Q3 2023 Report to Shareholders

DATA Communications Management Corp.

DCM-TSX | DCMDF-OTCQX

November 9, 2023

Forward-looking Statements Information Disclosure

Forward-looking Statements

Certain statements in this presentation constitute "forward-looking" statements that involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance, objectives or achievements of DCM or industry results, to be materially different from any future results, performance, objectives or achievements expressed or implied by such forward-looking statements. When used in this presentation, words such as "may", "would", "could", "will", "expect", "anticipate", "estimate", "believe", "intend", "plan", and other similar expressions are intended to identify forward-looking statements. These statements reflect DCM's current views regarding future events and operating performance, are based on information currently available to DCM, and speak only as of the date of this presentation.

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Non-IFRS Measures

This presentation includes certain non-IFRS measures as supplementary information. In addition to net income (loss), DCM uses non-IFRS measures including Adjusted net income (loss), Adjusted net income (loss) per share, EBITDA and Adjusted EBITDA (collectively, "Non-IFRS Measures") to provide investors with supplemental measures of DCM's operating performance and to highlight trends in its business that may not otherwise be apparent when relying solely on IFRS financial measures. DCM also believes that securities analysts, investors, rating agencies and other interested parties frequently use similar Non-IFRS Measures in the evaluation of issuers. DCM's management also uses Non-IFRS Measures in order to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess its ability to meet future debt service, capital expenditure and working capital requirements. These Non-IFRS Measures are not recognized by IFRS and do not have any standardized meanings prescribed by IFRS. Therefore, DCM's Non-IFRS Measures are unlikely to be comparable to similar measures presented by other issuers.

Investors are cautioned that Non-IFRS Measures should not be construed as alternatives to net income (loss) determined in accordance with IFRS as an indicator of DCM's performance. For a reconciliation of DCM's Non-IFRS Measures to net income (loss), see DCM's most recent Management's Discussion & Analysis filed on www.sedar.com.

Today’s Objectives

- Merger Integration Update
- Q3 2023 Consolidated Results
- Questions and Answers

Merger Integration Update

Merger Integration Progressing Ahead of Schedule and Above Targets

Operational | **Organizational** | **Procurement** | **Revenue**

Revising Target: $30M - $35M in Annualized Synergies (from $25M – $30M) over 18 - 24 months

Operational Initiatives

- 14 plants to 10
- Average Revenue per plant increasing by +45%
- Edmonton/Calgary consolidation by December 2023
- Three other consolidations planned in 18-24 months
- Annualized impact (current initiatives): ~$3.75M in 2024
- ~18% of expected savings to date from operations

Organizational Initiatives

- Sales organizations fully integrated
- Optimized spans & layers across all functions
- Payroll integration (4 to 1 system)
- Benefit alignment in process
- Annualized impact: ~$9M in 2024
- ~51% of expected savings to date from organizational changes

Procurement Initiatives

- Optimized our vendor base
- Leveraged our scale
- Centralized purchasing and outsourcing
- Annualized impact: ~$4.75M in 2024
- ~27% of expected savings to date from purchasing

Revenue Growth Initiatives

Early Success in Expansion Revenue & New Logo Wins

New Business Wins Post-closing: +$18M

- Priority focus on commercial momentum
- Strong collaboration, cross-selling
- Annualized revenue impact: +$18M new business in 2024

Integration Initiatives on Track

Operational

Organizational

Procurement

Revenue

Updated Objective: Achieve $30M - $35M in Annualized Synergies over next 18 – 24 months

Better Business

Q3 SG&A

DCM BETTER BUSINESS

20.4%
of Revenue vs.
21.5% Q3 2022

+83.6%
vs. Q3 2022

$25.1M
vs. $13.7M Q3 2022

SG&A expenses as percentage of revenues improved post-acquisition

Q3 Year to Date SG&A

DCM BETTER BUSINESS

19.5%
of Revenue vs.
20.3% Q3 2022

+51.8%
vs. 2022

$61.9M
vs. $40.8M 2022

SG&A expenses as percentage of revenues improved post-acquisition

Q3 Restructuring and One-Time Costs

DCM BETTER BUSINESS

$7.0M

Restructuring Expenses

$9.7M YTD 2023

$0.2M

Acquisition & Integration Expenses

$10.2M YTD 2023

$17.5M

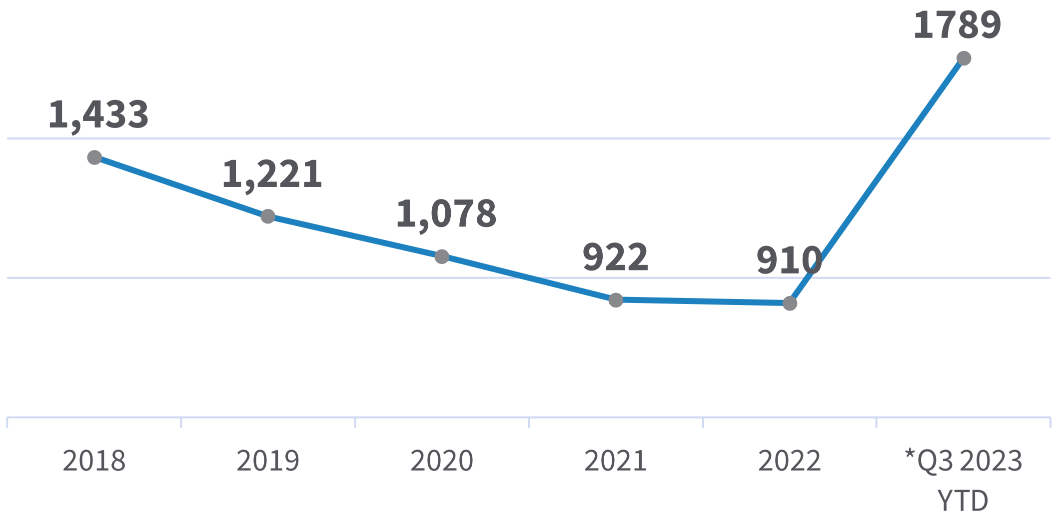
Annualized Savings to date from Integration Initiatives

Implemented +53% of expected $30 - $35 million in annualized synergies

Headcount Reduction & Productivity Improvements

BETTER BUSINESS

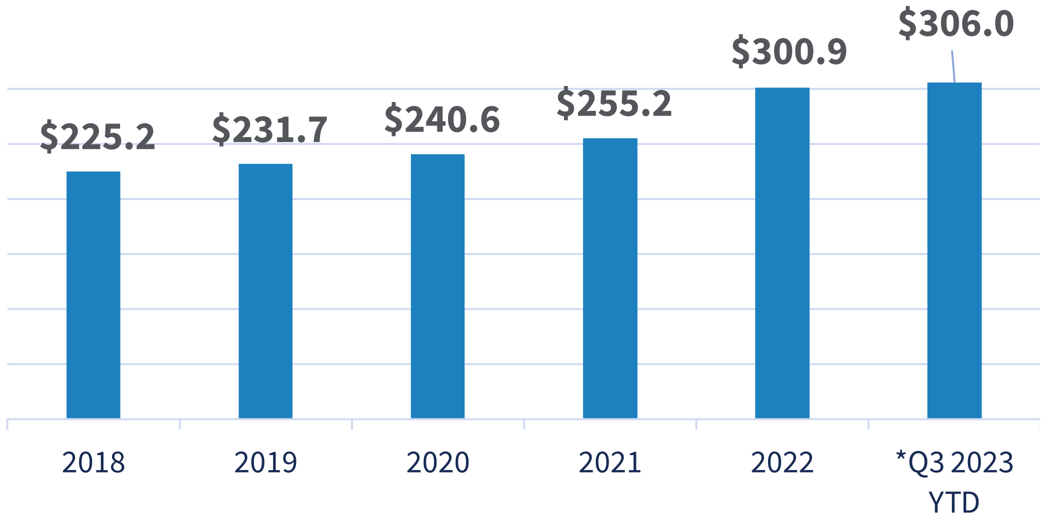
Headcount at End of Period



* Q3 2023 YTD Active employees

+96.6% vs. 2022
+24.8% vs. 2018

Revenue per Employee (thousands)



* Q3 2023 YTD calculation based on TTM Revenue

+1.7% vs. 2022
+35.9% vs. 2018

Leading in Sustainability: +1M Trees Reforested

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MCC paper usage included commencing in September 2023

Solution Portfolio

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Tech-enabled subscription services & fees now include MCC

DCM DIGITAL

MKTGFLO
Marketing campaign omnichannel workflow

ASMBL
Digital asset management

DCMFLEX
Workflow management and order fulfillment

OptiChanl
Campaign collateral allocation and distribution

PRSNL
Personalized video

1st 9 months 2023

+255% Growth

$9.3M Revenue

Total Debt Reduction

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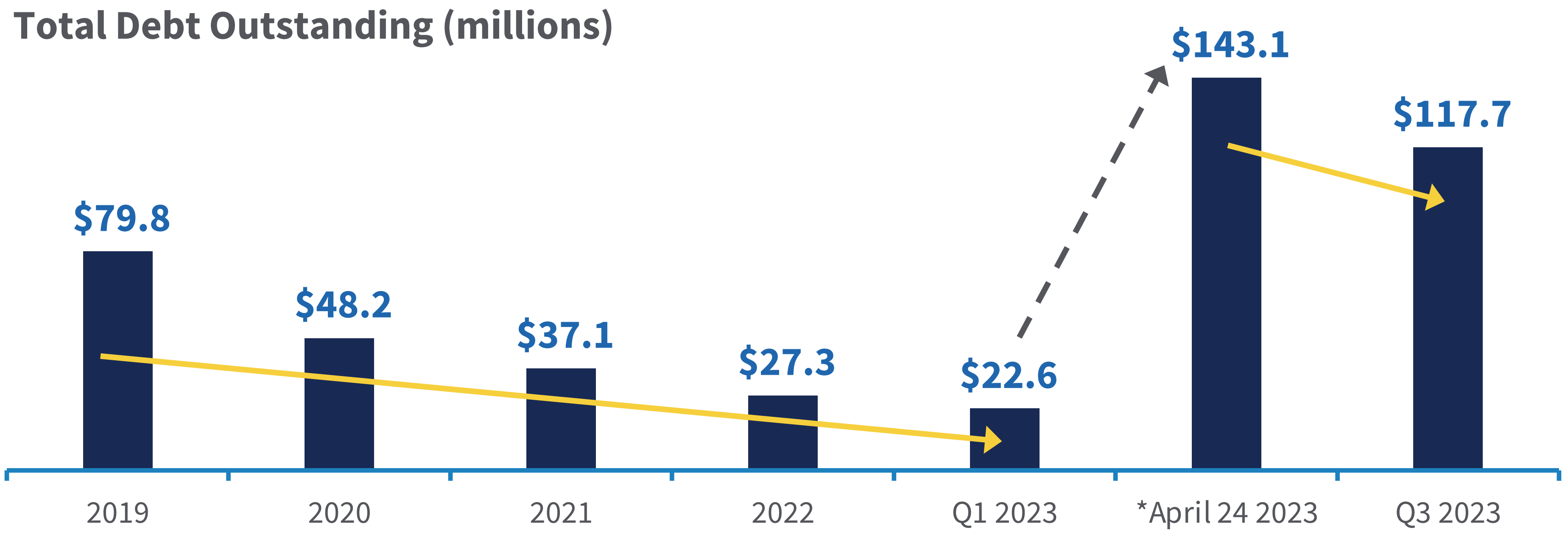
Committed to Paying Down Debt: –18% reduction since MCC Closing



-18% reduction in Credit Facilities since April 24, 2023 MCC closing

Net Debt Reduction

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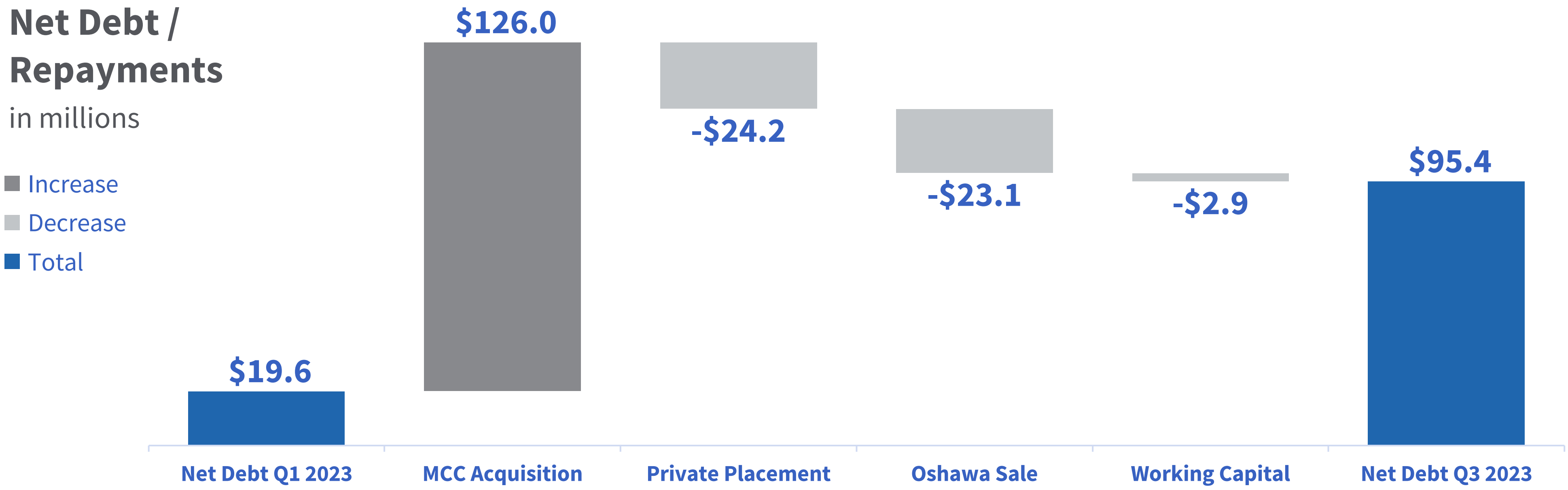
Key initiatives in “First Six Months”



.... and a Net Debt reduction of -32.2% to $95.4M since MCC Acquisition

Net Debt represents total Credit Facilities, less cash. MCC Acquisition purchase price of $130.8M less $4.8M of net cash acquired. Following post-closing working capital adjustments of $5M, final purchase price of $135.8M. Repayments represent net proceeds from Oshawa Sale/Leaseback, Private Placement, and working capital facility reduction subsequent to Closing.

Bigger Business

Q3 2023 and Year to Date Results

Q3 Revenue

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+93.6%

vs. Q3 2022

$122.7M

vs. $63.4M Q3 2022

+$59.3M vs. prior year

Q3 Year to Date Revenue

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+58.3%

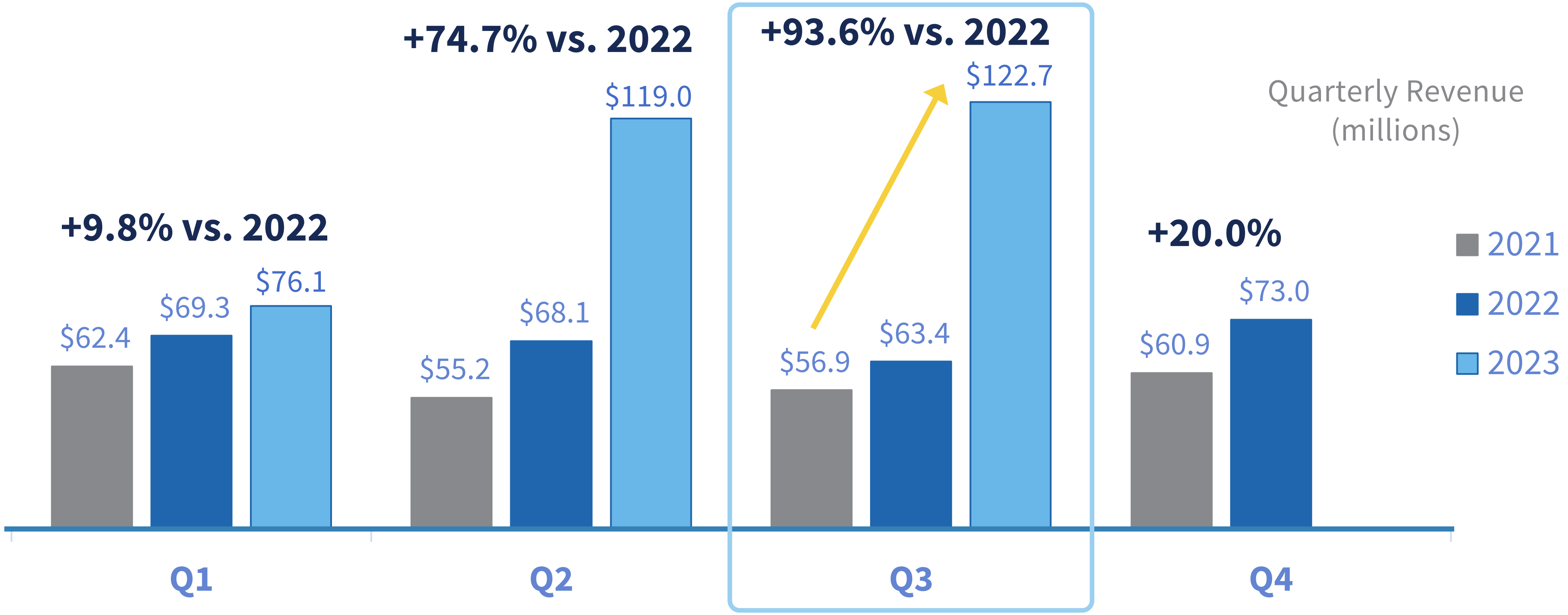
vs. 2022

$317.8M

vs. $200.8M 2022

+$117.0M vs. prior year

Revenue Momentum Continued in Q3 2023



Q3 2023 = Eighth consecutive quarter of year/year growth

Q3 Gross Profit

Lower relative MCC margins a key opportunity going forward

+52.4%
vs. Q3 2022

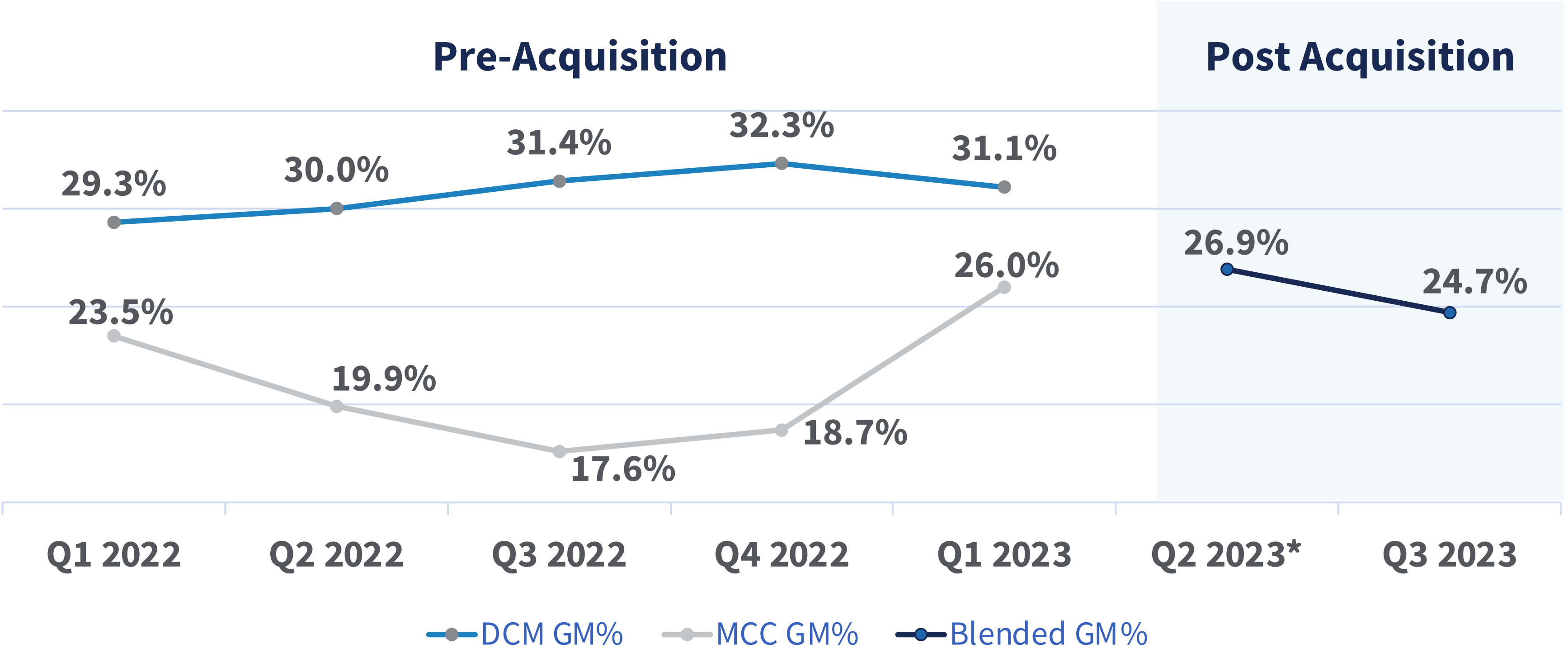
$30.3M
vs. $19.9M Q3 2022

24.7%
of Revenue vs. 31.4%

As expected, lower MCC gross profit as % of revenues vs. recent DCM

Gross Margin % Comparison

Lower overall MCC margin provides opportunity for value enhancement



Plans in place to return to +30% total GM% & more consistent quarters

* Q2 2023 includes April 23rd – June 30th of reported MCC results.
** MCC results pre-conversion to IFRS 15

Q3 Year to Date Gross Profit

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Lower relative MCC margins a key opportunity going forward

+42.0%
vs. 2022

$86.2M
vs. $60.7M Q3 2022

27.1%
of Revenue vs. 30.2%

As expected, lower MCC gross profit as % of revenues margins vs. recent DCM

Gross Profit Momentum Continues in Q3 2023

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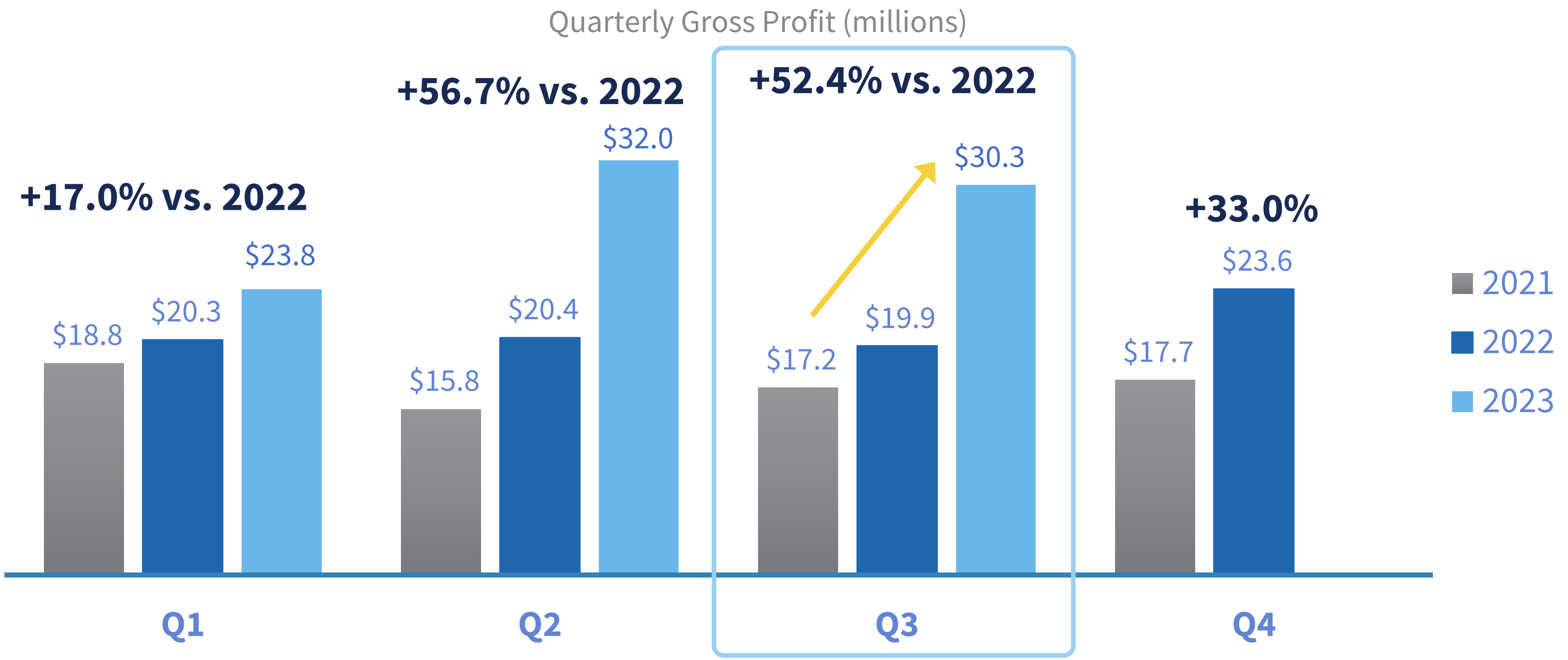

Q3 2023 = Nine consecutive quarters of year over year growth

Q3 Adjusted EBITDA

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+28.2%

vs. Q3 2022

$11.8M

vs. $9.2M Q3 2022

9.6%

of Revenue vs. 14.5% Q3 2022

+$2.3M vs. prior year, despite seasonally weakest quarter for MCC

Q3 Year to Date Adjusted EBITDA

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+35.1%

vs. 2022

$38.4M

vs. $28.4M 2022

12.1%

of Revenue vs. 14.1% Q3 2022

+$10M vs. prior year

Adjusted EBITDA Growth

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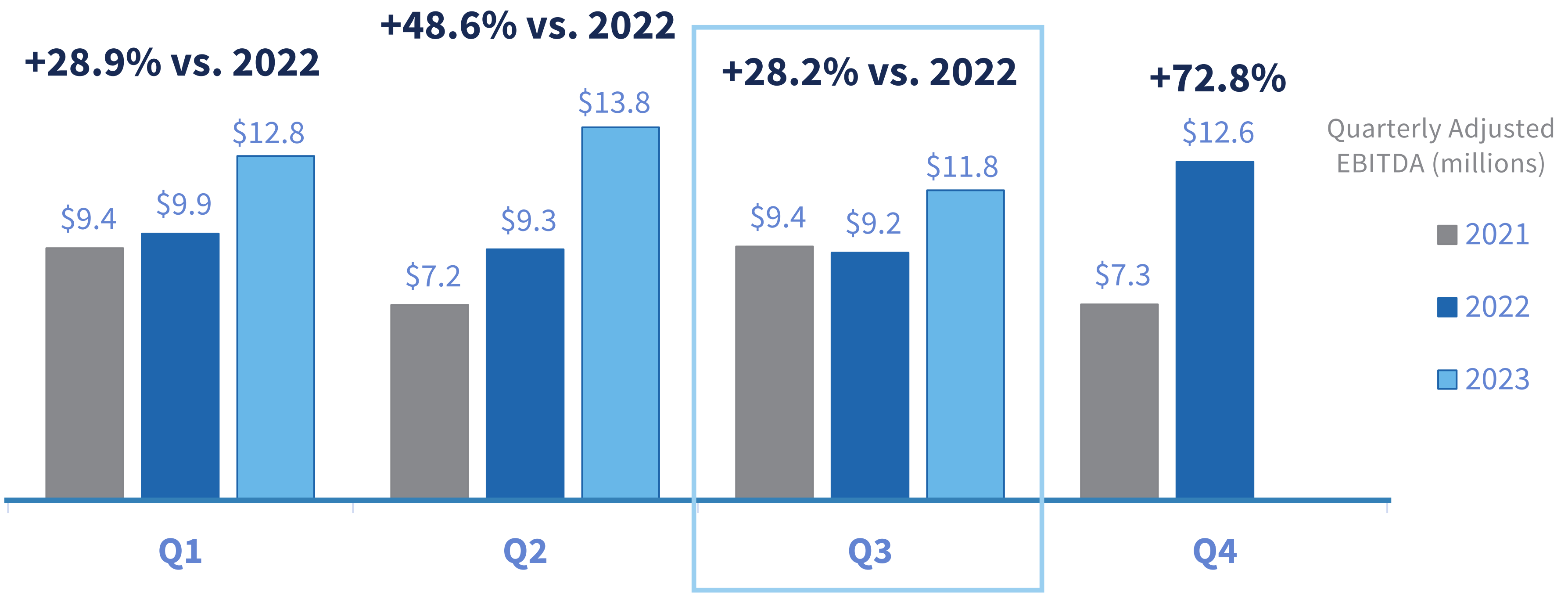
Strong performance normalizing for acquisition-related impacts



Continued momentum in Adjusted EBITDA

Adjusted EBITDA has been normalized to adjust for adoption of Fair Value of through profit or loss of financial liabilities. See "Non-IFRS Measures."

Third Quarter 2023 Financial Results

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Quarter ended September 30, in millions

Selected financial information	Q3 2023	Q3 2022*	Better/(Worse)
Revenue	$122.7	$63.4	+$59.3
Gross profit	$30.3	$19.9	+$10.4
Gross margin (%)	***24.7%***	***31.4%***	***(670 bps)***
SG&A	$25.1	$13.7	($11.4)
Restructuring expenses	$7.0	-	($7.0)
Acquisition & Integration Costs	$0.2	-	($0.2)
NFV (gains)/losses on financial liabilities**	$0.7	$1.2	+$0.5
Net (loss) income for the period	**($4.2)**	**$2.8**	**($7.0)**
Adjusted Net (loss) income***	$1.8	$3.7	($1.9)
As percent of revenue	1.4%	5.9%	*(450 bps)*
Adjusted EBITDA* **	**$11.8**	**$9.2**	**+$2.6**
As percent of revenue	***9.6%***	***14.5%***	***(490 bps)***

* Q3 2022 actuals do not include MCC.
** Mark-to Market accounting adjustment ($0.05 share price increase since June 30, 2023 driving $0.2M) & vesting of RSU’s / DSU’s.
*** For a reconciliation of Adjusted EBITDA and Adjusted Net (loss) income to net (loss) income, see MD&A Table 3 and Table 4, respectively, for the period ended September 30, 2023.

YTD 2023 Financial Results

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Nine months ended September 30, in millions

Selected financial information	YTD 2023	YTD 2022*	Better/(Worse)
Revenue	$317.8	$200.8	+$117.0
Gross profit	$86.2	$60.7	+$25.5
Gross margin (%)	***27.1%***	***30.2%***	***(310 bps)***
SG&A	$61.9	$40.8	($21.1)
Restructuring expenses	$9.7	-	($9.7)
Acquisition & Integration Costs	$10.2	-	($10.2)
NFV (gains)/losses on financial liabilities**	$8.1	$1.5	($6.6)
Net (loss) income for the period	**($9.5)**	**$10.3**	**($19.8)**
Adjusted Net (loss) income***	$11.5	$11.4	+$0.1
As percent of revenue	3.6%	5.7%	*(210 bps)*
Adjusted EBITDA* **	**$38.4**	**$28.4**	**+$10.0**
As percent of revenue	***12.1%***	***14.1%***	***(200 bps)***

* YTD 2022 actuals do not include MCC.
** Mark-to Market accounting adjustment & vesting of RSU's / DSU's, see Non-IFRS Measures.
*** For a reconciliation of Adjusted EBITDA and Adjusted Net (loss) income to net (loss) income, see MD&A Table 3 and Table 4, respectively, for the period ended YTD September 30, 2023.

Updated Five-Year Strategic Financial Objectives

"From Print first to Digital first"

+5%
Organic Revenue CAGR

+14%
Adjusted EBITDA

<1.0x
Debt / EBITDA

+60%
Martech Growth, +80% Gross Margin

DCM™

The New DCM: Better & Bigger

Q&A

Thank you

For more information, please visit www.datacm.com or reach out to:

Richard Kellam
President & CEO
rkellam@datacm.com
+1 (416) 451-1117

James Lorimer
Chief Financial Officer
jlorimer@datacm.com
+1 (905) 494-4101

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Non-IFRS Measures

EBITDA and Adjusted EBITDA Reconciliation

EBITDA and Adjusted EBITDA reconciliation

(in thousands of Canadian dollars, unaudited)	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023
Net income (loss) for the period	$ 3,757	$ 2,816	$ 3,680	$ (2,431)	$ (2,879)	$ (4,185)
Interest expense, net	1,343	1,233	1,134	1,083	3,499	5,332
Amortization of transaction costs net of debt extinguishment gain	86	84	87	72	107	(119)
Current income tax expense	1,522	1,143	1,653	1,647	690	(1,495)
Deferred income tax expense	(47)	(236)	269	(1,608)	(1,293)	(2,227)
Depreciation of property, plant and equipment	781	760	644	691	1,365	2,051
Amortization of intangible assets	403	402	393	463	701	888
Depreciation of the ROU Asset	1,633	1,786	1,610	1,713	2,724	3,575
EBITDA	$ 9,478	$ 7,988	$ 9,470	$ 1,630	$ 4,914	$ 3,820
Acquisition and integration costs	—	—	1,870	6,118	3,837	244
Restructuring expenses	—	—	—	—	2,729	7,009
Net fair value (gains) losses on financial liabilities at fair value through	(177)	1,208	1,225	5,018	2,343	716
Adjusted EBITDA	$ 9,301	$ 9,196	$ 12,565	$ 12,766	$ 13,823	$ 11,789

EBITDA and Adjusted EBITDA Reconciliation

The following table provides reconciliations of net (loss) income to EBITDA and of net (loss) income to Adjusted EBITDA for the periods noted, following adoption of "net fair value (gains) losses on financial liabilities at fair value through profit or loss".

EBITDA and Adjusted EBITDA reconciliation

For the periods ended September 30, 2023 and 2022 *(in thousands of Canadian dollars, unaudited)*	**July 1 to September 30, 2023**	July 1 to September 30, 2022	**January 1 to September 30, 2023**	January 1 to September 30, 2022
Net (loss) income for the period	$ **(4,185)**	$ 2,816	$ **(9,496)**	$ 10,286
Interest expense, net	**5,072**	1,233	**9,654**	3,831
Amortization of transaction costs net of debt extinguishment gain	**141**	84	**320**	257
Current income tax expense	**(1,495)**	1,143	**842**	3,803
Deferred income tax (recovery) expense	**(2,227)**	(236)	**(5,128)**	204
Depreciation of property, plant and equipment	**2,051**	760	**4,107**	2,321
Amortization of intangible assets	**888**	402	**2,052**	1,213
Depreciation of the ROU Asset	**3,575**	1,786	**8,012**	4,999
EBITDA	$ **3,820**	$ 7,988	$ **10,363**	$ 26,914
Acquisition and integration costs	**244**	—	**10,199**	—
Restructuring expenses	**7,009**	—	**9,738**	—
Net fair value (gains) losses on financial liabilities at fair value through profit or loss	**717**	1,208	**8,078**	1,486
Adjusted EBITDA	$ **11,790**	$ 9,196	$ **38,378**	$ 28,400

Adjusted Net Income Reconciliation

Adjusted net income reconciliation

For the periods ended September 30, 2023 and 2022 (in thousands of Canadian dollars, except share and per share amounts, unaudited)	July 1 to September 30, 2023	July 1 to September 30, 2022	January 1 to September 30, 2023	January 1 to September 30, 2022
Net (loss) income for the period	$ (4,185)	$ 2,816	$ (9,496)	$ 10,286
Acquisition and integration costs	244	—	10,199	—
Restructuring expenses	7,009	—	9,738	—
Net fair value (gains) losses on financial liabilities at fair value through profit or loss	717	1,208	8,078	1,486
Tax effect of the above adjustments	(2,007)	(305)	(7,054)	(376)
Adjusted net income	$ 1,778	$ 3,719	$ 11,465	$ 11,396
Adjusted net income per share, basic	0.03	0.08	0.23	0.26
Adjusted net income per share, diluted	0.03	0.08	0.23	0.24
Weighted average number of common shares outstanding, basic	55,022,883	44,062,831	49,420,414	44,062,831
Weighted average number of common shares outstanding, diluted	55,022,883	46,501,606	49,420,414	46,516,249
Number of common shares outstanding, basic	55,022,883	44,062,831	55,022,883	44,062,831
Number of common shares outstanding, diluted	55,022,883	46,501,606	55,022,883	46,516,249

The New DCM: Better & Bigger