MARKETING I TECHNOLOGY I COMMERCE

Powering Consumer Engagement

TSX-V: ICGH

Scaling a technology-led consumer engagement company.



Investor presentation · November 2026

Forward-Looking Statements

Summary only. The complete disclaimer, risk factors and non-IFRS reconciliations are filed under the Company's profile on SEDAR+.

Certain statements herein relating to IC Group Inc. ("IC Group" or the "Company") constitute "forward-looking statements", within the meaning of applicable securities laws, including without limitation, statements regarding future estimates, business plans and/or objectives, sales programs, forecasts and projections, assumptions, expectations, and/or beliefs of future performance. Forward-looking statements include, but are not limited to, statements with respect to commercial operations, anticipated revenues, the overall projected size of the market and other information that is based on forecasts of future results and other key management assumptions. The Company assumes no responsibility to update or revise forward-looking information to reflect new events or circumstances unless required by law. Future Oriented Financial Information: To the extent any forward-looking information in this Presentation constitutes "future-oriented financial information" or "financial outlooks" within the meaning of applicable Canadian securities laws, such information is being provided to demonstrate anticipated results and the reader is cautioned that this information may not be appropriate for any other purpose and the reader should not place undue reliance on such future-oriented financial information and financial outlooks. These forward-looking statements and "future oriented financial information" are not guarantees of future performance and subject to certain risks which could cause actual performance and financial results in the future to vary materially from those described in this presentation. For additional information on these risks, please see the Company's Filing Statement filed on SEDAR+ under the heading "Risk Factors". This presentation does not constitute an "offering memorandum" under applicable securities laws.

This presentation does not constitute an offer to sell or the solicitation of an offer to buy and securities of the Company, nor shall there be any sale of the securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of such jurisdiction. The Company's securities have not been and will not be registered under the United States Securities Act of 1933, as amended (the "U.S. Securities Act"), or any state securities laws and may not be offered or sold within the United States or to, or for the account or benefit of, "U.S. persons" as such term is defined in Regulation S under the U.S. Securities Act, unless an exemption from such registration is available

Forward-looking information is based on management's current expectations and assumptions regarding future events, including business plans, objectives, growth strategies, market trends, financial performance, and the availability of capital. Actual results may differ materially due to known and unknown risks and uncertainties. Readers should not place undue reliance on such information.

Any FOFI presented has been approved by management as of August 25, 2026 and prepared for the purpose of illustrating potential future results of operations. The FOFI may not be appropriate for other purposes. The Company believes the assumptions used are reasonable as of that date; however, actual results could differ materially.

For further detail on risks and assumptions, please refer to the Company's Filing Statement and continuous-disclosure documents available under its profile on SEDAR+ (www.sedarplus.ca)

A Consumer Engagement Company

We help the world's leading brands turn audiences into customers and customers into fans. Creating the moments, delivering them at scale, simplifying the complexities, and managing the risks behind it.

C$30.4M
TTM REVENUE*

~68%
TTM RECURRING REVENUE*

WHERE THE REVENUE COMES FROM*



- **IC Engage** — C$13.9M
  Promotions, loyalty & fan engagement
- **IC Mobile** — C$14.0M
  Enterprise messaging at scale
- **IC Insurance** — C$2.5M
  Risk management solutions for live events and promotions

* Financial information as of June 30, 2026.

Fortune 500
CUSTOMERS

30+
COUNTRIES SERVED

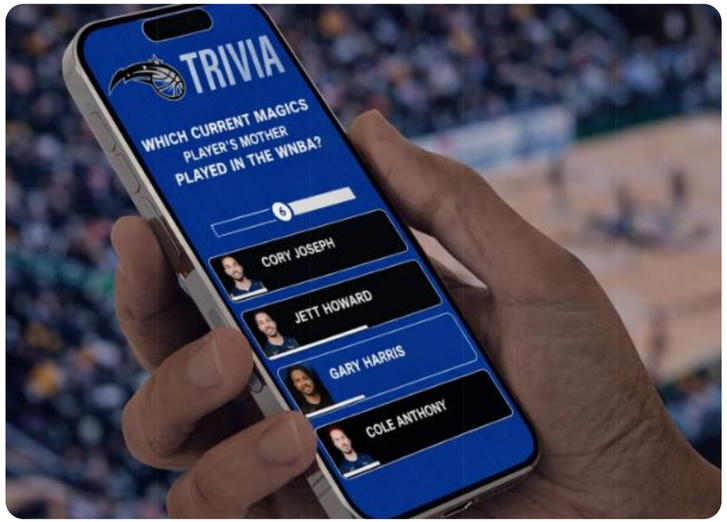
100+
SPORTS TEAMS

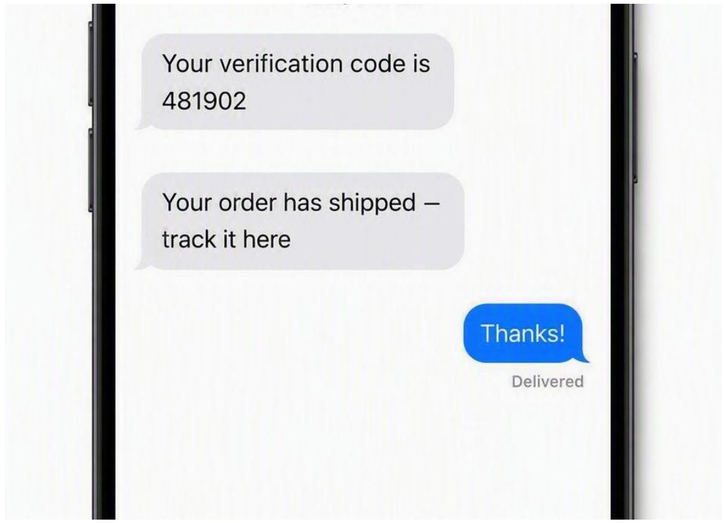
2B+
CONSUMER ENGAGEMENTS ANNUALLY

WHAT WE DO

We turn audiences into customers — at scale.

Brands use one segment, or all three together — across activation, messaging, and risk management.







1 IC ENGAGE

Turn audiences into active customers

In-venue and online activations that drive commerce, marketing reach, and zero-party data capture.

2 IC MOBILE

Reach every consumer, message by message

Messaging at scale: two-factor verification, transactional alerts, commerce, and opt-in campaigns reaching every mobile consumer.

3 IC INSURANCE

Underwrite the offers that drive participation

Risk management solutions for million-dollar promotions, live events, and brand sponsorships.

* Names shown are a selection of current or past clients or partners, for illustrative purposes only.

THE B2C SALES FUNNEL

We own the stages where reach becomes revenue.

Ad tech drives top-of-funnel demand. IC Group owns the moments that turn reach into revenue — conversion, retention, and monetization.



IC GROUP vs. AD TECH

OBJECTIVE

Interaction, conversion, and retention

Ad tech: impressions and awareness

DATA

Consented zero-party data, owned

Ad tech: third-party dependent (Google, Meta)

REVENUE

Recurring and transactional

Ad tech: campaign and click driven

DURATION

Multi-year enterprise relationships

Ad tech: short-term campaigns

Ad tech buys attention. IC Group converts it — owning the consented data, the transaction, and the recurring revenue.

MANAGEMENT & BOARD

Experienced leadership. Proven execution.

Over 200 years of combined industry experience across public companies, capital markets, martech, and fintech.

Duncan McCready
Chief Executive Officer

Leads strategy and growth across the business. 35+ years of industry experience.

John Penhale
Chief Financial Officer

Leads financial strategy, accounting, reporting discipline, and capital allocation. 35+ years of industry experience.

David Sasaki
President, IC Insurance

Leads strategy and growth for specialty insurance business. Over 30+ years of industry experience.

BOARD OF DIRECTORS

Duncan McCready

Co-founder with 35 years of industry experience, providing strategic leadership, leading IC Group's 2015 MBO and acquisitions, mentoring startups, and serving on boards

C. Fraser Elliott (Chair)

President of CFE Financial Inc., a private Investment banking company. Seasoned executive with deep public and capital market experience.

William Ollerhead

35+ years of experience in corporate finance and capital markets; CEO of Cuspis Capital Partners and Managing Director of Ollerhead Capital, with extensive public company board experience.

Robert White

20+ years in capital markets, asset management and fintech; joined the Board in May 2025.

CAPITALIZATION OVERVIEW

TSX-V: ICGH

Tightly held ownership. Trading below 1x revenue.

CAPITALIZATION SUMMARY*	
Share price	C$0.51
52-week range	C$0.35 – C$0.74
Average daily volume	12.9K
Shares outstanding	41.3M
Market capitalization	~C$20.0M
Options / Warrants	3.3M / 5.6M
Fully diluted shares	50.2M
Cash / Debt	C$2.3M / C$8.5M

SHAREHOLDER OWNERSHIP



Directors, officers & executives	53%
Other insiders	14%
Employees & retail investors	33%

~0.86x

EV / TTM REVENUE*

Less than 1x enterprise value to trailing revenue, despite strong organic growth and improving profitability.

* Market data as of November 5, 2026. EV/TTM Revenue, share price, options, warrants, cash and debt figures as of June 30, 2026.

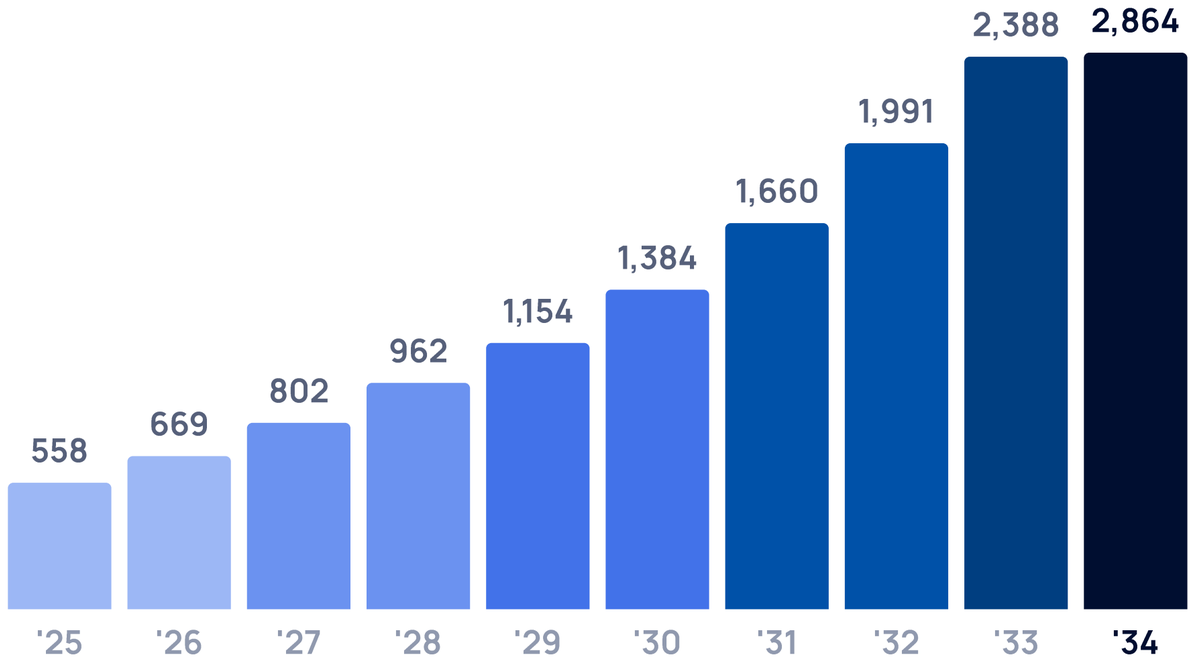
SECTOR OVERVIEW

Strong Tailwinds; A US$558B market growing 5x by 2034.

Five shifts moving brand spend toward measurable, first-party engagement — exactly what we sell.

GLOBAL MARTECH MARKET · US$ BILLIONS

19.93% CAGR



Source: Grand View Research — Marketing Technology Market Summary Report, May 2025

US$2.9T

2034 market size

33.8%

North America share of 2025 market

STRONG SECULAR TAILWINDS

- End of third-party data
- Shift to measurable outcomes
- Mobile-first engagement
- Live sports & betting
- Data security & privacy

CONSOLIDATED PERFORMANCE – Q2 2026

Strong Q2 Growth

26% revenue growth in the second quarter, driven 97% organically, while sustaining recurring revenue and demonstrating improving operating leverage.

	Q3 2025	Q4 2025	Q1 2026	Q2 2026
Revenue (C$M)	7.3	7.2	7.8	**8.2**
Gross Profit (C$M)	3.3	3.4	3.3	**3.4**
Gross Margin	45%	47%	43%	**42%**
Adjusted EBITDA (C$M)	0.41	0.63	0.67	**0.67**
ARR (% Revenue)	66%	69%	68%	**67%**

Q2 FINANCIAL METRICS

C$2.3M

CASH POSITION

June 30, 2026

345%

IMPROVEMENT IN ADJUSTED EBITDA

Q2 2026 vs Q2 2025

C$1.5M

BANK DEBT REDUCTION

June 30, 2026 vs June 30, 2025

MILESTONE AND CATALYSTS

Platform built. Model proven. Now scaling profitably.

Following three acquisitions and the renewal of a Fortune 50 anchor customer, the focus is on organic growth and margin expansion.

2024–2025
PLATFORM BUILT

One company, assembled
Engagement, messaging and specialty risk brought under one roof.

Market & customer validation
Fortune 50 anchor customer, on multi-year contracts.
100+ pro teams and live-event operators.
1B+ mobile messages delivered.

FY2025 revenue +50%
C$26.9M, approximately 68% recurring.

2026
SCALING ORGANICALLY

Organic Growth Engine
Q2 revenue +26% YoY, ~97% organic.

Scaling Mobile More Efficiently
IC Mobile +25% YoY, fully organic.

Operating Leverage Now
Adjusted EBITDA +345% YoY, consistent over 3 quarters.

New Solutions – New Channels
C$1.0M ARR deal; new venue channel partnership, renews Fortune 50 Mandate.

2027 & beyond
MARGIN & OPTIONALITY

Margin expansion
Margin recovery as pricing and operating efficiency actions annualize.

Platform monetization
Live event network, data, and enterprise relationships.

Strategic optionality
Each business line grows on its own; together they accelerate.

Disciplined Capital Allocation
Organic base case; debt down C$1.5M.

IC engage

DIGITAL PROMOTIONS

REVENUE MODEL

SaaS fees

Professional service fees

Commissions

SECURITY & COMPLIANCE

ISO 27001 certified

100+

live event operators across the NHL, NFL, MLB, NBA, and European leagues

Digital Engagement at Enterprise Scale

Marketing Technologies | Digital Promotions | Social Media

Incentives and Rewards | Gamification | Live Fan Engagement

SELECT ENTERPRISE CUSTOMERS*

SELECT TEAM CUSTOMERS*

100+ LIVE EVENT OPERATORS ACROSS THE FOLLOWING LEAGUES**

*A selection of current or past clients of IC Group Holdings Inc. and its subsidiaries.
**A selection of leagues in which current or past clients operate. Not exhaustive; for illustrative purposes only.

Real-world programs.

Programs that convert audiences into customers, build loyalty, and generate zero-party data.

1 **DRAFTKINGS**

TREND-BASED PROMOTIONS

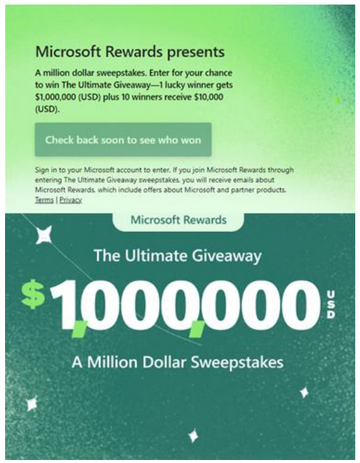


Social Channels

Trend-based campaigns run on our self-serve platform on X, serving Fortune 500 advertisers converting consumer audiences on X.

2 **MICROSOFT**

EMBEDDED BRAND EXPERIENCES

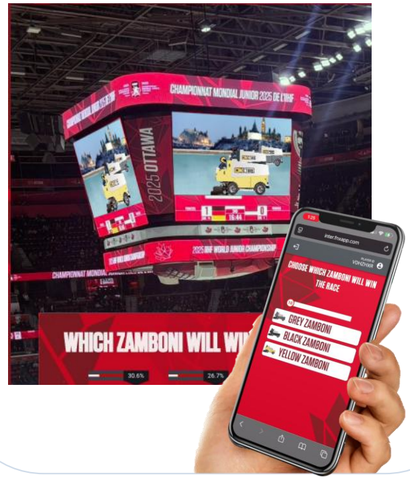


Customer Ecosystems

Integrated across the Microsoft customer ecosystem — Rewards, Store, Xbox and Bing Search — to drive conversion.

3 **HOCKEY CANADA**

LIVE-EVENT ENGAGEMENT



Live Audiences

In-venue fan engagement that turns spectators into customers, driving commerce, marketing, and zero-party data capture.

* Customer names shown are a selection of current or past clients, for illustrative purposes only.

Profitable growth.

IC Engage — revenue, margin and operating income all expanding.

C$3.3M

Revenue · **+12% YoY**

C$2.5M

Gross Profit · **+23% YoY**

75%

Gross Margin · up from 69%

240%

Operating income growth YoY

TRAILING 12 MONTHS Q3 2025 TO Q2 2026

C$13.9M	C$9.5M	69%
Revenue	Gross Profit	Gross Margin

NEAR-TERM FOCUS

Grow the Live Network

Expand across teams, venues and enterprise partners

Win New Customers

Grow the sales funnel across brands, sports and live events

Increase Platform Monetization:

Drive brand activations and data opportunities across the Live Network

IC mobile

MOBILE MESSAGING

REVENUE MODEL

Messaging traffic fees

Professional service fees

THE ONLY

Tier-One aggregator in Canada (3 in Total) with 100% Canadian data residency and data sovereignty.

Enterprise Messaging at National Scale

CUSTOMER EXAMPLES*

twilio · vibes · Interac · Mobile Giving Foundation · Toronto

BRAND TRAFFIC THROUGH MESSAGING GATEWAY**

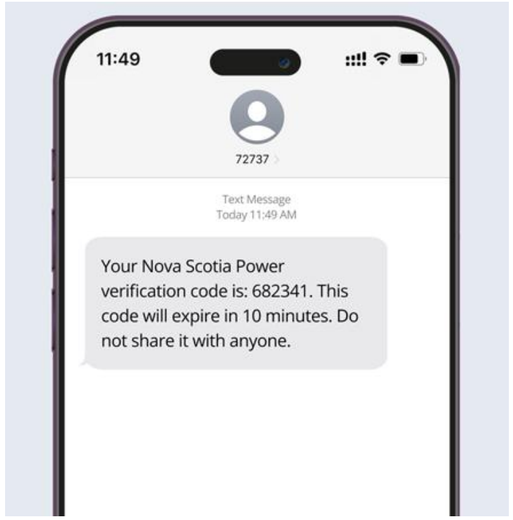
infobip · Om Health · BC Hydro · CITCO · TD · SYMEND · Nissan · Wendy's · Chipotle · CIBC · MACKENZIE Investments · UNITED · AVIVA · Pampers · Elections Ontario · DAVIDsTEA · instacart · Sobeys · HSBC · SKIP · JPMorganChase · La SENZA · PELOTON · amazon · GIANT TIGER · PNC · Electrolux · Great Clips · enterprise · CENTENNIAL COLLEGE · Desjardins · SEPHORA · CIRCLE K · Manulife · SaskEnergy · BANK OF AMERICA · Uber · Allstate · AEG · SAMSUNG · KARMA CASTING

*A selection of current or past clients of IC Group Holdings Inc. and its subsidiaries.
**A selection of brands whose messaging is or has been processed through our gateway. Not exhaustive; for illustrative purposes only.

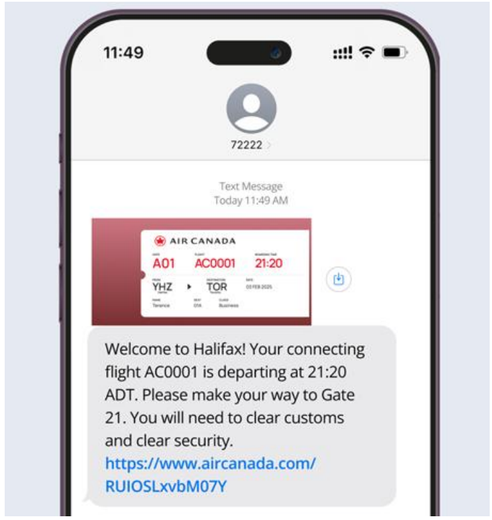
Where the messages go.

Enterprise messaging that has to arrive — security, service and marketing traffic delivered at scale for large enterprise customers.

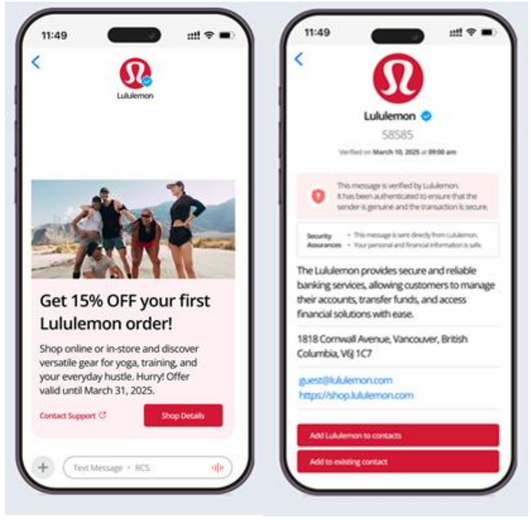
SMS



MMS



RBM



1 Security & authentication

Two-factor and verification traffic where delivery and compliance are non-negotiable.

2 Notifications at scale

Transactional alerts and service updates for lottery, transit and government.

3 Marketing & promotions

Permission-based promotional messaging tied to campaigns and loyalty.

* Names shown are a selection of current or past clients, or brands whose messaging has passed through our gateway, for illustrative purposes only.

Growth at scale.

25% organic growth on a 95%+ recurring revenue base.

C$3.9M

Revenue · **+25% YoY**, fully organic

C$0.38M

Gross Profit

10%

Gross Margin · carrier pass-through costs and platform transition

95%+

of revenue recurring

TRAILING 12 MONTHS Q3 2025 TO Q2 2026

C$15.4M	C$2.4M	16%
Revenue	Gross Profit	Gross Margin

NEAR-TERM FOCUS

Complete Gateway Migration

Improve efficiency and enable new messaging channels

Expand Margins

Optimize pricing, channels and operating efficiencies

Capture New Opportunities

Leverage growing data sovereignty and residency requirements

IC insurance

PROTECTING MOMENTS

REVENUE MODEL

Transactional premiums

Services and professional fees

Profit commissions

Lloyd's-backed MGA

Binding authority across multiple jurisdictions, with no balance-sheet risk.

Specialty Insurance for Live Events and Promotions

- Event Cancellation
- Crisis Management
- Terrorism
- Liability
- Prize Pools — Skills-Based Events
- Promotions and Incentives
- Contractual Bonus

Niche, high-value coverages where underwriting complexity and regulatory requirements create barriers to entry, sold through the proprietary Glide platform and a direct broker sales team.

BRANDS*

BRIT · Marsh · Gallagher · HUB · BFL CANADA · LOCKTON

*A selection of current or past clients or partners of IC Group Holdings Inc. and its subsidiaries. Not exhaustive; for illustrative purposes only.

Specialty coverage where standard markets will not go.

Cover for live events, high-value promotions and performance-based incentives.



1 LIVE EVENT COVERAGE

Concerts to championships

Cancellation, crisis management and liability for festivals, conferences and sport.



2 LIABILITY

Athlete, crowd and venue risk

Participant and third-party liability across athletes, spectators and venues, with crisis response when injury or incident hits.



3 PERFORMANCE INCENTIVES

Contractual bonus and Performance Based Incentives

Insuring performance-based bonuses for athletes, teams and consumers.



4 PROMOTIONS

Million-dollar prizes

Brands run bold, high-dollar promotions with the prize risk carried by us.

* Names shown are a selection of current or past clients or partners, for illustrative purposes only.

Fast growth, high margins.

A specialty niche business built for live sports and entertainment.

C$0.9M

Revenue · **+147% YoY**

C$0.56M

Gross Profit · **+119% YoY**

62%

Gross Margin

C$0.13M

Operating income · up from a loss of C$0.15M in Q2 2025

TRAILING 12 MONTHS Q3 2025 TO Q2 2026

C$2.5M	C$1.6M	64%
Revenue	Gross Profit	Gross Margin

NEAR-TERM FOCUS

Expand the Product Suite

Grow offerings across sports, entertainment and live events

Increase Recurring Revenue

Launch new products that generate recurring revenue streams

Expand Distribution

Grow internationally within existing delegated authority frameworks

COMPETITIVE POSITION

Four positions a competitor cannot simply buy.

Licences, carrier agreements, installed relationships and 30 years of delivery capability take years and regulators to assemble — and they are the reason our revenue recurs.

GLOBAL DELIVERY

30+

Countries served

Thirty years of delivery experience, regulatory expertise and supplier networks — consumer engagement executed end to end in over 30 countries.

Barrier: 30 years of operating know-how

INSTALLED FOOTPRINT

100+

Teams and live-event operators

Fan engagement inside venues across the NHL, MLB, NBA, NFL, North American and European minor leagues.

Barrier: relationships won season by season

CARRIER ACCESS

1 of 3

Tier-1 Canadian mobile aggregators

Direct connectivity to every major Canadian carrier. The Only Aggregator with 100% Canadian data residency and Sovereignty — the compliant route into regulated industries.

Barrier: carrier agreements, years to earn

UNDERWRITING

Lloyd's MGA

Global binding authority

We bind specialty risk ourselves, worldwide — a licence held by few, and why brands can run million-dollar promotions with us.

Barrier: Lloyd's approval, not purchasable

WHY INVEST

Alignment, Scalable Growth & Recurring Revenue

A diversified consumer engagement company priced below one times trailing revenue.

53%

Insider alignment

Held by directors, officers and executives — management invested alongside shareholders.

3

Ways to earn per customer

Create, deliver and protect — one customer relationship, three revenue lines.

~67%

Recurring revenue

Recurring revenue remained strong in Q2. Transactional, service, license, SaaS and subscription revenue with real visibility.

+26%

Strong revenue growth

Q2 revenue +26% YoY, with ~97% of the growth generated organically.

+345%

Operating leverage

Q2 Adjusted EBITDA up 345% YoY to C$0.67M, continuing to outpacing revenue growth.

~0.86x

EV / TTM revenue

A compelling valuation against strong organic growth and improving profitability.

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Let’s talk.



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APPENDIX

Non-IFRS Measures & Confidentiality

Adjusted EBITDA and Annual Recurring Revenue are referenced throughout this presentation.

Non-IFRS financial measures

Adjusted EBITDA and Annual Recurring Revenue are not measures with any standardized meaning prescribed by IFRS and may not be comparable to similarly titled measures used by other issuers. They are presented to give shareholders additional information about results, liquidity and the Company's ability to generate funds.

Adjusted EBITDA refers to earnings before interest, taxes, depreciation, amortization, stock-based compensation, one-time transaction expenses and financing costs. It is reconciled to its most directly comparable IFRS measure in the Company's MD&A. Annual Recurring Revenue is calculated as expected yearly revenue from recurring transactional, service, licence, SaaS or subscription fees.

These measures should not be considered in isolation or as a substitute for net profit or cash flow data prepared in accordance with IFRS.

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