

## Letter to Shareholders

Dear Fellow Shareholders:

I am pleased to update you on our performance in the third quarter of 2025 highlighted by the solid operating results we delivered despite generating lower revenue as we continued to navigate economic uncertainty and challenging market conditions.

Our revenues in the quarter were down 3.1% year over year, reflecting a trend we have seen throughout the year of clients delaying or scaling back projects in response to uncertainty about demand in their end markets as well as concerns about the impact of tariffs and ongoing labour disruptions at Canada Post.

We are addressing these challenges by maintaining our intense focus on new business development, increasing our wallet share with existing DCM clients, diversifying our supply chain and investing in digital innovation. We continue to expand our product and service offerings, including the launch of new digital tools and solutions to help organizations of all sizes more effectively organize and manage their increasingly complex communications workflows.

We are taking a disciplined approach to managing overhead costs in the current environment, as reflected in this quarter's reduction in SG&A expenses. Through our continued focus on operational efficiency, we are generating strong free cash flow and reducing debt while continuing to return capital to shareholders. We are well positioned financially to navigate current challenges in our markets and to benefit as conditions improve. At the same time, we have the flexibility to pursue strategic M&A opportunities to support our goal of delivering long-term value for both our clients and shareholders.

Turning to our financial results for the third quarter of 2025:

- Revenues were \$105.4 million vs. \$108.7 million in Q3 2024.
- Gross profit as a percentage of revenue was 23.4% compared to 25.8% in Q3 2024.
- SG&A expenses in the third quarter were \$18.2 million, or 17.3% of revenue vs. \$21.3 million or 19.6% of revenue in Q3 2024 reflecting our continued focus on controlling costs in all aspects of our business.
- Adjusted EBITDA was \$12.3 million or 11.7% of revenue compared to \$12.6 million and 11.6% of revenue in Q3 2024.

DCM continues to be guided by four strategic priorities for 2025:

- Drive profitable organic growth
- Deliver a return on our new capital investments focused on enhancing our efficiency
- Continue to drive gross margin improvement through top line revenue growth and operating efficiencies.
- Demonstrate agility and adaptability to effectively navigate an uncertain environment.

I look forward to reporting on progress in future quarters as we continue to execute our strategy.

For a full description of our financial results for the third quarter and the first nine months of 2025, please refer to our consolidated financial statements for the three and nine months ended September 30, 2025, and management's related discussion and analysis ("MD&A"), copies of which are available at [www.sedarplus.ca](http://www.sedarplus.ca)

Yours truly,



Richard C. Kellam  
President & CEO  
DATA Communications Management Corp.  
November 2025

***Management's discussion and analysis of financial condition and results of operations***

The following MD&A is intended to assist readers in understanding the business environment, strategies, performance and risk factors of DATA Communications Management Corp. (TSX: DCM; OTCQX: DCMDF) and its subsidiaries (referred to herein as "DCM" or the "Company") for the three and nine months ended September 30, 2025. This MD&A should be read in conjunction with the MD&A of DCM for the year ended December 31, 2024, the unaudited condensed interim consolidated financial statements and accompanying notes of DCM for the three and nine months ended September 30, 2025 and the audited consolidated financial statements and accompanying notes of DCM for the year ended December 31, 2024. Additional information about the Company, including its most recently filed audited consolidated financial statements, Annual Information Form and Management Information Circular may also be obtained on SEDAR+ ([www.sedarplus.ca](http://www.sedarplus.ca)). Unless otherwise indicated, all amounts are expressed in Canadian dollars.

The Company's Board of Directors (the "Board"), on the recommendation of its Audit Committee, approved the contents of this MD&A on November 11, 2025. This MD&A reflects information as of November 11, 2025.

**Basis of presentation**

DCM prepares its consolidated financial statements in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards"). The condensed interim consolidated financial statements for the three and nine months ended September 30, 2025 have been prepared in accordance with IFRS Accounting Standards applicable to the preparation of interim financial reports under International Accounting Standard ("IAS") 34 "Interim Financial Reporting". The accounting policies applied in those condensed interim consolidated financial statements are the same as those applied in DCM's audited consolidated financial statements for the year ending December 31, 2024. Where applicable, DCM has consistently applied the same accounting policies throughout all periods presented, as if these policies had always been in effect.

The accounting policies applied in those condensed interim consolidated financial statements are based on IFRS Accounting Standards effective for the year ending December 31, 2025, as issued and outstanding as of November 11, 2025, the date the Board approved those financial statements.

**Forward-looking statements**

Certain statements in this MD&A 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 MD&A, 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 MD&A.

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. We caution readers of this MD&A 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.

The principal factors, assumptions and risks that DCM made or took into account in the preparation of these forward-looking statements and which could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements are described in further detail in our most recent annual and interim Management Discussion and Analysis filed on SEDAR+, and include but are not limited to the following: industry conditions are influenced by numerous factors over which the Company has no control, including: declines in print consumption; labour disruptions at suppliers and customers, including Canada Post; the impact of tariffs and responses thereto (including by governments, trade partners and customers), which may include, without limitation, retaliatory tariffs, export taxes, restrictions on exports to the U.S. or other measures, increases in our input costs, and the effect of governmental regulations and policies in general; our ability to achieve and meet our revenue, profitability, free cash flow and debt reduction targets for 2025 and in the future; while we have received consents from our lenders for the declaration and payment of the special dividend and regular recurring dividend, including the exclusion of the special dividend from our fixed charge coverage ratios, our financial leverage may increase, and there is no guarantee that we will pay such dividends in the future; and, our ability to comply with our financial and other covenants under our credit facilities, which may preclude us from paying future dividends if our outlook and future financial liquidity changes.

Additional factors are discussed elsewhere in this MD&A under the headings “Liquidity and capital resources” and “Risks and Uncertainties” and in DCM’s Annual Information Form and other publicly available disclosure documents, as filed by DCM on SEDAR+. Should one or more of these risks or uncertainties materialize, or should assumptions underlying the forward-looking statements prove incorrect, actual results may vary materially from those described in this MD&A as intended, planned, anticipated, believed, estimated or expected. Unless required by applicable securities law, DCM does not intend and does not assume any obligation to update these forward-looking statements.

### **Non-IFRS Accounting Standards measures**

#### NON-IFRS ACCOUNTING STANDARDS AND OTHER FINANCIAL MEASURES

This MD&A includes certain non-IFRS Accounting Standards measures, ratios and other financial measures as supplementary information. This supplementary information does not represent earnings measures recognized by IFRS Accounting Standards and does not have any standardized meanings prescribed by IFRS Accounting Standards. Therefore, these non-IFRS Accounting Standards measures, ratios and other financial measures are unlikely to be comparable to similar measures presented by other issuers. Investors are cautioned that this supplementary information should not be construed as alternatives to net income (loss) determined in accordance with IFRS Accounting Standards as an indicator of DCM’s performance.

#### DEFINITIONS OF NON-IFRS ACCOUNTING STANDARDS, FINANCIAL MEASURES AND RATIOS

We use adjusted financial measures because we believe they are useful for providing investors with supplemental measures of DCM's operating performance and highlight trends in our business that may not otherwise be apparent when relying solely on IFRS Accounting Standards financial measures. DCM also believes that securities analysts, investors, rating agencies and other interested parties frequently use such information in the evaluation of issuers. Further, DCM's management uses such adjusted information to facilitate operating performance comparisons from period to period, prepare annual operating budgets, assess its ability to meet future debt service, capital expenditure and working capital requirements and to evaluate potential acquisitions and the subsequent performance of completed acquisitions.

**EBITDA** means earnings before interest and finance costs, taxes, depreciation and amortization. The most comparable IFRS Accounting Standards measure for EBITDA is net income (loss). For a reconciliation of net income (loss) to EBITDA, see Table 5 below.

**Adjusted EBITDA** represents EBITDA, adjusted for acquisition and integration costs, restructuring expenses, the net fair value (gains) losses on financial liabilities at fair value through profit or loss for restricted share units ("RSUs") and deferred shared units ("DSUs") and other adjustments for other specific items that may be significant but are not reflective of our underlying operations. Specific items are subjective; however, we use our judgement and informed decision-making when identifying items to be excluded in calculating our Adjusted EBITDA. We use Adjusted EBITDA as a measure of pre-tax operating cash flow. The most comparable IFRS Accounting Standards measure of Adjusted EBITDA is net income (loss). For a reconciliation of net income (loss) to Adjusted EBITDA, see Table 5 below.

**Adjusted net income (loss)** represents net income (loss) before acquisition and integration costs, restructuring expenses, the net fair value (gains) losses on financial liabilities at fair value through profit or loss for RSUs and DSUs and other adjustments for other specific items that may be significant but are not reflective of our underlying operations, all on an after-tax basis. Specific items are subjective; however, we use our judgement and informed decision-making when identifying items to be excluded in calculating our Adjusted net income (loss). We use Adjusted net income (loss) as a measure of overall profitability. The most comparable IFRS Accounting Standards measure of Adjusted net income (loss) is net income (loss). For a reconciliation of net income (loss) to Adjusted net income (loss), see Table 6 below.

**Adjusted net income (loss) per share (EPS) (basic and diluted)** is a non-IFRS Accounting Standards ratio calculated by dividing Adjusted net income (loss) (defined above) for a given period by the weighted average number of common shares of DCM (basic and diluted) outstanding, respectively, during the period.

**Margin** is calculated as a percentage of revenues, which is itself an IFRS Accounting Standards financial measure, and we monitor margins in comparison to our internal targets. Margin is a non-IFRS Accounting Standards ratio when applied to non-IFRS Accounting Standards financial measures.

**Free cash flow** is a non-IFRS Accounting Standards financial measure we use to monitor the availability of discretionary cash as part of our capital management. It is defined as total cash generated from operating activities,

less net capital expenditures (comprised of purchase of property, plant and equipment (including transfers from non-current assets), less proceeds on disposal of property, plant and equipment, other than proceeds on sale and leaseback of properties), less Principal portion of lease payments. A reconciliation of free cash flow to its most comparable IFRS Accounting Standards measure, total cash generated from operating activities, is included in “Additional Reconciliations of Non-IFRS Accounting Standards Financial Measures” in Table 1 below.

#### SUPPLEMENTARY FINANCIAL MEASURES

**Annualized synergies** is a non-IFRS Accounting Standards financial measure we use to evaluate the integration progress of our acquisition of MCC. These represent annualized operating savings management expects to derive from its post-acquisition integration activities relating to the acquisition. We believe these synergy estimates are important to investors to inform on our potential and evaluate our progress on initiatives relating to management’s cost reduction objectives. These metrics were initially determined based on management’s own pre- acquisition due diligence of the MCC business prior to closing and the advice of its external integration consultants and have subsequently been refined and tracked based on actual progress against such preliminary objectives. These estimates are primarily based on management’s expectations relating to (1) organizational savings through eliminating duplicative positions, (2) operational savings from initiatives including planned plant closures and optimization initiatives, and (3) procurement savings anticipated from a larger purchasing base and are expected by management to be achieved through the combination and integration of the two companies. From time to time, we also quantify the impacts of certain unusual, non-recurring events to provide useful information to investors to help better understand our financial outlook. Also see “Forward-looking statements”.

**Compound Annual Growth Rate (CAGR)** is a supplementary financial measure when applied to IFRS Accounting Standards financial measures.

**Revenue per employee** is a metric we use to evaluate the productivity of our employees and is a non-IFRS Accounting Standards financial measure. It is determined by dividing revenues, an IFRS Accounting Standards financial measure, for a specific twelve-month period, typically being a fiscal year, or four consecutive fiscal quarters, by the total number of employees at the end of that period.

**Lease Payments** is a non-IFRS Accounting Standards ratio used as part of our assessment of total expenses related to leases we’ve entered into for our facilities, machinery and office equipment. It is defined as Principal portion of lease payments plus Interest expense on lease liabilities, for a particular period.

**Margin** (defined above) is a supplementary financial measure when applied to IFRS Accounting Standards measures.

**Net Debt to Adjusted EBITDA (net of Lease Payments)** is a non-IFRS Accounting Standards ratio used as part of our assessment of our capital structure. Net debt is defined as (1) the total balance of our credit facilities less cash and equivalents at a given period (net of bank overdraft), divided by (2) Adjusted EBITDA less Lease Payments, for the most recent four quarters then ended. Net Debt to Adjusted EBITDA (net of Lease Payments) is quantified in “Additional Reconciliations of Non-IFRS Accounting Standards Financial Measures” in Table 2.

**Working capital** is a supplementary non-IFRS Accounting Standards financial measure that we use as a measure for assessing our overall liquidity. It is calculated by subtracting current liabilities from current assets.

#### ADDITIONAL RECONCILIATIONS OF NON-IFRS ACCOUNTING STANDARDS FINANCIAL MEASURES

**TABLE 1** The following table sets out free cash flow for the periods noted.

#### Free Cash Flow Reconciliation

(in thousands of Canadian dollars, unaudited)

	January 1 to September 30, 2025	January 1 to September 30, 2024
<b>Total cash generated from operating activities</b>	<b>16,760</b>	21,850
Less: Purchase of property, plant, and equipment	<b>(3,343)</b>	(9,709)
(Net of): Proceeds on disposal of property, plant, and equipment	—	440
Less: Principal portion of lease payments	<b>(5,246)</b>	(6,055)
<b>Free cash flow</b>	<b>\$ 8,171</b>	\$ 6,526

**TABLE 2** The following table sets out Net Debt to Adjusted EBITDA (net of Lease Payments) for the periods noted.

#### Net Debt to Adjusted EBITDA (net of Lease Payments)

(in thousands of Canadian dollars, except Net Debt to Adjusted EBITDA, unaudited)

	September 30, 2025	December 31, 2024
Total credit facilities	<b>\$ 84,246</b>	\$ 84,745
Less: Cash and equivalents (net of bank overdraft)	<b>(3,667)</b>	(5,893)
<b>Net Debt</b>	<b>\$ 80,579</b>	\$ 78,852
Trailing twelve months Adjusted EBITDA	<b>\$ 63,245</b>	\$ 63,908
Less: Trailing twelve months total lease payments	<b>(20,105)</b>	(20,345)
<b>Adjusted EBITDA (net of Lease Payments)</b>	<b>\$ 43,140</b>	\$ 43,563
<b>Net Debt to Adjusted EBITDA (net of Lease Payments)</b>	<b>1.87 x</b>	1.81 x

#### Business of DCM

##### OVERVIEW

DCM is a leading Canadian tech-enabled provider of print and digital solutions that help simplify complex marketing communications and operations workflow. DCM serves over 2,500 clients including 70 of the 100 largest Canadian corporations and leading government agencies. Our core strength lies in delivering individualized services to our clients that simplify their communications, including customized printing, highly personalized marketing communications, campaign management, digital signage, and digital asset management. From omnichannel marketing campaigns to large-scale print and digital workflows, our goal is to make complex tasks surprisingly simple, allowing our clients to focus on what they do best.

DCM's manufacturing operations are characterized by a high degree of complexity, as our products and services are customized to meet the unique requirements of each customer. The end products are derived through integrated production processes spanning multiple product categories and revenue streams. These processes typically involve various stages of work in a plant or across multiple plants, culminating in the delivery of a finished product. As a result of the complex nature of this production landscape, conventional metrics such as selling prices and the volume or quantity of products or services are challenging to discern and are not relevant other than in the aggregate in management's view.

Customer agreements and contract terms typically include provisions consistent with industry practice, which allow DCM to pass along increases in the cost of paper and other raw materials used to manufacture products subject to various notice periods and reference indices.

DCM's revenue is subject to the mailing patterns and purchasing patterns of its customers. Typically, higher revenues and profit are generated in the first quarter relative to the other three quarters, however this can vary from time to time due to changes in customers' purchasing decisions throughout the year. As a result, DCM's revenue and financial performance for any single quarter may not be indicative of revenue and financial performance, which may be expected for the full year.

DCM has approximately 1,505 employees in Canada and the United States and had revenues of \$480.0 million in 2024.

## **RECENT DEVELOPMENTS**

### **Normal Course Issuer Bid**

On June 10, 2025, the Company announced that the Toronto Stock Exchange approved its notice to initiate a Normal Course Issuer Bid ("NCIB") to repurchase up to 4,220,210 common shares, representing approximately 10% of the public float, over the 12-month period ending June 11, 2026. During the nine months ended September 30, 2025, the Company repurchased and cancelled 344,300 common shares for total consideration of \$0.6 million, including transaction costs of \$70 thousand. The total amount of \$0.6 million was recorded directly in equity.

The Company also entered into an Automatic Share Purchase Plan ("ASPP") with its broker to permit repurchases during self-imposed blackout periods. The ASPP may be terminated, modified, or suspended at the Company's discretion.

## **REVENUE RECOGNITION POLICY**

DCM recognizes revenue when control of the products or services it provides to its customers has been transferred. The following is a description of the principal activities from which DCM generates its revenue, along with the corresponding revenue recognition accounting policies.

### **Product Sales**

DCM manufactures customized products based on specifications pre-approved by its customers. At its customers' request, DCM will also purchase product from third-party vendors and resell that to its customers (including

Technology-Enabled Hardware Solutions - see below). For products that DCM purchases and resells to its customers, DCM is typically a principal in these arrangements as it is responsible for making key decisions over the purchasing of product and has the economic risks and rewards that are customary with control. Accordingly, third-party product revenue is typically presented on a gross basis in revenue with the corresponding product purchase cost and associated costs recognized in costs of revenue. DCM recognizes revenue when control over the product transfers to the customer, which is effectively transferred upon the completion of production or when a resale product is purchased from a third-party vendor and inducted into DCM's warehouses or shipped directly to customers from third-party vendors due to the custom nature of the product, as it does not have an alternative use to DCM, such that DCM is entitled to payment once the quantity of product pursuant to an individual purchase order is produced or purchased from a third-party vendor and inducted into its warehouses. Given the manufactured products are customized or purchased specifically at the customer's request, product returns are insignificant.

In some instances, DCM's customers obtain the product directly from DCM following the completion of production or directly from third-party vendors. In other instances, DCM's contracts involve the provision of warehousing and shipment services, in addition to manufacturing or purchasing of third-party products. Based on DCM's contractual arrangements with its customers related to product, certain of DCM's contracts with customers include the provision of warehousing, freight and financing services, in addition to manufacturing or purchase from third-parties of customized products based on specifications pre-approved by its customers. For bundled pricing arrangements, DCM allocates the transaction price to each performance obligation based on their relative stand-alone selling prices. Management applied judgment and assumptions in determining the stand-alone selling prices in allocating revenue between the various performance obligations based on non-bundled pricing arrangements and comparable market data, where applicable. DCM stores customized or purchased product at the request of the customer; the product is identifiable as the customer's product; the product is ready for transfer to the customer upon the customer's request; and DCM cannot re-direct the product nor use the product to fulfill another customer's product order under the contract. DCM recognizes product revenues when control has transferred over the product upon product manufacture by DCM or upon receipt of third-party product into DCM's warehouses. Based on the contractual terms with its customers, DCM either issues an invoice when product that is manufactured by DCM or purchased from third-party vendors is inducted into DCM's warehouse, or alternatively, the invoice is issued for some customers when the product is dispatched from its warehouses. In instances where DCM issues an invoice on dispatch of product from its warehouses, rather than at the date of transfer of control, DCM is still entitled to payment for the purchased or manufactured product. Accordingly, revenue is recognized for the product manufactured by DCM or purchased from third parties and a corresponding balance for "unbilled receivables" are recognized within trade receivables in the consolidated statement of financial position. Unbilled receivables are transferred to accounts receivables when the invoices are issued to the customers. Deferred revenue represents amounts that have been invoiced to the customer but not yet recognized as revenue, including advance payments and billings in excess of revenue. Deferred revenue is recognized as revenue when DCM completes the production of product or upon receipt of third-party product in its warehouses or when Warehousing Services and Freight Services are provided (see below).

#### Warehousing and Other Services

DCM provides custodial services to store customer product in its warehouse over a specified agreed upon period of time. For non-bundled pricing arrangements, warehousing revenues are recognized over the period that Warehousing Services are provided to the customer. For bundled pricing arrangements, DCM allocates a portion of the initial transaction price for Warehousing Services and recognizes revenue on a straight-line basis over the agreed period of the warehousing as it best represents the pattern of performance. Amounts are typically invoiced as Warehousing Services are performed in accordance with agreed upon contractual terms at periodic intervals. When DCM receives advance payments or issues billings in excess of revenue, these are recognized as deferred revenue in the statement of financial position. Deferred revenue is recognized as revenue when or as DCM provides custodial services over the agreed upon warehouse term. Other ancillary services include fees related to financing charges associated with customers where DCM stores customer product in the warehouse over a period of time and invoices the customer when the product is dispatched from DCM's warehouse. Financing income is recognized as DCM provides custodial services to its customers over the agreed upon warehouse term. Other ancillary services include fees related to financing and administrative charges. Financing charges are associated with customers where DCM stores customer product in the warehouse over a period of time and invoices the customer when the product is dispatched from DCM's warehouse. Financing income is recognized as DCM provides custodial services to its customers over the agreed upon warehouse term. Administrative charges cover the costs of centralized support functions and are recognized upon invoicing.

#### Freight Services

DCM has identified it has a distinct performance obligation for the shipment of product for certain contracts where it has an obligation to arrange shipment services where control of the product has been transferred to the customer prior to shipment. DCM contracts with third parties to deliver product. DCM is typically a principal for such shipment services as it is responsible for making key decisions over the shipment arrangements and has the economic risks and rewards associated with such control as a principal DCM recognizes shipment revenues when the performance of the shipping service has occurred as products are shipped.

#### Technology-Enabled Hardware Solutions

DCM procures certain products and services from third-party providers to ensure that our clients' complete business and marketing communications needs are met while providing comprehensive vendor management strategies. Technology-Enabled Hardware Solutions include scanners, printers, tablets, and other technology applications, often with barcoding and RFID functionality, and digital signage applications. Such products typically complement our Product Sales, and Other Services, and are sold to clients as part of an integrated offering. Technology-Enabled Hardware Solutions represent a distinct performance obligation (from our Product Sales and Other Services), and revenue is recognized when the product is shipped from the vendor or inducted into DCM's warehouse.

#### Technology-Enabled Subscription Services and Fees

Technology-Enabled Subscription Services and Fees include the provision of marketing technology workflow applications including revenues generated by the digital asset management ("DAM") solutions such as our contentcloud.ai product (previously called ASMBL), our newly acquired Zavy social media analytics solution, software subscription fees, managed technology services, program management services, professional services fees, content management fees, and implementation and development fees. Typically, these services and fees are contracted on

either a project basis in the case of professional services, implementation, and development services fees or for periods of one to five-year terms, often with one to two-year renewal options in the case of software subscription fees and managed technology services. Revenue is measured based on the consideration DCM expects to be entitled to in exchange for providing services as they are delivered, or ratably over the term of the contract, and represent a distinct performance obligation. When DCM receives advance payments or issues billings in excess of revenue, these are recognized as deferred revenue in the statement of financial position. Deferred revenue is recognized as revenue when or as DCM provides the services over the contract term.

#### **COST OF REVENUES AND OTHER EXPENSES**

DCM's cost of revenues primarily consists of raw materials, manufacturing salaries and health benefits, occupancy costs, depreciation of owned equipment, and depreciation of the right-of-use asset ("ROU Asset") for property leases and equipment leases. DCM's raw material costs consist primarily of paper, carbon and ink. Manufacturing salaries and benefits costs primarily consist of employee salaries and health benefits at DCM's printing and warehousing facilities. Occupancy costs consist primarily of depreciation of the ROU Asset for property leases, and costs related to utilities, insurance and building maintenance. DCM's other expenses primarily consist of selling, depreciation and amortization, and general and administration expenses. Selling expenses consist primarily of employee salaries, health benefits and commissions, and include related costs for travel, corporate communications, trade shows, and marketing programs. Depreciation and amortization represent the allocation to income of the cost of property, plant and equipment, the ROU Asset, and intangible assets over their estimated useful lives. General and administration expenses consist primarily of employee salaries, health benefits, and other personnel related expenses for executive, financial and administrative personnel, as well as the depreciation of the ROU Asset for property leases, telecommunications, pension plan expenses and professional service fees.

#### **Selected Consolidated Financial Information**

The following tables set out summary consolidated financial information and supplemental information for the periods indicated. The summary condensed interim and financial information for each of the three month and nine month periods in 2025 and 2024 has been derived from consolidated financial statements, prepared in accordance with IFRS Accounting Standards. The unaudited financial information presented has been prepared on a basis consistent with our audited consolidated financial statements. In the opinion of management, such unaudited financial data reflects all adjustments, consisting of normal and non-recurring adjustments, necessary for a fair presentation of the results for those periods.

The principal factors that caused period to period variations in the financial information set forth in Table 3 below are as follows:

- Lower levels of revenues and gross profit, and year over year decline in selling, general and administrative expenses;
- No acquisition and integration costs in 2025, compared to \$2.6 million in the prior period;
- \$0.3 million in restructuring costs in 2025, compared to \$3.3 million in the prior period;
- Lower net fair value losses in 2025 attributable to relative decreases in DCM's common share price trading value compared to the prior period;

- Lower levels of interest expense in 2025 given the reduction in prime interest rate on floating-rate debt; this was offset by an increase in interest expense on lease liabilities resulting from new lease agreements related to capital equipment investments in the first quarter of 2025; and
- Improved levels of net income and earnings per share attributable to the above.

There have been no material changes in the accounting principles in our financial reporting between the respective periods.

**TABLE 3** The following table sets out selected historical consolidated financial information for the periods noted.

<b>For the periods ended September 30, 2025 and 2024</b> <i>(in thousands of Canadian dollars, except share and per share amounts, unaudited)</i>	<b>July 1 to September 30, 2025</b>	July 1 to September 30, 2024	<b>January 1 to September 30, 2025</b>	January 1 to September 30, 2024
Revenues	\$ 105,371	\$ 108,726	\$ 342,840	\$ 363,731
Cost of revenues	80,740	80,717	251,441	264,077
Gross profit	24,631	28,009	91,399	99,654
Selling, general and administrative expenses	18,219	21,313	61,549	67,921
Research & development expenses	1,105	1,117	3,441	3,755
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
	<b>18,058</b>	25,775	<b>64,080</b>	79,540
Income before finance costs and income taxes	6,573	2,234	27,319	20,114
Finance costs				
Interest expense, net	5,031	5,273	15,299	16,192
Amortization of transaction costs	111	140	382	420
Debt modification gain	—	—	(867)	—
	<b>5,142</b>	5,413	<b>14,814</b>	16,612
Income before income taxes	1,431	(3,179)	12,505	3,502
Income tax expense				
Current	1,191	647	4,707	2,005
Deferred	(818)	(1,158)	(2,088)	(1,374)
	<b>373</b>	(511)	<b>2,619</b>	631
Net income for the period	\$ 1,058	\$ (2,668)	\$ 9,886	\$ 2,871
Basic earnings per share	\$ 0.02	\$ (0.05)	\$ 0.18	\$ 0.05
Diluted earnings per share	\$ 0.02	\$ (0.05)	\$ 0.17	\$ 0.05
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

<b>As at September 30, 2025 and December 31, 2024</b> <i>(in thousands of Canadian dollars, unaudited)</i>	<b>As at September 30, 2025</b>	As at December 31, 2024
Current assets	\$ 127,963	\$ 143,482
Current liabilities	72,509	100,685
Working Capital	55,454	42,797
Total assets	369,709	392,303
Total non-current liabilities	257,792	251,658
Shareholders' equity	39,408	39,960

**TABLE 4** The following table sets out selected historical consolidated financial information for the periods noted. See the “Non-IFRS Accounting Standards measures” section above for more details and Tables 5 and 6 below for reconciliations of net income to Adjusted EBITDA and net income to Adjusted net income.

<b>For the periods ended September 30, 2025 and 2024</b> <i>(in thousands of Canadian dollars except percentage amounts, unaudited)</i>	<b>July 1 to September 30, 2025</b>	July 1 to September 30, 2024	<b>January 1 to September 30, 2025</b>	January 1 to September 30, 2024
<b>Revenues</b>	\$ 105,371	\$ 108,726	\$ 342,840	\$ 363,731
<b>Gross profit</b>	24,631	28,009	91,399	99,654
<b>Gross profit, as a percentage of revenues</b>	23.4 %	25.8 %	26.7 %	27.4 %
<b>Selling, general and administrative expenses</b>	18,219	21,313	61,549	67,921
As a percentage of revenues	17.3 %	19.6 %	18.0 %	18.7 %
<b>Research &amp; development expenses</b>	1,105	1,117	3,441	3,755
As a percentage of revenues	1.0 %	1.0 %	1.0 %	1.0 %
<b>Adjusted EBITDA (see Table 5)</b>	12,301	12,567	47,457	48,120
As a percentage of revenues	11.7 %	11.6 %	13.8 %	13.2 %
<b>Net income for the period</b>	1,058	(2,668)	9,886	2,871
<b>Adjusted net income (see Table 6)</b>	111	(165)	9,205	8,755
As a percentage of revenues	0.1 %	(0.2)%	2.7 %	2.4 %

**TABLE 5** The following table provides reconciliations of net income to EBITDA and of net income to Adjusted EBITDA for the periods noted. See “Non-IFRS Accounting Standards measures” section above for more details.

### EBITDA and Adjusted EBITDA reconciliation

<b>For the periods ended September 30, 2025 and 2024</b> <i>(in thousands of Canadian dollars, unaudited)</i>	<b>July 1 to September 30, 2025</b>	July 1 to September 30, 2024	<b>January 1 to September 30, 2025</b>	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
<b>EBITDA</b>	<b>\$ 13,567</b>	<b>\$ 9,222</b>	<b>\$ 48,367</b>	<b>\$ 40,256</b>
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
<b>Adjusted EBITDA</b>	<b>\$ 12,301</b>	<b>\$ 12,567</b>	<b>\$ 47,457</b>	<b>\$ 48,120</b>

**TABLE 6** 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 above for more details.

<b>For the periods ended September 30, 2025 and 2024</b> <i>(in thousands of Canadian dollars, except share and per share amounts, unaudited)</i>	<b>July 1 to September 30, 2025</b>	July 1 to September 30, 2024	<b>January 1 to September 30, 2025</b>	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)
<b>Adjusted net income</b>	<b>\$ 111</b>	<b>\$ (165)</b>	<b>\$ 9,205</b>	<b>\$ 8,755</b>
<b>Adjusted net income per share, basic</b>	<b>—</b>	<b>—</b>	<b>0.17</b>	<b>0.16</b>
<b>Adjusted net income per share, diluted</b>	<b>—</b>	<b>—</b>	<b>0.16</b>	<b>0.15</b>
<b>Weighted average number of common shares outstanding, basic</b>	<b>55,221,802</b>	55,308,952	<b>55,282,446</b>	55,192,969
<b>Weighted average number of common shares outstanding, diluted</b>	<b>56,810,306</b>	55,308,952	<b>57,080,008</b>	57,784,458
<b>Number of common shares outstanding, basic</b>	<b>55,221,802</b>	55,308,952	<b>55,282,446</b>	55,308,952
<b>Number of common shares outstanding, diluted</b>	<b>56,810,306</b>	55,308,952	<b>57,080,008</b>	57,900,441

## Results of operations

### REVENUES

For the three months ended September 30, 2025, DCM recorded revenues of \$105.4 million, a decrease of \$3.4 million or 3.1% compared with the same period in 2024. For the nine months ended September 30, 2025, DCM recorded revenues of \$342.8 million, a decrease of \$20.9 million or 5.7% compared with the same period in 2024. The decline was primarily driven by reduced order activity from several large enterprise clients, ongoing service challenges at Canada Post, and continued uncertainty surrounding potential cross-border tariffs, all of which have negatively affected overall business confidence.

DCM revenue is comprised of five revenue streams: Product Sales, Technology-Enabled Hardware Solutions, Warehousing and Other Services, Freight Services, and Technology-Enabled Subscription Services and Fees.

**TABLE 7** The following tables set out DCM's revenue by revenue stream for the periods noted.

<i>(in thousands of Canadian dollars, unaudited)</i>	<b>For the three months ended September 30, 2025</b>		For the three months ended September 30, 2024		Revenue Percentage Change
Product Sales	<b>\$</b>	<b>92,746</b>	<b>\$</b>	94,269	(1.6)%
Technology-Enabled Hardware Solutions		<b>1,777</b>		1,810	(1.8)%
Warehousing and Other Services		<b>3,603</b>		4,732	(23.9)%
Freight Services		<b>3,090</b>		3,367	(8.2)%
Technology-Enabled Subscription Services and Fees		<b>4,155</b>		4,548	(8.6)%
	<b>\$</b>	<b>105,371</b>	<b>\$</b>	108,726	(3.1)%
		<b>For the nine months ended September 30, 2025</b>		For the nine months ended September 30, 2024	Revenue Percentage Change
Product Sales	<b>\$</b>	<b>300,080</b>	<b>\$</b>	316,729	(5.3)%
Technology-Enabled Hardware Solutions		<b>5,511</b>		5,993	(8.0)%
Warehousing and Other Services		<b>10,956</b>		14,131	(22.5)%
Freight Services		<b>10,205</b>		10,917	(6.5)%
Technology-Enabled Subscription Services and Fees		<b>16,088</b>		15,961	0.8 %
	<b>\$</b>	<b>342,840</b>	<b>\$</b>	363,731	(5.7)%

Product Sales for the three and nine months ended September 30, 2025 declined by 1.6% and 5.3%, respectively, compared to the same periods in 2024 primarily driven by reduced order activity from several large enterprise clients, ongoing service challenges at Canada Post, and continued uncertainty surrounding potential cross-border tariffs, all of which have negatively affected overall business confidence. Technology-Enabled Hardware Solutions for the three and nine months ended September 30, 2025 declined by 1.8% and 8.0%, respectively, compared to the same periods in 2024, primarily due to the timing of customer projects. Freight Services and Warehousing and Other Services for the three months ended September 30, 2025 decreased by 8.2% and 23.9%, respectively, and for the nine months ended September 30, 2025 decreased by 6.5% and 22.5%, respectively, compared to the same periods in 2024, which was mainly attributable to the timing of shipments and billings and lower product sales. Warehousing and Other Services declined by a higher percentage than Freight Services in both periods given lower levels of finished goods being warehoused by certain large enterprise clients. Technology-Enabled Subscription Services and Fees for the three and nine months ended September 30, 2025 decreased by 8.6% and increased by 0.8%, respectively, compared to the same period in 2024 due to reduced hourly billings related to streamlined customer setup and onboarding activity.

**COST OF REVENUES AND GROSS PROFIT**

For the three months ended September 30, 2025, DCM recorded cost of revenues of \$80.7 million, consistent with the same period of 2024. For the nine months ended September 30, 2025, DCM recorded cost of revenues of \$251.4 million, a decrease of \$12.6 million or 4.8% compared to \$264.1 million in the same period of 2024. Gross profit for the three months ended September 30, 2025 was \$24.6 million compared to \$28.0 million for the same period in 2024. Gross profit for the nine months ended September 30, 2025 was \$91.4 million compared to \$99.7 million for the same period in 2024. Gross profit as a percentage of revenues decreased to 23.4% for the three months ended September 30, 2025 and to 26.7% for the nine months ended September 30, 2025, compared to 25.8% and 27.4% for the same periods in 2024.

The decrease in cost of revenues for the nine months ended September 30, 2025 compared to the same period of 2024 was primarily related to the lower revenues in those periods. Wages and benefits in both periods were positively impacted by the closure of the Company's Trenton, Ontario and Fergus, Ontario plants completed in 2024, reduced direct and indirect staffing levels generally following restructuring initiatives completed in 2024, and production shift optimization initiatives and were partially offset by increase in average wages and benefits. Cost of direct supplies and inks declined due to lower production volumes, and were partially offset by higher ERP license fees following system migration to DCM's ERP platform, and the reclassification of repair and maintenance expenses at two former MCC plants. Paper costs also declined with lower volumes but increased as a percentage of sales due to several large paper-intensive projects at certain of the Company's manufacturing plants. Other miscellaneous manufacturing expenses improved, reflecting cost reclassifications and continued efficiency gains from prior-year restructuring and plant consolidation initiatives.

Gross profit as a percentage of revenues for the three and nine months ended September 30, 2025, decreased compared to the same periods in 2024. The decline was primarily driven by lower revenues combined with the impact of fixed overhead costs and higher raw material prices, resulting in lower absorption of fixed overhead costs, and as a result, lower gross profit margins.

**SELLING, GENERAL AND ADMINISTRATIVE EXPENSES**

Selling, general and administrative ("SG&A") expenses for the three months ended September 30, 2025 were \$18.2 million, or 17.3% of revenues, a decrease of \$3.1 million compared to \$21.3 million, or 19.6% of revenues, for the same period in 2024.

Selling, general and administrative ("SG&A") expenses for the nine months ended September 30, 2025 were \$61.5 million, or 18.0% of revenues, a decrease of \$6.4 million compared to \$67.9 million, or 18.7% of revenues, for the same period in 2024.

The decrease in SG&A for the three and nine months ended September 30, 2025 was primarily driven by the absence of one-time costs incurred in the prior year related to the integration of MCC that were not eligible for add-backs, and a reduction in selling, commissions, consulting, audit and legal fees. SG&A also declined due to lower salaries and wages resulting from the restructuring initiatives implemented in the prior year. Additionally, incentive compensation and other overhead reduction plans were implemented to align with the decline in overall revenues.

**RESEARCH AND DEVELOPMENT EXPENSES ("R&D Expenses")**

R&D expenses for the three months ended September 30, 2025 were \$1.1 million compared to \$1.1 million, consistent with the same period in 2024.

R&D expenses for the nine months ended September 30, 2025 were \$3.4 million compared to \$3.8 million for the same period in 2024. R&D expenses primarily related to costs incurred for contentcloud.ai (previously called ASMBL), our digital asset management platform, and remained generally consistent with the prior period.

**ACQUISITION AND INTEGRATION COSTS**

DCM did not incur any acquisition and integration costs for the three and nine months ended September 30, 2025. In comparison, DCM incurred \$2.1 million and \$2.6 million for the three and nine months ended September 30, 2024, respectively, related to one-time, non-recurring integration costs related to the planned consolidation of three DCM plants, which was completed by the end of 2024.

**RESTRUCTURING EXPENSE**

DCM incurred restructuring expenses of \$0.3 million for the three and nine months ended September 30, 2025, compared to \$1.2 million and \$3.3 million, respectively, for the three and nine months ended September 30, 2024. The minimal additional restructuring expenses related to headcount reductions in select areas as part of DCM's efforts to refine and finalize the integration. These actions represent the tail end of our broader restructuring plan aimed at aligning our organizational structure and optimizing our operational footprint following the MCC acquisition.

**NET FAIR VALUE (GAINS) LOSSES ON FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT AND LOSS ("NET FVTPL")**

DCM recorded non-cash accruals related to mark-to-market adjustments and normal vesting expenses for outstanding long-term incentive compensation in the form of restricted share units ("RSUs") and deferred share units ("DSUs"). The Company's common share price declined by 0.5% during the first quarter of 2025, from \$1.85 as of March 31, 2025, to \$1.84 as of June 30, 2025, and decreased a further 26.1% to \$1.36 as of September 30, 2025. This compares to a 15.2% decline in the second quarter of 2024 and a 1.1% decline in the third quarter of 2024.

As a result, DCM incurred a recovery on the mark-to-market adjustments for RSUs and DSUs for the three and nine months ended September 30, 2025, compared to an expense of \$0.1 million and \$1.9 million for the same periods in 2024. The recovery for the three and nine months ended September 30, 2025 was offset by additional RSUs and DSUs issued in connection with the dividends declared, resulting in a net recovery of \$1.5 million and \$1.2 million.

**EBITDA AND ADJUSTED EBITDA**

For the three months ended September 30, 2025 EBITDA was \$13.6 million, or 12.9% of revenues, compared to \$9.2 million, or 8.5% of revenues, for the same period in 2024. For the three months ended September 30, 2025, Adjusted EBITDA was \$12.3 million, or 11.7% of revenues, after adjusting for \$1.5 million in net FVTPL recovery and \$0.3 million in restructuring expenses. This compares to Adjusted EBITDA of \$12.6 million, or 11.6% of revenues, after

adjusting for \$0.1 million expense in net FVTPL, \$1.2 million in restructuring expenses, and \$2.1 million in integration costs, for the same period in 2024.

For the nine months ended September 30, 2025, EBITDA was \$48.4 million, or 14.1% of revenues, compared to \$40.3 million, or 11.1% of revenues, for the same period in 2024. For the nine months ended September 30, 2025, Adjusted EBITDA was \$47.5 million, or 13.8% of revenues, after adjusting for \$1.2 million in net FVTPL recovery and \$0.3 million for restructuring expenses. This compares to \$48.1 million, or 13.2% of revenues, after adjusting EBITDA for \$1.9 million in net FVTPL expense, \$3.3 million for restructuring expenses and \$2.6 million for integration costs, for the same period in 2024.

The increase in Adjusted EBITDA as a percentage of revenues for the three and nine months ended September 30, 2025, compared to the prior period in 2024, was primarily driven by lower SG&A expenses resulting from restructuring initiatives implemented in the prior year and absence of one-time integration related costs. While gross profit margins declined slightly, the decline in SG&A more than offset the impact of lower revenues, resulting in higher Adjusted EBITDA margins.

#### **FINANCE AND OTHER COSTS**

Finance costs include interest on debt outstanding under DCM's credit facilities, interest on pension obligations, amortization of debt transaction costs, debt modification gain, amortization of asset retirement obligations, and interest expense on lease liabilities under IFRS 16. For the three and nine months ended September 30, 2025, DCM incurred finance costs of \$5.1 million and \$14.8 million, respectively, compared to \$5.4 million and \$16.6 million for the same period in 2024.

Interest expense on long-term debt and pensions for the three and nine months ended September 30, 2025 decreased compared to the same period in 2024, primarily due to a lower prime interest rate on floating-rate debt. This decrease was partially offset by higher interest expense on lease liabilities, driven by new lease agreements for capital equipment investments in the first quarter of 2025, and latter half of 2024. However, these leases agreements expired and there is no interest cost in Q3. In addition, a one-time debt modification gain of \$0.9 million was recorded in the second quarter of 2025 in connection with the extension of DCM's credit facility.

#### **INCOME TAXES**

DCM reported income before taxes of \$1.4 million and a net income tax expense of \$0.4 million for the three months ended September 30, 2025 compared to loss before taxes of \$3.2 million and a net income tax recovery of \$0.5 million for the same period in 2024.

DCM reported income before taxes of \$12.5 million and a net income tax expense of \$2.6 million for the nine months ended September 30, 2025 compared to income before taxes of \$3.5 million and a net income tax expense of \$0.6 million for the same period in 2024.

The deferred income tax expense was adjusted for changes in estimates of future reversals of temporary differences.

**NET INCOME**

Net income for the three months ended September 30, 2025 was \$1.1 million compared to a net loss of \$2.7 million for the same period in 2024.

Net income for the nine months ended September 30, 2025 was \$9.9 million compared to a net income of \$2.9 million for the same period in 2024.

The increase for the three months ended September 30, 2025 was primarily due to the gain in Net FVTPL and reduced finance costs, as the reduction in gross profit was almost completely offset by a reduction in SG&A and restructuring expenses.

The increase in the overall profitability for the nine months ended September 30, 2025, compared to the same period in 2024, was primarily driven by the absence of one-time costs totaling of \$5.9 million in the prior year related to restructuring, and acquisition and integration costs, compared to \$0.3 million for restructuring expenses in the current period. Additionally, as noted above, overall SG&A expenses declined. Net FVTPL expenses also decreased to a recovery of \$1.2 million from an expense of \$1.9 million in the prior period, all of which contributed to the improvements in profitability. These positive factors were partially offset by a decline in overall gross profit.

**ADJUSTED NET INCOME**

Adjusted net income for the three months ended September 30, 2025 was \$0.1 million, or 0.1% of revenues, compared to net loss \$0.2 million, or (0.2)% of revenues for the same period in 2024. Adjusted net income for the nine months ended September 30, 2025 was \$9.2 million, or 2.7% of revenues, compared to \$8.8 million or 2.4% of revenues for the same period in 2024.

The increase in Adjusted net income as a percentage of revenues for the three and nine months ended September 30, 2025 was primarily driven by lower SG&A and finance costs, partially offset by a decline in overall gross profit.

**Liquidity and capital resources****LIQUIDITY**

DCM's strategic allocation of funds has been guided by a comprehensive approach encompassing various financial priorities. The primary focus areas for fund utilization have encompassed working capital needs, capital investments, business acquisitions, organic growth initiatives, payment of regular quarterly dividends and the repayment of outstanding indebtedness. DCM has funded these liquidity requirements primarily with cash generated from operating activities, funds drawn from its unused committed credit facilities, long-term debt and sales of its common shares. Additionally, the Company has supplemented its financial resources through the net proceeds derived from asset sales.

In assessing its ongoing liquidity requirements, DCM conducts a comprehensive analysis, considering its current cash position, anticipated cash inflows from operational activities, projected availability of funds from unused credit facilities, cash from investing activities such as sales of real estate acquired with the acquisition of MCC and of

redundant assets, its dividend policy, access to the capital markets and expected reductions resulting from existing restructuring activities, as well as its ongoing cash needs for its existing operations, including capital investment plans.

DCM's working capital requirements consist primarily of the costs associated with manufacturing and delivering its products and services. These include expenditures related to wages, facility operations, payments to suppliers for raw materials, debt repayments, and other operational necessities. DCM's working capital requirements are primarily affected by the level of operating activities, including the length of the Company's operating cycles, printed products inventory turnover, and collection of accounts receivable.

Looking ahead, DCM anticipates that a combination of cash reserves, future operational cash flows, and access to committed credit facilities will enable the Company to meet its projected operating requirements for the next 12 months. This includes generating adequate levels of working capital, funding expenditures related to its growth strategy, expenses related to ongoing restructuring initiatives (particularly related to severance payments), investments in productivity improvement initiatives, contributions to its pension plans, payment of income tax liabilities, financing of planned capital expenditures, fulfilling debt repayment obligations, and distributions related to its newly instituted dividend program. To the extent required, the Company also believes it has access to equity markets to fund additional capital needs.

DCM believes the following factors could adversely impact cash flows from operations, sources of liquidity and operational capabilities in the future: diminished demand for the Company's products and services, including, in particular, decreased demand for traditional business forms and print-related products; risk of cross-border tariffs on our supply chain and potential lower demand of our sales into the United States; labour disruption, or threats thereof, at certain of our clients; pricing pressures from both existing and new customers; competition; rising manufacturing, distribution and other operating costs, including increases in the costs of freight, paper, ink, and other raw material inputs used by DCM in the conduct of its business, including as a result of continued inflationary pressures, tariffs, and higher wages; other supply chain disruptions unrelated to tariffs; seasonal variations in customer spending; and higher wage costs; and future additional restructuring expenses should they be required.

**CREDIT AGREEMENTS****BANK FACILITIES**

DCM has established a revolving credit facility (the "Bank Credit Facility") pursuant to a third amended and restated credit agreement (the "Bank Credit Agreement") with a Canadian chartered bank (the "Bank"). Under the terms of the Bank Credit Agreement, the maximum principal amount available under the Bank Credit Facility is \$90.0 million. The Bank Credit Facility also includes an "accordion" feature, which can provide up to an additional \$20 million of capacity under the revolving facility. The Bank Credit Facility matures on May 30, 2028. DCM entered into the fourth amendment to its Bank Credit Agreement, extending the Bank Credit Facility maturity date to May 30, 2028 from May 31, 2026 on May 30, 2025. As a result of the amendment, a debt discount gain was recorded of \$867 in the condensed interim consolidated statement of operations. This facility is available to DCM in the form of a Loan Facility (Revolving Facility and/or Term Facility), a Hedging Facility, a Leasing Facility and a MasterCard Facility.

The Revolving Facility is available to be drawn by way of either Prime Rate loans, Base Rate loans, Canadian Overnight Repo Rate Average (CORRA) loans, Secured Overnight Financing Rate (SOFR) loans, and/or Letters of Credit.

Prime rate loans charge interest based on the Canadian prime rate plus a margin whereby the prime rate is the greater of the Bank's published reference rate on Canadian Dollar denominated commercial loans and the adjusted Term CORRA for a period of one month plus 100 basis points per annum. Currently, advances under the Bank Credit Facility may not, at any time, exceed the lesser of \$90 million and a fixed percentage of DCM's aggregate accounts receivable and inventory (less certain amounts). Advances under the Bank Credit Facility of \$4.3 million as at September 30, 2025 are currently subject to floating interest rates based upon the Canadian prime rate plus an applicable margin of 1.00% for a total interest rate of 5.95%.

Base Rate loans is the rate of interest on US dollar denominated loans plus applicable margin. SOFR loans is the secured overnight financing rate published by the Federal Reserve Bank of New York on the next succeeding Business Day. DCM has a discretion of availing CORRA loan advances under the Loan Facility for 1, 2 and 3 month terms ("CORRA loan").

As at September 30, 2025, DCM had \$35 million advances under the CORRA loan, and no advances under SOFR and Base Rate loans. As at September 30, 2025, four advances were made under the CORRA loan for an amount of \$8 million ("CORRA Loan I"), \$4 million ("CORRA Loan II"), \$11 million ("CORRA Loan IV"), and \$12 million ("CORRA Loan V"). The applicable CORRA loan interest rate on these terms is calculated as adjusted Term CORRA plus an applicable margin for total interest of 5.77%, 5.56%, 5.54%, and 5.77%, respectively.

In April 2024, DCM signed an Interim Funding Agreement ("IFA") with the Bank using the available Leasing Facility (Bank Leasing Facility) to finance certain equipment purchases. According to the terms of the credit agreement, the maximum principal amount available under the IFA is \$8.2 million, with the facility expiring on February 28, 2025 (amended from the original expiration date of October 10, 2024 and amended expiration of January 2, 2025). The interest fee on the IFA is charged based on one-month forward looking term rate based on the CORRA published on such determination date, plus a margin of 3.75%. During this period, the IFA was fully repaid to fund the \$8.5 million in installment payments for equipment. These payments were recorded as other non-current assets on the

condensed interim consolidated statement of financial position, prior to being transferred to right-of-use assets as the equipment was sold to, and leased back from the Bank upon completion of installation. As at September 30, 2025, the balance was nil (December 31, 2024 - \$5.4 million included in other non-current assets) as all leases were formalized and transferred to right-of-use assets (see below). During the third and fourth quarters of 2024, DCM completed two sale and leaseback transactions for various equipment with the Bank under the Bank Leasing Facility for total proceeds of \$2.9 million. In conjunction with these transactions, DCM entered into two Amendments to the Interim Funding Agreement ("Amended IFA") to reduce the maximum principal amount available under the IFA from \$8.2 million to \$6.6 million to reflect the first completed sale and leaseback transaction, and from \$6.6 million to \$5.3 million to reflect the second completed sale and leaseback transaction.

During the first quarter of 2025, DCM entered into the third and fourth, and final, sale and leaseback transactions with the Bank under the Bank Leasing Facility for total proceeds of \$5.6 million.

As at September 30, 2025, DCM had access to \$17.0 million of available credit under the Bank Credit Facility and had cash and cash equivalents of \$3.7 million as shown on the condensed interim consolidated statement of financial position as at September 30, 2025.

#### OTHER LEASING FACILITIES

During the fourth quarter of 2024, DCM entered into a Progress Funding Term ("PFT") with a leasing company to finance additional equipment purchases. According to the terms of the Master Lease Agreement, the maximum principal amount available under the PFT is \$3.0 million, with the facility expiring upon lease commencement. During the period, the PFT was fully repaid to fund the \$1.1 million in installment payments for equipment. These payments were recorded as other non-current assets in the condensed interim consolidated statement of financial position as the equipment was sold and leased back from the leasing company upon completion of installation. During the first quarter of 2025, DCM entered into the sale and leaseback transaction for the various equipment with the leasing company for total proceeds of \$1.1 million, and the balance was transferred from other non-current assets to right-of-use assets during the first quarter.

#### FPD FACILITIES

DCM has two amortizing term loan facilities (the "FPD VI Credit Facilities") with Fiera Private Debt VI L.P. ("FPD VI"), which is a fund managed by Fiera Private Debt Fund GP Inc. ("FPD") pursuant to an amended and restated credit agreement dated as of April 24, 2023 (the "FPD Credit Agreement"). On October 22, 2024, a second amended and restated credit agreement was entered into to align the financial covenants on the term loans with those on the Bank revolving facility. The amended covenants are reflected in the table below. On July 17, 2025, a third amended and restated credit agreement was entered into to update certain definitions and incorporate qualitative changes, with no impact to the financial terms of the FPD Facilities.

## COVENANT REQUIREMENTS

Each of the Bank Credit Agreement and the FPD Credit Agreement contains customary representations and warranties, certain financial covenant requirements (see below), as well as certain restrictive covenants which limit the discretion of the Board and management with respect to certain business matters, including the declaration or payment of dividends on the common shares of DCM without the consent of the Bank and FPD VI, as applicable.

**TABLE 8** The following tables set out DCM's financial covenant requirements.

<b>Borrowings subject to financial covenants</b>	<b>Financial Covenant</b>	<b>Frequency Tested</b>	<b>Ratios to be compliant</b>	<b>Ratios at September 30, 2025</b>
Term loans	Total Funded Debt to Adjusted EBITDA	Quarterly	From December 31, 2024 to December 30, 2025 < 3.50 : 1.00 From December 31, 2025 to loan maturity < 2.75 : 1:00	1.95
	Fixed charge coverage ratio	Quarterly	From December 31, 2024 to loan maturity > 1.10 : 1.00	1.87
	Working capital ratio	Quarterly	At all times > 1.10 : 1.00	2.12
Revolving facility	Fixed charge coverage ratio	Monthly	At all times > 1.10 : 1.00	1.87
	Capital expenditures	Annually	Not to exceed 120% of the annual budgeted amount	49.50 %

For purposes of the Bank Credit Agreement and the FPD Credit Agreement, "EBITDA" means net income or net loss for the relevant period, calculated on a consolidated basis, plus amounts deducted, or minus amounts added, in calculating net income or net loss in respect of: (a) the aggregate expense incurred for interest on debt and other costs of obtaining credit; (b) income taxes, whether or not deferred; (c) depreciation and amortization; non-cash expenses resulting from employee or management compensation, including the grant of stock options or restricted options to employees; any gain or loss attributable to the sale, conversion or other disposition of property out of the ordinary course of business; interest or dividend income; foreign exchange gain or loss; gains resulting from the write up of property and losses resulting from the write-down of property (except allowances for doubtful accounts receivable and non-cash reserves for obsolete inventory); any gain or loss on the repurchase or redemption of any securities (including in connection with the early retirement or defeasance of any debt); goodwill and other intangible asset write-downs; lease payments to convert on a pre-IFRS 16 basis; and any other extraordinary, nonrecurring or unusual items such as restructuring costs (as agreed to by the lender) provided the amounts added back pursuant to clause (c) above in respect of cash expenses (other than acquisition, integration and restructuring costs related to the April 2023 MCC acquisition) are capped at 15% of unadjusted EBITDA in the case of the Bank Credit Agreement. The pro forma financial results from any acquisitions completed by DCM during a given year are included on a trailing twelve month basis effective as of the closing date of the acquisitions for the purposes of DCM's covenant calculations.

As of September 30, 2025, DCM was in compliance with all its financial covenants.

The continued ability to comply with financial covenants under the Company's credit facilities for at least the next twelve months is contingent on management's ability to meet budgeted revenue, profitability and working capital targets. The estimate of future cash flows in the Company's 2025 budget and forecasts through to December 31, 2026 include a number of key assumptions to support the financial covenant calculations, specifically related to forecast revenues and gross margins (which in turn impact earnings before interest, income taxes, depreciation and amortization (EBITDA)). Management are satisfied that the Company's forecasts and projections, taking account of reasonably possible changes in results and other uncertainties, will not result in any breach of the financial covenants on its credit facilities within the next fifteen months

A failure by DCM to comply with its obligations under the Bank Credit Agreement or the FPD Credit Agreement, together with certain other events, including a change of control of DCM and a change in DCM's Chief Executive Officer, President or Chief Financial Officer (unless a replacement officer acceptable to FPD, acting reasonably, is appointed within 60 days of the effective date of such officer's resignation), could result in an event of default which, if not cured or waived, would result in the interest rate on borrowings increasing by 2% while in default and could result in the indebtedness outstanding becoming immediately due and payable under each of those agreements if called by the lenders.

#### **INTER-CREDITOR AGREEMENT**

DCM's obligations under the Bank Credit Facility, and the FPD VI Credit Facilities are secured by conventional security charging all the property and assets of DCM and its subsidiaries. DCM has entered into an inter-creditor agreement between the Bank and FPD VI which, among other things, establishes the rights and priorities of the respective liens of the Bank and FPD VI on the present and after-acquired property of DCM and its subsidiaries.

#### **CASH FLOW FROM OPERATIONS**

During the nine months ended September 30, 2025, cash flows generated by operating activities were \$16.8 million compared to \$21.9 million in cash flow generated from operating activities during the same period in 2024. Current period cash flow from operations, before adjusting for changes in working capital, generated a total of \$23.8 million compared with \$18.7 million for the same period in 2024. The change in the current period cash flow from operations is primarily related to lower provisions paid of \$6.6 million compared to \$8.8 million in the prior period.

Changes in working capital (see note 12 in the condensed interim consolidated financial statements) during the nine months ended September 30, 2025 was \$7.1 million of cash used compared with \$3.1 million of cash generated for the same period in 2024. The higher outflow in 2025 was primarily driven by a \$13.4 million decrease in trade payables and accrued liabilities. While the prior year also saw a significant outflow in this area of \$18.5 million, it was largely offset by a \$22 million inflow from trade receivables related to the MCC migration. The reduction in trade payables and accrued liabilities in the current period reflects a reduction of accruals related to incentive compensation, postage and rebates, which were primarily tied to lower revenue levels, as well as reduced purchases of raw materials and inventory, which led to lower trade payables. In contrast, the current period included a \$5.9

million inflow from trade receivables, reflecting a reduction in outstanding receivables as of September 30, 2025, consistent with the decline in revenues.

Inventory changes also contributed to the cash outflow, with a \$2.3 million increase in inventory in 2025 compared to a \$3.1 million increase in 2024. Additionally, prepaid expenses and other assets increased by \$0.5 million in 2025 versus a slight decrease of \$1.3 million in 2024, while deferred revenue decreased by \$2.4 million in 2025 compared to a \$2.3 million decrease in the prior year.

### **INVESTING ACTIVITIES**

For the nine months ended September 30, 2025, investing activities generated \$3.1 million in cash flows compared with \$7.6 million used in the same period in 2024. The change was primarily driven by the proceeds from sale and leaseback transactions. In the current period, DCM received \$6.7 million from the sale and leaseback of production equipment that had been purchased in the prior year (see below). These proceeds were partially offset by \$3.3 million in new equipment purchases, down from \$9.7 million in the same period in 2024.

In the prior year, cash used in investing activities included \$8.0 million related to the purchase of production equipment that was subsequently sold and leased back in 2024 and first quarter of 2025. The 2024 period also included \$10.2 million in proceeds from sale and lease back transactions, of which \$5.8 million was generated from the sale and leaseback of DCM's Trenton, Ontario production facility (acquired as part of the acquisition of MCC), and \$4.4 million from the sale and leaseback transactions of production equipment.

### **FINANCING ACTIVITIES**

For the nine months ended September 30, 2025, the cash flow used by financing activities was \$22.9 million compared with \$23.0 million used during the same period in 2024. In total, DCM borrowed \$60.7 million under its Credit Facilities, and repaid \$61.2 million of outstanding debt, resulting in a decrease in the net change in Credit facilities as of September 30, 2025. During the same period in 2024, DCM borrowed \$58.1 million under its Credit Facilities and repaid \$73.9 million of outstanding debt.

The increase in the net change in the Credit facilities was offset by \$15.2 million in dividends declared and paid during the nine months ended September 30, 2025.

The principal portion of lease payments decreased to \$5.2 million as compared to \$6.1 million in the same period in 2024, reflecting the lesser lease agreements entered into during the third quarter of 2025.

Additionally, \$0.6 million, including transaction costs, was paid in connection with the Company's normal course issuer, which commenced in the second quarter of 2025. Furthermore, transaction costs of \$0.4 million were also incurred for the extension of the Credit Facility in the second quarter of 2025.

### **Outstanding share data**

At November 11, 2025 and September 30, 2025, there were 54,941,039 and 55,055,839 common shares of the Company outstanding. At December 31, 2024, there were 55,308,951 common shares of the Company outstanding.

At November 11, 2025 and September 30, 2025, there were options outstanding to purchase up to 3,918,600 common shares of the Company. At December 31, 2024, there were options outstanding to purchase up to 4,223,800 common shares of the Company.

At November 11, 2025 and September 30, 2025, there were no warrants outstanding to purchase common shares of the Company. At December 31, 2024, there were warrants outstanding to purchase up to 261,216 common shares of the Company.

### **Financial instruments and Risk management**

DCM's financial instruments consist of cash, trade receivables, bank overdraft, trade payables and accrued liabilities, credit facilities, and lease liabilities. All of DCM's financial instruments are non-derivative in nature and DCM does not enter into financial instruments for trading or speculative purposes.

### **FAIR VALUE**

DCM's non-derivative financial instruments are comprised of cash, trade receivables, bank overdraft, trade payables and accrued liabilities, credit facilities, and lease liabilities. Non-derivative financial instruments are recognized initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

Non-derivative financial instruments at fair value through the profit and loss include restricted share units and director share units, which are recorded as a liability at fair value on the grant date and are subsequently adjusted for changes in the price of DCM's common shares through the consolidated statements of operations.

The fair value for other non-derivative financial instruments such as cash, trade receivables, bank overdraft, trade payables and accrued liabilities approximates their carrying value because of the short-term maturity of these instruments. Credit facilities are initially recognized at the discounted present value of the amounts required to be paid to derive their fair value and are then measured at amortized costs using the effective interest method. The fair values are not materially different from their carrying amounts since the interest payable on these borrowings is close to market rates.

### **MARKET RISK**

#### **INTEREST RATE RISK**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the financial instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities. DCM's interest rate risk arises from credit facilities issuances at floating interest rates.

As of September 30, 2025, \$4.3 million of DCM's indebtedness outstanding was subject to floating interest rates of 5.95% per annum; a 1% increase/decrease in interest rates would have resulted in an increase/decrease in the loss by \$43 thousand during the nine months ended September 30, 2025 (2024 – \$0.1 million). At September 30, 2025, \$5.1 million was subject to a fixed interest rate of 5.95% per annum and \$39.9 million was subject to a fixed interest rate of 8.08% per annum. Furthermore, from the revolving facility, amounts of \$8.0 million, \$4.0 million, \$11.0 million

and \$12.0 million was subject to a fixed interest rate of 5.77%, 5.56%, 5.54% and 5.77%, respectively. Although these loans are subject to fixed interest rate, they are subject to short-term renewals; a 1% change in interest rates would have resulted in a \$0.4 million change in the loss the nine months ended September 30, 2025.

### Contractual obligations

DCM believes it will have sufficient resources from its operating cash flow, existing cash resources and borrowing under available credit facilities to meet its projected contractual obligations as they become due. Contractual obligations have been defined as contractual commitments in existence but not paid for as at September 30, 2025. Short-term commitments such as month-to-month office leases, which are easily cancelled, are excluded from this definition.

DCM believes that its existing cash resources and projected cash flows from operations will be sufficient to fund its currently projected operating requirements and that it will continue to remain compliant with its covenants and other obligations under its credit facilities.

**TABLE 9** The following table sets out DCM's significant contractual obligations and commitments as of September 30, 2025.

<i>(in thousands of Canadian dollars, unaudited)</i>	<b>Total</b>	Less than a year	1 to 3 years	4 to 5 years	5 years and greater
Pension funding contributions	22,994	1,246	9,312	4,218	8,218
Lease liabilities	295,467	26,371	72,487	25,436	171,173
Termination (Severance) Obligations	3,012	2,741	271	—	—
Long-term debt	84,246	8,714	75,532	—	—
	<b>\$ 405,719</b>	<b>\$ 39,072</b>	<b>\$ 157,602</b>	<b>\$ 29,654</b>	<b>\$ 179,391</b>

During the nine months ended September 30, 2025, DCM completed sale and leaseback transactions for various production equipment for total gross proceeds of \$6.7 million. These strategic investments are aimed at improving our production efficiency and capacity, ensuring we meet the growing demands of our clients.

### Transactions with related parties

During the three and nine months ended September 30, 2025, there were regular inter-company activities between DCM and its subsidiaries during the normal course of business. These transactions and balances are eliminated in DCM's consolidated financial statements. Related parties are defined as individuals who can influence the direction or management of DCM or any of its subsidiaries and therefore, the directors and officers of DCM's subsidiaries are considered related parties.

On March 15, 2018, DCM entered into a loan agreement with a key member of management, of \$0.1 million to finance the purchase of common shares of the Company. The loan is set to expire on March 15, 2026. Interest

accrues at a rate of 5.95% per annum on the unpaid balance of the loan. The loan is unsecured and repayable upon maturity. At September 30, 2025, the balance owing on the loan was \$0.1 million.

### COMPENSATION OF KEY MANAGEMENT

Key management personnel are deemed to be Directors on DCM's Board, the CEO, the President, the Chief Financial Officer and other members of the senior executive team. Compensation awarded to key management personnel, excluding compensation awarded to Directors, which are described below, included:

**TABLE 10** The following table sets out DCM's compensation awarded to key management personnel, excluding compensation awarded to Directors as of September 30, 2025.

<i>(in thousands of Canadian dollars, unaudited)</i>	<b>For the nine months ended September 30, 2025</b>	For the nine months ended September 30, 2024
Salaries and other short-term employee benefits	<b>1,449</b>	2,425
Post-employment benefits	<b>41</b>	14
Share-based compensation expense	<b>106</b>	1,232
<b>Total</b>	<b>\$ 1,596</b>	<b>\$ 3,671</b>

During the nine months ended September 30, 2025, key management personnel (excluding compensation awarded to Directors) 454,805 RSUs (2024 - 172,023) were granted, and nil RSUs (2024 - nil) were forfeited. During the nine months ended September 30, 2025 and September 30, 2024, there were no options granted to purchase Common Shares to key management personnel (excluding compensation awarded to Directors).

During the nine months ended September 30, 2025, DCM's general and administration expenses include a charge of \$11 thousand (2024 – \$58 thousand) for these past share-based compensation awards related to options.

During the nine months ended September 30, 2025, DCM's general and administration expenses include a net recovery of \$0.9 million (2024 – \$0.7 million) for the duties performed by DCM's Board, of which the recovery of \$1.3 million (2024 – \$0.2 million) relates to DSUs granted, and fair value adjustments.

## Summary of quarterly results

**TABLE 11** The following table presents selected quarterly financial information derived from our consolidated financial statements for each of the eight most recently completed quarters. This information should be read in conjunction with the applicable interim unaudited and annual audited consolidated financial statements and related notes.

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

	2025			2024				2023
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
Revenues	\$105,371	\$113,794	\$123,675	\$116,225	\$108,726	\$125,751	\$129,254	\$129,964
Net income (loss) attributable to shareholders	1,058	3,714	5,114	699	(2,668)	4,064	1,475	(6,358)
Basic earnings (loss) per share	0.02	0.07	0.09	0.01	(0.05)	0.07	0.03	(0.12)
Diluted earnings (loss) per share	0.02	0.06	0.09	0.01	(0.05)	0.07	0.02	(0.12)

The variations in DCM's quarterly revenues and net income (loss) over the eight quarters ended September 30, 2025 can be attributed to several principal factors: the acquisition of MCC as of April 24, 2023; softer order activity and reduced workflow due to macro concerns on the economy, labour issues at Canada Post and U.S. potential tariff actions; increases in the costs of freight, paper, ink, and other raw material inputs used by DCM in the conduct of its business; seasonal variations and timing differences in customer spending related to marketing campaigns and business communications; refinement of DCM's pricing discipline; net FVTPL for RSUs and DSUs; acquisition and integration costs related to the acquisition of MCC; and restructuring expenses related to DCM's ongoing productivity improvement and cost reduction initiatives.

DCM's net income for the third quarter of 2025 included \$0.3 million in restructuring expenses, no acquisition and integration costs, lower SG&A, and a \$1.5 million increase in net FVTPL for RSUs and DSUs. These benefits were offset by softer revenues and lower gross profit, resulting in lower net income. DCM's net income for the third quarter of 2024 included \$1.2 million in restructuring expenses, \$2.1 million in acquisition and integration costs, and \$0.1 million decrease in net FVTPL for RSUs and DSUs.

DCM's net income for the second quarter of 2025 included \$0.1 million in restructuring expenses, no acquisition and integration costs, lower SG&A, and a \$0.2 million decrease in net FVTPL for RSUs and DSUs. These benefits were offset by softer revenues and lower gross profit, resulting in lower net income. DCM's net income for the second quarter of 2024 included \$1.1 million in restructuring expenses, \$0.2 million in acquisition and integration costs, and \$1.4 million in net FVTPL for RSUs and DSUs.

DCM's net income for the first quarter of 2025 included no restructuring, acquisition or integration costs, lower SG&A expenses, and a \$0.1 million decrease in net FVTPL for RSUs and DSUs, resulting in higher net income. DCM's net

income for the first quarter of 2024 included \$1.1 million in restructuring expenses, \$0.3 million in acquisition and integration costs, and \$3.2 million in net FVTPL for RSUs and DSUs.

DCM's net income for the fourth quarter of 2024 included improved gross profit as a percentage of revenue, driven by the synergies from MCC and DCM integration and DCM's continued focus on higher-margin business. This was offset by one-time costs, including \$1.0 million in restructuring expenses, \$6.2 million in acquisition and integration costs, and \$2.2 million in net FVTPL for RSUs and DSUs. DCM's net income for the fourth quarter of 2023 included lower gross profit as a percentage of revenues, and a one-time restructuring expense of \$10.6 million.

## **Accounting policies and Estimates**

### **CHANGES IN ACCOUNTING POLICIES AND ESTIMATES**

The accounting policies and critical accounting estimates and judgments as disclosed in DCM's audited annual consolidated financial statements have been applied consistently in the preparation of its unaudited condensed interim consolidated financial statements, with the exception of the accounting standards implemented in 2025 which are outlined in note 3 of the Notes to the condensed interim consolidated financial statements of DCM for September 30, 2025.

#### *a) New and amended standards adopted*

There were no new and amended standards adopted.

#### *b) Future accounting standards not yet adopted*

### **NEW STANDARD: IFRS 18: PRESENTATION AND DISCLOSURE IN FINANCIAL STATEMENTS**

In April 2024 the IASB issued a new standard, IFRS 18 "Presentation and Disclosure in Financial Statements". This standard will replace IAS 1 and (i) provides a defined structure for the statement of profit or loss and will require items in the statement to be classified into one of five categories: operating, investing, financing, income taxes and discontinued operations, (ii) requires enhanced disclosures within the notes to the financial statements for certain non-GAAP profit or loss performance measures (management defined performance measures, "MPM") that are reported outside an entity's financial statements including a reconciliation between the MPM and the most similar specified subtotal in IFRS Accounting Standards, and (iii) provides clarification on aggregation and disaggregation in the primary financial statements and note disclosures. The new standard will apply to reporting periods beginning on or after January 1, 2027 and will apply to comparative information. Management is currently evaluating the impact of this future policy on the condensed interim consolidated financial statements.

### **AMENDMENTS TO IFRS 9 and IFRS 7: CLASSIFICATION AND MEASUREMENT OF FINANCIAL INSTRUMENTS**

In May 2024, the IASB amended IFRS 9 "Financial Instruments" and IFRS 7 "Financial Instruments: Disclosures". The amendments (i) clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system; (ii) clarify and add

further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion; (iii) add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and (iv) update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI). The amendments are effective for reporting periods beginning on or after January 1, 2026. DCM is currently evaluating the impact on the condensed interim consolidated financial statements.

There are no other IFRS Accounting Standard or International Financial Reporting Interpretations Committee ('IFRIC') interpretations that are not yet effective that would be expected to have a significant impact on DCM.

## **Management's report on internal controls over financial reporting**

### **DISCLOSURE CONTROLS AND PROCEDURES**

DCM maintains a set of disclosure controls and procedures (as defined in National Instrument 52-109) ("DC&P") designed to provide reasonable assurance that information required to be disclosed in its public filings or otherwise under securities legislation is recorded, processed, summarized and reported on a timely basis and that such controls and procedures are designed to ensure that information required to be so disclosed is accumulated and communicated to its management, including its certifying officers, as appropriate to allow timely decisions regarding required disclosure. With the supervision and participation of DCM's senior management team, the Chief Executive Officer of DCM and the Chief Financial Officer ("CFO") of DCM are responsible for designing disclosure controls and procedures of DCM to provide reasonable assurance that (i) material information relating to DCM was made known to management, and (ii) information required to be disclosed by DCM in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time periods specified in the securities legislation.

**MANAGEMENT'S INTERIM REPORT ON INTERNAL CONTROLS OVER FINANCIAL REPORTING**

National Instrument 52-109 requires the CEO and CFO to certify they are responsible for establishing and maintaining internal control over financial reporting ("ICFR") for the Company and that ICFR has been designed and is effective in providing reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with IFRS Accounting Standard. The CEO and CFO are also responsible for disclosing any changes to the Company's internal controls during the most recent period that have materially affected, or are reasonably likely to materially affect, its internal controls over financial reporting. DCM's internal control over financial reporting is a process designed by, or under the supervision of, the CEO and CFO, or persons performing similar functions, and effected by DCM's Board of Directors, management and other personnel. DCM's internal control over financial reporting includes those policies and procedures that pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with IFRS Accounting Standards, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors; and provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Furthermore, projections of any evaluation of effectiveness for future periods are subject to the risk that controls may become inadequate because of changes in conditions or that the degree of compliance with the policies or procedures may deteriorate. A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of DCM's annual or interim financial statements will not be prevented or detected on a timely basis.

**CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING**

As at September 30, 2025, there were no changes in the Company's internal control over financial reporting that occurred during the nine months ended September 30, 2025 that have materially affected, or are reasonably likely to materially affect, DCM's internal control over financial reporting. The CEO and CFO have assessed that MCC was successfully integrated into DCM's control environment.

**Outlook**

While challenging market conditions persist and produced revenue headwinds in the third quarter, we continued to deliver solid levels of operating performance, in line with recent quarters. These macro challenges include concerns about the direction of the economy, ongoing labour issues at Canada Post and potential U.S. tariff actions which continue to negatively impact business confidence. As a result, we have experienced softer order activity and reduced workflow across our industry verticals, with clients delaying or scaling back projects as well as drawing down inventories.

We believe we are well-positioned financially to manage through the current market uncertainty with our strong cash flow and disciplined focus on maintaining margins and managing overhead costs. At the same time, we have the flexibility to pursue M&A opportunities to strengthen our product and service offerings and the value we can deliver to clients.

Longer term, we believe we are well-positioned to leverage our larger scale, expanded product mix and the skills and capabilities of our team to deliver on our commitment to driving profitable growth and sustain our recently introduced quarterly dividend program. We also remain focused on achieving a return on the investment in new capital equipment to enhance our production capabilities and position us to drive additional operating efficiencies.

### **Risks and uncertainties**

An investment in DCM's securities involves risks. In addition to the other information contained in this report, investors should carefully consider the risks described in DCM's most recent Annual Information Form and other continuous disclosure filings made by DCM with Canadian securities regulatory authorities before investing in securities of DCM. The risks described in this report, the Annual Information Form and those other filings are not the only ones facing DCM. Additional risks not currently known to DCM, or that DCM currently believes are immaterial, may also impair the business, results of operations, financial condition and liquidity of DCM.