Dominion Lending Centres Inc.

Q3 2021 Management Discussion & Analysis

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This Management's Discussion and Analysis ("MD&A") contains important information about the results of operations of Dominion Lending Centres Inc. ("we", "our", or the "Corporation") for the three and nine months ended September 30, 2021, as well as information about our financial condition and future prospects. We recommend reading this MD&A, which has been prepared as of November 16, 2021, in conjunction with the interim condensed consolidated financial statements and related notes for the three and nine months ended September 30, 2021 ("interim financial statements"), and our 2020 audited annual consolidated financial statements. Our interim financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB"), specifically International Accounting Standard 34 – Interim Financial Reporting. Unless otherwise indicated, all amounts are presented in Canadian dollars.

When preparing our MD&A, we consider the materiality of information. Information is considered material if (i) such information results in, or would reasonably be expected to result in, a significant change in the market price or value of our shares; (ii) there is a substantial likelihood that a reasonable investor would consider it important in making an investment decision; or (iii) it would significantly alter the total mix of information available to investors. We evaluate materiality with reference to all relevant circumstances, including potential market sensitivity.

The Corporation's class A common shares ("Common Shares") are publicly traded on the TSX Venture Exchange ("Exchange") under the symbol "DLCG". Continuous disclosure materials are available on our website at www.dlcg.ca, and on SEDAR at www.sedar.com.

The Corporation's series 1 class B preferred shares (the "Preferred Shares") are non-voting, non-convertible and are not publicly traded.

OVERVIEW OF OUR BUSINESS

On January 1, 2021, the Corporation (previously Founders Advantage Capital Corp.), as the sole partner of Dominion Lending Centres LP ("DLC LP"), wound-up DLC LP. The Corporation then amalgamated with Dominion Lending Centres GP Inc. and then subsequently amalgamated with Dominion Lending Centres Inc. ("DLC Inc."), thereafter changing the name of the newly-amalgamated entity to Dominion Lending Centres Inc.

The Corporation is a Canadian mortgage brokerage franchisor and mortgage broker data connectivity provider with operations across Canada.

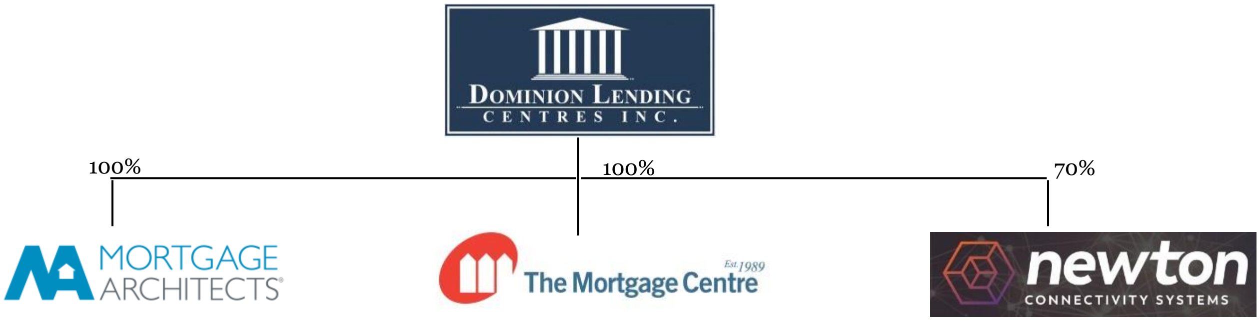
At September 30, 2021, the Corporation had two operating segments: the Core Business Operations segment and the Non-Core Business Asset Management segment.

Core Business Operations overview

The Core Business Operations segment represents the core operations of the Corporation. These core operations are the business of mortgage brokerage franchising and mortgage broker data connectivity services across Canada, which is comprised of the DLC group of companies (the "DLC Group").

The DLC Group consists of the Corporation and its three main subsidiaries, being:

- MA Mortgage Architects Inc. ("MA");
- MCC Mortgage Centre Canada Inc. ("MCC"); and,
- Newton Connectivity Systems Inc. ("Newton").



The Corporation's ownership interests remain consistent with the ownership interest held as at December 31, 2020. At December 31, 2020, DLC Inc. was a wholly-owned subsidiary of DLC LP.

Newton Connectivity Systems Inc.

Newton is a financial technology company which provides a secure all-in-one operating platform in Canada: Velocity. Velocity connects mortgage brokers to lenders and third parties. Newton provides end-to-end services to automate the entire mortgage application, approval, underwriting and funding process; and additional services to provide brokers with the management of daily operations and access to data resources.

The operating platform provides services through various lender and broker facing products. Lender-facing products provide encrypted exchange networks to connect brokers with lenders and third parties. These include web-based services connecting brokers on Velocity to lenders and third-party suppliers, which allow for direct submission of mortgage applications to lenders and underwriting platforms to deliver digital credit applications from brokers to lenders. Broker-facing products provide deal-management tools and services, including automatically managing the brokers' revenue and distributions through Velocity; with additional services to match lender-verified products to a client's criteria and automation of the payroll process. Further, Newton provides services to third-party users through the Velocity platform, ranging from consumer credit reports to borrower banking information.

Newton earns revenues primarily from three streams:

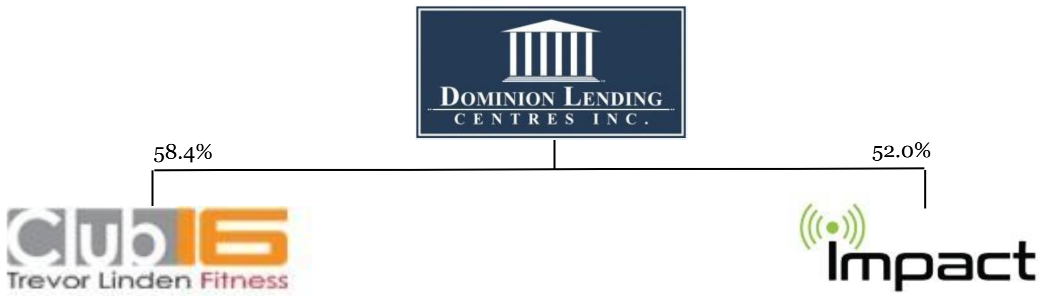
- fees paid by Canadian lenders based on funded volumes of mortgages;
- monthly subscription fees from non-DLC Group brokers; and
- third-party supplier fees on a transaction basis.

As the Corporation holds a controlling 70% ownership interest in Newton, its financial results are consolidated and included within the Core Business Operations' operating results.

Since 2017, Newton has been party to an agreement with a third-party connectivity provider (the "Host"), whereby Newton is obligated to fund a minimum annual mortgage volume through the Host's connectivity infrastructure. Newton earns revenues as a percentage of the mortgage volumes funded through the Host. The agreement expires at the end of June 2022. With the expiration of the agreement, the DLC Group may elect to submit more transactions direct to lenders using Newton's own infrastructure.

Non-Core Business Asset Management overview

The Corporation is the successor entity to Founders Advantage Capital Corp., a public investment company. As such, the Corporation continues to own certain assets relating to the former investment operations. The Non-Core Business Asset Management segment represents the Corporation's share of income in its equity accounted investments in Club16 Limited Partnership ("Club16") and Cape Communications International Inc. ("Impact") (collectively, the "Non-Core Assets"); the expenses, assets and liabilities associated with managing the Non-Core Assets; the Sagard credit facility; and public company costs. The Corporation's ownership interests as at September 30, 2021, in the Non-Core Assets remain consistent with the ownership interests held as at December 31, 2020.



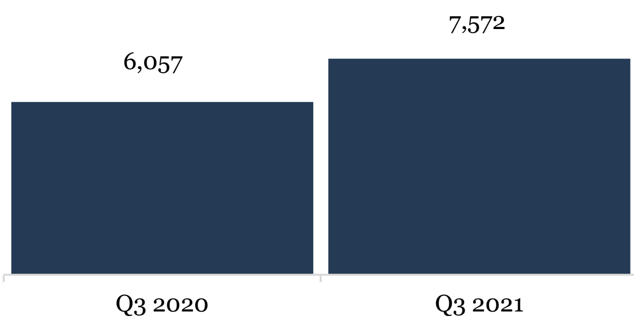
USE OF NON-IFRS FINANCIAL PERFORMANCE MEASURES

This MD&A includes certain non-IFRS financial measures which we use as supplemental indicators of our operating performance. These non-IFRS measures do not have any standardized meaning, and therefore are unlikely to be comparable to the calculation of similar measures used by other companies and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. Non-IFRS measures are defined and reconciled to the most directly comparable IFRS measure. Please see the Non-IFRS Financial Performance Measures section. Non-IFRS financial performance measures used in our MD&A include adjusted earnings before interest, taxes, depreciation and amortization ("EBITDA"), adjusted net income, adjusted net income per share, and free cash flow attributable to common shareholders.

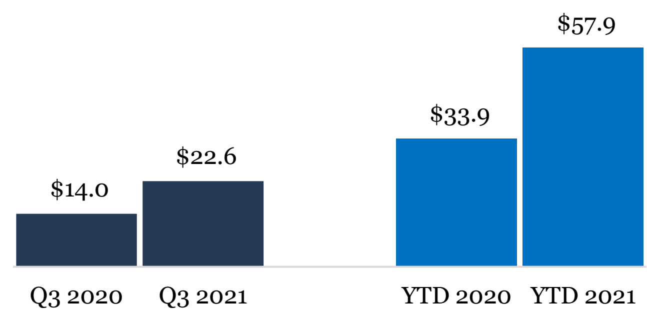
THIRD QUARTER 2021 HIGHLIGHTS

The following are notable performance highlights within Core Business Operations for the three and nine months ended September 30, 2021, along with prior year comparative results for the same period.

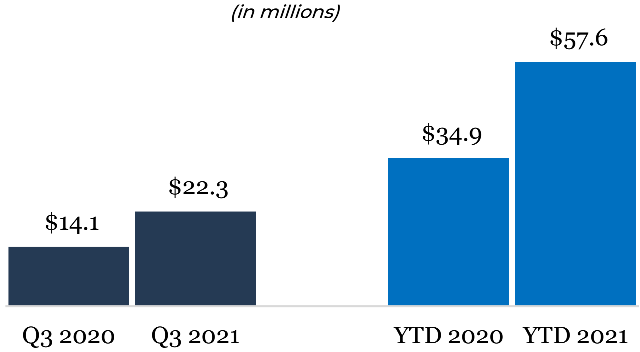
Total DLC Group Brokers (1)(2)



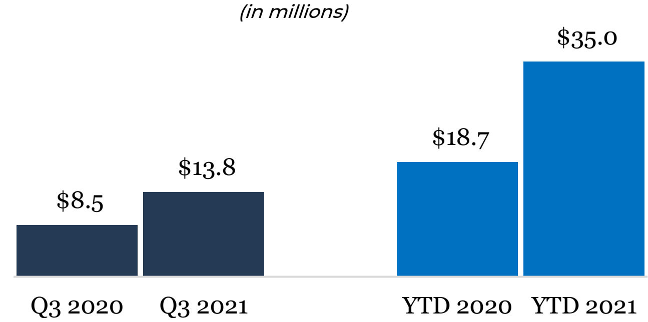
Funded Mortgage Volumes (1)
(in billions)



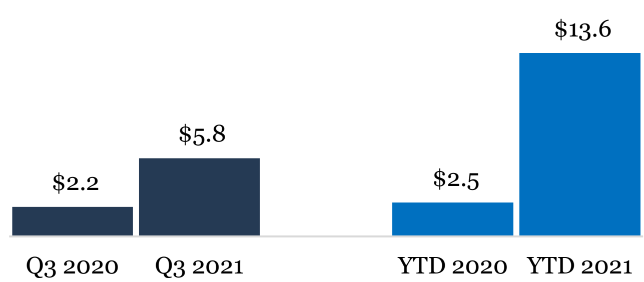
Revenues
(in millions)



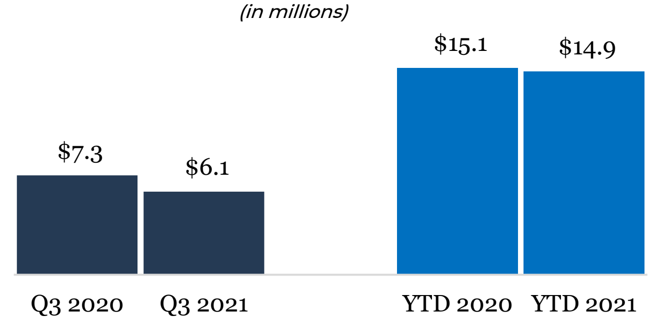
Core Business Operations' Adjusted EBITDA(3)
(in millions)



Free cash flow attributable to common shareholders (3)
(in millions)



Core Business Operations' Income before tax
(in millions)



(1) Funded mortgage volumes and total DLC Group brokers for the three and nine months ended September 30, 2020 have been restated to reflect additional funded mortgage volumes and brokers from a franchise previously excluded.
(2) The number of brokers are as at the respective period end date.
(3) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

THIRD QUARTER 2021 FINANCIAL HIGHLIGHTS

Below are the highlights of our financial results for the three and nine months ended September 30, 2021. The comparative results for the three and nine months ended September 30, 2020 reflect the segregation of the Non-Core Assets as discontinued operations (refer to the Discontinued Operations section of this document). The current period results for the three and nine months ended September 30, 2021 include the Non-Core Assets as equity accounted investments within the Non-Core Business Asset Management segment. The discontinued operations are only included in net income and net earnings (loss) per Common Share.

	Three months ended Sept. 30,			Nine months ended Sept. 30,		
(in thousands, except per share)	**2021**	2020	Change	**2021**	2020	Change
Revenues	**$ 22,346**	$ 14,069	59%	**$ 57,550**	$ 34,936	65%
Income from operations	**12,519**	6,472	93%	**28,260**	13,096	116%
Adjusted EBITDA (1)	**12,823**	8,106	58%	**33,344**	17,297	93%
Free cash flow attributable to common shareholders (1)	**5,783**	2,212	161%	**13,609**	2,528	438%
Net income	**1,012**	5,045	(80%)	**1,520**	2,916	(48%)
Net income from continuing operations	**1,012**	3,505	(71%)	**1,520**	5,181	(71%)
Net income (loss) from discontinued operations	**-**	1,540	NMF (2)	**-**	(2,265)	NMF (2)
Net income (loss) attributable to:						
Common shareholders	**496**	2,082	(76%)	**213**	(814)	NMF (2)
Non-controlling interests	**516**	2,963	(83%)	**1,307**	3,730	(65%)
Adjusted net income (1)	**3,730**	3,572	4%	**8,201**	5,510	49%
Diluted earnings (loss) per Common Share	**0.01**	0.05	(80%)	**0.00**	(0.02)	NMF (2)
Diluted adjusted earnings per Common Share (1)	**$ 0.07**	$ 0.03	133%	**$ 0.14**	$ 0.02	NMF (2)

(1) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

(2) The percentage change is Not a Meaningful Figure ("NMF").

	Three months ended Sept. 30,			Nine months ended Sept.30,		
(in thousands)	**2021**	2020	Change	**2021**	2020	Change
Adjusted EBITDA (1)						
Core Business Operations	**$ 13,836**	$ 8,458	64%	**$ 35,045**	$ 18,723	87%
Non-Core Business Asset Management	**(1,013)**	(352)	(188%)	**(1,701)**	(1,426)	(19%)
Total Adjusted EBITDA (1)	**$ 12,823**	$ 8,106	58%	**$ 33,344**	$ 17,297	93%

(1) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

Highlights

Net income for the three and nine months ended September 30, 2021, decreased compared to the same periods in the previous year primarily due to finance expense on the Preferred Share liability and an increased net loss in the Non-Core Business Asset Management segment, partly offset by higher DLC Group revenues from an increase in funded mortgage volumes. The Corporation did not have discontinued operations during the three months ended September 30, 2021, compared to income from discontinued operations during the three months ended September 30, 2020.

Adjusted net income and adjusted EBITDA for the three and nine months ended September 30, 2021, increased compared to the same periods in the previous year primarily from increased revenues from higher funded mortgage volumes, partly offset by higher operating expenses from higher personnel costs and advertising fund expenses.

The increase in adjusted net income and adjusted EBITDA contributed to the increase in free cash flow attributable to common shareholders during the three and nine months ended September 30, 2021, when compared to the three and nine months ended September 30, 2020.

RESULTS OF OPERATIONS

CONSOLIDATED RESULTS

Below is selected financial information from our three and nine months ended September 30, 2021 consolidated financial results. See the Accounting Policies section of this MD&A and notes to our September 30, 2021 interim financial statements for accounting policies and estimates as they relate to the following discussion. A reconciliation of our reportable segments to our consolidated results presented in this table can be found in the Segmented Results from Continuing Operations section.

	Three months ended Sept. 30,			Nine months ended Sept. 30,		
(in thousands)	**2021**	2020	Change	**2021**	2020	Change
Continuing Operations						
Revenues	**$ 22,346**	$ 14,069	59%	**$ 57,550**	$ 34,936	65%
Operating expenses (1)	**9,827**	7,597	29%	**29,290**	21,840	34%
Income from operations	**12,519**	6,472	93%	**28,260**	13,096	116%
Other (expense) income, net	**(8,319)**	(1,084)	NMF	**(19,743)**	(4,272)	(362%)
Income before tax	**4,200**	5,388	(22%)	**8,517**	8,824	(3%)
Add back:						
Depreciation and amortization	**1,041**	1,079	(4%)	**3,151**	3,250	(3%)
Finance expense	**1,212**	1,381	(12%)	**3,809**	4,401	(13%)
Finance expense on the Preferred Share liability	**6,576**	-	-%	**16,868**	-	-%
Other adjusting items (2)	**(206)**	258	NMF	**999**	822	22%
Adjusted EBITDA (2)	**$ 12,823**	$ 8,106	58%	**$ 33,344**	$ 17,297	93%
Free cash flow attributable to common shareholders (2)	**$ 5,783**	$ 2,212	161%	**$ 13,609**	$ 2,528	438%

(1) Operating expenses are comprised of direct costs, general and administrative expenses, share-based payments, and depreciation and amortization expense.
(2) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

See the Liquidity section of this MD&A for information on the changes in cash and cash equivalents and working capital deficiency.

(in thousands, except shares outstanding)	**September 30, 2021**	December 31, 2020
Cash and cash equivalents	**$ 19,755**	$ 10,316
Working capital (deficiency)	**$ (17,469)**	$ (15,544)
Total assets	**$ 255,237**	$ 260,194
Total loans and borrowings (1)	**$ 37,583**	$ 40,778
Total non-current liabilities	**$ 147,189**	$ 167,285
Total Preferred Shares liability (2)	**$ 112,265**	$ 105,685
Shareholders' equity	**$ 49,251**	$ 49,467
Common Shares outstanding	**46,527,241**	46,653,941
Preferred Shares outstanding	**26,774,054**	26,774,054

(1) Net of debt issuance costs.
(2) Net of transaction costs.

SEGMENTED RESULTS FROM CONTINUING OPERATIONS

We discuss the results of our two reportable segments as presented in our September 30, 2021 interim financial statements: Core Business Operations and Non-Core Business Asset Management.

The Core Business Operations segment represents the core operations of the Corporation. These core operations are the business of mortgage brokerage franchising and mortgage broker connectivity services across Canada.

The Non-Core Business Asset Management segment includes the Corporation's interest in the Non-Core Assets; the expenses, assets and liabilities associated with management of the Non-Core Assets; the Sagard credit facility; and public company costs.

The performance of our reportable segments is assessed based on revenues, income from operations and adjusted EBITDA. Adjusted EBITDA is a supplemental measure of the segments' income (loss) before tax in which depreciation and amortization, finance expense, share-based payment expense and unusual or one-time items are added back to the segment's income (loss) from operations to arrive at each segment's adjusted EBITDA. Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

Our reportable segment results reconciled to our consolidated results are presented in the table below. The segmented information for the comparative three and nine months ended September 30, 2020 exclude discontinued operations results from the Non-Core Assets. The current period results for the three and nine months ended September 30, 2021 include the Non-Core Assets as an equity accounted investment within the Non-Core Business Asset Management segment.

	Three months ended Sept. 30,			**Nine months ended Sept. 30,**		
(in thousands)	**2021**	2020	Change	**2021**	2020	Change
Revenues						
Core Business Operations	**$ 22,346**	$ 14,069	59%	**$ 57,550**	$ 34,936	65%
Consolidated revenues	**22,346**	14,069	59%	**57,550**	34,936	65%
Operating expenses (1)						
Core Business Operations	**9,754**	6,862	42%	**27,078**	20,021	35%
Non-Core Business Asset Management	**73**	735	(90%)	**2,212**	1,819	22%
Consolidated operating expenses	**9,827**	7,597	29%	**29,290**	21,840	34%
Income (loss) from operations						
Core Business Operations	**12,592**	7,207	75%	**30,472**	14,915	104%
Non-Core Business Asset Management	**(73)**	(735)	90%	**(2,212)**	(1,819)	(22%)
Consolidated income from operations	**12,519**	6,472	93%	**28,260**	13,096	116%
Adjusted EBITDA (2)						
Core Business Operations	**13,836**	8,458	64%	**35,045**	18,723	87%
Non-Core Business Asset Management	**(1,013)**	(352)	(188%)	**(1,701)**	(1,426)	(19%)
Consolidated Adjusted EBITDA (2)	**12,823**	8,106	58%	**33,344**	17,297	93%

(1) Operating expenses are comprised of direct costs, general and administrative expenses, share-based payments, and depreciation and amortization expense.

(2) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

Core Business Operations

(in thousands, except KPIs)	Three months ended Sept. 30, 2021	2020	Change	Nine months ended Sept. 30, 2021	2020	Change
Revenues	**$ 22,346**	$ 14,069	59%	**$ 57,550**	$ 34,936	65%
Operating expenses (1)	**9,754**	6,862	42%	**27,078**	20,021	35%
Income from operations	**12,592**	7,207	75%	**30,472**	14,915	104%
Other (expense) income, net	**(6,526)**	43	NMF	**(15,616)**	204	NMF
Income before tax	**6,066**	7,250	(16%)	**14,856**	15,119	(2%)
Add back:						
Depreciation and amortization	**1,036**	1,075	(4%)	**3,138**	3,237	(3%)
Finance expense	**70**	74	(5%)	**200**	330	(39%)
Finance expense on the Preferred Share liability	**6,576**	-	-%	**16,868**	-	-%
Other adjusting items	**88**	59	49%	**(17)**	37	NMF
Adjusted EBITDA (2)	**13,836**	8,458	64%	**35,045**	18,723	87%
Key Performance Indicators ("KPIs")						
Funded mortgage volumes (3) (4)	**22,611**	14,043	61%	**57,924**	33,941	71%
Number of franchises (4) (5)	**551**	526	5%	**551**	526	5%
Number of brokers (4) (5)	**7,572**	6,057	25%	**7,572**	6,057	25%
% of funded mortgage volumes submitted through Velocity (6)	**47%**	28%	68%	**42%**	22%	91%

(1) Operating expenses are comprised of direct costs, general and administrative expenses, and depreciation and amortization expense.

(2) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

(3) Funded mortgage volumes are presented in millions and are a key performance indicator for the segment that allows us to measure performance against our operating strategy.

(4) Funded mortgage volumes for the three and nine months ended September 30, 2020 have been restated to reflect additional funded mortgage volumes from a franchise previously excluded. The number of franchises and brokers as at September 30, 2020 have been restated to reflect additional brokers from the franchise previously excluded.

(5) The number of franchises and brokers are as at the respective period end date (not in thousands).

(6) The Corporation has renamed the KPI from "% of mortgage applications submitted through Velocity" to clarify that the volumes were funded mortgage volumes submitted through Velocity.

The Core Business Operations includes the operating results of the DLC Group's mortgage brokerage franchise operations and mortgage broker data connectivity services. Results may vary from quarter to quarter because of seasonal fluctuations. The Core Business Operations are subject to seasonal variances that fluctuate in accordance with normal home buying seasons. This typically results in higher revenues in the months of June through September of each year, and results in lower revenues during the months of January through March. Broker count increased in 2021 compared to 2020, largely due to the DLC Group's continued efforts to deliver on its recruiting efforts, which also contributed to increased funded mortgage volumes in 2021.

Three-month highlights

The DLC Group's revenues increased during the three months ended September 30, 2021, when compared to the same three months in the prior year, largely attributable to an increase in royalty and related ancillary revenues and higher Newton revenues from growth in DLC Group's funded mortgage volumes. The increase in funded mortgage volumes is driven by growth across all three brands, achieved through franchise recruitment efforts and overall mortgage funding activity.

The segment's operating expenses for the three months ended September 30, 2021, increased over the same three months in the prior year, primarily attributable to higher general and administrative expenses and direct costs of $1.9 million and $1.1 million, respectively. The increase in general and administrative expenses is primarily from an increase in personnel costs, general advertising expenses and professional fees. The increase in direct costs is primarily from an increase in advertising fund expenditures due to timing of advertising initiatives and increased cost of royalty revenue in alignment with increased funded mortgage volumes.

Other expense increased over the same three months in the prior year primarily from finance expense on the Preferred Share liability. The Preferred Share liability is revalued at the end of each reporting period based on discounted forecasted Core Business Distributable Cash ("CDC") payable to the Preferred Shareholders. Refer to the Preferred Share Liability section of this document for further information.

Income from operations and adjusted EBITDA increased compared to the three months ended September 30, 2020, from an increase in revenues from higher funded mortgage volumes, partly offset by an increase in operating expenses.

Nine-month highlights

The DLC Group's revenues increased during the nine months ended September 30, 2021, when compared to the same nine months in the prior year, largely attributable to an increase in royalty and related ancillary revenues and higher Newton revenues from growth in DLC Group funded mortgage volumes. The increase in funded mortgage volumes is driven by growth across all three brands, achieved through franchise recruitment efforts and overall mortgage funding activity.

The segment's operating expenses for the nine months ended September 30, 2021, increased over the same nine months in the prior year, primarily attributable to higher general and administrative expenses and direct costs of $4.2 million and $3.0 million, respectively. The increase in general and administrative expenses is primarily from an increase in personnel costs, general advertising expenses, professional fees, and information technology costs. The increase in direct costs is primarily from an increase in advertising fund expenditures due to timing of advertising initiatives and increased cost of royalty revenue in alignment with increased funded mortgage volumes.

Other expense increased over the same nine months in the prior year primarily from finance expense on the Preferred Share liability. The Preferred Share liability is revalued at the end of each reporting period based on the discounted forecasted CDC payable to the Preferred Shareholders. Refer to the Preferred Share Liability section of this document for further information.

Income from operations and adjusted EBITDA increased compared to the nine months ended September 30, 2020, from an increase in revenues from higher funded mortgage volumes, partly offset by an increase in operating expenses.

Newton Connectivity Systems

The DLC Group has grown broker adoption of Velocity during the nine months ended September 30, 2021. The increase in the DLC Group's brokers adopting Velocity has contributed to the increase in funded mortgage volumes that were submitted through Velocity during the three and nine months ended September 30, 2021.

Non-Core Business Asset Management

(in thousands)	Three months ended Sept. 30, 2021	2020	Change	Nine months ended Sept. 30, 2021	2020	Change
Operating expenses [1]	**$ 73**	$ 735	(90%)	**$ 2,212**	$ 1,819	22%
Loss from operations	**(73)**	(735)	90%	**(2,212)**	(1,819)	(22%)
Other (expense) income, net	**(1,793)**	(1,127)	(59%)	**(4,127)**	(4,476)	8%
Loss before tax	**(1,866)**	(1,862)	0%	**(6,339)**	(6,295)	(1%)
Add back:						
Depreciation and amortization	**5**	4	25%	**13**	13	-%
Finance expense	**1,142**	1,307	(13%)	**3,609**	4,071	(11%)
Share-based payments (recovery) expense	**(542)**	137	NMF	**581**	399	46%
Foreign exchange loss (gain)	**170**	(174)	NMF	**(45)**	170	NMF
Acquisition, integration and restructuring costs	**78**	236	(67%)	**139**	272	(49%)
Other adjusting items	**-**	-	-%	**341**	(56)	NMF
Adjusted EBITDA [2]	**(1,013)**	(352)	(188%)	**(1,701)**	(1,426)	(19%)
Repayments on the Sagard credit facility [3]	**$ 6,515**	$ 644	NMF	**$ 7,524**	$ 1,491	405%

(1) Operating expenses are comprised of general and administrative expenses, share-based payments, and depreciation and amortization expense.
(2) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.
(3) Please see the Capital Resources section of this document for further details on the Sagard credit facility.

The following are included in the above operating expenses:

(in thousands)	Three months ended Sept. 30, 2021	2020	Change	Nine months ended Sept. 30, 2021	2020	Change
General and administrative	**$ 610**	$ 594	3%	**$ 1,618**	$ 1,407	15%
Share-based payments (recovery) expense	**(542)**	137	NMF	**581**	399	46%
Depreciation and amortization	**5**	4	25%	**13**	13	-%
Operating expenses	**$ 73**	$ 735	(90%)	**$ 2,212**	$ 1,819	22%

Other (expense) income, net includes the following:

(in thousands)	Three months ended Sept. 30, 2021	2020	Change	Nine months ended Sept. 30, 2021	2020	Change
Finance expense	**$ (1,142)**	$ (1,307)	13%	**$ (3,609)**	$ (4,071)	11%
Foreign exchange (loss) gain	**(170)**	174	NMF	**45**	(170)	NMF
Loss from equity accounted investments	**(485)**	-	-%	**(232)**	-	-%
Other	**4**	6	(33%)	**(331)**	(235)	(41%)
Other (expense) income, net	**$ (1,793)**	$ (1,127)	(59%)	**$ (4,127)**	$ (4,476)	8%

Three-month highlights

Operating expenses decreased during the three months ended September 30, 2021, compared to the prior year's quarter primarily from a recovery on the Corporation's share-based payments. The Corporation recognized a recovery from its Restricted Share Units ("RSUs") and Phantom Share Options ("PSOs") due to a lower share price on September 30, 2021 as compared to June 30, 2021.

Other expense for the three months ended September 30, 2021, increased when compared to the prior year's quarter primarily from loss pick-up from equity accounted investments in the Non-Core Assets and a negative change in foreign exchange, partly offset by a decrease in finance expense from lower borrowings due to debt repayments. The Corporation is exposed to foreign exchange risk on its Sagard credit facility and its foreign exchange forward contracts, which are used to partially mitigate foreign currency exchange risk in connection with its USD denominated debt. The exchange rate on September 30, 2021, was $0.7851 CAD to USD (June 30, 2021 – $0.8068 CAD to USD). Please refer to the Market Risk section of this document for further information on foreign exchange.

Loss from equity accounted investments for the Non-Core Business Asset Management segment relates to the Corporation's portion of loss and income from its investments in Club16 and Impact, respectively. The comparative period income from the Non-Core Assets is classified as discontinued operations. Club16's net loss during the three months ended September 30, 2021, was $1.1 million ($0.7 million allocated to the Corporation) compared to income of $1.3 million for the three months ended September 30, 2020. In 2020, Club16's annual club enhancement fee was delayed and charged in Q3 which contributed to higher income in the prior year quarter compared to 2021 given the fee was charged in Q2 this year. Impact's net income during the three months ended September 30, 2021, was $0.3 million ($0.2 million allocated to the Corporation) compared to $0.3 million for the three months ended September 30, 2020.

Nine-month highlights

Operating expenses increased for the nine months ended September 30, 2021, compared to the same period in the prior year, primarily due to an increase in general and administrative expense from higher personnel costs and increased share-based payments expense. The increase in share-based payment expense is from a higher share price on September 30, 2021, compared to September 30, 2020, and an expense for in-the-money PSOs.

Other expenses for the nine months ended September 30, 2021, decreased when compared to the prior year primarily from a decrease in finance expense from lower borrowings due to debt repayments and positive movement in foreign exchange, partly offset by loss pick-up from equity accounted investments in the Non-Core Assets. The Corporation is exposed to foreign exchange risk on its Sagard credit facility and its foreign exchange forward contracts, which are used to partially mitigate foreign currency exchange risk in connection with its USD denominated debt. The exchange rate on September 30, 2021, was $0. 7851 CAD to USD (September 30, 2020 – $0.7497 CAD to USD). Please refer to the Market Risk section of this document for further information on foreign exchange.

Loss from equity accounted investments for the Non-Core Business Asset management segment relates to the Corporation's portion of loss and income from its investments in Club16 and Impact, respectively. The comparative period loss and income from the Non-Core Assets is classified as discontinued operations. Club16's net loss during the nine months ended September 30, 2021, was $0.9 million ($0.5 million allocated to the Corporation) compared to $2.7 million loss for the nine months ended September 30, 2020. Impact's net income during the nine months ended September 30, 2021, was $0.5 million ($0.3 million allocated to the Corporation) compared to $0.4 million for the nine months ended September 30, 2020.

DISCONTINUED OPERATIONS

On December 31, 2020, the Corporation amended its shareholder agreements with the minority shareholders of Club16 and Impact. The shareholder agreements were amended to reduce the number of Board of Director (the "Board") seats by one seat in each entity, resulting in joint control of the board of each entity. Our ownership interest remained the same in Club16 and Impact at 58.4% and 52.0%, respectively. As a result, the Corporation disposed of the previous parent-subsidiary relationship on December 31, 2020. The financial results of Club16 and Impact for the comparative three and nine months ended September 30, 2020 are segregated in the consolidated statements of income as discontinued operations. See Note 16 of the interim financial statements.

Club16 and Impact previously represented their own individual operating segments, as they each represented greater than 10% of the Corporation's total revenues and total assets at September 30, 2020.

SUMMARY OF QUARTERLY RESULTS

Selected unaudited financial data published for our operations during the last eight quarters are as follows. The continuing operations results for the comparatives exclude discontinued operations results from the Non-Core Assets. The current period results for the three months ended September 30, 2021, June 30, 2021, and March 31, 2021 include the Non-Core Assets as equity accounted investments within the Non-Core Business Asset Management segment. The discontinued operations are only included in net income (loss) and net earnings (loss) per Common Share.

(in thousands except per share amounts)	**Sept. 30, 2021**	**Jun. 30, 2021**	**Mar. 31, 2021**	**Dec. 31, 2020**	**Sept. 30, 2020**	**Jun. 30, 2020**	**Mar. 31, 2020**	**Dec. 31, 2019**
Revenues	**22,346**	21,316	13,888	17,477	14,069	11,369	9,498	13,138
Income from continuing operations	**12,519**	10,741	5,000	5,152	6,472	3,567	3,057	4,857
Adjusted EBITDA (1)	**12,823**	13,502	7,019	7,917	8,106	5,144	4,047	5,959
Net income (loss)	**1,012**	608	(100)	22,643	5,045	(413)	(1,716)	1,321
Adjusted net income (1)	**3,730**	5,456	1,744	2,034	3,572	1,067	871	1,819
Net income (loss) attributable to:								
Common shareholders	**496**	203	(486)	20,851	2,082	(697)	(2,199)	171
Non-controlling interests	**516**	405	386	1,792	2,963	284	483	1,150
Adjusted net income (loss) attributable to: (1)								
Common shareholders	**3,214**	5,051	1,358	(290)	1,247	(296)	(141)	199
Non-controlling interests	**516**	405	386	2,324	2,325	1,363	1,012	1,620
Net earnings (loss) per Common Share:								
Basic	**0.01**	0.00	(0.01)	0.55	0.05	(0.02)	(0.06)	-
Diluted	**0.01**	0.00	(0.01)	0.54	0.05	(0.02)	(0.06)	-
Adjusted net earnings (loss) per Common Share: (1)								
Diluted	**0.07**	0.11	0.03	(0.01)	0.03	(0.01)	-	0.01

(1) Please see the Non-IFRS Financial Performance Measures section of this document for additional information.

Quarterly trends and seasonality

Funded mortgage volumes are subject to seasonal variances that tend to move in line with the normal home buying season, which is typically highest from June through September. Revenues have increased over the last eight quarters (compared to the same prior year period), attributable to an increase in the DLC Group's funded mortgage volumes.

Income from continuing operations for the three months ended September 30, 2021, increased over the three months ended June 30, 2021, primarily due to an increase in revenues from increase funded mortgage volumes and share-based payment recovery during the third quarter of 2021 from a lower share price as compared to the second quarter of 2021.

OUTLOOK

The information in this section is forward-looking and should be read in conjunction with the Cautionary Note Regarding Forward-Looking Information section. See the 2020 Annual MD&A for a detailed description of the key initiatives supporting this outlook.

The DLC Group entered its fifteenth year of operations in 2021. In 2021, we continue to focus on market penetration and expanding our network of mortgage brokers and franchises through targeted recruiting initiatives. Newton continues to focus on growing its submission volumes through Velocity, upgrading Velocity's customer relationship management system, extending Velocity's delivery channels, and increasing its number of third-party users. Additionally, we continue to focus on developing partnerships similar to the First Responder Mortgage Program that enable DLC Group brokers to offer unique products to consumers. Through these initiatives, we expect funded mortgage volumes and royalty and related ancillary revenues to grow from both existing franchises and from securing new franchises, as well as higher connectivity revenue from higher funded mortgage volumes and new long-term contracts to mitigate the impact if housing market activity reverts to traditional levels going forward.

Core Business Operations' operating results for the nine months ended September 30, 2021, demonstrates the success of our growth initiatives, and the strong housing market, which are reflected in the material growth in adjusted EBITDA and funded mortgage volumes when compared to the nine months ended September 30, 2020, of 87% and 71%, respectively. Further, the number of mortgage applications submitted through Velocity has grown 91% for the nine months ended September 30, 2021 when compared to the nine months ended September 30, 2020.

We continue to make debt repayments on the Sagard credit facility from free cash flow and will continue to assess our expenditures in order to maintain lower general and administrative costs. During the nine months ended September 30, 2021, the Corporation made repayments on the Sagard credit facility of CAD $7.5 million (USD $6.0 million) (September 30, 2020—CAD $1.5 million (USD $1.1 million)) from free cash flows. In October 2021, the Corporation made a repayment on the Sagard credit facility of CAD $3.2 million (USD $2.6 million). We expect to see decreased interest expense on our Sagard credit facility in 2021 because of the decreased outstanding loan balance carried from December 31, 2020 and the decreased USD LIBOR rate.

We expect to continue to maintain our ownership interest in the Non-Core Assets in 2021.

COVID-19

The impacts on the mortgage brokerage industry during the nine months ended September 30, 2021 may have resulted in increased mortgage activity as a result of decreased mortgage rates and a shift in consumer behaviour as a result of work-from-home initiatives.

The pandemic has resulted in a decrease in USD LIBOR rates during the nine months ended September 30, 2021 when compared to the nine months ended September 30, 2020, though the continuation of lower USD LIBOR rates through 2021 are likely to depend on the duration of the pandemic and other economic factors.

It is challenging to predict the full extent and duration of the economic impact of the outbreak and management cannot reasonably estimate the financial and operational impacts of COVID-19.

LIQUIDITY AND CAPITAL RESOURCES

LIQUIDITY

(in thousands)	As at September 30, 2021	December 31, 2020
Cash and cash equivalents	**$ 19,755**	$ 10,316
Trade and other receivables	**17,274**	13,977
Prepaid expenses and deposits	**1,987**	1,651
Notes receivable	**489**	531
Accounts payable and accrued liabilities	**(32,584)**	(24,128)
Current portion of loans and borrowing	**(9,252)**	(7,410)
Deferred contract liability	**(1,317)**	(900)
Foreign exchange forward contract liabilities	**(2,715)**	-
Current portion –lease obligation	**(428)**	(417)
Current portion – Preferred Share liability	**(10,678)**	(9,164)
Net working capital deficit	**$ (17,469)**	$ (15,544)

Our capital strategy is aligned with our business strategy and is focused on ensuring that we have sufficient liquidity to fund our operations, service our debt obligations, grow Newton's technology platform, fund future franchise recruiting opportunities and drive organic revenue growth in the Core Business Operations to increase growth in free cash flow.

Our principal sources of liquidity are cash generated from the Core Business Operations and borrowings under credit facilities. Our primary uses of cash are for operating expenses, franchise recruitment, debt repayment, and debt servicing costs. At this time, management is not anticipating a material liquidity deficiency that would affect its short- and long-term objectives of meeting the Corporation's obligations as they come due.

As at September 30, 2021, we had a higher consolidated cash position and net working capital deficit when compared to December 31, 2020. The Corporation's cash position increased primarily from cash from operating activities due to higher net income when excluding finance expense on the Preferred Share liability, combined with cash received from a new revolving term loan (refer to Capital Resources section for more details), partly offset by interim monthly cash dividends ("Interim Dividends") paid to the Preferred Shareholders, repayments on the Sagard credit facility, and investments in intangible assets. Our sources and uses of cash are described below. The increase in working capital deficit from the comparative period is primarily due to increased current loans from an increase in the Corporation's current portion of the Sagard credit facility based on forecasted defined free cash flow, increased accounts payable and accrued liabilities from increased commissions payables outstanding, movement of the foreign exchange forward contract liabilities from long-term to current, and a higher current Preferred Share liability from the revaluation; partly offset by higher cash and increased trade and other receivables due to timing of receipt of payments. Our credit facilities are discussed in greater detail in the Capital Resources section. The Preferred Share liability is discussed further in the Preferred Shares section.

At September 30, 2021 we have several commitments (see Commitments under the Commitments and Contingencies section of this MD&A for further information), which will require that we have various sources of capital to meet the obligations associated with these commitments. The Corporation anticipates it will be able to fund these commitments through its existing financing and cash flow from operations.

Working capital may fluctuate from time to time based on seasonality or timing based on the use of cash and cash resources to fund operations. The Corporation has credit facilities to support the operations and working capital needs and fluctuations. See the Capital Resources section. The Corporation's ability to maintain sufficient liquidity is driven by the operations of the Core Business Operations and allocation of resources.

The effect of COVID-19 on the Corporation's Non-Core Assets will impact earnings and could impact cash flows of the Corporation; however, the course of the COVID-19 pandemic is highly uncertain. The ultimate impact of the pandemic on the Corporation's future operations and financial performance is currently unknown and will be dependent upon several unpredictable factors outside of the knowledge and control of management, including: the duration and severity of the pandemic; the impact of the pandemic on economic growth and financial and capital markets; and governmental responses and restrictions. These uncertainties may continue to persist beyond the point where the initial outbreak of the COVID-19 virus has subsided.

The Corporation was in compliance with the financial covenants contained in its loan facilities as at September 30, 2021. See the Capital Resources section for additional detail regarding the Corporation's loans and borrowings and bank covenant information.

SOURCES AND USES OF CASH

The following table is a summary of our consolidated statement of cash flow:

	Nine months ended Sept. 30,	
(in thousands)	**2021**	2020
Cash provided by operating activities	**$ 29,593**	$ 24,269
Cash used in investing activities	**(5,156)**	(9,663)
Cash used in financing activities	**(15,051)**	(10,505)
Increase in cash and cash equivalents	**9,386**	4,101
Impact of foreign exchange on cash and cash equivalents	**53**	(53)
Cash and cash equivalents, beginning of year	**10,316**	5,458
Cash and cash equivalents, end of year	**$ 19,755**	$ 9,506

Operating activities

The cash provided by operating activities for the nine months ended September 30, 2021, was primarily related to cash flows generated by the Core Business Operations of $34.7 million (compared to $21.6 million in the prior year), partially offset by Non-Core Business Asset Management requirements of $5.1 million (compared to $5.5 million in the prior year), which are primarily related to finance expense and general and administration costs. Cash provided by operating activities for the nine months ended September 30, 2020, included cash flows from Club16 and Impact of $7.2 million and $1.0 million, respectively.

Investing activities

The net cash used in investing activities for the nine months ended September 30, 2021, consisted of investments in intangible assets of $5.0 million primarily for franchise recruiting and renewals within Core Business Operations and distributions paid to non-controlling interests of $0.9 million, partly offset by distributions net of contributions from equity accounted investments of $0.7 million.

The net cash used in investing activities for the nine months ended September 30, 2020, consisted primarily of distributions paid to non-controlling interest unitholders of $4.8 million, the Core Business Operations' investments in intangible assets of $4.2 million, and Club16's investment in capital assets of $2.1 million, partly offset by a capital contribution from a non-controlling interest shareholder into Club16 of $1.0 million and distributions from the Core Business Operations' equity investment of $0.4 million.

Financing activities

Cash used in financing activities for the nine months ended September 30, 2021, consisted primarily of Interim Dividends paid to the Preferred Shareholders of $10.3 million from the Core Business Operations, debt repayments on the Core Business Operations' term debt of $2.2 million, debt repayments on the Sagard credit facility of $7.5 million, repurchased Common Shares under the Normal Course Issuer Bid ("NCIB") of $0.4 million and lease payments of $0.4 million, partly offset by proceeds from the Core Business Operations' multiple draw term loan facility of $5.8 million.

Cash used in financing activities for the nine months ended September 30, 2020, consisted primarily of repayments of $9.0 million on the Core Business Operations and Club16 facilities and repayments on the Sagard credit facility from free cash flow of $1.5 million, and net payments for lease commitments of $3.1 million. Offsetting the cash used in financing activities were proceeds of $1.6 million from debt financing on Club16 facilities and $1.5 million of proceeds received by the Non-Core Business Asset Management segment for the settlement of the foreign exchange forward contract.

Distributions to the Non-Core Business Asset Management segment

Non-Core Business Asset Management uses 60% of CDC retained from the Core Business Operations and cash received from the Non-Core Assets to fund its operating expenses and financing costs. During the nine months ended September 30, 2021, Non-Core Business Asset Management retained 60% of CDC from the Core Business Operations of $15.4 million and received $0.5 million of distributions from Impact (September 30, 2020—$5.7 million received from the Core Business Operations and Non-Core Assets).

CAPITAL RESOURCES

Our capital structure is composed of total shareholders' equity and loans and borrowings, less cash and cash equivalents. The following table summarizes our capital structure at September 30, 2021 and December 31, 2020.

(in thousands)	As at Sept. 30, 2021		As at Dec. 31, 2020		Change
Loans and borrowings	**$**	**37,583**	$	40,778	(8%)
Less: cash and cash equivalents		**19,755**		10,316	91%
Net loans and borrowings	**$**	**17,828**	$	30,462	(41%)
Shareholders' equity	**$**	**49,251**	$	49,467	0%

Loans and borrowings

Our available credit facilities consist of the Sagard credit facility within the Non-Core Business Asset Management segment, as well as acquisition and operating credit facilities within the Core Business Operations.

(in thousands)	As at Sept. 30, 2021		As at Dec. 31, 2020	
Core Business Operations				
Term loan facility (multiple draws)	**$**	**5,543**	$	-
Term loan facilities (single draw)		**1,328**		3,263
Revolving operating facility		**-**		-
Non-Core Business Asset Management				
Sagard credit facility (1)		**30,712**		37,515
Total loans and borrowings	**$**	**37,583**	$	40,778

(1) Net of debt issuance costs. At September 30, 2021, the Sagard credit facility's principal balance owing was USD $24.7 million (CAD $31.5 million) (December 31, 2020—USD $30.7 million (CAD $39.1 million)).

Core Business Operations

On June 28, 2021, the Corporation entered into a $10.0 million term loan facility allowing for multiple draws to finance franchise recruiting and renewals. The facility matures 60 months from the date of each drawdown, with amortization up to 84 months. At September 30, 2021, the Corporation had $5.5 million outstanding on the multiple draw term facility.

The term loan facilities (single draw) mature on December 30, 2021, and July 25, 2026. These facilities have $1.3 million outstanding as of September 30, 2021 (December 31, 2020—$3.3 million).

The $9.5 million revolving credit facility is held as an operating demand loan to finance working capital requirements and fund acquisitions. This facility has no amounts drawn as of September 30, 2021 (December 31, 2020—$nil).

On June 28, 2021, the Corporation amended its credit facilities, which increased the frequency of the financial covenants from annually to quarterly and decreased the interest rate. Borrowings under the term loan facilities (single draw), term loan facility (multiple draws) and revolving operating facility bear interest at a rate equal to prime plus 0.00% to 0.75% per annum (previously prime plus 1.0% per annum). As at September 30, 2021, the facilities bore annual interest at prime. The facilities are secured by a general security agreement with a first charge over the Core Business Operations' assets of the Corporation (and a second priority charge on the Non-Core Assets). Quarterly financial covenants (previously annual) for all facilities include the requirement to maintain a debt service coverage ratio of not less than 1.05:1.00 and a debt-to-EBITDA ratio of less than 3.75:1.00. The Corporation's debt service coverage ratio and debt-to-EBITDA ratio at September 30, 2021 was 3.81:1.00 and 0.43:1.00, respectively. As at September 30, 2021, the Corporation was in compliance with all such covenants.

Non-Core Business Asset Management

On March 10, 2021, the Corporation amended its Sagard credit facility to restate the definition of a covenant breach, to exclude Club16 from the cross-default provision for Q4 2020 and the fiscal year 2021, while Club16 navigates COVID-19.

Effective January 1, 2021, the Corporation amended its Sagard credit facility agreement which provides the Corporation with the option, at any time after June 14, 2021 but prior to December 14, 2021, to extend the maturity of the facility by an additional twelve months until June 14, 2023. To date the Corporation has not exercised the extension option.

The Corporation is obligated to make quarterly repayments on its facility based on defined free cash flow. At September 30, 2021, the Corporation had $7.4 million classified as current debt based on forecasted defined free cash flows (December 31, 2020—$4.9 million). During the nine months ended September 30, 2021, the Corporation made repayments from free cash flow on the Sagard credit facility of CAD $7.5 million (USD $6.0 million) (September 30, 2020—CAD $1.5 million (USD $1.1 million)). Subsequent to September 30, 2021, the Corporation made a repayment on the Sagard credit facility of CAD $3.2 million (USD $2.6 million).

Financial covenants in the Sagard credit facility include the requirement to maintain a fixed charge coverage ratio of not less than 1.00:1.00 and a total leverage ratio of not greater than 3.75:1.00 for each fiscal quarter. The Corporation's fixed charge coverage ratio and total leverage ratio at September 30, 2021 was 4.11:1.00 and 1.05:1.00, respectively (September 30, 2020—1.42:1.00 and 2.64:1.00). As at September 30, 2021, the Corporation was in compliance with all such covenants. The Sagard credit facility is secured by a general security agreement with a first charge over the Non-Core Assets of the Corporation (and a second priority charge on the Core Business Operations' assets).

PREFERRED SHARES

The Corporation is authorized to issue an unlimited number of non-voting, non-convertible series 1, class B preferred shares (the "Preferred Shares"). The Preferred Shares are not publicly traded. The Preferred Shares are a liability as the Corporation has an unavoidable obligation to pay dividends on the Preferred Shares into perpetuity. The holders of the Preferred Shares (the "Preferred Shareholders") are entitled to dividends equal to 40% of Core Business Distributable Cash ("CDC"), as defined in the Preferred Share terms, which represents cash generated by Core Business Operations after spending what is required to maintain or expand the current asset base. To match cash flows, capital expenditures are deducted from CDC when incurred or when the debt is repaid for any amounts financed from debt.

The Preferred Shares were initially measured at their fair value net of any directly-attributable transaction costs and are subsequently recognized at amortized cost. The fair value of the Preferred Shares was determined using an income approach based on the estimated CDC future cash flows to which the Preferred Shareholders are entitled. The Preferred Share liability is revised for any changes in CDC cash flow estimates at the end of each reporting period using an income approach based on the initial discount rate applied (15.2%), the change in the time-value of money, and dividends paid. The change in the time-value of money is reflected as accretion expense. The change in CDC cash flow estimates is reflected as revaluation recovery or expense. The revaluation recovery or expense and accretion expense are non-cash items, recognized on the condensed consolidated statements of income within finance expense on the Preferred Share liability.

CDC is a contractual measurement as defined in the Preferred Share terms, representing 95% of the total of the Core Business Operations': adjusted cash flows from operating activities, cash flows used in investing activities, adjusted cash flows from financing activities, taxes attributable, and any other adjustments approved by the Board of the Corporation and the majority Preferred Shareholder. The Preferred Shareholders are entitled to an annual dividend equal to 40% of CDC ("Annual Preferred Share Dividend") and the remaining 60% is retained for use in the Non-Core Business Asset Management segment. The Corporation pays Interim Dividends to the Preferred Shareholders in an amount determined by the Board of the Corporation that represents a good faith estimate of the monthly instalment of the Annual Preferred Share Dividend, which may be more or less than actual CDC based on seasonality. During the three and nine months ended September 30, 2021, the Corporation paid Interim Dividends to the Preferred Shareholders of $3.3 million and $10.3 million, respectively (September 30, 2020—$nil). During the nine months ended September 30, 2021, the CDC attributable to Preferred Shareholders was $11.1 million.

The Preferred Shareholders are further entitled, in the event of a liquidation or winding-up of the Corporation's assets and property, or the sale of the Core Business Operations, to receive the amount equal to any accrued but unpaid Annual Preferred Share Dividend plus an amount equal to 40% of the net proceeds of any liquidation event of the sale of the

Core Business Operations. The Preferred Shareholders will not be entitled, upon liquidation, dissolution or winding up of the Corporation or on the sale of any part of the Non-Core Assets, to share in any proceeds received by the Corporation from the disposition of the Non-Core Assets.

A summary of activity in the period is as follows:

	Number of Preferred Shares		Amount
Balance at December 31, 2020 (1)	26,774,054	$	105,685
Dividends paid	-		**(10,288)**
Finance expense on the Preferred Share liability	-		**16,868**
Balance at September 30, 2021 (1)	**26,774,054**	**$**	**112,265**

(1) Net of transaction costs.

(in thousands)	Three months ended Sept. 30, 2021	2020	Nine months ended Sept. 30, 2021	2020
Accretion expense on the Preferred Share liability	**$ 4,145**	$ -	**$ 12,301**	$ -
Revaluation expense on the Preferred Share liability	**2,431**	-	**4,567**	-
Finance expenses on the Preferred Share liability	**$ 6,576**	$ -	**$ 16,868**	$ -

The accretion expense represents the change in the time-value of money at the initial discount rate applied (15.2%). The revaluation expense was due to an increase in the Preferred Share liability from changes in estimated future CDC. An increase in Core Business Operation's earnings, increases CDC which results in an increase in the Preferred Share liability. The Preferred Share liability increased primarily from an increase in our expected Core Business Operations future cash flows largely due to higher revenues from higher expected funded mortgage volumes based on our performance during the nine months ended September 30, 2021.

SHARE CAPITAL

As of November 16, 2021, and September 30, 2021, the Corporation had 46,380,641 and 46,527,241 Common Shares outstanding, respectively (December 31, 2020—46,653,941) and 26,774,054 Preferred Shares outstanding (December 31, 2020—26,774,054).

As at November 16, 2021, there were outstanding stock options to purchase 75,000 Common Shares with an exercise price of $3.00, and 2,078,568 lender warrants with an exercise price of $1.4375.

Normal-course issuer bid

The Corporation implemented a normal-course issuer bid on January 13, 2021 (the "NCIB"). The NCIB has a twelve-month duration, commencing on January 18, 2021 and ending on January 17, 2022. Purchases of Common Shares under the NCIB will be effected through the facilities of the Exchange or alternative Canadian trading systems at the market price at the time of purchase. Under the NCIB, the Corporation may purchase up to 2,332,697 Common Shares, representing 5% of the Corporation's issued and outstanding Common Shares. The Corporation intends to cancel any Common Shares purchased pursuant to the NCIB. The actual number of Common Shares that may be purchased and the timing of any such purchases will be determined by the Corporation and will be made in accordance with the requirements of the Exchange. Purchases of Common Shares under the normal-course issuer bid will be completed using available working capital from time to time. Any shareholder may obtain, for no charge, a copy of the notice in respect of the NCIB filed with the Exchange by contacting the Corporate Secretary of the Corporation at 403-455-2218.

During the nine months ended September 30, 2021, the Corporation purchased 126,700 Common Shares under the NCIB at an average price of $3.41 per Common Share. Subsequent to September 30, 2021 and up to November 16, 2021, the Corporation purchased 146,600 Common Shares under the NCIB at an average price of $3.02 per Common Share. The repurchased shares were cancelled and returned to treasury.

Automatic Securities Purchase Plan ("ASPP")

On October 4, 2021, the Corporation entered into an ASPP agreement with its designated broker (the "Broker") in order to facilitate the purchases of its Common Shares under its NCIB. Under the ASPP agreement, the Corporation has directed its Broker to make purchases of its Common Shares under the NCIB, during a regulatory restricted or self-imposed blackout period. The ASPP is effective October 10, 2021 to November 26, 2021, and directs the Broker to repurchase up to 204,000 Common Shares, up to a maximum aggregate purchase price of $0.7 million.

COMMITMENTS AND CONTINGENCIES

COMMITMENTS

The following table summarizes the payments due in the next five years and thereafter in respect to our contractual obligations. See notes 6, 8, 18 and 19 of the interim financial statements for more information.

(in thousands)	Less than 1 year	1–3 years	4–5 years	After 5 years	Total
Accounts payable and accrued liabilities	$ 32,584	$ -	$ -	$ -	**$ 32,584**
Foreign exchange forward contract liability	2,715	-	-	-	**2,715**
Loans and borrowings (1)	9,252	26,772	2,342	-	**38,366**
Long-term accrued liabilities	-	1,956	20	-	**1,976**
Leases (2)	543	511	560	-	**1,614**
Preferred Share liability (3)	10,678	15,677	26,183	60,014	**112,552**
	$ 55,772	$ 44,916	$ 29,105	$ 60,014	**$ 189,807**

(1) Gross of debt issuance costs.
(2) Undiscounted lease payments.
(3) Gross of transaction costs.

Consulting agreement

In February 2020, the Core Business Operations renewed a consulting agreement whereby the Corporation has agreed to incur an annual amount of $0.2 million, paid quarterly, for consulting services related to promotional support. The consulting agreement expires in January 2022.

Service agreement

In March 2018, the Core Business Operations entered into an agreement with a software development company to develop and support a customized mortgage application ("app") for an annual amount of $0.9 million. The agreement is a related party transaction due to common management between the Core Business Operations and the service provider. The service agreement expires in March 2023.

Contingencies

In the normal course of operations, the Corporation and its Non-Core Assets may become involved in, named as a party to, or be the subject of, various legal proceedings, including regulatory proceedings, tax proceedings and legal actions. The outcome of outstanding, pending, or future proceedings cannot be predicted with certainty. As the outcomes of the claims are not determinable, no provision for settlement has been made in the consolidated financial statements. The Corporation does not anticipate that these claims will have a material impact on its financial position.

In July 2021, the Core Business Operations was served with a Notice of Civil Claim (the "Civil Claim") filed in the Supreme Court of British Columbia by a franchisee and its principal (collectively, the "Claimant"). Pursuant to the Civil Claim, the Claimant alleges various misconduct by the Corporation as a franchisor, all of which the Corporation denies. The Claimant is seeking certification of the Civil Claim under the Class Proceedings Act (British Columbia) and is seeking statutory damages for breach of the Franchise Act (British Columbia) and recission of franchise agreements between DLC and the potential class members. It is the Corporation's assessment that the Civil Claim is without merit, and as a result no provision has been recorded in the interim financial statements for the three and nine months ended September 30, 2021.

OFF-BALANCE SHEET ARRANGEMENTS

We did not have any off-balance sheet arrangements at September 30, 2021 or November 16, 2021 that were not disclosed or discussed previously.

FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

FINANCIAL INSTRUMENTS

Our financial risk management policies have been established to identify and analyze risks that we face, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. We employ risk management strategies to ensure our risks and related exposures are consistent with our business objectives and risk tolerance levels. While the Board of Directors has the overall responsibility for our risk management framework, our management has the responsibility to administer and monitor these risks.

We are exposed in varying degrees to a variety of risks from the use of financial instruments, which mainly include cash and cash equivalents, trade and other receivables, investments, accounts payable and accrued liabilities, loans and borrowings, preferred share liabilities and foreign exchange forward contract liabilities. Because of the use of these financial instruments, we are exposed to risks that arise from their use, including market risk, credit risk and liquidity risk. This section describes our objectives, policies and processes for managing these risks and the methods used to measure them.

Our financial instrument classifications as at September 30, 2021 is as follows:

(in thousands)	Carrying value	Fair value	Classification
Financial assets			
Investments	$ **246**	$ **246**	Fair value through profit or loss
Financial liabilities			
Foreign exchange forward contract liability	**(2,715)**	**(2,715)**	Fair value through profit or loss
Loans and borrowings	**(37,583)**	**(37,583)**	Amortized cost

MARKET RISK

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of foreign exchange risk and interest rate risk.

Foreign exchange risk

The Corporation's exposure to foreign exchange fluctuations is limited to the balances in its USD bank accounts; USD loans and borrowings; USD foreign exchange forward contracts; and USD interest expense. At September 30, 2021, the cash balance is USD $0.3 million (CAD $0.4 million), compared to USD $0.3 million (CAD $0.3 million) at December 31, 2020. At September 30, 2021, the USD loans and borrowing balance is USD $24.7 million (CAD $31.5 million); at December 31, 2020, it was USD $30.7 million (CAD $39.1 million). A 10% strengthening of the U.S. dollar against the Canadian dollar would result in a $0.3 million decrease in income before tax for the nine months ended September 30, 2021 (September 30, 2020—$1.1 million decrease).

The Corporation's foreign exchange (loss) gain is comprised of foreign exchange fluctuations on our USD bank accounts, USD loans and borrowings, USD interest expense (together, "foreign exchange gain (loss) on debt"), and foreign exchange fluctuations on our USD foreign exchange forward contracts ("change in the fair value of foreign exchange contracts"), as follows:

	Three months ended Sept. 30,				Nine months ended Sept. 30,			
(in thousands)		**2021**		2020		**2021**		2020
Foreign exchange (loss) gain on debt	**$**	**(846)**	$	862	**$**	**129**	$	(1,159)
Change in fair value of foreign exchange contracts		**672**		(694)		**(92)**		972
Foreign exchange (loss) gain	**$**	**(174)**	$	168	**$**	**37**	$	(187)

To manage the Corporation's foreign exchange exposure on its USD loan, the Corporation had entered an intercreditor agreement with our lender and a third-party counterparty, which allows the Non-Core Business Asset Management segment to enter into foreign exchange forward contracts up to USD $25.0 million. The forward contracts are secured through the intercreditor agreement, which allows the Corporation to offer the counterparty security up to $7.0 million. The Corporation has USD $24.0 million foreign exchange forward contracts outstanding that were entered at a blended rate of $1.383. As at September 30, 2021 the blended forward rate was $1.269 (December 31, 2020—USD $24.0 million at a blended forward rate of $1.273). The foreign exchange forward contracts can be settled at any time (at the Corporation's option) within a period of six months from December 14, 2021 to June 14, 2022.

During the nine months ended September 30, 2020, the Corporation unwound its USD $15.0 million foreign exchange forward contract, which was entered into in December 2019, at a forward rate of $1.442 for net proceeds of $1.5 million. The Corporation recognized a net realized gain on the change in fair value of the foreign exchange forward contract from inception of $1.7 million, and during the nine months ended September 30, 2020 of $2.1 million. The Corporation has not unwound any forward contracts during the nine months ended September 30, 2021.

The Corporation's change in fair value of the foreign exchange contracts consists of unrealized losses and realized gains as follows:

	Three months ended Sept. 30,				Nine months ended Sept. 30,			
(in thousands)		**2021**		2020		**2021**		2020
Unrealized gain (loss)	**$**	**672**	$	(694)	**$**	**(92)**	$	(1,089)
Realized gain		**-**		-		**-**		2,061
Change in fair value of foreign exchange contracts	**$**	**672**	$	(694)	**$**	**(92)**	$	972

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. We are exposed to interest rate risk on our variable rate loans and borrowings. A 1% change in the interest rates on the loans and borrowings would have a $0.3 million decrease of income before tax for the nine months ended September 30, 2021 (September 30, 2020—$0.5 million decrease).

CREDIT RISK

As at September 30, 2021, $0.3 million (December 31, 2020—$0.3 million) of our trade receivables are greater than 90 days outstanding and the provision for total expected credit losses as at September 30, 2021 is $0.4 million (December 31, 2020—$0.4 million). A decline in economic conditions, or other adverse conditions, could lead to reduced revenue and gross margin, and could impact the collectability of accounts receivable. The Corporation mitigates this risk by monitoring economic conditions and managing its customer credit risk.

The Corporation's maximum exposure to credit risk, as related to certain financial instruments identified in the table below, approximates the carrying value of the assets of the Corporation's consolidated statements of financial position.

(in thousands)	As at September 30, 2021	December 31, 2020
Cash and cash equivalents	**$ 19,755**	$ 10,316
Trade and other receivables	**17,606**	14,987
Notes receivable	**489**	531
	$ 37,850	$ 25,834

LIQUIDITY RISK

Liquidity risk is the risk that we will not meet our financial obligations as they fall due. We manage this risk by continually monitoring our actual and projected cash flows to ensure there is sufficient liquidity to meet our financial liabilities when they become due. See the Consolidated Liquidity and Capital Resources section of this MD&A for further discussion on our liquidity risk.

The Corporation's objective when managing its capital is to safeguard its ability to continue as a going concern, so that it generates returns for Shareholders, expands business relationships with stakeholders, and identifies risk and allocates its capital accordingly. There can be no guarantee that the Corporation will continue to generate sufficient cash flow from operations to meet required interest and principal payments. Further, the Corporation is subject to the risk that any of its existing indebtedness may not be able to be refinanced upon maturity or that the terms of such financing may not be as favorable as the terms of its existing indebtedness.

The credit facilities contain several financial covenants that require the Corporation to meet certain financial ratios and condition tests. A failure to comply with the obligations in the credit facilities could result in a default which, if not cured or waived, may permit acceleration of the relevant indebtedness. If the indebtedness under the credit facilities were to be accelerated, there can be no assurance that the assets of the Corporation would be sufficient to repay in full that indebtedness.

BUSINESS RISKS AND UNCERTAINTIES

The Corporation is subject to a number of business risks. There were no changes to our principal risks and uncertainties from those reported in our 2020 Annual MD&A and our 2020 Annual Information Form dated April 22, 2021.

RELATED PARTY TRANSACTIONS

Unless otherwise noted, related party transactions were incurred in the normal course of operations and are measured at the amount established and agreed upon by the related parties.

Core Business Operations

Property leases

Core Business Operations leases and rents office space from related companies controlled by Chris Kayat and Gary Mauris, who are key members of the Corporation's management. During the three and nine months ended September 30, 2021, the total costs incurred under these leases were $0.1 million and $0.3 million, respectively (September 30, 2020—$0.1 million and $0.3 million). The lease terms mature in 2025.

Core Business Operations leases a two-bedroom condo in Toronto from a related company controlled by Chris Kayat and Gary Mauris, who are key members of the Corporation's management. During the three and nine months ended September 30, 2021, the total costs incurred under this lease was $21 thousand and $63 thousand, respectively (September 30, 2020—$21 thousand and $63 thousand). The lease term matures in 2025.

The expenses related to these leases are recorded in interest and depreciation and amortization expenses and are paid monthly; as such, no amount remains payable within the Corporation's financial statements.

Administrative services

The Core Business Operations has entered into an agreement with a software development company to develop and support a customized mortgage app that is jointly-owned by key management of the Corporation (Chris Kayat and Gary Mauris). Total fees charged for services under this agreement for the three and nine months ended September 30, 2021 was $0.2 million and $0.7 million, respectively (September 30, 2020—$0.2 million and $0.7 million).

Non-Core Business Asset Management

Other

The Non-Core Business Asset Management has entered into an agreement with a shareholder of Impact (Keith Kostek). The agreement is related to liquidation rights, and if a liquidation event occurs, the Corporation has a possible commitment to pay $1.0 million to the shareholder. As at September 30, 2021, a liability has been recognized for the current fair value of the liability of $1.0 million (December 31, 2020—$1.0 million).

CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The preparation of these interim financial statements requires management to make certain estimates, judgments and assumptions that affect the amounts reported and disclosed in the interim financial statements and related notes. These include estimates that, by their nature, are uncertain, and actual results could differ materially from these estimates. The impacts of such estimates may require accounting adjustments based on future results. Revisions to accounting estimates are recognized in the period in which the estimate is revised.

Further information on our critical accounting estimates can be found in the notes to the audited consolidated financial statements for the year ended December 31, 2020, as filed on SEDAR at www.sedar.com. In preparing these interim financial statements, the significant judgements made by management in applying the Corporation's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements as at and for the year ended December 31, 2020.

ACCOUNTING POLICIES

The accounting policies applied are consistent with those of the annual financial statements prepared for the year ended December 31, 2020.

CAUTIONARY NOTE REGARDING FORWARD-LOOKING INFORMATION

Certain statements in this document constitute forward-looking information under applicable securities legislation. Forward-looking information typically contains statements with words such as "anticipate," "believe," "estimate," "will," "expect," "plan," or similar words suggesting future outcomes or an outlook. Forward-looking information in this document includes, but is not limited to:

- The 2021 outlook and strategic objectives;
- DLC Group revenues in the future being greater than revenue for the current period;
- Our business plan and growth strategy;
- Adding additional DLC Group franchises through targeted recruiting initiatives;
- Newton growing its submission volumes through Velocity and increasing its number of third-party users;
- Developing new partnerships to increase program offerings;
- The ability of our Non-Core Assets to distribute cash to the Non-Core Business Asset Management segment;
- Our expectation to make debt repayments on the Sagard credit facility from 60% of CDC retained and from distributions received from Non-Core Assets;
- Our expectation that the Corporation will continue to maintain its ownership interest in the Non-Core Assets in 2021;
- The effects of COVID-19 on the Corporation and its Non-Core Assets will be consistent with the Corporation's expectations and the expectations of management of each of its subsidiaries both in extent and duration;
- The Canadian and U.S. economies will begin to recover from the ongoing economic downturn created by COVID-19 within the next twelve months; and

- The Non-Core Assets affected by COVID-19 will recover from the pandemic's impacts and return to historical (pre-COVID-19) operating environments.

Such forward-looking information is based on many estimates and assumptions, including material estimates and assumptions, related to the factors identified below that, while considered reasonable by the Corporation as at the date of this MD&A considering management's experience and perception of current conditions and expected developments, are inherently subject to significant business, economic and competitive uncertainties and contingencies.

Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements. Such factors include, but are not limited to:

- Changes in taxes;
- Changes in foreign currency rates;
- Increased operating, general and administrative, and other costs;
- Changes in interest rates;
- General business, economic and market conditions;
- The extent and duration of the COVID-19 pandemic or any similar public health issues that could have an impact on economic or market conditions;
- Our ability to obtain services and personnel in a timely manner and at an acceptable cost to carry out our activities;
- The DLC Group's ability to maintain its existing number of franchisees and add additional franchisees;
- Newton's ability to grow its submission volumes and number of third-party users is subject to broker and industry adoption of Newton as a connectivity platform;
- Changes in Canadian mortgage lending and mortgage brokerage laws;
- Material decreases in the aggregate Canadian mortgage lending business;
- Changes in the fees paid for mortgage brokerage services in Canada;
- Changes in the regulatory framework for the Canadian housing and lending sectors;
- Demand for the Corporation's products remaining consistent with historical demand;
- Our ability to realize the expected benefits of our Non-Core Assets;
- The uncertainty of estimates and projections relating to future revenue, taxes, costs, and expenses;
- Changes in, or in the interpretation of, laws, regulations or policies;
- The outcome of existing and potential lawsuits, regulatory actions, audits, and assessments; and
- Other risks and uncertainties described elsewhere in this document and in our other filings with Canadian securities authorities.

Many of these uncertainties and contingencies may affect our actual results and could cause actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, us. Readers are cautioned that forward-looking statements are not guarantees of future performance. All forward-looking statements made in this MD&A are qualified by these cautionary statements. The foregoing list of risks is not exhaustive. The forward-looking information contained in this document is made as of the date hereof and, except as required by applicable securities laws, we undertake no obligation to update publicly or revise any forward-looking statements or information, whether because of new information, future events or otherwise.

NON-IFRS FINANCIAL PERFORMANCE MEASURES

ADJUSTED EBITDA

Adjusted EBITDA is defined as earnings before finance expense, taxes, depreciation, amortization, and any unusual, non-core, certain non-cash or one-time items. The Corporation considers its main operating activities to be the Core Business Operations and management of its operating subsidiaries.

The non-cash adjustments are expenses incurred during the period which are not the result of the main operating activities of the Corporation or are related to the financing of these activities. Other expenses are unusual, non-core, non-cash or one-time insignificant items included within "other income" on the consolidated statements of income that are not related to the main operating activities. Costs related to strategic initiatives such as business acquisitions, integration of newly acquired businesses and restructuring are considered non-core.

While adjusted EBITDA is not a recognized measure under IFRS, management believes that it is a useful supplemental measure as it provides management and investors with an insightful indication of the performance of the Corporation. Adjusted EBITDA is an assessment of its normalized results and cash generated by its main operating activities, prior to the consideration of how these activities are financed or taxed, as a facilitator for valuation and a proxy for cashflow. Management applies adjusted EBITDA in its operational decision making as an indication of the financial performance of its main operating activities.

Investors should be cautioned, however, that adjusted EBITDA should not be construed as an alternative to a statement of cash flows as a measure of liquidity and cash flows. The methodologies we use to determine adjusted EBITDA may differ from those utilized by other issuers or companies and, accordingly, adjusted EBITDA as used in this MD&A may not be comparable to similar measures used by other issuers or companies. Readers are cautioned that adjusted EBITDA should not be construed as an alternative to net income determined in accordance with IFRS as indicators of an issuer's performance or to cash flows from operating, investing and financing activities as measures of liquidity and cash flows.

The following table reconciles adjusted EBITDA from income before income tax, for continuing operations which is the most directly comparable measure calculated in accordance with IFRS:

	Three months ended Sept. 30,		Nine months ended Sept. 30,	
(in thousands)	**2021**	2020	**2021**	2020
Income before income tax	**$ 4,200**	$ 5,388	**$ 8,517**	$ 8,824
Add back:				
Depreciation and amortization	**1,041**	1,079	**3,151**	3,250
Finance expense	**1,212**	1,381	**3,809**	4,401
Finance expense on the Preferred Share liability	**6,576**	-	**16,868**	-
	13,029	7,848	**32,345**	16,475
Adjustments to remove:				
Share-based payments (recovery) expense	**(542)**	137	**581**	399
Foreign exchange loss (gain)	**174**	(168)	**(37)**	187
Loss on contract settlement	**90**	53	**531**	256
Other (income) expense	**(6)**	-	**(244)**	(292)
Acquisition, integration and restructuring costs	**78**	236	**168**	272
Adjusted EBITDA (1)	**$ 12,823**	$ 8,106	**$ 33,344**	$ 17,297

(1) The amortization of franchise rights and relationships within the Core Business Operations of $0.7 million and $2.0 million for the three and nine months ended September 30, 2021, respectively (September 30, 2020 – $0.5 million and $1.5 million) are classified as a charge against revenue and have not been added back for Adjusted EBITDA.

FREE CASH FLOW

Free cash flow represents how much cash a business generates after spending what is required to maintain or expand its current asset base. Free cash flow attributable to common shareholders represents the cash available to the Corporation for general corporate purposes, including: repayments on the Sagard credit facility, investment in growth capital expenditures, return of capital to Common Shareholders through the repurchases of Common Shares and discretionary payment of dividends to common shareholders, and cash to be retained by the company. This is a useful measure to management and users to understand the cash available to enhance shareholder value.

The other adjustments are expenses incurred during the period which are not the result of the main operating activities of the Corporation, or are related to the financing of these activities. Other one-time items included within other income adjustments are insignificant items included within "other income" on the consolidated statements of income that are not related to the main operating activities.

While free cash flow is not a recognized measure under IFRS, management believes that it is a useful supplemental measure as it provides management and investors with an insightful indication of the funds generated by the main operating activities that are available to the Corporation for use in non-operating activities. Free cash flow is determined by adjusting certain investing and financing activities. Investors should be cautioned, however, that free cash flow should not be construed as an alternative to a statement of cash flows as a measure of liquidity and cash flows. The methodologies we use to determine free cash flow may differ from those utilized by other issuers or companies and, accordingly, free cash flow as used in this MD&A may not be comparable to similar measures used by other issuers or companies. Readers are cautioned that free cash flow should not be construed as an alternative to net income determined in accordance with IFRS as indicators of an issuer's performance or to cash flows from operating, investing and financing activities as measures of liquidity and cash flows.

Management notes that the calculation of free cash flow attributable to common shareholders previously included an adjustment for "investments in equity accounted investees". The calculation has since been updated to remove this adjustment, as these investments are growth capital expenditures and not required to maintain the current asset base. Further amendments to the calculation of free cash flow attributable to common shareholders includes the replacement of the adjustment of "CDC attributable to the Preferred Shareholders" to adjust "free cash flow attributable to the Preferred Shareholders". As CDC is not a comparable term to free cash flow, as the two are calculated with different adjusting items, management believes free cash flow attributable to the Preferred Shareholders is a more appropriate adjustment. Free cash flow attributable to Preferred Shareholders represents the Preferred Shareholders' portion of all items included in the free cash flow calculation.

The following table reconciles free cash flow from cash flow from operating activities, which is the most directly comparable measure calculated in accordance with IFRS:

(in thousands)	Three months ended Sept. 30, 2021	Three months ended Sept. 30, 2020	Nine months ended Sept. 30, 2021	Nine months ended Sept. 30, 2020
Cash flow from operating activities	**$ 10,940**	$ 11,802	**$ 29,593**	$ 24,269
Discontinued Operations – cash flows from operating activities	**-**	(5,530)	**-**	(8,177)
Continuing Operations – changes in non-cash working capital and other non-cash items	**(52)**	(1,235)	**(2,753)**	(6,004)
Cash provided from continuing operations excluding changes in non-cash working capital and other non-cash items	**10,888**	5,037	**26,840**	10,088
Adjustments:				
Distributions from equity accounted investees [1]	**308**	240	**1,029**	240
Maintenance CAPEX [1] [2]	**(262)**	(449)	**(1,342)**	(1,550)
NCI portion of cash provided from continuing operations	**(521)**	(2,816)	**(1,302)**	(6,263)
Lease payments [1]	**(133)**	(97)	**(409)**	(299)
Acquisition, integration and restructuring costs [1]	**78**	236	**168**	272
Loss on contract settlement [1]	**90**	33	**531**	154
Other items [1]	**(6)**	28	**(244)**	(114)
	10,442	2,212	**25,271**	2,528
Free cash flow attributable to Preferred Shareholders	**(4,659)**	-	**(11,662)**	-
Free cash flow attributable to common shareholders	**$ 5,783**	$ 2,212	**$ 13,609**	$ 2,528

(1) Amounts presented have excluded amounts attributed to NCI holders.
(2) Includes amounts paid to maintain the current asset base and does not include amounts considered as growth CAPEX.

As adjusted EBITDA is a performance measure that the Corporation uses to provide an assessment of the adjusted performance of the corporation by eliminating certain non-recurring, non-core or certain non-cash items, we have further reconciled free cash flow from adjusted EBITDA:

(in thousands)	Three months ended Sept. 30, 2021	2020	Nine months ended Sept. 30, 2021	2020
Adjusted EBITDA	**$ 12,823**	$ 8,106	**$ 33,344**	$ 17,297
Adjustments:				
Loss (income) from equity accounted investments (1)	**406**	(94)	**(234)**	(254)
Distributions from equity accounted investees (1)	**308**	240	**1,029**	240
Maintenance CAPEX (1) (2)	**(262)**	(449)	**(1,342)**	(1,550)
NCI portion of adjusted EBITDA	**(706)**	(3,526)	**(1,765)**	(7,746)
Lease payments (1)	**(133)**	(97)	**(409)**	(299)
Current income tax expense (1)	**(1,819)**	(1,189)	**(4,471)**	(2,538)
Cash interest paid (1)	**(893)**	(1,102)	**(2,887)**	(3,585)
Amortization of franchise renewals (1)	**705**	316	**1,996**	871
Other items (1)	**13**	7	**10**	92
	10,442	2,212	**25,271**	2,528
Free cash flow attributable to Preferred Shareholders	**(4,659)**	-	**(11,662)**	-
Free cash flow attributable to common shareholders	**$ 5,783**	$ 2,212	**$ 13,609**	**$** 2,528

(1) Amounts presented have excluded amounts attributed to NCI holders.
(2) Includes amounts paid to maintain the current asset base and does not include amounts considered as growth CAPEX.

ADJUSTED NET INCOME AND ADJUSTED EPS

Adjusted net income and Adjusted EPS are defined as net income before any unusual or non-operating items such as foreign exchange, fair value adjustments, finance expense on the Preferred Share liability, adjusted net income from the Core Business Operations attributable to the Preferred Shareholders, and one-time non-recurring items. Other one-time items included within other income adjustments are insignificant items included within "other income" on the consolidated statements of income that are not related to the main operating activities.

While adjusted net income is not a recognized measure under IFRS, management believes that it is a useful supplemental measure as it provides management and investors with an insightful indication of the operational performance of the Corporation by eliminating certain non-recurring items, adjusting for the net income from the Core Business Operations attributable to the Preferred Shareholders, and excluding the preferred share accretion expense and revaluation adjustment. Management applies adjusted net income in its operational decision making as an indication of the results and cash generated by the main operating activities, after consideration of how these activities are financed and taxed. Adjusted net income is used to determine adjusted EPS (defined as adjusted net income attributable to common shareholders).

Investors should be cautioned, however, that adjusted net income should not be construed as an alternative to net income determined in accordance with IFRS as indicators of an issuer's performance or to cash flows from operating, investing and financing activities as measures of liquidity and cash flows. The methodologies we use to determine adjusted net income may differ from those utilized by other issuers or companies and, accordingly, adjusted net income as used in this MD&A may not be comparable to similar measures used by other issuers or companies.

Management notes that the calculation of adjusted net income previously included an adjustment for "Core Business Operations' net income attributable to Preferred Shareholders". The calculation has since been updated to replace this adjustment with "Core Business Operations' *adjusted* net income attributable to Preferred Shareholders", to properly reflect any adjustments applicable to the Preferred Shareholders. Core Business Operations' adjusted net income attributable to Preferred Shareholders represents the Preferred Shareholders' portion of all items adjusted from net income.

The following table reconciles adjusted net income from net income, which is the most directly comparable measure calculated in accordance with IFRS:

	Three months ended Sept. 30,		Nine months ended Sept. 30,	
(in thousands)	**2021**	2020	**2021**	2020
Net income	**$ 1,012**	$ 5,045	**$ 1,520**	$ 2,916
Add back:				
Discontinued operations	**-**	(1,540)	**-**	2,265
Foreign exchange loss (gain)	**174**	(168)	**(37)**	187
Finance expense on the Preferred Share liability	**6,576**	-	**16,868**	-
Loss on contract settlement	**90**	53	**531**	256
Other income	**(6)**	-	**(244)**	(292)
Acquisition, integration and restructuring costs	**78**	236	**168**	272
Income tax effects of adjusting items	**(67)**	(54)	**(71)**	(94)
	7,857	3,572	**18,735**	5,510
Core Business Operations' adjusted net income attributable to Preferred Shareholders	**(4,127)**	-	**(10,534)**	-
Adjusted net income	**$ 3,730**	$ 3,572	**$ 8,201**	$ 5,510
Adjusted net income attributable to common shareholders	**3,214**	1,247	**6,894**	810
Adjusted net income attributable to non-controlling interest	**516**	2,325	**1,307**	4,700
Diluted adjusted earnings per Common Share	**$ 0.07**	$ 0.03	**$ 0.14**	$ 0.02

REMOVED KPIs

CDC has been removed as a KPI and non-IFRS measure effective in this MD&A for the nine months ended September 30, 2021. The Corporation has identified that CDC is not a non-IFRS measure, as it is a contractual obligation similar to debt covenants. Further, CDC is a redundant KPI as the Corporation presents free cash flow attributable to shareholders, which is a more relevant measure to determine the cash available to the Corporation.

The number of DLC Group brokers using Velocity has been removed as a KPI measure effective in this MD&A for the nine months ended September 30, 2021, as the measure is redundant, as the Corporation presents the percentage of funded volumes submitted through Velocity.