



Conference Call Presentation

Q3-24

For the quarter ended
June 30, 2024

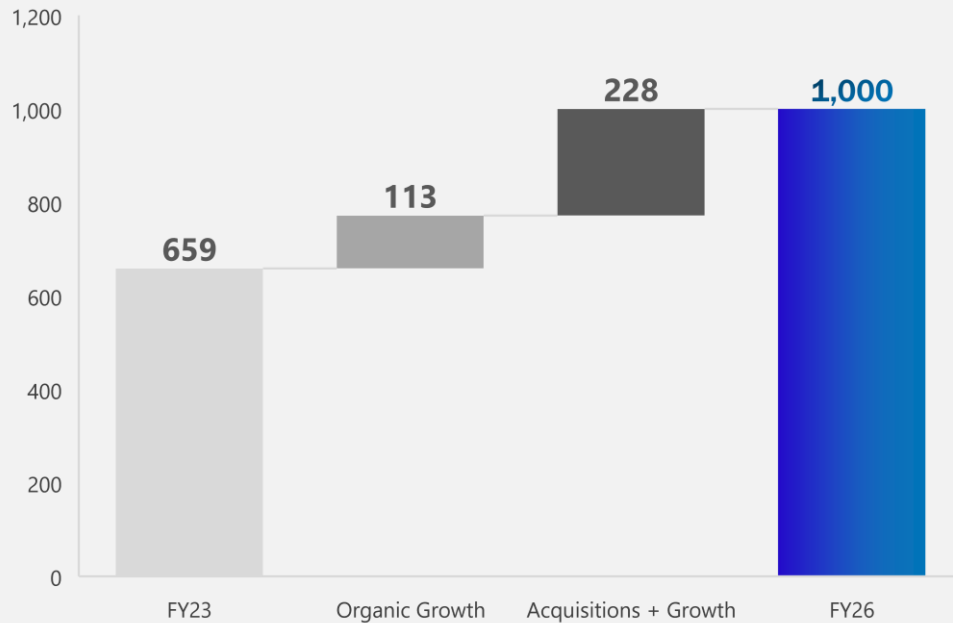
Caution Regarding Forward Looking Statements

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.

3-Year Plan Update

Revenue Bridge¹

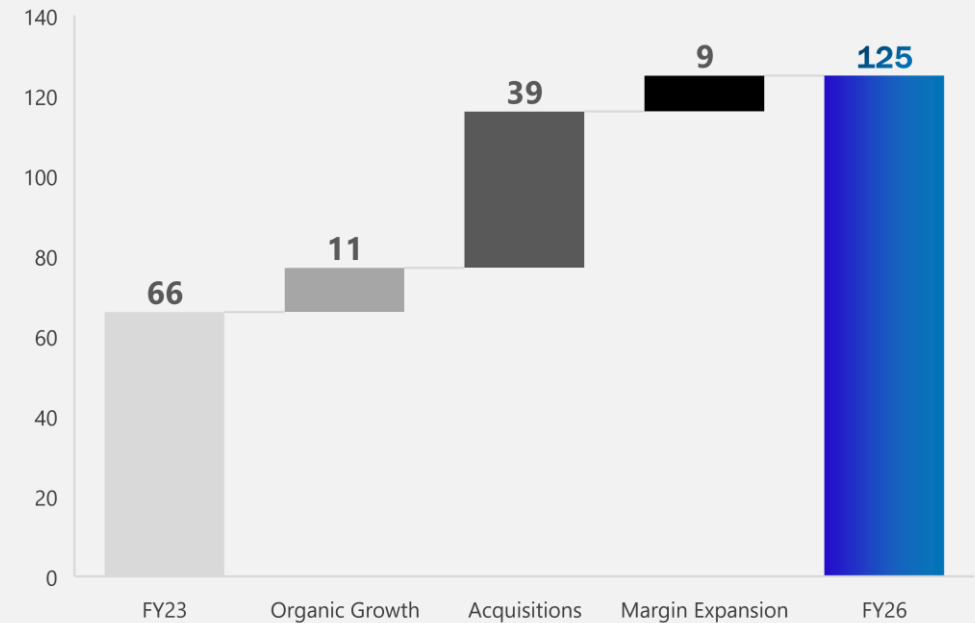
(in millions of \$)



¹ 5% was used for organic growth and 10% for acquisition growth

Adj. EBITDA Bridge²

(in millions of \$)



² A margin of 10% was used on organic growth and 17% on acquisitions

Note: This 3-year financial model is meant to provide the financial market with a general direction of how Calian plans to reach \$1 billion in revenues and \$125 million in adjusted EBITDA by the end of FY26. These are aspirational goals and not guidance. The model is dependent on several factors including general market conditions and ability to complete acquisitions. Please refer to the caution regarding forward-looking statements at the beginning of this presentation.

Q3-24 Highlights

- **Record Q3 results** for revenues, gross profit and adjusted EBITDA
- **Operational highlights:**
 - ✓ Completed Mabway acquisition
 - ✓ Signed and acquired new contracts valued at >\$300M
 - ✓ Grew backlog to \$1.2B
 - ✓ Furthered innovation agenda
- **Advanced Tech** and **Health** both reported double-digit revenue and EBITDA growth
- Encountered short-term reductions in **defence spending** from the Canadian Armed Forces, mainly impacting our **Learning** segment
- **ITCS** YTD revenues up 19% and EBITDA up 25%
- **On track** to deliver our 7th consecutive year of double-digit revenue growth

Q3-24 Consolidated Results

0%

Organic Growth

11%

Acquisitive Growth

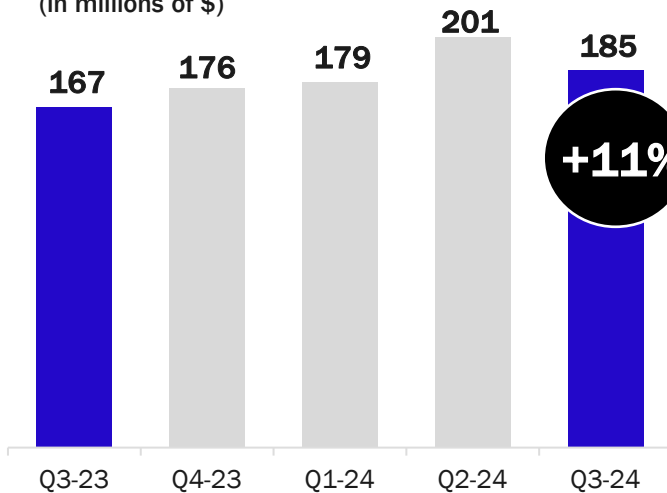
\$317M

Contract Signings

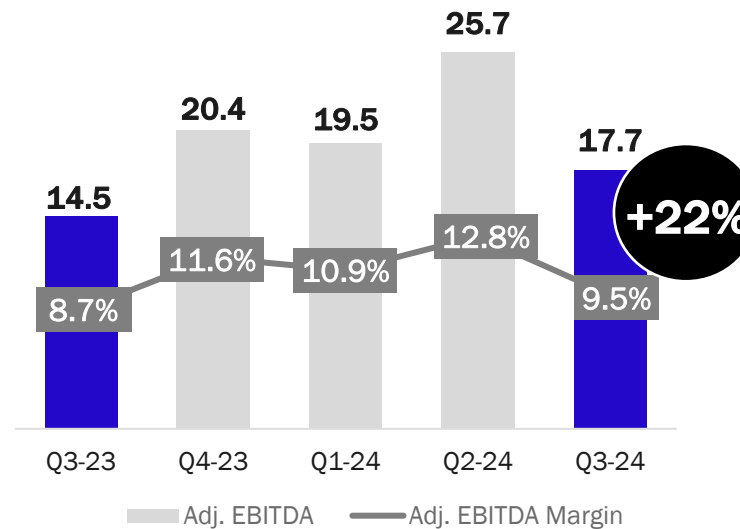
\$1.2B

Backlog

Revenues
(in millions of \$)



Adj. EBITDA¹ & Margin¹
(in millions of \$, except margin)



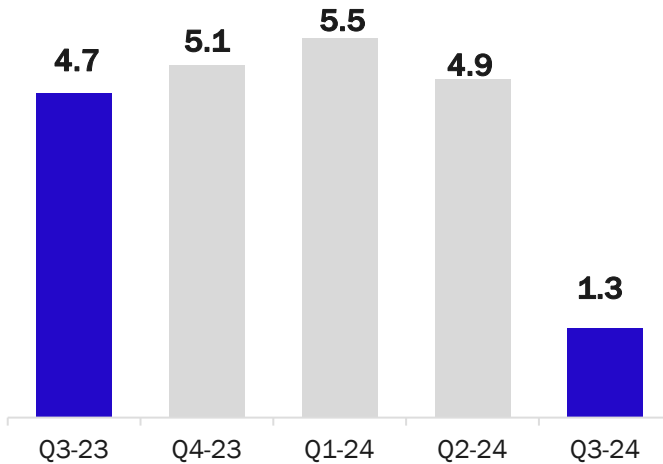
Record Q3 revenues,
gross margin and
adj. EBITDA



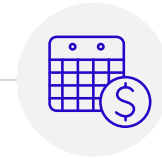
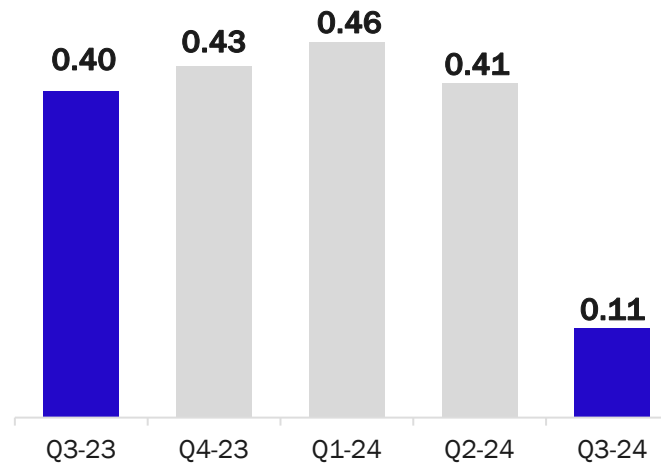
1) This is a non-GAAP measure. Please refer to the MD&A.

Q3-24 Net Profit & EPS Diluted

Net Profit
(in millions of \$)



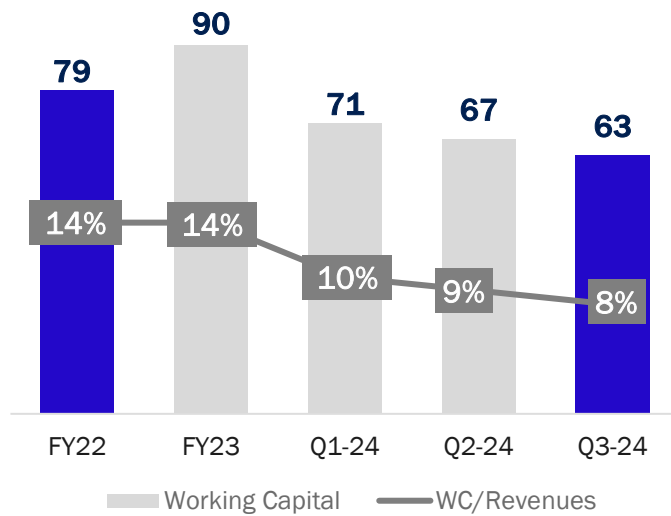
EPS Diluted
(in \$)



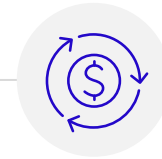
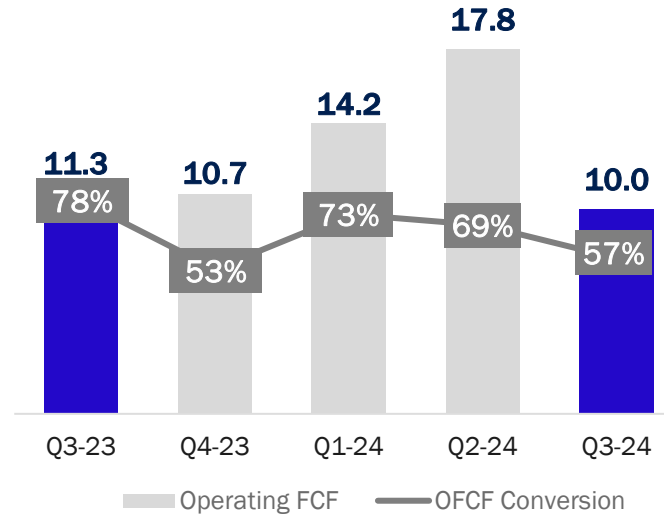
Profitability growth
impacted by
acquisition related
expenses

Q3-24 Working Capital & Operating FCF

Working Capital¹ & WC/Revenues
(in millions of \$, except %)



Operating FCF² & Conversion²
(in millions of \$, except %)



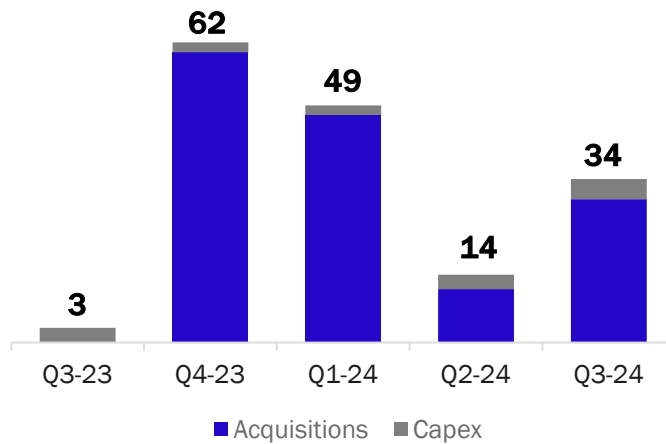
**Working capital
expected to be
positive for FY24**

1) WC=(Current assets less cash)-(current liabilities less debt, less contingent earn-out, less lease obligations)

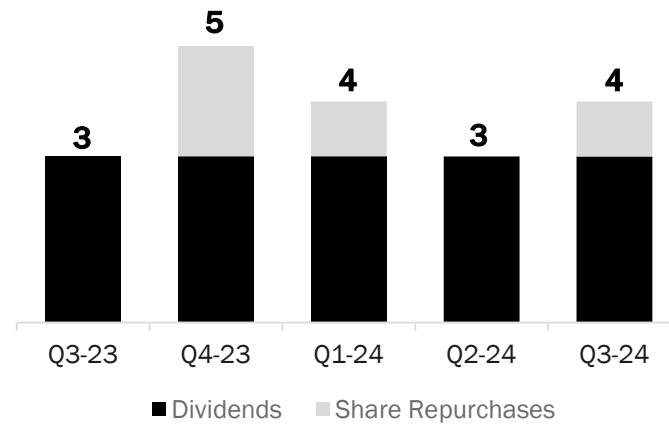
2) This is a non-GAAP measure. Please refer to the MD&A.

Q3-24 Capital Deployment

Investments in the Business
(in millions of \$)



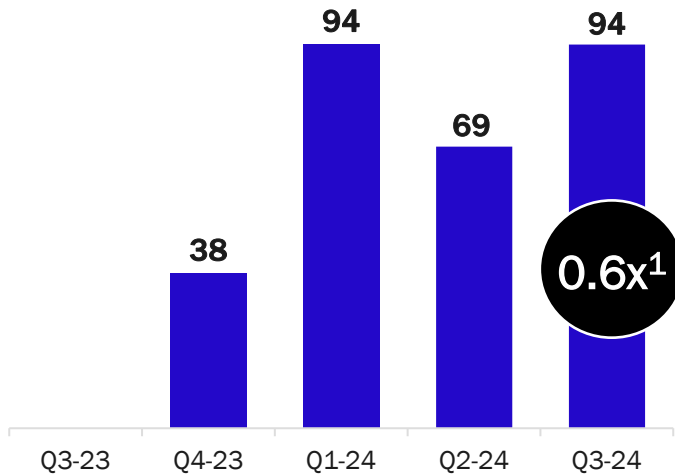
Return to shareholders
(in millions of \$)



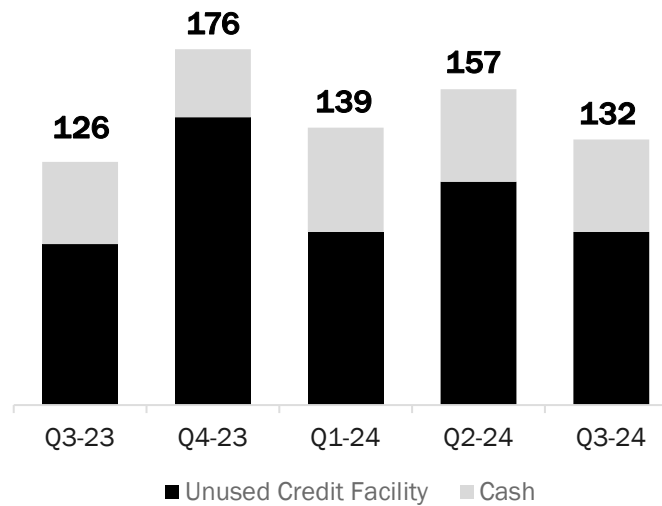
Calian intends to
renew its NCIB,
subject to TSX
approval

Q3-24 Balance Sheet

Total Debt
(in millions of \$)



Net Liquidity
(in millions of \$)

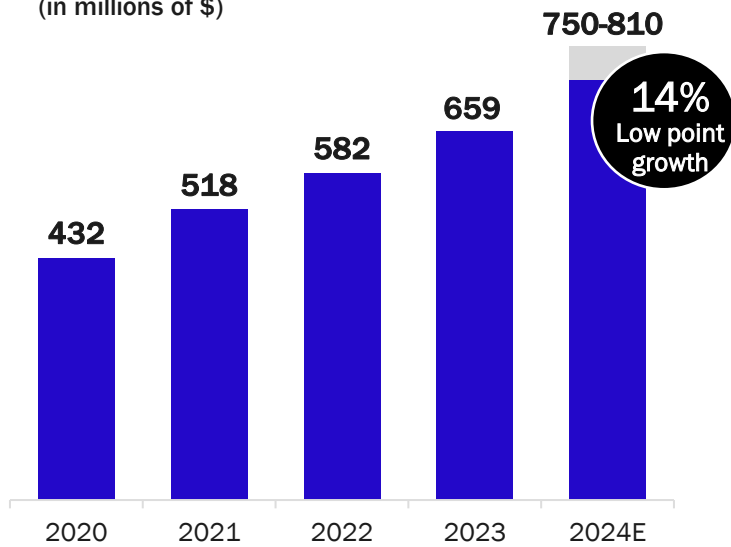


**Solid balance sheet
to pursue growth**

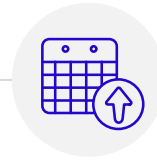
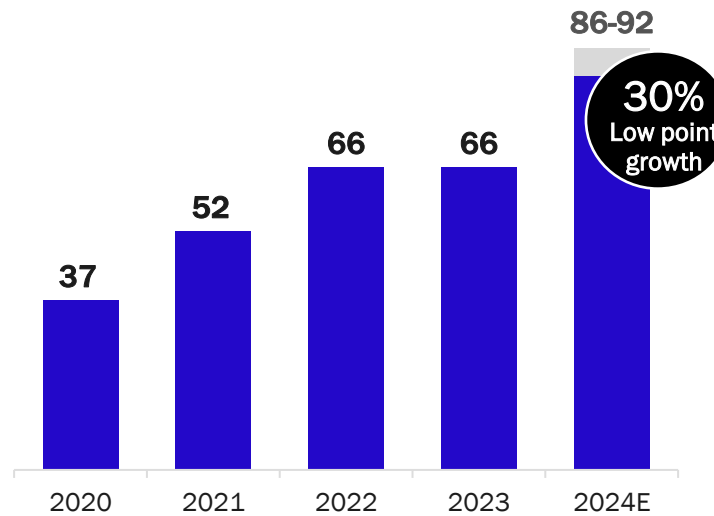
1) Net debt/ adj. EBITDA. This is a non-GAAP measure. Please refer to the MD&A.

Q3-24 Guidance

Revenues
(in millions of \$)



Adj. EBITDA¹
(in millions of \$)



Bottom of range

**On track for another
record year**

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

3-Year Strategic Plan

Results

Revenues

- \$659M up 50% to \$1B
- 5% organic & 10% acquisitions = 15% CAGR

Adj. EBITDA¹

- \$66M ~double to \$125M

M&A

Capital Deployed
\$250-\$300M

Adj. EBITDA¹ Multiple
6x-8x

Acquired Revenues
\$210-\$250M

Acquired adj. EBITDA¹
\$36-\$43M

Funding

Leverage Ratio¹
<2.5x

Operating FCF Conversion¹
70%

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

Tracking After 9 Months

Calian is on track with 3-year plan objectives

		TARGET	YTD Q3-24	TRACKING
RESULTS	Revenue Growth	15% CAGR per year	17%	Above
	Doubling adj. EBITDA ¹	~\$60M	\$20M (bottom of guidance range)	On track
M&A	Capital to deploy in M&A	~\$275M	~\$90M	Above
	Adj. EBITDA ¹ generated from acquisitions	~\$39M	~\$19M	Above
FUNDING	Operating FCF conversion ¹	~70%	~67%	On track
	Leverage ¹	<2.5x	0.6x	On track

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

Question Period



Kevin Ford
CEO



Patrick Houston
CFO



**Jennifer
McCaughey**
**Director, Investor
Relations**

Appendix A – Segment Results

Q3-24 IT and Cyber Solutions

-3%

Organic Growth

10%

Acquisitive Growth

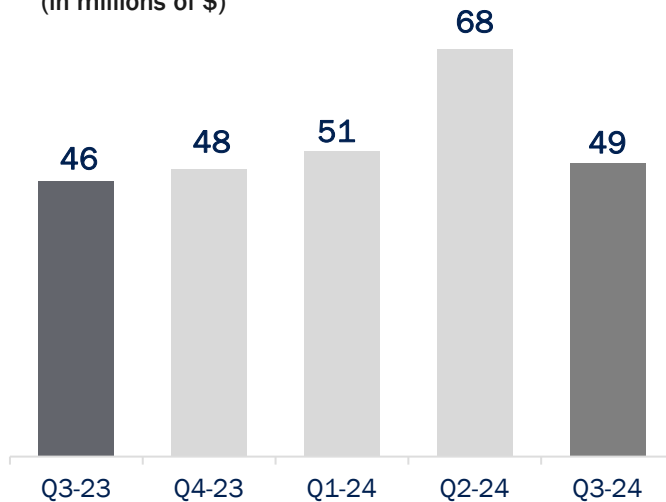
\$43M

Contract Signings

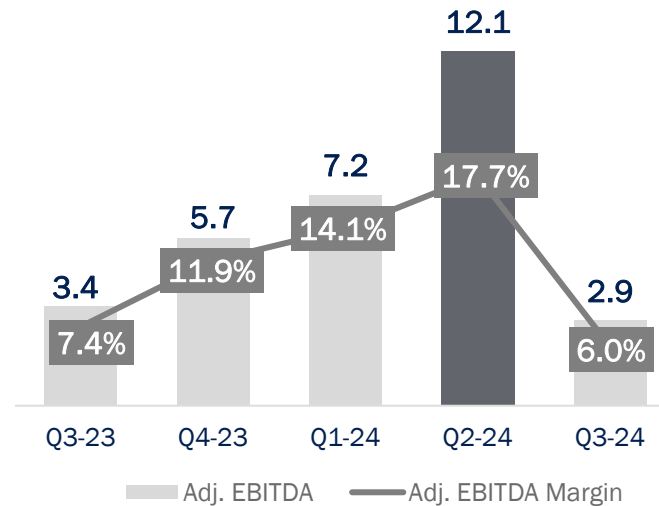
\$141M

Backlog

Revenues
(in millions of \$)



Adj. EBITDA¹ & Margin¹
(in millions of \$, except margin)



Highlights

Quarterly variability

Investments for growth

Challenging macro environment

1) This is a non-GAAP measure. Please refer to the MD&A.
2) GD=General Dynamics

Q3-24 Health

14%

Organic Growth

-%

Acquisitive Growth

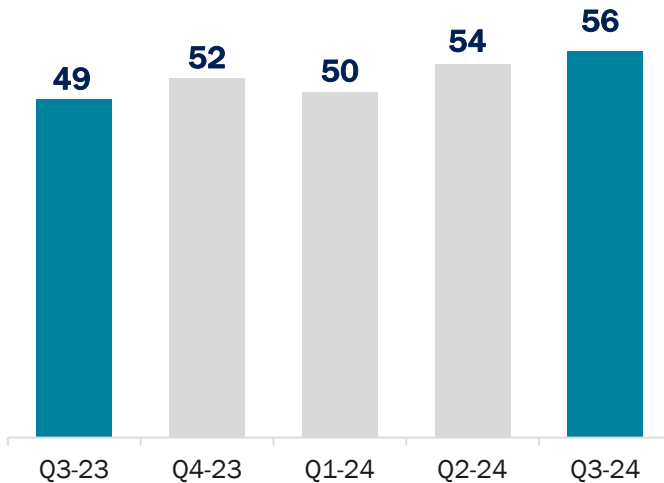
\$80M

Contract Signings

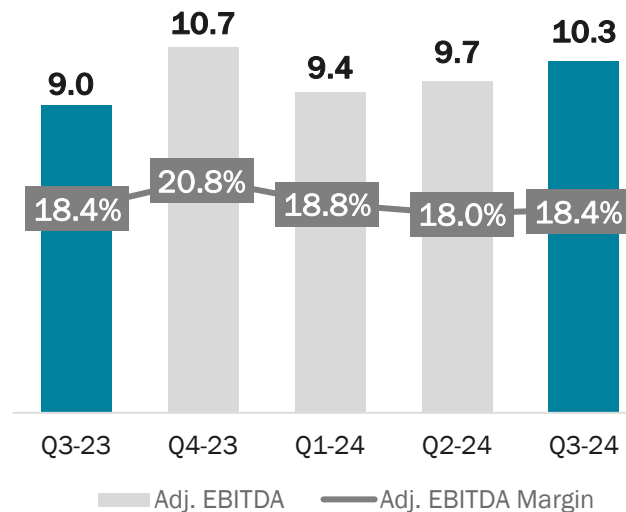
\$642M

Backlog

Revenues
(in millions of \$)



Adj. EBITDA¹ & Margin¹
(in millions of \$, except margin)



Highlights

Continued growth momentum

~\$200M revenue run rate

Signings boosted by Health contract 1yr extension

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

Q3-24 Advanced Technologies

-2%

Organic Growth

19%

Acquisitive Growth

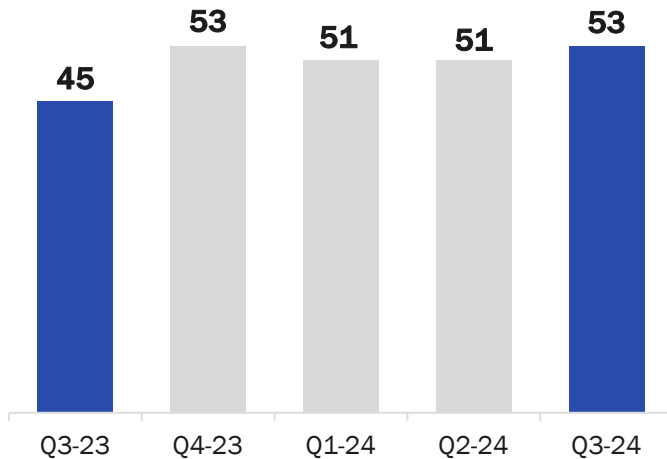
\$40M

Contract Signings

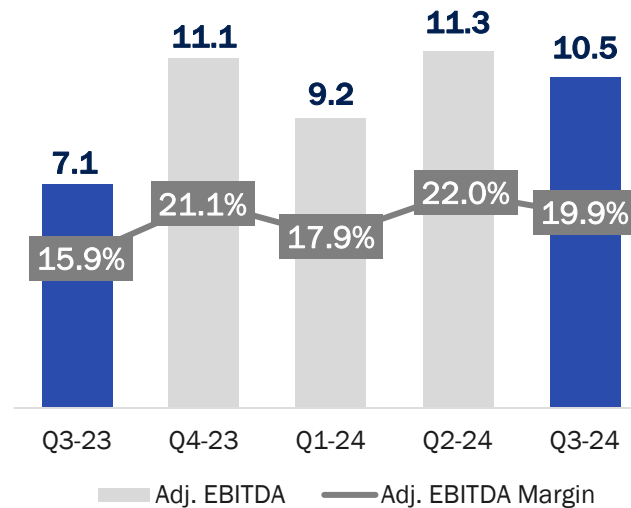
\$120M

Backlog

Revenues
(in millions of \$)



Adj. EBITDA¹ & Margin¹
(in millions of \$, except margin)



Highlights

Solid contributions from HPT and MDA nuclear assets

Margin profile consistently higher than year ago periods

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

Q3-24 Learning

-14%

Organic Growth

16%

Acquisitive Growth

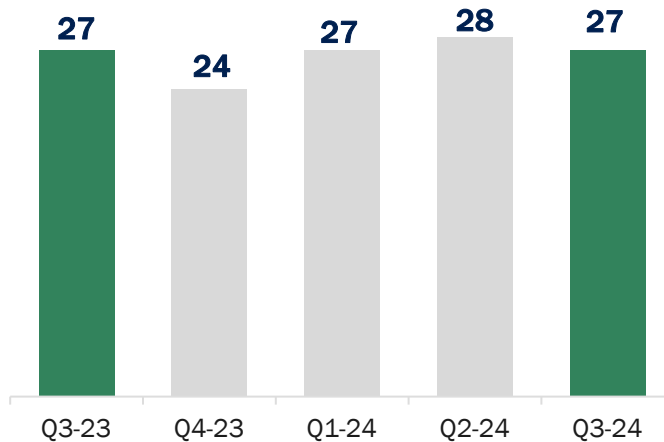
\$154M

Contract Signings

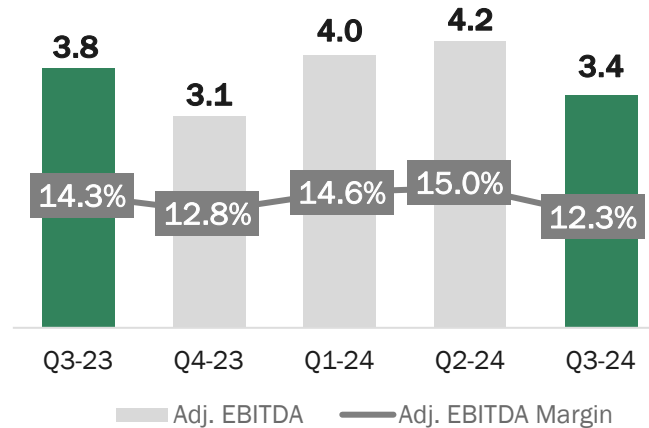
\$294M

Backlog

Revenues
(in millions of \$)



Adj. EBITDA¹ & Margin¹
(in millions of \$, except margin)



Highlights

Acquired Mabway

Short term defence spending cuts in Canada

Slow ramp up of certain contracts

Boost in backlog

- 1) This is a non-GAAP measure. Please refer to the MD&A.
- 2) Canadian Armed Forces
- 3) Canadian Defence Academy (CDA) and Military Personnel Generation Group (MPGG)

Appendix B – Reconciliation of Non-GAAP measures

Reconciliation of Non-GAAP Measures – Adj. EBITDA

(in thousands of \$)	Three months ended		Nine months ended	
	June 30, 2024	June 30, 2023	June 30, 2024	June 30, 2023
Net profit	\$1,298	\$4,673	\$11,748	\$13,766
Depreciation of equipment and application software	2,494	2,361	7,298	6,910
Depreciation of right of use asset	1,525	1,127	4,456	3,149
Amortization of acquired intangible assets	6,777	3,603	18,161	10,414
Restructuring expense	1	-	1,496	-
Interest expense	1,366	(115)	4,647	103
Changes in fair value related to contingent earn-out	1,458	138	6,272	3,442
Deemed compensation	1,010	-	2,525	147
Income Tax	1,723	2,719	6,255	7,675
Adjusted EBITDA	\$17,652	\$14,506	\$62,858	\$45,606

Reconciliation of Non-GAAP Measures – Operating FCF

(in thousands of \$, except per share amounts and %)	Three months ended		Nine months ended	
	June 30, 2024	June 30, 2023	June 30, 2024	June 30, 2023
Cash flows generated from operating activities	\$14,478	\$2,545	\$67,804	\$34,071
Property, plant and equipment	(4,145)	(3,341)	(9,341)	(6,072)
Free cash flow	\$10,333	(\$796)	\$58,463	\$27,999
Change in non-cash working capital	(359)	12,089	(16,477)	6,123
Operating free cash flow	\$9,974	\$11,293	\$41,986	\$34,122
Operating free cash flow per share	0.84	0.96	3.55	2.92
Operating free cash flow conversion	57%	78%	67%	75%

Reconciliation of Non-GAAP Measures – Net Debt/Adj. EBITDA

(in thousands of \$, except ratio)	June 30, 2024	Sept. 30, 2023
Cash	45,999	33,734
Debt facility	94,000	37,750
Net debt (net cash)	48,001	4,016
Trailing twelve month adjusted EBITDA	82,239	65,987
Net debt to adjusted EBITDA	0.6	0.1

Thank you

Jennifer McCaughey, CFA, F.CIRI

Director, Investor Relations

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