

REVISIONS	Rev.	Prior
Rating	Buy	Buy
Target Price (C\$)	\$4.50	\$4.50
Revenue 2022E (M)	\$270.0	\$265.3
Adj. EBITDA 2022E (M)	\$35.5	\$35.1
EPS 2022 (M)	\$0.27	\$0.27

MARKET DATA

Date:	Mar 10, 2023
Current Price (C\$):	\$2.06
Target Price (C\$):	\$4.50
52-Week Range:	\$1.01 / \$2.18
Shares O/S (M):	44.1
Mkt Cap (C\$M):	\$90.8
EV (C\$M):	\$161.5
Avg. Weekly Vol. (M):	0.64

Website: www.datacm.com

FINANCIALS

(\$M)	2021A	2022E	2023E
Revenue	\$235.3	\$270.0	\$283.5
EBITDA	\$20.8	\$28.0	\$29.6
Adj. EBITDA	\$33.3	\$35.5	\$39.1
EPS (S)	\$0.03	\$0.27	\$0.36
Cash	\$0.9	-\$1.8	\$12.6
Current Assets	\$68.0	\$81.3	\$87.6
Net Cash	-\$74.5	-\$70.1	-\$37.4
Total Assets	\$140.1	\$146.1	\$145.8
Debt	\$36.3	\$31.4	\$20.6
Total Liabilities	\$132.0	\$124.9	\$105.7
Fiscal Year End:	31-Dec		

Source: Company Reports, S&P Capital IQ, eResearch Corp.

Chris Thompson, CFA, MBA, P.Eng.
Director of Equity Research

DATA Communications Management Corp.

(TSX: DCM | OTC: DCMDF)

Strategic Merger Between DCM and RRD Canada Sparks Industry Consolidation with Beneficial Synergies

COMPANY DESCRIPTION:

DATA Communications Management Corp. ("DCM" or "the Company") is a Canadian-based provider of marketing and business communication solutions to companies in North America. Its technology-enabled content and workflow management capabilities solve the complex branding, communications, logistics, and regulatory requirements of leading enterprises, so its customers can accomplish more in less time. Its services include printing, data & content management, labels & asset tracking, location-specific marketing, and multimedia campaign management.

COMPANY UPDATE:

- DCM reported two events recently that were both positive for the Company valuation according to our model.
- On February 22, 2023, **DCM** announced that it agreed to acquire the Canadian operations of **R.R. Donnelley & Sons Company (RRD)** for a cash purchase price of C\$123 million.
- The acquisition is expected to close in Q2/2023. It is subject to customary closing conditions and receipt of third-party and regulatory approvals.
- In 2022, **RRD Canada** generated approximately \$250 million in revenue with 10 locations across Canada and 1,000 employees.
- Also, on February 22, **DCM** reported preliminary full-year financial results for 2022 with revenue in the range of \$270 million to \$274 million, a 15% to 16.5% increase compared with 2021, Gross Profit in the range of 30.5% to 31%, a 20% to 21% increase compared with 2021, and EBITDA in the range of \$35.5 million to \$36.5 million.

FINANCIAL ANALYSIS & VALUATION:

- We adjusted our model under the two scenarios: (1) 2022 annual revenue higher than our estimate and (2) the merger with **RRD Canada**.
- In Scenario 1, the revenue increase caused our Equal-Weighted Target Price (1 year) to increase to \$4.59 from \$4.44.
- In Scenario 2, we adjusted our model to reflect the acquisition of **RRD Canada** and added \$250 million in revenue, pro-rated to start in Q4/2023. The acquisition of **RRD Canada** caused our Equal-Weighted Target Price (1 year) to increase to \$5.92 from \$4.44.
- The combined impact of the two scenarios caused our Equal-Weighted Target Price (1 year) to increase to \$6.02 from \$4.44.
- **However, until the full 2022 financials are released or the merger closes, we are maintaining a Buy rating and a one-year price target of \$4.50.**

All figures in CAD unless otherwise stated.

eResearch Corporation

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Company Summary

DCM is a Canadian-based communications and marketing solutions provider that offers comprehensive online and offline communications and marketing solutions to businesses. Its technology-enabled content and workflow management capabilities solve the complex branding, communications, logistics, and regulatory requirements of Canada's leading enterprises, so its customers can accomplish more in less time.



The Company's services include custom loyalty programs, data and content management, location-specific marketing, labels and asset tracking, multimedia campaign management, and workflow management. It serves the cannabis, energy, financial, governmental, healthcare, insurance, lottery and gaming, not-for-profit, and retail industries.

We believe **DCM** has robust product and service offerings that will enable it to transition its clients from print to digital services and thus should benefit from top-line growth and robust EBITDA margin expansion.

Currently, **DCM** serves 250 enterprise clients and more than 2,000 SME clients through 16 locations across Canada and the United States but after its recently announced acquisition (see below), the new combined company would serve over 400 enterprise clients through 21 locations.

DCM reported two events recently that were both positive for the Company valuation according to our model.

Summary of the Announced Transaction with Moore Canada Corporation (R.R. Donnelley Canada): Positive Event

On February 22, 2023, **DCM** announced that it had entered into a share purchase agreement (SPA) to acquire the Canadian operations of **R.R. Donnelley & Sons Company (RRD)** for a total cash purchase price of C\$123 million, subject to working capital and other customary post-closing adjustments.

Under the terms of the SPA, **DCM** will acquire the shares of **Moore Canada Corporation (RRD Canada)**, from RRD.

The acquisition is expected to close in Q2/2023 and it is subject to customary closing conditions and receipt of third-party and regulatory approvals, including those required under the Canadian Competition Act.

DCM intends to finance 100% of the purchase price through fully committed credit facilities from a Canadian chartered bank and Fiera Private Debt.

As part of the deal, **DCM** will acquire three sites currently owned by **RRD Canada** at an implied value of approximately C\$30 million. Following the closing of the deal, **DCM** intends to enter into a sale and lease-back arrangement for each site.

Under certain conditions, if the deal is terminated by **DCM**, **DCM** is liable for a \$3.69 million break-up fee.

RRD Canada:

- In 2022, **RRD Canada** generated approximately \$250 million in revenue with 10 locations across Canada and 1,000 employees.
- **RRD Canada** provides print and related services to thousands of customers across Canada, including financial institutions, governments, insurance companies, retailers, transportation companies, and other regulated industries.

- In comparison, **DCM** guided that its revenue in 2022 should be in the range of \$270 million to \$274 million. The company also has approximately 910 employees.

Deal Synergies:

- **Financial Benefits:**
 - **DCM** believes that the merger presents an appealing financial prospect for the combined company, as it could help accelerate sales growth, lower some organizational costs, and enhance operational efficiency which could lead to an improved overall financial performance.
- **Customer Benefits:**
 - **DCM** anticipates that the merger will bring significant advantages to customers, including accelerated implementation of **DCM's** strategy of expanding its services and solutions to its entire customer base.
 - Additionally, **DCM** will utilize the combined capabilities of the two companies to expedite the development of new products and foster innovation.
 - **DCM** also believes it will be able to maintain "superior customer support".
- **Operating Model Synergies:**
 - **DCM** and **RRD Canada** have overlapping facilities that could benefit from consolidation (see Figure 1).
 - The two companies have complementary operating models, an enhanced product portfolio, and will benefit from economies of scale with more than \$500 million in annual sales (see Figure 2).
 - The combined companies will also have an expanded customer base across a broad range of industries which could lead to stronger customer relationships.
 - The consolidated firm is poised to offer enhanced value and innovation to its customers, while **DCM** anticipates that this deal will establish a long-term, sustainable enterprise that caters to Canadian and U.S. customers.
- **Leverages DCM's Digital-first Strategy:**
 - In addition to the extensive experience of both firms in traditional print solutions, **DCM** believes that the merged company will have a strong advantage in fulfilling the growing demands of customers for complex marketing and communication services by utilizing **DCM's** technology-driven workflow and digital asset management (DAM) offerings

We believe this transaction enhances **DCM's** capabilities and growth potential. **RRD Canada** has a highly complementary operating model and is expected to add new products, services, and technology capabilities.

RRD Canada adds more than 250 Enterprise clients to **DCM's** existing 280 Enterprise clients to create an Enterprise customer pool of over 400 clients, net of overlap, which will be ripe for cross-selling opportunities.

The new clients add scale to **DCM's** marketing workflow technology platform, DCMFlex, and its digital asset management platform, ASMBL.

RRD Canada brings an experienced team that compliments **DCM's** team and the combined organization would benefit from the rationalization of the workforce across the combined 21 locations.

We believe the deal will be accretive to **DCM's** financial profile as it accelerates **DCM's** revenue and EBITDA growth, and diversifies its revenue base.

Figure 1: DCM and RRD Canada – National Reach & Capabilities



Source: Company Presentation

Figure 2: DCM and RRD Canada – Pro Forma



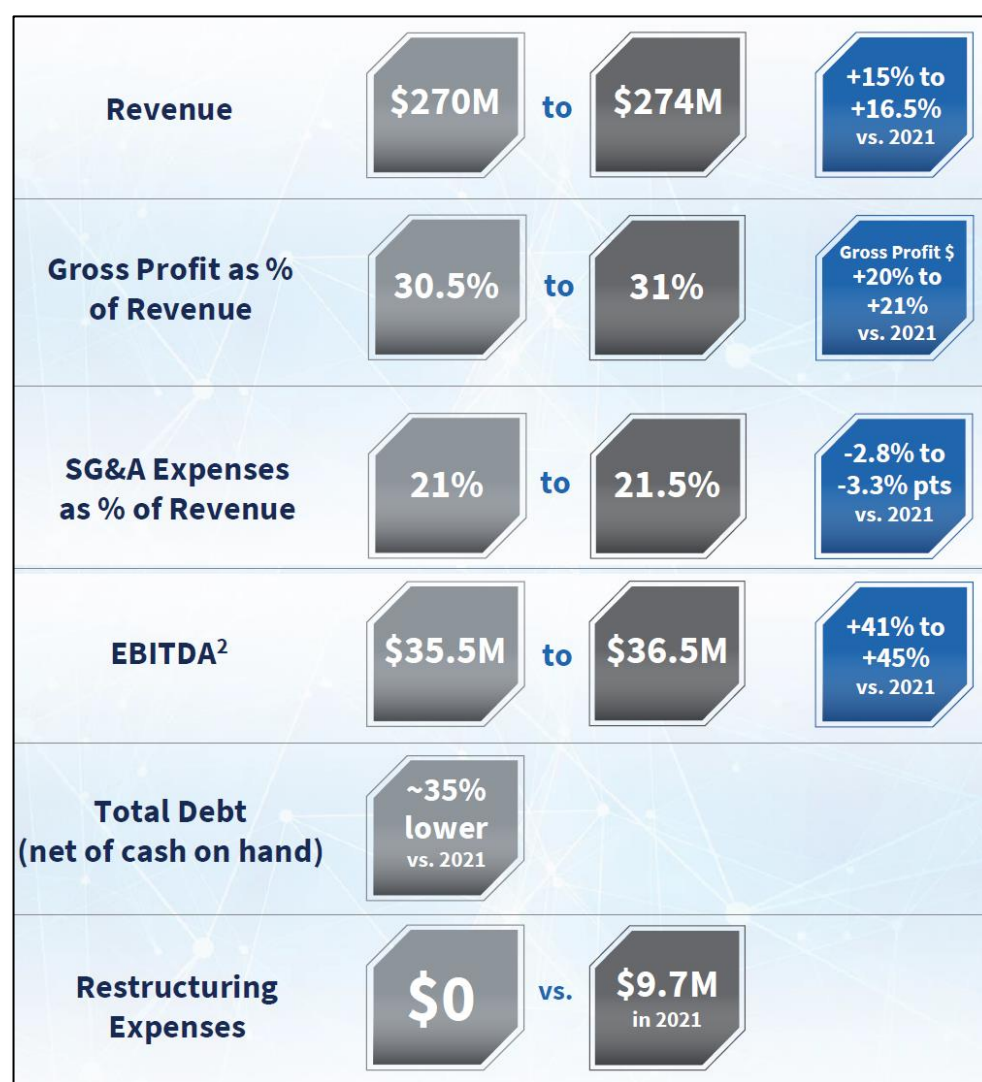
Source: Company Presentation

Review of the Preliminary Full Year 2022 Financials (Positive Event)

On February 22, **DCM** reported preliminary full-year financial results for 2022 (see Figure 3):

- **Revenue:** In the range of \$270 million to \$274 million, a 15% to 16.5% increase compared with 2021.
- **Gross profit:** In the range of 30.5% to 31%, 20% to 21% increase compared with 2021.
- **Selling, General & Administrative (SG&A) expenses:** In the range of 21% to 21.5% of revenue, down 2.8% to 3.3% from 2021
- **EBITDA:** In the range of \$35.5 million to \$36.5 million, a 41% to 45% increase compared with 2021.
- **Total debt (net of cash):** Down approximately 35% compared with 2021.
- **Restructuring charges:** No restructuring charges in 2022.

Figure 3: DCM Full Year 2022 Preliminary Results



Source: Company Presentation

Compared with **eResearch's** estimates (see Figure 4):

- Total revenue for 2022 was higher than our estimate of \$265.3 million.
- **eResearch's** Gross margin of 30.5% was at the low end of **DCM's** guidance of 30.5% to 31%.
- **eResearch's** SG&A percentage of revenue of 21.4% was in the range of **DCM's** guidance of 21% to 21.5%.
- **eResearch's** Adjusted EBITDA of \$35.1 million was slightly below **DCM's** guidance of \$35.5 million to \$36.5 million.
- **eResearch's** Debt minus Cash of \$30.5 million was higher than **DCM's** guidance of \$23.0 million.

The preliminary Q4/2022 and 2022 results are estimates only and are subject to change based on the completion of all quarter-end and year-end close and audit processes. **DCM** plans to provide full financial results for Q4/2022 and 2022 on March 21, 2023, after the market closes, and also plans to hold an investor conference call and webcast on March 22, 2023.

Figure 4: Comparison of eResearch's Estimates and DCM's Guidance

	e Research's Estimates	DCM's Guidance
(C\$) ('000)	2022E	2022
Total Revenue	\$265,304	\$270,000-\$274,000
Gross Margin	30.5%	30.5% to 31%
SG&A	21.4%	21.0% to 21.5%
EBITDA**	\$27,571	
Adj. EBITDA*	\$35,066	\$35,500 to \$36,500
Debt - Cash	\$30,507	\$23,009

* DCM's Adj. EBITDA includes Lease Expenses and one-time charges.

** eResearch's Valuation calculation uses EBITDA that does not include Lease Expenses or one-time charges.

Source: Company News Release (February 22, 2023); eResearch's Estimates

Valuation

Scenario 1: Preliminary Full Year 2022 Financials

- **We adjusted our model to reflect 2022 revenue of \$270 million up from \$265.3 million in our model.**
- After adjusting the revenue in the model to \$270 million for the year, Gross Margin remained the same at 30.5%, SG&A as a percentage of revenue remained the same at 21.4%, and Adjusted EBITDA increased to \$35.5 million, in-line with **DCM's** guidance.
- **The revenue increase caused our Equal-Weighted Target Price (1 year) to increase to \$4.59 from \$4.44.**

Scenario 2: Acquisition of RRD Canada

- **We adjusted our model to reflect the acquisition of RRD Canada and added \$250 million in revenue, pro-rated to start in Q4/2023.**
- We reduced Gross Margins to 30% from 32% in 2023, 33% in 2024, 34% in 2025, and 35% in 2026 and 2027.
- We assumed the merged companies could reduce operating costs by \$13 million in the first year of operations, starting in Q4/2023.
- **The acquisition of RRD Canada caused our Equal-Weighted Target Price (1 year) to increase to \$5.92 from \$4.44.**

Combined Impact of Scenario 1 and Scenario 2

- **The combined impact of the higher revenue in 2022 and the acquisition of RRD Canada caused our Equal-Weighted Target Price (1 year) to increase to \$6.02 from \$4.44.**
- Both of these events are positive for the Company valuation according to our model.
- **However, until the full financials are released or the merger closes, we are maintaining a Buy rating and a one-year price target of \$4.50.**

We are maintaining a Buy rating and a one-year price target of \$4.50.

Appendix A: Company Comparables by Industry

Figure 5: U.S. and Canadian Comparables – Conventional Print Solution Providers and DAM Solution Providers

Name	Ticker	Mar 10 Close (\$)	Mkt Cap (\$M)	Cash (\$M)	Debt (\$M)	EV (\$M)	REVENUE (\$M)			EBITDA (\$M)			EV/Revenue			EV/EBITDA		
							2021A	2022E	2023E	2021A	2022E	2023E	2021A	2022E	2023E	2021A	2022E	2023E
DATA Communications Management Corp.	TSX:DCM	\$2.06	\$91	\$2	\$73	\$162	\$235.3	\$270.0	\$283.5	\$20.8	\$27.6	\$29.1	0.7x	0.6x	0.6x	7.8x	5.9x	5.5x
US Comps - Conventional Print Solution Providers																		
ARC Document Solutions, Inc.	NYSE:ARC	US\$3.11	US\$134.2	US\$52.6	US\$99.7	US\$183.3	US\$272.2	US\$287.9	US\$289.6	US\$39.0	US\$40.0	US\$41.5	0.7x	0.6x	0.6x	4.7x	4.6x	4.4x
Canon Inc.	TSE:7751	US\$22.00	US\$22,344.6	US\$2,828.5	US\$3,686.3	US\$24,803.1	US\$30,514.3	US\$30,797.6	US\$30,963.3	US\$4,535.7	US\$4,645.8	US\$4,416.2	0.8x	0.8x	0.8x	5.5x	5.3x	5.6x
Cimpress plc	NASDAQ:CMPR	US\$33.91	US\$889.9	US\$196.3	US\$1,789.5	US\$2,507.3	US\$2,576.0	US\$2,848.9	US\$3,148.8	US\$246.4	US\$238.3	US\$328.8	1.0x	0.9x	0.8x	10.2x	10.5x	7.6x
Ennis, Inc.	NYSE:EBF	US\$21.25	US\$549.0	US\$87.0	US\$14.1	US\$476.2	US\$358.0	US\$400.9	US\$431.0	US\$60.5	US\$76.5	US\$79.8	1.3x	1.2x	1.1x	7.9x	6.2x	6.0x
Quad/Graphics, Inc.	NYSE:QUAD	US\$4.17	US\$222.8	US\$29.0	US\$685.1	US\$878.9	US\$2,960.4	US\$0.0	US\$0.0	US\$245.6	US\$0.0	US\$0.0	0.3x			3.6x		
Xerox Holdings Corporation	NASDAQ:XRX	US\$15.58	US\$2,437.2	US\$1,045.0	US\$3,971.0	US\$5,597.2	US\$6,817.0	US\$7,044.8	US\$7,006.3	US\$661.0	US\$473.8	US\$608.7	0.8x	0.8x	0.8x	8.5x	11.8x	9.2x
Mean (EV/Rev <20; EV/EBITDA <100)													0.8x	0.9x	0.8x	6.7x	7.7x	6.6x
Median													0.8x	0.8x	0.8x	6.7x	6.2x	6.0x
Cdn Comps - Conventional Print Solution Providers																		
CCL Industries Inc.	TSX:CCL.B	\$63.44	\$11,231.8	\$839.5	\$2,361.8	\$12,754.1	\$5,732.8	\$6,420.1	\$6,669.5	\$1,127.9	\$1,246.1	\$1,307.3	2.2x	2.0x	1.9x	11.3x	10.2x	9.8x
Supremex Inc.	TSX:SXP	\$6.26	\$162.6	\$1.9	\$88.1	\$248.8	\$226.4	\$272.6	\$343.1	\$31.6	\$57.3	\$64.3	1.1x	0.9x	0.7x	7.9x	4.3x	3.9x
Transcontinental Inc.	TSX:TCL.A	\$12.94	\$1,120.9	\$25.2	\$1,215.6	\$2,318.7	\$2,711.3	\$2,980.1	\$2,999.8	\$403.0	\$455.8	\$432.8	0.9x	0.8x	0.8x	5.8x	5.1x	5.4x
Mean (EV/Rev <20; EV/EBITDA <100)													1.4x	1.2x	1.1x	8.3x	6.6x	6.3x
Median													1.1x	0.9x	0.8x	6.7x	6.2x	6.0x
US Comps - Digital Asset Management (DAM) Solution Providers (PaaS/SaaS)																		
Adobe Inc.	NASDAQ:ADBE	US\$329.30	US\$151,009.0	US\$6,096.0	US\$4,633.0	US\$149,546.0	US\$15,785.0	US\$17,610.8	US\$19,262.5	US\$6,378.0	US\$8,795.0	US\$9,430.3	9.5x	8.5x	7.8x	23.4x	17.0x	15.9x
Box, Inc.	NYSE:BOX	US\$25.78	US\$3,684.3	US\$461.2	US\$581.1	US\$4,293.6	US\$770.8	US\$869.5	US\$1,058.7	US\$48.9	US\$295.0	US\$329.8	5.6x	4.9x	4.1x	87.8x	14.6x	13.0x
Fluent, Inc.	NASDAQ:FLNT	US\$1.36	US\$108.7	US\$33.1	US\$48.4	US\$124.0	US\$329.3	US\$365.8	US\$387.4	US\$15.2	US\$25.0	US\$28.8	0.4x	0.3x	0.3x	8.2x	5.0x	4.3x
LiveRamp Holdings, Inc.	NYSE:RAMP	US\$21.20	US\$1,372.0	US\$461.0	US\$49.6	US\$960.5	US\$443.0	US\$526.3	US\$615.0	-US\$63.4	US\$51.0	US\$87.8	2.2x	1.8x	1.6x		18.8x	10.9x
Open Text Corporation	NASDAQ:OTEX	US\$34.39	US\$9,187.9	US\$2,823.5	US\$5,450.3	US\$11,815.9	US\$3,386.1	US\$3,495.2	US\$5,607.2	US\$1,010.1	US\$1,226.5	US\$1,850.9	3.5x	3.4x	2.1x	11.7x	9.6x	6.4x
QuinStreet, Inc.	NASDAQ:QNST	US\$15.40	US\$828.6	US\$79.1	US\$6.6	US\$756.1	US\$578.5	US\$575.2	US\$666.6	US\$24.2	US\$17.0	US\$42.8	1.3x	1.3x	1.1x	31.2x	44.4x	17.7x
Smartsheet Inc.	NYSE:SMAR	US\$39.66	US\$5,208.5	US\$434.7	US\$70.5	US\$4,844.3	US\$385.5	US\$545.1	US\$956.6	-US\$143.9	-US\$21.5	US\$6.8	12.6x	8.9x	5.1x			711.2x
TechTarget, Inc.	NASDAQ:TTGT	US\$35.32	US\$1,012.6	US\$364.7	US\$480.2	US\$1,128.1	US\$263.4	US\$296.1	US\$259.1	US\$54.8	US\$120.6	US\$89.7	4.3x	3.8x	4.4x	20.6x	9.4x	12.6x
Mean (EV/Rev <20; EV/EBITDA <100)													4.9x	4.1x	3.3x	30.5x	17.0x	11.5x
Median													3.9x	3.6x	3.1x	22.0x	14.6x	12.8x
CDN Comps - Digital Asset Management (DAM) Solution Providers (PaaS/SaaS)																		
Absolute Software Corporation	TSX:ABST	\$11.08	\$583.7	\$49.9	\$269.6	\$803.5	\$155.2	\$222.0	\$246.6	\$12.3	\$53.6	\$58.7	5.2x	3.6x	3.3x	65.6x	15.0x	13.7x
AcuityAds Holdings Inc.	TSX:AT	\$1.94	\$110.2	\$85.9	\$10.9	\$35.1	\$122.0	\$119.2	\$129.4	\$11.1	\$6.6	\$5.0	0.3x	0.3x	0.3x	3.2x	5.3x	7.0x
Fobi AI Inc.	TSXV:FOBI	\$0.41	\$64.9	\$0.3	\$0.0	\$64.6	\$1.7	\$0.0	\$0.0	-\$15.0	\$0.0	\$0.0	38.9x					
MediaValet Inc.	TSX:MVP	\$1.35	\$58.7	\$1.4	\$0.6	\$57.9	\$9.3	\$12.9	\$17.3	-\$9.4	-\$9.5	-\$5.9	6.2x	4.5x	3.4x			
ProntoForms Corporation	TSXV:PFM	\$0.50	\$66.4	\$6.1	\$6.2	\$66.4	\$19.4	\$29.3	\$33.2	\$0.0	-\$4.7	-\$0.8	3.4x	2.3x	2.0x			
Mean (EV/Rev <20; EV/EBITDA <100)													3.8x	2.7x	2.2x	34.4x	10.2x	10.4x
Median													5.2x	2.9x	2.6x	34.4x	10.2x	10.4x

Source: S&P Capital IQ; eResearch Corp.

Figure 6: U.S. and Canadian Comparables – Tech-Enabled Marketing Workflow Providers and Canadian Tech

Name	Ticker	Mar 10 Close (\$)	Mkt Cap (\$M)	Cash (\$M)	Debt (\$M)	EV (\$M)	REVENUE (\$M)			EBITDA (\$M)			EV/Revenue			EV/EBITDA		
							2021E	2022E	2023E	2021E	2022E	2023E	2021E	2022E	2023E	2021E	2022E	2023E
DATA Communications Management Corp.	TSX:DCM	\$2.06	\$91	\$2	\$73	\$162	\$235.3	\$270.0	\$283.5	\$20.8	\$27.6	\$29.1	0.7x	0.6x	0.6x	7.8x	5.9x	5.5x
Tech-Enabled Marketing Workflow Providers																		
Cimpress plc	NASDAQ:CMR	US\$33.91	US\$889.9	US\$196.3	US\$1,789.5	US\$2,507.3	US\$2,576.0	US\$2,848.9	US\$3,148.8	US\$246.4	US\$238.3	US\$328.8	1.0x	0.9x	0.8x	10.2x	10.5x	7.6x
Deluxe Corporation	NYSE:DLX	US\$17.32	US\$747.1	US\$41.6	US\$1,734.3	US\$2,440.2	US\$2,022.2	US\$2,213.4	US\$2,213.4	US\$322.7	US\$412.0	US\$396.1	1.2x	1.1x	1.1x	7.6x	5.9x	6.2x
dotdigital Group Plc	AIM:DOTD	£0.89	£265.1	£49.6	£2.3	£217.8	£58.1	£62.5	£70.5	£15.1	£22.0	£23.1	3.7x	3.5x	3.1x	14.4x	9.9x	9.4x
Galaxy Digital Holdings Ltd.	TSX:GLXY	\$3.90	\$409	\$3	\$0	\$406	\$0	\$653	\$164	\$0	\$0	\$0		0.6x	2.5x			
Harte Hanks, Inc.	NASDAQ:HHS	US\$9.63	US\$70.5	US\$6.9	US\$21.1	US\$94.4	US\$194.6	US\$203.7	US\$224.1	US\$15.2	US\$20.1	US\$22.8	0.5x	0.5x	0.4x	6.2x	4.7x	4.1x
HubSpot, Inc.	NYSE:HUBS	US\$369.70	US\$18,260.3	US\$1,412.7	US\$906.3	US\$17,654.0	US\$1,300.7	US\$1,707.1	US\$2,058.5	-US\$32.6	US\$210.5	US\$314.0	13.6x	10.3x	8.6x	83.9x	56.2x	
Publicis Groupe S.A.	ENXTPA:PUB	€ 74.52	€ 18,700.34	€ 4,616.00	€ 6,533.00	€ 20,581.80	€ 11,738.00	€ 12,377.01	€ 12,855.98	€ 1,934.00	€ 2,726.34	€ 2,886.16	1.8x	1.7x	1.6x	10.6x	7.5x	7.1x
Quadrant S.A.	ENXTPA:QDT	€ 16.30	€ 557.60	€ 131.10	€ 910.30	€ 1,344.66	€ 1,029.40	€ 1,019.66	€ 1,107.81	€ 188.20	€ 249.61	€ 261.27	1.3x	1.3x	1.2x	7.1x	5.4x	5.1x
Startek, Inc.	NYSE:SRT	US\$3.65	US\$147.0	US\$51.7	US\$218.3	US\$375.5	US\$703.6	US\$668.0	US\$700.0	US\$71.1	US\$55.9	US\$70.2	0.5x	0.6x	0.5x	5.3x	6.7x	5.3x
Teleperformance SE	ENXTPA:TEP	€ 227.50	€ 13,299.27	€ 817.00	€ 3,443.00	€ 15,925.27	€ 7,115.00	€ 8,239.53	€ 8,759.12	€ 1,164.00	€ 1,745.49	€ 1,874.32	2.2x	1.9x	1.8x	13.7x	9.1x	8.5x
TTEC Holdings, Inc.	NASDAQ:TTEC	US\$37.44	US\$1,768.1	US\$153.4	US\$1,068.2	US\$2,756.7	US\$2,273.1	US\$2,414.6	US\$2,499.1	US\$330.3	US\$320.6	US\$299.3	1.2x	1.1x	1.1x	8.3x	8.6x	9.2x
Zeta Global Holdings Corp.	NYSE:ZETA	US\$10.23	US\$2,121.9	US\$121.1	US\$184.0	US\$2,184.7	US\$458.3	US\$576.7	US\$691.3	-US\$199.8	US\$89.4	US\$117.3	4.8x	3.8x	3.2x	24.4x	18.6x	
Mean (EV/Rev <20; EV/EBITDA <100)												2.9x	2.3x	2.2x	9.3x	16.1x	12.5x	
Median												1.3x	1.2x	6.7x	8.3x	8.6x	7.6x	

Name	Ticker	Mar 10 Close (C\$)	Mkt Cap (C\$ M)	Cash (C\$ M)	Debt (C\$ M)	EV (C\$ M)	REVENUE (C\$ M)			EBITDA (C\$ M)			EV/Revenue			EV/EBITDA		
							2021A	2022E	2023E	2021A	2022E	2023E	2021A	2022E	2023E	2021A	2022E	2023E
Canadian Advertising, Marketing & Technology Comps																		
AcuityAds Holdings Inc.	TSX:AT	\$1.94	\$110.2	\$85.9	\$10.9	\$35.1	\$122.0	\$119.2	\$129.4	\$11.1	\$6.6	\$5.0	0.3x	0.3x	0.3x	3.2x	5.3x	7.0x
Adcore Inc.	TSX:ADCO	\$0.26	\$15.7	\$5.9	\$0.2	\$10.0	\$28.0		\$10.0	\$0.8			0.4x			11.8x		
Aquarius AI Inc.	CNSX:AQUA	\$0.03	\$6.3	\$0.1	\$0.1	\$6.3	\$0.2			-\$3.0			40.1x					
ARHT Media Inc.	TSXV:ART	\$0.18	\$0.0	\$6.5	\$0.2	-\$6.3	\$4.8	\$7.5	\$11.9	-\$4.8	-\$5.0	-\$3.9				1.3x	1.2x	1.6x
Datable Technology Corporation	TSXV:DAC	\$0.02	\$2.7	\$0.2	\$3.1	\$5.6	\$3.5	\$3.5	\$5.3	-\$4.3	-\$2.6	-\$0.8	1.6x	1.6x	1.0x			
DeepMarket Corp.	TSXV:MKT	\$0.02	\$2.5	\$0.5	\$0.0	\$2.1	\$0.0			-\$0.3			707.7x					
EQ Inc.	TSXV:EQ	\$1.28	\$88.9	\$3.0	\$0.2	\$86.0	\$12.1	\$11.3	\$17.0	-\$4.4	-\$4.9	-\$0.3	7.1x	7.6x	5.1x			
Fobi AI Inc.	TSXV:FOBI	\$0.41	\$64.9	\$0.3	\$0.0	\$64.6	\$1.7			-\$15.0			38.9x					
Gatekeeper Systems Inc.	TSXV:GSI	\$0.22	\$0.0	\$0.8	\$1.1	\$0.3	\$15.0			-\$0.3			0.0x					
Reclaim Ltd.	TSXV:MYID	\$0.03	\$2.8	\$0.5	\$1.4	\$3.8	\$1.0			-\$6.5			3.8x					
Snipp Interactive Inc.	TSXV:SPN	\$0.12	\$32.5	\$6.2	\$0.0	\$26.2	\$15.3	\$24.8	\$33.4	\$0.7	\$0.9	\$3.0	1.7x	1.1x	0.8x	40.1x	29.1x	8.7x
YANGAROO Inc.	TSXV:YOO	\$0.05	\$2.8	\$0.3	\$3.2	\$5.6	\$9.7			\$0.0			0.6x					
Yellow Pages Limited	TSX:Y	\$13.49	\$251.7	\$43.9	\$47.1	\$254.9	\$287.6	\$269.3	\$251.4	\$88.5	\$99.2	\$91.0	0.9x	0.9x	1.0x	2.9x	2.6x	2.8x
Zoom Technologies Ltd.	TSXV:ZOMD	\$0.16	\$15.6	\$3.4	\$3.8	\$15.9	\$52.6			\$3.2			0.3x			4.9x		
Mean (EV/Rev <20; EV/EBITDA <100)												1.7x	2.3x	1.6x	10.7x	9.6x	5.0x	
Median												1.6x	1.1x	1.0x	4.0x	3.9x	4.9x	

Source: S&P Capital IQ; eResearch Corp.

Appendix B: eResearch Disclosure

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ANALYST ACCREDITATION

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