# **CMC** Investor Presentation

November 2024

CMG: TSX

### Computer Modelling Group Ltd.

Market Capitalization (at Nov 8 <sup>th</sup> , 2024)	\$1.0B
FY 2024 Revenue	\$108.7M
FY 2024 Adjusted EBITDA <sup>1</sup>	\$43.2M
FY 2024 FCF/Share <sup>1</sup>	\$0.44/Share

CMC

### **Forward-Looking Information**

This presentation contains "forward-looking statements". Forward-looking statements can be identified by words such as: "anticipate", "intend", "plan", "goal", "seek", "believe", "project", "estimate", "expect", "strategy", "future", "likely", "may", "should", "will", and similar references to future periods. Examples of forward-looking statements include, among others, the financial returns of using simulation or IPSM; statements we make regarding our evolving technology architecture; integration with third party workflows and data; our ability to generate revenue growth and profitability; our ability to capture market share in energy transition; positioning CoFlow<sup>TM</sup> as an integrated platform; the financial and operational synergies of acquiring Bluware (BHV); our ability to grow the software revenue and profitability margins of BHV operating segment; the ability to recognize financial results of acquired businesses and assets, and our ability to successfully execute on commercial partnerships and acquisitions.

Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations, and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Our actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not rely on any of these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements are detailed in the Company's public filings which can be found on SEDAR+ at www.sedarplus.ca and on CMG's corporate website at www.cmgl.ca

Any forward-looking statement made in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. Except as required by applicable securities laws, we undertake no obligation to publicly update any forward-looking statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments or otherwise.

#### **Non-IFRS Financial Measures**

Certain financial measures in this presentation - namely, Adjusted EBITDA. Adjusted Operating Profit Margin and Free Cash Flow - do not have a standard meaning prescribed by IFRS and, accordingly, may not be comparable to measures used by other companies. Management believes that these indicators nevertheless provide useful measures in evaluating the Company's performance.

Adjusted EBITDA and Adjusted EBITDA Margin refers to net income before adjusting for depreciation and amortization expense, interest income, income and other taxes, stock-based compensation, restructuring charges, foreign exchange gains and losses, repayment of lease obligations, asset impairments, acquisition related costs and other expenses directly related to business combinations, including compensation expenses, and gains or losses on contingent consideration. Adjusted EBITDA should not be construed as an alternative to operating income, net income or liquidity as determined by IFRS. The Company believes that Adjusted EBITDA and Adjusted EBITDA Margin are useful supplemental measures as they provide an indication of the results generated by the Company's main business activities prior to consideration of how those activities are amortized, financed or taxed. See "Adjusted EBITDA and Adjusted EBITDA Margin" heading in the Q2 2025 Financial Report, and prior quarterly Financial Reports, at <a href="https://www.cmgl.ca/investors">www.cmgl.ca/investors</a> or at www.sedarplus.ca for a reconciliation of Adjusted EBITDA to net income.

Adjusted Operating Profit and Adjusted Operating Profit Margin are calculated as operating profit excluding restructuring charges, stock-based compensation, amortization of acquired intangible assets, and acquisition-related expenses.

Free cash flow is a non-IFRS financial measure that is calculated as funds flow from operations less capital expenditures and repayment of lease liabilities. Free cash flow per share is calculated by dividing free cash flow by the number of weighted average outstanding shares during the period.

All figures are presented in Canadian dollars unless otherwise indicated.



## We provide solutions to solve some of the world's most complex surface and subsurface problems

Computer Modelling Group ("CMG") is a leading provider of reservoir simulation software to energy companies globally. Our software supports our customers in the optimization and de-risking of hydrocarbon development and production. With its roots as a research institute, CMG has a 40+ year history of applying advanced physics, mathematical modelling, geoscience and engineering techniques to develop its core simulation offering.

CMG's reservoir simulation is critical to energy transition initiatives including carbon storage, geothermal and hydrogen. In fiscal 2024, 23% of software revenue in the CMG operating segment came from energy transition.

In 2023, the Company acquired Bluware-Headwave Ventures Inc., a software and services company specializing in cloud and interactive deep learning solutions for subsurface decision-making, including seismic interpretation.

In 2024, the Company acquired Sharp Reflections GmbH, a cloud-based seismic processing and interpretation platform. Built on modern advancements in high performance computing, it combines prestack seismic data visualization, processing, and interpretation.













Conventional

Heavy Oil Unconventional

Geothermal

Hydrogen

\$88.3M TTM<sup>1</sup> Total Software Revenue TTM<sup>1</sup> Services Revenue Recurring Revenue<sup>2</sup> Employees Globally (as of Sept 30, 2024)

## Over 40 years of science, innovation, and technical expertise

### CMG introduced Machine Learning Optimization technology CMOST TM

 Machine learning workflow to optimize simulation

#### CMG 4.0 Announced

- Accelerate software revenue with leading sales organization
- Strengthen leadership in energy transition
- Commercialization of CoFlow™
- M&A / Partnership Opportunities
- Deep technical expertise in consulting supporting an industry facing a talent crunch

#### CMG begins working on IPSM technology CoFlow™

 Connecting production to planning

Research foundation established - Core simulators developed









**GEM**<sup>TM</sup> release



STARS<sup>TM</sup> release



CMG goes Public in 1997 IPO raises \$11.0 million

 $WinProp^{TM}$ release



Builder release (Windows + UNIX)



Results release (Windows + UNIX)



CoFlow<sup>TM</sup> development begins



**CMOST<sup>TM</sup>** release



ShaleIQ™ acquired from USI



Bluware Acquisition



Sharp Acquisition





Global brand recognition underpinned by 40+ years of reservoir simulation software development and best-in-class training and support

Attractive **Annual Recurring Revenue** profile that is diversifying with energy transition use cases and acquisitions

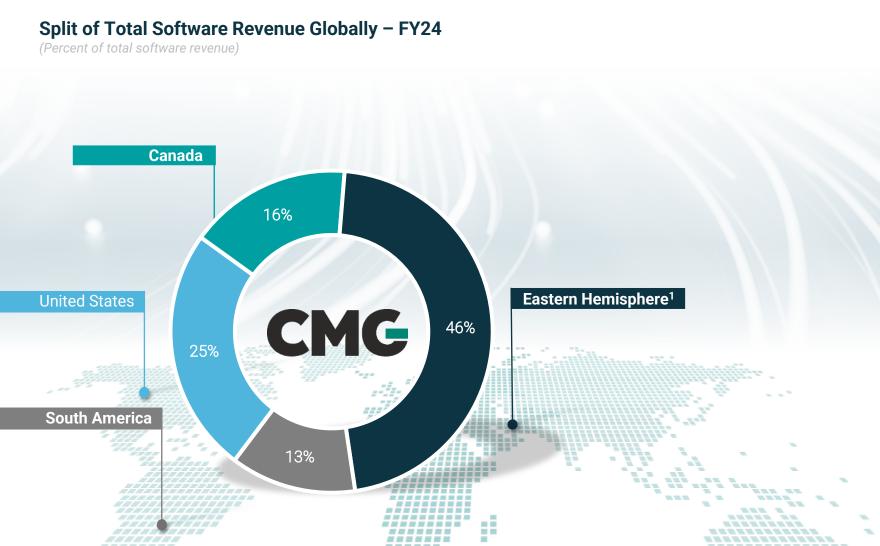
Compelling operating margins; history of strong profitability and consistent, robust Free Cash Flow<sup>1</sup>

Capital Allocation; deploying capital at high rates of return to acquire differentiated software businesses in energy or adjacent industries

Expanding product portfolio through acquisitions

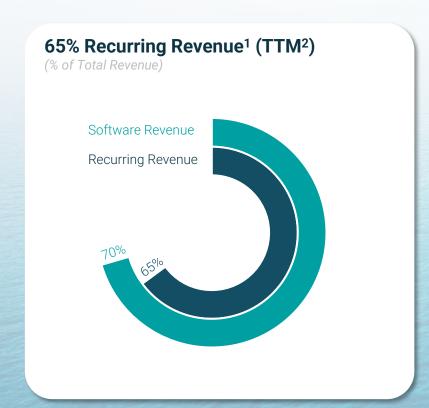
<sup>&</sup>lt;sup>1</sup> See Non-IFRS Measures

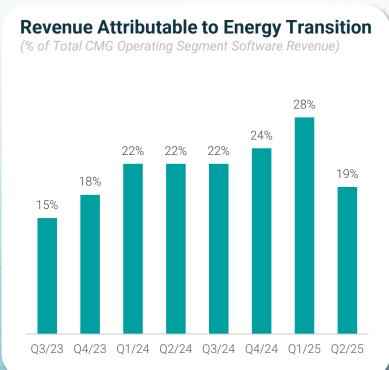
## 40+ Years of Expertise, Trusted Globally

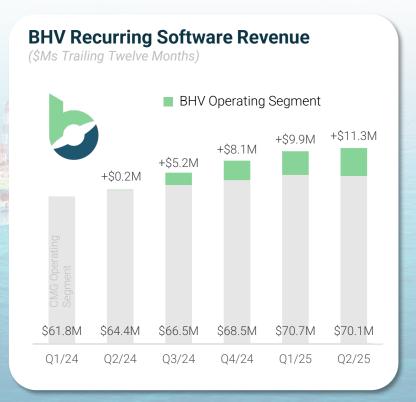




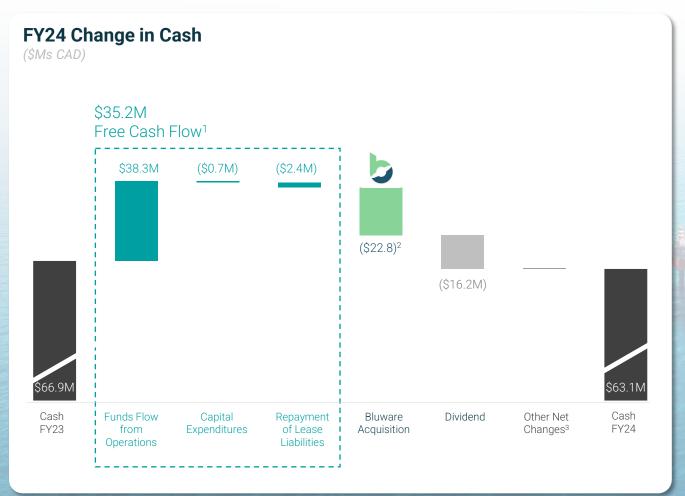
## **Attractive Recurring Revenue Profile that Continues to Diversify**







## CMG 4.0 - A New Paradigm of Capital Allocation







## CMG 4.0 Strategy – Announced late 2022

Preserve long-term, per share profitability while driving growth and Free Cash Flow<sup>1</sup> both organically and through acquisitions

### **Growth**

CMG 4.0 Strategy, announced in 2022, is a multi-faceted transformation strategy to drive sustained organic growth in the reservoir simulation business, leveraging the momentum towards digitization in the energy industry and the growing need for complex energy transition solutions.

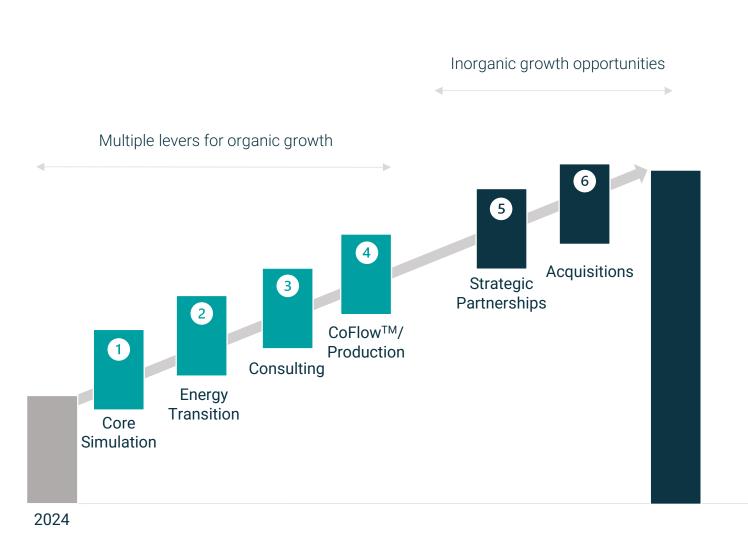
### **Profitability**

With a durable recurring revenue model and a decades-long history of compelling operating margins and strong cash flows, CMG is committed to maintaining strong per-share profitability.

### **Acquisitions**

Prudently invest excess capital, at attractive after-tax rates of return, to build durable, long-term software revenue growth and per-share profitability. Acquire businesses that enhance and diversify product offerings within the energy and adjacent industries.

## CMG 4.0 Strategy – Growth Levers



### Accelerate software revenue with leading sales organization

- Shift to customer segmentation and value-based pricing
- Solution strategy and market-driven roadmap
- Broaden geographical reach and market penetration
- Enhanced marketing and sales training

### Strengthen leadership in energy transition

Growing demand to explore carbon capture and storage

### Deep technical expertise in consulting supporting an industry facing a talent crunch

- CMG is an established trusted partner
- Expanded consulting practice to support demand
- Prioritizing strategic consulting to drive software sales

### **Commercialization of CoFlow™**

- Multi-year development initiative in partnership with Shell
- Enters CMG into estimated \$300M production simulation market

### **Strategic Partnerships**

- Hatch/McDaniel
- Wood LLP
- ABB

### **M&A Opportunities**

- Building strong M&A pipeline
- Diversifying within upstream energy and adjacent industries

## **Sharp Reflections Acquired November 2024**

The industry's first **HPC platform** for seismic visualization, processing, and interpretation



Sharp Reflection and Fraunhofer Institute developed new software solution built to handle massive seismic data sets



Brings an unprecedented level of access and interactivity to prestack and other massive data sets at exceptional speed



Modern software architecture built on HPC unlocks faster and better data quality and analysis



Real-time interactivity achieved by carrying out all computations in global shared memory, resulting in a highly scalable solution



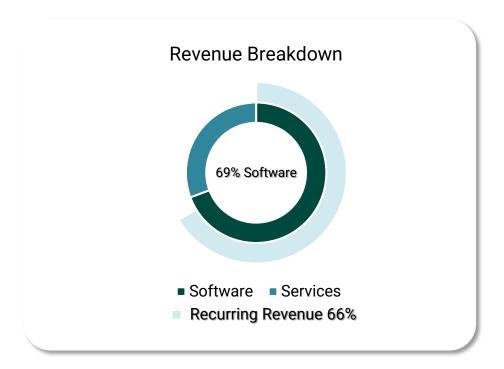
Global customer base with several supermajors, many sponsoring advanced development efforts

€10.0M

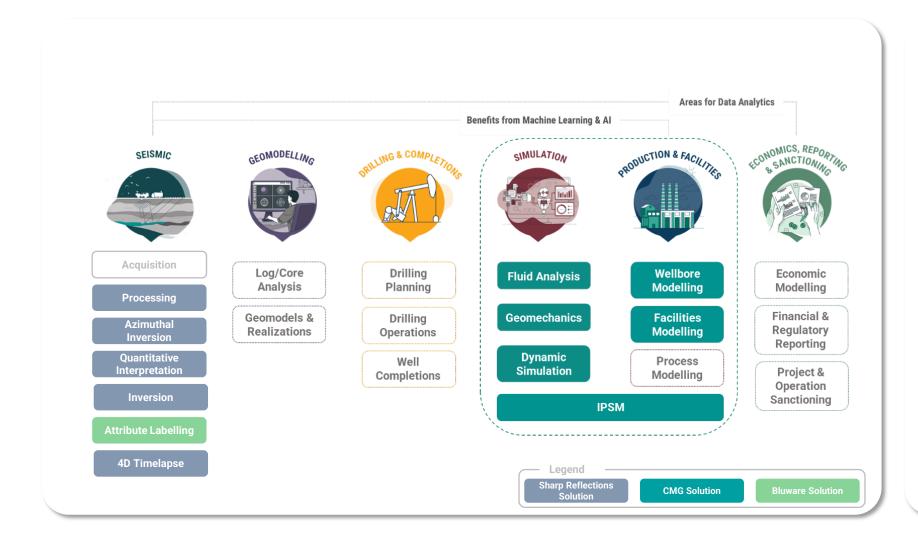
Revenue<sup>1</sup> LTM to July 2024

### Low double digit

Adjusted EBITDA Margin<sup>1,2</sup> LTM to July 2024



## **CMG 4.0 Acquisition Strategy**



The upstream workflow provides strategic acquisition opportunities to expand solution offering within the energy market

- Bluware (acquired September 2023)
- Sharp (acquired November 2024)

## **Expertise to Deliver**

### **Senior Management**



Pramod Jain, Chief Executive Officer Joined 2022

15+ years international leadership experience focused on corporate growth & innovation. Proven track record of successful turnarounds/transformations & building global B2B product organizations.



Sandra Balic, Chief Financial Officer Joined 2009

15+ years experience in accounting and financial reporting, assuming the role of CMG CFO in 2013.



Anjani Kumar, VP CoFlow & Professional Services Joined 2005

25+ years experience in reservoir engineering and simulation, author of several research papers and serves on various committees for the SPE.



Rahul Jain, VP, Core Joined 2022

14+ years of experience in Operations, Client Management, Product & Program Management, and SaaS implementation.



Long Nghiem, VP Innovation Lab Joined 1978

45+ years experience as a leading developer of dynamic reservoir technologies. Dr. Nghiem was awarded the international SPE Reservoir Description and Dynamics Award in 2015.



John Mortimer, Chief Technology Officer Joined 2022

20+ years experience in software development, leading several software and technology companies through high growth periods including Benevity, Blackline Safety, and Pason Systems.



Kristina Mysev, VP People & Culture Joined 2022

16+ years experience in financial services, construction, and professional services, covering client groups ranging from 300 to 3,000 staff.

### **Core Leadership and Operating Team**



Mohammad Khalaf, Head of Corporate Development Joined 2022

15+ years experience in business development. Executed over 80 transactions globally with a deal value of over C\$1.5 billion.



Daniel Edelshaim, Head of Legal Joined 2022

15+ years experience leading national and international legal and legal operations teams, in technology and enterprise software.

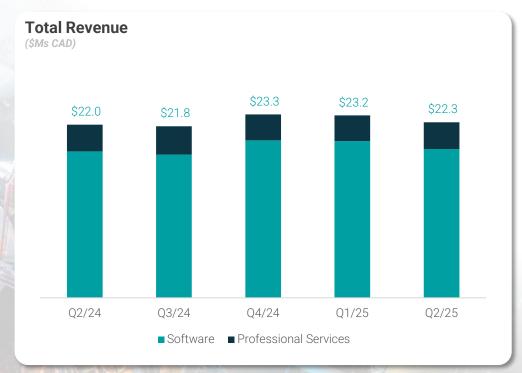


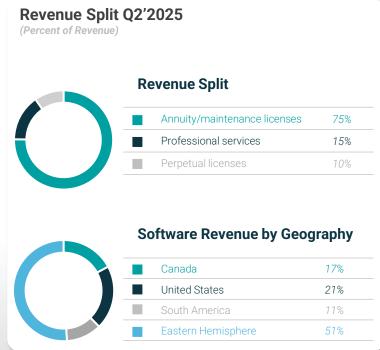
Kim MacEachern, Director Investor Relations Joined 2022

16+ years capital market experience and 6+ years investor relations experience with small-cap TSX and Nasdag listed growth companies.



## **CMG Segment Second Quarter Financial Highlights**







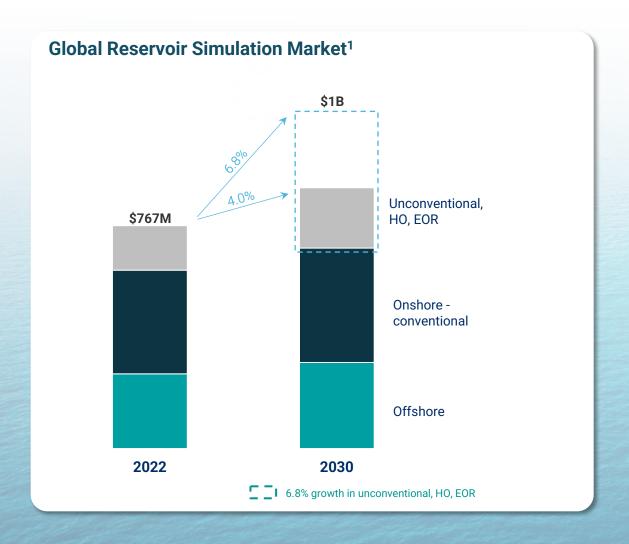
45% Adj. Operating Profit Margin<sup>1</sup>

45% Adj. EBITDA Margin<sup>1</sup>



- Accelerate software revenue with leading sales organization
- Strengthen leadership in energy transition
- M&A / Partnership Opportunities
- Commercialization of CoFlow<sup>TM</sup>
- Deep technical expertise in consulting supporting an industry facing a talent crunch
- Geographic expansion new markets

## **CMG Operating Segment Addressable Market**



### The global simulation market is expanding, leaving a runway to growth in CMG's Core Business

### Estimated \$1B Global Reservoir Simulation Market Through 2030

CMG FY 2024 Revenue \$87.9M

Reservoir Simulation expected to grow 2 - 3% annually Unconventional, Heavy Oil and EOR expected to grow between 4 - 6.8%

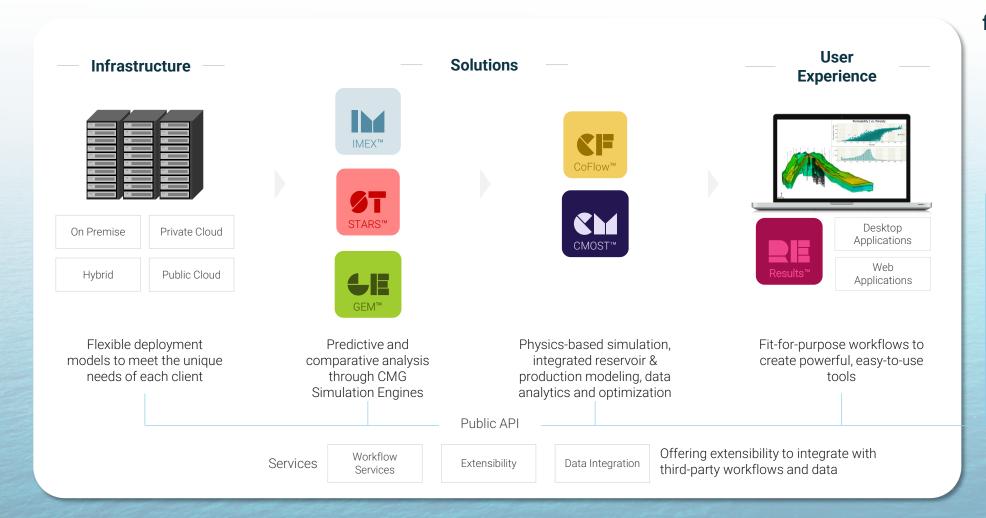
#### **Estimated \$300M Production Simulation Market**

Potential to be addressed with CoFlow<sup>TM</sup> (IPSM) and production modules Expands current market opportunity

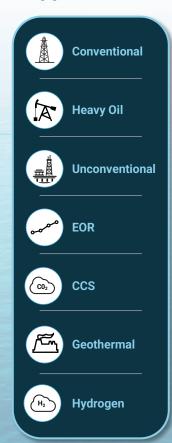
### **Digital Transformation**

Increasing volumes of data, rapid progress in computing power and advanced analytics are driving an acceleration towards digital solutions

### Scalable and Extensible Workflow Tailored to a Variety of Industrial Applications



**Adaptable capabilities** for a variety of industry applications



### Comprehensive Simulation Workflow for Every Stage of an Assets Lifecycle



### **Increase Revenue**

- ✓ Increased production with optimized recovery
- ✓ Optimized portfolio & development strategies

### **Reduce Cost**

✓ Reduce development cost with optimized well spacing, fracking and stimulation techniques

### Mitigate Risk

- ✓ Evaluate alternate strategies before execution
- ✓ Minimize geologic and operational uncertainties

### SIMULATION MODEL

Dynamically model how operational changes may impact recovery and the value of the asset

### SENSITIVITY ANALYSIS

Understand and quantify the potential impacts that variable and uncertain inputs may have on your operations

### **HISTORY MATCH**

Calibrate simulation model to known field history to more confidently forecast the impact of operational changes

### **MACHINE LEARNING**

Machine learning and physics-based proxies to accelerate identification of optimal solutions

### **FORECAST**

MACHINE LEARNING

Determine how various operational decisions can enhance returns on investment



## CMG – Net Promoter Score (NPS) 68

(B2B Software Average 41%)



IRS ONGC has been using CMG software for reservoir simulation since 1992. We are highly satisfied with CMG software and the high level of support provided by CMG over the nearly 30 years of our relationship and looks forward to many more successful years of association in the future.

K.P. Singh ONGC, India



CMG's visualization capabilities, commitment to research, and easy-to-use interface make it the reservoir simulation tool for all our energy transition projects. It enables our clients and partners to meet rigorous permission requirements and ensure regulatory guidelines are met and exceeded.

Charles Gorecki CEO, EERC

Long-running customer base with a focus on customer centricity





We have observed a significant improvement over the time we have used CMG technology. Our model, being a giant model, initially took a considerable time to load, but now, we have observed greater than 10x speedup in load times due to the helpful collaboration from CMG's customer support and R&D departments.

- Zulhendra Zulhendra, Pertamina

### INPEX

CMG GEM is the de-facto standard platform for CCS simulation. According to our extensive investigation through benchmarking, hearing, and several actual field and lab studies, GEM is the best commercial simulator that can accurately model the underlying physics in CCS.

- Dr. Shimamoto, INPEX, Japan



## **CMG Diversifying through Energy Transition**

23%

### With a 20+ year history in Carbon Capture & Storage (CCS) CMG leads the market in carbon sequestration simulation

- CMG's existing software suite is currently the market leader for carbon sequestration simulation and has strong applications in geothermal and hydrogen projects.
- Regulatory bodies ensure operators are performing reoccurring simulations for CCS injection projects, ensuring safety and tracking CO<sub>2</sub> movement.
- Government incentives have accelerated activity in the planning of CO<sub>2</sub> capture projects.

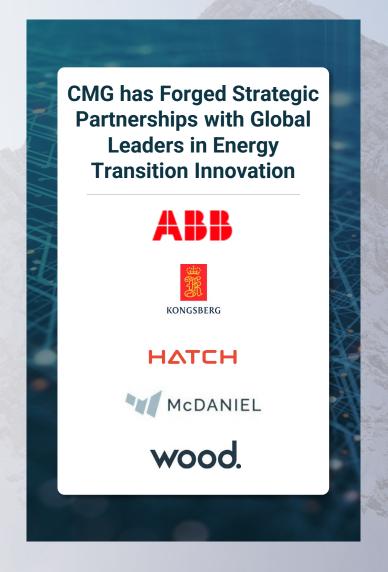
In FY24, 23% of CMG operating segment software revenues were related to energy transition simulation projects



CMG's STARS<sup>TM</sup> and GEM<sup>TM</sup> simulators are equipped to support Energy Transition projects

CMG's technology has differentiating capabilities, built over decades, that can directly address the energy transition needs of our customers.

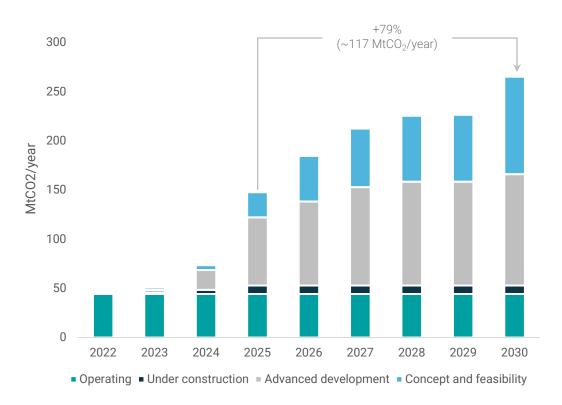




## Anticipated Growth in CO<sub>2</sub> Storage Requires Subsurface Simulation

### **Strong Growth Anticipated in CO<sub>2</sub> Capture Projects**

Capacity of large-scale CO2 capture projects, current and planned 2020 - 2030



Source: IEA

### Rate of geological storage resource development must accelerate rapidly to achieve net-zero targets

### **Greater than 100 Gt of CO<sub>2</sub>**

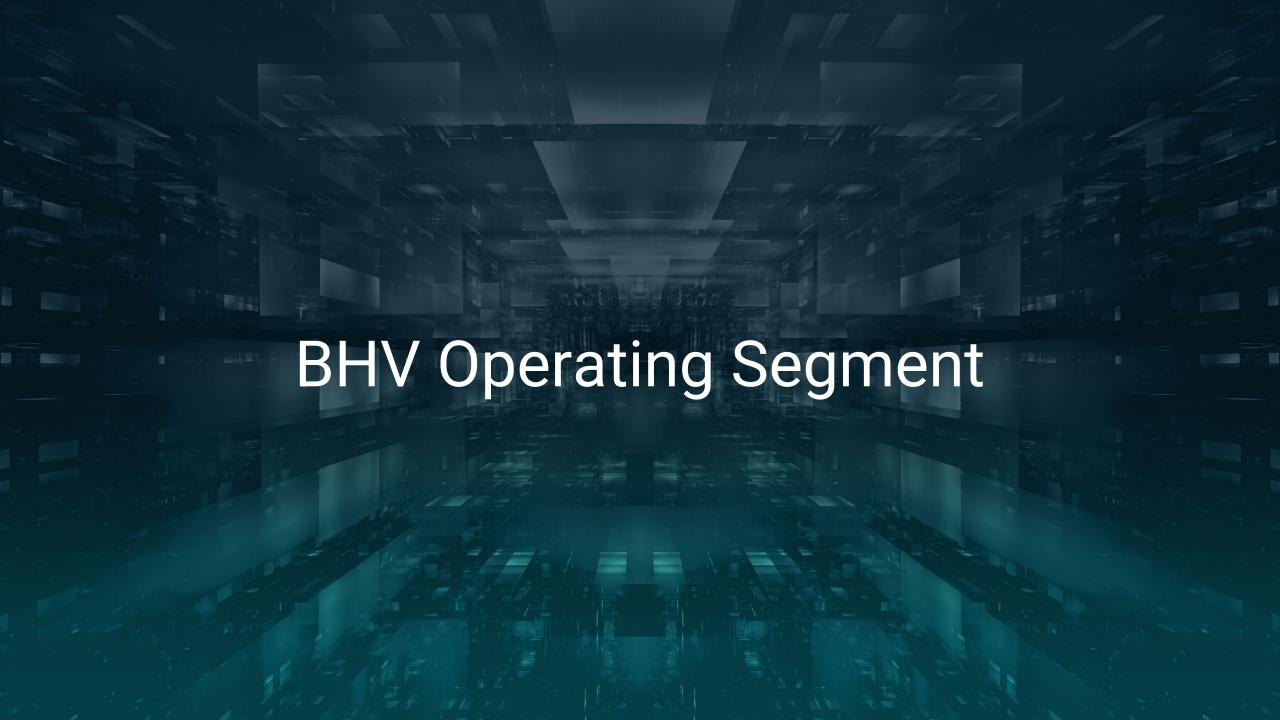
Total cumulative mass of CO2 required to be stored to meet climate targets by 2050

12 Gt of CO<sub>2</sub>

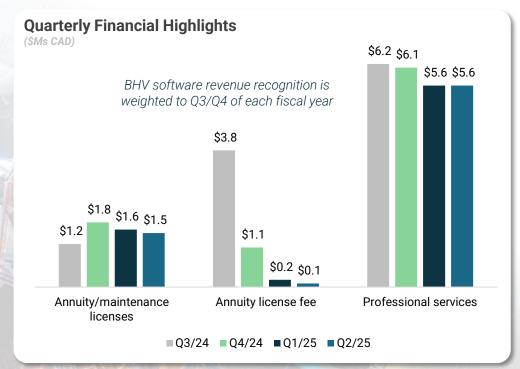
Maximum theoretical potential of current CCS project pipeline

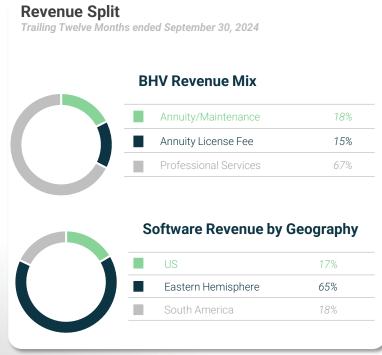
In order to ensure that storage resources are available for utilisation when required, more must be done to incentivise and bring forward investment in storage resource identification and appraisal.

Global Status of CCS 2023, Global CCS Institute



## **BHV Segment Quarterly Revenue Trends**





\$35M TTM Total Revenue

TTM Adjusted EBITDA Margin<sup>1</sup>

33% Recurring Software Revenue<sup>2</sup>



- BHV's revenue contracts include combinations of software licenses. upgrades, maintenance and support creating separate performance obligations.
- 50% of the software license is recognized up-front with the remaining 50% maintenance revenue recognized on a straight-line basis over the software license term.
- Operating Profit and Adjusted EBITDA<sup>1</sup> will fluctuate with revenue; best viewed on full year basis

## Bluware InteractivAI<sup>TM</sup> Improving Decision Making





As a structural geologist, my job is to be fussy about the tectonic viability of fault interpretation, and therefore I used to be rather critical about AI supported fault identification. InteractivAl, however, allows me to remain in the driver's seat, while making use of the incredible power of artificial intelligence for fast and efficient interpretation of large seismic data volumes."

- Frauke Schaefer, Advisor Structural Geology at Wintershall Dea



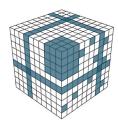
The use of InteractivAI allowed me to map ALL features of interest quickly and accurately in the seismic data during my project, enabling the establishment of various relationships between them, their morphologies, and other elements associated with them. This task would be very difficult or even impossible without the help of InteractivAI.

- Manuel Parcero, Petrobras Interpretation Geophysicist on the Geohazard Team



## Bluware is Transforming Seismic Interpretation Workflows in Cloud





### **VDS**<sup>TM</sup> Cloud-Native **Data Format**

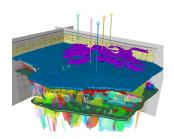
- Compress seismic data that is adaptable and scalable for cloud; get cost-effective cloud storage.
- OpenVDS<sup>TM</sup> open-source API version is available on OSDU<sup>TM</sup> Data Platform as the preferred standard for seismic data.
- VDS can be leveraged to build custom tools for broad industry application.



### **FAST<sup>TM</sup> Seismic Data Streaming**

- Stream VDS data from the cloud to existing interpretation applications.
- Avoid splicing or duplicating data in workflows.
- Access data fast; enable compute-intensive workflows.





### InteractivAITM Deep Learning **Seismic Interpretation Tool**

- Reduce overall interpretation cycle time.
- Interpret seismic data in hours instead of days or weeks; shift focus to critical evaluation to maximize prospect generation.
- Get full control of the seismic interpretation process, unlike other AI seismic interpretation tools.



## **Summary of Financial Performance**

	CM	IG	BH	BHV		Consolidated	
Three months ended September 30,	2024	2023	2024	2023	2024	2023	
(\$ thousands, except per share data)							
Annuity/maintenance licenses	16,794	17,441	1,508	169	18,302	17,610	
Annuity license fee	-	-	71	-	71	-	
Perpetual licenses	2,149	1,176	-	-	2,149	1,176	
Total software license revenue	18,943	18,617	1,579	169	20,522	18,786	
Professional services	3,382	3,452	5,563	395	8,945	3,847	
Total revenue	22,325	22,069	7,142	564	29,467	22,633	
Total revenue growth	1%	22%	1166%		30%	25%	
Annuity/maintenance licenses growth	(4%)	18%	792%		4%	19%	
Cost of revenue	2,332	2,271	3,360	222	5,692	2,493	
Operating expenses							
Sales & marketing	3,363	3,362	866	22	4,229	3,384	
Research and development	4,463	4,651	1,965	116	6,428	4,767	
General & administrative	3,389	4,214	1,299	49	4,688	4,263	
Operating expenses	11,215	12,227	4,130	187	15,345	12,414	
Operating profit	8,778	7,571	(348)	155	8,430	7,726	
Operating Margin	39%	34%	(5%)	27%	29%	34%	
Acquisition related expenses	395	573	181	-	576	573	
Amortization of acquired intangible assets	575	124	89	5	664	129	
Stock-based compensation	232	2,291	-	-	232	2,291	
Adjusted operating profit (1)	9,980	10,559	(78)	160	9,902	10,719	
Adjusted Operating Margin (1)	45%	48%	(1%)	28%	34%	47%	
Net income (loss)	4,630	6,423	(867)	93	3,763	6,516	
Adjusted EBITDA (1)	10,069	10,584	(132)	134	9,937	10,718	
Adjusted EBITDA Margin <sup>(1)</sup>	45%	48%	(2%)	24%	34%	47%	
Earnings per share – basic					0.05	0.08	
Free Cash Flow per share – basic (1)					0.07	0.14	

<sup>(1)</sup> See Non-IFRS Measures



## **Reconciliation of Non-IFRS to IFRS Financial Measures**

#### Reconciliation of Adjusted EBITDA<sup>1</sup> to Net Income

	CN	1G	Bl	ΗV	Consolidated		
Three months ended September 30,	2024	2023	2024	2023	2024	2023	
(\$ thousands)							
Net income (loss)	4,630	6,423	(867)	93	3,763	6,516	
Add (deduct):							
Depreciation and amortization	1,539	1,014	408	7	1,947	1,021	
Stock-based compensation	232	2,291	-	-	232	2,291	
Acquisition related expenses	395	573	181	-	576	573	
Loss on contingent consideration	2,112	-	-	-	2,112	-	
Income and other tax expense	1,802	2,239	442	38	2,244	2,277	
Interest income	(680)	(692)	(81)	-	(761)	(692)	
Foreign exchange loss (gain)	453	(856)	140	-	593	(856)	
Repayment of lease liabilities	(414)	(408)	(355)	(4)	(769)	(412)	
Adjusted EBITDA (1)	10,069	10,584	(132)	134	9,937	10,718	
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### **Reconciliation of Non-IFRS to IFRS Financial Measures**

#### Reconciliation of Free Cash Flow<sup>1</sup> to Funds Flow from Operations

	Fiscal 2	2023	Fiscal 2024			Fiscal 2025		
(\$ thousands, unless otherwise stated)	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Funds flow from operations	8,169	7,656	7,920	11,491	8,477	10,367	6,515	7,101
Capital expenditures*	(211)	(1,707)	(45)	(51)	(459)	(95)	(93)	(236)
Repayment of lease liabilities	(413)	(553)	(412)	(412)	(728)	(803)	(743)	(769)
Free Cash Flow	7,545	5,396	7,463	11,028	7,290	9,469	5,679	6,096
Weighted average shares – basic (thousands)	80,511	80,603	80,685	80,834	81,067	81,314	81,476	81,887
Free Cash Flow per share - basic	0.09	0.07	0.09	0.14	0.09	0.12	0.07	0.07

#### Reconciliation of Operating Profit to Adjusted Operating Profit<sup>1</sup>

	СМС		Bl	ΗV	Consolidated		
Three months ended September 30, (\$ thousands)	2024	2023	2024	2023	2024	2023	
Operating profit Add:	8,778	7,571	(348)	155	8,430	7,726	
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