



Sustainability Report 2025

Proof through
progress



Thank you for your interest in DCM's 2025 Sustainability Report. This explanatory note is intended to provide readers with an overview of how DCM approaches its sustainability reporting. DCM's Sustainability Report incorporates disclosures aligned with the Global Reporting Initiative (GRI) guidelines. GRI is an international not-for-profit organization which provides a global framework for sustainability reporting.

In 2024, DCM formally endorsed the UN Global Compact. The UN Global Compact's sustainability goals align with certain GRI standards; see Appendix A for further information.



Table of Contents

Table of Contents	3
CEO's Message	5
DCM Performance and Strategy	7
DCM's Three Pillars of Sustainability	9
Key Accountabilities	10
Highlights of Sustainability at DCM in 2025	11
Environment	13
Climate Change	14
DCM's work with SGP	18
Resource Management	19
Reforestation Through PrintReleaf	20
UN Global Compact	23
Social	25
Employee Well-Being	27
Health and Safety	29
Commitment to Diversity, Equity, and Inclusion	31
Community Involvement	34
Supplier Diversity	35
Indigenous Reconciliation	36
Governance	39
Oversight	40
Modern Slavery Act	41
Data Security	42
Where We Are Headed	43
Appendix	44





From The Desk of Richard Kellam

President and CEO of DATA Communications Management Corp.

CEO's Message

I am pleased to present DCM's third annual Sustainability Report. This year's report is guided by a simple principle: **Proof Through Progress**. In today's environment, commitments alone are not enough. Stakeholders expect measurable results, disciplined execution, and transparent reporting on both our achievements and the work still ahead.



We reduced our Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 12.6% compared with 2024

At DCM, sustainability has long been embedded in how we operate — from reducing the environmental impact of our facilities to supporting our people and communities. Since publishing our first Sustainability Report in 2024, we have committed to reporting annually on our progress and holding ourselves accountable for delivering meaningful results.

For us, sustainability means taking practical, measurable action to protect the environment, invest in our people and communities, and uphold strong ethical and governance standards. It also means adapting as expectations evolve and identifying opportunities to create lasting value for our stakeholders.

We view sustainability not as a compliance checkbox, but as an opportunity to strengthen our business while contributing positively to the customers and communities we serve.

In 2025, we continued to deliver progress across several key areas.

We reduced our Scope 1 and Scope 2 greenhouse gas (GHG) emissions by **12.6% compared with 2024**, advancing progress toward our 2030 emissions-reduction targets, which have been validated by the Science Based Targets initiative (SBTi).

Our partnership with PrintReleaf also continued to expand. In 2025, PrintReleaf-certified projects supported the reforestation of **958,586 standard tree equivalents (standard trees) on behalf of DCM and our clients**,



bringing the total to more than **three million standard trees since the program began in 2021**. We are also set to bolster our reforestation efforts in Canada through new PrintReleaf Partners, including Forests Canada.

Across our operations, **three additional DCM facilities achieved certification from the Sustainable Green Printing Partnership (SGP) in 2025**, bringing us to **ten SGP-certified facilities**. SGP is a leading third-party verifier of sustainable print producers and suppliers.

We also strengthened the governance practices that support our sustainability strategy in 2025. As part of our annual enterprise risk management process, we completed a comprehensive review of our sustainability-related risks and mitigation strategies. At the same time, we enhanced cybersecurity and data protection measures to further safeguard confidential information and reduce the risk of operational disruption.

Beyond our operations, we continued advancing our commitment to social responsibility through community engagement, sponsorships, charitable contributions, and partnerships aligned with our social impact priorities. These initiatives support organizations working to advance equity, safety, economic opportunity, and community well-being, while creating opportunities for employees to connect meaningfully with the communities we serve.

Transparency builds trust. This Sustainability Report provides detailed information about our progress, as well as areas where we must continue to improve. Our Board of Directors (the Board) actively oversees our sustainability strategy, and leadership accountability is directly tied to delivering measurable outcomes.

For DCM, **Proof Through Progress** means continuing to measure, improve, and deliver, raising the bar each year and ensuring sustainability remains integral to how we create long-term value.

Thank you for your continued trust and interest in DCM's sustainability efforts.

Sincerely,

Richard Kellam

President and CEO, DATA Communications Management Corp, and Chair of DCM's Sustainability Committee

PS We welcome your comments and feedback on our Sustainability Report. Please share your views by sending an email to sustainability@datacm.com.

DCM Performance and Strategy

Who We Are

DCM is a marketing and communications partner that helps companies simplify the complex ways they communicate and operate, to accomplish more with fewer steps and less effort.



We currently call 70 of Canada's top 100 companies our customers.

Founded in 1959 as DATA Business Forms, we've evolved from a print-centric business into an end-to-end communications and technology partner. After decades of growth, which included several strategic acquisitions, we now serve over 2,500 organizations across North America.

DCM works behind the scenes of large, complex companies to streamline their communications and operations — ultimately helping them achieve more with less time, less effort, and less worry. We currently serve major brands in every industry vertical through our 16 facilities across Canada and the U.S. and are proud to call 70 of Canada's top 100 companies our customers.

We integrate seamlessly into our clients' businesses thanks to our deep understanding of their needs, tech-enabled solutions and end-to-end service. Whether we're running technology platforms, sending marketing messages, or managing print, our goal is to make every interaction with us surprisingly simple.

As of December 31, 2025, we had approximately 1,460 employees (a proportion of whom are represented by labour unions) in various positions, including production, warehousing, sales, marketing, client service, senior leadership, and general and administrative support functions.

Fiscal 2025 Financial Highlights

\$450.4M

Revenue
vs. \$480.0M in 2024

13.4%

Adjusted EBITDA¹ Margin
vs. 13.3% Last Year

\$79.8M

SG&A
vs \$87.6M in 2024

\$13.4M

Free Cash Flow¹
vs. \$5.5M in 2024

\$77.1M

Net Debt¹
-2.2% vs. 2024

47%

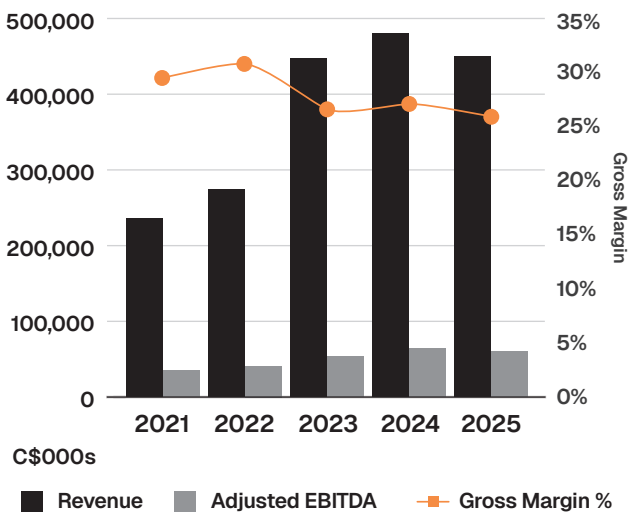
Net Debt Reduction
Since Acquisition of MCC

¹ Adjusted EBITDA, Free cash flow and Net Debt are non-IFRS measures. For definitions and reconciliations, if applicable, see DCM's most recent MD&A filed on www.sedarplus.ca.

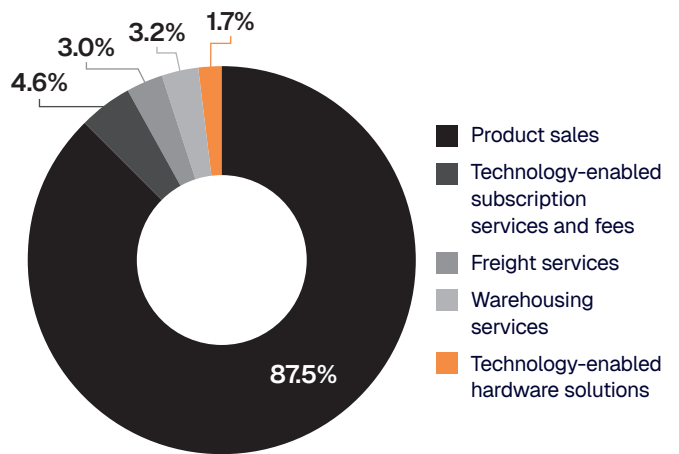


DCM's Financial Overview

DCM Financial Overview 2021–2025



Revenue Split 2025



DCM's Three Pillars of Sustainability



Environment

Reducing the environmental impact of our facilities by setting science-based targets to reduce our Scope 1 and Scope 2 GHG emissions.



Social

Improving the quality of life of our people by being socially responsible and fostering a welcoming, diverse workforce responsible, and ensuring a welcoming, diverse workforce.



Governance

Holding ourselves to rigorous and transparent standards through strong corporate governance.

DCM Commitments

Lowering our GHG emissions. We are committed to tracking our energy usage annually and reporting our Scope 1, 2, and 3 GHG emissions. We will explore and implement measures to reduce our GHG emissions, which have historically included the consolidation of manufacturing plants and improvements to the energy efficiency of our facilities.

We have received validation from SBTi of our near-term target to reduce our Scope 1 and Scope 2 GHG emissions by 44% by 2030 (compared to 2020 baseline).

(Note: GHG emissions were calculated using the GHG Protocol Corporate Accounting and Reporting Standard. Please see additional disclosure in Appendix B.)

Supporting reforestation to mitigate our environmental footprint. We continue to prioritize reforestation through our partnership with PrintReleaf. Participating in PrintReleaf's reforestation solution means supporting the global push to replenish vital natural systems such as forests. Supporting the planting of new trees to offset those consumed through human economic activity is one way to support those systems.

Building a more inclusive workforce and supporting communities. We are committed to fostering workplaces where our employees feel supported, included and empowered to be their authentic selves. We will promote a diverse and inclusive supply chain, use fair labour practices, apply strict business and personal ethics rules, and encourage employee volunteerism in the communities in which we operate.

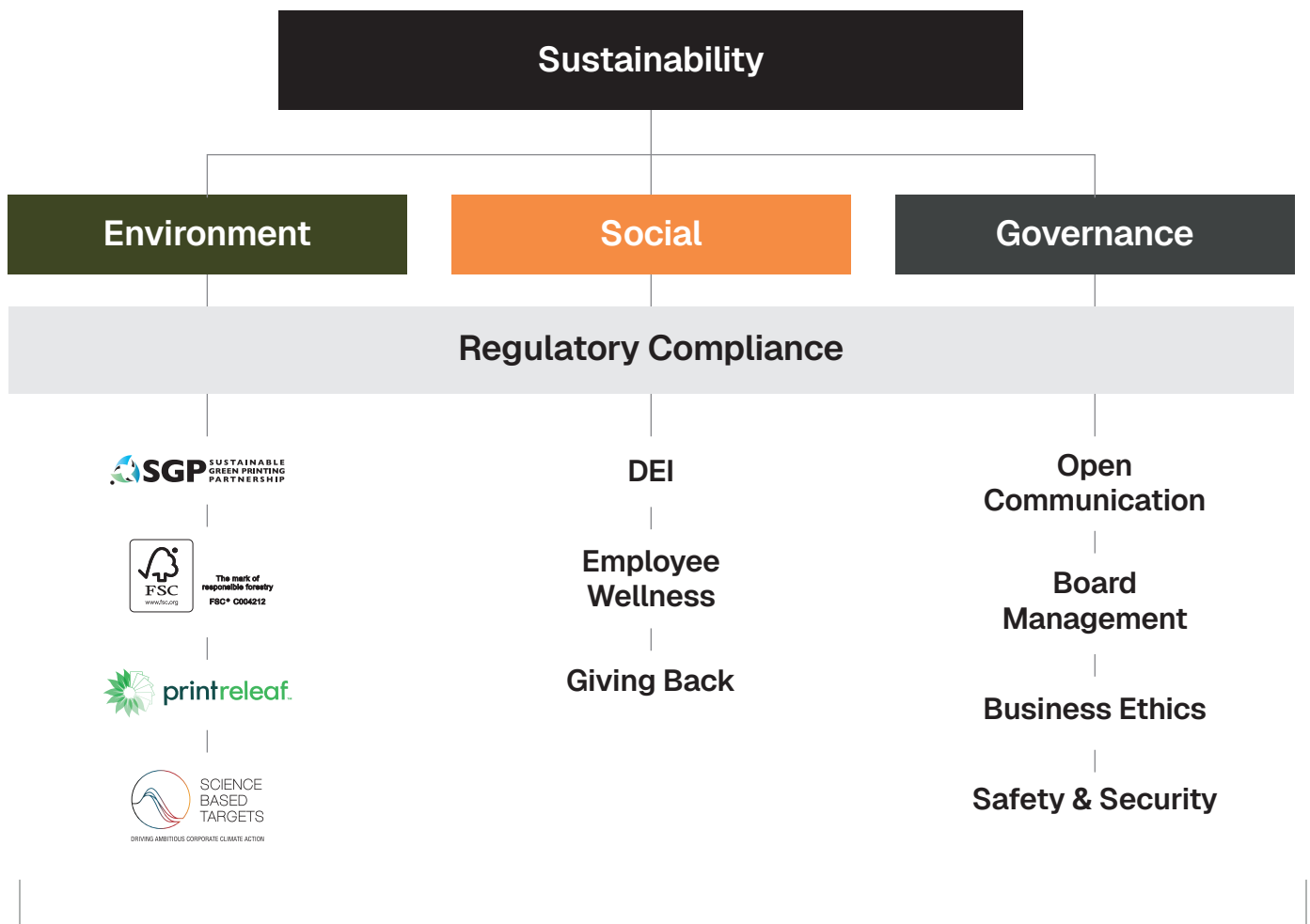
Expecting company-wide compliance. Across all our business units and activities, we will identify, monitor, and seek to comply with all applicable environmental, health, safety, and employment regulations.

Being transparent about our performance. We will regularly share information about our sustainability programs with internal and external stakeholders, including our employees, suppliers, customers, investors, and communities we serve.

Striving for continual improvement. We are committed to learn how we can do better, and refine the way we do business to become better stewards of the environment, our people, and the industries we serve. We will continually re-evaluate and challenge ourselves to identify new opportunities for improvement.



Key Accountabilities



As this chart shows, when it comes to Sustainability, everyone at DCM, at every level, has a role to play in advancing the company’s vision. Clarity around who is responsible for what will, we believe, contribute to our continued progress towards our goals.

Highlights of Sustainability at DCM in 2025

DCM has achieved a **cumulative 41.7% reduction** in our Scope 1 and Scope 2 GHG emissions, relative to our 2020 baseline. In the calendar year 2025, we recorded a **12.6% year-on-year reduction** in Scope 1 and Scope 2 GHG emissions.

In October 2025, DCM **celebrated the reforestation of three million standard trees** through our partnership with PrintReleaf, which dates back to 2021. In the calendar year 2025, DCM's partnership with PrintReleaf resulted in the reforestation of 958,586 standard trees. This journey will continue as we bolster our reforestation efforts in Canada through new PrintReleaf Reforestation Partners.

DCM received SGP certification for three company facilities in 2025, bringing the total number of DCM facilities that are SGP-certified to ten. SGP is a leading third-party certifier of sustainable print producers and suppliers.

DCM employees continued a tradition of participating in volunteer days in support of **Habitat for Humanity Canada's housing and community-building efforts**.

In 2025, DCM's defined contribution (DC) **pension formula was standardized and improved across the organization**. We have also made the related investment options consistent and sufficiently diverse to meet various employee needs, values, and investing preferences (including through **offering responsible investing options**).

As part of our annual internal enterprise risk management (ERM) assessment, DCM **completed a detailed study** of key climate and sustainability-related, social, and governance risks facing the company, along with corresponding mitigation strategies.



Celebrated the reforestation of **3 million** standard trees



Received SGP certification for 3 company facilities in 2025 bringing the company total to 10



Continued a tradition of **participating in volunteer days**



Environment

At DCM, we are committed to measurable environmental progress — from science-based GHG emission targets to sustainable sourcing and reforestation.



Climate Change

For the purposes of public reporting on our sustainability-related efforts, DCM uses a baseline year of 2020 to track its Scope 1 and Scope 2 GHG emissions, and a baseline year of 2021 to track its Scope 3 GHG emissions (See Appendix B for more information).

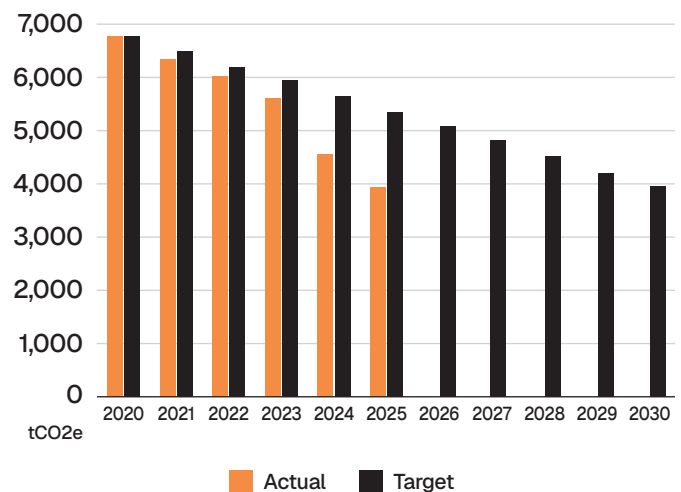
Based on the Greenhouse Gas Protocol, a description of each Scope as it relates to DCM's operations follows below:

- **Scope 1** GHG emissions represent use of natural gas, primarily for facility heating but also for domestic hot water;
- **Scope 2** GHG emissions are produced through the generation of electricity used at DCM; and
- **Scope 3** GHG emissions represent contributions from many indirect emission sources; the major contributor is from the energy used to harvest, refine, manufacture and deliver raw materials, such as paper, to DCM.

Since 2024, DCM has archived, tracked and calculated our emission data using the Workiva ESG and Workiva Carbon GHG reporting compliance programs. Workiva Carbon follows the GHG Protocol as its standard for emission calculations.

We have reduced our Scope 1 and Scope 2 GHG emissions by implementing a number of changes. These include plant consolidation and, to a lesser extent, various forms of plant equipment upgrades and retrofits, where we have looked at energy consumption as a factor in selecting replacement equipment.

Scope 1 & 2 Emissions 2020–2025



Our Scope 1 and Scope 2 GHG emissions continue to remain ahead of the straight-line trend associated with reaching our GHG reduction goal by 2030, as demonstrated in the accompanying chart.

DCM has recorded a 41.7% reduction in Scope 1 and Scope 2 GHG emissions relative to our 2020 baseline, which positions us well as we work towards our 2030 goal. In calendar year 2025, we calculate a 12.6% reduction in Scope 1 and Scope 2 GHG emissions relative to 2024.

In previous sustainability reports, we have referred to the DCM action plan created to help guide our commitment to reducing our Scope 1 and Scope 2 GHG emissions. Actions that we have taken pursuant to this plan include the consolidation of our facility footprint in 2023 and 2024. Fewer sites to heat or cool reduce the amount of overall energy DCM consumes, helping to reduce associated GHG emissions.

Similarly, ongoing upgrades to plant equipment, such as replacing fluorescent lighting with more energy efficient LED lighting, or replacing older, less efficient label presses with new, more efficient presses, have also supported our GHG emissions reduction goals.

Another example of this “structural” dynamic in action (that is, emission reductions resulting from DCM’s actions) can be seen at our Torbram plant in Brampton, Ontario. In late 2024, this facility upgraded its air compressor system by retrofitting a new compressor (see accompanying photo).



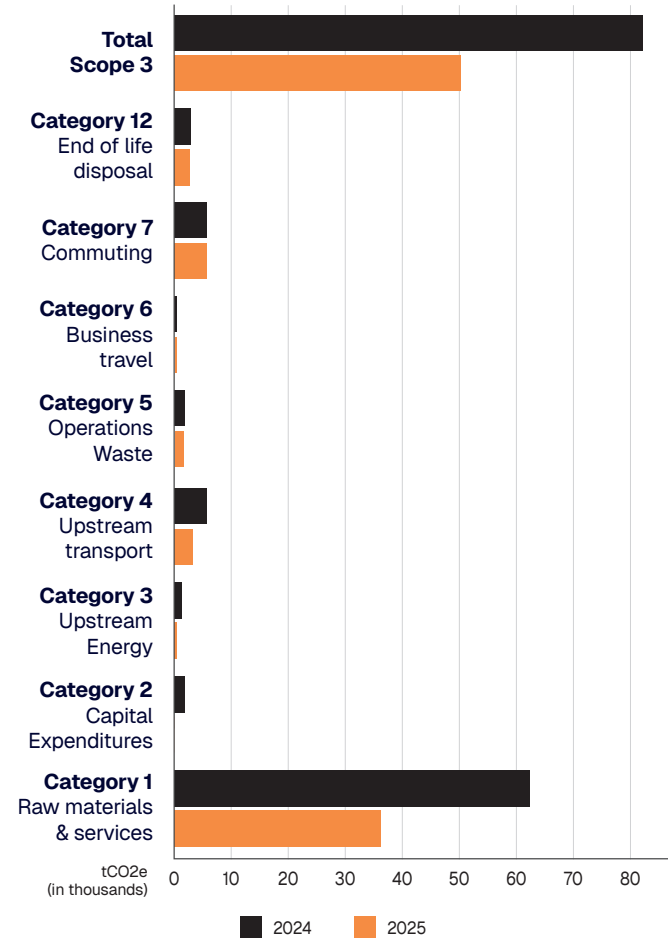
Torbram plant in Brampton, Ontario upgraded air compressor system

A steady supply of compressed air is required for our printing activities at the Torbram plant. In industrial settings, compressed air can represent one of the single largest source of energy demand. As a result, new, more efficient compressors can have an outsized impact on a facility’s energy usage profile.

The efficiencies associated with the new compressor, having been in place for all of 2025, helped us to save on energy costs. This retrofit supported both DCM’s sustainability goals and efforts to reduce costs related to our printing activities.

It is also worth noting that, in early 2025, the final coal-fired electricity generation station in Alberta was decommissioned. While this is a change that is beyond DCM’s direct control, it highlights how our Scope 2 GHG emissions related to our Alberta operations could be reduced going forward through the “greening” of the electrical grid.

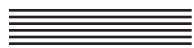
Scope 3 GHG Emissions 2024–2025



Our Scope 3 GHG emissions, as is visible in the accompanying chart, declined during calendar year 2025 by 38.8%. We attribute this reduction in part due to lower production volumes, reflecting a moderation in customer demand due to broader macroeconomic conditions.

Contributions to Scope 3 GHG emissions come from a variety of sources, which the GHG Protocol sorts into fifteen reporting categories. Each category has a different calculation, or combination of calculation methodologies, the accuracy of which can vary significantly depending

on the methodology used. In 2025 we changed our methodology for calculating Scope 3, Category 1 emissions to align with how the data is processed by Workiva Carbon, our third-party platform that ensures consistency in Scope calculations and automates for data storage, validation, and auditability. Our Scope 3 Category 1 GHG emissions for 2024 were restated to provide an apples-to-apples comparison (see Appendix B for more information).



Our Scope 3 GHG emissions declined during calendar year 2025 by 38.8%

As noted earlier in the “Commitments” section of this Sustainability Report, DCM has worked with UK-based SBTi to validate GHG emissions reduction goals we have set for ourselves. We believe our participation in this program provides DCM’s stakeholders with a useful level of transparency in relation to our objectives and timelines.

By the end of 2026, we aim to have 75% of our suppliers by spend coverage have some form of science-based targets to reduce their GHG emissions. We are targeting 2026 as our baseline year for our Scope 3 GHG emissions supplier engagement work, after initially considering 2025 spend data as a baseline. We continue to work with our suppliers to gather the required data, some of whom are having to first develop their own tracking and reporting capacity before being able to regularly share such information with us.

In 2025, we completed the migration of all procurement spend systems into a unified enterprise resource planning (ERP) system. This helped build an end-to-end supplier management system and aided our efforts to enhance our partnerships further with like-minded suppliers who are on a journey to address their own supply chain-related emissions. Our focus has now turned to working with suppliers to help us meet our Scope 3 GHG emissions supplier engagement target.

To that end, we have launched two supplier sustainability assessments. These assessments (described below) rely on the Sphera software platform. DCM uses Sphera to engage with suppliers on their sustainability programs, and then track and report on aspects of their performance.

DCM Supplier ESG Assessment

In early 2025, we launched DCM’s Supplier ESG Assessment to better understand our suppliers’ sustainability and performance. The outcomes of this assessment enabled DCM to:

1. Use supplier-provided data internally to help inform our supply partnerships as to sustainability practices, and
2. Publish a peer analytics report to our supplier portal via the Sphera platform. This benchmarking tool allowed our suppliers to see their sustainability ranking relative to other DCM suppliers, as well as provided them with their respective sustainability score. This initiative was meant to incentivize suppliers to improve their scores against their peers in areas where potential room for improvement was identified, and encourage follow-up engagement by DCM with suppliers to help drive collaboration on their sustainability programs.



Recycling of Electronic Waste at DCM

DCM is proud to have worked in 2025 with the Electronic Recycling Association (ERA), a non-profit group active across Canada whose objective is to reduce unnecessary electronic waste by recycling and repurposing used electronics.

ERA collected used DCM office equipment such as computers, laptops, servers and monitors for reuse and repurposing. ERA provided this equipment to local community organizations in need of such devices, diverting the devices from landfill.

DCM Supplier GHG Monitoring and Report Assessment

In the third quarter of 2025, we also launched a second Sphera-based assessment — **DCM's Suppliers GHG Monitoring and Reporting Assessment**. This assessment focused on DCM's largest suppliers by spend and was intended to further understand their GHG emissions monitoring and reporting programs. Specifically, the assessment focused on suppliers' GHG measurements; their data collection for Scope 1, 2, and 3 GHG emissions; their target setting processes; verification and disclosures; progress towards targets and their reduction efforts; as well as action plans and risk assessments.



DCM collaborates with its suppliers to identify opportunities to reduce our Scope 3 emissions and work towards a more comprehensive and sustainable supply chain

We collaborate with our key suppliers by leveraging the information that is gathered from these assessments. These insights are helping us focus discussions on addressing emissions by working on sound and quantifiable sustainability objectives and programs in order to support DCM's Scope 3 supplier engagement target.

Responsible Sourcing

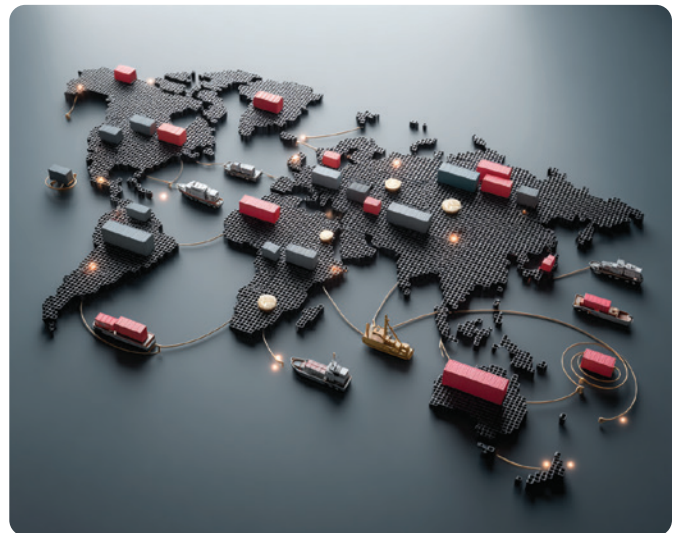
In 2025, we completed the integration of the last remaining legacy Moore Canada Corporation procurement systems into our unified ERP system to enable a single view of our raw material procurement. Following this, we focused on rationalizing stock keeping units (SKUs), and continuing to build sustainability product attributes into our unified master data for all DCM entities.

This process will help DCM to deliver on our goal of reporting on our sustainable paper procurement objective and target of 100% of our fiber-based materials from certified vendors by 2030. Certification in this context refers to global standards, such as the Forest Stewardship Council® (FSC®).

DCM is certified under FSC chain of custody (FSC-C004212), meaning that DCM's materials management systems have been verified as conforming to FSC's standards around forest-friendly sourcing. Maintaining this status requires DCM to complete an annual FSC surveillance audit of its materials management practices. DCM's FSC certification supports the company's brand credibility by demonstrating its commitment to ethical and sustainable forest management techniques.

DCM Supplier Awareness Training

In 2025, we continued to focus on raising awareness of forced and child labour risks within the supply chain. We conducted a supplier awareness training session on forced and child labour in collaboration with our partner, Global Learning. Our tier one suppliers were required to complete a mandatory Forced and Child Labour Prevention training module. We also continue to utilize Sphera's Supply Chain Risk Management solution — an online risk assessment tool to which we mapped our tier one supply chain — to monitor for any risks including those of human rights violations and child labour in the supply chain.





DCM's work with SGP

As part of achieving our sustainability objectives, DCM has implemented a “sustainability management system” (SMS) across our primary printing sites. Our SMS is certified by SGP, one of the print industry’s leading third-party certification programs.

SGP audits our SMS every two years using a publicly available set of criteria, providing independent oversight of DCM’s SMS-related efforts. All employees are responsible for following SMS procedures, which cover everything from solid waste disposal, handling cleaning solvents and other substances at the facility level, to management of change and communication with the supply chain at the corporate level. These procedures support the continuous improvement of the sustainability-related aspects of DCM’s production processes.

The SMS is supported by DCM’s Environmental, Social and Governance (ESG) Executive Steering Committee, which includes representation from different business units across the company. The committee meets regularly to review SMS activities and recommend improvements.

In 2025, SGP audited an additional three DCM facilities, all of which went on to receive SGP certification. DCM’s ten largest manufacturing facilities are now all SGP-certified.

Each DCM facility operates according to our SMS, which includes a set of processes for systematically evaluating waste and energy usage. This promotes recycling and extending activities to the entire supply chain, through the regular sharing of information regarding our program and objectives. Our SMS does not only provide us with measurements, it also gives us a basis for potential data-driven refinements and enhancements that can create further operational efficiencies over time.



“DCM’s commitment to the SGP certification framework stands out as an example of what a large-scale commitment to sustainable print operations can look like,” said Birdley James, Chair of the SGP Board of Directors. “This expansion [to 10 sites] highlights DCM’s leadership within the Canadian print industry and underscores how the SGP framework supports continuous improvement across diverse business environments.”

“True sustainability comes from actionable insights and verifiable progress,” said Theresa Vanna, Past Chair (2022–2024) of the SGP Partnership. “DCM’s commitment to our certification framework exemplifies how print facilities can integrate robust environmental management with their core operations, leading to real, quantifiable results.”



Resource Management

Responsible Sourcing Spotlight on DCM Partners: Sustana

Residual Materials Made into Raw Materials

Sustana supplies fiber-based products and services, built on a commitment to sustainability and continuous improvement. With a footprint spanning Canada and the US, Sustana has three connected business units: Recovery (collecting pre- and post-consumer fiber-based materials), Fiber (transforming recovered fiber into high-quality new fiber), and Paper (creating premium paper products from that fiber). DCM utilizes both Sustana's recovery services and recycled paper offering.

We are proud to work with Sustana, as a supplier capable of recovering our production waste and reprocessing it into usable materials. Sustana supports DCM's goal of working with local suppliers to strengthen our recovery program, and we use its low-carbon papers made from recycled fibers to help meet our printing needs.

Sustana also supports our SBTi Scope 3 supplier engagement target, previously outlined.





Reforestation Through PrintReleaf

Since 2021, DCM has partnered with PrintReleaf to support reforestation initiatives offsetting the paper consumed through our manufacturing processes. This collaboration enables DCM to reforest paper consumption on behalf of our customers, reinforcing our commitment to responsible resource use and environmental stewardship.

Through PrintReleaf's initiatives, for every 83.1 pounds (37.7 kilograms) of paper consumed, one standard tree is replanted on behalf of DCM and our clients, in accordance with the requirements and calculations of PrintReleaf's Standard. PrintReleaf's independently verified tracking and — certification system ensures transparency and accountability, allowing DCM and its customers to quantify the environmental impact of their print activity.

In 2025 alone, DCM's PrintReleaf Annual Impact Statement certified the reforestation of 958,586 standard trees on behalf of our customers.

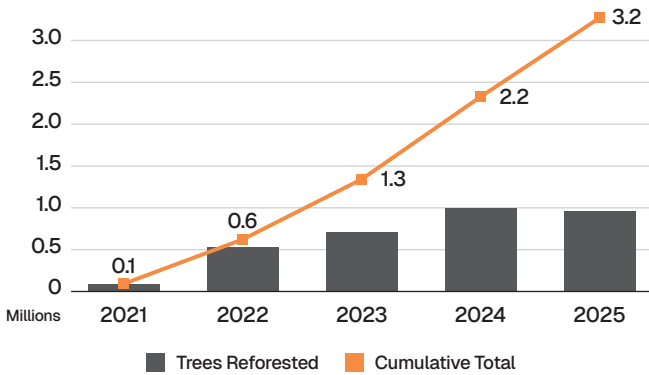
PrintReleaf's technology also empowers DCM customers to communicate their sustainability achievements with confidence. Clients can share verified reforestation data, enabling the public and end users to see the tangible environmental benefits associated with their print communications.

Another Milestone in 2025

In 2025, DCM reached another proud milestone in its sustainability journey, surpassing three million standard trees reforested on behalf of our customers since the inception of our partnership with PrintReleaf. This achievement reflects the collective impact of our customers' choices and DCM's ongoing commitment to integrating sustainability into our core operations.

This milestone was recognized at a special event held at DCM's Burlington, Ontario facility. The event brought together a range of valued stakeholders, including sustainability partners, government representatives, and team members, to acknowledge the shared progress made through collaboration and innovation in sustainable print practices.

PrintReleaf Program Trees Reforested



Partnership Ecosystem Supporting Reforestation

PrintReleaf’s network of partnerships plays an important role in DCM’s reforestation efforts. PrintReleaf serves as a technology and verification platform that connects print production with certified reforestation projects in Canada and internationally, which are implemented and overseen by trusted third-party partners.

In Canada, for example, PrintReleaf works in collaboration with organizations such as veritree and Forests Canada, which act as reforestation partners for DCM-supported projects in British Columbia and Ontario. These partners are responsible for on-the-ground project implementation, including site selection, planting, monitoring, and long-term forest management. Their expertise facilitates reforestation activities that deliver environmental benefits in accordance with recognized ecological and reporting standards.



veritree – Fast Facts

- Based in Canada and active around the world through its reforestation partnerships with planting organizations.
- veritree supports engagement with Indigenous communities through forest renewal in their British Columbia reforestation project.
- veritree helps its partners fund the purchase of seeds, operate nurseries, conduct planting work, provide training to local farmers, and protect planting sites to support high survival.
- Leverages advanced technology and ground monitoring to advance its mission to provide industry-leading transparency for nature-based solutions.




printreleaf 2025


DCM

PrintReleaf certifies that DCM customers have collectively offset the equivalent of:

2025 IMPACT




79,672,207
lb of Paper Offset




958,586
Standard Trees Reforested

LIFETIME IMPACT



272,411,816
lb of Paper Offset



3,277,555
Standard Trees Reforested

DCM Sustainability Report 2025 21



Creating Shared Value for DCM and Our Customers

DCM's partnership with PrintReleaf advances two critical objectives. First, it strengthens our efforts to minimize environmental impact by addressing the footprint of printed materials. Second, it enables our customers to do the same, by offering a practical way to reforest what they print with DCM. By combining verified reforestation with transparent reporting and customer-facing communication tools, this effort creates shared value across the supply chain. We are proud of how several of our largest Canadian clients have incorporated PrintReleaf into their own respective sustainability reporting.

“We congratulate DCM on reaching this significant milestone in our program and value the collaborative partnership we have built over the course of a few short years.”

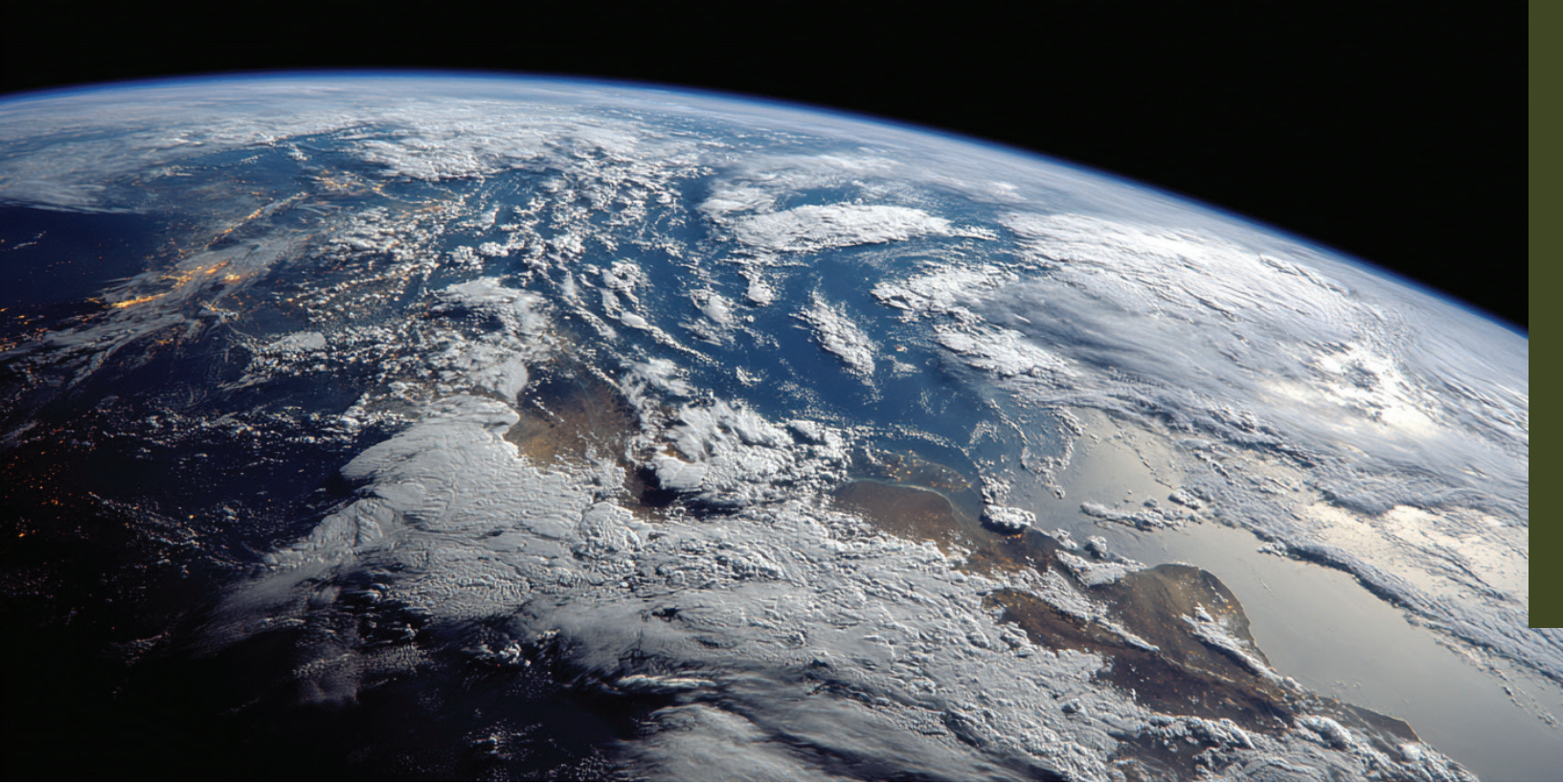
— Jordan Darragh,
founder and CEO, PrintReleaf

More than this, our work with PrintReleaf also allows DCM to translate our sustainability commitments into measurable, real world outcomes with impact: for our business, our customers, and the communities and forests we help support.



Forests Canada – Fast Facts

- Forests Canada is a national charity, with a mission to conserve, restore and grow Canada's forests to sustain life and communities.
- For over 20 years, Forests Canada has been delivering forest restoration initiatives, and in 2025, they celebrated their 50 million tree milestone through 10,000+ tree planting projects, creating 25,000+ hectares of forests across Canada's 10 provinces.
- Forests Canada's forest recovery systems supports the entire supply chain — seed, stock, planting and survival — to ensure they deliver their program to scale and meet the needs of the landscape and their partners.
- Forests Canada serves as the convener, bringing together practitioners and communities to build capacity across the country by providing training, best practices and the newest research on forest restoration.



UN Global Compact

DCM's participation in the UN Global Compact formally began in 2024. With more than 25,000 participants and 64 Country Networks covering 167 countries, the UN Global Compact is the world's largest voluntary corporate sustainability initiative.



The UN Global Compact encompasses 10 key principles that cover four important aspects of sustainability: Human Rights, Labour, Environment and Anti-Corruption.

In 2025, in line with our commitments to the UN Global Compact, DCM filed both its annually-required public "Letter of Commitment" and a "Communication on Progress"; the latter submission is a public snapshot of how DCM is annually demonstrating its respect for the UN Global Compact's objectives.

The UN Global Compact encompasses 10 key principles that cover four important aspects of sustainability: Human Rights, Labour, Environment and Anti-Corruption. We are proud to be associated with this initiative in part because the UN Global Compact encourages sustainability reporting by businesses like DCM to follow the UN's Sustainable Development Goals (SDGs). These SDGs provide DCM with a yardstick used around the world by like-minded companies to report on their respective sustainability work, giving us more perspective on our efforts in this area.



The UN Global Compact is the world's largest voluntary corporate sustainability initiative.

For further information on how DCM's sustainability approach tracked the SDGs in 2025, please see Appendix A.



Social

We are committed to empowering our employees, both at work and within their communities, to speak their truths and live authentically by creating a non-judgmental, inclusive environment through education, collaboration and community engagement.



“At DCM, we believe that investing in people — inside and outside our company — strengthens our business and our communities. And that’s why we’ve created a workplace built on trust, belonging, and opportunity, where our colleagues can grow, contribute, and thrive.”

— Geneviève Gravel
Vice President, People & Culture
Chair, DCM Diversity Council



Employee Well-Being

At DCM, people come first. We believe that when you take care of your people, they take care of the business.

That's why we've created a workplace built on trust, belonging, and opportunity, where our employees can grow, contribute, and thrive. From tuition reimbursement and leadership development to co-op programs and mentorship, we invest in our employees' growth (see table below for benefits summary).

2025 Focus – Bringing Greater Consistency to DCM Company Pension Arrangements

Our employees' well-being remains at the forefront of the company's priorities. Reflecting this commitment, in 2025, the DCM DC pension formula was standardized and improved across the organization.

Previously, DCM's retirement plans had different plan member contribution formulas that varied between departments.



Over 25 years of experience specializing in all aspects of Employee Benefits.

With assistance from our partner MultiCare Benefits (MultiCare), the new DC plan contribution matching formula has been standardized and improved to provide equal opportunities to save among employees regardless of division, position, or tenure. All full-time employees are eligible for this new DCM DC pension plan program.

All DC plans were consolidated with one record keeper (insurer) over the 2024-2025 period which helped to streamline and offer the same investment options to all plan members with the various plans (e.g., RPP, RRSP, DPSP).



Working with MultiCare, we have also made the related investment options consistent and sufficiently diverse to meet various employee needs, values, and investing preferences (including responsible investing options).

As part of these improvements to our DC plan offering, we also worked with MultiCare provide education sessions and retirement planning sessions to all DCM employees.

Manulife

“We are glad to be working with Manulife as a provider of retirement savings investment options. We appreciate Manulife’s sustainable investing commitments, and its understanding of how various sustainability factors and principles can help inform its investment activities and decisions.”

– James Lorimer
Chief Financial Officer



Employee Stock Ownership Plan



Health/Dental Insurance



Flexible Schedule



**Professional Membership Fees/
Tuition Reimbursement**



Retirement Plan



Digital Employee Recognition Platform



Employee Assistance Plan



Employee Referral Program



**Performance/Engagement/
Coaching Platform**



Health and Safety

DCM is committed to providing a safe workplace and environment for all employees and visitors. We aim to prevent workplace accidents and injuries and improve our safety performance. We have established, and will maintain, a written health and safety program.

Safety is a shared responsibility across all levels of the organization. It is the responsibility of every individual, from employees to management, to contribute to the health and safety of our workplace. DCM is committed to complying with all applicable legislative requirements in the jurisdictions where we operate.



It is the responsibility of every individual, from employees to management, to contribute to the health and safety of our workplace.

To meet these obligations, DCM will:

- Ensure managers and supervisors receive adequate training to fulfill their health and safety responsibilities.
- Support the work and functions of the Joint Health and Safety Committees.
- Take all reasonable precautions to safeguard the health and safety of employees.

Supervisors and managers are accountable for the health and safety of the employees under their direction. They must ensure that:

- Employees are informed of the hazards associated with their work.
- Employees receive appropriate training for their specific tasks to protect their health, safety, and the environment.
- Machinery, equipment, and processes are safe and well-maintained.
- Employees follow established safe work practices and procedures, with the goal of achieving an injury-free workplace.
- Any violations of this policy are reported promptly to senior management.

Employees are responsible for:

- Working in accordance with established safe work practices and procedures to ensure their own safety and that of their coworkers.
- Reporting actual or potential safety hazards to their supervisor or manager.
- Preventing damage to company property or products through unsafe work practices.

To promote safe practices, our training and documentation emphasize the importance of: regular inspections; workplace hazard identification and risk assessment; correct handling of hazardous materials; emergency preparedness, procedures and response; event notification and incident investigation; and overall safety performance monitoring, reporting, and continuous improvement.

2025 Safety Week



Safety Week 2025 at DCM helped the entire organization to: reinforce safety culture across all sites; engage employees in interactive safety learning; recognize and reward proactive safety behaviors; and gather feedback to improve workplace safety.

	Number recordable accidents	Number lost work days	Number lost time accidents	Total Annual hours worked
Drummondville	1	94	1	210,359
Montreal	0	–	–	266,229
Oshawa	0	–	–	74,894
Toronto (Bond)	1	–	–	226,313
Toronto (FCP)	0	–	–	204,431
Brampton	0	–	–	847,680
Burlington	0	–	–	119,267
Calgary	12	55	1	221,848
Mississauga (Vipond)	1	2	1	324,810
Mississauga (Tristar)	0	–	–	107,393
Total	15	151	3	2,603,224
Recordable accident rate ¹				1.2
Lost time accident rate				0.2
Severity rate				11.6

Data collected in 2025 across DCM facilities. 1 Means those that must be reported to a relevant workers' compensation board.



Commitment to Diversity, Equity, and Inclusion

At DCM, diversity, equity, and inclusion (DEI) are foundational to creating meaningful experiences for our customers, employees, and suppliers. We are committed to building teams that reflect the communities we serve and to fostering a workplace where people feel respected, valued, and supported to succeed as their authentic selves.

As we concluded our three-year DEI Strategic Plan in 2025, DCM undertook a comprehensive review process to ensure our commitments continue to align with the evolving needs of our organization and workforce. This work began with an audit of internal policies, procedures, benefits, and programs, alongside direct consultations with employees and key stakeholders across the organization. This allowed us to assess how documented intentions translate into lived experiences, identify opportunities to strengthen our systems, and enhance the effectiveness of our practices in supporting employees.

These insights were complemented by our bi-annual DEI Survey, which serves as a diagnostic tool to measure employee sentiment across key areas including Commitment to DEI, Inclusive Leadership, Experience of Inclusion, Policies and Procedures, and Equitable Treatment.

In 2025, survey results reflected positive movement across several dimensions compared to 2023, including increases in Commitment to DEI of 3%, Policies and Procedures of 1%, and Equitable Treatment of 5%. Notably, 87.5% of employees indicated that they actively support and advocate for DEI at DCM.

A culture of belonging starts by honouring individual experiences.

Together with ongoing demographic equity monitoring through our Federal Contractors Program Census and insights from our annual Engagement Survey, these findings informed a robust, data-driven approach to identifying priorities and shaping our renewed DEI Strategic Plan.

Entering 2026, DCM has launched a renewed three-year DEI Strategy and Roadmap designed to translate insight into action. The strategy outlines clear priorities and measurable actions to strengthen equity, inclusion, and accountability across the organization. Its objective is to cultivate a culture of respect where all employees are seen, heard, and valued, regardless of race, gender identity or expression, sexual orientation, age, disability status, or other aspects of identity.



Representation

The self-identification data presented in this section represents a snapshot of employee and Board demographics as of December 31, 2025. Employee information is collected and reviewed on a monthly basis and analyzed across multiple dimensions, including location, role, and organizational level.

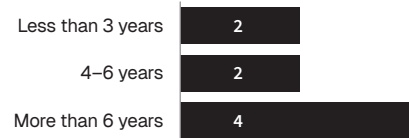
When examined alongside key stages of the employment lifecycle such as hiring, promotions, retention, and employee exits, this data allows DCM to identify patterns, monitor progress, and better understand where opportunities or barriers may exist.

By taking a consistent and structured approach to tracking representation, DCM demonstrates a commitment to accountability and transparency. This ongoing monitoring ensures that equity is not treated as a one-time initiative, but as a sustained organizational practice.

Board Representation (Total 8)



Board Tenure



This work reflects DCM's belief that meaningful inclusion is built through intentional, data-informed analysis. The use of representation data helps DCM strengthen equitable outcomes, support fair access to opportunity, and reinforce a workplace culture where all employees can thrive. These efforts also help ensure that our workforce continues to evolve in a way that aligns with our values, our communities, and our long-term organizational success.

2025 Representation

	Org Wide	% change*	Management	% change*	Board
Men	47.5%	-0.4%	52.0%	-0.2%	75.0%
Women	44.0%	-2.3%	45.5%	-0.2%	25.0%
2SLGBTBQI+ People	3.2%	-0.3%	1.5%	1.0%	0%
Visible Minority	25.9%	0.2%	19.2%	-0.2%	0%
Racialized People**	11.2%	0.6%	10.6%	0.4%	0%
Indigenous Peoples	3.2%	1.6%	0.5%	0.0%	0%
Persons with Disabilities ¹	3.2%	-0.6%	2.5%	0.3%	12.5%

Data gathered through voluntary, ongoing survey of DCM employees.
 *January 1, 2025 – December 31, 2025. **Only those who responded to new survey.

DEI Training

DCM expanded its DEI e-learning offerings in 2025 with the introduction of “Inclusive Communication” (completed by 1433 employees) and “Engaging Culture” (completed by 1433 employees). Inclusive Communication explores language, intent versus impact, microaggressions, and micro-messages, and provides practical tools to support inclusive dialogue. Engaging Culture focuses on building cultural awareness and humility by examining how identity shapes workplace dynamics and how to engage respectfully across differences. Both courses achieved approximately 90% completion in 2025. In 2026, DCM will launch additional e-learning focused on “Mental Health and Wellbeing” and “Psychological Safety and Belonging”, further supporting individual and collective wellbeing across the organization.

Building Awareness, Community, and Connection

Inclusion at DCM is reinforced year-round, not limited to a single moment or campaign.

Throughout 2025, DCM maintained its annual DEI Calendar to recognize and amplify key awareness dates each month. These moments created space for learning, reflection, and dialogue, and reinforced our commitment to celebrating diverse identities and experiences across the organization.

Highlighted awareness moments included (among others):

- Mental Health Awareness
- Black History Month
- International Women’s Day
- International Day of Pink
- Asian Heritage Month
- Pride Month
- Indigenous History Month
- Truth and Reconciliation
- National Disability Employment Awareness Month

Strengthening Employee-Led Inclusion

DCM’s DEI Champion Network continued to gain momentum in 2025, with the DEI Council supporting employee-led initiatives, event planning, and community-building efforts across the organization. This network plays a key role in amplifying employee voices, driving engagement, and translating inclusion into action.



We work extensively with our external DEI advisor, Global Learning, Inc., to advance our DEI commitment, internally and externally. This includes training, development, surveys and measurement, sponsorship and updating of an internal DEI playbook.

Looking Ahead: Expanding Affinity Groups

As part of this continued growth, DCM will launch four new Affinity Groups in 2026:

- Women Affinity Group
- REM (Race, Ethnicity and Multiculturalism) Affinity Group
- 2SLGBTQI+ Affinity Group
- Persons with Disabilities and Neurodiversity Affinity Group

These groups are designed to foster connection, create opportunities for shared learning, surface insights and feedback, build partnerships, and support professional development. Each group will be supported by dedicated tools and communication channels to enable collaboration, communication, and community across locations.



Community Involvement

In 2025, DCM continued to invest in community engagement through sponsorships, charitable contributions, and partnerships that align with our values and social impact priorities. These investments support organizations working to advance equity, safety, economic empowerment, and community wellbeing, while creating opportunities for employees to meaningfully connect with the communities we serve. This included:

- A \$10,000 contribution to Summer Soulsa, a community initiative dedicated to celebrating the vibrancy of Afro-Caribbean, Latin and African art, culture and music, taking place annually in downtown Fredericton, New Brunswick.
- A \$13,000 sponsorship of the Red Dress Ball, supporting awareness, education, and community-led initiatives addressing violence against Indigenous women, girls, and 2SLGBTQI+ people, while honouring the significance of the Red Dress movement.
- Charitable contributions through DCM's Holiday Food Drive, including \$885 in donated funds and 144 bags of essential items, such as pantry goods, to support local food security efforts during the holiday season.
- A \$20,000 sponsorship and continued exploration of partnership and volunteer opportunities with Habitat for Humanity Canada, an organization dedicated to building safe, affordable housing in partnership with families and communities; DCM employees also participated in related hands-on volunteer builds and community projects.

- Ongoing in-kind production donated support for Dress for Success, an organization focused on economic empowerment by providing professional attire, career development tools, and confidence-building resources to individuals entering or re-entering the workforce.

“DCM employees actively volunteer on Habitat build sites across Canada, working alongside homeowners and volunteers to help construct affordable housing. Their commitment strengthens communities and supports more families in building a foundation for a brighter future.”

— Sarah Varley,
Chief Communications & Partnerships Officer
Habitat for Humanity Canada



Supplier Diversity

At DCM, supplier diversity is a cornerstone of our overall commitment to DEI. Promoting diverse businesses not only helps DCM strengthen our supply chain, but also helps us be competitive while supporting local businesses and cultivate innovation.

In 2025, we continued to partner with Canadian Aboriginal and Minority Supplier Council (CAMSC), Canadian Queer Chamber of Commerce (CQCC, formerly CGLCC), & Women Business Enterprises Canada Council (WBE Canada) through corporate membership and in-kind services.

CAMSC holds a significant role as a long-standing supply partner for DCM. We are proud to support CAMSC through various means, including sponsorship and in-kind printing services for their events. This partnership goes beyond the transactional and aligns with our commitment to social responsibility. By fostering this collaboration, we aim to contribute meaningfully to the advancement and empowerment of Indigenous communities.

We believe that diverse suppliers are a catalyst for innovation and we look for opportunities to partner with diverse suppliers to strengthen our supply chain and diversify our procurement practices.





Indigenous Reconciliation

Land Acknowledgement

DCM acknowledges the land where our head office is located, as part of the Treaty Lands and Territory of the Mississaugas of the Credit. For thousands of years, Indigenous Peoples inhabited and cared for this land, and continue to do so today. This is the traditional territory of the Anishinabek, Huron-Wendat, Haudenosaunee and Ojibway/Chippewa peoples. We honour these Nations, and the many diverse First Nation, Inuit and Métis peoples who call this land home.

We also acknowledge the rich history of North America, where our employees live and work, known to many as Turtle Island. Turtle Island is a name that stems from a creation story common to many Indigenous Nations across North America.

DCM is committed to advancing respectful, informed, and meaningful inclusion by adopting principles that guide learning, awareness, and recognition across the organization



Our Commitment to Reconciliation

In 2015, the Truth and Reconciliation Commission (TRC) — set up in 2008 to document the effects of residential schools in Canada on Indigenous Peoples — defined reconciliation as the process of “establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples.”

DCM is proud to uphold the Truth and Reconciliation Commission’s 94 Calls to Action, including Call to Action 92, which calls upon the corporate sector in Canada to adopt the United Nations Declaration on the Right of Indigenous Peoples as a Reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous Peoples and their lands and resources.

We are also committed to embarking on a learning pathway towards reconciliation. This process would include acknowledging current and past injustices that have and continue to impact Indigenous Peoples and communities. Activities contemplated to support this journey include:

1. Develop a strategy with Indigenous groups to eliminate employment gaps. (Call 7)
2. National Day of Truth and Reconciliation (September 30th) is a statutory holiday designated to focus on learning. (Call 80)
3. Adopt and apply the principles and standards of the UN as a reconciliation framework to policies and activities involving Indigenous Peoples. (Call 92):

- 3a. Asking Indigenous Peoples for input, building respectful relationships, and obtaining their consent before proceeding with specific projects.
- 3b. Ensuring Indigenous Peoples have long-term, equitable access to jobs, training, and education opportunities.
- 3c. Providing education on the history of Indigenous Peoples, including the history and legacy of residential schools, treaties, rights, and laws, and government relations. This will require skills-based training in cultural competency, conflict resolution, human rights, and anti-racism.

In relation to Indigenous equity and participation, DCM is committed to advancing respectful, informed, and meaningful inclusion by adopting principles that guide learning, awareness, and recognition across the organization. These principles support a deeper understanding of Indigenous histories and contemporary experiences, while reinforcing accountability and respect in our workplace practices. This approach includes:

- Decolonization by actively unlearning colonial narratives and strengthening understanding of the complex and ongoing relationship between Indigenous Peoples and Canada.
- Cultural Awareness through cultural competency training provided to all employees, supporting respectful engagement and informed understanding of Indigenous cultures and perspectives.
- Recognition by acknowledging and honouring significant dates and observances that celebrate the histories, cultures, and contributions of Indigenous Peoples.



Governance

Strong governance forms the foundation of DCM's long-term success and organizational resilience.

We have established risk management processes built on the principles of transparency and accountability. We remain committed to continuously evaluating and refining our corporate governance framework as industry practices, stakeholder expectations, and regulatory requirements evolve.

At DCM, we view responsible and sustainable operations not as obligations, but as drivers of enduring value — for our shareholders, our people, and the broader communities in which we operate. Underpinning this commitment is our Business Conduct Guidelines (BCG), a framework that applies to all directors, officers, and employees across the organization.

Adopted by our Board, the BCG set a clear standard: every individual at DCM is expected to uphold high ethical and professional standards in the execution of their duties. The BCG address key areas including ethical conduct, conflicts of interest, and compliance with applicable laws and regulations, establishing the principles that govern how we operate day to day.

Oversight

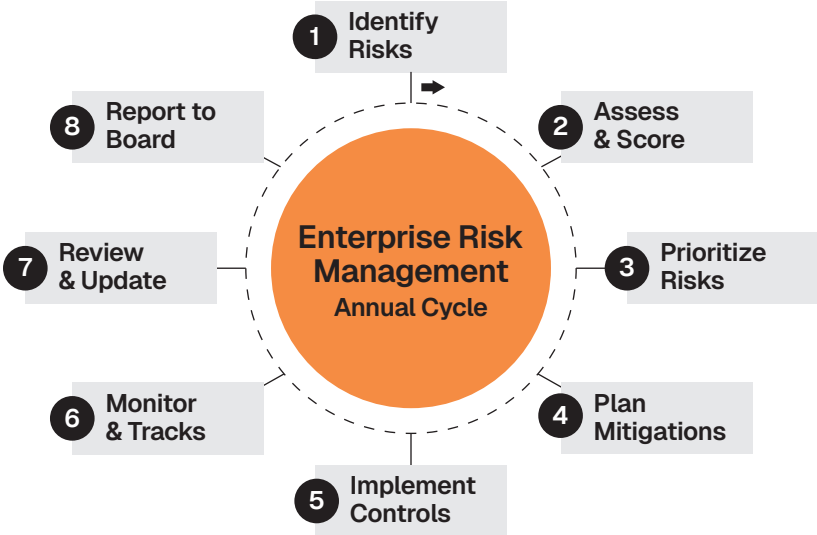
Effective corporate governance at DCM starts at the top, with our Board. As outlined in our Board Charter, directors are primarily responsible for applying their business judgment in ways they reasonably believe serve the best interests of DCM, consistent with their fiduciary duties.

Our Board actively oversees DCM’s sustainability objectives and performance. This includes periodically reviewing DCM’s sustainability outcomes, assessing the effectiveness of existing policies, and providing recommendations for improvement where appropriate.

Day-to-day accountability for sustainability performance sits with our ESG Executive Steering Committee, chaired by our President and Chief Executive Officer. The committee brings together senior stakeholders from across the business — spanning operations, finance, sales, procurement, human resources, and marketing — to drive and coordinate DCM’s sustainability agenda.



As part of our annual internal ERM assessment, we complete a detailed study of key risks and mitigation strategies related specifically to climate/sustainability, social and governance risks facing the company. The cross-functional dialogue facilitated through this exercise contributes to a shared sense among DCM’s leadership team of not only potential risks but inspires collective thinking and action related to implementation of intelligent, forward-thinking mitigation strategies (see chart for a graphical depiction of this process).





Modern Slavery Act

DCM has a zero-tolerance policy for forced labour and child labour. We respect and comply with all applicable laws in the countries in which we operate as they relate to this subject, including Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act referred to in this Sustainability Report as the Act.

In alignment with our obligations under the Act, we are committed to preventing forced labour and child labour from taking place in our business and in our supply chain. As noted in our mandatory annual public report related to our obligations per the Act (available on our IR website at www.ir.datacm.com), we will continue to assess the effectiveness of our policies and processes to address the risks of forced labour and child labour across our business and supply chains.

In support of ethical operations and supply chain responsibility, DCM maintained mandatory training on "Forced and Child Labour" for employees, the Board, DCM's leadership, and its vendors.

DCM has measures in place to prevent and reduce the risk that forced labour or child labour is used in our business operations and supply chains. This includes the supply chain risk management solutions from Sphera, which enables us to screen over one thousand suppliers for supply chain related ESG risks. DCM's senior executive team also conducts regular visits to our facilities and supplier sites while remaining alert to any indications of forced labour or child labour. We will continue to assess the effectiveness of our policies and processes to address the risks of forced labour and child labour across our business and supply chains.



Data Security

As technology evolves, the list of cybersecurity threats also grows. This includes: cloud vulnerability, data breaches, ransomware, malware, mobile attacks, and social engineering. Cybercriminals often focus on trying to obtain the same things — that is, sensitive company, client, employee and vendor information.



We require annual cybersecurity and data privacy training for our employees and have a 24/7 Security Operations Center.

At DCM we use our best efforts to protect this information from cybersecurity related threats. That is why we require annual cybersecurity and data privacy training for our

employees, including training on avoiding risks, and why we have a 24/7 Security Operations Center.

There are several annual security audits and compliance checks that we complete each year, to assess our overall approach the cybersecurity. In 2025, this included: renewing our ISO27001-2022 certification; ensuring that we are compliant with SOC2 Type II (a security standard which tests both the design and effectiveness of an organization's cybersecurity approach); and completing our first organization-wide, post-Moore Canada Corporation merger Payment Card Industry Data Security Standard assessment as a service provider.

To further reduce the level of vulnerability, we have also implemented security measures, including maintenance of protective systems and contingency plans. These are intended to protect against and to prevent unauthorized access of confidential information — and to reduce the likelihood of disruptions to our IT systems.



Where We Are Headed

As part of our commitment to reducing our Scope 1 GHG emissions, DCM will continue to explore new equipment options to help lower our overall energy usage. We will also be working to track our paper sourcing, with the goal of determining the percent that originates from certified sustainable suppliers, establishing 2026 as a baseline. As it relates to our climate-related Scope 3 goals, we are committed to report the percentage of our suppliers that have science-based climate related targets by the end of 2026. Finally, using our annual ERM assessment as a basis, we intend to complete a single materiality assessment for the company in 2026.

Recent shifts in global geopolitical dynamics raise some important implications for organizations that have, like DCM, invested time and effort in laying the foundation of a comprehensive approach to sustainability reporting.

There has been a dilution of scope and commitment of what were previously evolving, widely-shared international standards around sustainability reporting and climate related-disclosures. This has implications for differences in reporting approaches and standards that now exist and could develop between jurisdictions.

For DCM, the key question remains: how much of the evolving regulatory and reporting frameworks will remain voluntary, and what portions if any will eventually become mandatory? Where there are differences between jurisdictions, how do these play out? If there is fracturing in reporting standards, how will the Canadian regulatory bodies evolve their response, and what will be the impact to DCM?




That is why we continue to monitor all statements or rule clarifications issued by the Canadian Sustainability Standards Board (CSSB). More importantly, we continue to review relevant statements on sustainability-related reporting by our securities regulatory body, the Canadian Securities Administrators (CSA). We are also monitoring how climate reporting-related requirements and legislation continue to evolve in the US and how these regulations may influence outcomes in Canada.

We are also cognizant to and work to position ourselves to react as appropriate to shifts in sustainability-related expectations shared by our valued customers in the private and public sectors, vendors, supply chain partners, investors and other important stakeholders.

By continuing to embrace the need to be agile, adaptive, and curious, DCM is positioning itself to navigate long-term and short-term changes in sustainability reporting practices.

Appendix

Appendix A – GRI / SDG goals

Focus Area	Subtopic	Background Info	Criteria (GRI)	Criteria (SDG)	Page #*
Environment	Climate Change	Total energy consumption	GRI 302-1		14–17
		Reduction of energy consumption	GRI 302-4		14–17
		Reduction of GHG emissions	GRI 305-5		14–17
		Scope 1 emissions	GRI 305-1	 	14–17
		Scope 2 emissions	GRI 305-2	 	14–17
		Scope 3 emissions	GRI 305-3	 	14–17
Social	Employee Development and Wellbeing	Diverse representation on employees, management, board (female, Indigenous representation, etc.)	GRI 405		32
		Occupational health and safety system	GRI 403-1		29, 30
	Work related injuries	GRI 403-9		29, 30	
	Stakeholder Engagement	Dollars donated (charitable initiatives)	GRI 204-1		34
Governance		Customer privacy	GRI 418		42

*Reference in this Report.

Appendix B – Environmental data

Category	Performance indicator	2020 ⁴	2021 ⁵	2022	2023	2024	2025
GHG emissions from our operational activities	Scope 1 emissions (tCO ₂ e)	3,804	3,656	3,659	3,574	2,878	2,528
	Scope 2 emissions (tCO ₂ e)	2,987	2,706	2,375	2,026	1,649	1,430
	Scope 3 emissions (tCO ₂ e)	n/a	79,530	87,193	78,493	82,076	50,203
	Category 1: Production of purchased goods and services (computer equipment, furniture, external administrative services and telecommunications services in Canada and paper in the supply chain) (tCO ₂ e) ⁸	n/a	53,903	60,368	56,185	62,270	36,248
	Category 2: capital expenditure (tCO ₂ e)	n/a	0	12	290	1,858	0
	Category 3: Activities related to the production of energy sources (tCO ₂ e)	n/a	1,768	1,794	1,686	1,385	470
	Category 4: Paid transportation and distribution of goods (courier and mail services paid for by DCM in Canada only) (tCO ₂ e) ⁹	n/a	12,970	13,104	8,505	5,753	3,218
	Category 5: Waste generated by operations (recycling transport in Canada only) (tCO ₂ e)	n/a	1,618	1,572	1,953	1,816	1,503
	Category 6: Employee business travel (tCO ₂ e)	n/a	281	659	407	367	330
	Category 7: Employee commuting (tCO ₂ e)	n/a	6,307	6,307	6,307	5,762	5,645
	Category 12: End of life (tCO ₂ e)	n/a	2,683	3,376	3,162	2,866	2,789
Total Scope 1, 2 and 3 emissions (tCO₂e)		n/a	85,892	93,228	84,093	86,603	54,161
Energy (electricity) consumption ¹	Renewable energy consumption ² (MWh)	20,464	21,482	20,652	19,168	17,994	16,073
	Non-renewable energy consumption ³ (MWh)	23,918	21,183	19,758	18,009	14,994	12,235
Part of the energy consumption from renewable sources (%)		46%	50%	51%	52%	55%	57%
Print/Releaf data	Paper offset (kg)	n/a	3,391,478	19,889,050	27,006,238	37,130,158	36,138,705
	Trees Reforested	n/a	89,960	527,561	716,345	984,884	958,586
Complementary data	Emission intensity per revenue (tCO ₂ e/\$M) ⁶	n/a	n/a	n/a	n/a	9.4	8.8
	Emission intensity per employee (tCO ₂ e) ⁷	n/a	n/a	n/a	3.2	3.0	2.7

1 Covers DCM's energy consumption in Canada and the United States. It excludes sales offices, FCP, Banff which do not have energy meters on their occupied space.

2 Hydro, wind, solar.

3 Natural gas, nuclear, coal.

4 Baseline year for Scope 1 and Scope 2 emissions

5 Baseline year for Scope 3 emissions.

6 Total Scope 1 and 2 emissions divided by the DCM's total revenue in each fiscal year. 2023 and prior are not comparable as MCC revenue was partial or excluded.

7 Total Scope 1 and 2 emissions disclosed divided by the number of employees at fiscal year end disclosed in Appendix D. 2022 and prior are not comparable as MCC employees are not included.

8 Scope 3 – Category 1 data for 2024 restated to conform with new calculation methodology deployed in 2025 (Workiva Carbon).

9 Scope 3 – Category 4 data for 2023 was restated to account for prior calculation error.

Appendix C – Environmental data by plant

Category	Location	2020 [†]	2021	2022	2023	2024	2025
Scope 1 Emissions by Plant (tCO2e)	Brampton, ON	325	358	391	515	433	625
	Oshawa, ON	319	301	333	301	301	369
	Drummondville, QC	467	509	612	368	283	388
	Toronto ⁵	359	236	327	506	448	286
	Mississauga, ON (Vipond)	240	399	349	306	277	250
	Burlington, ON	371	228	248	216	171	220
	Mississauga, ON (Tristar)	151	162	184	134	94	131
	Montreal, QC	138	173	168	129	82	157
	Niles, IL	59	55	60	70	36	56
	Calgary, AB	88	138	75	112	124	47
	Ambassador ¹	199	148	0	0	0	0
	DCM Edmonton ²	6	9	2	0	0	0
	MCC Edmonton ³	85	85	102	106	0	0
	Fergus ⁶	482	316	296	318	256	0
	Trenton ⁷	427	459	426	430	334	0
	Toronto, ON (Bond) ⁴	86	79	86	64	40	0
	Toronto, ON (FCP) ⁸	n/a	n/a	n/a	n/a	n/a	n/a
Scope 2 Emissions by Plant (tCO2e)	Calgary, AB	1,359	1,123	935	771	975	819
	Brampton, ON	156	158	186	181	165	221
	Mississauga, ON (Vipond)	144	158	161	141	97	112
	Toronto ⁵	89	93	107	108	85	96
	Mississauga, ON (Tristar)	86	102	95	86	76	83
	Burlington, ON	56	59	55	51	38	40
	Niles, IL	41	39	37	34	32	27
	Oshawa, ON	40	41	31	26	18	20
	Drummondville, QC	11	9	9	8	12	9
	Montreal, QC	6	5	4	3	5	3
	Ambassador ¹	49	51	0	0	0	0
	DCM Edmonton ²	97	63	2	0	0	0
	MCC Edmonton ³	606	528	464	339	0	0
	Fergus ⁶	115	129	131	128	66	0
	Trenton ⁷	97	109	115	111	65	0
	Toronto, ON (Bond) ⁴	37	41	42	38	16	0
	Toronto, ON (FCP) ⁸	n/a	n/a	n/a	n/a	n/a	n/a

† Baseline year.

1 Plant ceased operations in 2021.

2 Plant ceased operations in 2022.

3 Plant ceased operations in 2024.

5 Plant was consolidated with 4 in 2024.

6, 7 were closed at the end of 2024.

8 Toronto, ON (FCP) is located in a multi-tenant office building where utility metering is not available.

Appendix D – Employees data¹

Category	Performance indicator	2023	2024	2025
Men ²	Organization wide	49%	48%	47.5%
	In management roles	48%	52%	52%
Women ²	Organization wide	46%	46%	44%
	In management roles	47%	46%	45.5%
2SLGBTQI+ ^{2,3}	Organization wide	3%	4%	3.2%
	In management roles	1%	1%	1.5%
Visible minorities ^{2,3,4}	Organization wide	n/a	26%	25.9%
	In management roles	n/a	19%	19.2%
Racialized people ^{2,3,4}	Organization wide	26%	11%	11.2%
	In management roles	19%	10%	10.6%
Indigenous people ^{2,3}	Organization wide	2%	2%	3.2%
	In management roles	4%	1%	0.5%
Persons with disabilities ^{2,3}	Organization wide	4%	4%	3.2%
	In management roles	3%	2%	2.5%
Training data	Employees who have completed Foundations of DEI training	505	1,118	1,068
	Employees who have completed Overcoming Bias	205	1,485	1,474
	Employees who have completed Allyship & Advocacy	n/a	1,386	1,404
	Employees who have completed Forced and Child Labour	n/a	1,347	1,388
	Employees who have completed Inclusive Communication	n/a	n/a	1,433
	Employees who have completed Engaging Culture	n/a	n/a	1,433
Compensation and benefits	DCM's contribution to the Employee Share Ownership Plan ⁵	82,377	120,420	111,928
Complementary data	Number of Active Employees ²	1,732	1,526	1,462
	Average years of service of employees	13.6	15.1	16.0
	Promotion rate	1%	2%	2%
	Number of new hires	90	135	120
	Women	23%	21%	18%
	Men	47%	26%	36%
	2SLGBTQI+ ^{2,3}	3%	7%	6%
	Visible Minority	n/a	18%	23%
	Racialized	22%	9%	13%
	Indigenous	1%	1%	7%
	PwD	2%	5%	2%

¹ Data gathered through voluntary, ongoing survey of DCM employees, including MCC as of May 2024.

² As at December 31, and including MCC as at December 31, 2023.

³ As defined under the Employment Equity Act.

⁴ Only those who responded to new survey.

⁵ In Canadian dollars; USD converted to CAD using annual average exchange rate.

Appendix E – Governance data¹

Category	Subtopic	Performance indicator	2023	2024	2025
Board of Directors	Representation	Percentage of men	75%	75%	75%
		Percentage of women	25%	25%	25%
		Percentage of 2SLGBTQI+	0%	0%	0%
		Percentage of Visible Minority	n/a	0%	0%
		Percentage of racialized people	0%	0%	0%
		Percentage of indigenous peoples	0%	0%	0%
		Percentage of persons with disabilities	12.5%	12.5%	12.5%
	Number of years as a Board member	0–3 years	2	2	1
		4–6 years	2	2	1
		6 years and over	4	4	6

¹ As at December 31.

Appendix F – Employee health & safety

Performance indicator	Location	2024	2025
Number recordable incidents	Drummondville, QC	3	1
	Montreal, QC	2	0
	Oshawa, ON	0	0
	Toronto, ON (Bond)	0	1
	Toronto, ON (FCP)	0	0
	Brampton, ON	1	0
	Burlington, ON	2	0
	Calgary, AB	1	12
	Mississauga, ON (Vipond)	1	1
	Mississauga, ON (Tristar)	1	0
	Fergus ¹	3	-
	Trenton ²	2	-
	Number lost work days ³	Calgary, AB	27
Mississauga, ON (Vipond)		-	2
Drummondville, QC		-	94
Number lost time accidents ⁴	Calgary, AB	1	1
	Mississauga, ON (Vipond)	-	1
	Drummondville, QC	-	1
Annual hours worked	Drummondville, QC	217,561	210,359
	Montreal, QC	284,713	266,229
	Oshawa, ON	87,434	74,894
	Toronto, ON (Bond)	38,965	226,313
	Toronto, ON (FCP)	210,830	204,431
	Brampton, ON	825,833	847,680
	Burlington, ON	114,318	119,267
	Calgary, AB	236,356	221,848
	Mississauga, ON (Vipond)	206,633	324,810
	Mississauga, ON (Tristar)	70,422	107,393
	Fergus ¹	107,361	-
	Trenton ²	81,652	-
Recordable incident ⁵ rate	DCM Total	1.3	1.2
Lost time accident rate	DCM Total	0.1	0.2
Severity rate	DCM Total	2.2	11.6

1,2 Were closed at the end of 2024.

3 Locations not listed have had no days lost.

4 Locations not listed have had no lost time accidents.

5 Means those that must be reported to a relevant workers' compensation board.

Appendix G – Definitions

Term	Definition
Biodiversity	The variety of life on Earth, including the variety of plants, animals, microorganisms, and ecosystems
Deforestation	The clearing of forests for other uses
Environmentally sustainable practices	Practices involving reducing emissions, preventing pollution and waste, and conserving energy
Fiber-based materials	A broad category of materials composed of slender, elongated filaments, either natural or synthetic, that can be spun, woven, or bonded together
Forest-friendly sourcing	Refers to the practice of procuring timber, paper, packaging, and other materials in a way that minimizes environmental harm, avoids deforestation, protects biodiversity, and respects the rights of local communities
Low-carbon papers	Are designed to minimize environmental impact through the use of recycled fibers, sustainable alternative materials (like sugarcane), or carbon-neutral manufacturing processes
Natural resources	Substances or materials found in nature that can be used by people, including air, water, plants, animals, soil, minerals, and fossil fuels
Recycled fibers	Materials reclaimed from post-industrial waste (manufacturing scraps) or post-consumer waste (used garments, plastic bottles, or fishing nets) and processed into new textiles
Renewable resources	Naturally replenished and include solar, wind, geothermal, biomass, hydropower, biofuels, and ocean energy
Reforestation	The process of replanting trees in areas that have lost their forest cover
Responsible sourcing	Incorporating ethical, social, and environmental considerations into procurement decisions, ensuring suppliers adhere to fair labor practices, environmental sustainability, and ethical business conduct
Resource conservation	The management of natural resources to ensure their availability for future generations, encompassing practices like reducing waste, reusing materials, and recycling
Scope 1 emissions	Direct GHG emissions from sources owned or controlled by a company, such as on-site combustion or emissions from company-owned vehicles
Scope 2 emissions	Indirect GHG emissions from the consumption of purchased electricity, steam, heat, and cooling, generated off-site and consumed by a company
Scope 3 emissions	Indirect GHG emissions that occur in a company's value chain, encompassing both upstream (supplier activities) and downstream (product use and disposal) activities, but not owned or controlled by the company
Standard Tree Equivalent	A standard unit of measure equivalent to one tree with a mature height of 12.192 meters (40 feet) and diameter (DBH) of 0.1778 meters (7 feet), softwood or hardwood.

Caution Regarding Forward-Looking Statements

Certain statements in this document 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. Forward-looking statements in this document include, but are not limited to, statements regarding DCM’s approach to managing ESG matters, and DCM’s sustainability-related objectives, vision, commitments, goals, metrics, and targets, including DCM’s GHG emissions reduction targets. When used in this document, 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 document. These forward-looking statements involve a number of risks, uncertainties, and assumptions. They should not be read as guarantees of future performance or results and will not necessarily be accurate indications of whether or not such 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. With respect to DCM’s ESG and sustainability-related goals, such factors include, but are not limited to, the absence of standardized methodologies for classifying sustainability related terms (including in their meaning and scope), the absence of standardized methodologies for classifying sustainability-related activities or for evaluating their impact, and the availability of comprehensive and high-quality data (including climate-related data, diversity metrics, social indicators, and data from third-parties on whom DCM may be required to rely for information). We caution readers of this document not to place undue reliance on our forward-looking statements since a number of factors could cause actual future results, conditions, actions, or events to differ materially from the targets, expectations, estimates or intentions expressed in these forward-looking statements.

Additional factors are discussed elsewhere in this document and under the headings “Liquidity and capital resources” and “Risks and Uncertainties” in DCM’s Management Discussion and Analysis and in DCM’s 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 press release 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.

Additional Caution Regarding Sustainability-Related Disclosures

DCM also cautions readers of the following regarding the sustainability related disclosures included in this document:

- The terms “ESG” and “sustainability” and similar terms, taxonomies, methodologies, criteria and standards are evolving in terms of both meaning and scope. DCM’s use of such terms may vary over time to reflect this evolution. Any use of such terms in this document are intended as references to DCM’s internally defined criteria and not to any jurisdiction specific regulatory definitions or voluntary standard that may exist

- There could be changes to the market practices, taxonomies, methodologies, criteria and standards that regulators, non-governmental bodies, civil society, DCM and its suppliers and clients use to classify, measure, determine the eligibility of, report on and verify environmental and social activities for inclusion toward DCM’s sustainability-related goals, or to evaluate the impacts of such activities. DCM may update its sustainability-related goals, its progress towards those goals, and the eligibility of certain activities, as appropriate, in light of new and evolving market practices, taxonomies, methodologies, criteria, and standards.
- In making and implementing its sustainability-related goals, DCM must rely on data obtained from third-party sources. DCM’s use of third-party data must not be taken as an endorsement of the third-party or its data or be construed as granting any form of intellectual property. Although DCM believes these sources are reliable, DCM has not independently verified any third-party data or assessed the assumptions underlying such data, and cannot guarantee the accuracy of such third-party data or assumptions. The data used by DCM in connection with its sustainability related goals may be limited in quality, unavailable, or inconsistent. Certain third-party data may also change over time as market practices, taxonomies, methodologies, criteria and standards evolve. These factors and related uncertainties could have a material effect on DCM’s sustainability-related goals and DCM’s ability to meet them.
- DCM may need to or elect to purchase carbon and clean energy instruments, including carbon offset and removal credits and renewable energy credits, to meet sustainability-related goals. The market for these instruments is still developing and their availability may be limited. Some of these instruments are also subject to the risk of invalidation or reversal, and DCM provides no assurance of the treatment of any such instruments in the future. There may also be changes to applicable regulations and standards that impact the market for carbon and clean energy instruments. The maturity, liquidity and economics of this market may make it more difficult for DCM to achieve its sustainability-related goals.
- The information contained in this document is unaudited and was not subject to any assurance engagement.

Additional Disclaimers

This document is intended to provide information from a different perspective and in more detail than is required by DCM to be included in mandatory securities filings. The information contained in this document should not be read as necessarily rising to a level of materiality of disclosure required in DCM’s securities law filings, and the use of terms such as “important”, “significant”, or similar words and phrases should also not be read as necessarily rising to the level of materiality for securities or other regulatory filings. This document should not be used as a basis for trading in securities of DCM or for any other investment decision. This document is not intended to constitute financial, legal, tax, investment, professional or expert advice. No representation or warranty, express or implied, is or will be made in relation to the accuracy, reliability or completeness of the information contained in this document. This document may provide addresses of, or contain hyperlinks to, websites that are not owned or controlled by DCM. Each such address or hyperlink is provided solely for convenience and the content of linked third-party websites is not in any way included or incorporated by reference into this document. DCM takes no responsibility for such websites or their content, or for any loss or damage that may arise from their use. If you decide to access any of the third-party websites linked to in this document, you do so at your own risk and subject to the terms and conditions of such websites.

Proof through progress



Please share any comments on this DCM Sustainability
report via email: sustainability@datacm.com

www.datacm.com



The mark of
responsible forestry
FSC® C004212

