



# Investor Presentation – Q4 FY22

November 25, 2022



# 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.

# Q4-22 Consolidated Results

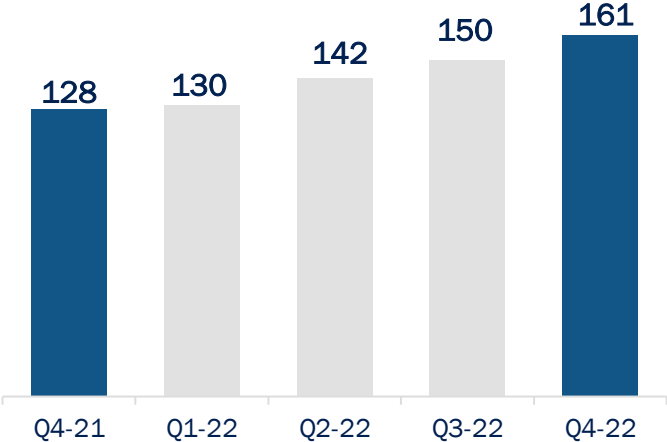
**\$161M**  
New Contract Signings

**\$102M**  
Contract Renewals

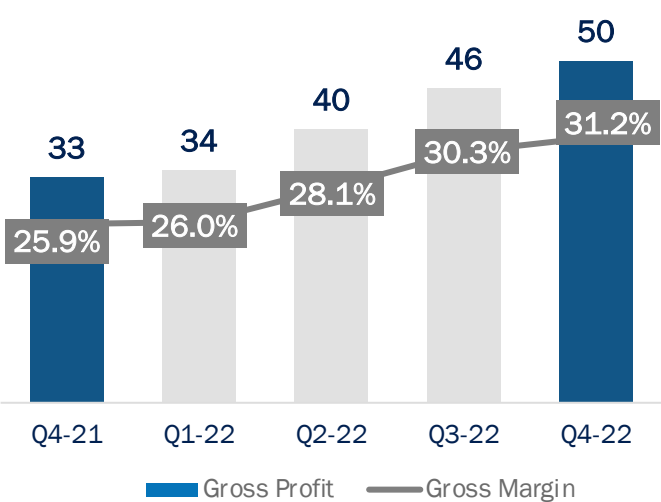
**-11%**  
Organic Growth

**36%**  
Acquisitive Growth

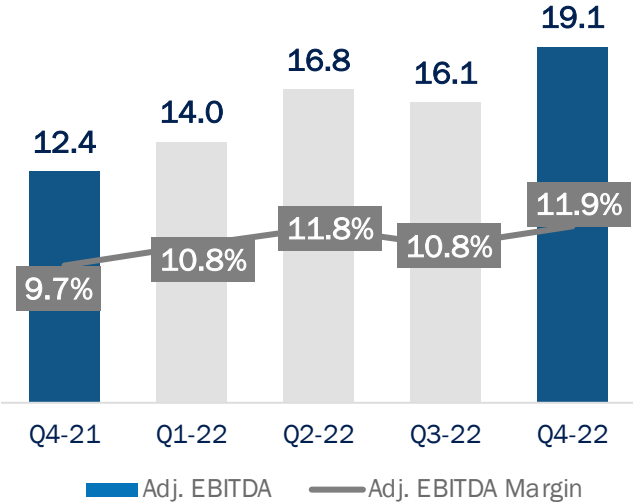
**Revenues**  
(in millions of \$)



**Gross Profit & Margin**  
(in millions of \$, except margin)



**Adj. EBITDA<sup>1</sup> & Margin<sup>1</sup>**  
(in millions of \$, except margin)



1) This is a non-GAAP measure. Please refer to the MD&A.

Record quarterly revenues, gross margin and EBITDA margin



# FY22 Consolidated Results

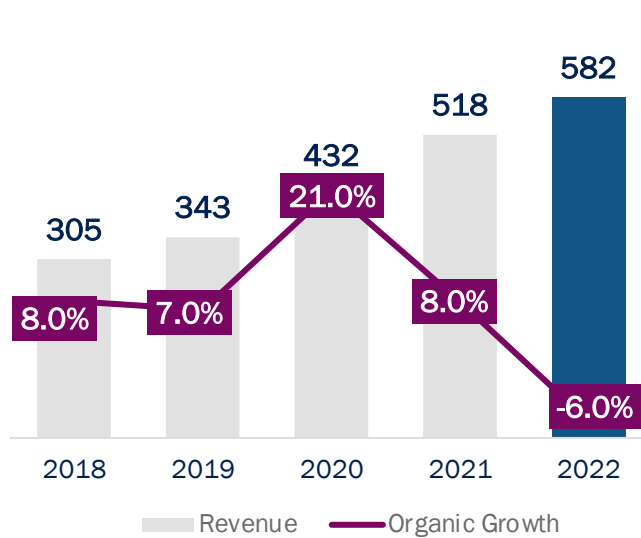
**\$699M**  
New Contract Signings

**\$1.3B**  
Backlog

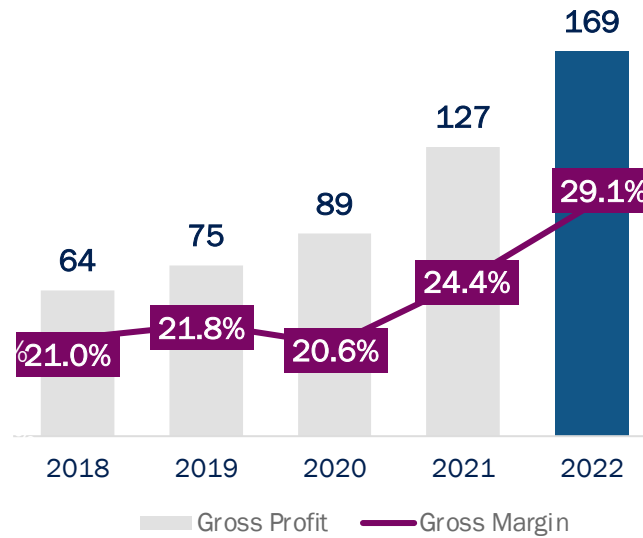
**-6%**  
Organic Growth

**19%**  
Acquisitive Growth

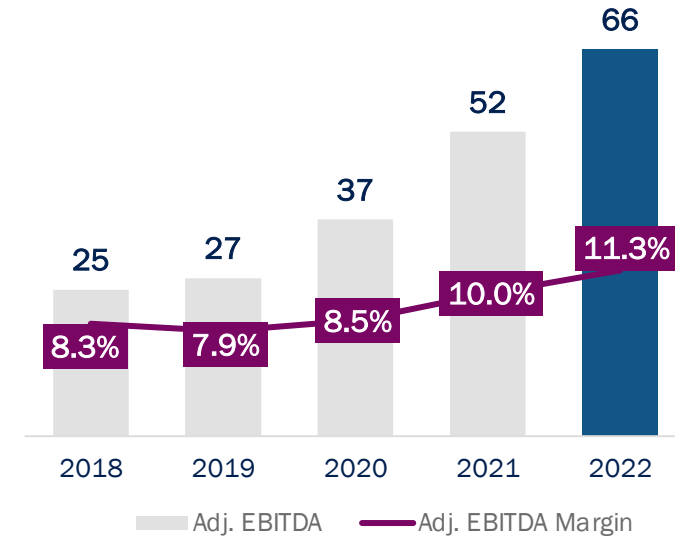
**Revenue & Organic Growth**  
(in millions of \$, except %)



**Gross Profit & Margin**  
(in millions of \$, except margin)



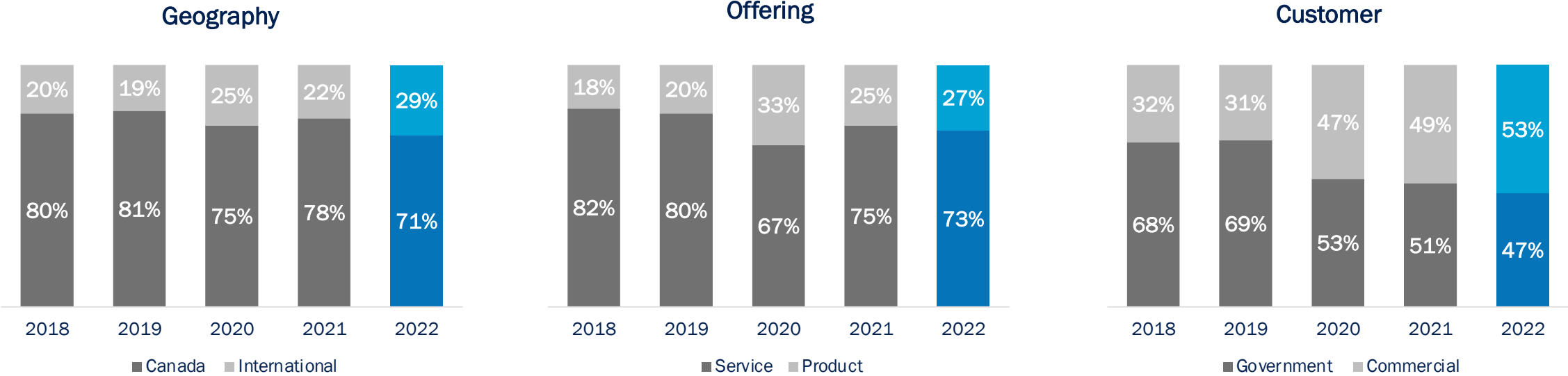
**Adj. EBITDA<sup>1</sup> & Margin<sup>1</sup>**  
(in millions of \$, except margin)



1) This is a non-GAAP measure. Please refer to the MD&A.

Revenue CAGR of 18% over 5 years & significant margin expansion

# Last 5 Years – Revenue Diversification



Growing revenues from International, Technology and Commercial



# Q4-22 ITCS

**\$56M**  
New Contract Signings

**\$97M**  
Backlog

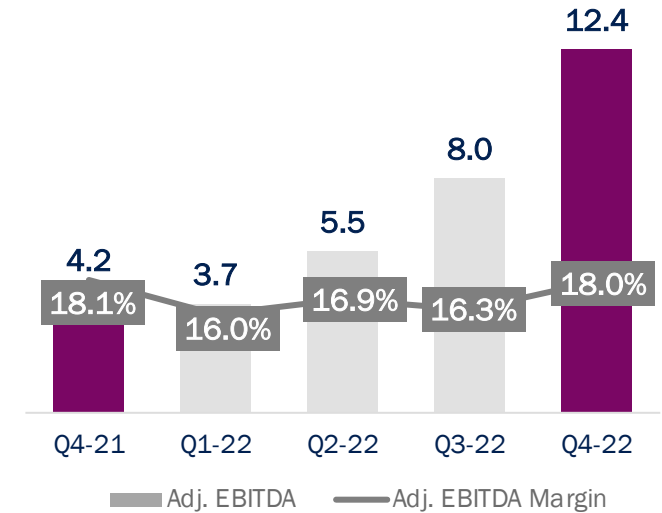
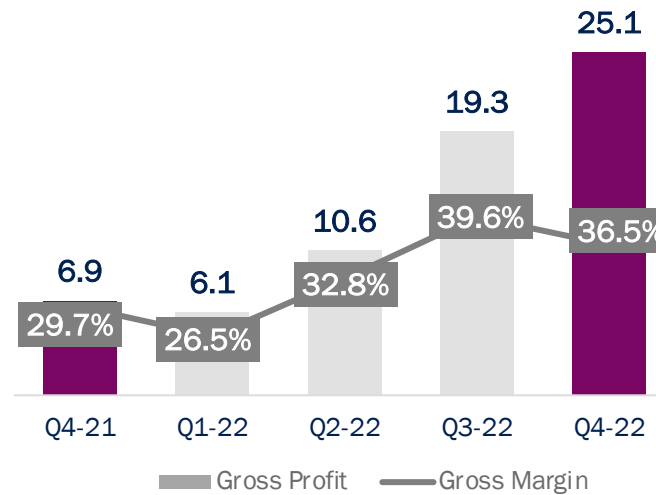
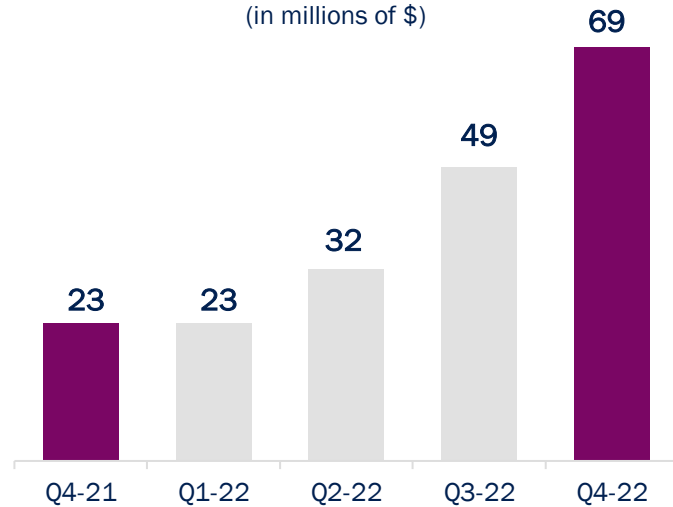
**12%**  
Organic Growth

**185%**  
Acquisitive Growth

**Revenues**  
(in millions of \$)

**Gross Profit & Margin**  
(in millions of \$, except margin)

**Adj. EBITDA<sup>1</sup> & Margin<sup>1</sup>**  
(in millions of \$, except margin)



1) This is a non-GAAP measure. Please refer to the MD&A.

Driven by the acquisition of Computex

# Q4-22 Health

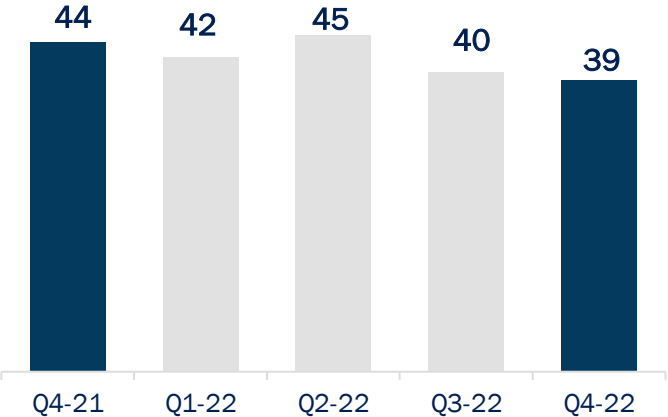
**\$35M**  
New Contract Signings

**\$707M**  
Backlog

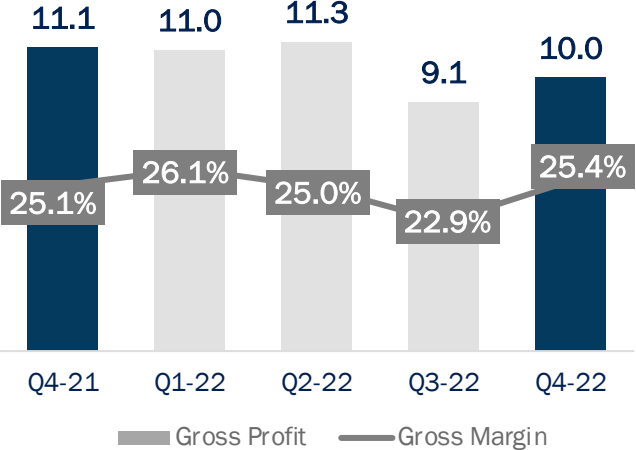
**-11%**  
Organic Growth

**0%**  
Acquisitive Growth

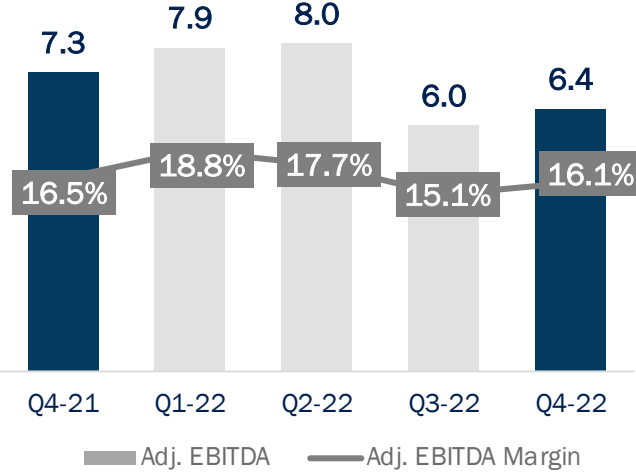
**Revenues**  
(in millions of \$)



**Gross Profit & Margin**  
(in millions of \$, except margin)



**Adj. EBITDA<sup>1</sup> & Margin<sup>1</sup>**  
(in millions of \$, except margin)



1) This is a non-GAAP measure. Please refer to the MD&A.

Tough comp. quarter due to positive impact from COVID-19 last year



# Q4-22 Advanced Technologies

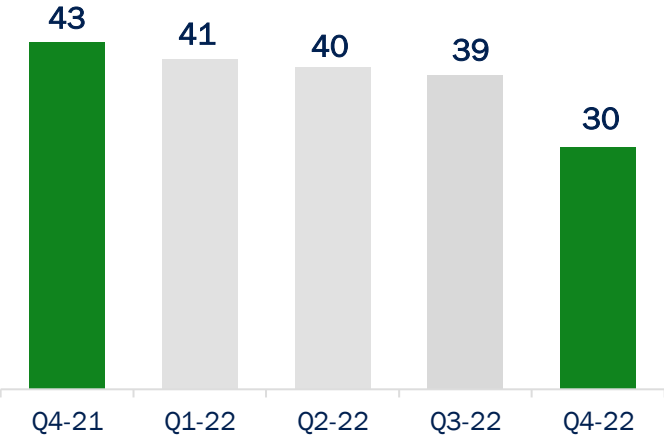
**\$60M**  
New Contract Signings

**\$160M**  
Backlog

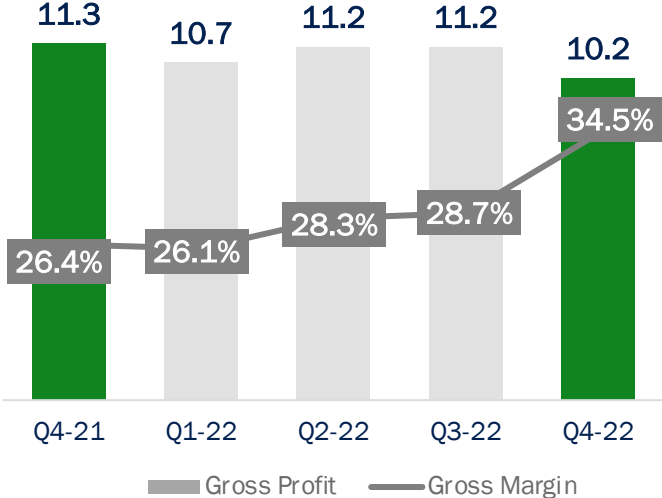
**-31%**  
Organic Growth

**0%**  
Acquisitive Growth

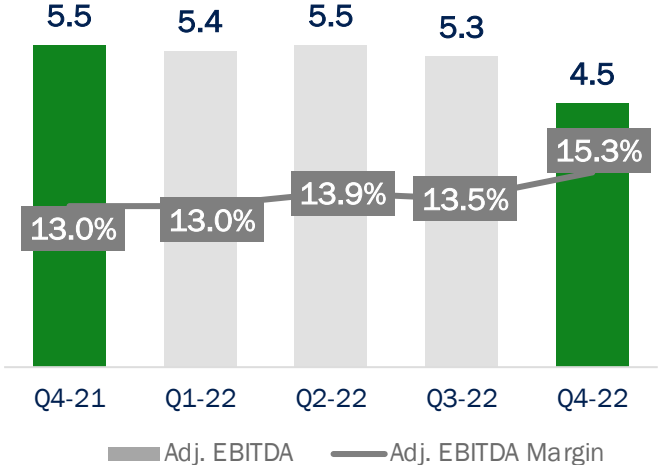
**Revenues**  
(in millions of \$)



**Gross Profit & Margin**  
(in millions of \$, except margin)



**Adj. EBITDA<sup>1</sup> & Margin<sup>1</sup>**  
(in millions of \$, except margin)



1) This is a non-GAAP measure. Please refer to the MD&A.

Impacted from rolling off of large contract and supply chain shortages





# Q4-22 Learning

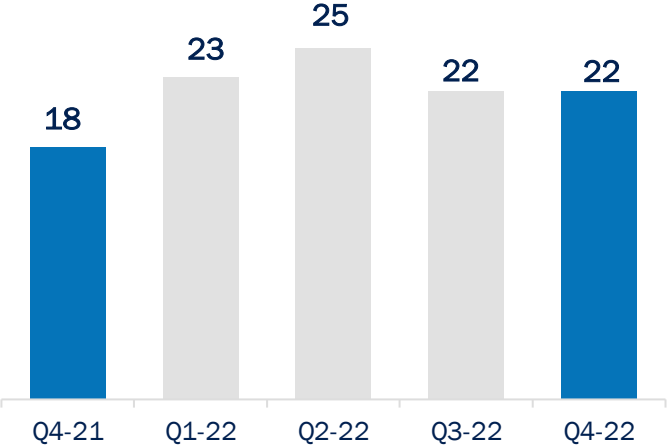
**\$10M**  
New Contract Signings

**\$328M**  
Backlog

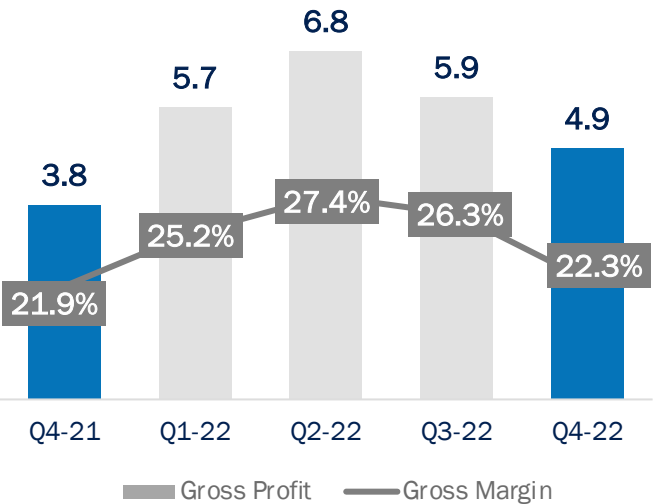
**8%**  
Organic Growth

**16%**  
Acquisitive Growth

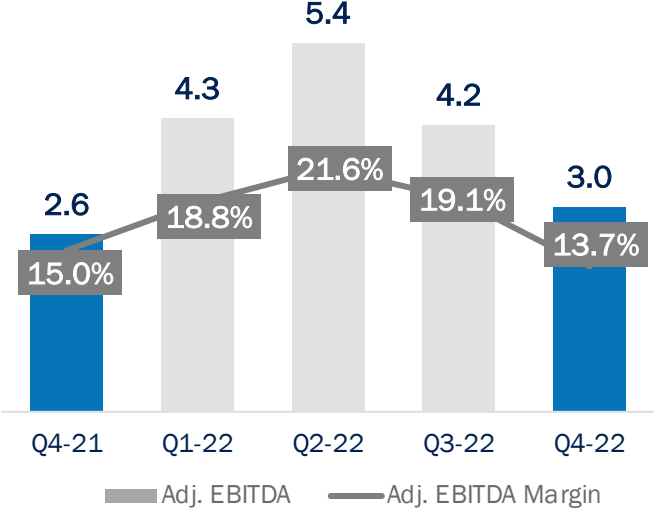
**Revenues**  
(in millions of \$)



**Gross Profit & Margin**  
(in millions of \$, except margin)



**Adj. EBITDA<sup>1</sup> & Margin<sup>1</sup>**  
(in millions of \$, except margin)

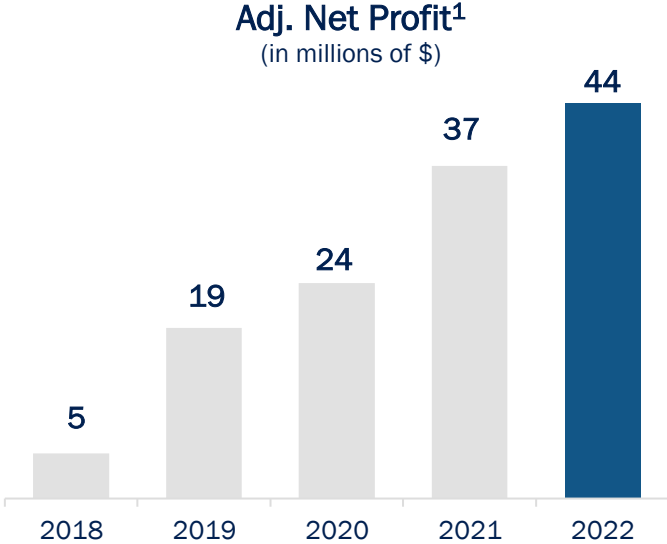
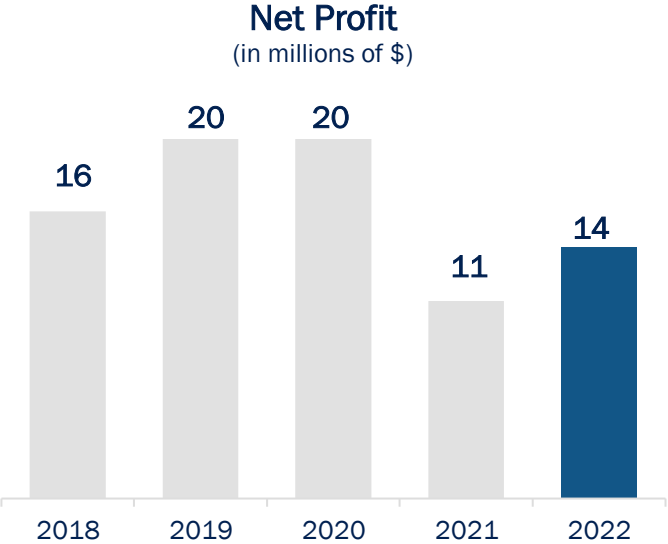


1) This is a non-GAAP measure. Please refer to the MD&A.

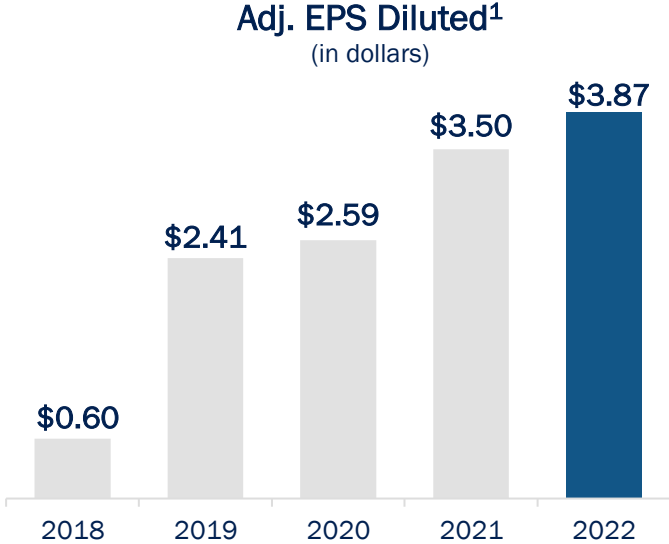
Driven by the acquisition of SimFront



# FY22 - Net Profit & Adj. Net Profit



1) This is a non-GAAP measure. Please refer to the MD&A.



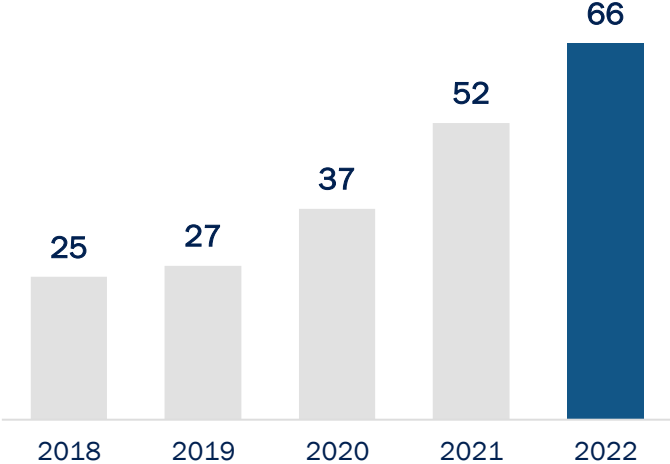
1) This is a non-GAAP measure. Please refer to the MD&A.

All earnouts are currently fully booked



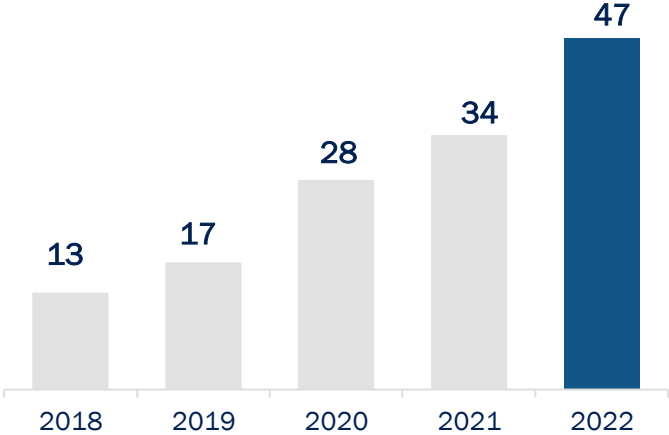
# FY22 - Cash Flow & Operating FCF Generation

**Adj. EBITDA<sup>1</sup>**  
(in millions of \$)



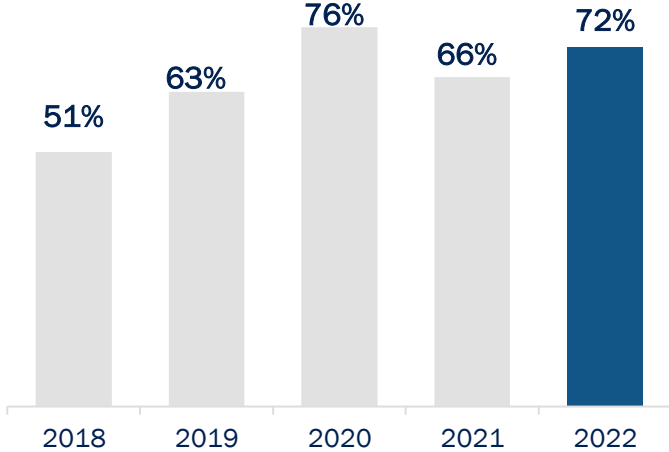
2) This is a non-GAAP measure. Please refer to the MD&A.

**Operating Free Cash Flow (OFCF)<sup>1&2</sup>**  
(in millions of \$)



1) OFCF=CFO less capex and excluding working capital  
2) This is a non-GAAP measure. Please refer to the MD&A.

**OFCF Conversion<sup>1&2</sup>**  
(in %)

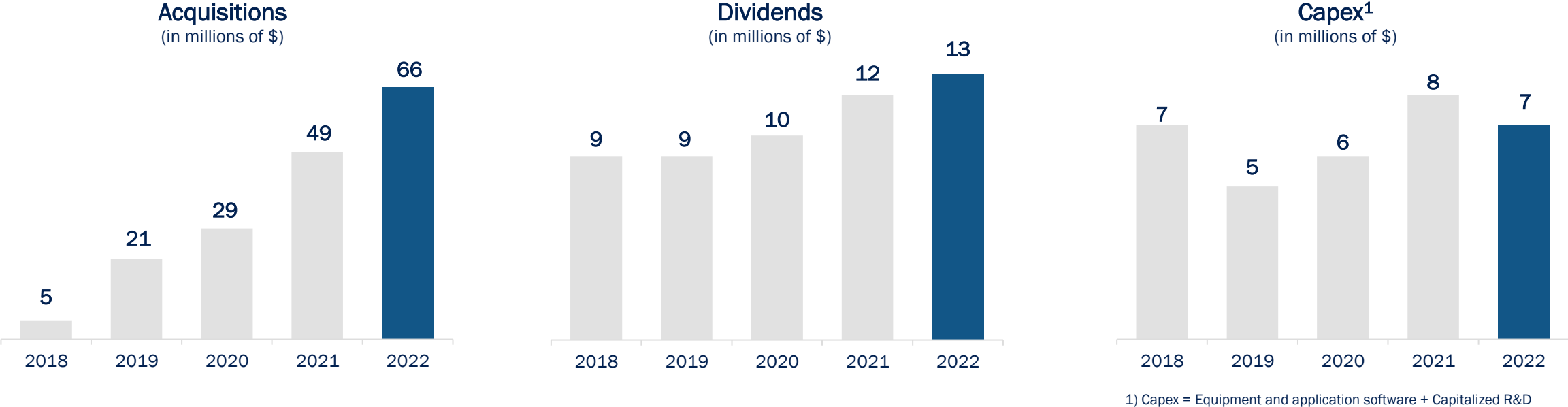


1) OFCF Conversion = OFCF divided by adjusted EBITDA  
2) This is a non-GAAP measure. Please refer to the MD&A.

High Operating FCF conversion rate



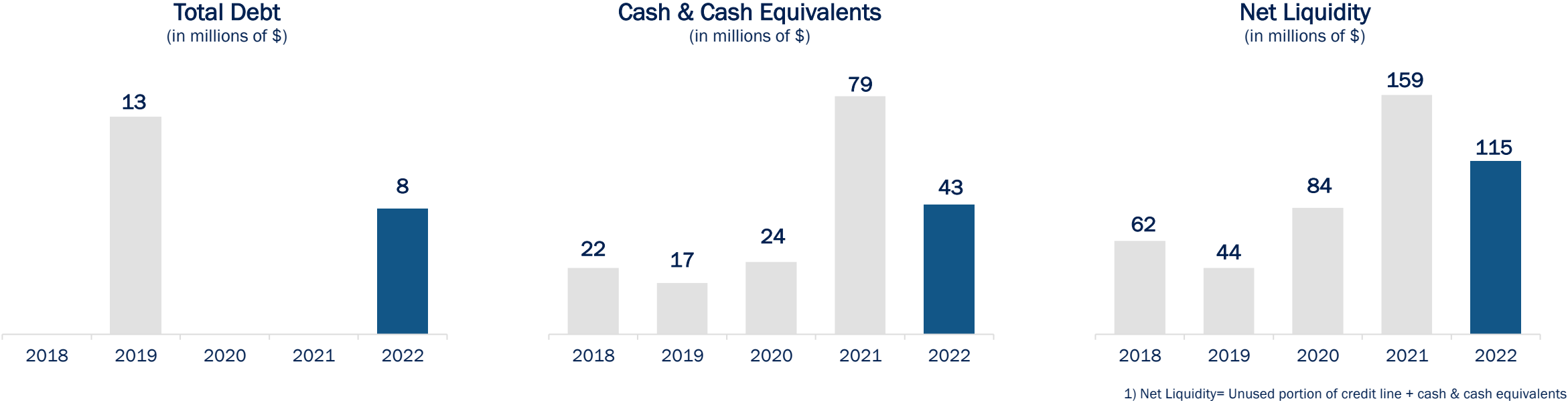
# FY22 – Capital Deployment



Capital deployment driving long term value



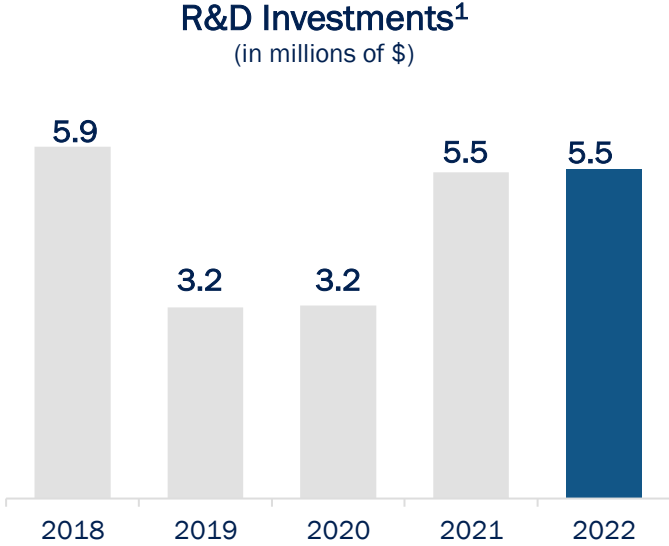
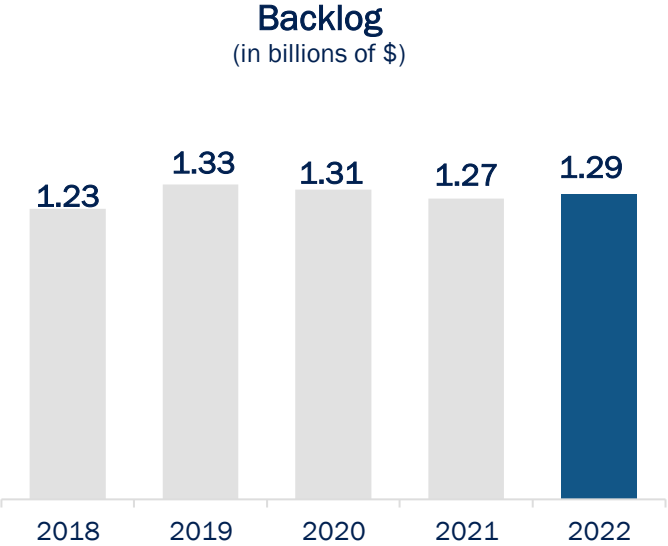
# FY22- Balance Sheet



Net cash position and ample liquidity to pursue growth



# FY22 – Backlog & New Contract Signings

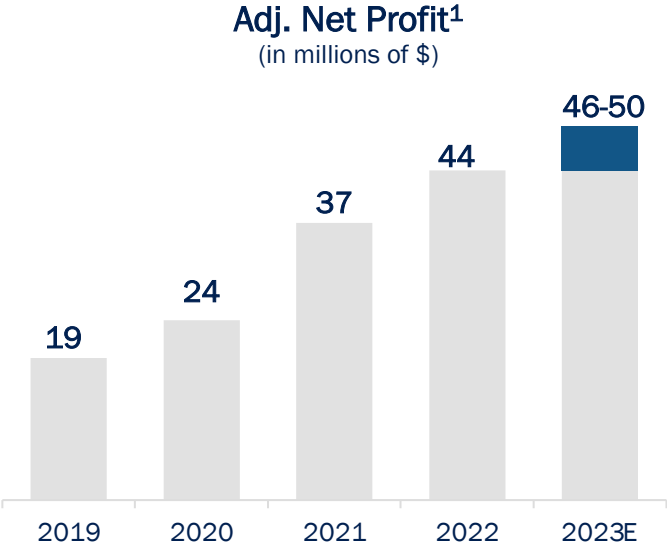
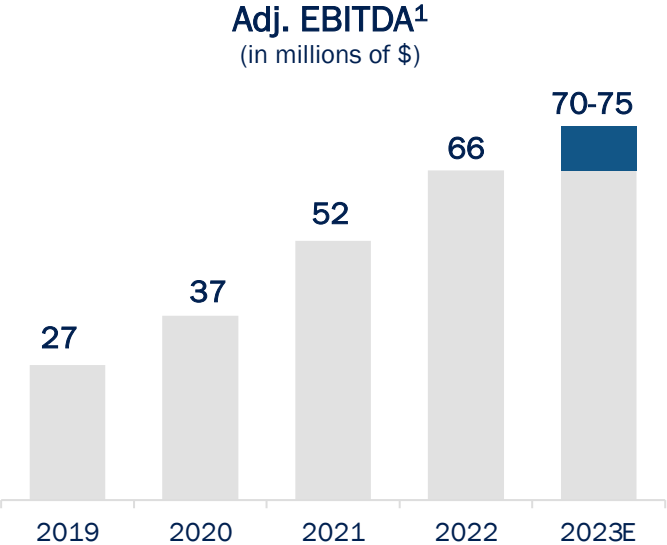
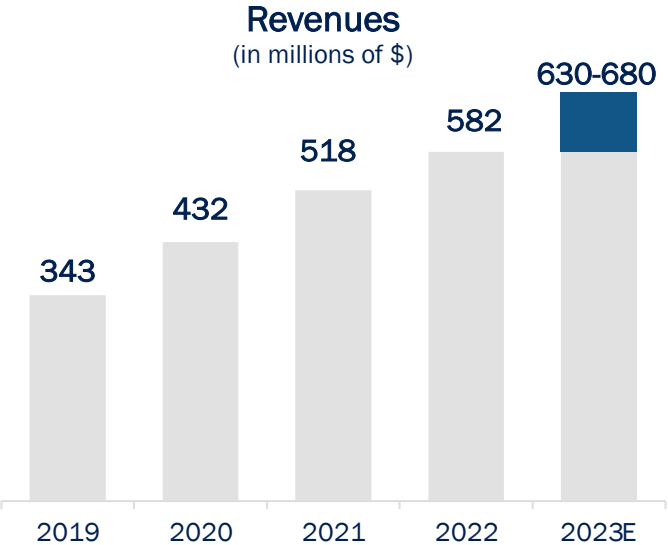


1) R&D investments = R&D expensed + R&D capitalized

New contract signings exceed revenues & robust backlog



# FY23 - Guidance



1) This is a non-GAAP measure. Please refer to the MD&A.

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On track for another record year



# Published Inaugural ESG Report



## 2022 ESG REPORT

**CALIAN**  
Confidence. Engineered.

**40**  
YEARS  
OF CALIAN

**40**  
YEARS  
OF CALIAN





Thank you

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