Everyday People Financial Corp.

Unaudited interim condensed consolidated financial statements
For the three months ended March 31, 2025 and 2024

Expressed in Canadian dollars

EVERYDAY PEOPLE FINANCIAL CORP.

NOTICE TO SHAREHOLDERS

The accompanying unaudited interim condensed consolidated financial statements of Everyday People Financial Corp. (the “Company”) for the three months ended March 31, 2025, have been prepared by management in accordance with International Financial Reporting Standards applicable to unaudited interim condensed consolidated financial statements (Note 2). Recognizing that the Company is responsible for both the integrity and objectivity of the unaudited interim condensed consolidated financial statements, management is satisfied that these unaudited interim condensed consolidated financial statements have been fairly presented.

Under National Instrument 51-102, part 4, sub-section 4.3 (3) (a), if an auditor has not performed a review of the interim financial statements, they must be accompanied by a notice indicating that the financial statements have not been reviewed by an auditor.

The Company's independent auditor has not performed a review of these unaudited interim condensed consolidated financial statements in accordance with standards established by the Institute of Chartered Professional Accountants of Canada for a review of interim financial statements by an entity's auditor.

Barret Reykdal Co-Chief Executive Officer	Tyler Hatch Co-Chief Executive Officer
Graham Rankin Co-Chief Executive Officer	Dil Boparai, CPA Chief Financial Officer

Everyday People Financial Corp.
Interim condensed consolidated statements of financial position (unaudited)
[expressed in thousands of Canadian dollars]

	Notes	As at March 31, 2025 $000	As at December 31, 2024 $000
Assets			
Current assets			
Cash and cash equivalents		1,679	1,615
Customer funds		13,222	13,347
Cash - restricted		100	101
Trade receivables	**[5]**	8,636	6,797
Prepaid expenses		1,797	1,371
Due from related parties	**[10]**	563	530
Current portion of properties held for lease and sale	**[9]**	1,567	2,069
Total current assets		**27,564**	**25,830**
Non-current assets			
Properties held for lease and sale	**[9]**	2,112	2,973
Intangible assets	**[8]**	17,305	17,644
Property and equipment	**[6]**	1,474	1,534
Right-of-use assets	**[18]**	3,272	3,170
Goodwill	**[7]**	12,991	12,794
Total non-current assets		**37,154**	**38,115**
Total assets		**64,718**	**63,945**
Total liabilities and shareholders' equity			
Current			
Trade and other payables		12,081	11,081
Customer payables		13,222	13,347
Current tax liability		273	335
Other current liabilities		189	245
Current portion of lease liabilities	**[18]**	567	511
Current portion of promissory notes	**[12]**	1,304	1,454
Current portion of credit facilities	**[11]**	8,234	9,545
Current portion of due to related parties	**[10]**	233	608
Total current liabilities		**36,103**	**37,126**
Non-current			
Lease liabilities	**[18]**	3,050	2,907
Promissory notes	**[12]**	2,032	2,516
Deferred tax liability		3,779	3,880
Credit facilities	**[11]**	5,419	5,310
Due to related parties	**[10]**	833	5,888
Total non-current liabilities		**15,113**	**20,501**
Total liabilities		**51,216**	**57,627**
Shareholders' equity			
Common shares	**[14]**	75,470	69,035
Reserves	**[14]**	4,223	4,542
Accumulated deficit		(66,517)	(67,341)
Accumulated other comprehensive profit		326	82
Total shareholders' equity		**13,502**	**6,318**
Total liabilities and shareholders' equity		**64,718**	**63,945**

Approved on behalf of the Board:

(Signed) "Nitin Kaushal"
Nitin Kaushal, Director

Approved on behalf of the Board:

(Signed) "Scott Sinclair"
Scott Sinclair, Director

See accompanying notes

Everyday People Financial Corp.

Interim condensed consolidated statements of profit and loss and comprehensive profit and loss (unaudited)

[expressed in thousands of Canadian dollars]

	Notes	Three months ended March 31, 2025 $000	Three months ended March 31, 2024 $000
Revenue	**[19]**	**17,694**	**14,805**
Direct costs	**[19]**	6,279	4,357
Gross profit		**11,415**	**10,448**
Operating expense			
Sales, general, and administrative expenses	**[20]**	9,012	6,920
Other operating expenses	**[22]**	1,768	1,501
Management, consulting, and professional fees	**[10]**	637	663
Total operating expense		**11,417**	**9,084**
Profit (loss) from operations		**(2)**	**1,364**
Other (income) expenses			
Other income	**[21]**	(1,039)	(999)
Gain on contingent consideration	**[12]**	(546)	—
Finance costs	**[16]**	614	896
Total other (income) expense		**(971)**	**(103)**
Net profit before tax		**969**	**1,467**
Deferred tax recovery		162	133
Current tax expense		(307)	(730)
Net profit for the period		**824**	**870**
Other comprehensive profit (loss)			
Items that may be subsequently reclassified to profit or loss			
Unrealized foreign currency translation adjustment		279	208
Deferred tax expense on revaluation		(35)	—
Total other comprehensive profit		**244**	**208**
Comprehensive profit for the period		**1,068**	**1,078**
Earnings per share - basic	**[24]**	**0.01**	**0.01**

See accompanying notes

Everyday People Financial Corp.

Interim condensed consolidated statements of changes in shareholders' equity (unaudited)

[expressed in thousands of Canadian dollars]

	Notes	Reserves: Committed common shares $000	Reserves: Reserves $000	Reserves: Contributed surplus $000	Total Reserves $000	Common shares $000	Deficit $000	Accumulated other comprehensive income/(loss) $000	Total Shareholders' equity $000
Three months ended December 31, 2024	[14]								
Balance, January 1, 2025		390	2,269	1,883	4,542	69,035	(67,341)	82	6,318
Net profit for the period		—	—	—	—	—	824	—	824
Other comprehensive profit		—	—	—	—	—	—	244	244
Issuance of common shares		—	—	—	—	6,000	—	—	6,000
Options: issued		—	2	—	2	—	—	—	2
Restricted share units: issued or committed		—	114	—	114	—	—	—	114
Restricted share units: exercised		—	(45)	—	(45)	45	—	—	—
Common shares - committed		(390)	—	—	(390)	390	—	—	—
Balance, March 31, 2025		—	2,340	1,883	4,223	75,470	(66,517)	326	13,502
Three months ended March 31, 2024	[14]								
Balance, January 1, 2024		—	2,793	1,569	4,362	67,517	(60,713)	(728)	10,438
Net profit for the period		—	—	—	—	—	870	—	870
Other comprehensive profit		—	—	—	—	—	—	208	208
Options: issued		—	19	—	19	—	—	—	19
Options: expired/cancelled/forfeited		—	(1)	1	—	—	—	—	—
Warrants: expired		—	(75)	75	—	—	—	—	—
Restricted share units: issued or committed		—	134	—	134	—	—	—	134
Restricted share units: excercised		—	(256)	—	(256)	256	—	—	—
Balance, March 31, 2024		—	2,614	1,645	4,259	67,773	(59,843)	(520)	11,669

See accompanying notes

Everyday People Financial Corp.

Interim condensed consolidated statements of cash flows (unaudited)

[expressed in thousands of Canadian dollars]

	Notes	Three months ended March 31, 2025	Three months ended March 31, 2024
		$000	$000
Operating activities			
Net profit for the period		824	870
Adjustments to reconcile net profit to net cash used in operating activities:			
Disposals (additions) to properties held for lease and sale	**[9]**	1,363	695
Depreciation & amortization	**[6, 8 and 18]**	943	799
Current income tax	**[19]**	307	730
Finance costs	**[16]**	428	670
Share-based compensation	**[14]**	116	153
Provision for expected credit losses	**[17]**	22	58
Share of loss in joint venture		—	6
Non-cash other income		—	(269)
Deferred income tax	**[19]**	(162)	(133)
Interest paid	**[16]**	(376)	(613)
Gain on contingent consideration	**[12]**	(546)	—
Net change in non-cash working capital items	**[15]**	(1,330)	(3,663)
Cash provided by (used in) operating activities		1,589	(697)
Investing activities			
Additions of property and equipment, net of disposals	**[6]**	(24)	(201)
Cash used in investing activities		(24)	(201)
Financing activities			
Proceeds from credit facilities	**[17]**	426	1,857
Proceeds of promissory notes, including related parties	**[17]**	570	842
Repayments of promissory notes, including related parties	**[17]**	(150)	—
Repayments of lease liabilities	**[17 and 18]**	(135)	(243)
Repayments of credit facilities	**[17]**	(1,628)	(2,333)
Cash provided by (used in) financing activities		(917)	124
Net foreign exchange difference		(585)	(42)
Net (decrease) increase in cash and cash equivalents		63	(816)
Cash and cash equivalents, beginning of the period		1,716	1,967
Cash and cash equivalents, end of the period		1,779	1,151
Less: Cash - restricted, end of the period		(100)	(461)
Cash and cash equivalents, end of the period (after cash - restricted)		1,679	690

See accompanying notes

Notes to unaudited interim condensed consolidated financial statements

[expressed in Canadian dollars in thousands except where noted]

For the three months ended March 31, 2025 and 2024

1. Corporate information

Everyday People Financial Corp. (the "Company" or "EP Financial" or "EPF") has its registered office at Suite 450, 11150 Jasper Ave, Edmonton, Alberta T5K 0C7. The Company includes three main pillars of business:

1. **Revenue cycle management** ("RCM"): Headquartered in Canada and the United Kingdom, RCM operates as a fee-for-service model and provides commission or fixed rate debt collection services for corporations with past due and default accounts.

2. **Financial services**: Headquartered in Canada, financial services operates as a fee-for-service model, generating revenue from financial services and prepaid card fees.

3. **EP Homes facilitation services and Borrowed Down Payment Program** ("EP Homes"): Headquartered in Canada, EP Homes provides eligible clients with alternative homeownership solutions through its Bridge to Homeownership Program ("BTHO Program") and the Borrowed Down Payment Program ("BDPP Program"). The BTHO Program gives eligible clients the opportunity to purchase a home through a structured three-year lease and savings accumulation plan. Over the three-year lease, the client makes monthly payments with a portion relating to lease of the property and a portion relating to saving for a down payment. The client has the option to purchase the property at the end of the lease. The BDPP Program gives eligible clients an alternative option to purchase a home without having to save for a down payment by providing eligible clients with a loan of up to 5% of the value of their new home.

The Company's consolidated financial statements include EP Financial, and its material subsidiaries as follows:

Company		Business Segment	Country of Incorporation	Date of Acquisition, Incorporation, Amalgamation or Continuance	Ownership %
Everyday People Investments Inc. ("**EP Investments**")	[1]	Financial services	Canada	August 31, 2022	100%
Everyday People Homes Inc. ("**EP Homes**")	[2]	EP Homes	Canada	September 30, 2019	100%
Everyday People Care Inc. ("**EP Care**")		Financial services	Canada	September 2, 2021	100%
Smart Everyday People Inc. ("**SEP**")	[3]	Financial services	Canada	May 18, 2022	100%
EP Travel Card Inc. ("**EP Travel**")		Financial services	Canada	February 14, 2022	100%
Everyday People Prepaid Card Inc. ("**EP Prepaid Card**")		Financial services	Canada	April 1, 2019	100%
EP Security Capital Inc. ("**EP Security**")		Financial services	Canada	June 24, 2021	100%
Everyday People Yay Inc. ("**EP YAY**")		Financial services	Canada	February 14, 2023	100%
Everyday People Revenue Cycle Management Inc. ("**EP RCM**")		RCM	Canada	February 8, 2023	100%
General Credit Services Inc. ("**GCS**")	[4]	RCM	Canada	December 30, 2022	100%
Groupe Solution Collect Solu Inc. ("**Groupe Solution**")	[5]	RCM	Canada	March 31, 2023	100%
Everyday People Climb Credit Inc. ("**EP Climb**")		Financial services	Canada	June 30, 2021	100%
BPO Collections Limited ("**BPO**")		RCM	UK	May 2, 2019	100%
Everyday People Financial Solutions Limited ("**EPFS**")	[6]	RCM	UK	October 31, 2023	100%
CCS Group Holdings Limited (**"CCS"**)	[7]	RCM	UK	November 7, 2024	100%

[1] On August 31, 2022, Everyday People Financial Inc. amalgamated with a subsidiary of Justify Capital Corp., and was subsequently renamed to Everyday People Investments Inc. This Company holds all EP Financial's operating subsidiaries.

[2] On September 30, 2019, the Company acquired 100% of the common shares of EP Homes, previously known as Bridge to Homeownership Investments Ltd., and all its subsidiaries ("EP Homes Subsidiaries"). EP Homes was incorporated in Alberta, Canada on July 11, 2017.

EP Homes Subsidiaries are as follows:

- EP Homes I Inc. ("EP Homes I"): EP Homes I, previously known as EAM Real Estate Investments Holdings Ltd., was incorporated in Alberta, Canada on December 6, 2016. EP Homes I is a Special Purpose Vehicle ("SPV") for EP Homes where a portion of EP Homes' inventory is held.
- EP Homes II Inc. ("EP Homes II"): EP Homes II, previously known as EAM Enterprises II Inc., was incorporated in Alberta, Canada on September 26, 2017. EP Homes II is an SPV for EP Homes where a portion of EP Homes' inventory is held.
- EP Homes III Inc. ("EP Homes III"): EP Homes III, previously known as EAM Enterprises III Inc., was incorporated in Alberta, Canada on March 1, 2018. EP Homes III is an SPV for EP Homes where a portion of EP Homes' inventory is held.
- EP Homes IV Inc. ("EP Homes IV"): EP Homes IV, previously known as EAM Enterprises IV Inc., was incorporated in Alberta, Canada on June 21, 2018. EP Homes IV is an SPV for EP Homes where a portion of EP Homes' inventory is held.

[3] On May 18, 2022, the Company incorporated 14049888 Canada Inc. in Canada. On July 5, 2022, 14049888 Canada Inc.'s name was changed to Smart Everyday People Inc. SEP is a joint venture between EP Care and SEB Administrative Services Inc. On July 31, 2024, the Company purchased the remaining 50% interest from SEB Administrative Services Inc., making SEP a wholly owned subsidiary of the Company. SEP's focus is to provide workers and employers with a health care spending account called the Everyday HSA, a virtual prepaid card program.

[4] On December 30, 2022, the Company acquired 100% of the shares of GCS incorporated in British Columbia, Canada. GCS is a provider of professional client management solutions executing debt collection services in Canada.

[5] On March 31, 2023, the Company's wholly owned subsidiary, GCS, acquired 100% of the shares of Groupe Solution. Groupe Solution serves enterprise clients requiring accounts receivable management solutions and debt collection services predominantly in Quebec, Canada *[note 4]*.

[6] On October 31, 2023, the Company's wholly owned subsidiary, BPO acquired 100% of the issued and outstanding shares of Everyday People Financial Solutions Limited ("EPFS") previously known as Arvato Financial Solutions Limited *[note 4]*.

[7] On November 7, 2024, the Company's wholly owned subsidiary, BPO acquired 100% of the issued and outstanding shares of CCS Group Holdings Limited ("CCS") and acquires CCS Group Holdings Limited's wholly owned subsidiary, Commercial Collection Services Limited. CCS primarily focuses on providing debt collection services in the UK, expanding the Company's revenue cycle management division *[note 4].*

These unaudited interim condensed consolidated financial statements were authorized for issue by the Company's board of directors on May 14, 2025.

2. Basis of presentation

Statement of compliance

The unaudited interim condensed consolidated financial statements of the Company for the three months ended March 31, 2025 and 2024 have been prepared in accordance with IAS 34 Interim Financial Reporting (“IAS 34”). The accounting policies adopted in preparing these unaudited interim condensed consolidated financial statements are consistent with those applied in the Company’s audited annual financial statements and notes as at and for the year ended December 31, 2024. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

These unaudited interim condensed consolidated financial statements do not include all the information and disclosures required in the annual financial statements, and should be read in conjunction with the Company's audited annual financial statements for the year ended December 31, 2024.

Basis of measurement

These unaudited interim condensed consolidated financial statements have been prepared on the historical cost basis, with the exception of certain financial instruments, which are measured at fair value *[note 17].* The consolidated financial statements are presented in Canadian dollars, which is the Company’s functional currency, and all amounts are rounded to the nearest thousand ($000), except when otherwise indicated. The functional currency of each legal entity is that of their country of incorporation.

Basis of consolidation

These unaudited interim condensed consolidated financial statements include the financial position and operating results, if any, of the Company and its wholly owned subsidiaries (the “Subsidiaries”). The Subsidiaries are entities controlled by the Company.

Control is achieved when the Company is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary.

All intercompany transactions and balances amongst consolidated entities have been eliminated in the consolidated financial statements.

The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

Management judgment and estimation uncertainty

The management judgment and estimation applied in the preparation of the unaudited condensed consolidated financial statements are consistent with those followed in the preparation of the Company’s annual audited consolidated financial statements for the year ended December 31, 2024.

3. Summary of material accounting policies

New and amended standards and interpretations

The accounting policies adopted in the preparation of the interim condensed consolidated financial statements are consistent with those followed in the preparation of the Company’s annual consolidated financial statements for the year ended December 31, 2024, except for the adoption of new standards effective as of January 1, 2025. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective. One amendment applies for the first time in 2025, but does not have an impact on the interim condensed consolidated financial statements of the Company.

Notes to unaudited interim condensed consolidated financial statements

[expressed in Canadian dollars in thousands except where noted]

For the three months ended March 31, 2025 and 2024

4. Business combinations and asset acquisitions

Business combinations

CCS Group Holdings Limited

On November 7, 2024, the Company's wholly owned subsidiary, BPO acquired 100% of the issued and outstanding shares of CCS and acquired CCS Group Holdings Limited's wholly owned subsidiary, Commercial Collection Services Limited. CCS primarily focuses on providing debt collection services in the UK. The primary reason for this acquisition was to expand the Company's RCM division.

From the date of acquisition, CCS contributed $1,843 (£1,024) of revenue and $272 (£151) of net loss before tax for the Company. If the acquisition occurred on January 1, 2024, CCS would have contributed $11,800 (£6,556) in revenue for the year ending December 31, 2024, and a net profit before tax of $1,283 (£713).

The following table summarizes the allocation of the purchase price consideration to the net assets acquired as at November 7, 2024, based on their fair values:

Purchase price consideration	**Amount in GBP** £000	**Amount in CAD** $000
Cash paid	**2,350**	**4,229**
Holdback	**125**	**225**
Common shares issued [1]	**472**	**849**
Additional payments [2]	**745**	**1,341**
Fair value of deferred payment [3]	**334**	**601**
Fair value of contingent consideration [4]	**300**	**540**
Net working capital adjustment	**39**	**71**
Total invested capital	**4,365**	**7,856**
Cash and cash equivalents	**35**	**63**
Customer funds	**3,055**	**5,498**
Trade receivables	**877**	**1,579**
Prepaid expenses	**187**	**337**
Property and equipment	**59**	**106**
Right-of-use asset	**669**	**1,203**
Customer relationships	**1,650**	**2,970**
Trade name	**700**	**1,260**
Trade payables	**(841)**	**(1,513)**
Customer payables	**(3,055)**	**(5,498)**
Lease liabilities	**(502)**	**(903)**
Deferred tax liabilities [5]	**(629)**	**(1,132)**
Fair value of net assets acquired	**2,205**	**3,970**
Goodwill [6]	**2,159**	**3,886**

[1] Per the purchase agreement, the Company issued to the sellers an aggregate of 2,233,565 common shares in the capital of EP Financial at a deemed price of $1.00 per common share. As at the acquisition date, the Company's shares were trading at $0.38, therefore, the fair value of the shares issued totaled $849 (£472).

[2] Per the purchase agreement, in the event that the common shares issued to the sellers do not achieve a minimum value of $1.00 per common share by the 2-year anniversary of the acquisition date, the Company shall pay the sellers as follows:

- The difference between $1,114 (£619) and the actual Canadian dollar value of half of the common shares issued by EP Financial, based on the exchange rate on the 2-year anniversary ("Non-Conditional Additional Payment").
- If CCS achieved both the initial performance payment and the final performance payment, as disclosed in sub note 4 below, then BPO shall pay the difference between $1,114 (£619) and the actual Canadian dollar value of half of the common shares issued by EP Financial, based on the exchange rate of the 2-year anniversary, in 6 equal monthly installments ("Conditional Additional Payment").

- In the event that the common shares achieve a minimum value of $1.00 per share on the 2-year anniversary, then BPO shall not pay either of the Non-Conditional Additional Payment and Conditional Additional Payment.

The fair value of the additional payments was estimated to be $1,341 (£745) using the Monte Carlo simulation and following a Geometric Brownian motion model and determined by discounting the future payment to the present value. The key valuation inputs used were:

- Forecasted earnings before interest, taxes, depreciation, and amortization ("EBITDA");
- The Company's closing stock price at acquisition date;
- Stock volatility;
- Risk-free rate: Based on the average yield of the UK and Canadian governments' 2-year marketable bonds at the acquisition date;
- EBITDA volatility; and
- Discount rate of 16.04%.

[3] Per the purchase agreement, the sellers shall be paid a deferred payment of $709 (£394) in six equal monthly installments on the last day of each month, commencing the month following the 2-year anniversary of the acquisition date. Payments are discounted using BPO's cost of borrowing. The fair value of the deferred payment was estimated to be $601 (£334).

[4] Per the purchase agreement, the sellers may also earn up to $709 (£394) in cash by way of two performance payments consisting of one initial performance payment and one final performance payment, based upon CCS achieving specified EBITDA targets within the 2 years following the acquisition date. The fair value of the contingent consideration was estimated to be $601 (£334) using the Monte Carlo simulation and following a Geometric Brownian motion model and determined by discounting the future payment to the present value. The key valuation inputs used were:

- Forecasted EBITDA;
- The Company's closing stock price at acquisition date;
- Stock volatility;
- Risk-free rate: Based on the average yield of the UK and Canadian governments' 2-year marketable bonds at the acquisition date;
- EBITDA volatility; and
- Discount rate of 16.04%.

[5] The Company has recorded the following net deferred tax liability as a result of the CCS acquisition as at November 7, 2024:

	Amount in GBP £000	**Amount in CAD** $000
Temporary differences		
Intangible assets	**(2,350)**	**(4,229)**
Favourable lease	**(167)**	**(300)**
Total temporary difference	**(2,517)**	**(4,529)**
Expected statutory tax rate	**25.0%**	**25.0%**
Deferred tax liability (rounded)	**(629)**	**(1,132)**

[6] Goodwill amounting to $3,886 (£2,159) includes, $2,754 (£1,530) of which is related to the synergies resulting from the acquisition, the economic value of the expertise of the workforce as well as intangible assets that do not meet the criteria for separate recognition and is not deductible for tax purposes, and $1,132 (£629) is related to deferred tax liabilities recognized.

Asset acquisitions

Smart Everyday People Inc.

On July 31, 2024, the Company acquired the remaining 50% of the issued and outstanding shares of SEP. SEP's objective is to provide workers and employers with a health care spending account called the Everyday HSA; a virtual prepaid card program. The purpose of the acquisition was to gain control over the launch of the product and operations of SEP. The acquisition constituted an asset acquisition rather than a business combination as defined in IFRS 3: Business Combinations, as SEP did not meet the definition of a business. Consequently, the Company has accounted for this as an asset acquisition, with the asset consisting of the new Health Spending Account platform the Company is the asset consisting of the new Health Spending Account platform the Company is developing as part of its financial services business segment.

The 50% of SEP was previously accounted for as a joint venture, using the equity method. Subsequent to purchasing the remaining 50% of SEP, SEP has become a wholly owned subsidiary of the Company.

The assets and liabilities recognized in the consolidated statement of financial position on the date of acquisition were:

Purchase price consideration	**Amount in CAD** $000
Cash paid	**—**
Previously held interest	**646**
Total consideration	**646**
Cash and cash equivalents	**3**
Customer funds	**5**
Trade receivables	**2**
Prepaid expenses	**48**
Intangible assets	**725**
Trade payables	**(4)**
Customer payables	**(5)**
Due to related parties	**(128)**
Net fair value of assets acquired	**646**

5. Trade receivables

	March 31, 2025 $000	**December 31, 2024** $000
Receivable from customers	8,875	7,012
ECL *[note 17]*	(239)	(215)
	8,636	**6,797**

6. Property and equipment

Property and equipment consist of the following:

Cost	**2025**				
	As at December 31, 2024 $000	**Additions** $000	**Disposals** $000	**Foreign exchange differences** $000	**As at March 31, 2025** $000
Furniture & fixtures	884	—	—	11	895
Computer equipment	4,821	17	—	104	4,942
Improvements to property	547	5	—	13	565
Motor vehicles	583	—	—	15	598
	6,835	**22**	—	**143**	**7,000**

Accumulated depreciation

	2025				
	As at December 31, 2024 $000	**Depreciation** $000	**Disposals** $000	**Foreign exchange differences** $000	**As at March 31, 2025** $000
Furniture & fixtures	793	4	—	7	804
Computer equipment	4,172	75	—	96	4,343
Improvements to property	243	4	—	6	253
Motor vehicles	93	31	—	2	126
	5,301	**114**	—	**111**	**5,526**
Net book value	**1,534**				**1,474**

Cost

	2024					
	As at December 31, 2023 $000	**Additions** $000	**Acquisition of subsidiaries** $000	**Disposals** $000	**Foreign exchange differences** $000	**As at December 31, 2024** $000
Furniture & fixtures	701	12	167	—	4	884
Computer equipment	3,706	110	1,416	(608)	197	4,821
Improvements to property	429	91	—	—	27	547
Motor vehicles	139	575	—	(142)	11	583
	4,975	**788**	**1,583**	**(750)**	**239**	**6,835**

Accumulated depreciation

	2024					
	As at December 31, 2023 $000	**Depreciation** $000	**Acquisition of subsidiaries** $000	**Disposals** $000	**Foreign exchange differences** $000	**As at December 31, 2024** $000
Furniture & fixtures	598	29	163	—	3	793
Computer equipment	2,771	307	1,314	(361)	141	4,172
Improvements to property	199	31	—	—	13	243
Motor vehicles	58	90	—	(59)	4	93
	3,626	**457**	**1,477**	**(420)**	**161**	**5,301**
Net book value	**1,349**					**1,534**

Net book value	**As at March 31, 2025** $000	**As at December 31, 2024** $000
Furniture & fixtures	91	91
Computer equipment	599	649
Improvements to property	312	304
Motor vehicles	472	490
	1,474	**1,534**

7. Goodwill

Cash Generating Unit ("CGU")	2025		
	As at December 31, 2024 $000	Foreign exchange differences $000	As at March 31, 2025 $000
BPO RCM services [1]	3,893	97	3,990
GCS RCM services [2]	2,786	—	2,786
Groupe Solution RCM services [3]	2,212	—	2,212
CCS RCM services [4]	3,903	100	4,003
	12,794	**197**	**12,991**

CGU	2024			
	As at December 31, 2023 $000	Acquisition of subsidiaries *[note 4]* $000	Foreign exchange differences $000	As at December 31, 2024 $000
BPO RCM services [1]	3,637	—	256	3,893
GCS RCM services [2]	2,786	—	—	2,786
Groupe Solution RCM services [3]	2,212	—	—	2,212
CCS RCM services [4]	—	3,886	17	3,903
	8,635	**3,886**	**273**	**12,794**

Goodwill is tested for impairment annually or more frequently if events or circumstances indicate that the asset might be impaired. The Company tested goodwill for impairment as at December 31, 2024, in accordance with the Company's policy.

[1] The Company tested BPO RCM services CGU for impairment at December 31, 2024. The BPO RCM services CGU's recoverable amount of $15,710 as at December 31, 2024 (December 31, 2023 - $28,660) is higher than the carrying amount, as a result, no impairment charge was recorded for the BPO RCM services CGU.

For the period ended December 31, 2024 and 2023, the recoverable amount was estimated based on the value in use, using discounted cash flow projections of the CGU. The recoverable amount of the BPO RCM services CGU was calculated using the following key assumptions:

- Five-year of discreet projected cash flows and a terminal value.
- Estimates of revenue, profit, working capital and operating cash flows are based on historical results, and future expectations of operating performance.
- Discount rate of 15.0% (December 31, 2023 – 20.2%).
- Average revenue growth rate of 4.0% (December 31, 2023 – 12.1%).
- Long-term growth rate of 2.0% (December 31, 2023 – 2.0%). The long-term growth rate is the yield on the 10-year benchmark Government bond issued by the Government of Canada as of the valuation date.

[2] The Company tested the GCS RCM services CGU for impairment at December 31, 2024. The GCS RCM services CGU's recoverable amount of $6,420 as at December 31, 2024 (December 31, 2023 - $6,480) is higher than the carrying amount, as a result, no impairment charge was recorded for the GCS RCM services CGU.

For the period ended December 31, 2024 and 2023, the recoverable amount as estimated based on the value in use which was greater than fair value less cost of disposal. The recoverable amount of the GCS RCM services CGU was calculated using the following key assumptions:

- Five-year of discreet projected cash flows and a terminal value.
- Estimates of revenue and EBITDA are based on historical results, and future expectations of operating performance.
- Discount rate of 19.3% (December 31, 2023 – 20.2%).
- Average revenue growth rate of 6.7% (December 31, 2023 – 4.0%).
- Average EBITDA growth rate of 11.0% (December 31, 2023 – 18.0%).

- Long-term growth rate of 2.0% (December 31, 2023 – 2.0%). The long-term growth rate is the yield on the 10-year benchmark Government bond issued by the Government of Canada as of the valuation date.

[3] The Company tested the Groupe Solution RCM services CGU for impairment at December 31, 2024. The Groupe Solution RCM services CGU's recoverable amount of $5,080 as at December 31, 2024 (December 31, 2023 - $4,190) is higher than the carrying amount, as a result, no impairment charge (December 31, 2023 - $130) was recorded for the Groupe Solution RCM services CGU.

For the period ended December 31, 2024 and 2023, the recoverable amount was estimated based on the value in use, which is higher than fair value less cost of disposal. The recoverable amount of the Groupe Solution RCM services CGU was calculated using the following key assumptions:

- Five-year of discreet projected cash flows and a terminal value.
- Estimates of revenue and EBITDA are based on historical results, and future expectations of operating performance.
- Discount rate of 19.3% (December 31, 2023 – 20.7%).
- Average revenue growth rate of 2.9% (December 31, 2023 – 3.2%).
- Average EBITDA growth rate of 18.0% (December 31, 2023 – 8.7%).
- Long-term growth rate of 2.0% (December 31, 2023 – 2.0%). The long-term growth rate is the yield on the 10-year benchmark Government bond issued by the Government of Canada as of the valuation date.

[4] The Company tested the CCS RCM services CGU for impairment at December 31, 2024. The CCS RCM services CGU's recoverable amount is higher than the carrying amount, as a result, no impairment charge was recorded for the CCS RCM services CGU.

For the period ended December 31, 2024 and 2023, the recoverable amount was estimated based on the value in use, which is greater than fair value less cost of disposal. The recoverable amount of the CCS RCM services CGU was calculated using the following key assumptions:

- Five-year of discreet projected cash flows and a terminal value.
- Estimates of revenue and EBITDA are based on historical results, and future expectations of operating performance.
- Discount rate of 16.5%.
- Average revenue growth rate of 3.7%.
- Long-term growth rate of 2.0%. The long-term growth rate is the yield on the 10-year benchmark Government bond issued by the Government of Canada as of the valuation date.

8. Intangible assets

Intangible assets consist of the following:

Cost	**2025**			
	As at December 31, 2024 $000	**Additions** $000	**Foreign exchange difference** $000	**As at March 31, 2025** $000
Licenses, rights and systems [1]	3,278	—	83	3,361
Trade names [2]	4,788	—	68	4,856
Customer Relationships	19,040	—	248	19,288
	27,106	**—**	**399**	**27,505**

Accumulated Amortization

	As at December 31, 2024 $000	Amortization $000	Foreign exchange difference $000	As at March 31, 2025 $000
Licenses, rights and systems [1]	1,022	—	30	1,052
Trade names [2]	182	23	17	222
Customer relationships	8,258	596	72	8,926
	9,462	619	119	**10,200**
Net book value	**17,644**			**17,305**

Cost

	2024				
	As at December 31, 2023 $000	Additions $000	Acquisitions of subsidiaries *[note 4]* $000	Foreign exchange difference $000	As at December 31, 2024 $000
Licenses, rights and systems [1]	3,207	—	71	—	3,278
Trade names [2]	3,426	—	1,260	102	4,788
Customer relationships	15,209	—	2,970	861	19,040
	21,842	—	**4,301**	**963**	**27,106**

Accumulated Amortization

	As at December 31, 2023 $000	Amortization $000	Acquisitions of subsidiaries *[note 4]* $000	Foreign exchange difference $000	As at December 31, 2024 $000
Licenses, rights and systems [1]	742	280	—	—	1,022
Trade names [2]	90	92	—	—	182
Customer relationships	6,082	1,696	—	480	8,258
	6,914	**2,068**	**—**	**480**	**9,462**
Net book value	**14,928**				**17,644**

Net book value	As at March 31, 2025 $000	As at December 31, 2024 $000
Licenses, rights and systems [1]	2,309	2,256
Trade names [2]	4,634	4,606
Customer relationships	10,362	10,782
	17,305	**17,644**

[1] For the year ended December 31, 2024, additions of $71 are related to the asset acquisition of SEP on July 31, 2024. The intangible asset, HSA platform acquired is currently in the development phase and is not subject to amortization as at March 31, 2025. For the year ended December 31, 2024, the Company applied the replacement cost method under the cost approach to assess the valuation of the HSA platform. Replacement costs were estimated based on third-party costs to recreate the asset at current market rates, adjusting for entrepreneurial incentives and prompt premium.

[2] Intangible assets with indefinite useful lives are tested for impairment annually, concurrently with the impairment assessment of goodwill *[note 7].* On January 1, 2024, the Company assessed the useful life of EP Homes' trade name to change from indefinite life to finite life of 5 years, due to the Company's strategic shift from the BTHO Program to the BDPP Program.

9. Properties held for lease and sale

The following is a breakdown of the properties held for lease and sale as at March 31, 2025:

	March 31, 2025 $000	December 31, 2024 $000
Opening properties held for lease and sale	**5,042**	12,718
Additions [1]	**180**	738
Disposals [2]	**(1,543)**	(8,334)
Impairment [3]	**—**	(80)
Closing properties held for lease and sale	**3,679**	5,042
Less: Current portion of properties held for lease and sale [4]	**(1,567)**	(2,069)
Long-term properties held for lease and sale	**2,112**	2,973

[1] For the three months ended March 31, 2025, the Company purchased 0 homes (December 31, 2024 – 1 home) amounting to $nil (December 31, 2024 - $328) and incurred $180 (December 31, 2024 - $410) construction costs on 1 home.

[2] For the three months ended March 31, 2025, the Company disposed of 4 homes (December 31, 2024 – 20 homes) with a total cost of $1,543 (December 31, 2024 - $8,334) through open market sales, of which 1 home was sold to a related party.

[3] For the three months ended March 31, 2025, the Company recorded no impairment losses (December 31, 2024 - $80).

[4] As at March 31, 2025, the Company has 7 homes (December 31, 2024 – 11 homes) in its inventory.

Lease payments to be received from the properties held for lease and sale for each of the next 3 years and thereafter are as follows:

	Lease Payments $000
2025	**171**
2026	**131**
2027 and thereafter	**11**
	313

10. Related party transactions

For the three months ended March 31, 2025, the Company entered into several related party transactions in the normal course of business. These transactions have been recorded at fair value. The relationships with the related parties are as follows:

Related Party	Relationship
Bridge to Homeownership UK Ltd. (“**BTHO UK**”)	Common shareholders
EAM Enterprises Inc. (“**EAM**”)	Principal shareholder of the Company [1]
General Billing Solutions Inc. (“**GBSI**”)	Company owned by the President of GCS
1125855 Alberta Ltd. (“**112 AB Ltd.**”)	Company owned by the President of GCS
People First Credit Corporate (“**People First**”)	Company owned by the President of GCS
Telecom Technologies Inc. (“**Freestyle**”)	Company owned by the President of GCS

a) Balances – Due from related parties are as follows:

	March 31, 2025 $000	December 31, 2024 $000
Due from BTHO UK, net	**—**	72
Employee and management receivables, net [2]	**563**	415
Due from GBSI, net	**—**	43
	563	530

b) Balances – Due to related parties are as follows:

	March 31, 2025 $000	December 31, 2024 $000
Due to EAM, net [3]	**885**	6,321
Due to 112 AB Ltd., net [4]	**175**	175
Due from GBSI, net	**6**	—
	1,066	6,496
Less: Current portion of due to related parties	**(233)**	(608)
Long-term portion of due to related parties	**833**	5,888

c) Transactions with related parties are as follows:

	March 31, 2025 $000	March 31, 2024 $000
Interest [5]	**(52)**	(189)
Management fees [6]	**(123)**	(318)
Direct costs [7]	**(1,207)**	(251)
Revenue [7]	**591**	53
	(791)	(705)

d) Key management personnel remuneration:

For the three months ended March 31, 2025, the key management activities include services performed by chief officers and vice presidents per the management services contracts. The management fees and salaries paid for the three months ended March 31, 2025 and March 31, 2024, are as follows:

	March 31, 2025 $000	March 31, 2024 $000
Management fees	**123**	318
Salaries, including benefits and bonuses	**654**	201
	777	519

[1] As at March 31, 2025, EAM Enterprises Inc. owned 22.7% (December 31, 2024 – 18.9%) of the Company's issued and outstanding shares. EAM's sole shareholder is related to the Co-CEO and the Chairman of the board.

[2] The employees' receivables are due from certain employees and management. All amounts are unsecured and non-interest bearing.

[3] Amounts due to EAM are in form of a medium-term note, or a promissory note and is related to the medium-term note, which has a term of 2 years, with a maturity date of June 30, 2026. The medium-term note bears an interest rate of 12% per annum, with interest payments to be paid monthly. During the three months ended March 31, 2025, $6,000 of the promissory note was paid in shares of the Company *[note 14]*.

[4] Amounts due to 112 AB Ltd. are unsecured and repayable in full on demand.

[5] The Company accrues interest on the amount payable to EAM at an annual interest rate of 12%. For the three months ended March 31, 2025, interest expensed to EAM totaled $52 (March 31, 2024 - $189).

[6] For the three months ended March 31, 2025, management fees consist of services performed by senior officers and vice presidents of the Company.

[7] For the three months ended March 31, 2025, direct costs include $658 (March 31, 2024 - $11) related to subcontracting collection activities to Freestyle, $500 (March 31, 2024 - $nil) for cost of 1 home sold to a related party, and $49 (March 31, 2024 - $40) related to credit card processing fees from GBSI.

For the three months ended March 31, 2025, revenue includes $550 (March 31, 2024 - $nil) for 1 home sold to a related party and $41 (March 31, 2024 - $53) related to People First.

11. Credit facilities

	Interest rate per annum	Maturity	March 31, 2025 $000	December 31, 2024 $000
Facility 1 [1]	Lesser of: (1) 10.45% or (2) Greater of 8.45% or prime rate + 5.50%	January 2026	1,635	2,528
Facility 2	Prime rate – 0.85%	February 2026	—	238
Facility 3	2.5%	June 2026	24	29
Facility 4 [2]	6.46%	June 2025	4,024	4,193
Facility 5 [3]	13.5%	February 2025	291	489
Facility 6 [4]	Prime rate + 2.85%	Due on demand	150	145
Facility 7 [5]	Prime rate + 1.00%	Due on demand	888	888
Facility 8	5.00%	December 2026	186	183
Facility 9	11.3%	January 2027	116	127
Facility 10	10.6%	September 2027	345	345
Facility 11 [6]	Greater of: (1) 10.45% or (2) prime rate +3.50%	September 2025	865	680
Facility 12 [7]	BOE Base Rate + 4.75% Margin	November 2029	4,866	4,746
Facility 13	5.74%	December 2029	263	264
Total credit facilities			**13,653**	**14,855**
Less: current portion of credit facilities			(8,234)	(9,545)
Long-term credit facilities			**5,419**	**5,310**

[1] On June 21, 2019, the Company, through EP Homes' subsidiary, EP Homes II entered into credit arrangement of $13,500 with a capital provider of which $1,635 (December 31, 2024 - $2,528) has been drawn as at March 31, 2025. The term is for 24 months and will auto-renew for 12 months at the end of each subsequent term. The Company and/or a capital provider, at their discretion, may choose to terminate this auto-renewal clause. The credit arrangement is secured by a general security agreement, which provides the capital provider first-priority security against the EP Homes inventory and a security interest over all present and after-acquired personal property of the Company. On October 12, 2022, the credit arrangement was amended from a 12-month term to a $15 million revolving credit line for a 24 month term which has since been extended until January 2026.

[2] On February 27, 2023, the Company, through its subsidiary, GCS entered a credit arrangement of $5,300 with a Canadian Bank to acquire Groupe Solution and to pay off Facility 4, of which $4,024 (December 31, 2024 – $4,193) has been drawn as at March 31, 2025. The credit arrangement has a term of 2 years having an amortization period of 85 months, with monthly blended payments. The credit arrangement matures on June 30, 2025, and is secured by a general security agreement, which provides the bank first-priority security against all present and after acquired property of GCS. The credit agreement is subject to certain financial covenants. The financial covenants consist of debt service coverage ratio of greater than 1.25 and funded debt to EBITDA of less than 3. As at March 31, 2025, GCS is in compliance of the financial covenants.

[3] On February 14, 2023, the Company, through its subsidiary, EP Homes entered a credit arrangement of $1,500 with a capital provider to provide mezzanine financing for the homes currently held by EP Homes, of which $291 (December 31, 2024 – $489) has been drawn as at March 31, 2025. The credit arrangement is secured by a general security agreement providing security interest over all present and after acquired property of the Company, subordinate only to any general security agreement registered by the first mortgage.

[4] GCS has an operating line of credit to a maximum of $150 with a Canadian bank, of which $150 (December 31, 2024 – $145) has been drawn as at March 31, 2025. The credit arrangement is secured by a general security agreement, which provides the bank first-priority security against all present and after acquired property of GCS. The credit arrangement is due on demand at the sole discretion of the bank.

[5] Groupe Solution has an operating line of credit to a maximum of $900 with a Canadian bank, of which $888 (December 31, 2024 – $888) is drawn as at March 31, 2025. The credit facility is secured by two deeds of movable hypothec in the amounts of $1,000 and $1,200.

[6] On June 7, 2024, the Company, through EP Homes' subsidiary, EP Homes II entered into credit arrangement of $1,075 with a capital provider of which $865 (December 31, 2024 – $680) has been drawn as at March 31, 2025. The term of the loan is 12 months from October 1, 2024. The credit facility represents 1 home which is under construction which is expected to sell within 1 year.

[7] On November 7, 2024, the Company, through its subsidiary, BPO entered into a credit arrangement of $6,012 (£3,325) to acquire CCS of which $4,866 (£2,625) (December 31, 2024 - $4,746 (£2,625)) has been drawn on as of March 31, 2025. The term is 60 months. The credit arrangement is secured by a floating charge over all assets and undertaking of BPO, EP Financial, and CCS, security from subordinated creditors, corporate guarantees by BPO, EP Financial, and CCS. The credit arrangement is subject to certain financial covenants. The financial covenants consist of a gross leverage ratio of less than 1.9, a cash flow coverage ratio of greater than 1.3, an interest service coverage ratio of greater than 4, and a liquidity of greater than £200. As at March 31, 2025, BPO is in compliance of the financial covenants.

12. Promissory notes

Promissory notes as at March 31, 2025, including interest includes:

	2025					
	As at December 31, 2024 $000	**Additions [1]** $000	**Repayments [2]** $000	**Fair value revaluation [3]** $000	**Foreign exchange difference** $000	**As at March 31, 2025** $000
Promissory notes	250	—	—	—	—	250
Contingent consideration: Groupe Solution	1,253	—	(150)	—	—	1,103
Additional payments: CCS	1,347	—	—	(490)	14	871
Deferred payments: CCS	605	—	—	—	14	619
Contingent consideration: CCS	515	—	—	(56)	34	549
	3,970	**—**	**(150)**	**(546)**	**62**	**3,883**
Less: current portion of promissory notes	(1,454)					(1,304)
Long-term promissory notes	**2,516**					**2,032**

	2024						
	As at December 31, 2023 $000	**Additions [1]** $000	**Acquisition of subsidiaries [4]** $000	**Repayments [2]** $000	**Fair value revaluations [3]** $000	**Foreign exchange difference** $000	**As at December 31, 2024** $000
Promissory notes	146	200	—	(96)	—	—	250
Contingent consideration: Groupe Solution	905	—	—	(127)	475	—	1,253
Additional payments: CCS	—	—	1,341	—	—	6	1,347
Deferred payments: CCS	—	—	601	—	—	4	605
Contingent consideration: CCS	—	—	540	—	(27)	2	515
	1,051	**200**	**2,482**	**(223)**	**448**	**12**	**3,970**
Less: current portion of promissory notes	(337)						(1,454)
Long-term promissory notes	**714**						**2,516**

[1] For the year ended December 31, 2024, the additions were $200, related to a promissory note issued to Pollock Services Corp. The promissory note was reclassified from due to related parties to promissory notes, as the owner of Pollock Services Corp. is a former director of the board. The promissory note bears interest at 12% per annum, with interest payments paid monthly, and matures on June 30, 2025.

[2] For the three months ended March 31, 2025, repayments of $150 were related to contingent consideration payments to Groupe Solution founders.

For the year ended December 31, 2024, repayments of $223 included $127 related to contingent consideration payments to Groupe Solution founders and $96 related to the payment of a promissory note issued for the purchase of a home.

[3] As at March 31, 2025, the CCS additional payments was revalued to $871 and CCS contingent consideration was revalued to $549, which resulted in a gain from the revaluation of the contingent consideration of $546.

As at December 31, 2024, the Groupe Solution contingent consideration was revalued to $1,253, which resulted in a loss from the revaluation of contingent consideration of $475. Also, the CCS contingent consideration was revalued to $515, which resulted in a gain from the revaluation of the contingent consideration of $27.

[4] For the year ended December 31, 2024, the additions of $2,482 are related to the acquisition of CCS, of which $1,341 is related to the fair value of the additional payments, $601 is for the fair value of the deferred payment, and $540 is for the contingent consideration *[note 4]*.

13. Capital management

The primary objective of the Company's capital management is to achieve healthy capital ratios to support its business and maximize shareholder value. The Company's capital structure consists of common shares, promissory notes, due to related parties, and credit facilities which as at March 31, 2025 was $93,525 (December 31, 2024 - $94,356). The Company monitors equity on the basis of the carrying amount of equity as presented on the consolidated statements of financial position.

No changes were made to the objectives, policies and processes for capital management for the three months ended March 31, 2025.

14. Capital stock

Common shares

Authorized: Unlimited number of common shares, no par value.

The following table summarizes the change in issued common shares of the Company:

	March 31, 2025		December 31, 2024	
	Number of shares \#	**Amount** $000	**Number of shares** \#	**Amount** $000
Balance, beginning of period	**118,654,361**	**69,035**	114,076,539	67,517
Issued from acquisition of subsidiary [1]	**—**	**—**	2,233,565	849
Issued for debt settlement [2]	**7,075,388**	**6,390**	—	—
Issued on exercise of RSUs [3]	**125,000**	**45**	2,344,257	669
Balance, end of period	**125,854,749**	**75,470**	118,654,361	69,035

[1] On November 7, 2024, the Company issued 2,233,565 shares to the shareholders of CCS as part of the acquisition of CCS. The shares were issued as part of the purchase price consideration for the 100% ownership in CCS *[note 4]*. The stock price on the date of acquisition was $0.38 per share for a value of $849.

[2] On January 2, 2025, the Company issued 1,000,000 common shares to a vendor for payment of their outstanding trade payable balance. The value of the 1,000,000 common shares totaled $390.

On January 20, 2025, the Company issued an aggregate of 2,439,024 common shares to EAM at a deemed price of $0.82 per common share for a value of $2,000, to settle a portion of the outstanding indebtedness in the amount of $2 million.

On January 29, 2025, the Company issued an aggregate of 3,636,364 common shares to EAM at a deemed price of $1.10 per common share for a value of $4,000 to settle a portion of the outstanding indebtedness in the amount of $4 million. Upon completion of the January 20, 2025 and January 29, 2025 debt settlements, EAM will hold 22.7% of the Company's issued and outstanding common shares. The debt settlement will not result in the creation of a new control person or insider of the Company.

[3] For the three months ending March 31, 2025, 125,000 (December 31, 2024 – 2,344,257) RSUs were exercised by the board of directors and management, for a total cost of $45 (March 31, 2024 – $669).

Common shares – committed

The following table summarizes the change in the committed common shares of the Company:

	March 31, 2025		December 31, 2024	
	Number of shares #	Amount $000	Number of shares #	Amount $000
Balance, beginning of period	**1,000,000**	**390**	—	—
Committed to issue shares [1]	**(1,000,000)**	**(390)**	1,000,000	390
Balance, end of period	**—**	**—**	1,000,000	390

[1] On January 2, 2025, the Company issued 1,000,000 common shares to a vendor for payment of their outstanding trade payable balance. The value of the 1,000,000 common shares totaled $390.

Reserves – warrants

Warrant holders have the right to purchase one common share for $1.25. The following table summarizes the changes in warrants of the Company:

	March 31, 2025 Warrants in units	December 31, 2024 Warrants in units
Opening balance	**2,342,000**	2,617,380
Expired [1]	**—**	(275,380)
Ending balance [2]	**2,342,000**	2,342,000

[1] For the three months ended March 31, 2025, no warrants expired (December 31, 2024 – 275,380).

[2] On January 6, 2025, the Company further extended 2,342,000 warrants for 1 year. The original maturity of the warrants was set for January 21, 2024, and are now extended to January 21, 2026.

On January 22, 2024, the Company extended 2,342,000 warrants for 1 year. The original maturity of the warrants was set for January 21, 2024, and are now extended to January 21, 2025.

[expressed in Canadian dollars in thousands except where noted]

2025

	Outstanding			Exercisable	
Exercise prices	**Number of warrants**	**Weighted average remaining contractual life in years**	**Weighted average exercise price**	**Number of warrants**	**Weighted average exercise price**
$	**#**		**$**	**#**	**$**
1.25	2,342,000	1	1.25	2,342,000	1.25
	2,342,000		**1.25**	**2,342,000**	**1.25**

2024

	Outstanding			Exercisable	
Exercise prices	**Number of warrants**	**Weighted average remaining contractual life in years**	**Weighted average exercise price**	**Number of warrants**	**Weighted average exercise price**
$	**#**		**$**	**#**	**$**
1.25	2,342,000	1	1.25	2,342,000	1.25
	2,342,000		**1.25**	**2,342,000**	**1.25**

Reserves – Stock options

On August 31, 2022, the board of directors of the Company approved the Company's Omnibus Share Incentive Plan (the "Share Incentive Plan"), and on July 25, 2024, a majority of disinterested shareholders of the Company approved the Share Incentive Plan. Under the Share Incentive Plan, options to purchase common shares may be granted by the board of directors to directors, officers, consultants, and employees. Options are generally granted at exercise prices equal to the fair market value at the grant date and have at least one year of vesting.

The Company uses the fair value method to value the services provided over the vesting period to account for stock options granted to officers, consultants, advisors and employees. For the three months ending March 31, 2025, the Company has recorded an expense of $2 (three months ended March 31, 2024 - $19) in share-based compensation related to the options granted in accordance with the Share Incentive Plan in the consolidated statements of profit and loss and comprehensive profit and loss, with a corresponding credit to reserves.

	March 31, 2025 Options in units	**December 31, 2024 Options in units**
Opening balance	**1,885,000**	2,388,400
Options expired/cancelled/forfeited [1]	**—**	(503,400)
Closing balance	**1,885,000**	1,885,000
Exercisable balance	**1,768,333**	1,768,333

[1] For the three months ended March 31, 2025, no options expired, were cancelled, or forfeited

Outstanding options as at March 31, 2025 are as follows:

2025

	Outstanding			Exercisable	
Exercise prices $	**Number of options** #	**Weighted average remaining contractual life in years**	**Weighted average exercise price** $	**Number of Options** #	**Weighted average exercise price** $
0.75	1,520,000	1.3	0.75	1,520,000	0.75
1.00	365,000	2.5	1.00	248,333	1.00
	1,885,000			**1,768,333**	**0.79**

2024

	Outstanding			Exercisable	
Exercise prices $	**Number of options** #	**Weighted average remaining contractual life in years**	**Weighted average exercise price** $	**Number of Options** #	**Weighted average exercise price** $
0.75 [2]	1,520,000	1.3	0.75	1,520,000	0.75
1.00	365,000	2.5	1.00	248,333	1.00
	1,885,000			**1,768,333**	**0.79**

Reserves – Restricted share units

Under the Share Incentive Plan, RSUs may be granted by the board of directors to directors, officers, consultants, and employees. RSUs are generally granted at exercise prices equal to the fair market value at the grant date and have at least one year of vesting.

	March 31, 2025 Number of units	**December 31, 2024 Number of units**
Opening balance	**1,267,000**	3,011,000
Issued to directors with 3-year vesting period	**—**	396,000
Issued to consultants with 1-year vesting period	**570,000**	350,000
RSUs exercised	**(125,000)**	(2,344,257)
RSUs cancelled	**—**	(145,743)
Ending balance	**1,712,000**	**1,267,000**

Reserves – Contingent consideration

	March 31, 2025		December 31, 2024	
	Number of shares #	**Amount** $000	**Number of shares** #	**Amount** $000
Opening balance [1]	**1,781,485**	**536**	**1,781,485**	**536**
Ending balance	**1,781,485**	**536**	**1,781,485**	**536**

[1] This amount relates to the contingent consideration of the acquisition of GCS on December 30, 2022. Per the purchase agreement with GCS, the Company will be required to issue 1,781,485 common shares to former GCS shareholders if GCS' EBITDA is equal to $1,782 in any one year before December 31, 2025. The fair value of the contingent consideration was estimated to be $536, using the DCF method.

Share-based compensation

	Three months ended March 31, 2025 $000	Three months ended March 31, 2024 $000
Compensation in options	**2**	19
Compensation in RSUs	**114**	134
	116	**153**

15. Additional cash flow information

	Three months ended March 31, 2025 $000	Three months ended March 31, 2024 $000
Increase in trade receivables	**(1,817)**	(3,589)
Decrease / (increase) in prepaid expenses	**(425)**	516
Proceeds (repayments) for related parties	**(35)**	1,212
Decrease in other current liabilities	**(57)**	(97)
Increase / (decrease) in trade payables	**1,004**	(1,705)
	(1,330)	(3,663)

16. Finance costs

	March 31, 2025 $000	March 31, 2024 $000
Interest on lease liabilities *[note 19]*	**52**	36
Interest on debt and borrowings	**376**	613
Outstanding interest to related parties *[note 11]*	**—**	21
Total interest expense	**428**	**670**
Bank charges	**186**	227
Total finance costs	**614**	**897**

17. Financial instruments

The Company's principal financial liabilities include trade payables, customer payables, due to related parties, promissory notes, and credit facilities. The Company's financial assets include cash and cash equivalents, cash – restricted, customer funds, due from related parties, and trade receivables. The Company's financial instruments have been classified as either assets or liabilities at amortized cost or fair value through profit and loss. The following table illustrates how the financial instruments in the consolidated statements of financial position are classified and measured:

Financial assets/liabilities	Classification and measurement
Cash and cash equivalents	Amortized cost
Cash – restricted	Amortized cost
Customer funds	Amortized cost
Trade receivables	Amortized cost
Due from related parties	Amortized cost
Trade payables	Amortized cost
Customer payables	Amortized cost
Due to related parties	Amortized cost
Promissory notes	Amortized cost and FVTPL
Credit facilities	Amortized cost

The risks arising from the Company's financial instruments are equity price risk, interest rate risk, foreign currency risk, and liquidity risk.

Fair value

The fair values of cash and cash equivalents, restricted cash, customer funds, loan receivables, trade receivables, trade payables, current portion of promissory notes, current portion of credit facilities, customer payables, current portion of due to related parties, and due from related parties approximate their carrying values due to the short-term maturity of these financial instruments. The fair value of transactions with related parties approximates their carrying value because they are due on demand, with the exception of EAM. The Company's market borrowing rate is 9%, whereas, the interest in the EAM loan is 12%.

The Company uses a fair value hierarchy, based on the relative objectivity of inputs used to measure fair value, with Level 1 representing inputs with the highest level of objectivity and Level 3 representing the lowest level of objectivity. The financial instruments in Level 1 consist of cash and cash equivalents, cash – restricted, customer funds, and customer payables. The financial instruments in Level 2 are trade receivables, due from related parties, trade payables, due to related parties, and credit facilities. The financial instruments in Level 3 consist of contingent considerations as there is minimal market activity for this liability, and the fair value is estimated based on key internal estimates including discount rate and estimated growth rates. There have been no transfers into Level 3 from other levels within the fair value hierarchy.

Included within the promissory notes are contingent considerations related to the acquisitions of Groupe Solution and CCS, with a value of $1,103 and $549, respectively. A change in 10% in the discount rate, would not result in a material difference in the fair value of the contingent considerations.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to interest rate risk arising from fluctuations in interest rates arising in the Company's credit facilities. Interest rate risk is minimized through management's decision to primarily obtain fixed rate borrowings. The impact of interest rate sensitivity on the Company's net profit (loss) before tax is due to the changes in the bank prime rates and bank base rates *[note 11]*. With all other variables held constant, the increase or decrease in interest rate by 2.7% or 270 basis points will result in a change in the Company's net profit (loss) before tax by $90 (December 31, 2024 - $102).

Foreign currency risk

Foreign currency risk is the risk to earnings or capital arising from changes in foreign exchange rates. The Company has transactional currency exposures that arise from loans and receivables in currencies other than its functional currency. The Company has transactional currency exposures that arise from purchases in currencies other than their functional currency, including British Pound Sterling. The Company does not enter into derivatives to hedge the exposure.

The impact of foreign currency sensitivity on the Company's net loss before tax is due to the changes in the fair value of monetary assets and liabilities as at the date of financial position. With all other variables held constant the increase or decrease in exchange rates by 10% will result in below mentioned decrease or increase respectively in net profit before tax for the period ended March 31, 2025 by $523 (December 31, 2024 - $304) on account of change in the GBP exchange rates.

The financial assets and liabilities exposed to foreign currency risk are detailed as follows:

	March 31, 2025 $000	**December 31, 2024** $000
Cash and cash equivalents	**1,335**	1,718
Customer funds	**10,375**	11,541
Trade receivables	**6,104**	4,837
Total financial assets	**17,814**	**18,096**
Trade payables	**7,314**	6,714
Customer payables	**10,374**	11,541
Credit facilities	**5,351**	5,246
Total financial liabilities	**23,039**	**23,501**

Liquidity risk

Liquidity risk represents the risk that the Company will have difficulty meeting obligations of financial liabilities. There can be significant fluctuation in the timing of the Company's cash receipts due to various external factors. The Company monitors the liquidity and capital resource for every reportable operating segment. The Company's collection services segment has been generating sufficient cash to support its current operations and planned growth. Management mitigates this risk by working closely with the board to monitor the Company's operations, monthly revenue and expenses of the collection services, financial services, and EP Homes facilitation services segments to ensure the Company has sufficient working capital to execute its strategic business plan. Appropriate adjustments to projections and to the monthly expenses are made when necessary.

Liquidity risk is also related to the possibility of insufficient debt and equity financing available to fund the desired growth of the Company and to refinance the current and long-term debt and trade payables as they become due. The Company's financial condition and results of operations could be adversely affected if it were not able to obtain appropriate levels of debt or equity financing.

The following table reconciles the movements in liabilities arising from financing activities:

Liability	December 31, 2024 $000	Cash flow $000	Non-cash changes $000	March 31, 2025 $000
Credit facilities	14,855	(1,202)	—	13,653
Promissory notes	3,970	(150)	(484)	3,336
Due to related parties	6,496	570	(6,000)	1,066
Lease liabilities	3,418	(135)	334	3,617
	28,739	**(917)**	**(6,150)**	**21,672**

Liability	December 31, 2023 $000	Cash flow $000	Non-cash changes $000	December 31, 2024 $000
Credit facilities	16,985	(2,130)	—	14,855
Promissory notes	1,051	(223)	3,142	3,970
Due to related parties	6,202	940	(646)	6,496
Lease liabilities	2,523	(1,007)	1,902	3,418
	26,761	**(2,420)**	**4,398**	**28,739**

Contractual maturities of financial liabilities:

	Trade payables $000	Customer payables $000	Credit facilities $000	Promissory notes $000	Due to related parties $000	Other current liabilities $000	Lease Liabilities $000	Total $000
2025	**12,081**	**13,222**	**8,234**	**1,304**	**233**	**189**	**567**	**35,830**
2026	—	—	**1,845**	**2,032**	**833**	—	**565**	**5,275**
2027	—	—	**461**	—	—	—	**563**	**1,024**
2028	—	—	—	—	—	—	**488**	**488**
2029	—	—	**3,113**	—	—	—	**379**	**3,492**
Thereafter	—	—	—	—	—	—	**1,055**	**1,055**
	12,081	**13,222**	**13,653**	**3,336**	**1,066**	**189**	**3,617**	**47,164**

Credit risk

Credit risk arises from cash and cash equivalents, as well as credit exposure to customers, including outstanding trade receivables, loan receivables, and due from related parties. The Company manages credit risk on cash and cash equivalents by ensuring the counterparties are banks, governments and government agencies with high credit ratings.

Trade receivables are mainly for whom the Company provides collection services on their default accounts. The Company manages its client's funds as they are received into bank accounts controlled by the Company, and the receivable amounts are based on a portion of the amounts collected for its customers. Since the Company manages collection on behalf of its customers and receives the funds directly to the Company's bank account, credit risk on trade receivables is not material.

With reference to breakdown of trade receivables in note 5, there is exposure to credit risk owing on receivable from customers balances, Management actively mitigates the risk by ensuring receivables remain current. The policy to calculate the allowance is disclosed in note 3. Set out below is the information about the credit risk exposure on the Company's trade receivables using a provision matrix for March 31, 2025:

	2025					
	1 – 30 days	**31 – 60 days**	**61 – 90 days**	**91 – 120 days**	**120+ days**	**Total**
Expected credit loss rate	0.00%	0.92%	7.11%	33.33%	27.85%	2.69%
Gross carrying amount at default	6,023	1,519	717	45	571	8,875
Expected credit loss	—	14	51	15	159	239

	2024					
	1 – 30 days	**31 – 60 days**	**61 – 90 days**	**91 – 120 days**	**120+ days**	**Total**
Expected credit loss rate	0.21%	5.20%	10.53%	51.64%	27.74%	3.07%
Gross carrying amount at default	5,814	558	190	122	328	7,012
Expected credit loss	12	29	20	63	91	215

Set out below is the movement in the allowance for expected credit losses of trade receivables:

	March 31, 2025 $000	**December 31, 2024** $000
Opening balance	**215**	**132**
Provision for expected credit losses	**24**	**90**
Write off	**—**	**(7)**
Total financial assets	**239**	**215**

18. Leases

The Company has lease agreements for leased offices and equipment leases. The office leases consist of 7 office leases as of March 31, 2025 (December 31, 2024 – 7 office leases) for the UK offices and 7 office leases (December 31, 2024 – 6 office leases) are for the Canadian offices. The Company also has various leases for its office equipment deemed to be of low value and exempt from capitalization. The IBR for the leases range between 4.36% and 8.45%.

The carrying amounts and the movements as at March 31, 2025, and December 31, 2024 are as follows:

Right-of-use assets	**March 31, 2025** $000	**December 31, 2024** $000
Opening balance	**3,170**	**2,074**
Additions [1]	**230**	**710**
Additions from the acquisition of subsidiaries *[note 4]*	**—**	**1,203**
Depreciation	**(182)**	**(864)**
Unrealized foreign exchange gain/loss	**54**	**47**
	3,272	**3,170**

Lease liabilities	**March 31, 2025** $000	**December 31, 2024** $000
Initial recognition of liability and interest [1]	**3,418**	2,523
Additions [1]	**230**	723
Additions from the acquisition of subsidiaries *[note 4]*	—	903
Payments	**(135)**	(1,007)
Non-cash interest accretion	**52**	164
Unrealized foreign exchange gain/loss	**52**	112
	3,617	3,418
Less: current portion of lease liabilities	**(567)**	(511)
Long-term lease liabilities	**3,050**	2,907

[1] For the three months ended March 31, 2025, Groupe Solution entered into a new office lease.

For the year ended December 31, 2024, the additions are related to 4 leases. BPO renewed 1 office lease and entered into 1 new equipment lease. GCS renewed 1 office lease, and EPFS entered into 1 new office lease in the UK.

The expense relating to short-term and low-value lease payments not included in lease liabilities was $243 (12 months ended December 31, 2024 – $830).

19. Revenue and direct costs

Revenue	**Three months ended March 31, 2025** $000	**Three months ended March 31, 2024** $000
RCM revenue	**15,146**	**12,181**
EP Homes facilitation fees revenue		
Sale of properties held for lease and sale [1]	1,806	1,141
Lease revenue	73	167
Savings contribution revenue	40	67
Total EP Homes revenue	**1,919**	**1,375**
Financial services revenue	**629**	**1,249**
Total revenue	**17,694**	**14,805**

[1] For the three months ended March 31, 2025, the sale of EP Homes inventory includes the sale of 4 homes (March 31, 2024 – 3 homes).

Direct costs	**Three months ended March 31, 2025** $000	**Three months ended March 31, 2024** $000
RCM services	4,548	3,122
EP Homes [1]	1,667	1,135
Financial services	64	100
Total direct costs	**6,279**	**4,357**

[1] For the three months ended March 31, 2025, direct costs of EP Homes primarily consist of the sale of 4 homes. For the three months ended March 31, 2024, direct costs of EP Homes primarily consist of the sale of 3 homes.

20. Sales, general, and administrative expenses

Sales, general, and administrative expenses consist of the following:

	Three months ended March 31, 2025 $000	**Three months ended March 31, 2024** $000
Employee benefits expense	7,845	5,875
Depreciation and amortization	943	799
Acquisition costs	—	72
Loss allowances on trade receivables	22	58
Other sales, general, and administrative expenses	202	116
	9,012	**6,920**

21. Other income (expenses)

Other income consists of the following:

	Three months ended March 31, 2025 $000	**Three months ended March 31, 2024** $000
Interest income	**37**	35
Overpayment and suspense income [1]	**219**	—
Gain on debt forgiveness [2]	—	884
Sale of RCM accounts [3]	**555**	—
Tax refund	**196**	—
Other income (expenses)	**32**	80
	1,039	**999**

[1] For the three months ended March 31, 2025, the Company recognized $219 in income related to overpayment and suspense funds.

[2] For the three months ended March 31, 2024, the Company negotiated settlements on obligations with various vendors and customers, resulting in a gain of $884.

[3] For the three months ended March 31, 2025, the Company recognized a gain of $555 related to the sale of a portfolio of RCM accounts.

22. Other operating expenses

Other operating expenses consist of the following:

	Three months ended March 31, 2025 $000	**Three months ended March 31, 2024** $000
IT support	**636**	311
Subscriptions and licenses	**300**	290
Travel and entertainment	**176**	129
Telephone	**155**	101
Office supplies	**147**	154
Insurance	**117**	137
Rent and utilities	**108**	255
Marketing expenses	**55**	9
Credit bureaus	**37**	41
Repairs and maintenance	**27**	55
Other	**10**	19
	1,768	1,501

Notes to unaudited interim condensed consolidated financial statements

[expressed in Canadian dollars in thousands except where noted]

For the three months ended March 31, 2025 and 2024

23. Segmented information

The Company has three reportable operating segments based on the products and services provided. The reportable operating segments are as follows:

(1) Financial services – This segment issues operates as a fee-for-service model, generating revenue from financial services and prepaid card fees. The CODM reviews the results of all financial services in Canada and UK collectively. The UK card services, and Canada card services have been aggregated to form the financial services reporting segment.

(2) EP Homes services – This segment acquires homes and offers eligible clients the ability to purchase a home through a structured lease and dedicated down payment accumulation program.

(3) Revenue cycle management services – This segment provides debt collection services for corporations that have past due and default accounts.

The Chief Executive Officer is the CODM and monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on the following metrics:

- Financial services:
  - Average revenue per user.
  - Profit or loss for the segment.
- EP Homes services:
  - Average loan-to-value for EP Homes properties.
  - Profit or loss for the segment.
- Revenue cycle management services:
  - Average percentage collected per outstanding account.
  - Profit or loss for the segment.

The following tables summarize the segmented revenue and profit or loss for the three months ended March 31, 2025 and March 31, 2024:

	For the three months ended March 31, 2025			
	Financial Services $000	EP Homes Services $000	RCM Services $000	Total $000
Revenue	629	1,919	15,146	**17,694**
Direct costs	(64)	(1,667)	(4,548)	**(6,279)**
Total operating expenses, before corporate expenses [1]	(131)	(162)	(10,140)	**(10,433)**
Profit from operations, before corporate expenses	434	90	458	**982**
Corporate expenses	(984)	—	—	**(984)**
Profit (loss) from operations	**(550)**	**90**	**458**	**(2)**
Other (expenses) income [2]	(105)	(82)	1,158	**971**
Net profit (loss) before taxes	**(655)**	**8**	**1,616**	**969**

	For the three months ended March 31, 2024			
	Financial Services $000	EP Homes Services $000	RCM Services $000	Total $000
Revenue	1,249	1,375	12,181	**14,805**
Direct costs	(100)	(1,135)	(3,122)	**(4,357)**
Total operating expenses, before corporate expenses [1]	(185)	(151)	(7,257)	**(7,593)**
Profit from operations, before corporate expenses	964	89	1,802	**2,855**
Corporate expenses	(1,491)	—	—	**(1,491)**
Profit (loss) from operations	**(527)**	**89**	**1,802**	**1,364**
Other (expenses) income [2]	659	(336)	(220)	**103**
Net profit (loss) before taxes	**132**	**(247)**	**1,582**	**1,467**

Notes to unaudited interim condensed consolidated financial statements

[expressed in Canadian dollars in thousands except where noted]

For the three months ended March 31, 2025 and 2024

[1] This includes depreciation and amortization expenses of $932 (March 31, 2024 - $786), of which $24 (March 31, 2024 - $27) is related to financial services, $23 (March 31, 2024 - $nil) is related to EP Homes services, $885 (March 31, 2024 - $759) is related to RCM services *[notes 6, 8 and 19].*

[2] For the three months ended March 31, 2025, financial services' other expenses of $105 are primarily related to interest expenses and bank charges. For the three months ended March 31, 2024, financial services' other income of $659 is primarily related to gain on debt forgiveness.

For the three months ended March 31, 2025, RCM services' other income of $1,158 is primarily related to income from the sale of a portfolio of RCM accounts and the revaluation of the CCS additional payments and contingent consideration. For the three months ended March 31, 2024, RCM services' other expenses of $220 were primarily related to interest expenses and bank charges.

EP Homes services' other expenses of $82 (March 31, 2024 – $336) are primarily related to interest expenses for the credit facilities.

The following tables summarize total assets and liabilities as at March 31, 2025 and December 31, 2024:

				As at March 31, 2025
	Financial Services	**EP Homes Services**	**RCM Services**	**Total**
	$000	$000	$000	$000
Total assets	3,169	4,334	57,215	**64,718**
Total liabilities	4,545	3,706	42,965	**51,216**
Net assets	**(1,376)**	**628**	**14,250**	**13,502**

				As at December 31, 2024
	Financial Services	**EP Homes Services**	**RCM Services**	**Total**
	$000	$000	$000	$000
Total assets	2,962	5,750	55,233	**63,945**
Total liabilities	10,052	4,598	42,977	**57,627**
Net assets	**(7,090)**	**1,152**	**12,256**	**6,318**

Geographical information

The following table summarizes the revenue by geographical location for the three months ended March 31, 2025 and March 31, 2025:

	March 31, 2025	**March 31, 2024**
Revenue by geographical location:	$000	$000
Canada	7,750	5,429
United States of America	—	1,199
United Kingdom	9,944	8,177
	17,694	**14,805**

The following table summarizes the non-current assets by geographical location as at March 31, 2025 and March 31, 2024:

	March 31, 2025	**December 31, 2024**
Non-current assets by geographical location:	$000	$000
Canada	16,142	17,043
United Kingdom	21,012	21,072
	37,154	**38,115**

Information about major customers

The following table provides the proportion of revenue attributed to each significant customer for the three months ended March 31, 2025 and March 31, 2024:

	March 31, 2025 %	March 31, 2024 %
Customer 1	10.9%	19.2%

The revenue concentration noted mirrors the consolidated nature of the Company's operations. It is the management's opinion that the loss of Customer 1 will impact the Company's performance. In addition to the customer detailed in the above table, no other services were provided any to one customer that represented more than 10% of total revenue for the Company.

24. Earnings per share

The following table reflects the income and share data used in the basic and diluted earnings (loss) per share calculations:

	March 31, 2025 $000	March 31, 2024 $000
Net income for the year for basic and diluted earnings per share calculation	824	870
Weighted average number of common shares outstanding	123,922	115,002
Effect of dilutive restricted share units	—	—
Diluted weighted average number of common shares	123,922	115,002
Earnings per share – basic	$0.01	$0.01
Earnings per share – diluted	$0.01	$0.01

For the three months ended March 31, 2025, no stock options or restricted share units were included in the diluted earnings per share calculation as they were antidilutive or had no dilutive effect.