

# MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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**Date: May 4, 2015**

The following Management's Discussion and Analysis ["MD&A"] presents an analysis of the financial condition of easyhome Ltd. and its subsidiaries [collectively referred to as "easyhome" or the "Company"] as at March 31, 2015 compared to March 31, 2014, and the results of operations for the three month period ended March 31, 2015 compared with the corresponding period of 2014. This MD&A should be read in conjunction with the Company's audited consolidated financial statements and the related notes and MD&A for the year ended December 31, 2014. The financial information presented herein has been prepared in accordance with International Financial Reporting Standards ["IFRS"], unless otherwise noted. All dollar amounts are in thousands of Canadian dollars unless otherwise indicated.

There have been no material changes to the information discussed in the following sections of the Company's 2014 annual MD&A: Overview of the Business, Corporate Strategy, Outlook, Commitments, Guarantees and Contingencies, Risk Factors, Critical Accounting Estimates and Adoption of New Accounting Standards and Standards Issued But Not Yet Effective.

This MD&A is the responsibility of management. The Board of Directors has approved this MD&A after receiving the recommendations of the Company's Audit Committee, which is comprised exclusively of independent directors, and the Company's Disclosure Committee.

This MD&A refers to certain financial measures that are not determined in accordance with IFRS. Although these measures do not have standardized meanings and may not be comparable to similar measures presented by other companies, these measures are defined herein or can be determined by reference to our financial statements. The Company discusses these measures because it believes that they facilitate the understanding of the results of its operations and financial position.

Additional information is contained in the Company's filings with Canadian securities regulators, including the Company's Annual Information Form. These filings are available on SEDAR at [www.sedar.com](http://www.sedar.com) and on the Company's website at [www.easyhome.ca](http://www.easyhome.ca).

## Caution Regarding Forward Looking Statements

This MD&A includes forward-looking statements about easyhome, including, but not limited to, its business operations, strategy and expected financial performance and condition. Forward-looking statements include, but are not limited to, those with respect to the estimated number of new locations to be opened, targets for growth of the consumer loans receivable portfolio, annual revenue growth targets, strategic

initiatives, new product offerings and new delivery channels, anticipated cost savings, planned capital expenditures, anticipated capital requirements, liquidity of the Company, plans and references to future operations and results and critical accounting estimates. In certain cases, forward-looking statements that are predictive in nature, depend upon or refer to future events or conditions, and/or can be identified by the use of words such as 'expects', 'anticipates', 'intends', 'plans', 'believes', 'budgeted', 'estimates', 'forecasts', 'targets' or negative versions thereof and similar expressions, and/or state that certain actions, events or results 'may', 'could', 'would', 'might' or 'will' be taken, occur or be achieved.

Forward-looking statements are based on certain factors and assumptions, including expected growth, results of operations and business prospects and are inherently subject to, among other things, risks, uncertainties and assumptions about the Company's operations, economic factors and the industry generally, as well as those factors referred to in the section entitled "Risk Factors". There can be no assurance that forward-looking statements will prove to be accurate as actual results and future events could differ materially from those expressed or implied by forward-looking statements made by the Company, due to, but not limited to important factors such as the Company's ability to enter into new lease and/or financing agreements, collect on existing lease and/or financing agreements, open new locations on favourable terms, secure new franchised locations, purchase products which appeal to customers at a competitive rate, respond to changes in legislation, react to uncertainties related to regulatory action, raise capital under favourable terms, manage the impact of litigation (including shareholder litigation), control costs at all levels of the organization and maintain and enhance the system of internal controls. The Company cautions that the foregoing list is not exhaustive.

The reader is cautioned to consider these and other factors carefully and not place undue reliance on forward-looking statements, which may not be appropriate for other purposes. The Company is under no obligation (and expressly disclaims any such obligation) to update or alter the forward-looking statements whether as a result of new information, future events or otherwise, unless required by law.

### **Overview of the Business**

easyhome Ltd. is the Canadian leader in providing goods and financial services to the cash and credit constrained consumer. easyhome Ltd. serves its customers through two key operating divisions, easyhome Leasing and easyfinancial.

The Company's overview of the business remains as described in its December 31, 2014 MD&A.

### **Corporate Strategy**

The Company is committed to being the Canadian leader in providing goods and financial services to the cash and credit constrained consumer. To maintain this position, the Company must continuously evolve to meet the needs of its chosen consumer segment. Additionally, the Company must focus on maintaining its competitive advantage by capitalizing on the key aspects of each business unit, including brand awareness, superior customer service and its cross-country retail network. Cost efficiencies through economies of scale and shared services will further contribute to the Company's ability to contend with competitive activities in the marketplace.

To achieve this long-term goal, the Company has three key business imperatives:

- Evolving the delivery channels to better meet the needs of its customers
- Expanding the size and scope of easyfinancial
- Executing with efficiency and effectiveness

The Company's corporate strategy remains as described in its December 31, 2014 MD&A.

### **Outlook**

The Company's outlook and targets remain as described in its December 31, 2014 MD&A.

## **Analysis of Results for the Three Months Ended March 31, 2015**

### **First Quarter Highlights**

- On February 10, 2015, the Company acquired the lease rights and obligations for 45 retail locations across Canada from a former payday loan operator for total consideration of \$2.8 million. All of these locations were subsequently opened as easyfinancial branches. The associated earnings drag of \$0.8 million from these acquired locations, due to fixed operating expenses compared to the early stages of growth of the associated loan portfolio, negatively impacted earnings for the first quarter of 2015 by \$0.04 per share and is expected to impact earnings for all of 2015 by \$0.10 per share.
- easyhome continued to grow revenue during the first quarter of 2015. Revenue for the quarter reached a record high of \$70.5 million an increase of \$10.2 million or 16.9% from the \$60.3 million reported in the first quarter of 2014. The growth was driven primarily by the expansion of easyfinancial and its consumer loans receivable portfolio and was somewhat offset by revenue declines within the leasing business due to the sale or closure of stores over the past 15 months and the sale of the U.S. franchise royalty stream on December 31, 2014. Same-store revenue growth for the quarter, which includes revenue growth from easyfinancial, was 19.8%. Excluding the impact of easyfinancial, same-store revenue growth was 3.3%.
- The gross consumer loans receivable portfolio as at March 31, 2015 was \$207.5 million compared with \$123.5 million as at March 31, 2014, an increase of \$84.0 million or 68.0%. The loan book grew by \$15.3 million in the quarter compared with growth of \$12.8 million in the first quarter of 2014. Loan originations increased 41.7% from \$42.8 million in the first quarter of 2014 to \$60.6 million in the current quarter.
- Bad debt expense increased to \$8.2 million for the first quarter of 2015 from \$4.2 million during the comparable period in 2014, up \$4.0 million or 94.2%. Net charge-offs as a percentage of the average gross consumer loans receivable on an annualized basis was 13.8% in the quarter up from the 12.3% reported for the first quarter of 2014. Loan losses in the current quarter were in line with the Company's recent trend and stated expectations. Net charge-offs in the first quarter of 2014, however, were not indicative of the expected long-term performance as the loss rates benefited from both the magnitude of growth achieved in the previous two quarters and the timing of such growth as the average loan within the portfolio was relatively young and thus had experienced a lower level of charge offs. Subsequently, the loan portfolio has grown more evenly resulting in a more normal portfolio average age and level of charge offs in the current quarter.
- Overall operating income for the three month period ended March 31, 2015 was \$9.8 million, up \$1.8 million or 22.6%. Operating margin was 13.9% for the quarter, up from 13.2% in the first quarter of 2014.
- Net income for the first quarter of 2015 was \$4.9 million or \$0.35 per share on a diluted basis compared with \$4.6 million or \$0.34 per share in the first quarter of 2014, an increase of \$0.3 million and \$0.01 respectively. The acquisition and opening of 45 easyfinancial branches in the quarter negatively impacted earnings by \$0.04.

## Summary Financial Results and Key Performance Indicators

(\$ in 000's except earnings per share and percentages)	Three Months Ended		Variance	Variance
	Mar. 31, 2015	Mar. 31, 2014	\$ / %	% change
<b>Summary Financial Results</b>				
Revenue	<b>70,525</b>	60,334	10,191	16.9%
Operating expenses before depreciation and amortization	<b>47,124</b>	38,593	8,531	22.1%
EBITDA <sup>1</sup>	<b>11,777</b>	9,681	2,096	21.7%
EBITDA margin <sup>1</sup>	<b>16.7%</b>	16.0%	0.7%	-
Depreciation and amortization expense	<b>13,626</b>	13,768	(142)	(1.0%)
Operating income	<b>9,775</b>	7,973	1,802	22.6%
Operating margin <sup>1</sup>	<b>13.9%</b>	13.2%	0.7%	-
Finance costs	<b>3,130</b>	1,558	1,572	100.9%
Effective income tax rate	<b>25.9%</b>	27.8%	(1.9%)	-
Net income for the period	<b>4,923</b>	4,630	293	6.3%
Diluted earnings per share	<b>0.35</b>	0.34	0.01	2.9%
<b>Key Performance Indicators<sup>1</sup></b>				
Same store revenue growth	<b>19.8%</b>	18.3%	1.5%	-
Same store revenue growth excluding easyfinancial	<b>3.3%</b>	3.5%	(0.2%)	-
Potential monthly lease revenue	<b>10,614</b>	11,123	(509)	(4.6%)
Change in potential monthly lease revenue due to ongoing operations	<b>(240)</b>	(208)	(32)	(15.3%)
easyhome Leasing operating margin	<b>15.6%</b>	18.3%	(2.7%)	-
Gross consumer loans receivable	<b>207,509</b>	123,497	84,012	68.0%
Growth in consumer loans receivable	<b>15,285</b>	12,793	2,492	19.5%
Gross loan originations	<b>60,639</b>	42,780	17,859	41.7%
Bad debt expense as a percentage of easyfinancial revenue	<b>25.3%</b>	21.0%	4.3%	-
Net charge offs as a percentage of average gross consumer loans receivable	<b>13.8%</b>	12.3%	1.5%	-
easyfinancial operating margin	<b>30.2%</b>	35.8%	(5.6%)	-

<sup>1</sup> See description in sections "Portfolio Analysis" and "Key Performance Indicators and Non-IFRS Measures".

## Store Locations Summary

	Locations as at Dec. 31, 2014	Locations opened during quarter <sup>1</sup>	Locations closed / sold during quarter	Conversions <sup>1</sup>	Locations as at Mar. 31, 2015
<b>easyhome Leasing</b>					
Corporately owned stores	163	-	(4)	1	<b>160</b>
Consolidated franchise locations	6	-	-	-	<b>6</b>
Total consolidated stores	169	-	(4)	1	<b>166</b>
Total franchise stores	23	-	-	(1)	<b>22</b>
<b>Total easyhome Leasing stores</b>	<b>192</b>	<b>-</b>	<b>(4)</b>	<b>-</b>	<b>188</b>
<b>easyfinancial</b>					
Kiosks (in store)	64	-	(2)	(7)	<b>55</b>
Stand-alone locations <sup>1</sup>	89	42	-	7	<b>138</b>
National loan office	1	-	-	-	<b>1</b>
<b>Total easyfinancial locations</b>	<b>154</b>	<b>42</b>	<b>(2)</b>	<b>-</b>	<b>194</b>

<sup>1</sup> During the first quarter of 2015, the Company acquired 45 retail locations across Canada. 39 of these locations were opened during the quarter as net new easyfinancial stand-alone locations. Six pre-existing easyfinancial kiosks were relocated into the remaining acquired locations.

## Summary Financial Results by Operating Segment

(\$ in 000's except earnings per share)	Three Months Ended March 31, 2015			
	easyhome Leasing	easyfinancial	Corporate	Total
Revenue	38,293	32,232	-	70,525
Total operating expenses before depreciation and amortization	19,965	21,392	5,767	47,124
Depreciation and amortization	12,336	1,114	176	13,626
Operating income (loss)	5,992	9,726	(5,943)	9,775
Finance costs				3,130
Income before income taxes				6,645
Income taxes				1,722
<b>Net Income</b>				<b>4,923</b>
<b>Diluted Earnings per Share</b>				<b>0.35</b>

(\$ in 000's except earnings per share)	Three Months Ended March 31, 2014			
	easyhome Leasing	easyfinancial	Corporate	Total
Revenue	40,300	20,034	-	60,334
Total operating expenses before depreciation and amortization	19,999	12,162	6,432	38,593
Depreciation and amortization	12,907	709	152	13,768
Operating income (loss)	7,394	7,163	(6,584)	7,973
Finance costs				1,558
Income before income taxes				6,415
Income taxes				1,785
<b>Net Income</b>				<b>4,630</b>
<b>Diluted Earnings per Share</b>				<b>0.34</b>

## Revenue

Revenue for the three month period ended March 31, 2015 was \$70.5 million compared to \$60.3 million in the same period in 2014, an increase of \$10.2 million or 16.9%. Same-store sales growth for the quarter was 19.8%. Revenue growth was driven primarily by the growth of *easyfinancial*.

*easyhome Leasing* - Revenue for the three month period ended March 31, 2015 was \$38.3 million, a decrease of \$2.0 million from the comparable period in 2014. Factors impacting revenue in the period included:

- Revenue growth across the Canadian store network (excluding the impact of store sales and closures) was \$0.4 million in the first quarter of 2015 compared with the first quarter of 2014. Same-store sales growth excluding the impact of *easyfinancial* was 3.3% in the quarter.
- The acquisition of stores or leasing portfolios over the past year resulted in an additional \$0.3 million of revenue in the quarter compared with the comparable period of 2014.
- In the fourth quarter of 2014, the Company decided to wind down its U.S. operations and focus on the Canadian marketplace. This wind down involved the sale of its rights to future royalty payments from its U.S. franchisees and the deconsolidation of several consolidated franchise locations that refinanced their loans. The sale of the royalty rights reduced revenue by \$0.3 million while the deconsolidation of franchise locations reduced revenue by an additional \$0.8 million compared with the first quarter of 2014.
- Store closures and sales which occurred during the past 15 months (net of the transfer of portfolios to nearby locations) resulted in a \$1.6 million decline in revenue.

*easyfinancial* - Revenue for the three month period ended March 31, 2015 was \$32.2 million, an increase of \$12.2 million or 60.9% from the comparable period in 2014. The increase was due to the growth of the gross consumer loans receivable portfolio, which increased from \$123.5 million as at March 31, 2014 to \$207.5 million as at March 31, 2015, an increase of \$84.0 million or 68.0%. The gross consumer loans receivable portfolio grew by \$15.3 million in the quarter as compared with growth of \$12.8 million for the first quarter of 2014. Loan originations in the quarter were \$60.6 million, up 41.7% compared to the first quarter of 2014.

## Total Operating Expenses before Depreciation and Amortization

Total operating expenses before depreciation and amortization were \$47.1 million for the three month period ended March 31, 2015, an increase of \$8.5 million or 22.1% from the comparable period in 2014. The increase in operating expenses was driven primarily by the higher costs associated with the expanding *easyfinancial* business offset by lower corporate costs. Total operating expenses before depreciation and amortization represented 66.8% of revenue for the first quarter of 2015 compared with 64.0% for the first quarter of 2014.

*easyhome Leasing* – Total operating expenses before depreciation and amortization for the three month period ended March 31, 2015 were \$20.0 million, consistent with the comparable period in 2014. Cost savings associated with the reduced store count and the wind down of the U.S. operations were offset by \$0.4 million higher advertising costs and other cost increases. Consolidated leasing store count declined from 180 as at March 31, 2014 to 166 at March 31, 2015.

*easyfinancial* – Total operating expenses before depreciation and amortization were \$21.4 million for the first quarter of 2015, an increase of \$9.2 million or 75.9% from the comparable period in 2014. Operating expenses, excluding bad debt, increased by \$5.3 million or 66.2% in the quarter driven by: i) \$0.6 million in additional advertising and marketing costs to support the strong growth in the consumer loans receivable portfolio; ii) the increased costs associated with 65 additional branches when compared to March 31, 2014, including the additional \$0.8 million of costs associated with the 45 branches acquired and opened during the quarter; iii) the continued conversion of in store kiosks towards higher capacity stand-alone branches; iv) higher costs associated with *easyfinancial*'s shared service centre; and v) incremental expenditures to develop new distribution channels and manage the growing branch network. Overall, branch count increased from 129 as at March 31, 2014 to 194 as at March 31, 2015.

Bad debt expense increased to \$8.2 million for the first quarter of 2015 from \$4.2 million during the comparable period in 2014, up \$4.0 million or 94.2%. Net charge-offs as a percentage of the average gross consumer loans receivable on an annualized basis was 13.8% in the quarter up from the 12.3% reported for the first quarter of 2014. Loan losses in the current quarter were in line with the Company's recent trend and stated expectations. Net charge-offs in the first quarter of 2014, however, were not indicative of the expected long-term performance as the loss rates benefited from both the magnitude of growth achieved in the previous two quarters and the timing of such growth as the average loan within the portfolio was relatively young and thus had experienced a lower level of charge offs. Subsequently, the loan portfolio has grown more evenly resulting in a more normal portfolio average age and level of charge offs in the current quarter.

*Corporate* – Total operating expenses before depreciation and amortization were \$5.8 million for the first quarter of 2015 compared to \$6.4 million in the first quarter of 2014, a decrease of \$0.6 million or 10.3%. Although corporate expenses were generally comparable between the two quarters, the first quarter of 2015 benefited from a gain realized on the sale of a store to a franchisee. Corporate expenses before depreciation and amortization represented 8.2% of revenue in the first quarter of 2015 as compared to 10.7% of revenue in the first quarter of 2014.

### **Depreciation and Amortization**

Depreciation and amortization for the three month period ended March 31, 2015 was \$13.6 million, down \$0.1 million or 1.0% from the comparable period in 2014. Overall, depreciation and amortization represented 19.3% of revenue for the three months ended March 31, 2015, down from 22.8% in the comparable period of 2014.

Leasing depreciation and amortization declined due to store sales and closures which resulted in a smaller lease asset portfolio and revenue base. Leasing depreciation and amortization as a percentage of leasing revenue for the quarter was 32.2%, consistent with 32.0% reported in the first quarter of 2014.

The increase in depreciation and amortization within easyfinancial was attributable to its growing easyfinancial branch network and the amortization of new easyfinancial systems.

### **Operating Income (Income before Finance Costs and Income Taxes)**

Operating income for the three month period ended March 31, 2015 was \$9.8 million compared to \$8.0 million for the comparable period in 2014, an increase of \$1.8 million or 22.6%. Overall operating margin for the quarter was 13.9%, up from the 13.2% reported in the first quarter of 2014. The opening of the 45 acquired branches during the quarter negatively impacted operating income by \$0.8 million.

*easyhome Leasing* – Operating income was \$6.0 million for the first quarter of 2015, down \$1.4 million or 19.0% when compared with the first quarter of 2014. The net benefit of the closure of underperforming stores and the acquisition of new portfolios was more than offset by i) the loss of the \$0.2 million contribution from the U.S. franchise royalties, ii) the increase in advertising costs of \$0.4 million, iii) the impact of store sales over the past 15 months and iv) other cost increases. Operating margin for the first quarter of 2015 was 15.6%, down from 18.3% reported in the first quarter of 2014 but consistent with the operating margin of *easyhome Leasing* during the 2014 fiscal year.

*easyfinancial* – Operating income was \$9.7 million for the first quarter of 2015 compared with \$7.2 million for the comparable period in 2014, an increase of \$2.6 million or 35.8%. The growth in operating income was driven primarily by the growth of the consumer loans receivable portfolio but was mitigated by an earnings drag of \$0.8 million associated with the acquisition and opening of 45 branches during the first quarter of 2015 as previously described. Operating margin for the first quarter of 2015 was 30.2% compared with 35.8% in the comparable period of 2014.

### **Finance Costs**

Finance costs for the three month period ended March 31, 2015 were \$3.1 million, up \$1.6 million from the same period in 2014. This increase in finance costs was driven by higher average borrowing levels.



## Income Tax Expense

The effective income tax rate for the first quarter of 2015 was 25.9% compared to 27.8% in the first quarter of 2014. The decline in the effective income tax rate related to a reduced tax rate on certain gains on sale of assets realized during the quarter.

## Net Income and EPS

Net income for the first quarter of 2015 was \$4.9 million or \$0.35 per share on a diluted basis compared with \$4.6 million or \$0.34 per share in the first quarter of 2014, an increase of \$0.3 million and \$0.01 respectively.

## Selected Quarterly Information

(\$ in millions except percentages and per share amounts)	Mar. 2015	Dec. 2014	Sept. 2014	Jun. 2014	Mar. 2014	Dec. 2013	Sept. 2013	Jun. 2013	Mar. 2013
Revenue	<b>70.5</b>	70.0	65.5	63.2	60.3	57.8	54.9	53.8	52.4
Net Income for the period	<b>4.9</b>	7.1	3.5	4.5	4.6	4.3	3.8	3.1	2.9
Net income as a percentage of revenue	<b>7.0%</b>	10.2%	5.3%	7.2%	7.7%	7.5%	6.8%	5.8%	5.6%
<b>Earnings per share<sup>1</sup></b>									
Basic	<b>0.36</b>	0.53	0.26	0.34	0.35	0.34	0.32	0.26	0.24
Diluted	<b>0.35</b>	0.51	0.25	0.33	0.34	0.33	0.31	0.26	0.24

<sup>1</sup>Quarterly earnings per share are not additive and may not equal the annual earnings per share reported. This is due to the effect of stock issued during the year on the basic weighted average number of common shares outstanding together with the effects of rounding.

## Portfolio Analysis

The Company generates its revenue from a portfolio of lease agreements and consumer loans receivable that are originated through the initial transaction with its customers. To a large extent, the business results for a period are determined by the performance of these portfolios, and the make-up of the portfolios at the end of a period are an important indicator of future business results.

The Company measures the performance of its portfolios during a period and their make-up at the end of a period using a number of key portfolio indicators as described in more detail below. Several of these key performance indicators are not measurements in accordance with IFRS and should not be considered as an alternative to net income or any other measure of performance under IFRS.

The discussion in this section refers to certain financial measures that are not determined in accordance with IFRS. Although these measures do not have standardized meanings and may not be comparable to similar measures presented by other companies, these measures are defined herein or can be determined by reference to the Company's financial statements. The Company discusses these measures because it believes that they facilitate the understanding of the results of its operations and financial position.

## easyhome Leasing Portfolio Analysis

### Potential Monthly Leasing Revenue

The Company measures its leasing portfolio through potential monthly lease revenue. Potential monthly lease revenue reflects the revenue that the Company's portfolio of leased merchandise would generate in a month providing it collected all lease payments due in that period. Growth in potential monthly lease revenue is driven by several factors including an increased number of customers, an increased number of leased assets per customer as well as an increase in the average price of the leased items.

The change in the potential monthly lease revenue during the periods was as follows:

(\$ in 000's)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Opening potential monthly lease revenue	10,955	11,430
Change due to store openings or acquisitions during the period	81	8
Change due to store closures or sales during the period	(182)	(107)
Change due to ongoing operations	(240)	(208)
Net change	(341)	(307)
<b>Ending potential monthly lease revenue</b>	<b>10,614</b>	<b>11,123</b>

### easyhome Leasing Portfolio by Product Category

At the end of the periods, the Company's leasing portfolio as measured by potential monthly lease revenue was allocated between the following product categories:

(\$ in 000's)	March 31, 2015	March 31, 2014
Furniture	4,211	4,156
Appliances	1,168	1,265
Electronics	3,553	3,622
Computers	1,682	2,080
<b>Potential monthly lease revenue</b>	<b>10,614</b>	<b>11,123</b>

*easyhome Leasing Portfolio by Geography*

At the end of the periods, the Company's Leasing portfolio as measured by potential monthly lease revenue was allocated between the following geographic regions:

(\$ in 000's)	March 31, 2015		March 31, 2014	
	\$	% of total	\$	% of total
Newfoundland & Labrador	925	8.7%	932	8.4%
Nova Scotia	830	7.8%	901	8.1%
Prince Edward Island	195	1.8%	194	1.7%
New Brunswick	713	6.8%	712	6.4%
Quebec	545	5.1%	534	4.8%
Ontario	3,816	35.9%	4,009	36.1%
Manitoba	301	2.9%	291	2.6%
Saskatchewan	705	6.6%	717	6.4%
Alberta	1,384	13.1%	1,376	12.4%
British Columbia	937	8.8%	1,000	9.0%
USA	263	2.5%	457	4.1%
<b>Potential monthly lease revenue</b>	<b>10,614</b>	<b>100.0%</b>	<b>11,123</b>	<b>100.0%</b>

*easyhome Leasing Charge-Offs*

When easyhome Leasing enters into a leasing transaction with a customer, a sale is not recorded as easyhome retains ownership of the related asset under the lease. Instead, the Company recognizes its leasing revenue over the term of the lease as payments are received from the customer. Periodically, the lease agreement is terminated by the customer or by the Company prior to the anticipated end date of the lease and the assets are returned by the customer to the Company. In some instances, the Company is unable to regain possession of the assets which is then charged off. Net charge offs (charge offs less subsequent recoveries of previously charged off assets) are included in the depreciation of lease assets expense for financial reporting purposes.

(\$ in 000's except percentages)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Net charge offs	1,172	1,248
Leasing revenue	38,293	40,300
<b>Net charge offs as a percentage of easyhome Leasing revenue</b>	<b>3.1%</b>	<b>3.1%</b>

## Consumer Loans Receivable Portfolio

### *Loan Originations and Net Principal Written*

Gross loan originations is the value of all consumer loans receivable advanced to the Company's customers during the period where new credit underwritings have been performed. Included in gross loan originations are loans to new customers and new loans to existing customers, a portion of which is applied to eliminate their prior borrowings. Net principal written details the Company's gross loan originations during a period, excluding that portion of the originations that has been used to eliminate the prior borrowings. The gross loans originations and net principal written during the period were as follows:

(\$ in 000's)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Loan originations to new customers	27,428	18,474
Loan originations to existing customers	33,211	24,306
Less: Proceeds applied to repay existing loans	(16,123)	(11,923)
Net advance to existing customers	17,088	12,383
<b>Net principal written</b>	<b>44,516</b>	<b>30,857</b>

### *Gross Consumer Loans Receivable*

The measure that the Company uses to measure its easyfinancial portfolio is gross consumer loans receivable. Gross consumer loans receivable reflects the period end balance of the portfolio before provisioning for potential future charge-offs. Growth in gross consumer loans receivable is driven by several factors including an increased number of customers and an increased loan value per customer.

The changes in the gross consumer loans receivable portfolio during the periods were as follows:

(\$ in 000's)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Opening gross consumer loans receivable	192,225	110,704
Gross loan originations	60,639	42,780
Gross principal payments and other adjustments	(37,756)	(26,179)
Gross charge offs before recoveries	(7,599)	(3,808)
Net growth in gross consumer loans receivable during the period	15,284	12,793
<b>Ending gross consumer loans receivable</b>	<b>207,509</b>	<b>123,497</b>

### Net Charge Offs

In addition to loan originations, the consumer loans receivable portfolio during a period is impacted by charge offs of delinquent customers. The Company charges off delinquent customers when they are 90 days contractually in arrears. Subsequent collections of previously charged off accounts are netted with gross charge offs during a period to arrive at net charge offs.

Average gross consumer loans receivable has been calculated based on the average of the month end loan balances for the indicated period. This metric is a measure of the collection performance of the easyfinancial consumer loans receivable portfolio. For interim periods, the rate is annualized.

(\$ in 000's except percentages)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Net charge offs	6,953	3,642
Average gross consumer loans receivable	200,973	118,677
<b>Net charge offs as a percentage of average gross consumer loans receivable (annualized)</b>	<b>13.8%</b>	12.3%

### easyfinancial Bad Debt Expense

The Company's bad debt expense for a period includes the net charge offs for that particular period plus any increases or decreases to its allowance for loan losses.

The details of the Company's bad debt expense for the periods were as follows:

(\$ in 000's except percentages)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Net charge offs	6,953	3,642
Net change in allowance for loan losses	1,215	565
<b>Bad debt expense</b>	<b>8,168</b>	<b>4,207</b>
easyfinancial revenue	32,232	20,034
<b>Bad debt expense as a percentage of easyfinancial revenue</b>	<b>25.3%</b>	21.0%

### easyfinancial Allowance for Loan Losses

The allowance for loan losses is a provision that is reported on the Company's balance sheet that is netted against the gross consumer loans receivable to arrive at the net consumer loans receivable. The allowance for loan losses provides for a portion of the future charge offs that have not yet occurred within the portfolio of consumer loans receivable that exist at the end of a period. It is determined by the Company using a standard calculation that is not subject to management's discretion or estimates that considers i) the relative maturity of the loans within the portfolio, ii) the long-term expected charge off rates based on actual historical performance and iii) the long-term expected charge off pattern (timing) for a vintage of loans over their life based on actual historical performance. The allowance for loan losses essentially estimates the charge

offs that are expected to occur over the subsequent five month period for loans that existed as of the balance sheet date.

(\$ in 000's except percentages)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Allowance for loan losses, beginning of period	11,532	6,768
Net charge offs written off against the allowance	(6,953)	(3,642)
Change in allowance due to lending and collection activities	8,168	4,207
Allowance for loan losses, ending of period	12,747	7,333
<b>Allowance for loan losses as a percentage of the ending gross consumer loans receivable</b>	<b>6.1%</b>	<b>5.9%</b>

*Aging of the Consumer Loans Receivable Portfolio*

An aging analysis of the consumer loans receivable portfolio at the end of the periods was as follows:

(\$ in 000's)	March 31, 2015		March 31, 2014	
	\$	% of total	\$	% of total
Current	193,340	93.2%	115,900	93.8%
Days past due				
1 - 30 days	8,161	3.9%	4,485	3.6%
31 - 44 days	2,074	1.0%	950	0.8%
45 - 60 days	1,710	0.8%	1,096	0.9%
61 - 90 days	2,224	1.1%	1,066	0.9%
	14,169	6.8%	7,597	6.2%
<b>Gross consumer loans receivable</b>	<b>207,509</b>	<b>100.0%</b>	<b>123,497</b>	<b>100%</b>

### easyfinancial Consumer Loans Receivable Portfolio by Geography

At the end of the periods, the Company's easyfinancial consumer loans receivable portfolio was allocated between the following geographic regions:

(\$ in 000's)	March 31, 2015		March 31, 2014	
	\$	% of total	\$	% of total
Newfoundland & Labrador	11,957	5.8%	8,653	7.0%
Nova Scotia	18,692	9.0%	14,280	11.5%
Prince Edward Island	2,858	1.4%	2,073	1.7%
New Brunswick	12,577	6.1%	7,376	6.0%
Quebec	-	-	-	-
Ontario	91,699	44.2%	53,250	43.1%
Manitoba	7,387	3.5%	4,280	3.5%
Saskatchewan	10,823	5.2%	6,091	4.9%
Alberta	27,768	13.4%	15,103	12.2%
British Columbia	21,855	10.5%	11,822	9.6%
Territories	1,893	0.9%	569	0.5%
<b>Gross consumer loans receivable</b>	<b>207,509</b>	<b>100.0%</b>	<b>123,497</b>	<b>100.0%</b>

### Key Performance Indicators and Non-IFRS Measures

In addition to the reported financial results under IFRS and the metrics described in the Portfolio Analysis section of this MD&A, the Company also measures the success of its strategy using a number of key performance indicators as described in more detail below. Several of these key performance indicators are not measurements in accordance with IFRS and should not be considered as an alternative to net income or any other measure of performance under IFRS.

The discussion in this section refers to certain financial measures that are not determined in accordance with IFRS. Although these measures do not have standardized meanings and may not be comparable to similar measures presented by other companies, these measures are defined herein or can be determined by reference to the Company's financial statements. The Company discusses these measures because it believes that they facilitate the understanding of the results of its operations and financial position.

Several non-IFRS measures that are used throughout this discussion are defined as follows:

#### **Same-Store Revenue Growth**

Same-store revenue growth measures the revenue growth for all stores that have been open for a minimum of 15 months. To calculate same-store revenue growth for a period, the revenue for that period is compared to the same period in the prior year. Same-store revenue growth is influenced by both the Company's product offerings as well as the number of stores which have been open for a 12-36 month time frame, as these stores tend to be in the strongest period of growth at this time.

	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
<b>Same-store revenue growth</b>	<b>19.8%</b>	18.3%
<b>Same-store revenue growth excluding easyfinancial</b>	<b>3.3%</b>	3.5%

## Operating Expenses Before Depreciation and Amortization

The Company defines operating expenses before depreciation and amortization as total operating expenses excluding depreciation and amortization expenses for the period. The Company believes that operating expenses before depreciation and amortization is an important measure of the cost of operations adjusted for the effects of purchasing decisions that may have been made in prior periods.

(\$ in 000's except percentages)	Three Months Ended	
	Mar. 31 2015	Mar. 31 2014
Operating expenses before depreciation and amortization as stated	47,124	38,593
Divided by revenue	70,525	60,334
<b>Operating expenses before depreciation and amortization as % of revenue</b>	<b>66.8%</b>	<b>64.0%</b>

## Operating Margin

The Company defines operating margin as operating income divided by revenue for the Company as a whole and for its operating segments: easyhome Leasing and easyfinancial. The Company believes operating margin is an important measure of the profitability of its operations which in turn, assists it in assessing the Company's ability to generate cash to pay interest on its debt and to pay dividends.

(\$ in 000's except percentages)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
<b>easyhome Leasing</b>		
Operating income	5,992	7,394
Divided by revenue	38,293	40,300
<b>easyhome Leasing operating margin</b>	<b>15.6%</b>	<b>18.3%</b>
<b>easyfinancial</b>		
Operating income	9,726	7,163
Divided by revenue	32,232	20,034
<b>easyfinancial operating margin</b>	<b>30.2%</b>	<b>35.8%</b>
<b>Total</b>		
Operating income as stated	9,775	7,973
Divided by revenue	70,525	60,334
<b>Total operating margin</b>	<b>13.9%</b>	<b>13.2%</b>



## Earnings before Interest, Taxes, Depreciation and Amortization (“EBITDA”) and EBITDA Margin

The Company defines EBITDA as earnings before interest, taxes, depreciation and amortization, excluding depreciation of leased assets. The Company uses EBITDA, among other measures, to assess the operating performance of its ongoing businesses. EBITDA margin is calculated as EBITDA divided by revenue.

(\$ in 000's)	Three Months Ended	
	Mar. 31 2015	Mar. 31 2014
Net income as stated	4,923	4,630
Finance costs	3,130	1,558
Income Tax Expense	1,722	1,785
Depreciation and amortization, excluding dep. of lease assets	2,002	1,708
<b>EBITDA</b>	<b>11,777</b>	9,681
Divided by revenue	<b>70,525</b>	60,334
<b>EBITDA margin</b>	<b>16.7%</b>	16.0%

## Return on Equity

The Company defines return on equity as annualized net income in the period divided by average shareholders' equity for the period. The Company believes return on equity is an important measure of how shareholders' invested capital is utilized in the business.

(\$ in 000's)	Three Months Ended	
	Mar. 31 2015	Mar. 31 2014
Net income as stated	4,923	4,630
Multiplied by number of periods in year	X 4/1	X 4/1
Divided by average shareholders' equity for the period	<b>156,599</b>	137,820
<b>Return on equity</b>	<b>12.6%</b>	13.4%

## Financial Condition

The following table provides a summary of certain information with respect to the Company's capitalization and financial position as at March 31, 2015 and March 31, 2014.

(\$ in 000's, except for ratios)	Mar. 31, 2015	Mar. 31, 2014
Total assets	332,845	247,442
External debt (includes term loan)	136,615	70,039
Other liabilities	37,001	37,395
Total liabilities	173,616	107,434
Shareholders' equity	159,229	140,008
Total capitalization (total debt plus total shareholders' equity)	295,844	210,047
External debt to shareholders' equity	0.86	0.50
External debt to total capitalization	0.46	0.33
External debt to EBITDA <sup>1</sup>	3.20	2.07

<sup>1</sup> EBITDA excludes the impact of restructuring and other unusual items and is expressed in a trailing 12 month basis.

Total assets were \$332.8 million as at March 31, 2015, an increase of \$85.4 million or 34.5% over March 31, 2014. The growth in total assets was driven primarily by: i) the increased size of the net consumer loans receivable portfolio which increased by \$78.6 million over the past 12 months, ii) the Company's \$5.8 million investment in property and equipment and intangible assets which included the acquisition of 45 branch locations for easyfinancial; iii) a \$4.9 million increase in amounts receivable related to a larger interest receivable and higher receivables from franchisees, and iv) offset by lower period end cash balances.

The \$85.4 million growth in total assets was financed by a \$66.2 million increase in total liabilities, which included a \$66.6 million increase in external debt, and a \$19.2 million increase in total shareholder's equity. While the Company has continued to pay a dividend to its shareholders, a large portion of the Company's earnings over the prior 12 months have been retained to fund the growth of easyfinancial.

The Company's credit facilities consisted of a \$180.0 million term loan and a \$20.0 million revolving operating facility. \$105.0 million of the term loan was drawn at closing with the balance available in periodic advances until July 31, 2015. External debt of \$136.6 million as at March 31, 2015 consisted of \$1.6 million in advances against the revolving operating facility, \$140.0 million in advances against the term loan offset by \$5.0 million in unamortized deferred finance costs. Borrowings under the term loan bore interest at the Canadian Bankers' Acceptance rate plus 722 bps, while borrowing under the revolving operating facility bore interest at the lender's prime rate plus 200 to 300 bps depending on the Company's debt to earnings before interest, taxes, depreciation and amortization ratio. This credit facility expires on October 4, 2018 and was secured by a first charge over substantially all assets of the Company. As at March 31, 2015, the Company's interest rates under the term loan and revolving operating facility were 8.2% and 5.0%, respectively.

## Liquidity and Capital Resources

### Summary of Cash Flow Components

(\$ in 000's)	Three Months Ended	
	Mar. 31, 2015	Mar. 31, 2014
Cash provided by operating activities before issuance of consumer loans receivable	22,739	22,539
Net issuance of consumer loans receivable	(22,237)	(16,435)
Cash provided by operating activities	502	6,104
Cash used in investing activities	(16,114)	(10,823)
Financing activities	14,780	7,719
<b>Net increase (decrease) in cash for the period</b>	<b>(832)</b>	<b>3,000</b>

Cash flows provided by operating activities for the three month period ended March 31, 2015 were \$0.5 million. Included in this amount was a net investment of \$22.2 million to increase the easyfinancial consumer loans receivable portfolio. If this net investment in the easyfinancial consumer loans receivable portfolio was treated as cash flows from investing activities, the cash flows generated by operating activities would be \$22.7 million in the first quarter of 2015 up \$0.2 million from the first quarter of 2014 in line with the increase in net income over the same relative periods.

Cash flows provided by operating activities in the fourth quarter of 2014 enabled the Company to: i) meet the growth demands of easyfinancial as described above, ii) invest \$12.2 million in new lease assets, iii) invest \$5.8 million in additional property and equipment and intangible assets and iv) maintain its dividend payments.

During the quarter, the Company generated \$14.8 million in cash flow from financing activities as the Company increased its debt under its credit facility to finance the growth of easyfinancial.

The Company believes that the cash flows provided by operations will be sufficient in the near-term to meet operational requirements, purchase lease assets, meet capital spending requirements and pay dividends. Also, the additional availability under the Company's credit facilities will allow the Company to grow its consumer loans receivable portfolio through much of 2015. However, for easyfinancial to achieve its full long-term growth potential, additional sources of financing over and above the currently available credit facility and term loan are required. There is no certainty that these long term sources of capital will be available or at terms favourable to the Company.

### Outstanding Shares and Dividends

As at May 4, 2015 there were 13,434,810 shares, 145,183 DSUs, 572,492 options, 514,625 RSUs, and no warrants outstanding.

For the quarter ended March 31, 2014, the Company paid a \$0.085 per share quarterly dividend on outstanding common shares. The Company reviews its dividend distribution policy on a regular basis, evaluating its financial position, profitability, cash flow and other factors the Board of Directors considers relevant. However, no dividends may be declared in the event there is a default of the loan facility, or where such payment would lead to a default. On February 18, 2015, the Company increased the dividend rate by 17.6% and declared a dividend of \$0.10 per share to shareholders of record on March 27, 2015, payable on April 10, 2015.

The following table sets forth the quarterly dividends paid by the Company in the first quarter of the years indicated:

	2015	2014	2013	2012	2011	2010	2009
Dividend per share	\$ 0.085	\$ 0.085	\$ 0.085	\$ 0.085	\$ 0.085	\$ 0.085	\$ 0.085
Percentage increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

### **Commitments, Guarantees and Contingencies**

The Company's commitments, guarantees and contingencies remain as described in its December 31, 2014 MD&A.

### **Risk Factors**

The Company's activities are exposed to a variety of commercial, operational, financial and regulatory risks. The Company's overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimize potential adverse effects on the Company's financial performance. The Company's Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Audit Committee of the Board of Directors reviews the Company's risk management policies on an annual basis.

The Company's risk factors remain as described in its December 31, 2014 MD&A.

### **Critical Accounting Estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the year. Actual amounts could differ from these estimates.

Significant changes in assumptions, including those with respect to future business plans and cash flows, could change the recorded amounts by a material amount.

The Company's critical accounting estimates are fully described in the Company's December 31, 2014 Notes to the Financial Statements.

### **Adoption of New Accounting Standards and Standards Issued But Not Yet Effective**

No new accounting standards were adopted by the Company during the reporting period.

The Company will be required to adopt IFRS 9, Financial Instruments, which is the IASB's project to replace IAS 39. IFRS 9 is required to be applied for years beginning on or after January 1, 2018 with early adoption permitted, and will provide new requirements for the classification and measurement of financial assets and liabilities, impairment and hedge accounting. The Company has not yet assessed the impact of this standard.

In May 2014, the IASB issued IFRS 15, Revenue from Contracts with Customers, which clarifies the principles for recognizing revenue and cash flows arising from contracts with customers. The standard is effective for annual periods beginning on or after January 1, 2017, with early adoption permitted, and is to be applied retrospectively. The Company has not yet assessed the impact of this standard.

## **Internal Controls**

### **Disclosure Controls and Procedures [“DC&P”]**

DC&P are designed to provide reasonable assurance that information required to be disclosed by the Company in reports filed with or submitted to various securities regulators is recorded, processed, summarized and reported within the time periods specified. This information is gathered and reported to the Company’s management, including the Chief Executive Officer [“CEO”] and Chief Financial Officer [“CFO”], so that timely decisions can be made regarding disclosure.

The Company’s management, under supervision of, and with the participation of, the CEO and CFO, have designed and evaluated the Company’s DC&P, as required in Canada by National Instrument 52-109, “*Certification of Disclosure in Issuers’ Annual and Interim Filings*”. Based on this evaluation, the CEO and CFO have concluded that the design of the system of disclosure controls and procedures were effective as at March 31, 2015.

### **Internal Controls over Financial Reporting [“ICFR”]**

ICFR is a process designed by, or under the supervision of, senior management, and effected by the Board of Directors, management and other personnel, to provide reasonable assurances regarding the reliability of financial reporting and preparation of the Company’s consolidated financial statements in accordance with IFRS. Management is responsible for establishing and maintaining ICFR and designs such controls to attempt to ensure that the required objectives of these internal controls have been met. Management uses the Internal Control – Integrated Framework (1992) to evaluate the effectiveness of internal control over financial reporting, which is a recognized and suitable framework issued by the Committee of Sponsoring Organizations of the Treadway Commission [“COSO”].

Based on this evaluation, the CEO and CFO have concluded that the design of the Company’s internal controls over financial reporting were effective as at March 31, 2015.

In designing and evaluating such controls, it should be recognized that due to inherent limitations, any controls, no matter how well designed and operated, can provide only reasonable assurance and may not prevent or detect all misstatements as a result of, among other things, error or fraud.

In addition, the CEO and CFO evaluated whether there were changes in the internal controls over financial reporting during the interim period ended March 31, 2015 that materially affected, or were reasonably likely to materially affect, the internal controls over financial reporting. There were no such changes during the quarter.