



Everyday People Financial Corp.
Management's Discussion and Analysis

*For the three months March 31, 2025 and 2024
[expressed in Canadian dollars except where noted]*

May 14, 2025

The effective date of this Management's Discussion and Analysis is, May 14, 2025, except as otherwise noted.

INTRODUCTION

Management's Discussion and Analysis ("MD&A") of the financial condition and results of the operations of Everyday People Financial Corp. ("EP Financial" or the "Company") constitutes management's review of the factors that affected the Company's financial and operating performance for the three months ended March 31, 2025 and 2024. This MD&A has been prepared in compliance with National Instrument 51-102 – Continuous Disclosure Obligations requirements. This MD&A should be read in conjunction with the unaudited interim condensed consolidated financial statements of the Company for the three months ended March 31, 2025 and audited consolidated financial statements of the Company for the year ended December 31, 2024, together with the notes thereto. Unless otherwise noted, all amounts are reported in thousands of Canadian dollars. In the opinion of management, all adjustments (which consist only of normal recurring adjustments) considered necessary for a fair presentation have been included in the MD&A. The MD&A was reviewed by the Audit Committee and subsequently approved and authorized for issue by the Board of Directors on May 14, 2025. The information contained herein is presented as of May 14, 2025, unless otherwise indicated.

The Company's unaudited interim condensed consolidated financial statements and the financial information contained in the MD&A are prepared in accordance with International Financial Reporting Standards ("IFRS").

This MD&A makes reference to certain non-IFRS financial measures. These measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS, and are therefore unlikely to be comparable to similar measures presented by other companies. These measures are provided as additional information to complement the IFRS financial measures contained herein by providing further metrics to understand the Company's results of operations from the management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. We use non-IFRS financial measures, including adjusted earnings before interest, tax, depreciation and amortization, share-based compensation, impairment losses, acquisition costs, and other expenses ("Adjusted EBITDA"), to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. We also use non-IFRS financial measures in order to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess our ability to meet our capital expenditure and working capital requirements. See "selected quarterly financial information".

FORWARD-LOOKING STATEMENTS

This MD&A contains certain forward-looking information and forward-looking statements, as defined in applicable securities laws (collectively referred to herein as "Forward-looking statements"). These statements relate to future events or the Company's future performance. All statements other than statements of historical fact are Forward-looking statements. Often, but not always, Forward-looking statements can be identified by the use of words such as "plans", "expects", "is expected", "budget", "scheduled", "estimates", "continues", "forecasts", "projects", "predicts", "intends", "anticipates" or "believes", or variations of, or the negatives of, such words and phrases, or statements that certain actions, events or results "may", "could", "would", "should", "might" or "will" be taken, occur or be achieved. The Forward looking statements in this MD&A speak only as of the date of this MD&A or as of the date specified in such statements.

Forward-looking statements may include, but are not limited to, comments regarding:

- the Company's business performance presenting pro-forma revenue and pro-forma net income (loss);
- the Company's business strategy;
- the Company's strategy for protecting its intellectual property;
- the Company's ability to obtain necessary funding on favorable terms or at all;
- the Company's plan and ability to secure revenues;
- the risk of competitors entering the market;
- the Company's ability to hire and retain skilled staff;
- the impact of the adoption of new accounting standards; and
- the Company's risk pertaining to regulatory compliance.

Although the Company believes that the plans, intentions, and expectations reflected in these Forward-looking statements are reasonable, the Company cannot be certain that these plans, intentions, or expectations will be

achieved. Actual results, performance, or achievements could differ materially from those contemplated, expressed or implied by the Forward-looking statements contained in this report. Disclosure of important factors that could cause actual results to differ materially from the Company's plans, intentions, or expectations is included in this report under the heading Risks and Uncertainties.

Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause the Company's actual results, performance or achievements to be materially different from any of its future results, performance or achievements expressed or implied by Forward-looking statements. All Forward-looking statements herein are qualified by this cautionary statement. Accordingly, readers should not place undue reliance on forward looking statements. The Company undertakes no obligation to update publicly or otherwise revise any Forward-looking statements whether as a result of new information or future events or otherwise, except as may be required by law. If the Company does update one or more Forward-looking statements, no inference should be drawn that it will make additional updates with respect to those or other Forward-looking statements, unless required by law.

CORPORATE OVERVIEW

EP Financial has its registered office at Suite 450, 11150 Jasper Avenue, Edmonton, Alberta, T5K 0C7. EP Financial trades on the TSX Venture Exchange ("TSXV") under the symbol EPF, and on the OTCQB Venture Market ("OTCQB") under the symbol EPFCF.

Basis of consolidation

Please refer to the unaudited interim condensed consolidated financial statements as at and for the three months ended March 31, 2025, and 2024 (the "consolidated financial statements") as well as the audited consolidated financial statements for the 12 months ended December 31, 2024 for details of the companies included.

THE BUSINESS

EP Financial is founded on the belief that everyone deserves a second chance to financially reestablish themselves with access to affordable credit products. We are changing the way people manage money by enhancing our client services with our own affordable and specialized financial products and literacy programs. We're helping everyday people rebuild their financial health. EP Financial has over 500 employees with operations first established in 2006 in the United Kingdom, Canada, and the United States of America.

The Company includes three main pillars of business: one pillar, Revenue Cycle Management ("RCM") operates under our Co-CEO's, Graham Rankin and Barret Reykdal, and two pillars, EP Financial Services and EP Homes operates under our Co-CEO, Tyler Hatch. We stand for creativity and entrepreneurship. Our combination of companies, products and services has been established to ensure we can fulfill consumers' financial needs and service them in a low-cost, effective manner.

EP Financial is comprised of the following business lines:

1. Revenue Cycle Management Services:

Headquartered in the UK and Canada, and operating under the companies, BPO Collections Limited ("BPO"), Everyday People Financial Solutions Limited ("EPFS"), CCS Group Holdings Limited ("CCS"), General Credit Services Inc. ("GCS"), and Groupe Solution Collect Solu Inc. ("Groupe Solution"). The combined businesses have been operating for more than 75 years on behalf of blue-chip clients across the United Kingdom and Canada in both public and private sectors. We are founded on the belief that everyone deserves a second chance to financially reestablish themselves in an affordable way. We are changing the way revenue cycle management agencies work by enhancing our client services with affordable financial products and literacy programs while achieving optimal receivables management for our clients.

In 2008, we began the process of requiring our United Kingdom RCM customers to complete a vulnerability and affordability assessment which ensures that longer payment plans are established to fit within the customer's cash flow and other financial commitments. This resulted in long-term, solid relationships with our customers which have successfully benefited both our clients and our RCM customers. Our intentions are to establish the same operating practices in Canada. We are proud to lead the industry with our innovative and leading-edge

technologies that provide effortless and seamless processes, ensuring we put our customers at the heart of our business.

2. Financial Services:

Headquartered in Edmonton, Alberta Canada, Financial Services operates primarily on a fee-for-service model, generating revenue from financial services and card fees. As a credit facilitator and program manager, EP Financial helps businesses and government agencies coordinate with card networks, credit bureaus, and banks to implement customized payment card and credit access programs. Additionally, EP Financial offers its own unique B2C card and credit access programs. The Company's financial products and services are meticulously crafted and frequently tailored to meet the unique needs of our clients who are serving everyday people, every day.

EP Supply Chain turns supply chains into high-performance value chains, allowing for better cash flow and profitability, enhancing deliverables to their customers.

EP Supply Chain is a distribution program operated under the Company's EP Financial Services pillar, enabling the delivery of essential goods through licensed third-party exporters and distributors. The Company earns a fee-based share of margin on fulfilled shipments, without holding inventory or assuming lending risk. While the Company supports certain exporters and distributors with access to working capital and logistical coordination, often through a related party, it does so without assuming any financial or balance sheet risk. In exchange, the Company participates in a profit-sharing arrangement with these exporters and distributors, aligning incentives and enabling them to scale purchase volumes more efficiently.

This structure supports the Company's Financial Services growth strategy while preserving balance sheet strength. It also represents the first of several accretive steps planned under the Company's expanded Financial Services model, focused on scaling recurring, non-lending income streams through strategic partnerships and capital-light operations.

3. EP Homes:

Headquartered in Edmonton, Alberta Canada, we are proudly making the opportunity for homeownership an achievable goal for people of all walks of life. We partner with homebuilders, mortgage brokers, lenders, land developers, realtors, financiers, and government agencies to help everyday people find their path to homeownership through our credit and homeownership facilitation programs that we tailor to meet the needs of each of our clients, and partners. The Bridge to Homeownership Program gives qualified homebuyers the best possible opportunity to acquire a home in a community they love and in a financially responsible way. Through a structured three-year lease and down payment accumulation plan, the Program addresses the key barriers to achieving homeownership, and helps our partners expand their market reach to grow a larger community of homebuyers.

The Company has decided to shift EP Homes' business strategy from the Bridge to Homeownership Program to a Borrowed Down Payment Program ("BDPP"). The BDPP program gives homebuyers an alternative option to purchase a home without having to save for a down payment. Through the BDPP program, qualified homebuyers may access up to 5% equity of their new home purchase as a loan from the Company, to be applied as their down payment to purchase their home. This allows the buyer to become a homeowner with an insured mortgage that would be offered at a competitive interest rate.

BUSINESS AND OPERATIONS HIGHLIGHTS FOR THE THREE MONTHS ENDED MARCH 31, 2025 AND SUBSEQUENT EVENTS

- On January 2, 2025, the Company issued 1,000,000 common shares to DC Bank, whereby the Company and DC Bank agreed to settle outstanding debt in the amount of \$553 owed to DC Bank, together with the Company utilizing different technology services of DC Bank, which allows for a reduction in monthly fees payable to DC Bank under the New Program Agreements.
- On January 6, 2025, the Company announced its intention to extend the expiry date of 2,342,000 common share purchase warrants originally issued on January 21, 2022. These warrants had previously been amended on December 31, 2023, to extend their expiry to January 21, 2025. The Company applied to the TSXV for approval

to further extend the expiry date of the warrants to January 21, 2026. On January 6, 2025, the TSXV approved the extension. All other terms of the warrants, including the exercise price of \$1.25 per common share, remain unchanged.

- 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 to settle a portion of the outstanding indebtedness in the amount of \$2 million. Upon completion of the debt settlement, EAM together with Gordon Reykdal will hold 20.8% 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.
- 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 to settle a portion of the outstanding indebtedness in the amount of \$4 million. Upon completion of the debt settlement, EAM together with Gordon Reykdal 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.

ACQUISITION HIGHLIGHTS

The integration of CCS is progressing well, and the Company's plan is to add accretive acquisitions to the Company's RCM services segment will continue throughout 2025.

Non-IFRS Financial Measures

This MD&A refers to Adjusted EBITDA which is non-IFRS financial measures, are not standardized measures under IFRS and are therefore unlikely to be comparable to similar measures presented by other companies.

"Adjusted EBITDA" is used as a non-IFRS financial measure to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. "EBITDA" means earnings before finance and interest costs, provision for income tax and amortization and depreciation expenses. "Adjusted EBITDA" is calculated taking the net loss before tax and adding back the share-based compensation, acquisition costs, depreciation and amortization, impairment losses and other expenses. We believe that securities analysts, investors and other interested parties frequently use non-IFRS financial measures in the evaluation of issuers. EP Financial's management also uses non-IFRS financial measures to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess our ability to meet our capital expenditure and working capital requirements. The most comparable IFRS measure to Adjusted EBITDA is net profit (loss) before tax, for which a reconciliation is provided in "Reconciliation of Non-IFRS Measures" table below "Selected Quarterly Information".

OVERALL PERFORMANCE

Revenue for the three months ended March 31, 2025, was \$17.7 million as compared to \$14.8 million for the three months ended March 31, 2024, resulting in a total increase of 20% or \$2.9 million, which was primarily due to:

- \$3.0 million increase in RCM services revenue, primarily driven by the acquisition of CCS, and the increase in accounts in the remaining RCM services entities.
- \$0.5 million increase in EP Homes services revenue is due to the 4 homes being sold in 2025, as compared to 3 homes being sold in the same period in 2024.
- \$0.6 million decrease in financial services revenue, primarily attributable to a change in accounting policy whereby revenue from supply chain operations is now recognized on a cash basis, rather than on an accrual basis as applied during the three months ended March 31, 2024. The revenue recognized in Q1 2024 was subsequently reversed in Q4 2024. For additional information, please refer to the MD&A for the year ended December 31, 2024.

Profit (loss) from operations for the three months ended March 31, 2025, was (\$2) (three months ended March 31, 2024 - \$1.4 million profit from operations). For more information, see the Selected Annual Information section.

Cash flow activities for the three months ended March 31, 2025, and March 31, 2024, are as follows:

- Net cash provided by operating activities for the three months ended March 31, 2025, was \$1.6 million (March 31, 2024 - \$0.7 million cash used in operating activities).
- Net cash used in investing activities for the three months ended March 31, 2025, was \$24 (March 31, 2024 - \$0.2 million used in investing activities).
- Net cash used in financing activities for the three months ended March 31, 2025, was \$0.9 million (March 31, 2024 - \$0.1 million cash provided by financing activities).

For further details of the cash flow activities, see the Cash Flow Summary section.

SELECTED QUARTERLY INFORMATION

		Three months ended	Three months ended
		March 31, 2025	March 31, 2024
		\$000	\$000
Revenue	[1]	17,694	14,805
Direct costs	[2]	6,279	4,357
Gross profit		11,415	10,448
Operating expenses			
Sales, general, and administrative expenses	[3]	9,012	6,920
Other operating expenses		1,768	1,501
Management, consulting, and professional fees	[4]	637	663
Total operating expenses		11,417	9,084
Profit (loss) from operations		(2)	1,364
Total other income		971	103
Net profit before tax		969	1,467
Income tax expense		(145)	(597)
Net profit for the period		824	870
Comprehensive profit for the period		1,068	1,078

Consolidated balance sheet information	[5]	March 31, 2025	December 31, 2024
		\$000	\$000
Total assets		64,718	63,945
Total non-current financial liabilities		11,334	16,621
Deficit		(66,517)	(67,341)
Dividends declared		\$nil	\$nil
Basic and diluted earnings (loss) per share		0.01	(0.06)

RECONCILIATION OF NON-IFRS FINANCIAL MEASURES

Non-IFRS financial measures have limitations as analytical tools and should not be considered in isolation or as a substitute for an analysis of our results under IFRS. There are various limitations related to the use of non-IFRS financial measures versus their nearest IFRS equivalents. Investors are encouraged to review the consolidated financial statements in its entirety and are cautioned not to put undue reliance on any non-IFRS financial measure and view it in conjunction with the most comparable IFRS financial measures. In evaluating these non-IFRS financial measures, please be aware that in the future we will continue to have adjustments similar to those adjusted in the presented period.

Consolidated Adjusted EBITDA

		Three months ended	Three months ended
		March 31, 2025	March 31, 2024
		\$000	\$000
Adjusted EBITDA reconciliation			
Net profit before tax		969	1,467
<i>Adjustments</i>			
Depreciation and amortization		943	799
Acquisition costs		—	72
Share-based compensation		116	153
Finance costs		614	897
Gain on contingent consideration		(546)	—
Gain on debt settlement		—	(286)
Total adjustment to net profit before tax		1,127	1,635
Adjusted EBITDA		2,096	3,102
Less: Finance costs		(614)	(897)
Adjusted EBTDA		1,482	2,205

Adjusted EBITDA – RCM services

		Three months ended	Three months ended
		March 31, 2025	March 31, 2024
		\$000	\$000
Adjusted EBITDA reconciliation			
Net profit before tax		1,616	1,583
<i>Adjustments</i>			
Depreciation and amortization		884	759
Acquisition costs		—	72
Share-based compensation		—	9
Finance costs		421	339
Gain on contingent consideration		(546)	—
Total adjustment to net profit before tax		759	1,179
Adjusted EBITDA		2,375	2,762
Less: Finance costs		(421)	(339)
Adjusted EBTDA		1,954	2,423

Adjusted EBITDA – EP Homes services

		Three months ended	Three months ended
		March 31, 2025 \$000	March 31, 2024 \$000
Adjusted EBITDA reconciliation			
Net profit (loss) before tax		8	(247)
<i>Adjustments</i>			
Depreciation and amortization		23	—
Share-based compensation		—	10
Finance costs		85	342
Total adjustment to net profit (loss) before tax		108	352
Adjusted EBITDA		116	105
Less: Finance costs		(85)	(342)
Adjusted EBTDA		31	(237)

Adjusted EBITDA – Financial services

		Three months ended	Three months ended
		March 31, 2025 \$000	March 31, 2024 \$000
Adjusted EBITDA reconciliation			
Net profit before tax		414	1,605
<i>Adjustments</i>			
Depreciation and amortization		22	27
Finance costs		22	19
Gain on debt settlement		—	(286)
Total adjustment to net profit before tax		44	(240)
Adjusted EBITDA		458	1,365
Less: Finance costs		(22)	(19)
Adjusted EBTDA		436	1,346

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Adjusted EBITDA – Corporate services

		Three months ended	Three months ended
		March 31, 2025	March 31, 2024
		\$000	\$000
Adjusted EBITDA reconciliation			
Net loss before tax		(1,070)	(1,467)
<i>Adjustments</i>			
Depreciation and amortization		14	12
Share-based compensation		116	133
Finance costs		86	193
Total adjustment to net loss before tax		216	338
Adjusted EBITDA		(854)	(1,129)
Less: Finance costs		(86)	(193)
Adjusted EBTDA		(940)	(1,322)

DISCUSSION ON RESULTS OF OPERATIONS

The Company has based the following discussion on its consolidated financial statements. Please read the discussion below along with these consolidated financial statements, as it is qualified in its entirety by reference to them.

[1] Revenue

	Three months ended March 31,	Three months ended March 31,	Three months ended	
	2025	2024	Change	Change
	\$000	\$000	\$000	(%)
EP Homes services	1,919	1,375	544	40%
RCM services	15,146	12,181	2,965	24%
Financial services	629	1,249	(620)	(50%)
Revenue	17,694	14,805	2,889	20%

The increase in revenue of the RCM services segment amounted to:

- \$3.0 million increase for the three months ended March 31, 2025, primarily due to the acquisition of CCS and continued organic growth in the operations of EPFS, BPO, GCS, and Groupe Solution.

The increase in revenue of the EP Homes services segment amounted to:

- \$0.5 million increase for the three months ended March 31, 2025, primarily due to 4 homes sold as compared to 3 homes sold for the three months ended March 31, 2024.

The decrease in revenue of the financial services segment amounted to:

- \$0.6 million decrease for the three months ended March 31, 2025, primarily attributable to a change in recognizing revenue from supply chain operations on a cash basis, rather than on an accrual basis as applied during the three months ended March 31, 2024. The revenue recognized in Q1 2024 was subsequently reversed in Q4 2024.

[2] Direct costs

	Three months ended March 31,	Three months ended March 31,	Three months ended
	2025 \$000	2024 \$000	Change \$000
EP Homes services	1,667	1,135	532
RCM services	4,548	3,122	1,426
Financial services	64	100	(36)
Total	6,279	4,357	1,922
As a % of total revenue	35%	29%	—

The increase in direct costs of the RCM services segment amounted to:

- \$1.4 million increase for the three months ended March 31, 2025, is primarily related to the acquisition of CCS and aligned with the growth in RCM services revenue, as compared to the same period in 2024.

The increase in direct costs of the EP Homes services segment amounted to:

- \$0.5 million increase for the three months ended March 31, 2025, primarily related to 4 homes sold, as compared to 3 homes sold in the same period in 2024.

[3] Sales, general, and administrative expenses

	Three months ended March 31,	Three months ended March 31,	Three months ended
	2025 \$000	2024 \$000	Change \$000
Employee benefits expense	7,845	5,875	1,970
Depreciation and amortization	943	799	144
Acquisition costs	—	72	(72)
Loss allowances	22	58	(36)
Other expenses	202	116	86
Total	9,012	6,920	2,092
As a % of total revenue	51%	47%	

The increase in employee benefit expenses amounting to:

- \$2.0 million increase for the three months ended March 31, 2025, are primarily due to the acquisition of CCS and increase in workforce in RCM services.

[4] Management fees, consulting fees, and professional fees

	Three months ended March 31,	Three months ended March 31,	Three months ended
	2025 \$000	2024 \$000	Change \$000
Management and consulting fees	221	362	(141)
Professional fees	416	301	115
Total	637	663	(26)
As a % of total revenue	4%	5%	

[5] Consolidated balance sheet information

Total assets of \$64.7 million (December 31, 2024 - \$63.9 million) primarily consist of \$3.6 million in properties held for lease and sale (December 31, 2024 - \$5.0 million), \$17.3 million in intangible assets (December 31, 2024 - \$17.6 million), \$13.2 million in customer funds (December 31, 2024 - \$13.3 million), and \$13.0 million in goodwill (December 31, 2024 - \$12.8 million) accounted upon acquisition of BPO, GCS, Groupe Solution, EPFS and CCS.

The non-current financial liabilities are calculated as defined in the CPA Canada Handbook, therefore, deferred tax liability is excluded from total long-term financial liabilities. The non-current financial liabilities as at March 31, 2025, primarily consist of lease liabilities of \$3.1 million (December 31, 2024 - \$2.9 million), \$0.8 million of due to related parties (December 31, 2024 - \$5.9 million), \$5.4 million in credit facilities (December 31, 2024 - \$5.3 million), and \$2.0 million in promissory notes (December 31, 2024 - \$2.5 million).

Basic and diluted earnings per share is calculated based on the weighted average number of the Company's issued and outstanding common shares. For the three months ended March 31, 2025, the earnings per share was \$0.00 compared to \$0.01 for the three months ended March 31, 2024. The diluted earnings per share does not include the effect of the Company's warrants and options as they are anti-dilutive.

Outstanding Securities

The Company's outstanding securities as of March 31, 2025 and December 31, 2024 are as follows:

Description of securities	Number of securities outstanding as at March 31, 2025	Number of securities outstanding as at December 31, 2024
Common shares	125,854,749	118,654,361
Warrants	2,342,000	2,342,000
Options	1,885,000	1,885,000
RSUs	1,712,000	1,267,000
Equity fully diluted	131,793,749	124,148,361

Financial Instruments

Please refer to Note 17 of the unaudited interim condensed consolidated financial statements for details on measurement, carrying value, and fair value of financial instruments. For the three months ended March 31, 2025, the Company did not have any derivative financial instruments, and the Company did not engage in hedging activities.

SELECTED QUARTERLY RESULTS

The following table sets forth selected unaudited interim quarterly results for the last eight quarters:

	03/31/2025	12/31/2024	09/30/2024	06/30/2024	03/31/2024	12/31/2023	09/30/2023	06/30/2023
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Revenue	17,694	8,782	17,784	15,756	14,805	9,666	9,434	10,794
Revenue Q/Q change %	101%	(51%)	13%	6%	53%	2%	(13%)	35%
Profit (loss) from operations	(2)	(8,526)	1,395	633	1,364	(5,265)	3	(60)
Net income (loss) for the period	824	(8,546)	978	69	870	125	(365)	(599)
Comprehensive income (loss) for the period	1,068	(8,629)	1,493	239	1,078	487	(570)	(586)
Adjusted EBITDA	2,096	(5,151)	3,085	2,382	3,102	3,133	1,132	983
Earnings (loss) per share, basic and diluted	0.01	(0.06)	0.01	0.00	0.01	0.01	(0.00)	(0.01)

LIQUIDITY AND CAPITAL RESOURCES

NOTE: This section contains forward-looking information. By its nature, forward-looking information requires that certain assumptions be made and is subject to inherent risks and uncertainties. Please see "Forward-Looking Information" and "Risks and Uncertainties" for additional information on the factors that could cause results to vary.

The Company monitors the liquidity and capital resources for every reportable operating segment. The RCM segment continues to generate stable cash flows to support its current operations and strategic growth. EP Financial has completed initial phases of product development and continues to work with financial institutions to launch its financial services offerings. Working capital for the financial services segment remains supported by capital raised in prior financings.

The EP Homes services segment previously relied on debt and equity financing to fund the Bridge to Homeownership program. Given the capital-intensive nature of that model, the Company strategically transitioned to the Borrowed Down Payment Program, which requires significantly less external financing and enhances cash efficiency.

The Company's cash balance was \$1.7 million as at March 31, 2025, as compared to \$1.6 million as at December 31, 2024.

Management and the board closely monitor the Company's operations and the monthly revenue and expenses of the RCM services, financial services, and EP Homes segments to ensure the Company maintains sufficient working capital to execute its strategic business plan. Appropriate adjustments to projections and to the monthly expenses are made when necessary. As of March 31, 2025, EP Financial had \$3.1 million in current senior secured credit facilities supporting the remaining EP Homes property portfolio, and is working on selling its properties and paying off all associated credit facilities to align with EP Homes' strategic shift in its business plan.

CASH FLOW SUMMARY

The following table provides a summary of cash inflows and outflows by activity for the three months ended March 31, 2025 and March 31, 2024:

Cash inflows and (outflows) by activity:		March 31, 2025 \$000	March 31, 2024 \$000
Cash provided by (used in) operating activities	[1]	1,589	(697)
Cash used in investing activities	[2]	(24)	(201)
Cash provided by (used in) financing activities	[3]	(917)	124
Foreign exchange on cash held in foreign currency		(585)	(42)
Net cash (outflows) inflows		63	(816)
Cash and cash equivalents, beginning of period		1,716	1,967
Cash and cash equivalents, end of period		1,779	1,151
Less: Cash – restricted, end of period		(100)	(461)
Cash and cash equivalents, end of period (after cash-restricted)		1,679	690

[1] Cash used in operating activities

Net cash provided by operating activities for the three months ended March 31, 2025, amounted to \$1.6 million, (March 31, 2024 - \$0.7 million cash used in operating activities). The cash provided by operating activities for the three months ended March 31, 2025, increased primarily due to the proceeds from the sale of the EP Homes properties and the net change in non-cash working capital.

[2] Cash used in investing activities

Net cash used investing activities for the three months ended March 31, 2025, was \$0.02 million (March 31, 2024 – \$0.2 million used in investing activities) is primarily due to the purchases of property and equipment.

[3] Cash provided by financing activities

Net cash used in financing activities for the three months ended March 31, 2025, was \$0.9 million (March 31, 2024 - \$0.1 million cash provided by financing activities), which primarily comprised of:

- \$1.2 million in net repayments (March 31, 2024 - \$0.5 million net repayments) from credit facilities.
- \$0.2 million proceeds (March 31, 2024 - \$0.8 million proceeds) of promissory notes.
- \$0.1 million repayments (March 31, 2024 - \$0.2 million repayments) of lease liabilities.

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Items affecting liquidity

The following table provides a list of items that impact the Company's liquidity:

		March 31, 2025	December 31, 2024
		\$000	\$000
Current assets			
Cash and cash equivalents		1,679	1,615
Customer funds	[1]	13,222	13,347
Cash – restricted		100	101
Trade receivables	[2]	8,636	6,797
Prepaid expenses		1,797	1,371
Due from related parties		563	530
Current portion of properties held for lease and sale	[3]	1,567	2,069
Total current assets		27,564	25,830
Current liabilities			
Trade and other payables	[4]	12,081	11,081
Customer payables	[1]	13,222	13,347
Other current liabilities		189	245
Current tax liability		273	335
Current portion of lease liabilities		567	511
Current portion of due to related parties		233	608
Current portion of promissory notes		1,304	1,454
Current portion of credit facilities	[5]	8,234	9,545
Total current liabilities		36,103	37,126
Net working capital	[6]	(8,539)	(11,296)

[1] Customer funds and customer payable

RCM services collect payments on behalf of its customers. The funds belong to the clients and are not available for operating use by the Company. Customers are invoiced at various intervals and paid accordingly. The source of payments received are not always known and may include overpayments. The funds from overpayments remain in the bank account until they can be traced and applied to the correct account or refunded. The cash in customer funds is shown separately under current assets, which is offset by the corresponding customer payable under current liability.

[2] Trade receivables

Trade receivables primarily include the commission receivables from the clients related to RCM services. RCM services collect the funds on behalf of its clients and transfers the collected funds to the client per the agreed service agreement for certain clients, called gross clients. RCM services generate the invoice for its collections and then the client pays commissions as per the agreed terms. The funds collected are received in the bank account for which the Company has signing authority, therefore, the risk of not collecting on the commissions is minimal.

The Company reported \$8.6 million of trade receivables as at March 31, 2025, compared to \$6.8 million as at December 31, 2024. The increase in trade receivables is consistent with the growth in RCM services revenue.

[3] Current portion of properties held for lease and sale

The current portion of the properties held for lease and sale represents the number of homes expected to be executed in the next 12 months per the client agreement. There might be unforeseen situations where the client requests to further extend the agreed execution date, which results in changes in expected cash flow. Upon the sale of the properties, the Company repays the outstanding credit facilities and mezzanine debt associated with the home and remaining cash flow is used per the planned budget.

The Company reported 2 homes representing \$1.6 million of the current portion of the properties held for lease and sale as at March 31, 2025, as compared to 4 homes representing \$2.1 million as at December 31, 2024.

[4] Trade and other payables

Trade payables include trade obligations, accrued liabilities, and statutory dues of the RCM services segment, EP Homes segment, and financial services segment.

The Company reported \$12.1 million of trade payables and accrued liabilities as at March 31, 2025, compared to \$11.0 million as at December 31, 2024. Trade payables include \$9.6 million (December 31, 2024 – \$8.5 million) from the RCM services segment, \$2.0 million (December 31, 2024 – \$2.1 million) from the financial services segment, and \$0.5 million (December 31, 2024 – \$0.4 million) from the EP Homes segment.

The increase in trade payables for the three months ended March 31, 2025, as compared to December 31, 2024, is primarily due to growth in operations across all segments and timing of payments to vendors and service providers.

[5] Credit facilities

The Company works with multiple credit facility providers to finance the EP Homes properties. It has incorporated SPVs specific to the credit facility provider to provide general security on the financed homes by the credit facilities provider. The interest rate for the credit facilities used for EP Homes properties, range between prime plus 1% to 13.5% per annum. The term for certain facilities is from payable on demand without notice to 24 months. For further information about the terms of the credit facilities, please refer to note 11 of the consolidated financial statements as at December 31, 2024.

Any demand of the existing credit facilities with a short notice may create liquidity issues for the Company. The Company has decided to pivot the EP Homes business strategy from the Bridge to Homeownership program to a BDPP program, where the new strategy requires less capital to execute the business model. As a result, the Company plans to sell all of its properties held for lease and sale and pay off all associated credit facilities within 12 months.

In 2023 and 2024, the company entered in credit agreements with lenders to finance acquisitions. These credit arrangements are structured so the acquired company funds the payments.

The Company reported \$8.2 million as the current portion of credit facilities as at March 31, 2025, as compared to \$9.5 million as at December 31, 2024, and \$5.4 million in long-term credit facilities as at March 31, 2025, as compared to \$5.3 million as at December 31, 2024. The current portion and long-term portion of credit facilities totaled \$13.6 million at March 31, 2025, as compared to \$14.8 million as at December 31, 2024. The primary reason for the decrease in the credit facilities is due to 4 homes from the EP Homes portfolio being sold during the three months ended March 31, 2025.

[6] Net working capital

The net working capital deficiency improved by \$2.8 million. The net working capital deficiency as of March 31, 2025, is \$8.5 million, as compared to \$11.3 million as of December 31, 2024. The primary reason for the improvement in net working capital is the reduction of credit facilities balances due to asset sales, and the increase in the trade receivables balances.

The Company is working with lenders to extend their current facilities or repay the credit facilities to strengthen its net working capital. Additionally, as part of the Company's strategic shift in the EP Homes' business plan, the Company plans to sell all its EP Homes inventory and pay off all credit facilities associated to the EP Homes properties within the next 12 months. This will impact the Company positively from a cash flow perspective as finance costs will continue to reduce, allowing the Company to reduce its current liabilities, resulting in a net working capital increase.

COMMITMENTS AND CONTINGENCIES

Other commitments

On September 30, 2024, the Company terminated the old Processing Agreement and BIN Sponsorship Agreement and entered into a new BIN Sponsorship and Processing Services Agreement (the "Agreement") with Digital Commerce

Bank ("DC Bank"). Pursuant to the Agreement, the Company entered into a Card Program Services Agreement and a Transaction Processing Agreement (collectively referred to as "New Program Agreements").

On September 30, 2024, the Company entered into a Card Program Services Agreement with DC Bank for an 8-year term, maturing September 30, 2032. Pursuant to the Card Program Services Agreement, DC Bank agreed act as a Program Manager and provide services related to the provision of prepaid cards to the Company's clients. The Card Program Services Agreement grants the Company non-exclusive and revocable license to use DC Bank's property for the purpose of operating its card program(s). The Card Program Services Agreement does not transfer ownership of the intellectual property to the Company. The Card Program Services Agreement has an 8-year renewal option, subject to an agreement between all parties.

On September 30, 2024, the Company entered into a Transaction Processing Agreement with DC Bank for an 8-year term, maturing September 30, 2032. Pursuant to the Transaction Processing Agreement, DC Bank agreed to provide transaction processing services to the Company. The Transaction Processing Agreement grants the Company nonexclusive and revocable license to access and use DC Bank's processor software and documentation solely for the purpose of utilizing the processing services. DC Bank owns all intellectual property, and the Transaction Processing Agreement grants the Company a limited license to use the intellectual property. The Transaction Processing Agreement does not transfer ownership of the intellectual property to the Company.

On August 24, 2022, the Company entered into an Issuer Trading Services Agreement with Generation IACP Inc. ("Generation IACP") with initial term of 6 months and shall be renewed for subsequent 6-month periods unless the Company provides written notice of termination to Generation IACP. Pursuant to the Issuer Trading Services Agreement, Generation IACP is to provide trading services with respect to the common shares of the Company, with the primary objective of contributing to market liquidity of the shares in Canada.

LEGAL PROCEEDINGS

The Company has no material legal proceedings.

OFF-BALANCE SHEET ARRANGEMENTS

The Company has no off-balance sheet arrangements.

TRANSACTIONS AND BALANCES WITH RELATED PARTIES

For the three months ended March 31, 2025 and 12 months ended December 31, 2024, the Company entered into several related party transactions in the normal course of business. These transactions have been recorded at the agreed upon amounts between the parties. 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
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:

As at March 31, 2025, \$0.6 million was due from related parties, compared to \$0.5 million as at December 31, 2024. Of this amount, \$0.5 million relates to employee and management receivables (December 31, 2024 – \$0.4 million), \$Nil related to GBSI (December 31, 2024 – \$0.04 million), and \$0.1 million to BTHO UK (December 31, 2024 – \$0.1 million). For more details, please refer to Note 10 from the consolidated financial statements.

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

As at March 31, 2025, \$1.0 million was due to related parties (December 31, 2024 - \$6.5 million), of which \$0.9 million is due to EAM (December 31, 2024 - \$6.3 million). The decrease was primarily due to the payment of amount due to

EAM through issuance of the Company's common shares. For more details, please refer to Note 10 from the consolidated financial statements.

c) Transactions with related parties are as follows:

For the three months ended March 31, 2025, the impact on the unaudited interim condensed consolidated statement of profit and loss and comprehensive profit and loss from related party transactions was \$0.8 million loss (March 31, 2024 – \$0.7 million loss). For more details, please refer to Note 10 from the consolidated financial statements.

d) Key management personnel remuneration:

For the three months ended March 31, 2025, the key management remuneration was \$0.8 million (March 31, 2024 - \$0.7 million). The increase of \$0.1 million is primarily due to the increase in the salaries as management personnel grew from the acquisitions of Groupe Solution, EPFS, and CCS, as well as, the increase in the number of senior officers in the Company. For more details, please refer to Note 10 from the consolidated financial statements.

CRITICAL ACCOUNTING ESTIMATES AND MANAGEMENT JUDGEMENT

The preparation of the consolidated financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the year. Actual outcomes could differ from these estimates. The Company's critical accounting estimates relate to estimate of purchase price of allocation, valuation of goodwill and judgement used to value properties held for lease and sale, and estimate of the restricted share units. Refer to note 2 of the consolidated financial statements as at and for the year ended December 31, 2024, for detailed information of the accounting estimates and judgments.

ACCOUNTING POLICIES INCLUDING CHANGES IN ACCOUNTING POLICIES AND INITIAL ADOPTION

The consolidated financial statements as at and for the three months ended March 31, 2025 and 2024 of the Company have been prepared in accordance with IFRS as issued by IASB.

Please refer to note 3 of the consolidated financial statements for further information about the Company's significant accounting policies.

RISKS AND UNCERTAINTIES

EP Financial is exposed to several risks and uncertainties. A summary of the material risks that could affect the financial condition, operating results, or business of EP Financial can be found in the section "Risks and Uncertainties" of EP Financial's Annual MD&A dated December 31, 2024, which is available under EP Financial's profile on SEDAR+ at www.sedarplus.com.

FURTHER INFORMATION

Additional information relating to the Company is also available on the SEDAR+ website www.sedarplus.com.