

September 10, 2025

Audit Findings Letter

Board of Directors
The Fulcrum Publishing Society
631 King Edward Ave.
Ottawa, ON K1N 6N5

Dear Members of the Board:

We have been engaged to audit the financial statements of your organization as of April 30, 2025 and for the period then ended. Canadian generally accepted standards for audit engagements require that we communicate any significant findings to you in relation to our audit.

Evaluation of Internal Controls

Audits include a review of internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. During the course of our audit, we encountered a specific internal control matters that we wish to bring to your attention:.

Employment Contracts

The audit revealed that certain employees lack signed employment contracts, creating potential legal and compliance risks. It is recommended that management ensure all contracts are properly executed at the start of employment.

Significant Accounting Policies

Management is responsible for the appropriate selection and application of accounting policies. Our role is to review their appropriateness and application as part of our audit. The accounting policies used by your organization are described in the notes to the financial statements.

There were no new accounting policies adopted or changes to the application of accounting policies of the organization during the year.

Significant Unusual Transactions

There were no unusual transactions identified during the audit.

Accounting Estimates

Management is responsible for the accounting estimates included in financial statements. Estimates and the related judgments and assumptions are based on management's knowledge of the business and past experience about current and future events. Our responsibility as auditors is to obtain sufficient appropriate evidence to provide reasonable assurance that management's accounting estimates are reasonable within the context of the financial statements as a whole. An audit includes performing appropriate procedures to verify the:

- Calculation of accounting estimates;
- Analyzing of key factors such as underlying management assumptions; and
- Materiality of estimates individually and in the aggregate in relation to the financial statements as a whole.

During the audit we did not identify any significant accounting estimates that we considered to be unreasonable.

Disagreements with Management

We are required to communicate any disagreements with management, whether or not resolved, about matters that are individually or in aggregate significant to your organization's financial statements or auditor's report. Disagreements may arise over:

- Selection or application of accounting principles;
- Assumptions and related judgments for accounting estimates;
- Financial statement disclosures;
- Scope of the audit; or
- Wording of the auditor's report.

We are pleased to inform you that we had no disagreements with management during the course of our audit.

Issues Discussed

The auditor generally discusses, among other matters, the application of accounting principles and auditing standards, and fees, etc. with management during the initial or recurring appointment of the auditor during the normal course of business. There were no major issues discussed during our audit with regards to our retention that were not in the normal course of business.

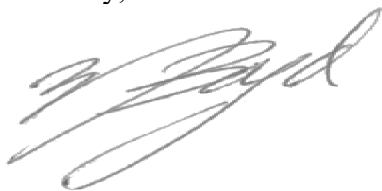
Difficulties Encountered During the Audit

We encountered no significant difficulties during our audit that should be brought to the attention of the Board.

We shall be pleased to discuss further with you and at your convenience any matters mentioned above.

This communication is prepared solely for the information of the Board and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Megan Boyd', is written over a light gray circular background.

Megan Boyd, CPA
Accountant
Numeris CPA Professional Corporation