priorities, and capital expenditures. The facilities mature on July 1, 2028. The incremental borrowing rate on the Company's Canadian dollar-denominated credit facilities was approximately 5.1 percent as at June 30, 2026.

As at June 30, 2026, the Company also had $106.7 million outstanding under the Term Loan with required repayments commencing June 30, 2026, in equal quarterly principal payments of $13.3 million.

The Company is subject to customary financial covenants under its credit agreement. The Company was in compliance with all applicable covenant requirements as at June 30, 2026.

At June 30, 2026, the Company had a cash position of $9.5 million. Continued stability of the Argentine peso and recent reforms to Argentina's cash repatriation framework, including the ability to declare and remit dividends relating to 2025 profitability, have enhanced the Company's flexibility to settle intercompany balances and repatriate excess cash. The Company repatriated US$18.1 million during the second quarter of 2026.

Supported by its working capital position, available credit capacity, anticipated cash flow from operations, and continued access to debt and equity markets, the Company believes it has sufficient liquidity and financial resources to meet its obligations, execute its capital program, and advance its strategic objectives.

CAPITAL MANAGEMENT

During the quarter, the Company received approval from the Toronto Stock Exchange to commence a Normal Course Issuer Bid ("NCIB") permitting the repurchase of up to 5,023,580 of its common shares. The NCIB commenced on June 1, 2026, and expires on May 31, 2027. No common shares were repurchased under the NCIB during the three months ended June 30, 2026. The NCIB provides an effective mechanism to return capital to shareholders and enables the Company to act on opportunities that may arise from time to time when the common shares trade at a meaningful discount to management's assessment of their underlying value relative to other capital allocation priorities.

In addition, the Company filed a final short-form base shelf prospectus that allows the distribution of up to $500.0 million of equity or debt securities over a 25-month period. The base shelf prospectus enhances the Company's financial flexibility by providing efficient access to capital markets should financing opportunities or strategic initiatives arise.

OUTSTANDING SHARE DATA

The Company is authorized to issue an unlimited number of common shares. Certain employees have been granted options to purchase common shares under the Company's shareholder-approved omnibus incentive plan. As at August 6, 2026, the Company had issued and outstanding 100,942,603 common shares and 1,763,000 stock options.

SUMMARY OF QUARTERLY RESULTS

Three Months Ended	Sep. 30, 2024	Dec. 31, 2024	Mar. 31, 2025	Jun. 30, 2025	Sep. 30, 2025	Dec. 31, 2025	Mar. 31, 2026	**Jun. 30, 2026**
(C$000s, except per share and operating data)	*($)*	*($)*	*($)*	*($)*	*($)*	*($)*	*($)*	***($)***
(unaudited)								
Financial								
Revenue	430,109	381,230	370,057	402,291	323,408	292,177	305,365	**426,687**
Adjusted EBITDA(1)	65,039	34,512	55,317	76,977	48,468	43,943	50,116	**73,834**
Net income (loss)	(6,687)	(6,424)	7,796	15,325	4,295	14,517	18,884	**31,825**
Per share – basic(2)	(0.08)	(0.07)	0.09	0.17	0.05	0.16	0.19	**0.32**
Per share – diluted(2)	(0.08)	(0.07)	0.09	0.17	0.05	0.16	0.19	**0.32**
Capital expenditures	22,509	32,955	42,132	40,834	32,815	16,744	14,075	**15,064**
Working capital (end of period)(3)	289,456	229,856	266,087	249,751	257,601	189,304	179,209	**201,094**
Working capital (end of period)(4)	307,139	123,901	(59,545)	(51,159)	(51,851)	155,968	127,273	**157,234**
Total equity (end of period)	643,776	653,330	660,262	655,814	667,899	664,279	696,162	**739,803**

Operating (end of period)								
Active pumping horsepower (000s)	1,148	1,155	1,051	1,045	1,047	1,032	1,093	**1,086**
Idle pumping horsepower (000s)	111	—	116	161	168	189	146	**150**
Total pumping horsepower (000s)	1,259	1,155	1,167	1,206	1,215	1,221	1,239	**1,236**
Active coiled tubing units (#)	12	12	12	12	12	10	10	**10**
Idle coiled tubing units (#)	1	—	—	—	—	1	1	**3**
Total coiled tubing units (#)	13	12	12	12	12	11	11	**13**
Active cementing units (#)	10	10	9	9	9	9	10	**10**
Idle cementing units (#)	1	1	—	—	—	—	1	**1**
Total cementing units (#)	11	11	9	9	9	9	11	**11**
Active wireline units (#)	—	—	—	—	—	1	1	**1**

(1) Refer to "Non-GAAP Measures" on page 14 for further information.
(2) Basic and diluted shares outstanding have been restated to show the comparative impact of the rights offering that was completed in December 2025.
(3) Working capital excludes cash and cash equivalents and the current portion of long-term debt.
(4) Working capital calculated as current assets minus current liabilities.

SEGMENT PERFORMANCE OVERVIEW

SIX MONTHS ENDED JUNE 30, 2026 VERSUS 2025

NORTH AMERICA

Six Months Ended June 30,	**2026**	2025	Change
(C$000s, except operational and exchange rate information)	***($)***	*($)*	*(%)*
(unaudited)			
Revenue	**507,760**	487,914	4
Adjusted EBITDA(1)	**69,593**	38,033	83
Adjusted EBITDA (%)(1)	**13.7**	7.8	76
Operating days			
Fracturing	**1,640**	1,816	(10)
Coiled tubing	**453**	468	(3)
Active equipment, end of period			
Pumping horsepower, HP (000s)	**906**	877	3
Coiled tubing units, (#)	**5**	6	(17)

(1) *Refer to "Non-GAAP Measures" on page 14 for further information.*

Calfrac's North American operations generated revenue of $507.8 million and Adjusted EBITDA of $69.6 million during the first six months of 2026, compared with $487.9 million and Adjusted EBITDA of $38.0 million in the corresponding period of 2025. The increase in revenue was primarily attributable to stronger operating performance during the second quarter of 2026, including the successful redeployment of assets to higher-demand operating regions and the addition of a fracturing fleet in North Dakota. Revenue also benefited from a higher proportion of sand and chemicals sourced and supplied by the Company as part of its fracturing service offerings, contributing to improved revenue generation despite operating a lower average fleet count than in the prior-year period.

Partially offsetting these gains, activity levels during the first quarter of 2026 were impacted by extreme cold weather and generally lower industry completions activity, resulting in fewer jobs completed compared with the first quarter of 2025. In addition, coiled tubing revenue decreased compared with the prior-year period due to lower activity and customer demand.

The increase in Adjusted EBITDA was driven by improved profitability across the Company's North American operations as a result of stronger operating efficiencies, better absorption of fixed personnel and field costs, and the benefits of support personnel reductions implemented during the second and third quarters of 2025. As a result, Adjusted EBITDA as a percentage of revenue increased to 13.7 percent during the first six months of 2026, compared with 7.8 percent in the corresponding period of 2025.

ARGENTINA

Six Months Ended June 30,	**2026**	2025	Change
(C$000s, except operational and exchange rate information)	***($)***	*($)*	*(%)*
(unaudited)			
Revenue	**224,292**	284,434	(21)
Adjusted EBITDA[1]	**63,661**	101,844	(37)
Adjusted EBITDA (%)[1]	**28.4**	35.8	(21)
Operating days			
Fracturing	**346**	361	(4)
Coiled tubing	**618**	538	15
Cementing	**545**	478	14
Wireline	**294**	321	(8)
Active equipment, end of period			
Pumping horsepower, HP (000s)	**180**	168	7
Coiled tubing units, (#)	**5**	6	(17)
Cementing units, (#)	**10**	9	11
Wireline units, (#)	**1**	—	NM

[1] *Refer to “Non-GAAP Measures” on page 14 for further information.*

Calfrac’s Argentinean operations generated revenue of $224.3 million and Adjusted EBITDA of $63.7 million during the first six months of 2026, compared with $284.4 million and Adjusted EBITDA of $101.8 million in the corresponding period of 2025. The decrease was primarily attributable to the completion of the redeployment of equipment from the southern region, which was initiated during the first quarter of 2025 and concluded during the first quarter of 2026 with the closure of the Company’s Comodoro Rivadavia base. Revenue from the southern region contributed approximately $31.7 million during the first six months of 2025, compared with approximately $2.5 million during the same period in 2026.

Excluding the impact of the southern region, revenue benefited from high utilization of the Company’s unconventional fracturing fleets during the first half of 2026. However, these gains were more than offset by the absence of the unusually favorable pricing associated with a short-term contract that benefited results during the first half of 2025.

Partially offsetting these factors, revenue from coiled tubing operations increased 16 percent compared with the first six months of 2025, benefiting from the deployment of a third unconventional coiled tubing unit during the first quarter of 2026 leading to a 15 percent increase in operating days. The additional capacity of extended reach units enabled the Company to service a greater proportion of wells with longer laterals, which generate higher revenue. In addition, the comparative period in 2025, benefited from revenue generated from a non-recurring offshore coiled tubing contract. Excluding this offshore project, underlying coiled tubing activity and revenue growth were stronger than indicated by the reported year-over-year increase.

Cementing revenue was consistent with the comparable period of 2025, as a 14 percent increase in operating days was offset by lower revenue generated per operating day. The comparative period in 2025 included a one-time early termination fee associated with the completion of a long-term customer contract in the southern region. Excluding this termination fee, cementing revenue in 2026 reflected improved underlying activity levels and customer demand. Wireline revenue decreased 13 percent compared with the first six months of 2025, largely in line with the reduction in operating days. During the second quarter of 2026, the Company successfully completed its first wireline job using its owned wireline unit, positioning the business to provide a more integrated suite of completion services.

Adjusted EBITDA was affected by the same factors impacting revenue, partially offset by cost savings realized from the closure of operational bases in the southern region, which contributed to improved operating efficiency during the first half of 2026. As a result, Adjusted EBITDA as a percentage of revenue was 28.4 percent during the first six months of 2026, compared with 35.8 percent in the corresponding period of 2025.

CORPORATE

Six Months Ended June 30,	**2026**	2025	Change
(C$000s)	***($)***	*($)*	*(%)*
(unaudited)			
Adjusted EBITDA[1]	**(9,304)**	(7,583)	23
% of revenue	**(1.3)**	(1.0)	30

[1] Refer to "Non-GAAP Measures" on page 14 for further information.

Corporate expenses of $9.3 million during 2026 were $1.7 million higher than the corresponding period in 2025 mainly due to the impact of the appreciation in the Company's share price driving a $0.4 million increase in share-based compensation as compared with a $0.9 million reduction in the prior year combined with higher personnel costs.

OTHER INCOME AND EXPENSES

Six Months Ended June 30,	**2026**	2025	Change
(C$000s)	***($)***	*($)*	*(%)*
(unaudited)			
Depreciation	**61,352**	64,373	(5)
Foreign exchange (gains) and losses	**(2,015)**	8,236	(124)
Interest, net	**6,476**	15,905	(59)
Income tax expense	**7,540**	14,663	(49)

FOREIGN EXCHANGE GAINS AND LOSSES

	Six Months Ended		Year Ended
	June 30, 2026	June 30, 2025	December 31, 2025
(unaudited)			
US$ / C$ exchange rate[1]			
Average	**1.3781**	1.4094	1.3978
Period end	**1.4210**	1.3643	1.3706

[1] Source: Bank of Canada.

The Company recorded a foreign exchange gain of $2.0 million during the six months ended June 30, 2026, versus a loss of $8.2 million in the comparable period of 2025. The foreign exchange gain during the first half of 2026 was mainly the result of the unrealized gain attributed to the revaluation of net U.S. dollar intercompany receivables in Canada during the period as the U.S. dollar experienced a four percent appreciation in value against the Canadian dollar, offset by the revaluation of Argentine peso-denominated cash, receivable, and payable balances in Argentina as the peso devalued against the U.S. dollar during this period.

NET INTEREST

Net interest expense of $6.5 million during the first six months of 2026 was $9.4 million lower than the comparable period in 2025, primarily due to significantly lower average debt levels and reduced borrowing costs. During the first six months of 2026, the Company incurred an average interest rate of 6.7 percent on its long-term debt compared with 8.6 percent during the corresponding period in 2025. The Company's reported net interest expense included $1.3 million of interest income earned on cash balances in Argentina, compared with $0.8 million in the comparable period in 2025.

INCOME TAXES

The Company recorded an income tax expense of $7.5 million during 2026 compared to an expense of $14.7 million in 2025. The Company had current tax expense of $14.1 million which was primarily related to the income generated in Argentina and recorded a deferred tax recovery of approximately $6.5 million, which consisted of a recovery of $2.0 million recorded in the United States resulting from the year-to-date loss incurred during the period and a $4.5 million recovery in Argentina due to the effect of inflation adjustments on the tax basis of fixed assets.

NON-GAAP MEASURES

Certain supplementary measures presented in this MD&A, including Adjusted EBITDA, Adjusted EBITDA percentage, Free Cash Flow, and Net Debt do not have any standardized meaning under IFRS and, because IFRS have been incorporated as Canadian generally accepted accounting principles (GAAP), these supplementary measures are also non-GAAP measures. These measures have been described and presented to provide shareholders and potential investors with additional information regarding the Company's financial results, liquidity, and ability to generate funds to finance its operations. These measures may not be comparable to similar measures presented by other entities, and are explained below.

Adjusted EBITDA is defined as net income or loss for the period less interest, taxes, depreciation and amortization, foreign exchange losses (gains), non-cash stock-based compensation, and gains and losses that are extraordinary or non-recurring. Adjusted EBITDA is presented because it gives an indication of the results from the Company's principal business activities prior to consideration of how its activities are financed and the impact of foreign exchange, taxation and depreciation and amortization charges. Adjusted EBITDA is used by management to evaluate the performance of the Company and is also used as a basis for monitoring the Company's compliance with covenants under the credit facility. Adjusted EBITDA for the period was calculated as follows:

	Three Months Ended June 30,		**Six Months Ended June 30,**	
	2026	2025	**2026**	2025
(C$000s)	***($)***	*($)*	***($)***	*($)*
Net income	**31,825**	15,325	**50,709**	23,121
Add back (deduct):				
Depreciation	**31,159**	32,451	**61,352**	64,373
Foreign exchange (gains) losses	**656**	6,543	**(2,015)**	8,236
(Gain) loss on disposal of property, plant and equipment	**(4,050)**	901	**(4,546)**	1,025
Restructuring charges	**2,231**	5,380	**4,018**	5,896
Stock-based compensation	**260**	—	**416**	(925)
Interest, net	**3,252**	7,961	**6,476**	15,905
Income taxes	**8,501**	8,416	**7,540**	14,663
Adjusted EBITDA	**73,834**	76,977	**123,950**	132,294

Adjusted EBITDA percentage is a non-GAAP financial ratio that is determined by dividing Adjusted EBITDA by revenue for the corresponding period.

Free cash flow is defined as net cash flows provided by or used in operating activities less lease obligation principal repayments and capital expenditures adjusted for proceeds received from the disposition of property, plant, and equipment. Free cash flow is used by management to assess the Company's ability to generate cash from operations after funding maintenance and growth capital requirements and meeting key financial obligations. Management believes this measure provides investors with useful information regarding the Company's capacity to reduce debt, maintain financial flexibility, and allocate capital in accordance with its strategic priorities. Free cash flow does not have a standardized meaning under IFRS Accounting Standard and may not be comparable to similar measures presented by other issuers.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2026	2025	**2026**	2025
(C$000s)	***($)***	*($)*	***($)***	*($)*
Net cash flows provided by (used in) operating activities	**40,852**	73,548	**91,893**	66,498
Add back (deduct):				
Lease obligation principal repayments	**(2,276)**	(2,553)	**(4,407)**	(5,797)
Net capital expenditures	**(9,055)**	(41,370)	**(23,546)**	(78,109)
Free cash flow	**29,521**	29,625	**63,940**	(17,408)

Net Debt is defined as long-term debt less unamortized debt issuance costs less cash and cash equivalents. The calculation of net debt is disclosed in note 9 to the Company's interim financial statements for the corresponding period.

OTHER NON-STANDARD FINANCIAL TERMS

MAINTENANCE CAPITAL

Maintenance capital refers to expenditures in respect of capital additions, replacements, and major refurbishments required to sustain the operating capacity, functionality, and useful life of the Company's existing assets, equipment, and technology within their current specifications and capabilities.

OPTIMIZATION CAPITAL

Optimization capital refers to capital investments made to enhance the operating capabilities of the Company's existing service fleet, including equipment upgrades, technology enhancements, emissions-reductions initiatives, automation, and other modifications that improve performance, reliability, efficiency, safety, or customer service capabilities. Such expenditures are distinct from maintenance capital required to sustain current operations and expansion capital intended to increase fleet capacity.

EXPANSION CAPITAL

Expansion capital refers to expenditures for new assets, equipment and technology that expand the size, capacity or scale of the Company's operating fleets and operations, including investments in incremental pumping horsepower, coiled tubing units, wireline units, and ancillary operating equipment.

WORKING CAPITAL

Working capital is calculated as total current assets less total current liabilities. The Company has also provided a separate calculation of working capital that excludes cash and cash equivalents as well as the current portion of long-term debt as management believes this is a useful liquidity measure for investors and other stakeholders.

OPERATING DAYS

Operating days represent the cumulative number of days that the Company's equipment was on location for customers during the period. Management uses operating days as an indicator of activity levels and asset utilization across its service lines. Operating days are operational metrics and do not represent a measure of financial performance under IFRS.

CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

Calfrac has various contractual lease commitments related to vehicles, equipment, and facilities as well as purchase obligations for products, services and property, plant and equipment as disclosed in the Company's 2025 annual consolidated financial statements. Except as otherwise disclosed in this MD&A, there have been no material changes to the Company's commitments and contingencies from those disclosed in the annual MD&A and audited consolidated financial statements for the year ended December 31, 2025.

MATERIAL ACCOUNTING POLICIES AND ESTIMATES

This MD&A is based on the Company's interim consolidated financial statements for the three months and six months ended June 30, 2026, which were prepared in accordance with IFRS Accounting Standards. A summary of the Company's significant accounting policies is included in note 2 to the Company's annual consolidated financial statements for the year ended December 31, 2025. The preparation of the Company's consolidated financial statements requires management to make estimates, judgments and assumptions that affect the reported amounts of revenue, expenses, assets, and liabilities, as well as the disclosure of contingent liabilities. These estimates and assumptions are based on historical experience, current conditions and other factors that are believed to be reasonable in the circumstances. However, actual results may differ from these estimates, and such differences could be material. Estimates are inherently uncertain and may change as new information becomes available or as the Company's operating environment evolves. The most significant areas requiring the use of estimates include the allowance for doubtful accounts receivable, depreciation, the fair value of financial instruments, impairment of property, plant and equipment, income taxes, and stock-based compensation. Judgment is also applied in the determination of functional currency for the Company's subsidiaries and in the identification of cash-generating units, which can have a significant impact on the Company's financial results.

CHANGES IN ACCOUNTING POLICIES AND RECENT ACCOUNTING PRONOUNCEMENTS

The Company's IFRS accounting policies and future accounting pronouncements are provided in note 2 of the Company's 2025 annual consolidated financial statements.

RELATED-PARTY TRANSACTIONS

The Company leases a corporate office premise from a company controlled by Ronald P. Mathison. The lease agreement was entered into in the normal course of business. The rent charged during the six months ended June 30, 2026, was $0.5 million (six months ended June 30, 2025 – $0.5 million), which reflects market rates at the time the lease arrangements were made.

The Company leases an operating facility to a company of which Ken Wagner, a director of the Company, is President. The lease agreement was entered into in the normal course of business prior to Mr. Wagner becoming a Board member. The rent received during the six months ended June 30, 2026, was $0.1 million (six months ended June 30, 2025 – $0.1 million).

DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROL OVER FINANCIAL REPORTING

The Company is required to comply with National Instrument 52-109 Certification of Disclosure in Issuer's Annual and Interim Filings (the "instrument") which obligates an issuer's chief executive officer (CEO) and chief financial officer (CFO), referred to as the "certifying officers", to make interim and annual certifications and MD&A disclosures concerning the issuer's disclosure controls and procedures (DC&P) and internal control over financial reporting (ICFR). The Instrument requires that any change in ICFR that occurred during the most recent interim period that has materially affected, or is reasonably likely to materially affect, the Company's ICFR be disclosed in the Company's interim MD&A. The Company confirms that no such changes occurred during the three-month period ended June 30, 2026.

BUSINESS RISKS

The business of Calfrac is subject to certain risks and uncertainties. Prior to making any investment decision regarding Calfrac, investors should carefully consider, among other things, the risk factors set forth in the Company's most recently filed Annual Information Form, which are specifically incorporated by reference herein.

The Annual Information Form (AIF) is available through the Internet on the Canadian System for Electronic Data Analysis and Retrieval (SEDAR+), which can be accessed at www.sedarplus.ca under the Company's issuer profile. Other than as described within this MD&A, the Company's risk factors, and management of those risks have not changed substantially from as disclosed in the AIF. Copies of the AIF may also be obtained on request without charge from Calfrac at Suite 601, 407 – 8th Avenue S.W., Calgary, Alberta, Canada, T2P 1E5, or at www.calfrac.com, or by facsimile at 403-266-7381.

ADVISORIES

FORWARD-LOOKING STATEMENTS

In order to provide Calfrac shareholders and potential investors with information regarding the Company and its subsidiaries, including management's assessment of Calfrac's plans and future operations, certain statements contained in this MD&A, including statements that contain words such as "seek", "anticipate", "plan", "continue", "estimate", "expect", "may", "will", "project", "predict", "potential", "targeting", "intend", "could", "might", "should", "believe", "forecast" or similar words suggesting future outcomes, are forward-looking statements or forward-looking information within the meaning of applicable securities laws (collectively, "forward-looking statements").

In particular, forward-looking statements in this MD&A include, but are not limited to, statements with respect to the expectations regarding trends in, and growth prospects of, the global oil and gas industry; the supply and demand fundamentals of the pressure pumping industry; activity, demand, utilization and outlook for the Company's North America and Argentina operating segments, including (a) the constructive outlook in North America for the remainder of 2026 due to elevated crude oil pricing relative to expectations at the outset of the year, and (b) the robust activity outlook in the Vaca Muerta shale play of Argentina due to expanding midstream capacity and continued investment from domestic and international operators; operating and financing strategies, performance, priorities, metrics and estimates, including the Company's plans to continue to (a) leverage the Company's diversified geographies and service lines to direct assets, personnel and capital to the highest and best use, and (b) strengthen the balance sheet while pursuing select high-return investment opportunities; capital investment plans including the expected benefits of new coiled tubing and cementing investments in Argentina and investments in next-generation natural gas-powered pumping equipment in North America; the Company's debt, liquidity and financial position, including the Company's flexibility to reinvest in its core business while maintaining a disciplined approach to capital allocation; input costs, margin and service pricing trends and strategies; the Company's ability and intentions to repatriate cash from Argentina; future financial resources and performance; future costs or potential liabilities; the Company's service quality, safety record and competitive position; accounting policies, practices, standards and judgments of the Company; and the Company's expectations and intentions with respect to the foregoing.

These statements are derived from certain assumptions and analyses made by the Company based on its experience and perception of historical trends, current conditions, expected future developments and other factors that it believes are appropriate in the circumstances, including, but not limited to, the economic and political environment in which the Company operates, including the continued implementation of Argentina economic reforms and investments in its oil and gas industry as well as the current state of the trade relations between Canada and the U.S. and its expected impact on the pressure pumping market in North America; the Company's expectations for its customers' capital budgets, demand for services and geographical areas of focus; the anticipated effects of artificial intelligence power requirements, and the commissioning of liquefied natural gas export terminals on supply and demand fundamentals for the oil and natural gas; industry equipment levels, including the number and type of active fracturing fleets marketed by the Company's competitors; the continued effectiveness of cost reduction and efficiency measures instituted by the Company; the Company's existing contracts and the status of current negotiations with key customers and suppliers; the likelihood that the current tax and regulatory regime will remain substantially unchanged; the level of merger and acquisition activity among oil and gas producers and its impact on the demand for well completion services; the effect of environmental, social and governance factors on customer and investor preferences and capital deployment; and the current status of the military conflicts in Ukraine and the Middle East (including its impact on shipping in the Strait of Hormuz and Bab al-Mandab Strait), U.S. and Venezuelan energy policies, and OPEC+ production decisions—and their effect on global oil and natural gas demand.

Forward-looking statements are subject to a number of known and unknown risks and uncertainties that could cause actual results to differ materially from the Company's expectations. Such risk factors include but are not limited to: (A) industry risks, including but not limited to, global economic conditions and the level of exploration, development and production for oil and natural gas in North America and Argentina; an intensely competitive oilfield services industry; a shift in strategy by exploration and production companies prioritizing shareholder returns over production growth; excess equipment levels; and hazards inherent in the industry; (B) geopolitical risks, including but not limited to, international conflict; changes to the global trading system; shifts in government policy; foreign operations exposure, including risks relating to repatriation of cash from foreign jurisdictions, unsettled political conditions, war, foreign exchange rates and controls and sanctions; (C) business operations risks, including but not limited to, fleet reinvestment risk; a concentrated customer base; cybersecurity risks; risks related to artificial intelligence and technology; constraints on demand for the Company's services due to mergers and acquisition activities; seasonal volatility; failure to maintain Company's safety standards and record; and impacts of extreme weather and drought; (D) financial risks, including but not limited to, restrictions on the Company's access to capital; direct and indirect exposure to volatile credit markets, including interest rate risk; fluctuations in currency exchange rates; and price escalation and availability of raw materials, diesel fuel and component parts; and (E) legal and regulatory risks, including but not limited to, health, safety and environmental laws and regulations; legal and administrative proceedings; federal, provincial and state legislative and regulatory initiatives and laws; and the direct and indirect costs of various existing and proposed climate change regulations. Further information about these and other risks and uncertainties may be found under the heading "Business Risks" above.

Consequently, all of the forward-looking statements made in this MD&A are qualified by these cautionary statements and there can be no assurance that actual results or developments anticipated by the Company will be realized, or that they will have the expected consequences or effects on the Company or its business or operations. These statements speak only as of the respective date of this MD&A or the document incorporated by reference herein. The Company assumes no obligation to update publicly any such forward-looking statements, whether as a result of new information, future events or otherwise, except as required pursuant to applicable securities laws.

ADDITIONAL INFORMATION

Further information regarding Calfrac Well Services Ltd., including the most recently filed Annual Information Form, can be accessed on the Company's website at www.calfrac.com or under the Company's issuer profile on SEDAR+ (www.sedarplus.ca).