



Sangoma

Investor Presentation
February 2026



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This presentation contains forward-looking statements, including statements regarding the future success of our business, development strategies and future opportunities. Forward-looking statements are provided for the purpose of presenting information about management's current expectations and plans relating to the future, and readers are cautioned that such statements may not be appropriate for other purposes. Forward-looking statements include, but are not limited to, statements relating to management's guidance on revenue and Adjusted EBITDA, expectations regarding demand for the Company's Products and Services, supply chain dynamics, foreign exchange impacts, cash flows, and other statements that are not historical facts. Words such as "believe", "could", "plan", "estimate", "expect", "will", "intend", "may", "potential", "should", and similar expressions are intended to identify forward-looking statements. Although Sangoma believes that the expectations reflected in these forward-looking statements are reasonable, such statements involve known and unknown risks, uncertainties, and other factors that may cause actual results, performance, or achievements to differ materially from those expressed or implied by such forward-looking statements. These risks and uncertainties include, but are not limited to: supply chain disruptions, cost inflation, or shipping delays, the Company's ability to execute its go-to-market strategy, including expansion of subscription and cloud services, changes in customer demand, churn, or adoption of new technologies, macroeconomic and geopolitical developments, including inflation, interest rates, recessions, political instability, conflicts, trade restrictions, sanctions, or tariffs, foreign exchange fluctuations, cybersecurity risks, evolving regulatory and compliance requirements, and data sovereignty changes, the Company's ability to attract and retain key employees, changes in technology, including the impacts of artificial intelligence, automation, or other innovations that could alter competitive dynamics; and the risks and uncertainties described in the Company's most recently filed Annual Information Form for the fiscal year ended June 30, 2025. The forward-looking statements contained in this presentation are expressly qualified by this cautionary statement. Sangoma undertakes no obligation to update forward-looking statements if circumstances or management's estimates or opinions should change except as required by law.

Non-IFRS Measures and Industry Metrics

This presentation makes reference to non-IFRS measures, including "Adjusted EBITDA", "Free Cash Flow" and other key performance indicators used by management and typically used by our competitors in the industry. These measures are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore not necessarily comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. These non-IFRS measures and key performance metrics are used to provide investors with supplemental measures of our operating performance and liquidity and thus highlight trends in our business that may not otherwise be apparent when relying solely on IFRS measures. We also believe that securities analysts, investors and other interested parties frequently use non-IFRS measures, including industry metrics, in the evaluation of companies in our industry. Management also uses non-IFRS measures and industry metrics in order to facilitate operating performance comparisons from period to period, the preparation of annual operating budgets and forecasts and to determine components of executive compensation. Refer to the Appendix to this presentation for reconciliations of certain non-IFRS measures to the most comparable IFRS measure.



We Simplify Essential IT Communications for Small & Mid-market Business



Voice



Video



Data



Security &
Connectivity

Industry-Focused Solutions through a Common Platform
Personalized at Scale

Sangoma at a Glance

2.6M

UC Seats

100K

Customers

650+

Employees

10 Years

Gartner®
Magic Quadrant™

\$209M

Fiscal 2025
Revenue¹

92%

Recurring
Revenue²

<1%

Customer Churn^{2,3}

\$42M

Fiscal 2025 Net Cash
Generated from
Operating Activities¹

1. As of June 30, 2025, Revenue excludes contribution from VoIP Supply LLC which was sold on June 30, 2025

2. As of December 31, 2025

3. See the definition of "Churn" under "Non-IFRS Measures and Industry Metrics".



Highly Experienced Management Team



Charles Salameh
Chief Executive Officer

- CEO at Sangoma for 2 years
- Previously SVP, Go-to-Market at Infosys (ran an \$18.2B book of business)
- SVP of Global Strategic Pursuits at DXC Technology (>C\$20 BN per year pipeline)
- Formerly at Bell Canada, Nortel Networks, and HPE



Larry Stock
Chief Financial Officer

- CFO and CCO at Sangoma for 4+ years
- Previously CFO at Star2Star
- Formerly at Jabil for 20+ years holding multiple executive leadership roles and managing a >\$17 BN book of business



Jeremy Wubs
Chief Operating Officer

- COO at Sangoma for 2 years
- Managed a >C\$4 BN product P&L at Bell Canada
- SVP of Product, Marketing, and Professional Services at Bell Canada for 10+ years, focused on UC, cybersecurity, cloud and private network offerings



Sam Reburn
Chief Legal & Administrative Officer

- CLO, Head of HR and Corporate Secretary at Sangoma for 3+ years
- Previously General Counsel at Docebo Inc. (TSX: DCBO)

Led by executives who have grown and transformed multi-billion-dollar businesses

Setting the Stage: Chronology of Sangoma



FY2011 to FY2022



FY2023 to FY2025



FY2026+

Phase I: Growth Through Acquisitions

- Characterized by inorganic growth, acquiring 11 communications companies
- Companies **were not integrated**, leaving products and employees **siloed and disparate**
- Go-to-market strategy was acquisition based, with **little focus on partner and customer support, and no clear strategic product roadmap**

Phase II: Management Led Transformation

- Fully **integrated siloed acquisitions**
- Strategic pivot to organic growth** driven by core cloud-based products
 - Front-office transformed, adding product features, improving CX, and unifying branding
- Back-office transformed, moving to a **single company-wide ERP and CRM**
- Go-to-market strategy overhauled**, with a revamped partner program, vertical specific bundles / solutions, and a coordinated marketing approach

Phase III: Sustainable Growth Acceleration in Sight

- Investment in high-value products and R&D priorities, including the **core communications suite, AI, key verticals, bundles, and partnerships**
- Purposeful M&A** to add complementary essential communications offerings, **leveraging management's strong integration track record**
 - Continued progress on front and back-office initiatives
 - Execute the new go-to-market strategy

Completed Transformation Positions Sangoma for Scalable Growth



We Provide the Widest Set of Solutions In the Industry

Culture of Innovation & Support



Cloud-Based SaaS



Equipment



Services

Bundles

À la carte

Wholesale

+ Deep Engineering Skills

+Proprietary Technology

+ Sophisticated Support System

More Choice

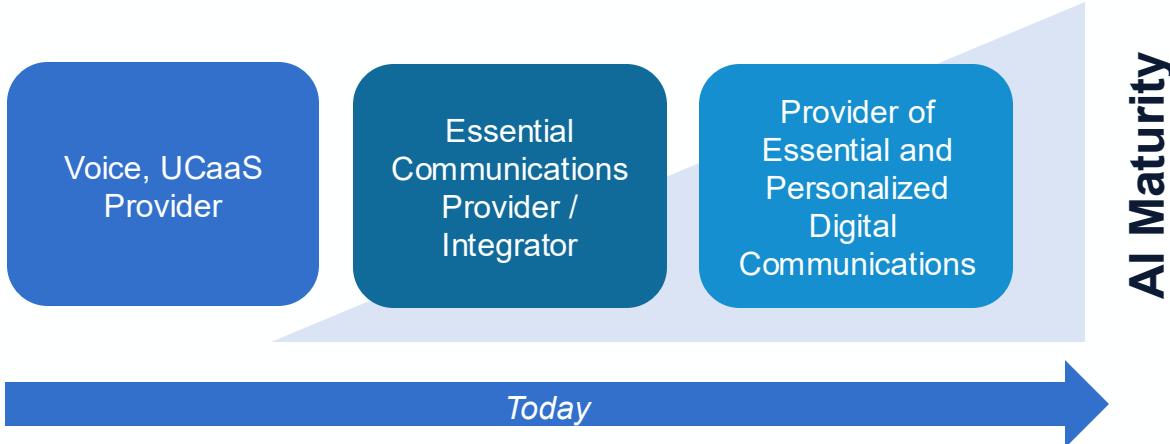
Lower Total Cost of Ownership

Increased Innovation

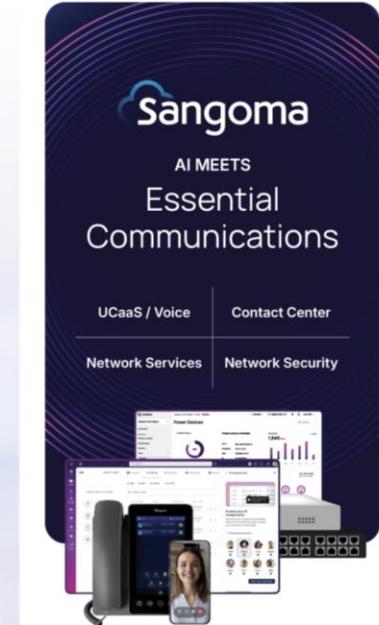


Essential Communications, Made Personal

Evolving Brand and Identity



- A common platform to enable personalized experiences and 3rd party integrations
- Industry-focused use cases, current and forward-looking, developed with vertically specialized partners



Strategic Shift: From Voice Provider to Solution Integrator

Sangoma is evolving from a voice-centric provider into a communications, network, and security solution integrator, purpose-built for vertical markets.

Key Focus Areas



Vertical-led Strategy

Healthcare, Hospitality,
Education, Retail



Solution Aggregation

UCaaS + CCaaS + Integrations +
Network & Security



Partner-first GTM

Vertical experts close to the
customer

Aligned to Meet the Needs of the Small & Mid-Market

The SMB market accounts for **44%** of all IT spending

SMB IT spend on Unified Communications was expected to be **US\$33B in 2023**

Small Market

Less Than 500 Employees

- Component Buying
- Minimal SLA
- Low Pricing
- Minimal Management
- No Dedicated IT Team

Mid-Market

500 to 5,000 Employees

- Single Vendor Requirement
- Modest SLA
- Lower Total Cost of Ownership
- Management Required
- Reliant on Vendor Expertise

Components

À la carte

Bundled

Tailored

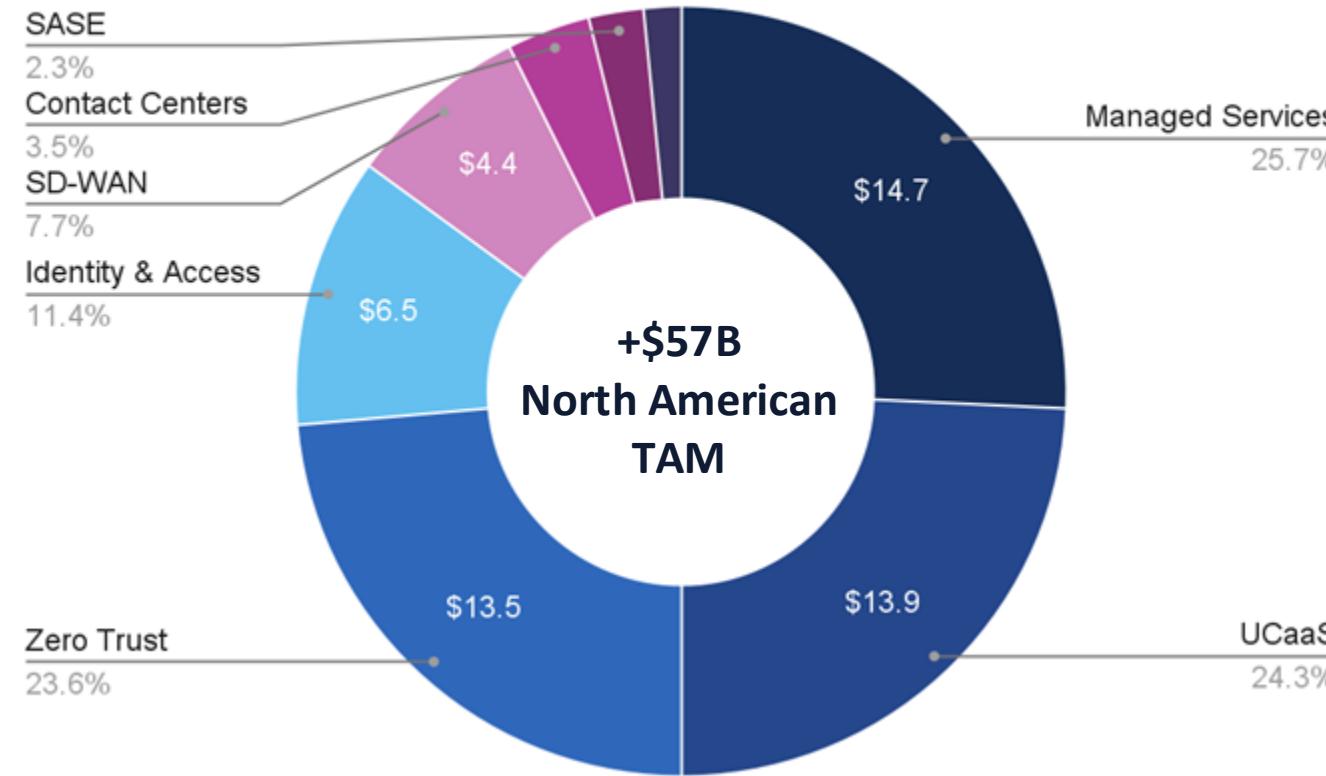
Our Clients Want an Enterprise-Experience without an Enterprise Price



Source: Canalys estimates - September 2023

Large TAM Provides Opportunity for Scaled Platforms

2024 North American TAM (\$B)



Largest Regional Market

North America leads globally in UCaaS (34% global share), with a forecasted 11% CAGR from 2026 to 2033



High Demand for Integrated Solutions

Increasing adoption of unified platforms combining UCaaS, CCaaS, and CPaaS to streamline business communication and customer service



Hybrid Deployment Opportunities

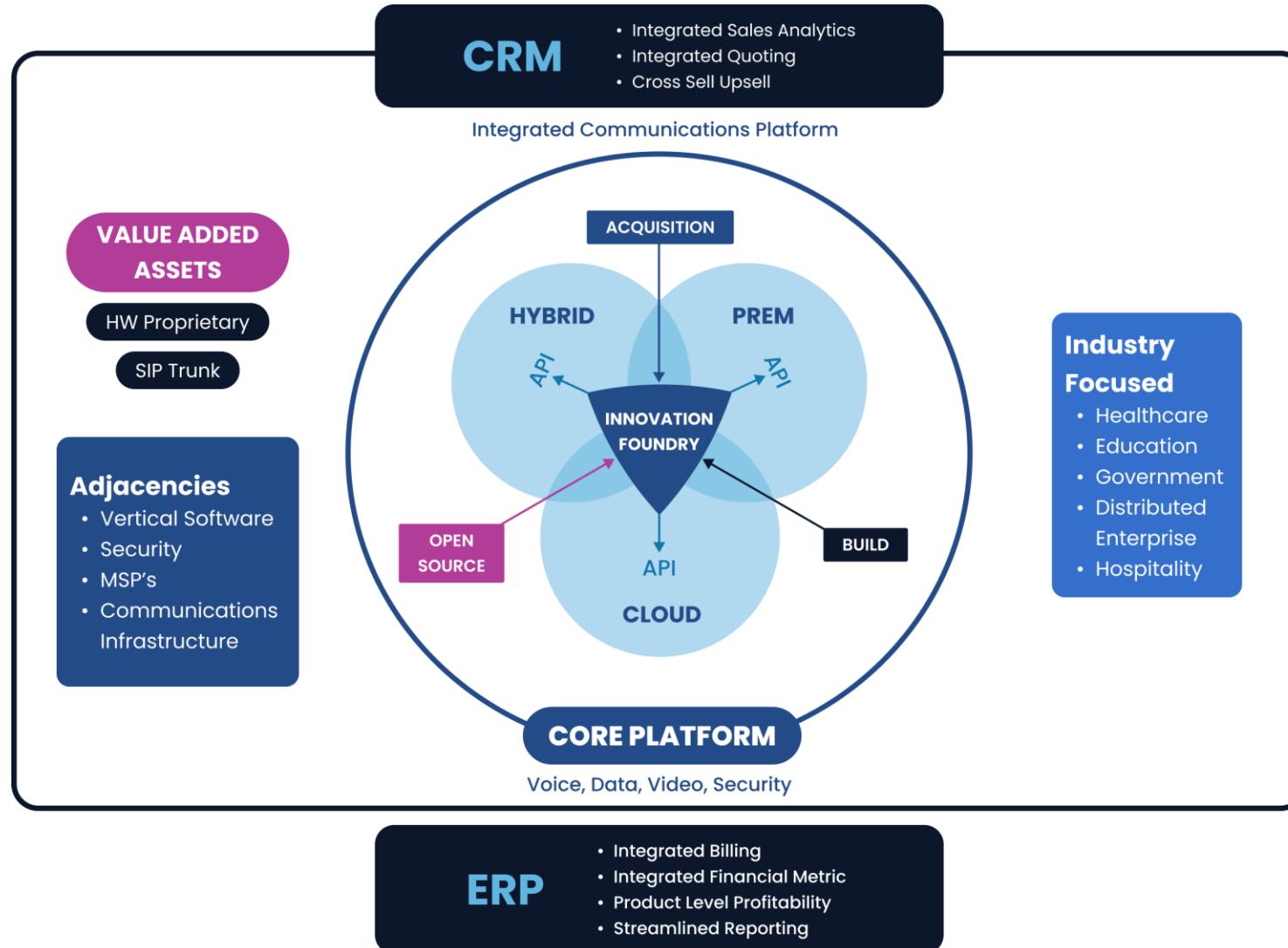
Growing demand for hybrid solutions that combine cloud and on-premise systems, especially in regulated industries



Mid-Market Growth

Shift from legacy systems to modern UCaaS creates opportunities for growth through high-value, cost-effective offerings

Platform and Capital Readiness to Support Scale



Transformation Completion Sets Foundation for Next Phase:

- Core platforms and systems consolidated in F2025, simplifying execution and integration
- Low leverage and strong free cash flow provide flexibility to pursue scale opportunistically

0.8x

Net Debt¹/
Adj. EBITDA²

\$33M

Free Cash Flow²

1. As at June 30, 2025

2. For the 12 months ended June 30, 2025

New Channel Program Drives Partner and Account Expansion



Pinnacle Partner Program
Top 400 Partners
account for >80% of MRR

Channel Accounts for 84% of SMB IT Spending Worldwide¹

Recent Mid-Market Wins Reflect Momentum

Distributed Retail

\$150k MRR

Large distributed retail customer with 350-plus locations and a fragmented and disparate business communications environment

- Bundled solution to consolidate the technology stack under a single provider to ensure scalability, repeatability and simplified support

Full-Service Wholesale

\$12k MRR

A large healthcare organization with 2 large hospitals and 9 urgent care facilities.

- Replaced aging premise-based PBX with a hybrid solution with on-premise failover capabilities while leveraging the flexibility and features of a cloud-based solution

Prem to Cloud

\$4k MRR

A privately held engineering and manufacturing company that specializes in combustion technologies and thermal systems

- Sangoma customer since 2018
- Ease of management led to the consolidation of 3 separate systems and the migration of 267 on-premise seats to Sangoma's cloud solution

Carrier Services

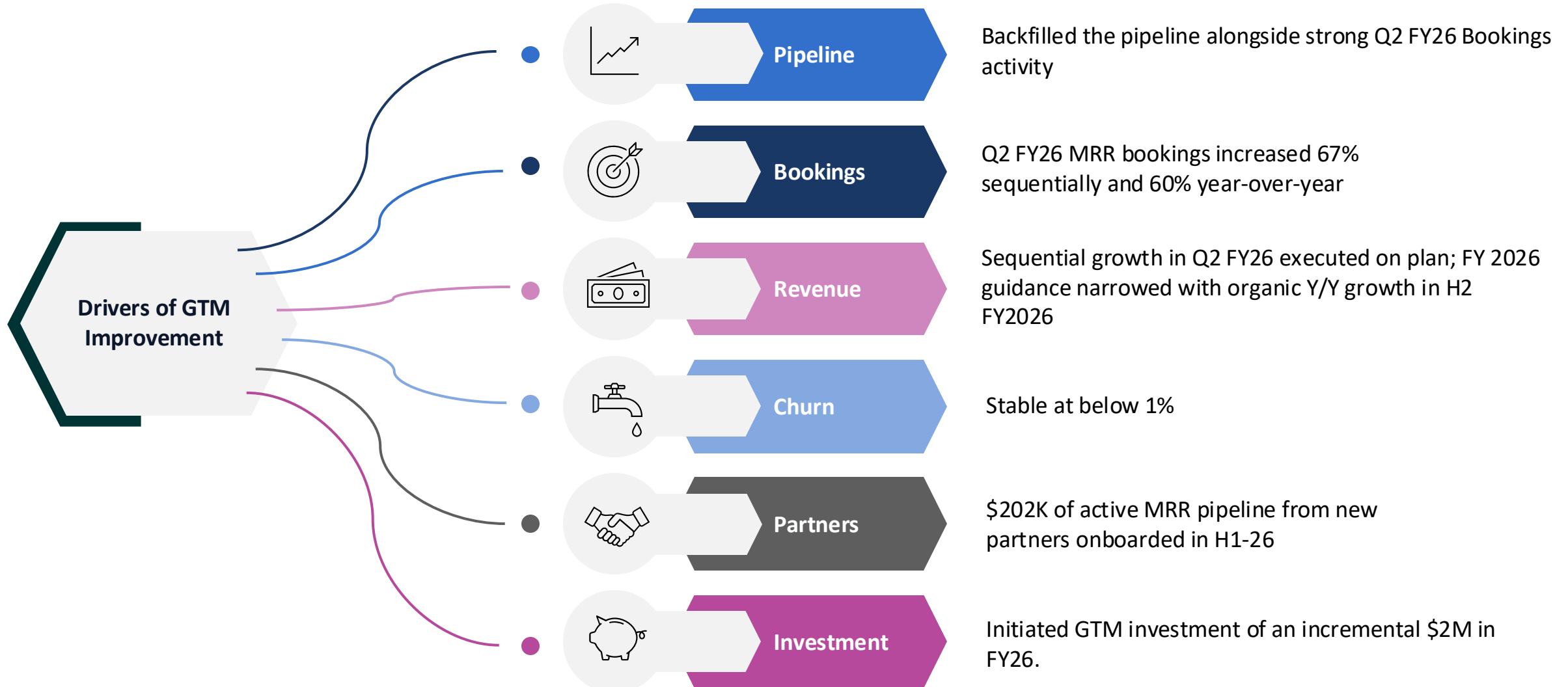
\$20K MRR

A nation-wide cloud voice and messaging platform trusted by global brands, contact centers, and software platforms

- Customer required a SIP trunking solution they could trust to provide a quality experience



Signals point to improving GTM performance



Pivoting to Growth – Focus Areas



Proven Transformation Results

| Key Financial and Operating Metrics | | TTM as of Q1 FY2024 | Sangoma Today | | FY2026 |
|-------------------------------------|--|---------------------|---------------|------------|--------|
| Financial Metrics | Recurring Revenue Mix | 80.0% | +1,000 bps | +90% | |
| | Gross Margin | 69.0% | +600 bps | ~74% | |
| | Adj. EBITDA Margin | 17.3% | Up to +70 bps | 16-18% | |
| | Free Cash Flow | \$19.3 MM | +70% | \$32.9 MM | |
| | Net Debt ⁽¹⁾ / Adj. EBITDA | 2.0x | (1.2x) | 0.8x | |
| | Average NPS Scores ⁽²⁾ | → | | +140% | |
| Operational KPIs | Average Client Satisfaction ⁽²⁾ | → | | +2,400 bps | |

Note: Fiscal year end June 30th

1) As of the exit of each period

2) Quarter-to-date as of August 19, 2025



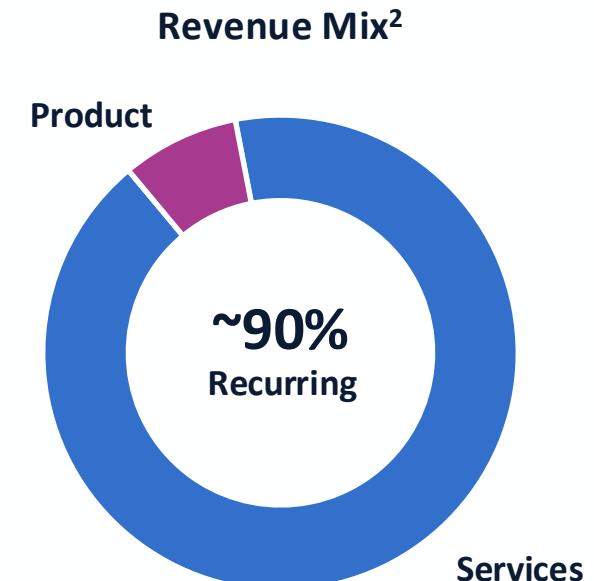
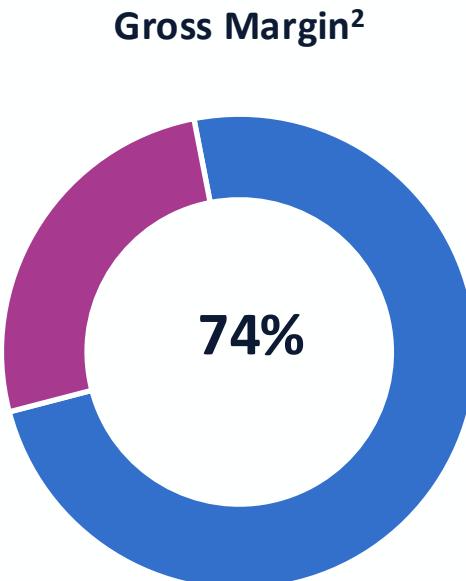
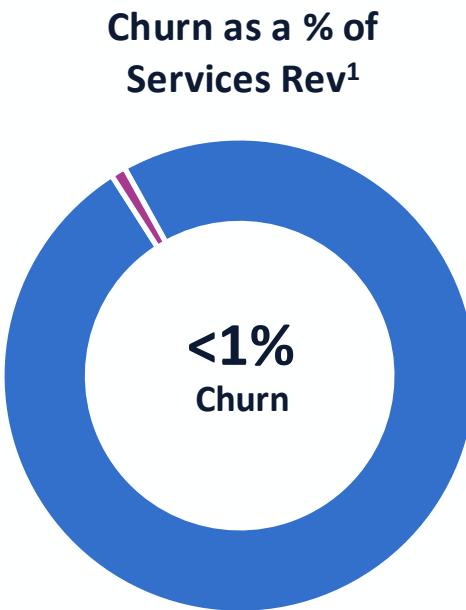
Sticky Customers with High Margin Recurring Revenue

2.6M

UC seats

100K+

Customers

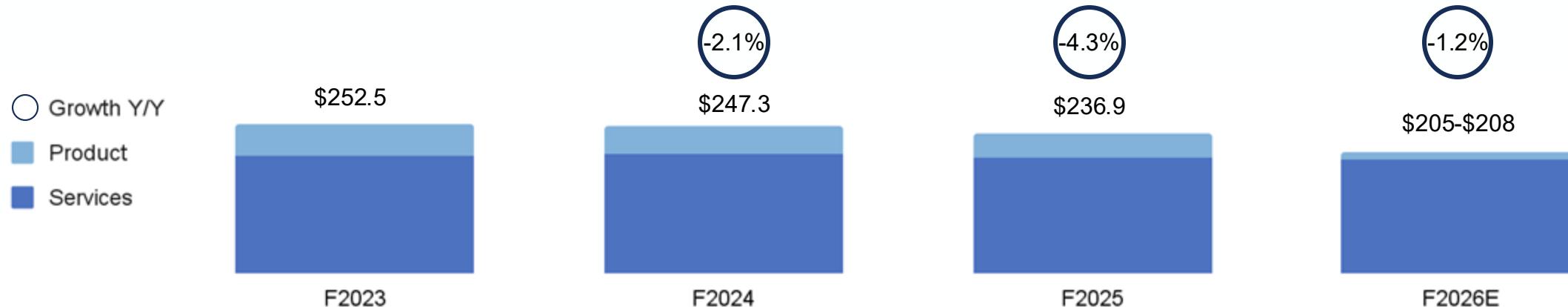


1. For the 12 months ended June 30, 2025

2. Q2 F2026

Focused on High Margin Core Platform and Services

Revenue¹ and Growth Rate² (\$M)



Gross Profit and Gross Margin (\$M)



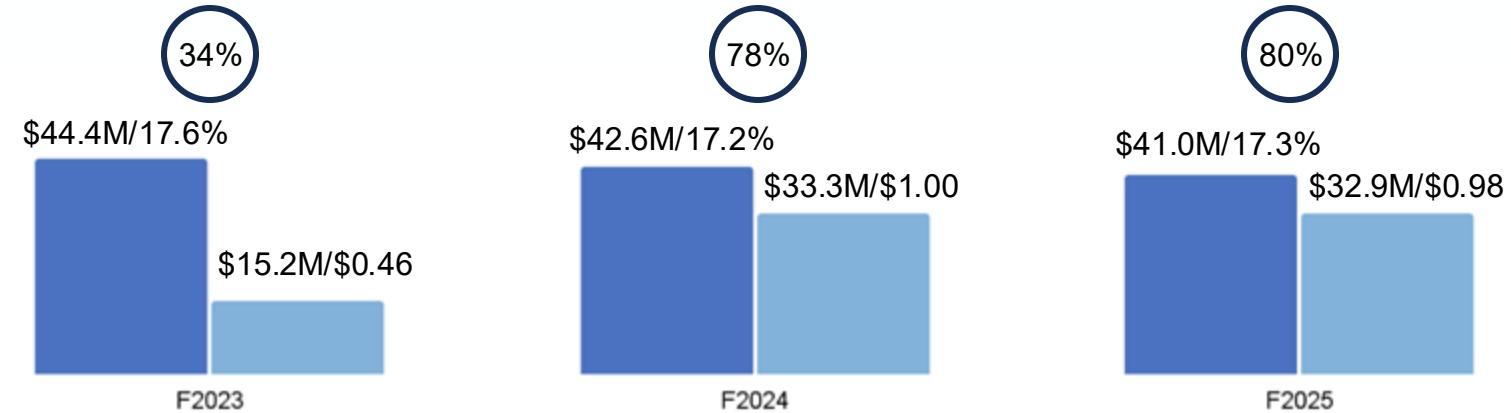
1. FY2026 represents the midpoint of guidance range of \$205-\$208M in revenue and 16-18% Adj. EBITDA Margin

2. FY2026 growth rate excludes the contribution of VoIP Supply in F2025 as it was sold at the end of the fiscal year

Strong Cash Flow Generation and Debt Reduction

Profitability Metrics (\$M unless otherwise stated)

- AEBITDA/AEBITDA Margin
- FCF/FCF Per Share
- FCF Conversion



Net Debt/Adjusted EBITDA (X)

- Net Debt/AEBITDA
- Net Debt



Expanding Free Cash Flow Underscores Shareholder Value

1. Adj. EBITDA and Free Cash Flow are non-IFRS Measures. See "Non-IFRS Measures and Industry Metrics" in the disclaimer and to the Appendix of this presentation for a reconciliation to an IFRS measure





We simplify essential IT communications
for small and mid-market business



Steady cash flow generation provides
optionality to drive value creation



We have a clear path to growth



We embody optionality

Appendix

Non-IFRS Measures and Industry Metrics

“Adjusted EBITDA” means earnings before income taxes, interest expense (net), share-based compensation, depreciation (including for right-of-use assets), amortization, restructuring and business integration costs, goodwill impairment and change in fair value of consideration payable. Adjusted EBITDA is a measure used by many investors to compare issuers.

“Churn” The Company calculates churn by dividing the dollar value of customer cancellations during a month by the total dollar value at the end of the month before cancellations. The information is presented as the average monthly churn rate during the period. The Company believes that the churn rate is useful supplemental information as it provides an indication of future revenue decline and is a measure of how well the business is able to renew and keep existing customers on their existing service offerings. Churn is not a recognized measure under IFRS and, accordingly, investors are cautioned in using it. Sangoma's method of calculating churn and churn rate may differ from other issuers and, accordingly, churn may not be comparable to similar measures presented by other issuers.

“Free Cash Flow” means cash provided by operating activities less cash used for purchases of property and equipment and capitalized development costs. The IFRS measure most directly comparable to Free Cash Flow presented in our financial statements is net cash provided by operating activities.

Adjusted EBITDA Reconciliations

The IFRS measure most directly comparable to Adjusted EBITDA presented in our financial statements is net loss.

| | F2021 | F2022 | F2023 | F2024 | F2025 |
|---|---------------|---------------|---------------|---------------|---------------|
| Net Loss | (1,566) | (110,780) | (29,026) | (8,659) | (5,010) |
| Tax | 3,177 | 6,390 | (2,932) | (840) | (1,333) |
| Interest expense (net) | 1,069 | 3,863 | 6,767 | 6,639 | 4,012 |
| Share-based compensation | 3,515 | 9,929 | 3,100 | 2,983 | 2,908 |
| Depreciation of property and equipment | 535 | 3,152 | 4,729 | 4,495 | 4,066 |
| Depreciation of right-of-use assets | 922 | 3,308 | 3,778 | 2,870 | 2,564 |
| Amortization on intangibles | 9,463 | 31,609 | 33,932 | 33,309 | 32,768 |
| Business acquisition costs | 145 | 2,939 | - | - | - |
| Restructuring and business integration costs | - | 1,222 | 2,710 | 1,596 | 961 |
| Exchange listing expense | - | 1,051 | - | - | - |
| Federal compliance cost relating to prior year position | - | - | 1,804 | - | - |
| Gain on change in fair value of consideration payable | (5,165) | (2,254) | (2,975) | 202 | - |
| Goodwill Impairment | - | 91,695 | 22,507 | - | - |
| Loss on sale, divestiture of subsidiary | - | - | - | - | 99 |
| Adjusted EBITDA | 12,095 | 42,124 | 44,394 | 42,595 | 41,035 |

Free Cash Flow Reconciliations

The IFRS measure most directly comparable to Free Cash Flow presented in our financial statements is net cash provided by operating activities.

| | F2021 | F2022 | F2023 | F2024 | F2025 |
|---|---------------|---------------|---------------|---------------|---------------|
| Net cash provided by operating activities | 19,466 | 21,057 | 26,487 | 44,246 | 41,786 |
| Less: | | | | | |
| Purchase of property and equipment | 1,133 | 1,868 | 4,016 | 4,130 | 2,391 |
| Development costs | 1,551 | 3,237 | 7,250 | 6,782 | 6,448 |
| Free Cash Flow | 16,782 | 15,952 | 15,221 | 33,334 | 32,947 |



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