



Q3 2025 REPORT TO SHAREHOLDERS.


**DATA COMMUNICATIONS
MANAGEMENT CORP.**

DCM – TSX | DCMDF – OTCQX

November 12, 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.

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NON-IFRS STANDARDS 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, Adjusted EBITDA and Net Debt (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 Annual and Interim Management’s Discussion & Analysis filed on SEDAR+.



TODAY'S **AGENDA.**

Q3 2025 HIGHLIGHTS AND RESULTS

NEW BUSINESS DEVELOPMENT

2025 PRIORITIES

QUESTIONS AND ANSWERS



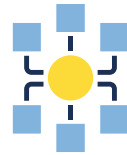
Q3 2025 HIGHLIGHTS AND RESULTS

Q3 2025 HIGHLIGHTS.



Q3 2025 RESULTS

- ✓ Adjusted EBITDA in line with expectations, with margin of 11.7% vs. 11.6% in Q3 2024 (\$12.3M vs. \$12.6M).
- ✓ Revenue decline of -3.1% decelerated compared to Q2 2025 but with sustained macro head winds.
- ✓ Gross margin of 23.4% vs. 25.8% in Q3 2024 primarily on lower revenue and reduced fixed cost absorption.



MARKET UNCERTAINTY REMAINS

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



ADVANCING DIGITAL & AI PLATFORMS

- ✓ CCM360 named to Aspire Leaderboard.
- ✓ Launched AI-powered contentcloud.ai Digital Asset Management (DAM) platform.
- ✓ New FLEX customer win in the financial services market.

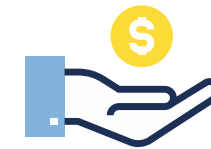
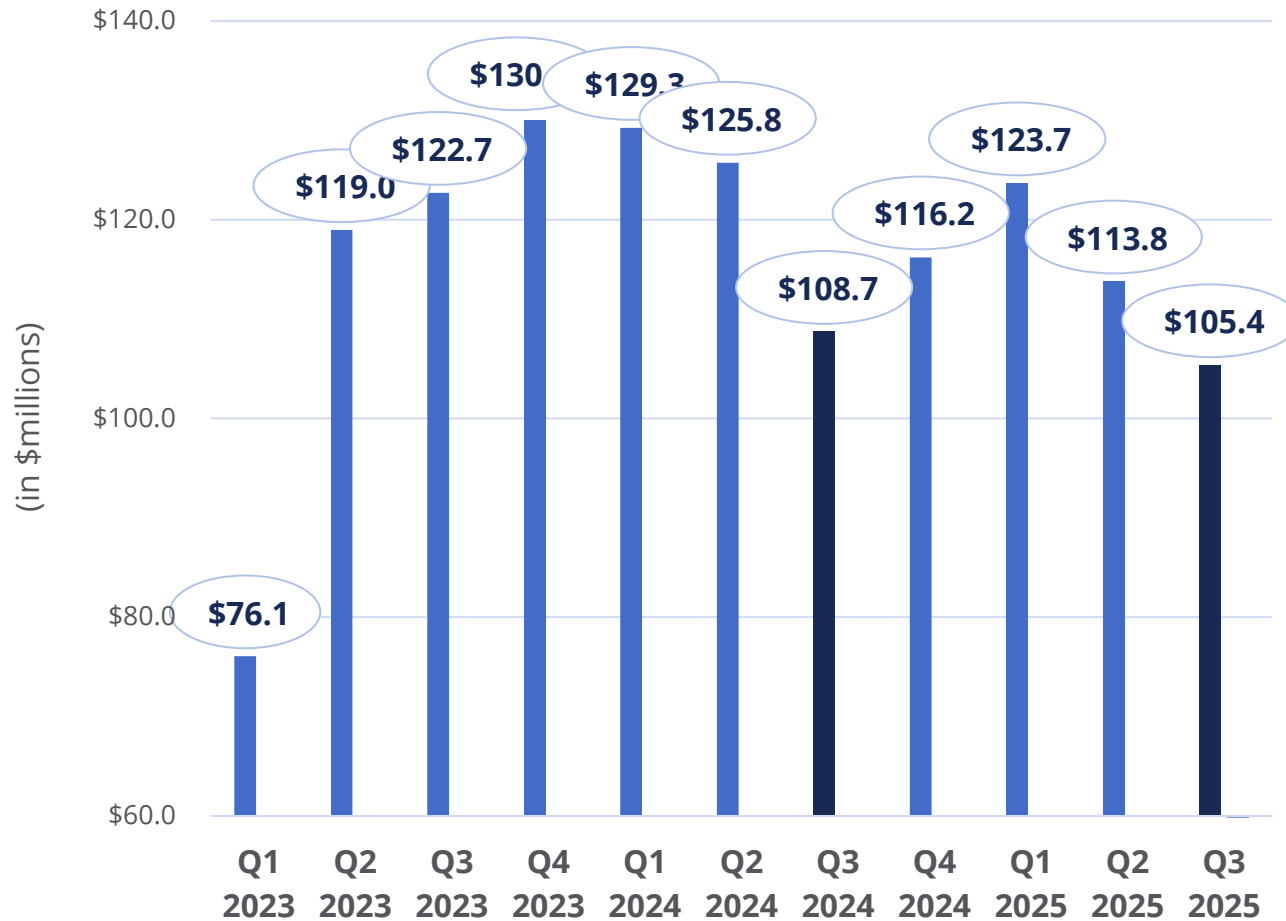


M&A REMAINS A FOCUS

- ✓ Pipeline continues to grow with market activity that remains robust.
- ✓ Macro uncertainty is creating opportunities and providing incentive on the sell side.
- ✓ Well capitalized to transact.

Results in line with expectations as we continue to manage through market uncertainty

Q3 2025 REVENUES.



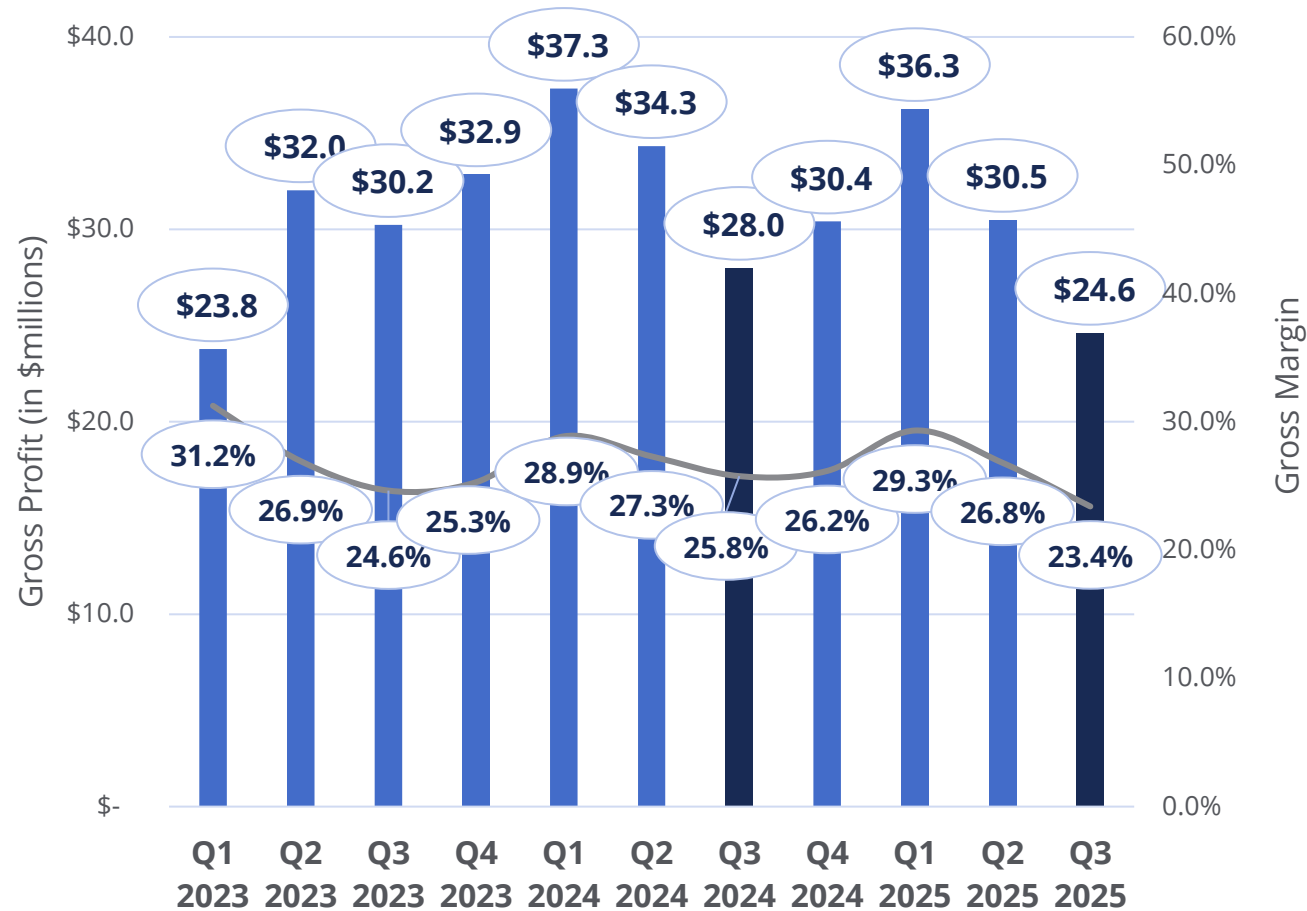
Q3 2025 Revenue
-\$3.4M
vs. Q3 2024



-3.1%
vs. Q3 2024

Q3 revenues impacted by reduced order activity at several large enterprise clients due to sustained market uncertainty surrounding cross-border tariffs and service challenges at Canada Post

Q3 2025 GROSS PROFIT.



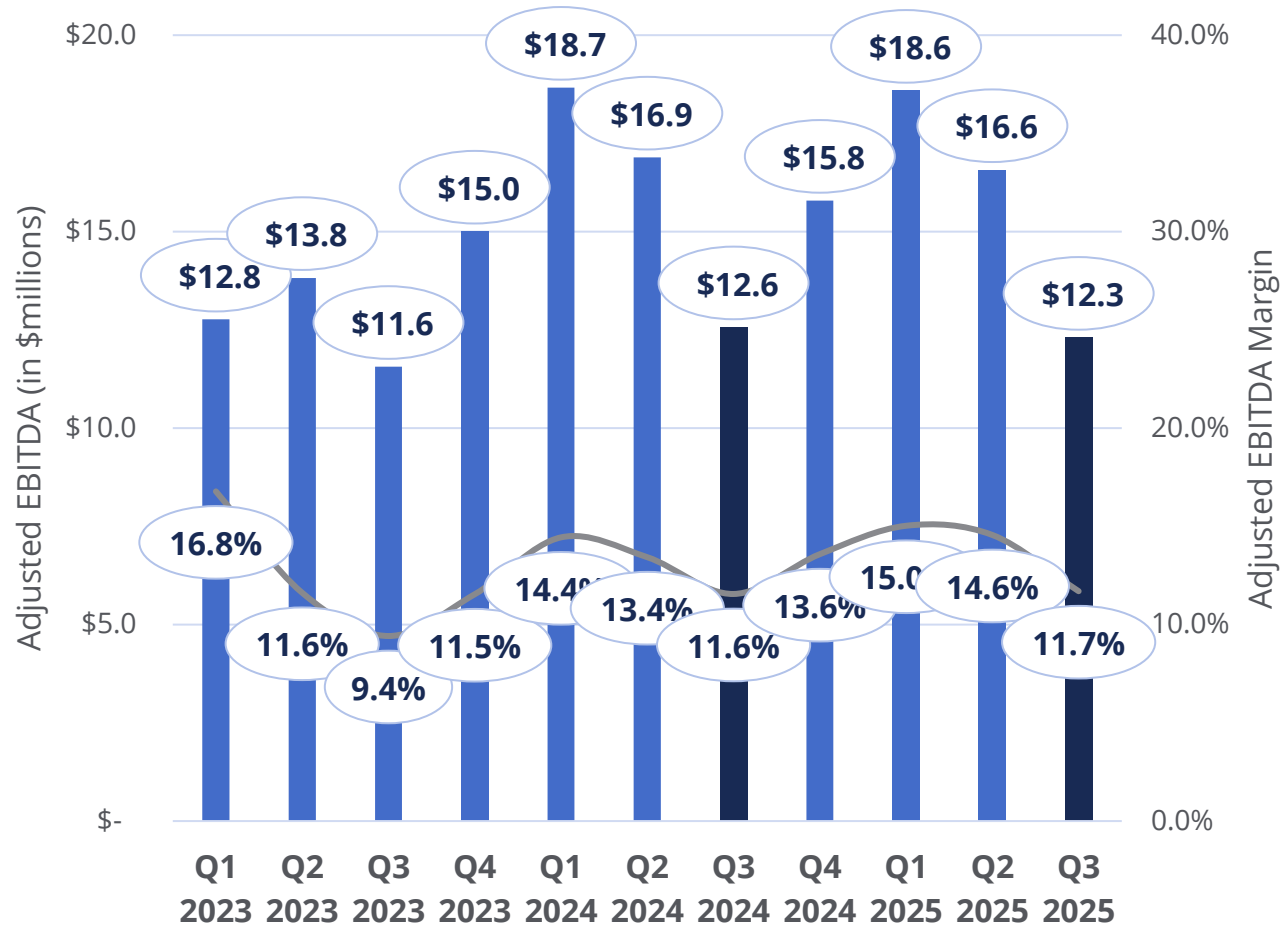
Q3 2025 Gross Profit
-\$3.4M and -12.1%
vs. Q3 2024



Gross Margin
-240bps
vs. Q3 2024

Gross margin decline on lower revenue and reduced fixed cost absorption

Q3 2025 ADJUSTED EBITDA.



Q3 2025 Adjusted EBITDA \$12.3M
-\$0.3M
vs. Q3 2024

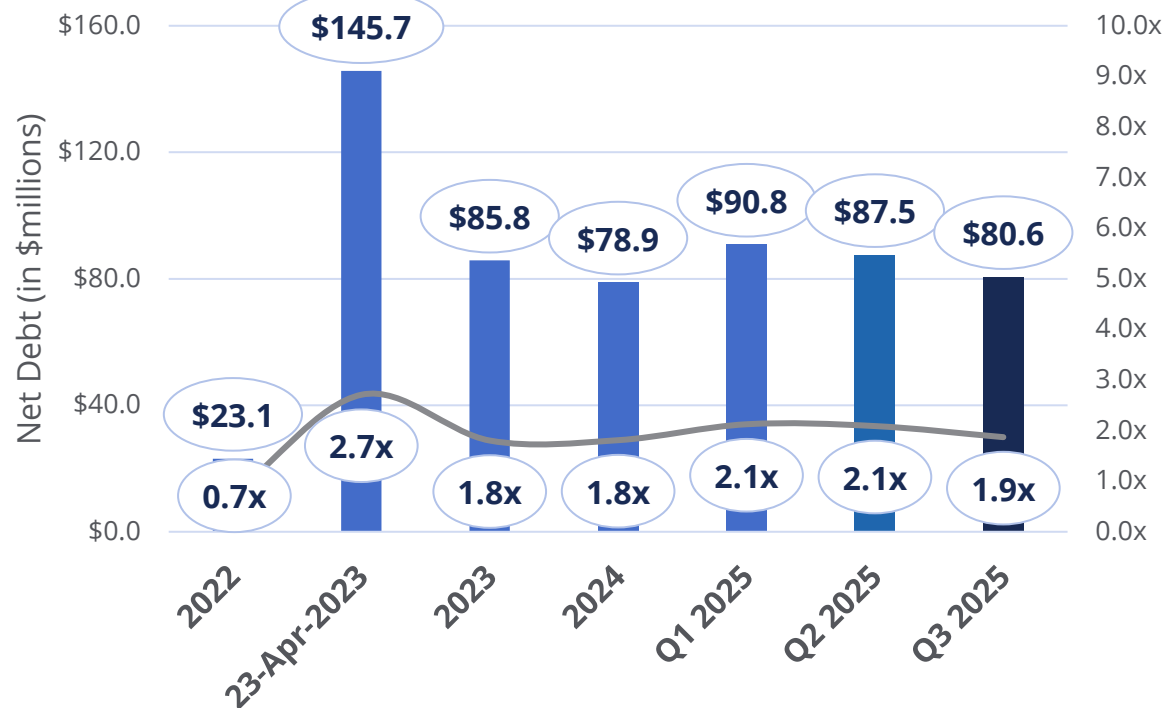


Adjusted EBITDA Margin 11.7%
+10bps
vs. Q3 2024

Adjusted EBITDA essentially flat year-over-year on solid overhead management

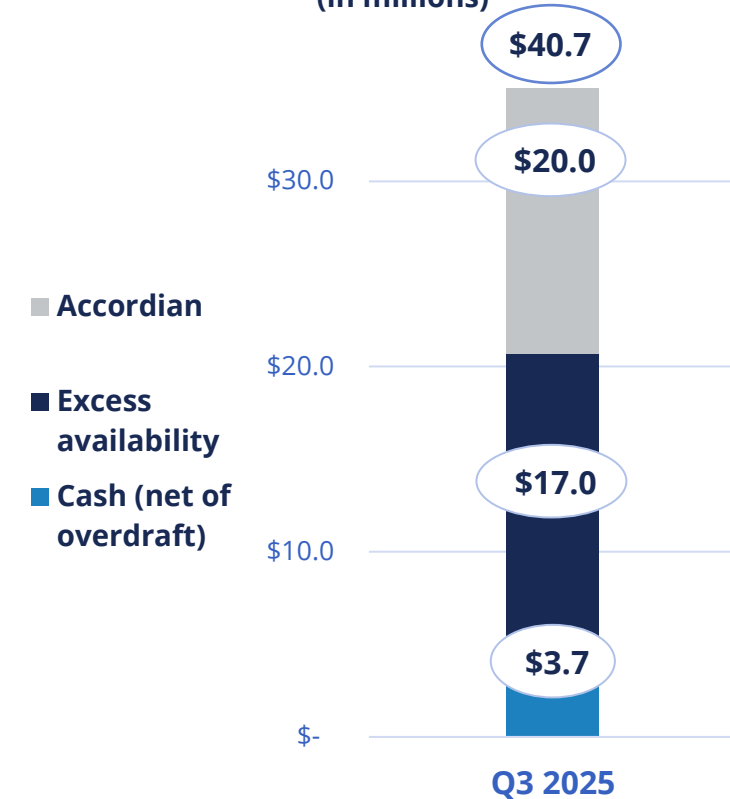
SOLID BALANCE SHEET TO WEATHER MACRO UNCERTAINTY

Net Debt and Net Debt to pro forma Adjusted EBITDA¹



Leverage ratio improved, with Net Debt down again in Q3 2025 and 45% lower since MCC acquisition

Total Credit Availability
(in millions)



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



NEW BUSINESS DEVELOPMENT

CCM360 CORE COMPONENTS



**Electronic Form
Capture**



**Intelligent Document
Processing Backbone**



**Digital Data &
Document Routing**



**Secure Encryption &
Document Storage**



**Robust Composition
Engine**



**Data-Triggered
Customer
Communications**

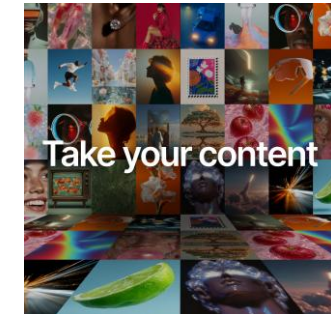
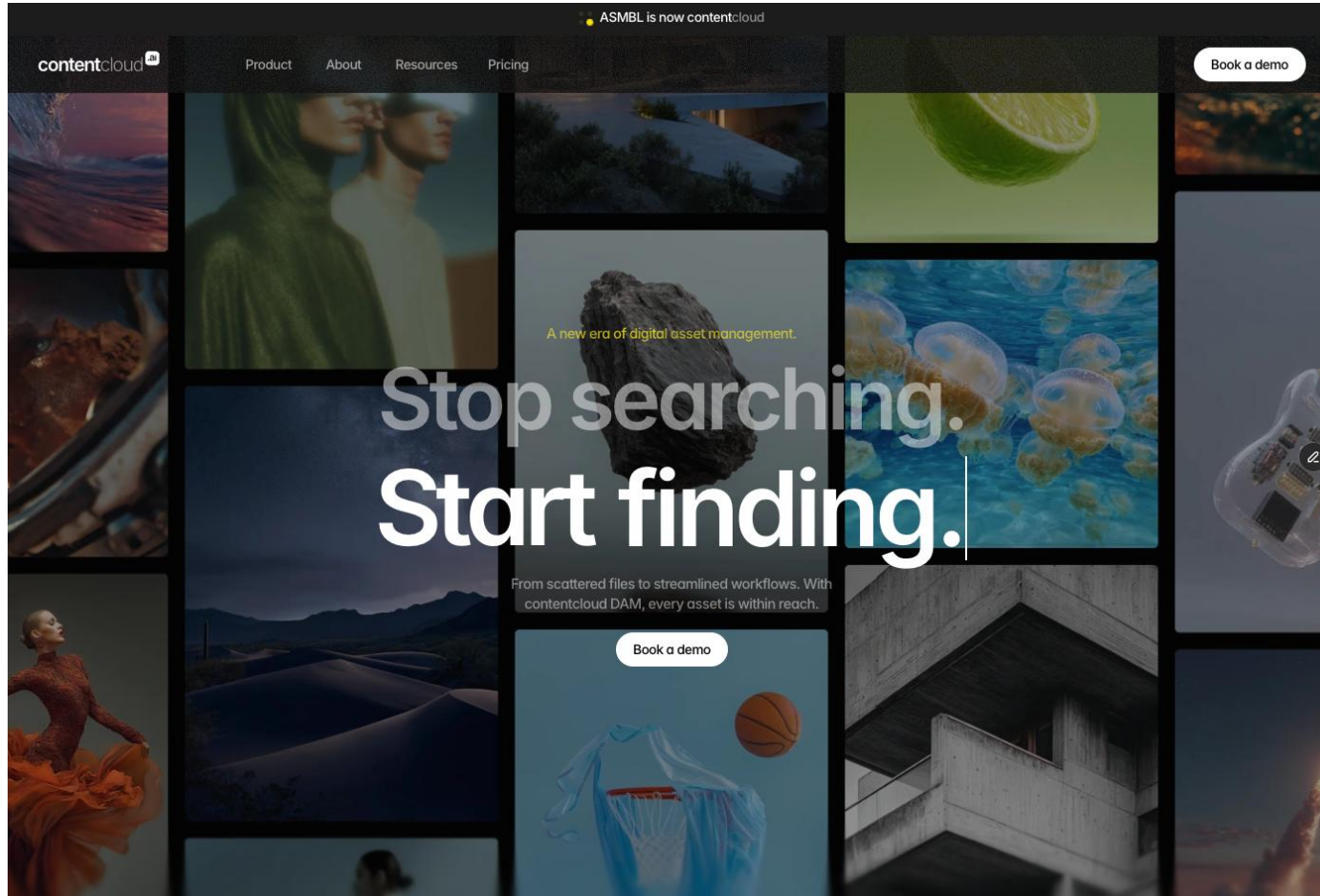


contentcloud.ai

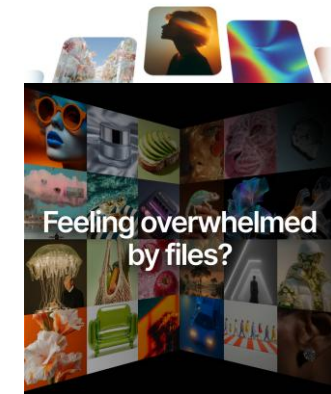
A new era in digital asset management

LAUNCH OF CONTENTCLOUD.AI

DCM'S NEW, FULLY AI-ENABLED DAM



You've spent all that time creating them.



Builds on ASMBL, DCM's first-generation DAM, leading the shift to intelligent automation and agentic AI

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
- ✓ 22% of opportunities from new logos
- ✓ Accelerating win rate in RFPs vs. 2024
- ✓ Continuing momentum in tech & AI-enabled solutions

DCMFLEX™



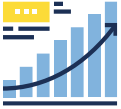
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ZoVY



2025 PRIORITIES

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.



RETURNING CAPITAL **TO SHARE- HOLDERS.**



Special dividend
\$0.20 cash
PER SHARE¹

Quarterly dividend
\$0.025 cash
PER SHARE

Dividend yield
7.5%²

1. Paid on March 25, 2025, to shareholders of record on March 12, 2025
2. Implied dividend yield as at November 10, 2025 close.

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 \$41 million in available capital



QUESTIONS AND ANSWERS



CONTACT INFORMATION

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Q3 2025 SUMMARY P&L'S

Q3 2025

SUMMARY FINANCIAL RESULTS

Selected financial information	Q3 2025	Q3 2024	Better/(Worse)
Revenue	\$105.4	\$108.7	(\$3.3)
Gross profit	\$24.6	\$28.0	(\$3.4)
Gross Margin (%)	23.4%	25.8%	-240 bps
SG&A (incl R&D expenses)	\$19.3	\$22.4	+\$3.1
Restructuring expenses	\$0.3	\$1.2	+\$0.9
Acquisition & Integration Costs	\$0.0	\$2.1	+\$2.1
NFV (gains)/losses on financial liabilities	(\$1.5)	\$0.1	+\$1.6
Net (loss) income for the period	\$1.1	(\$2.7)	+\$3.7
Adjusted Net (loss) income ¹	\$0.1	(\$0.2)	+\$0.3
As percent of revenue	0.1%	(0.2%)	+0.3%
Adjusted EBITDA¹	\$12.3	\$12.6	(\$0.3)
As percent of revenue	11.7%	11.6%	+10 bps

QUARTER 3
ENDED
SEPTEMBER 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."





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 periods ended September 30, 2025 and 2024 <i>(in thousands of Canadian dollars, unaudited)</i>	July 1 to September 30, 2025	July 1 to September 30, 2024	January 1 to September 30, 2025	January 1 to September 30, 2024
Net income for the period	\$ 1,058	\$ (2,668)	\$ 9,886	\$ 2,871
Interest expense, net	5,031	5,273	15,299	16,192
Debt modification gain	—	—	(867)	—
Amortization of transaction costs	111	140	382	420
Current income tax expense	1,191	647	4,707	2,005
Deferred income tax (recovery) expense	(818)	(1,158)	(2,088)	(1,374)
Depreciation of property, plant, and equipment	1,665	1,832	5,179	5,138
Amortization of intangible assets	328	482	1,037	1,516
Depreciation of right-of-use-assets	5,001	4,674	14,832	13,488
EBITDA	\$ 13,567	\$ 9,222	\$ 48,367	\$ 40,256
Acquisition and integration costs	—	2,077	—	2,603
Restructuring expenses	255	1,160	313	3,346
Net fair value losses (gains) on financial liabilities at fair value through profit or loss	(1,521)	108	(1,223)	1,915
Adjusted EBITDA	\$ 12,301	\$ 12,567	\$ 47,457	\$ 48,120



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 September 30, 2025 and 2024 <i>(in thousands of Canadian dollars, except share and per share amounts, unaudited)</i>	July 1 to September 30, 2025	July 1 to September 30, 2024	January 1 to September 30, 2025	January 1 to September 30, 2024
Net income for the period	\$ 1,058	\$ (2,668)	\$ 9,886	\$ 2,871
Restructuring expenses	255	1,160	313	3,346
Acquisition and integration costs	—	2,077	—	2,603
Net fair value losses (gains) on financial liabilities at fair value through profit or loss	(1,521)	108	(1,223)	1,915
Tax effect of the above adjustments	319	(842)	229	(1,980)
Adjusted net income	\$ 111	\$ (165)	\$ 9,205	\$ 8,755
Adjusted net income per share, basic	—	\$ —	0.17	0.16
Adjusted net income per share, diluted	—	\$ —	0.16	0.15
Weighted average number of common shares outstanding, basic	55,221,802	55,308,952	55,282,446	55,192,969
Weighted average number of common shares outstanding, diluted	56,810,306	55,308,952	57,080,008	57,784,458
Number of common shares outstanding, basic	55,221,802	55,308,952	55,282,446	55,308,952
Number of common shares outstanding, diluted	56,810,306	55,308,952	57,080,008	57,900,441





THANK YOU