



DATA COMMUNICATIONS MANAGEMENT CORP.

INVESTOR PRESENTATION

DCM – TSX | DCMDF – OTCQX

August 2025

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.

These forward-looking statements involve a number of risks, uncertainties and assumptions and should not be read as guarantees that future performance or results will be achieved. Many factors could cause the actual results, performance, objectives or achievements of DCM to be materially different from any future results, performance, objectives or achievements that may be expressed or implied by such forward-looking statements. See “Liquidity and capital resources” and “Risks and Uncertainties” in DCM’s management’s discussion and analysis and other publicly available disclosure documents, as filed by DCM on SEDAR+.

Should one or more of these risks or uncertainties materialize, or should assumptions underlying the forward-looking statements prove incorrect, actual results may vary materially from those described in this presentation as intended, planned, anticipated, believed, estimated or expected. Unless required by applicable securities law, DCM does not intend and does not assume any obligation to update these forward-looking statements.

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 SEDAR+.



ABOUT DCM



ABOUT US.

**CANADA'S LEADING TECH-
ENABLED PROVIDER OF PRINT
AND DIGITAL SOLUTIONS**
THAT HELP SIMPLIFY COMPLEX
MARKETING COMMUNICATIONS
AND OPERATIONS WORKFLOW.

HEAD OFFICE:

Brampton, Ontario

FOUNDED:

1959

MARKET CAPITALIZATION:

\$84.6MM (basic)

\$96.7MM (f.d.)

PRESIDENT & CEO:

Richard Kellam

LISTING:

DCM - TSX since 2004

DCMDF – OTCQX since 2021



DCM AT A GLANCE.

+400

Enterprise
clients

1525

Employees

SCALE

20

Facilities across
Canada, U.S.

2024 Revenue
\$480.0M
(+7.2% vs. 2023)

- Long-term client contracts
- High retention rate

GROWTH

PROFITABILITY

2024 Adj. EBITDA
\$63.9M
(+19.7% vs. 2022)



WHAT WE DO.

WE PROVIDE TECH-ENABLED PRINT AND MARKETING WORKFLOW SOLUTIONS.



DCMFLEX^{TM/MC}

PERSONALIZED
COMMUNICATIONS

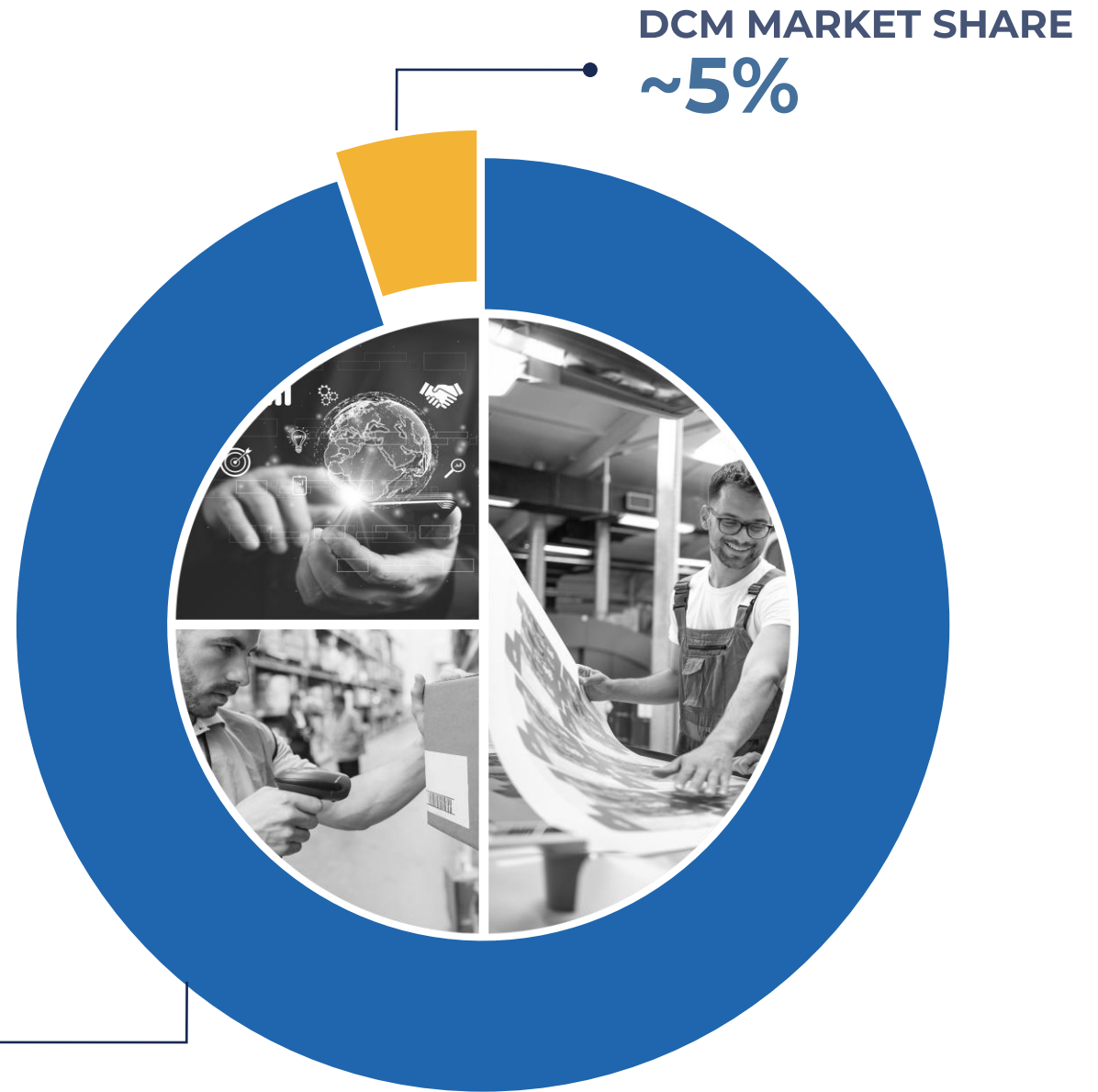
BUSINESS PROCESS
OUTSOURCING

MARKETING SOLUTIONS



A LARGE, FRAGMENTED CANADIAN COMMERCIAL PRINT MARKET.

TOTAL ADDRESSABLE MARKET =
>\$10B



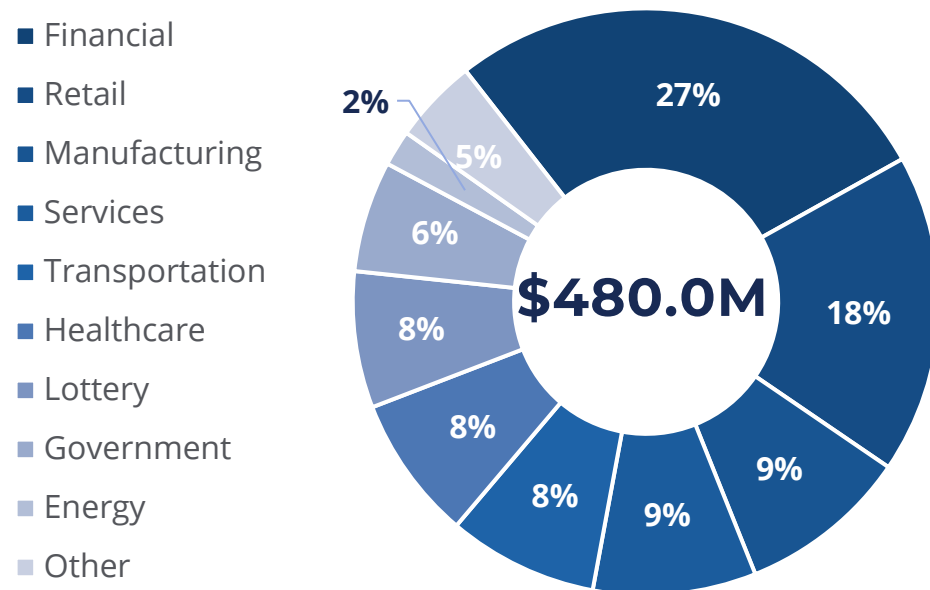
400 ENTERPRISE CLIENTS.

Handling massive **complexity**
Serving **diverse** industry verticals
High **retention** rate (>95%)

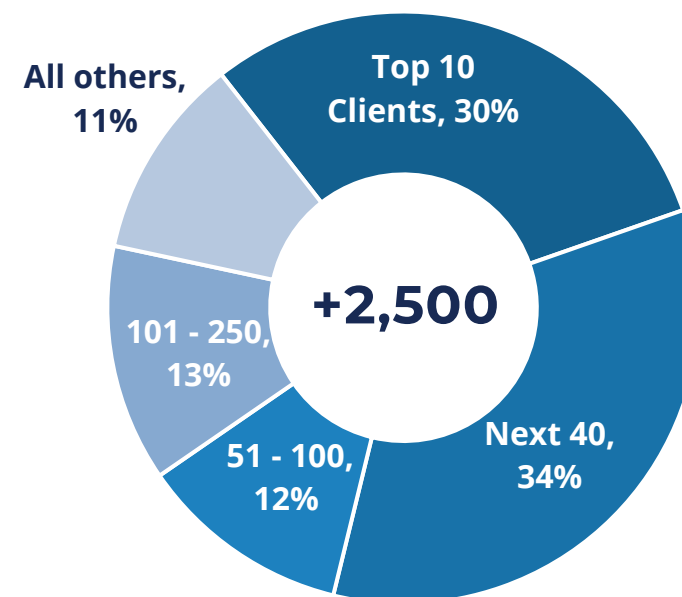


DIVERSE, BLUE-CHIP CLIENTS.

Revenues by End Market
2024



Revenues by Client
2024



Diversified across a broad variety of vertical markets; strong enterprise client base; largest client <5% of revenues; Top 250 clients = 89% of total revenues



RETURNING CAPITAL **TO SHARE- HOLDERS.**



Special dividend
\$0.20 cash
PER SHARE¹

Quarterly dividend
\$0.025 cash
PER SHARE

Dividend yield
6.5%²

- 1. Paid on March 25, 2025, to shareholders of record on March 12, 2025
- 2. Implied dividend yield calculated as at August 6, 2025



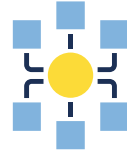
Q2 2025 SUMMARY

Q2 2025 HIGHLIGHTS.



Q2 2025 RESULTS

- ✓ Adjusted EBITDA beat consensus, with EBITDA margin of 14.6% vs. 13.4% in Q2 2024 (\$16.6M vs. \$16.9M).
- ✓ Revenue below expectations on stronger than expected macro headwinds.
- ✓ Gross margin of 26.8% vs. 27.3% in Q2 2024 despite revenue headwinds.



MARKET UNCERTAINTY REMAINS

- ✓ Economic and tariff uncertainty is negatively impacting business confidence.
- ✓ Direct and indirect impact from Canada Post labour disruptions.
- ✓ Managing overhead to mitigate impacts of lower client spending.



NEW BUSINESS DEVELOPMENT & OUTLOOK

- ✓ Sales pipeline continues to grow, has reached highest level seen in years.
- ✓ We expect to more fully realize these opportunities as market conditions improve.
- ✓ No material client losses.



M&A COMING INTO FOCUS

- ✓ Industry dynamics are opening more opportunities, with increased activity.
- ✓ Very robust M&A pipeline.
- ✓ Well capitalized to transact.

Delivered solid operating performance amid challenging market conditions

Q2 2025

SUMMARY Financial Results

Selected financial information	Q2 2025	Q2 2024	Better/(Worse)
Revenue	\$113.8	\$125.8	(\$12.0)
Gross profit	\$30.5	\$34.3	(\$3.8)
Gross Margin (%)	26.8%	27.3%	-50 bps
SG&A (incl R&D expenses)	\$21.1	\$23.9	+\$2.8
Restructuring expenses	\$0.1	\$1.1	+\$1.0
Acquisition & Integration Costs	\$0.0	\$0.2	+\$0.2
NFV (gains)/losses on financial liabilities	\$0.2	(\$1.4)	+\$1.6
Net (loss) income for the period	\$3.7	\$4.1	(\$0.4)
Adjusted Net (loss) income ¹	\$3.9	\$4.0	(\$0.1)
As percent of revenue	3.4%	3.2%	+0.2%
Adjusted EBITDA¹	\$16.6	\$16.9	(\$0.3)
As percent of revenue	14.6%	13.4%	+120 bps

QUARTER 2
ENDED
JUNE 30
IN MILLIONS

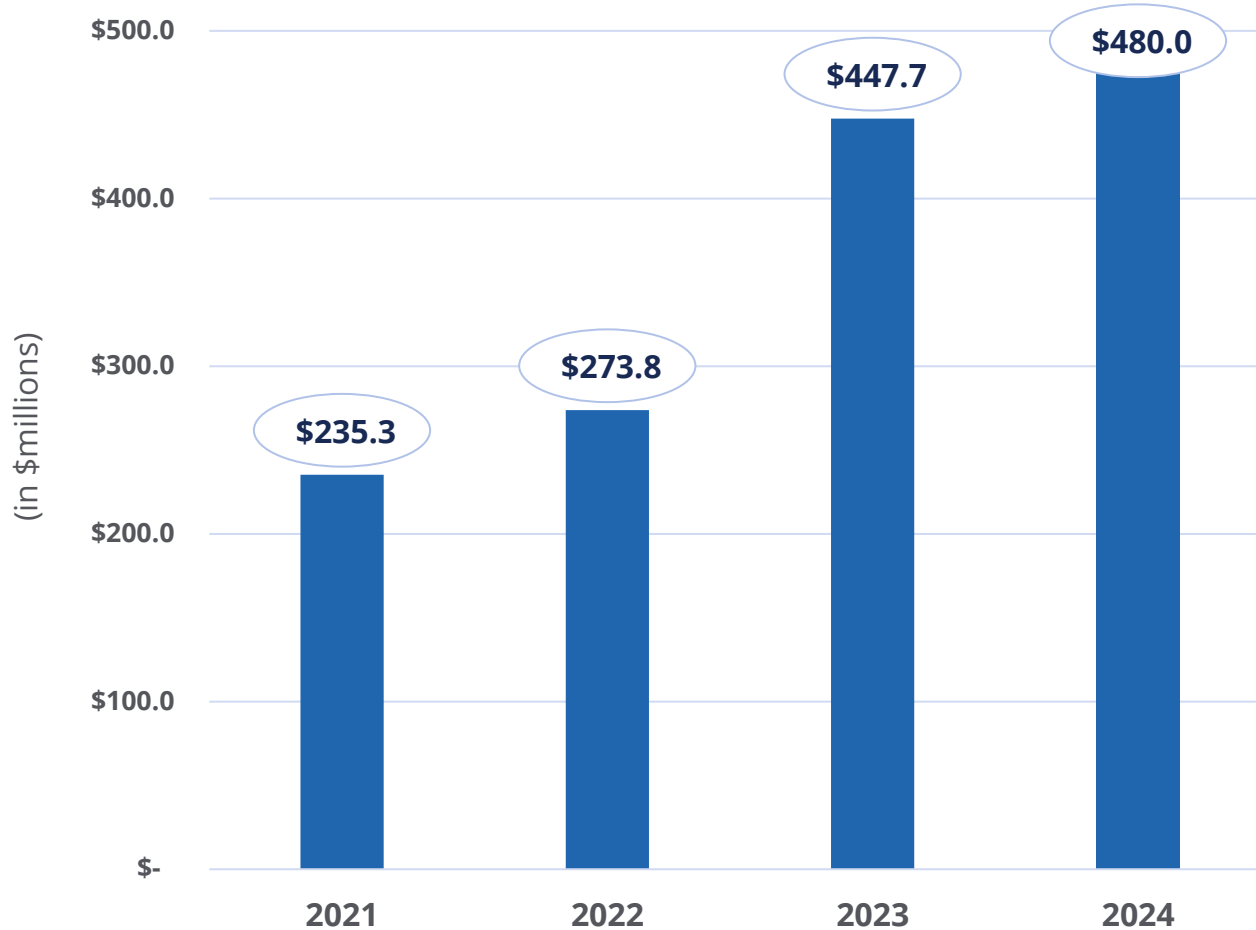
1. For a reconciliation of Adjusted EBITDA and Adjusted Net (loss) income to net (loss) income to their most comparable IFRS Accounting Standards measure, net income, see "Non-IFRS Measures."



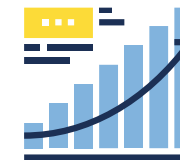


FISCAL 2024 FINANCIAL RESULTS

2024 REVENUES.



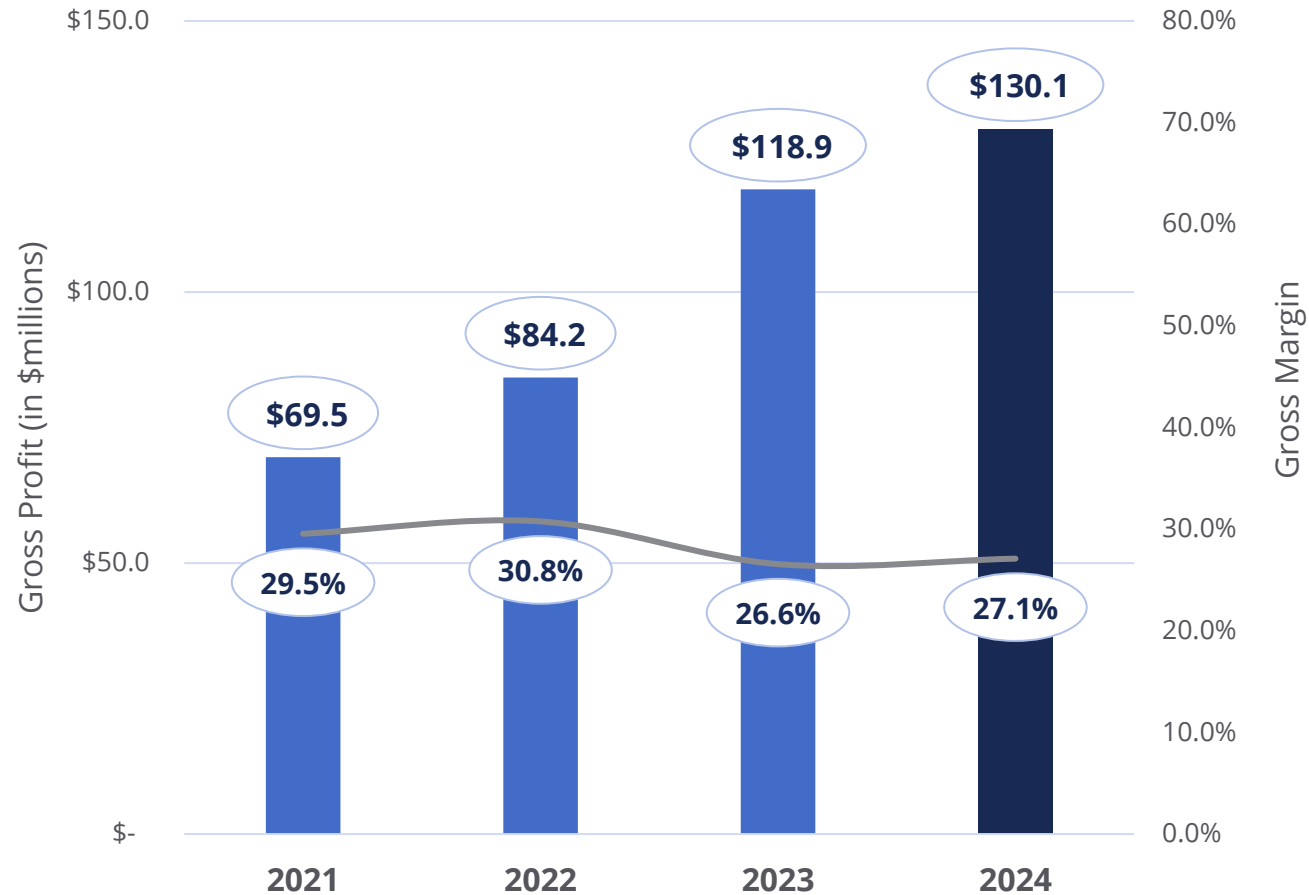
2024 Revenues
+\$32.3M and
+7.2% vs. 2023



3-YR CAGR
26.8%



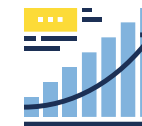
2024 GROSS PROFIT.



2024 Gross Profit
+\$11.2M and +9.4%
vs. 2023



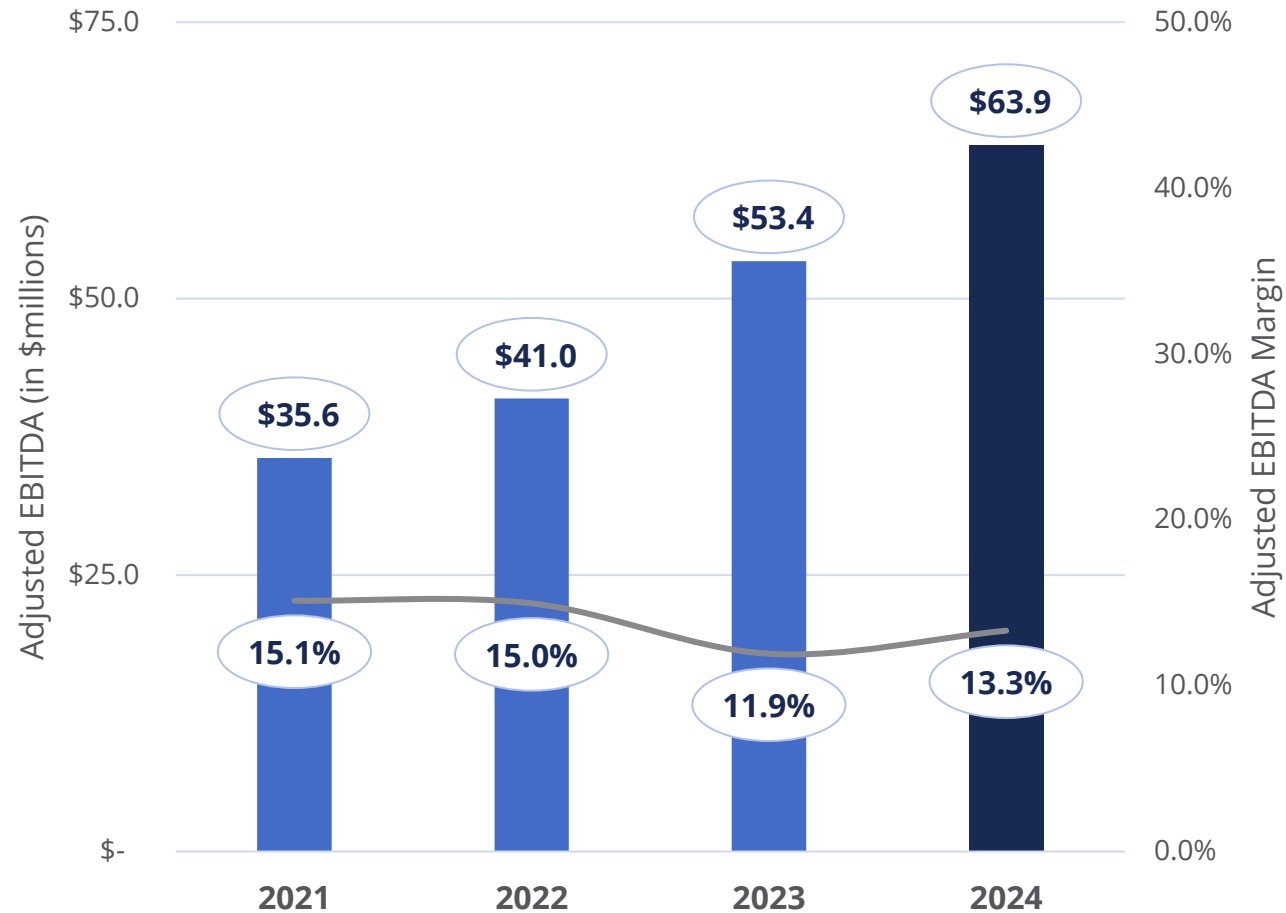
2024 Gross Margin
+50BPS
vs. 2023



3-YR CAGR
23.2%

Gross profit margin trending back towards pre-acquisition levels of +30%

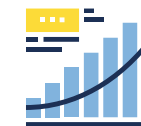
2024 ADJUSTED EBITDA.



2024 Adjusted EBITDA
+\$10.5M and +19.7%
vs. 2023



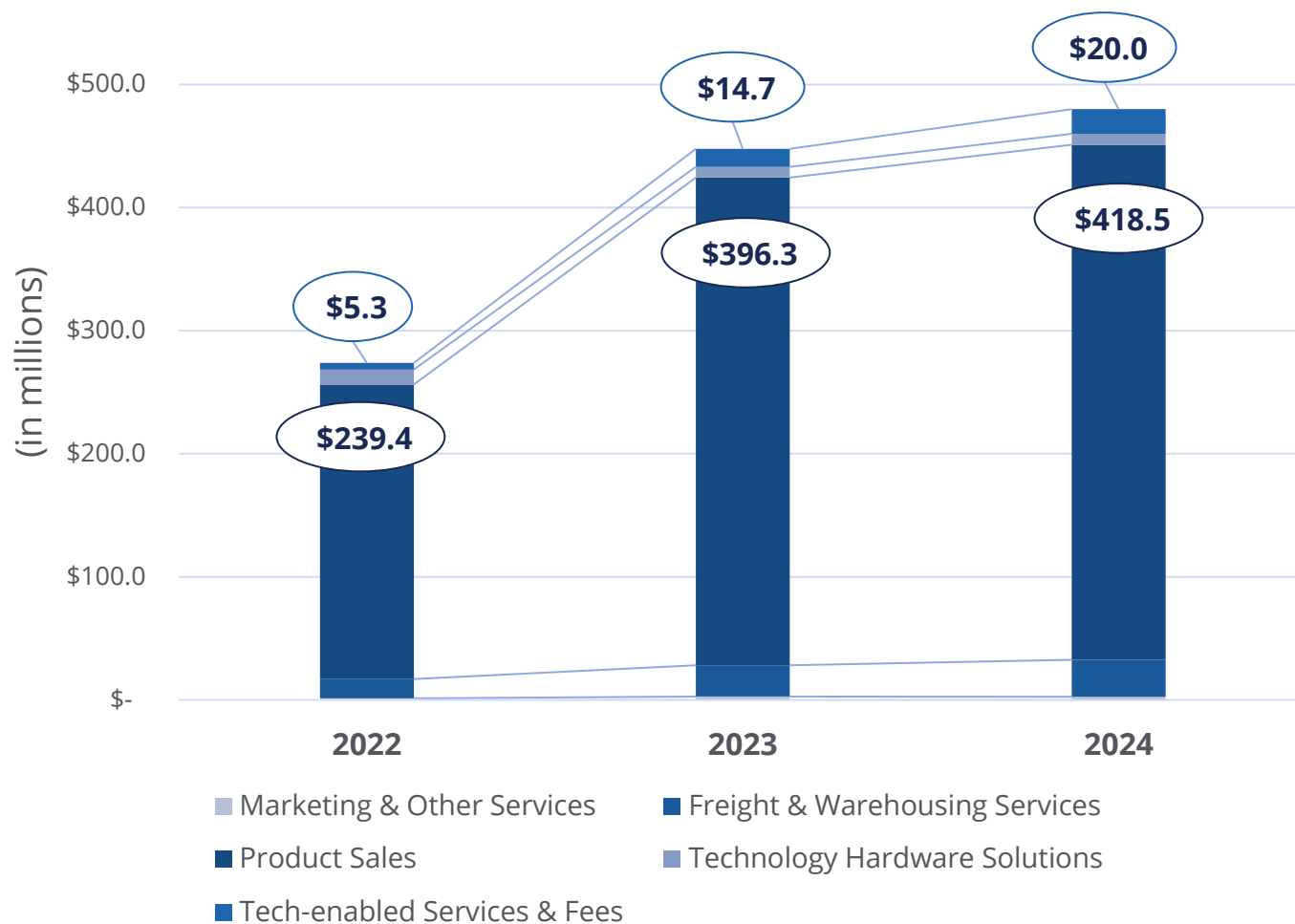
Adjusted EBITDA Margin
+140BPS
vs. 2023



3-YR CAGR
21.5%

Adjusted EBITDA margin trending back towards pre-acquisition levels of 14% to 15%

REVENUE BY REPORTING SEGMENT.



Tech-enabled Services & Fees

Higher margin tech-services revenue of \$20M, +\$14.7M or 277% vs. 2022 (pre-MCC)

4.2% of total revenue vs. 1.9% in 2022

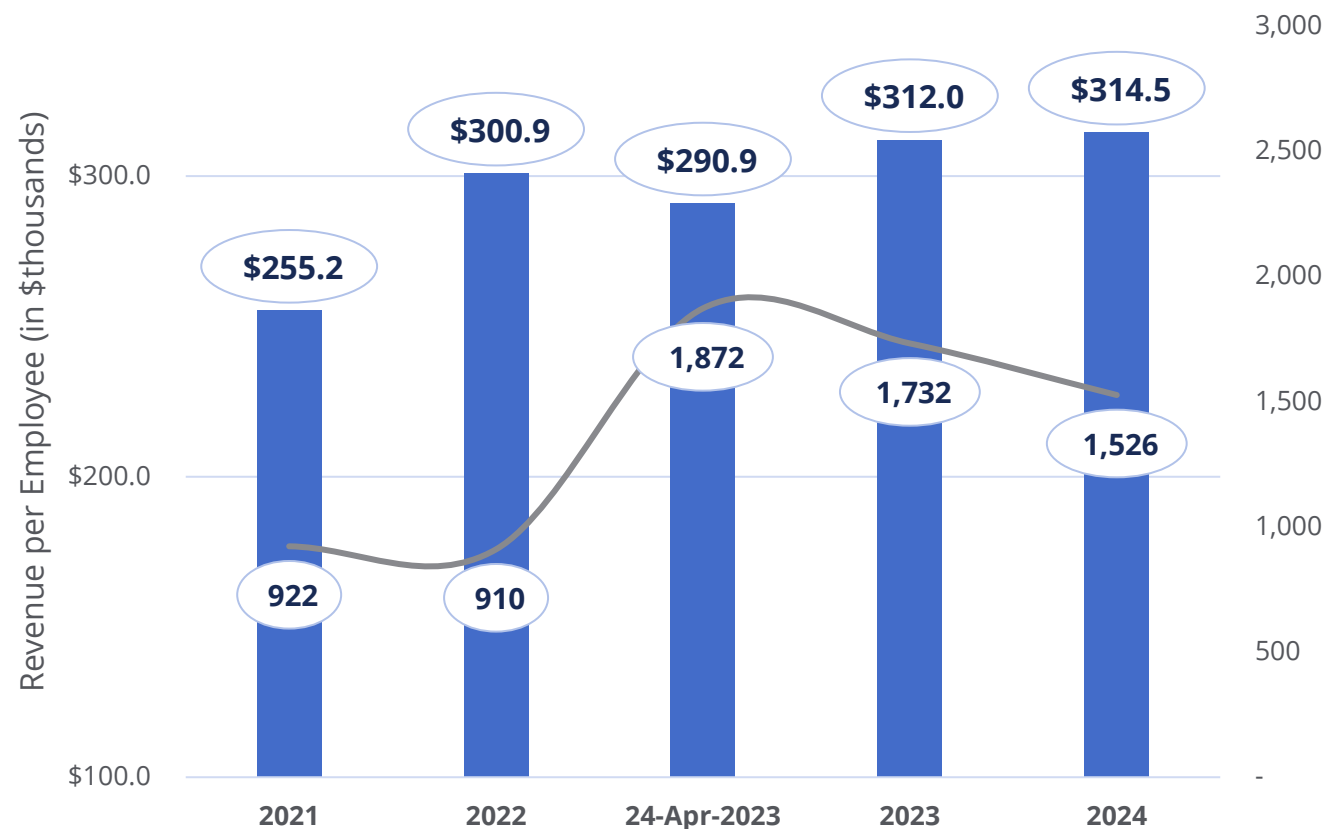
Product Sales

\$418.5M, up from \$239.4M in 2022 +\$179.1M or +74.8% vs. 2022

Strong tech-enabled services growth driven by professional services fees

DRIVING RECORD PRODUCTIVITY.

Revenue per Employee¹ vs. Active # of Employees



Revenue per employee grew to \$314.5k

+1% vs. 2023

+8% vs. MCC acquisition

Operational & organizational efficiencies

1,526 associates at 2024, down from peak of 1,872

-346 vs. MCC acquisition

1. Revenue per employee is a supplementary, non-IFRS measure. For a definition of revenue per employee, see "Supplementary Financial Measures" in our most recent interim MD&A filed on SEDAR+. Pro forma revenue as of 24-Apr-2023 and 2023 as if MCC owned for respective trailing twelve-month periods.

Note: Historical total employee data commencing 24-Apr-2023 revised May 2025 to reflect updated reconciliation from a third-party vendor.



PLATFORM FOR PROFITABLE GROWTH

Well positioned **IN CURRENT ENVIRONMENT.**



- ✓ Strong operating performance in current environment
- ✓ Solid cash flow generation
- ✓ New business development initiatives best in years
- ✓ Track record of execution
- ✓ Positioned to pursue opportunistic M&A
- ✓ Experienced senior leadership team
- ✓ Well capitalized with \$36 million in available capital

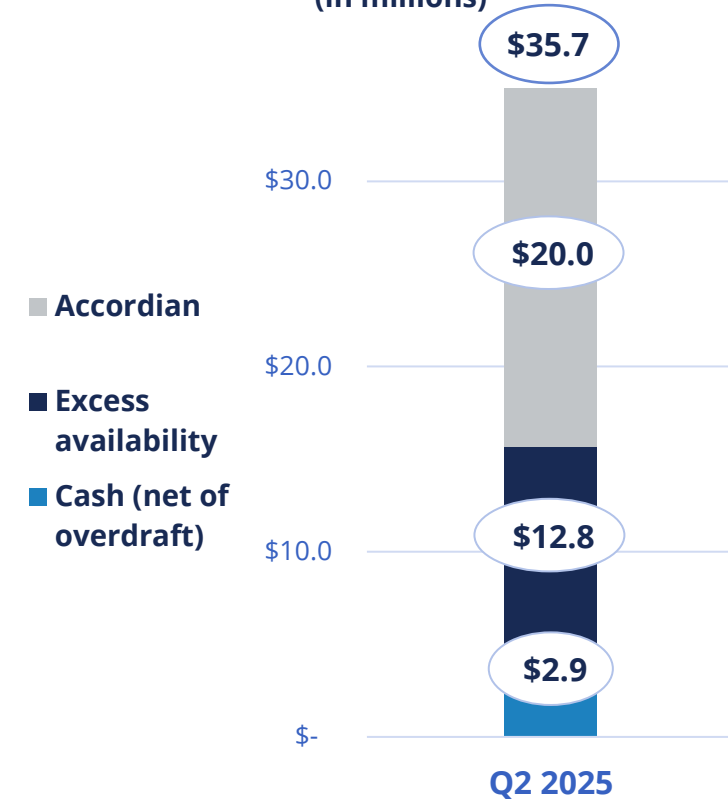
SOLID BALANCE SHEET TO WEATHER MACRO UNCERTAINTY

Net Debt and Net Debt to pro forma Adjusted EBITDA¹



Leverage ratio remained stable, with Net Debt down in Q2 2025 and 40% lower since MCC acquisition

Total Credit Availability
(in millions)



DCM has significant excess credit availability to fund growth initiatives and return of capital

ALL IN ON GROWTH

new business development FOCUS: Retention + Wallet Share + New Logos

Active Opportunities

2025 Wins

Commercial Dashboard

PIPELINE PRIMED TO DELIVER WITH MARKET IMPROVEMENT

- ✓ Deepest new business pipeline we have seen
 - ✓ Active opportunities
 - ✓ Proposals
 - ✓ Number and value of wins
- ✓ 27% of opportunities from new logos
- ✓ Accelerating win rate in RFPs vs. 2024
- ✓ **NO** material client losses
- ✓ Continuing momentum in tech & AI-enabled solutions

DCMFLEX™

ASMBL

ZOVY

UNLOCKING **NEW MARKET POTENTIAL**

ENHANCED PRODUCT CATEGORIES IN GROWTH MARKETS



PRIME LABELS

- Cosmetics
- Beverage
- Healthcare
- Household
- Industrial
- Retail
- Wine & spirits



PAPERBOARD PACKAGING

- Beverage
- Nutraceuticals
- Grocery In-store
- Meal delivery
- Wine & spirits
- Quick serve restaurants



CARD ENCODING/AFFIXING

- Loyalty programs
- Healthcare
- Health & Beauty
- Hospitality
- Libraries
- Not for profit
- Pharmacy
- Retail



GROWTH BEYOND BOUNDARIES

Expanding into **new** vertical markets



GROCERY



AUTOMOTIVE



QSR



FUEL/C-STORE



TELCO



RETAIL



AGENCY



CPG

AI-ENABLED MARKETING PLATFORM



Displaced
Incumbent DAM at a
Schedule 1 Bank



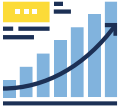
Not For Profit
Case Study



Global CPG
Case Study



2025 PRIORITIES



Maintain focus on profitable, organic growth



Deliver a return on new capital investments



Continue to drive gross margin improvement through operating efficiencies



Demonstrate agility and adaptability to navigate uncertain environment

Leveraging our larger scale, incremental capacity, expanded product mix and the skills and capabilities of our team to drive profitable, organic growth.

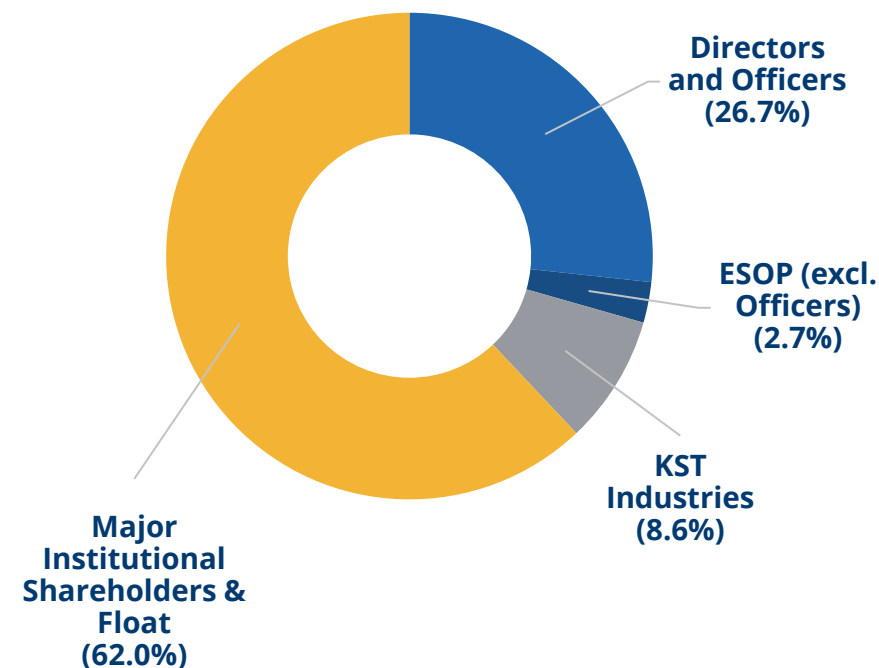


INVESTMENT HIGHLIGHTS

CAPITALIZATION AND OWNERSHIP

Capitalization	"DCM" on TSX
Recent Share Price (August 6, 2025)	\$1.53
52 week high/low	\$3.07/\$1.52
Common Shares Outstanding	55.3M
Options (\$1.17 average ex. price)	3.9M
Fully Diluted Shares Outstanding	59.2M
Market Capitalization (F.D.)	\$96.9M
Total Enterprise Value*	\$184.4M
TEV Including Lease Liabilities	\$377.2M

Ownership summary
(Fully diluted)



* Total Enterprise Value (TEV) = Market Capitalization (F.D.) plus Net Debt.

HIGHLIGHTS

Leading position in the Canadian market

Focused on profitable growth

Track record of debt reduction and cash flow generation

MCC integration and synergy realization completed

Future growth enhanced by technology innovation and M&A

Experienced leadership team that delivers results





CONTACT INFORMATION

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Q2 2025 NON-IFRS ACCOUNTING STANDARDS MEASURES

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”.

For the periods ended June 30, 2025 and 2024					
	April 1 to June 30, 2025		April 1 to June 30, 2024		January 1 to June 30, 2024
	(in thousands of Canadian dollars, unaudited)				
Net income for the period	\$	3,714	\$	4,064	\$ 8,828
Interest expense, net		5,120		5,366	10,268
Debt modification gain		(867)		—	(867)
Amortization of transaction costs		131		140	271
Current income tax expense		1,445		16	3,516
Deferred income tax (recovery) expense		(359)		947	(1,270)
Depreciation of property, plant, and equipment		1,792		1,783	3,514
Amortization of intangible assets		326		306	709
Depreciation of right-of-use-assets		5,029		4,329	9,831
EBITDA	\$	16,331	\$	16,951	\$ 34,800
Acquisition and integration costs		—		243	—
Restructuring expenses		58		1,101	58
Net fair value losses (gains) on financial liabilities at fair value through profit or loss		179		(1,407)	298
Adjusted EBITDA	\$	16,568	\$	16,888	\$ 35,156



Adjusted Net Income

RECONCILIATION

The following table provides reconciliations of net income to Adjusted net income and a presentation of Adjusted net income per share for the periods noted. .
See “Non-IFRS Accounting Standards measures” section in our most recent interim and annual filings on SEDAR+ for more information.

For the periods ended June 30, 2025 and 2024 <i>(in thousands of Canadian dollars, except share and per share amounts, unaudited)</i>	April 1 to June 30, 2025	April 1 to June 30, 2024	January 1 to June 30, 2025	January 1 to June 30, 2024
Net income for the period	\$ 3,714	\$ 4,064	\$ 8,828	\$ 5,539
Restructuring expenses	58	1,101	58	2,186
Acquisition and integration costs	—	243	—	526
Net fair value losses on financial liabilities at fair value through profit or loss	179	(1,407)	298	1,807
Tax effect of the above adjustments	(60)	16	(90)	(1,138)
Adjusted net income	\$ 3,891	\$ 4,017	\$ 9,094	\$ 8,920
Adjusted net income per share, basic	0.07	0.07	0.16	0.16
Adjusted net income per share, diluted	0.07	0.07	0.16	0.15
Weighted average number of common shares outstanding, basic	55,317,543	55,245,796	55,313,271	55,134,340
Weighted average number of common shares outstanding, diluted	57,156,673	57,835,179	57,198,419	57,746,066
Number of common shares outstanding, basic	55,317,543	55,308,952	55,313,271	55,308,952
Number of common shares outstanding, diluted	57,156,673	57,898,335	57,198,419	57,920,678





FY2024 NON-IFRS ACCOUNTING STANDARDS MEASURES

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 years ended December 31, 2024, 2023 and 2022 <i>(in thousands of Canadian dollars, unaudited)</i>		January 1 to December 31, 2024	January 1 to December 31, 2023	January 1 to December 31, 2022
Net income (loss) for the year	\$	3,570	\$ (15,854)	\$ 13,966
Interest expense, net		21,483	15,321	4,965
Amortization of transaction costs		560	457	344
Current income tax expense		2,338	1,209	5,456
Deferred income tax (recovery) expense		(664)	(7,799)	473
Depreciation of property, plant and equipment		6,200	6,165	2,965
Amortization of intangible assets		2,011	2,881	1,606
Depreciation of the ROU Asset		18,038	12,677	6,609
EBITDA	\$	53,536	\$ 15,057	\$ 36,384
Acquisition and integration costs		8,773	10,903	1,870
Restructuring expenses		4,378	20,308	—
Net fair value (gains) losses on financial liabilities at fair value through profit or loss		(279)	7,122	2,711
Other gains		(2,500)	—	—
Adjusted EBITDA	\$	63,908	\$ 53,390	\$ 40,965



Adjusted Net Income RECONCILIATION

The following table provides reconciliations of net income to Adjusted net income and a presentation of Adjusted net income per share for the periods noted. .
See “Non-IFRS Accounting Standards measures” section in our most recent interim and annual filings on SEDAR+ for more information.

Adjusted net income reconciliation

**For the years ended December 31, 2024,
2023 and 2022**

*(in thousands of Canadian dollars, except
share and per share amounts, unaudited)*

		January 1 to December 31, 2024	January 1 to December 31, 2023	January 1 to December 31, 2022
Net income (loss) for the year	\$	3,570	\$ (15,854)	\$ 13,966
Acquisition and integration costs		8,773	10,903	1,870
Restructuring expenses		4,378	20,308	—
Net fair value (gains) losses on financial liabilities at fair value through profit or loss		(279)	7,122	2,711
Other gains		(2,500)	—	—
Tax effect of the above adjustments		(2,617)	(9,652)	(1,159)
Adjusted net income for the year	\$	11,325	\$ 12,827	\$ 17,388
Adjusted net income per share, basic	\$	0.21	\$ 0.25	\$ 0.39
Adjusted net income per share, diluted	\$	0.20	\$ 0.25	\$ 0.37
Weighted average number of common shares outstanding, basic		55,222,123	50,832,543	44,062,831
Weighted average number of common shares outstanding, diluted		57,731,675	50,832,543	46,572,066
Number of common shares outstanding, basic		55,308,952	55,022,883	44,062,831
Number of common shares outstanding, diluted		57,818,504	50,832,542	46,572,066





THANK YOU