

Investor Presentation – Q3 FY22



Caution Regarding Forward Looking Statements

Certain information included in this document is forward-looking and is subject to important risks and uncertainties. The results or events predicted in these statements may differ materially from actual results or events. Such statements are generally accompanied by words such as “intend”, “anticipate”, “believe”, “estimate”, “expect” or similar statements. Factors which could cause results or events to differ from current expectations include, among other things: the impact of price competition; scarce number of qualified professionals; the impact of rapid technological and market change; loss of business or credit risk with major customers; technical risks on fixed price projects; general industry and market conditions and growth rates; international growth and global economic conditions, and including currency exchange rate fluctuations; and the impact of consolidations in the business services industry. For additional information with respect to certain of these and other factors, please see the Company’s most recent annual report and other reports filed by Calian with the Ontario Securities Commission. Calian disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. No assurance can be given that actual results, performance or achievement expressed in, or implied by, forward-looking statements within this disclosure will occur, or if they do, that any benefits may be derived from them.

Q3 FY22 Highlights

GROSS MARGINS



30%

+5pts over
Q3 FY21.

REVENUES



Q3 2021

Q3 2022

\$150M

+10% over
Q3 FY21.

DIVERSIFICATION



51%

Commercial

49%

Commercial



67%

Canada

33%

International

Strategy in Action



Innovation

Virtual Care Solutions and the Calian Nexi™ Digital Health platform



Retention

\$190M in new contract signings; \$90M of which were renewals with long-time customers.



Improvement

Implementation of ERP and technology to scale the company to \$1B



Diversification

Sales outside Canada accounted for 33% of revenues; and achieved almost 50/50 commercial/government revenues split.

4-Piston Engine Business Model

4 Operating
Segments

Advanced
Technologies

Health

Learning

IT &
Cyber Solutions



**Canadian
Headquarters**



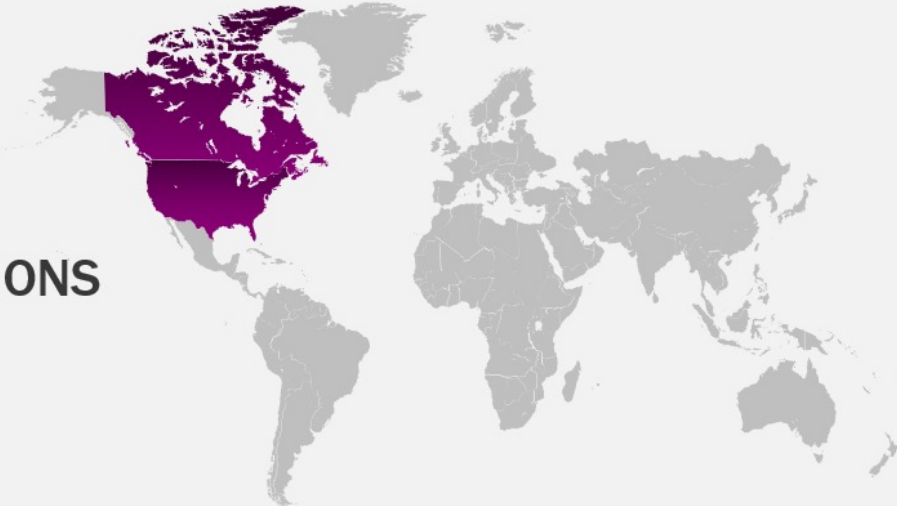
**Employ
4,500+
Globally**



**40 Years
in Business**

IT & Cyber Solutions Segment

What We Do.



For Whom.

- Department of National Defence
- General Dynamics Mission Systems
- Coterra
- Omni Logistics

4 ACQUISITIONS
SINCE 2018

Q3 Snapshot.

* Compared to Q3 FY21



+109%
\$49M REVENUE*



+115%
\$8.0M EBITDA



\$113M
BACKLOG



\$62.8M
NEW CONTRACT SIGNINGS

Customer Stories



Coterra Energy
Oil and Gas Exploration Company

- Infrastructure upgrades and maintenance
- Network and IT support
- Cyber monitoring 24x7



Omni Logistics
Global Logistics Company

- Warehouse infrastructure and connectivity
- Cyber monitoring 24x7



Microsoft Canada
Impact Awards

2022 WINNER



Prix Impact de
Microsoft Canada

GAGNANT 2022



Microsoft Canada recognizes Calian
as the winner of the 2022 Healthcare
Impact Award

Health Segment

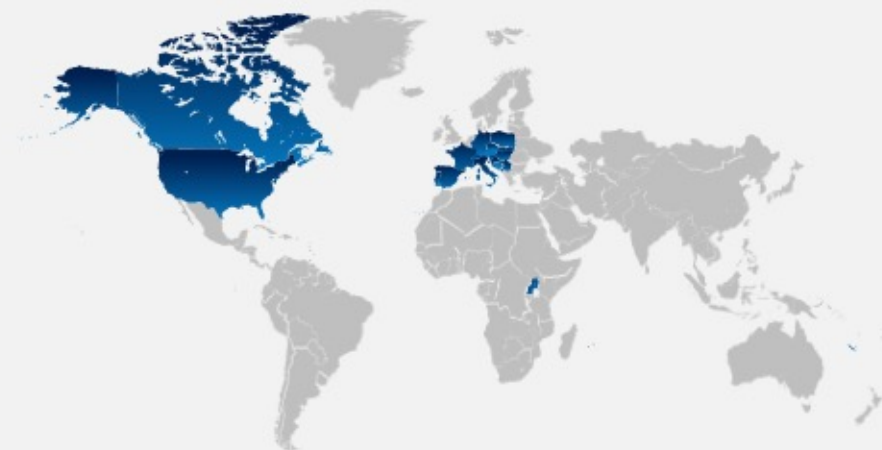
What We Do.

PHARMACEUTICAL



DIGITAL HEALTH
TECHNOLOGIES

HEALTH
SOLUTIONS &
SERVICES



For Whom.

- Vaccine and Infectious Disease Organization (VIDO), part of the University of Saskatchewan
- Canada Border Services Agency
- Canadian Armed Forces

3 ACQUISITIONS
SINCE 2018

Q3
Snapshot.

* Compared to Q3 FY21



-22%
\$40M REVENUE*



-38%
\$6.0M EBITDA*



\$712M
BACKLOG



\$20.5M
NEW CONTRACT
SIGNINGS

Advanced Technologies Segment

What We Do.

SPACE



DEFENCE



TERRESTRIAL



For Whom.

- Inmarsat
- SiriusXM

4 ACQUISITIONS
SINCE 2018

Q3
Snapshot.

* Compared to Q3 FY21



-11%
\$39M REVENUE*



-2%
\$5.3M EBITDA



\$122M
BACKLOG



\$33.6M
NEW CONTRACT
SIGNINGS

Learning Segment

What We Do.

MILITARY TRAINING &
SYNTHETIC TRAINING
SIMULATION ENVIRONMENTS

DIGITAL LEARNING
SOLUTIONS



EMERGENCY
MANAGEMENT



For Whom.

- EU/UK Ministries of Defence
- Department of National Defence
- NATO
- St. Joseph's Hospital

2 ACQUISITIONS
SINCE 2018

Q3
Snapshot.

* Compared to Q3 FY21



+23%
\$22M REVENUE*



+34%
\$4.3M EBITDA*



\$323M
BACKLOG



\$72.8M
NEW CONTRACT
SIGNINGS

Consolidated Dashboard

Q3



\$150M
REVENUE



30%
GROSS MARGIN



11%
EBITDA MARGIN



\$190M
NEW CONTRACT
SIGNINGS

TRAILING TWELVE MONTHS



\$549M
REVENUE
+7% Growth



\$152M
GROSS PROFIT
+31% Growth



\$623M
NEW
CONTRACT
SIGNINGS
+32% Growth

Q3 BALANCE SHEET /OTHER



\$1.3B
BACKLOG



\$124M
NET LIQUIDITY
(Cash less debt plus
unused debt capacity)

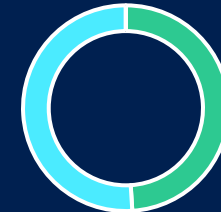


-9% / -5%
Q3 / TTM
ORGANIC GROWTH



19% / 12%
Q3 / TTM
ACQUISITIVE GROWTH

DIVERSITY PRIORITIES



51%
Commercial
29%
Government



67%
Canada
33%
International

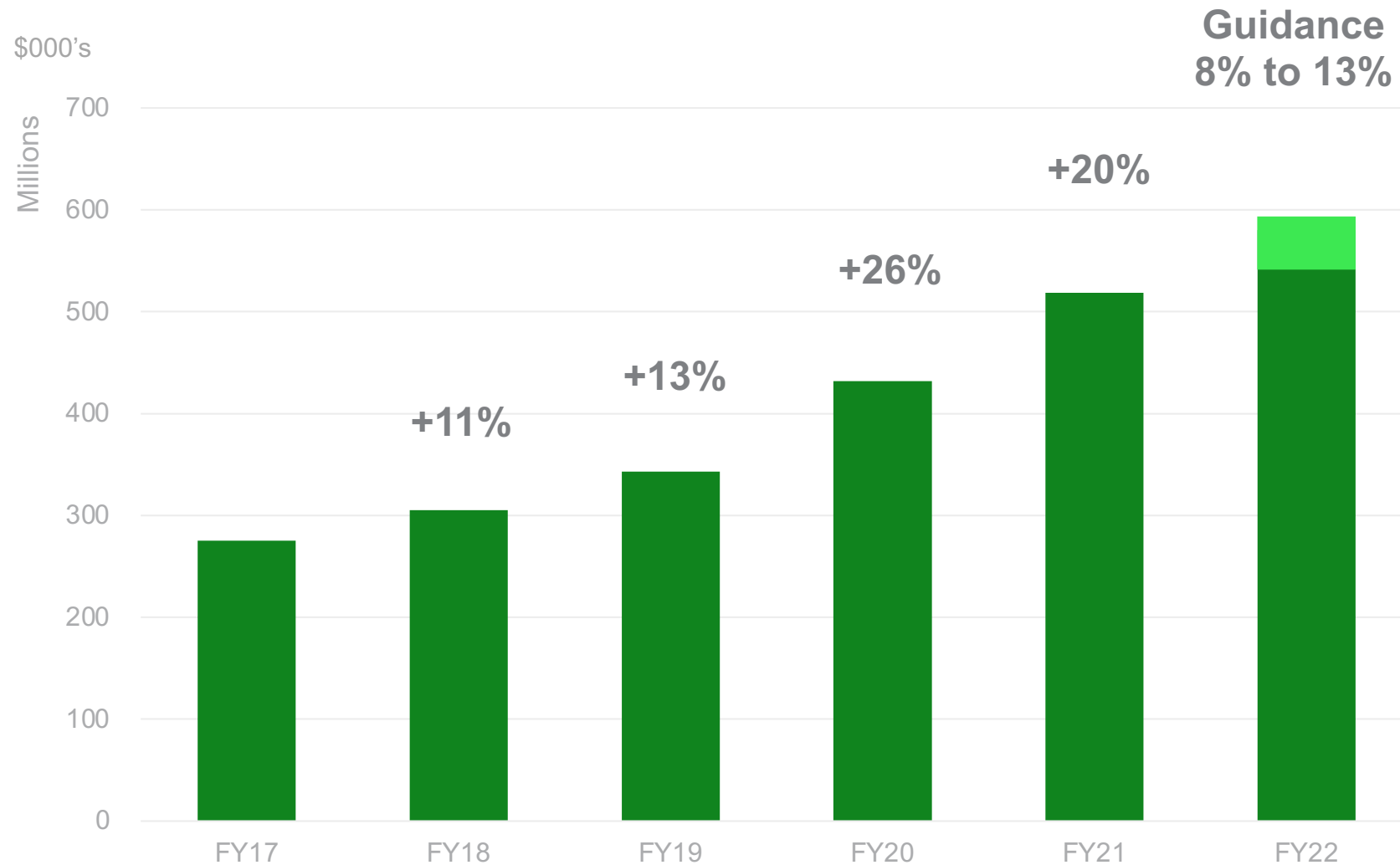
Key Performance Indicators

	Q3 2022	Q3 2021	Growth
Revenue	150,018	136,094	10%
Gross Margin	45,503	33,897	34%
Gross Margin %	30%	25%	
EBITDA	16,136	14,949	8%
EBITDA %	10.8%	11.0%	
Less: Depreciation, interest and taxes	5,298	3,806	
Adjusted Net Income	10,838	11,143	-3%
Adjusted Net Income %	7.2%	8.2%	

	Q3 2022	Q3 2021
Cash and Debt Position		
Cash	51,435	56,050
Debt	7,500	0
Net Cash	43,935	56,050
Current Asset Position		
Assets	275,256	268,885
Liabilities	197,943	125,464
Net Current Assets	77,313	143,421

Canadian dollars, in 000s

Annual Revenue and Guidance



2022 Guidance

Revenue
\$560-585M

EBITDA
\$61.0-65.5M

Adjusted Net Income
\$44-48M

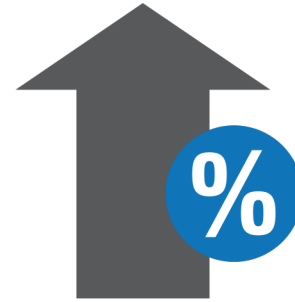
Investment Value Proposition



Track record of capital
deployment driving
long-term value



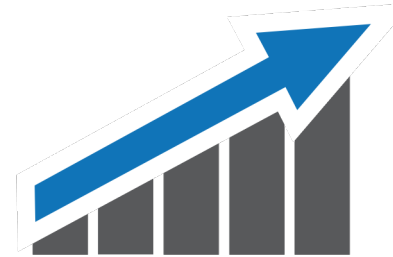
Global expansion



Expanding
margins



Strong Balance
sheet



R&D and Sales &
Marketing

Management Update

Jerry Johnston

Chief Information Officer (CIO)



Management Update

Gordon McDonald

President, Health Segment



Question Period



Thank you.
ir@calian.com

Calian helps the world
communicate, innovate, learn and
lead safe and healthy lives
—with confidence.

