

MANAGEMENT REPRESENTATION LETTER

Novara and Walker Group
2732 Summerset Avenue, Suite 310, Cambridge, MD

Date: June 9, 2026

To: Independent Auditors

In connection with your audit of the financial statements of Novara and Walker Group (the 'Company') as of and for the year ended December 31, 2025, we provide the following representations to the best of our knowledge and belief. We understand your opinion concerns whether these statements are fairly presented, in all material respects, under U.S. GAAP.

We confirm that the financial statements are fairly presented in conformity with U.S. GAAP and include all necessary disclosures, and that we have made all financial records and related data available to you, including the complete journal voucher listing, trial balances, and supporting documentation.

Revenue is recognized under ASC 606 upon transfer of control to the customer; revenue increased 11.2% against the prior year, reflecting expansion into new regional markets and the full-year effect of contracts signed late in the prior period. All transactions have been recorded, and we are aware of no material transactions omitted from the records.

Receivables are presented net of an allowance for doubtful accounts we consider adequate; inventories are carried at the lower of cost or net realizable value with obsolete and slow-moving goods written down; fixed assets are depreciated straight-line over their useful lives and the recorded depreciation is appropriate; and the note payable is stated at its outstanding principal as of December 31, 2025 with interest accrued and paid per the loan agreement.

We are responsible for internal controls designed to prevent and detect fraud, and we have no knowledge of fraud or suspected fraud involving management or employees with significant control responsibilities. We have disclosed all known or suspected instances of non-compliance with laws and regulations.

Related-party relationships and transactions have been properly accounted for and disclosed, and no subsequent events have occurred that would require adjustment to or disclosure in the financial statements.

We understand that your audit was performed in accordance with generally accepted auditing standards to obtain reasonable, not absolute, assurance that the financial statements are free of material misstatement.

Sebastian Hall, Chief Executive Officer

Owen Ortega, Chief Financial Officer