



# 2017 SECOND QUARTER REPORT

Purpose. Values. Character.

June 30, 2017





## Purpose. Values. Character.

### We love helping companies reach their potential.

In fact, it's our core purpose – our very reason for being. Our clients may be in growth mode, or restructuring and rebuilding. Whatever phase they're in, we stand ready with a full range of working capital solutions to help them get wherever they want to go.

Our versatile finance programs allow our clients to transform their accounts receivable, inventory and equipment into valuable working capital. We've been doing it successfully for almost 40 years. How?

By living our values of Integrity (you can be confident we'll do what we say), Reliability (we'll be here when you need us) and Transparency (we're public, so you can see what we're made of).

And then there is our fundamental character. We are highly Accessible: you can talk to a decision maker any time you wish. We are Meticulous: we take our business seriously and approach every situation as such. And we are Passionate: we LOVE coming to work.

Purpose, values and character. As our clients attest, together they're the bedrock of our ability to deliver far more than just money.

We're worth it.

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### Just ask them.

“Accretive Solutions needed a financing arrangement that was easy to administer operationally. The Accord Financial team was interested in our challenges. They got to know us and the operational obstacles we were facing. Accord then came up with a great solution for us. The relationship is now in its third year. Not only do we appreciate the way our facility was structured from the start but, also, Accord is always responsive and interested in helping us to be successful. We truly value our excellent working relationship with Accord.”

~ **JoAnn Lilek**, Chief Financial Officer  
Consulting and Executive Search Firm

“Trident Labs, Inc. has been financing with Accord since Jan. 2012. Accord has acted as a true business partner, taking the time to understand our company and industry. The relationship has been straightforward and uncomplicated. Accord was flexible and reasonable, even when asked to make certain short-term allowances along the way. They were right by our side, helping us grow. I have worked with numerous banks and financing firms in my career and I can honestly say it is a pleasure to work with the very professional and knowledgeable staff at Accord. I am and we are pleased to highly recommend Accord.”

~ **Scott Bowen**, President and Managing Director  
SHB Consulting Group Acting as Chief Financial Officer of  
Trident Labs, Inc.

“Accord's flexibility and quick reaction to support our opportunities and initiatives has enabled Reliable to achieve record performance. Although we have more choices today with regard to our short-term financing, we remain with Accord for the simple reason that we can count on them.”

~ **Roy D. Johnson**, President  
Reliable Bookbinders Ltd.  
Service provider for binding, finishing of books and mailing

“Twenty years ago we switched our business to another service provider. Our company was growing and we were enticed by a lower rate. Soon after leaving Accord, it was clear that the service level and attention to detail wasn't the same. We also came to appreciate that Accord's reporting was simple and easy to understand. After a short absence, we went back to Accord and we've been there ever since. I might also add that we've been dealing with the same management people at Accord over our 30-year association – a testament to their consistency and professionalism.”

~ **Eric Grundy**, Chief Executive Officer  
Jaytex Group  
Fashion importer

“I truly enjoy working with the team at Accord. Your pragmatic approach to working with us is a wonderful change from the traditional banking relationships.”

~ **Mario Ricci**, Chief Financial Officer  
Pharmetrics (2011) Inc.  
Manufacturer of vitamins, supplements, cold products  
and over-the-counter medicines



## Message from the President and CEO



Tom Henderson

Enclosed are the financial statements, as well as Management's Discussion and Analysis, for the quarter and six months ended June 30, 2017 together with comparative figures for the same period of 2016. These financial statements have not been reviewed by the Company's auditors, but have been reviewed and approved by its Audit Committee and Board of Directors.

Net earnings for the second quarter of 2017 declined to \$369,000 compared with \$1,627,000 in the second quarter of 2016. Earnings per share ("EPS") were 4 cents this year compared to the 20 cents earned last year. Second quarter net earnings decreased mainly as a result of a higher provision for losses and lower revenue.

Adjusted net earnings, which comprise net earnings before non-operating stock-based compensation, amortization of intangible assets and restructuring expenses, totalled \$573,000 in the second quarter of 2017, compared to the \$1,800,000 earned in the second quarter of 2016. Adjusted EPS, based on the adjusted net earnings, were 7 cents in the second quarter, versus 22 cents earned in last year's second quarter.

Revenue declined 4% to \$6,603,000 in the second quarter compared to \$6,897,000 last year mainly as a result of reduced receivables management fees and lower yields on finance receivables and loans ("funds employed").

The Company's total funds employed were a record \$175 million at June 30, 2017, 19% higher than the \$147 million last June 30 and 25% higher than last year-end. Average funds employed in the quarter totalled \$167 million compared with \$152 million last year. Equity was \$75 million at June 30, 2017 compared to \$72 million at June 30, 2016. Book value per share was \$8.99 versus \$8.69 a year ago.

Net earnings for the first half of 2017 declined to \$1,595,000 from the \$3,091,000 earned in the first half of 2016. EPS decreased to 19 cents this year versus 37 cents last year. Net earnings decreased for the reasons noted above.

Adjusted net earnings totalled \$1,935,000 in the first half of 2017 down from the \$3,390,000 earned in the first six months of 2016. Adjusted EPS were 23 cents, versus 41 cents earned in the first half of 2016.

Revenue declined 5% to \$13,104,000 compared to \$13,768,000 in the first half of 2016 mainly as a result of lower yields on funds employed. Average funds employed in the first six months of 2017 totalled \$155 million compared with \$147 million last year.

The financial results for the second quarter and first half of 2017 mask the substantial progress the Company made as it had to provide almost \$1.6 million for a loss on a U.S. account that is in liquidation. In addition, we incurred some one-time expenses to wind down the operations of a small division that offered factoring services to small businesses. I am glad these two issues are now behind us.

I now wish to highlight the substantial progress we made, which bodes well for your company in the coming quarters. As noted above, we ended the period with funds employed of \$175 million, up 25% from the beginning of the year. The biggest contribution to this growth came from our Canadian asset-based lending group followed by increases in our Canadian equipment financing portfolio and our U.S. asset-based lending group. New business activity has been significantly outpacing portfolio runoff and we are working hard to extend this favorable trend.

During the second quarter, we introduced a new logo and tag line, "*We're worth it*". This was the culmination of our recently completed project to refresh our brand (Accord) to further illuminate the unique advantages that we bring to small and middle market businesses in the U.S. and Canada. We also put the finishing touches on our updated website [www.accordfinancial.com](http://www.accordfinancial.com) that is scheduled to go live this quarter.

And finally, I have exciting news about our ongoing efforts to expand into new lending segments where specialized expertise is rewarded with strong profits. In case you missed it, we just announced a strategic investment in a California-based media finance company. The name of the company is BondIt Media Capital, a business run by three dynamic entrepreneurs. Our investment in this company will allow its rapid growth to accelerate. The financial results of BondIt will be consolidated with ours, further enhancing the value of your company.

At the Board of Directors meeting held today, a quarterly dividend of 9 cents per common share was declared payable September 1, 2017 to shareholders of record August 15, 2017.



Tom Henderson  
President and Chief Executive Officer  
July 26, 2017



# Management's Discussion and Analysis of Results of Operations and Financial Condition ("MD&A")

Quarter and six months ended June 30, 2017 compared with quarter and six months ended June 30, 2016

## Overview

The following discussion and analysis explains trends in Accord Financial Corp.'s ("Accord" or the "Company") results of operations and financial condition for the quarter and six months ended June 30, 2017 compared with the quarter and six months ended June 30, 2016 and, where presented, the quarter and six months ended June 30, 2015. It is intended to help shareholders and other readers understand the dynamics of the Company's business and the factors underlying its financial results. Where possible, issues have been identified that may impact future results.

This MD&A, which has been prepared as at July 26, 2017, should be read in conjunction with the Company's condensed interim unaudited consolidated financial statements (the "Statements") and notes thereto for the quarters and six months ended June 30, 2017 and 2016, which are included as part of this 2017 Second Quarter Report, and as an update in conjunction with the discussion and analysis and fiscal 2016 audited consolidated financial statements and notes thereto included in the Company's 2016 Annual Report.

All amounts discussed in this MD&A are expressed in Canadian dollars unless otherwise stated and have been prepared in accordance with International Financial Reporting Standards ("IFRS"). Please refer to the Critical Accounting Policies and Estimates section below and note 2 and 3 to the Statements regarding the Company's use of accounting estimates in the preparation of its financial statements in accordance with IFRS. Additional information pertaining to the Company, including its Annual Information Form, is filed under the Company's profile with SEDAR at [www.sedar.com](http://www.sedar.com).

The following discussion contains certain forward-looking statements that are subject to significant risks and uncertainties that could cause actual results to differ materially from historical results and percentages. Factors that may impact future results are discussed in the Risks and Uncertainties section below.

## Non-IFRS Financial Measures

In addition to the IFRS prepared results and balances presented in the Statements and notes thereto, the Company uses a number of other financial measures to monitor its performance and some of these are presented in this MD&A. These measures may not have standardized meanings or computations as prescribed by IFRS that would ensure consistency and comparability between companies using them and are, therefore, considered to be non-IFRS measures. The Company primarily derives these measures from amounts presented in its Statements, which were prepared in accordance with IFRS. The Company's focus continues to be on IFRS measures and any other information presented herein is purely supplemental to help the reader better understand the key performance indicators used in monitoring its operating performance and financial position. The non-IFRS measures presented in this MD&A are defined as follows:

- i) Return on average equity ("ROE") – this is a profitability measure that presents the net earnings for the period as an annualized percentage of the average equity employed in the period to earn the income. The Company includes all components of equity to calculate the average thereof;
- ii) Adjusted net earnings, adjusted earnings per common share and adjusted ROE – adjusted net earnings presents net earnings before stock-based compensation, the amortization of intangible assets and restructuring expenses. The Company considers these items to be non-operating expenses. Management believes adjusted net earnings is a more appropriate measure of operating performance than net earnings as it excludes items which do not directly relate to ongoing operating activities. Adjusted (basic and diluted) earnings per common share is adjusted net earnings divided by the (basic and diluted) weighted average number of common shares outstanding in the period, while adjusted ROE is adjusted net earnings for the period expressed as an annualized percentage of average equity employed in the period;



Stuart Adair

- iii) Book value per share – book value is the net asset value of the Company calculated as total assets minus total liabilities and, by definition, is the same as total equity. Book value per share is the net asset value divided by the number of common shares outstanding as of a particular date;
- iv) Financial condition and leverage ratios – (a) equity expressed as a percentage of total assets; and (b) debt (bank indebtedness and notes payable) expressed as a percentage of equity. These percentages provide information on trends in the Company's financial position and leverage;
- v) Average funds employed – funds employed is another name that the Company uses for its finance receivables and loans (also referred to as "Loans" in this MD&A), an IFRS measure. Average funds employed are the average finance receivables and loans calculated over a particular period.

## Accord's Business

Accord is a leading North American provider of asset-based financial services to businesses, namely, asset-based lending ("ABL") (including factoring, inventory, lease and equipment financing), working capital financing, credit protection and receivables management, and supply chain financing for importers. The Company's financial services are discussed in more detail in its 2016 Annual Report. Its clients operate in a wide variety of industries, details of which are set out in note 17(a) to the Statements.

The Company founded in 1978 operates four finance companies in North America, namely, Accord Financial Ltd. ("AFL"), Accord Financial Inc. ("AFIC") and Varion Capital Corp. ("Varion") (doing business as Accord Small Business Finance ("ASBF")) in Canada, and Accord Financial, Inc. ("AFIU") in the United States.

The Company's business principally involves: (i) asset-based lending by AFIC and AFIU, which entails financing or purchasing

receivables on a recourse basis, as well as financing other tangible assets, such as inventory and equipment; (ii) equipment financing and working capital lending by ASBF; and (iii) credit protection and receivables management services by AFL, which principally involves providing credit protection and collection services, generally without financing.

## Results of Operations

*Quarter ended June 30, 2017 compared with quarter ended June 30, 2016*

Net earnings for the quarter ended June 30, 2017 decreased by \$1,258,000 to \$369,000 compared to the \$1,627,000 earned in 2016. They were \$1,367,000 below 2015's first quarter net earnings of \$1,736,000. Net earnings decreased compared to 2016 and 2015 mainly as a result of a higher provision for losses and lower revenue.

Earnings per common share decreased to 4 cents from the 20 cents earned in the second quarter of 2016 and 21 cents earned in the second quarter of 2015.

Adjusted net earnings for the second quarter were \$573,000, \$1,227,000 below the \$1,800,000 earned in the second quarter of 2016 and \$1,312,000 lower than the \$1,885,000 earned in the second quarter of 2015. Adjusted EPS were 7 cents compared to the 22 cents earned in the second quarter of 2016 and 23 cents earned in 2015.

The following table provides a reconciliation of net earnings to adjusted net earnings:

| Quarter ended June 30 (in thousands) | 2017   | 2016     | 2015     |
|--------------------------------------|--------|----------|----------|
| Net earnings                         | \$ 369 | \$ 1,627 | \$ 1,736 |
| Adjustments, net of tax:             |        |          |          |
| Stock-based compensation             | 27     | 79       | 43       |
| Amortization of intangible assets    | 67     | 94       | 106      |
| Restructuring expenses               | 110    | —        | —        |
| Adjusted net earnings                | \$ 573 | \$ 1,800 | \$ 1,885 |

## Quarterly Financial Information

(unaudited, in thousands except earnings per share)

| Quarter ended       | Revenue         | Net Earnings  | Earnings Per Common Share* |
|---------------------|-----------------|---------------|----------------------------|
| <b>2017 June 30</b> | <b>\$ 6,603</b> | <b>\$ 369</b> | <b>\$ 0.04</b>             |
| <b>March 31</b>     | <b>6,501</b>    | <b>1,226</b>  | <b>0.15</b>                |
| 2016 December 31    | \$ 7,722        | \$ 2,210      | \$ 0.27                    |
| September 30        | 7,032           | 1,265         | 0.15                       |
| June 30             | 6,897           | 1,627         | 0.20                       |
| March 31            | 6,871           | 1,465         | 0.18                       |
| Fiscal 2016         | \$ 28,522       | \$ 6,566**    | \$ 0.79**                  |
| 2015 December 31    | \$ 7,840        | \$ 2,794      | \$ 0.34                    |
| September 30        | 8,521           | 2,524         | 0.30                       |
| June 30             | 7,657           | 1,736         | 0.21                       |
| March 31            | 7,559           | 1,705         | 0.21                       |
| Fiscal 2015         | \$ 31,577       | \$ 8,759      | \$ 1.05**                  |

\* Basic and diluted

\*\* Due to rounding the total of the four quarters does not agree with the total for the fiscal year.

Revenue decreased by 4% or \$294,000 to \$6,603,000 compared with \$6,897,000 last year and was 14% lower than the \$7,657,000 in the second quarter of 2015. Revenue decreased compared to 2016 and 2015 mainly as a result of lower yields on funds employed and reduced receivables management fees. Average funds employed were a record \$167 million in the second quarter of 2017 compared to \$152 million and \$155 million in the second quarter of 2016 and 2015, respectively. Funds employed at June 30, 2017 were also a record \$175 million compared to \$147 million and \$158 million at June 30, 2016 and 2015, respectively.

Total expenses for the second quarter of 2017 increased by \$1,694,000 to \$6,733,000 compared to \$5,039,000 last year. The provision for credit and loan losses increased by \$1,647,000, while interest expense and depreciation were \$180,000 and \$8,000 higher, respectively. General and administrative expenses ("G&A") decreased by \$106,000, while the amortization of intangible assets declined by \$35,000.

Interest expense rose by 31% to \$754,000 in the second quarter of 2017 compared to \$574,000 last year as a result of higher interest rates and average borrowings.

G&A comprise personnel costs, which represent the majority of the Company's costs, occupancy costs, commissions to third parties, marketing expenses, management fees, professional

fees, data processing, travel, telephone and general overheads. G&A decreased by 3% or \$106,000 to \$3,886,000 in the current quarter compared to \$3,992,000 last year mainly as a result of lower personnel costs. G&A included restructuring expenses of \$174,000 in the second quarter of 2017 in respect of staff and a facility reduction in the Company's U.S. operations. The Company continues to manage its controllable expenses closely.

The provision for credit and loan losses rose by \$1,647,000 to \$1,959,000 in the second quarter of 2017 compared to \$312,000 last year as a result of higher net charge-offs and an increased reserves expense. The provision for the second quarter of 2017 and 2016 comprised:

| Quarter ended June 30 (in thousands)   | 2017     | 2016   |
|--|----------|--------|
| Net charge-offs  | \$ 1,710 | \$ 366 |
| Reserves expense (recovery) related to change in total allowances for losses | 249      | (54)   |
|  | \$ 1,959 | \$ 312 |

Net charge-offs increased by \$1,344,000 to \$1,710,000 in the current quarter, while the non-cash reserves expense rose by \$303,000 to \$249,000 on a \$22 million increase in funds employed in the second quarter. Net charge-offs for the second quarter included \$1,576,000 taken against one impaired account. The Company's allowances for losses are discussed in detail below. While the Company manages its portfolio of Loans and managed receivables closely, as noted in the Risks and Uncertainties section below, financial results can be impacted by significant insolvencies.

Amortization of intangible assets totalled \$92,000 in the current quarter compared to \$127,000 in the second quarter of 2016. The Company's intangible assets were acquired as part of the Varion acquisition on January 31, 2014.

Income tax decreased to a recovery of \$499,000 in the current quarter compared to an income tax expense of \$231,000 in the second quarter of 2016.

Canadian operations reported a small decline in net earnings in the second quarter of 2017 compared to 2016 (see note 16 to the Statements). Net earnings declined by \$9,000 to \$751,000 on higher expenses. Revenue rose by \$48,000 to \$4,610,000. Expenses were \$66,000 higher at \$3,578,000. The provision for credit and loan losses increased by \$336,000 to \$443,000.

Interest expense and depreciation were \$146,000 and \$8,000 higher, respectively. G&A declined by \$389,000 to \$2,303,000, while the amortization of intangible assets was \$35,000 lower. Income tax expense decreased by 3% to \$281,000 on a 2% decline in pre-tax earnings.

U.S. operations reported a net loss in the second quarter of 2017 compared to net earnings in 2016. Net earnings declined by \$1,249,000 to a net loss of \$382,000 mainly as a result of a higher provision for losses, lower revenue and increased G&A. Revenue decreased by \$342,000 or 15% to \$1,993,000. Expenses increased by \$1,628,000 to \$3,155,000. Provision for losses was \$1,311,000 higher at \$1,516,000 as a result of the above noted \$1,576,000 charge-off. G&A rose by \$284,000 to \$1,584,000, including the above noted \$174,000 restructuring expenses. Interest expense increased by \$34,000 to \$45,000. Depreciation was slightly lower. Income tax declined by \$721,000 to a recovery of \$780,000.

*Six months ended June 30, 2017 compared with six months ended June 30, 2016*

Net earnings in the first half of 2017 decreased by \$1,496,000 to \$1,595,000 compared to \$3,091,000 last year. Net earnings decreased compared to 2016 as a result of a higher provision for losses, lower revenue and increased interest expense. EPS for the current six months were 19 cents compared to the 37 cents earned last year. ROE in the first half of 2017 was 4.2% compared to 8.5% last year.

Adjusted net earnings decreased by \$1,455,000 to \$1,935,000 in the first half of 2017 compared to last year's \$3,390,000. Adjusted EPS declined to 23 cents compared to 41 cents in the first half of 2016. Adjusted ROE for the first half of 2017 was 5.2% compared to 9.5% in 2016.

The following table provides a reconciliation of net earnings to adjusted net earnings:

| Six months ended June 30 (in thousands) | 2017     | 2016     | 2015     |
|---|----------|----------|----------|
| Net earnings                            | \$ 1,594 | \$ 3,091 | \$ 3,441 |
| Adjustments, net of tax:                |          |          |          |
| Stock-based compensation                | 96       | 112      | 97       |
| Amortization of intangible assets       | 135      | 187      | 211      |
| Restructuring expenses                  | 110      | —        | —        |
| Adjusted net earnings                   | \$ 1,935 | \$ 3,390 | \$ 3,749 |

Revenue for the first half of 2017 decreased by \$664,000 or 5% to \$13,104,000 compared with \$13,768,000 last year. Revenue decreased compared to 2016 mainly as a result of lower yields on funds employed. Average funds employed in the first half of 2017 totalled \$155 million, 5% above last year's \$147 million.

Total expenses for the current six months increased by \$1,478,000 or 14% to \$11,819,000 compared to \$10,341,000 last year. The provision for losses, interest expense and depreciation increased by \$1,459,000, \$297,000 and \$11,000, respectively. G&A and the amortization of intangible assets declined by \$218,000 and \$71,000, respectively.

Interest expense rose by 28% to \$1,372,000 compared to \$1,075,000 in the first half of 2016 on higher interest rates and average borrowings this year.

G&A, which also included the above noted restructuring expenses of \$174,000, decreased by 3% or \$218,000 to \$7,878,000 in the first half of 2017 compared to \$8,096,000 last year mainly as a result of lower personnel costs.

The provision for credit and loan losses increased by \$1,459,000 to \$2,306,000 in the first half of 2017 compared to \$847,000 last year. The provision for the first half of 2017 and 2016 comprised:

| Six months ended June 30 (in thousands)                             | 2017     | 2016   |
|---|----------|--------|
| Net charge-offs   | \$ 2,098 | \$ 816 |
| Reserves expense related to increase in total allowances for losses | 208      | 31     |
|   | \$ 2,306 | \$ 847 |

Net charge-offs rose by \$1,282,000 to \$2,098,000 in the first half of 2017 compared to last year, while the reserves expense increased by \$177,000 to \$208,000 on a \$35 million increase in funds employed in 2017. As noted above, net charge-offs in 2017 include \$1,576,000 in respect of one account.

Amortization of intangible assets for the six months ended June 30, 2017 totalled \$184,000 compared with \$255,000 in the first six months of 2016.

Income tax decreased by \$646,000 to an income tax recovery of \$310,000 compared to an income tax expense of \$336,000 in the first half of 2016.

Canadian operations reported a 10% increase in net earnings in the first six months of 2017 compared to 2016 (see note 16 to the Statements). Net earnings rose by \$124,000 to \$1,359,000 compared to \$1,235,000 last year on higher revenue and lower expenses. Revenue increased by \$139,000 or 2% to \$9,146,000. Expenses declined by \$49,000 to \$7,244,000. G&A was \$521,000 lower at \$4,909,000, while amortization of intangible assets decreased by \$71,000 to \$184,000. The provision for credit and loan losses rose by \$324,000 to \$813,000, while interest expense and depreciation increased by \$209,000 and \$10,000, respectively.

U.S. operations reported much lower net earnings compared to the first half of 2016. Net earnings decreased by \$1,620,000 to \$236,000 compared to \$1,856,000 last year. Revenue decreased by \$832,000 or 17% to \$3,958,000. Expenses increased by \$1,498,000 or 49% to \$4,575,000. The provision for loan losses rose by \$1,135,000 to \$1,493,000 on the significant account charge-off noted above. G&A, including the above noted \$174,000 restructuring expenses, increased by \$303,000 to \$2,969,000, while interest expense rose by \$60,000 to \$91,000. Depreciation expense remained unchanged at \$22,000. Income tax decreased by \$710,000 to a recovery of \$853,000.

## Review of Financial Position

Equity at June 30, 2017 was \$74,654,000, a decrease of \$1,028,000 compared to \$75,682,000 at December 31, 2016 but \$2,432,000 above the \$72,222,000 at June 30, 2016. Book value per common share was \$8.99 at June 30, 2017 compared to \$9.11 at December 31, 2016 and \$8.69 a year earlier. The decrease in equity since December 31, 2016 resulted from a \$1,195,000 reduction in the accumulated other comprehensive income (“AOCI”) balance. The components of equity are discussed below. Please also see the consolidated statements of changes in equity on page 15 of this Second Quarter Report.

Total assets were \$189,512,000 at June 30, 2017 compared to \$154,869,000 at December 31, 2016 and \$158,160,000 at June 30, 2016. Total assets largely comprised Loans. Excluding inter-company loans, identifiable assets located in the United States were 36% of total assets at June 30, 2017 compared to 43% at December 31, 2016 and 49% at June 30, 2016.

Loans, before the allowance for losses thereon, totalled a record

\$174,989,000 at June 30, 2017, 25% higher than the \$139,631,000 at December 31, 2016 and 19% higher than the \$146,745,000 at June 30, 2016. As detailed in note 4 to the Statements, the Company’s Loans comprised:

| (in thousands)                     | June 30, 2017     | Dec. 31, 2016 | June 30, 2016 |
|------------------------------------|-------------------|---------------|---------------|
| Factored receivables               | <b>\$ 86,280</b>  | \$ 74,333     | \$ 80,357     |
| Loans to clients                   | <b>80,232</b>     | 57,342        | 60,529        |
| Lease receivables                  | <b>8,477</b>      | 7,956         | 5,859         |
| Finance receivables and loans      | <b>174,989</b>    | 139,631       | 146,745       |
| Less allowance for losses          | <b>1,684</b>      | 1,516         | 1,630         |
| Finance receivables and loans, net | <b>\$ 173,305</b> | \$ 138,115    | \$ 145,115    |

The Company’s factored receivables increased by 16% to \$86,280,000 at June 30, 2017 compared to \$74,333,000 at December 31, 2016 and were 7% higher than the \$80,357,000 at June 30, 2016. Loans to clients, which mainly comprise advances against non-receivable assets such as inventory and equipment, rose to \$80,232,000 at June 30, 2017, 40% higher than the \$57,342,000 at December 31, 2016 and 33% higher than the \$60,529,000 at June 30, 2016. Lease receivables, representing ASBF’s net investment in equipment leases, rose to \$8,477,000 at June 30, 2017, 7% higher than the \$7,956,000 at December 31, 2016 and 45% higher than the \$5,859,000 at June 30, 2016. Net of the allowance for losses thereon, Loans increased by 25% to \$173,305,000 at June 30, 2017 compared to \$138,115,000 at December 31, 2016 and were 19% higher than the \$145,115,000 at June 30, 2016. The Company’s Loans represent advances made by its asset-based lending subsidiaries, AFIC and AFIU, to approximately 75 clients in a wide variety of industries at June 30, 2017, as well as ASBF’s lease receivables, equipment loans, and working capital loans, to approximately 370 small business clients. Two clients each comprised over 5% of gross Loans at June 30, 2017, of which the largest client comprised 7%.

In its credit protection and receivables management business, the Company contracts with clients to assume the credit risk associated with respect to their receivables usually without financing them. Since the Company does not take title to these receivables, they do not appear on its consolidated statements of financial position. These managed receivables totalled \$44 million at June 30, 2017 compared to \$56 million at December 31, 2016 and \$43 million at June 30, 2016. Managed

receivables comprise the receivables of approximately 90 clients at June 30, 2017. The 25 largest clients comprised 90% of non-recourse volume in the first half of 2017. Most of the clients' customers upon which the Company assumes the credit risk are "big box", apparel, home furnishings and footwear retailers in Canada and the United States. At June 30, 2017, the 25 largest customers accounted for 73% of the total managed receivables, of which the largest five comprised 33%. The Company monitors the retail industry and the credit risk related to its managed receivables very closely. The managed receivables are regularly reviewed and continue to be well rated.

The Company's total portfolio, which comprises both gross Loans and managed receivables, as set out above, increased to \$219 million at June 30, 2017 compared to \$195 million at December 31, 2016 and \$190 million at June 30, 2016.

As described in note 17(a) to the Statements, the Company's business involves funding or assuming the credit risk on the receivables offered to it by its clients, as well as financing other assets such as inventory and equipment. Credit in the Company's asset-based lending, including factoring and leasing, and credit protection business is approved by a staff of credit officers, with larger amounts being authorized by supervisory personnel, management and, in the case of credit in excess of \$1.0 million, the Company's President and the Chairman of its Board. Credit in excess of \$2.5 million is approved by the Company's Credit Committee, which comprises three independent members of its Board. The Company monitors and controls its risks and exposures through financial, credit and legal systems and, accordingly, believes that it has procedures in place for evaluating and limiting the credit risks to which it is subject. Credit is subject to ongoing management review. Nevertheless, for a variety of reasons, there will inevitably be defaults by clients or their customers.

In its asset-based lending operations, a primary focus of the Company continues to be on the creditworthiness and collectability of its clients' receivables. The clients' customers have varying payment terms depending on the industries in which they operate, although most customers have payment terms of 30 to 60 days from invoice date. ASBF's lease receivables and equipment and working capital loans are term loans with payments usually spread out evenly over the term of the lease or loan, which can typically be up to 60 months. Of the total managed receivables

that the Company guarantees payment, 6.6% were past due more than 60 days at June 30, 2017. In the Company's asset-based lending business, receivables become "ineligible" for lending purposes when they reach a certain pre-determined age, typically 75 to 90 days from invoice date, and are usually charged back to clients, thereby limiting the Company's credit risk on such older receivables.

The Company employs a client rating system to assess credit risk in its asset-based lending business, which reviews, amongst other things, the financial strength of each client and the Company's underlying collateral, while in its credit protection business it employs a customer credit scoring system to assess the credit risk associated with the managed receivables that it guarantees. Credit risk is primarily managed by ensuring that, as far as possible, the receivables financed are of the highest quality and that any inventory, equipment or other assets securing loans are appropriately appraised and continually monitored. When the Company lends against receivables, it assesses the financial strength of its clients' customers and the industries in which they operate on a regular and ongoing basis. The financial strength of its clients' customers is often more important than the financial strength of the clients themselves.

The Company also minimizes credit risk by limiting the maximum amount it will lend to any one client, enforcing strict advance rates, disallowing certain types of receivables and applying concentration limits, charging back or making receivables ineligible for lending purposes as they become older, and taking cash collateral in certain cases. The Company will also confirm the validity of the receivables that it purchases. In its asset-based lending operations, the Company administers and collects the majority of its clients' receivables and so is able to quickly identify problems as and when they arise and act promptly to minimize credit and loan losses. In the Company's equipment leasing and lending operations, security deposits are obtained in respect of each equipment lease or loan. In its credit protection business, each customer is provided with a credit limit up to which the Company will guarantee that customer's total receivables. As noted above, all customer credit in excess of \$2.5 million is approved by the Company's Credit Committee on a case-by-case basis. Note 17(a) to the Statements provides details of the Company's credit exposure by industrial sector.

After the customary detailed quarter-end review of the Company's portfolio by its Risk Management Committee, it was determined that all problem loans and accounts were identified and provided for where necessary. The Company maintains separate allowances on both its Loans and its guarantee of managed receivables at amounts which, in management's judgment, are sufficient to cover losses thereon. The allowance for losses on Loans increased 11% to \$1,684,000 at June 30, 2017 compared to \$1,516,000 at December 31, 2016. The allowance was 3% higher than the \$1,630,000 at June 30, 2016. The allowance for losses on the guarantee of managed receivables increased 21% to \$158,000 at June 30, 2017 compared to \$131,000 at December 31, 2016 but was 15% lower than the \$185,000 at June 30, 2016. This allowance represents the fair value of estimated payments to clients under the Company's guarantees to them. The allowance is included in the total of accounts payable and other liabilities as the Company does not take title to the managed receivables and they are not included on its consolidated statements of financial position. The activity in the allowance for losses accounts for the first six months of 2017 and 2016 is set out in note 4 to the Statements. The estimates of both allowance for losses are judgmental. Management considers them to be reasonable and appropriate.

Cash declined to \$6,911,000 at June 30, 2017 compared with \$9,076,000 at December 31, 2016 but was higher than the \$5,348,000 at June 30, 2016. The Company endeavors to minimize cash balances as far as possible when it has bank indebtedness outstanding. Fluctuations in cash balances are normal.

Assets held for sale, which comprise certain assets securing defaulted loans that the Company obtained title to or repossessed, are stated at the lower of cost or estimated net realizable value and totalled \$1,216,000 at June 30, 2017 and December 31, 2016 compared \$1,399,000 last June 30. Please refer to note 5 to the Statements. There were no changes to the assets held for sale during the first half of 2017. The estimated net realizable value of the assets at June 30, 2017 and 2016 and December 31, 2016 was based upon appraisals thereof.

Intangible assets were acquired as part of the Varion acquisition on January 31, 2014 and comprise existing customer contracts and broker relationships. Intangible assets, net of accumulated amortization, totalled \$803,000 at June 30, 2017 compared to

\$987,000 at December 31, 2016 and \$1,241,000 at June 30, 2016. Please refer to note 6 to the Statements.

Goodwill totalled \$3,130,000 at June 30, 2017 compared to \$3,174,000 at December 31, 2016 and \$3,125,000 at June 30, 2016. Goodwill of \$1,883,000 was acquired as part of the Varion acquisition on January 31, 2014. Goodwill of US\$962,000 is also carried in the Company's U.S. operations and is translated into Canadian dollars at the prevailing period-end exchange rate; foreign exchange adjustments usually arise on retranslation. Please refer to note 7 to the Statements.

Income taxes receivable, other assets, deferred tax assets and capital assets at June 30, 2017 and 2016 and December 31, 2016 were not material.

Total liabilities increased by \$35,671,000 to \$114,858,000 at June 30, 2017 compared to \$79,187,000 at December 31, 2016 and were \$28,920,000 higher than the \$85,938,000 at June 30, 2016. The increase since December 31, 2016 mainly resulted from higher bank indebtedness.

Amounts due to clients increased by \$2,566,000 to \$6,648,000 at June 30, 2017 compared to \$4,082,000 at December 31, 2016 and were \$2,066,000 higher than the \$4,582,000 at June 30, 2016. Amounts due to clients principally consist of collections of receivables not yet remitted to clients. Contractually, the Company remits collections within a week of receipt. Fluctuations in amounts due to clients are not unusual.

Bank indebtedness increased by \$33,998,000 to \$92,784,000 at June 30, 2017 compared with \$58,786,000 at December 31, 2016 and was \$26,716,000 higher than the \$66,068,000 at June 30, 2016. Bank indebtedness increased largely to fund the rise in Loans. The Company had approved credit lines with a number of banks totalling \$162 million at June 30, 2017 and was in compliance with all loan covenants thereunder in the six months ended June 30, 2017. The Company's credit lines are typically renewed for a period of one or two years at a time as circumstances dictate. Bank indebtedness usually fluctuates with the quantum of Loans outstanding. The Company has no term debt outstanding.

Notes payable increased to \$11,654,000 at June 30, 2017 compared to \$11,370,000 at December 31, 2016 and \$11,629,000 at June 30,

2016. The increase in notes payable resulted from net additions and/or accrued interest. Please see Related Party Transactions section below and note 9 to the Statements.

Accounts payable and other liabilities, income taxes payable, deferred income and deferred tax liabilities at June 30, 2017, December 31, 2016 and June 30, 2016 were not material.

Capital stock totalled \$6,896,000 at June 30, 2017 and 2016 and December 31, 2016. There were 8,307,713 common shares outstanding at those dates. Please see note 10 to the Statements and the consolidated statements of changes in equity on page 15 of this report for details of changes in capital stock in the first half of 2017 and 2016. At the date of this MD&A, July 26, 2017, 8,307,713 common shares were outstanding.

Retained earnings totalled \$60,741,000 at June 30, 2017 compared to \$60,642,000 at December 31, 2016 and \$58,662,000 at June 30, 2016. In the first half of 2017, retained earnings increased by \$99,000 which comprised net earnings of \$1,594,000 less dividends paid of \$1,495,000 (18 cents per common share). Please see the consolidated statements of changes in equity on page 15 of this report for details of changes in retained earnings in the first half of 2017 and 2016.

The Company's AOCI account solely comprises the cumulative unrealized foreign exchange income arising on the translation of the assets and liabilities of the Company's foreign operations. The AOCI balance totalled \$6,753,000 at June 30, 2017 compared to \$7,948,000 at December 31, 2016 and \$6,551,000 at June 30, 2016. Please refer to note 14 to the Statements and the consolidated statements of changes in equity on page 15 of this report, which details movements in the AOCI account during the first half of 2017 and 2016. The \$1,195,000 decline in the first six months of 2017 resulted from a fall in the value of the U.S. dollar against the Canadian dollar. The U.S. dollar weakened from \$1.3427 at December 31, 2016 to \$1.2977 at June 30, 2017. This decreased the Canadian dollar equivalent book value of the Company's net investment in its foreign subsidiaries of approximately US\$25 million by \$1,195,000 in the first half of 2017.

## Liquidity and Capital Resources

The Company considers its capital resources to include equity and debt, namely, its bank indebtedness and notes payable. The Company has no term debt outstanding. The Company's objectives when managing its capital are to: (i) maintain financial flexibility in order to meet financial obligations and continue as a going concern; (ii) maintain a capital structure that allows the Company to finance its growth using internally-generated cash flow and debt capacity; and (iii) optimize the use of its capital to provide an appropriate investment return to its shareholders commensurate with risk.

The Company manages its capital resources and makes adjustments to them in light of changes in economic conditions and the risk characteristics of its underlying assets. To maintain or adjust its capital resources, the Company may, from time to time, change the amount of dividends paid to shareholders, return capital to shareholders by way of normal course issuer bid, issue new shares, or reduce liquid assets to repay debt. Amongst other things, the Company monitors the ratio of its debt to equity and its equity to total assets. These ratios are set out in the table below.

| (as a percentage) | June 30, 2017 | Dec. 31, 2016 | June 30, 2016 |
|-------------------|---------------|---------------|---------------|
| Debt* / Equity    | 140%          | 93%           | 108%          |
| Equity / Assets   | 39%           | 49%           | 46%           |

*\*bank indebtedness and notes payable*

The Company's financing and capital requirements generally increase with the level of Loans outstanding. The collection period and resulting turnover of outstanding receivables also impact financing needs. In addition to cash flow generated from operations, the Company maintains bank lines of credit in Canada and the United States. The Company can also raise funds through its notes payable program.

The Company had bank credit lines totalling \$162 million at June 30, 2017 and had borrowed \$93 million against these facilities. Funds generated through operating activities and issuance of notes payable decrease the usage of, and dependence on, these lines.

As noted in the Review of Financial Position section above, the Company had cash balances of \$6,911,000 at June 30, 2017 compared to \$9,076,000 at December 31, 2016. As far as possible,

cash balances are maintained at a minimum and surplus cash is used to repay bank indebtedness.

Management believes that current cash balances and existing credit lines, together with cash flow from operations, will be sufficient to meet the cash requirements of working capital, capital expenditures, operating expenditures, dividend payments and share repurchases and will provide sufficient liquidity and capital resources for future growth over the next twelve months.

*Cash flow for the six months ended June 30, 2017 compared with six months ended June 30, 2016*

Cash inflow from net earnings before changes in operating assets and liabilities and income tax payments totalled \$1,812,000 in the first half of 2017 compared to an inflow of \$3,842,000 last year. After changes in operating assets and liabilities and income tax payments are taken into account, there was a net cash outflow from operating activities of \$35,707,000 in the first half of 2017 compared to an outflow of \$17,739,000 last year. The net cash outflow in the current six months largely resulted from financing Loans of \$37,393,000. In the first half of 2016, the net cash outflow principally resulted from financing Loans of \$15,087,000. Changes in other operating assets and liabilities are discussed above and are set out in the Company's consolidated statements of cash flows on page 16 of this report.

Cash outflows from investing activities totalled \$213,000 (2016 – \$25,000) in the first half of 2017 and comprised capital assets additions.

Net cash inflow from financing activities totalled \$32,787,000 in the first six months of 2017 compared to an inflow of \$11,377,000 last year. The net cash inflow in the current six months resulted from an increase in bank indebtedness of \$33,997,000 and notes payables issued, net, of \$285,000. Partially offsetting these inflows were dividend payments of \$1,495,000. The net cash inflow in the first half of 2016 resulted from an increase in bank indebtedness of \$14,442,000. Partially offsetting this inflow were dividend payments of \$1,495,000 and notes payable redeemed, net, of 1,571,000.

The effect of exchange rate changes on cash comprised a gain of \$968,000 in the first half of 2017 compared to a reduction of \$704,000 in the first half of 2016.

Overall, there was a net cash outflow of \$2,165,000 in the first six months of 2017 compared to an outflow of \$7,092,000 in the first half of 2016.

### Investment in BondIt

Effective July 13, 2017, the Company through its U.S. subsidiary, AFIU, acquired a controlling interest in BondIt Media Capital ("BondIt"), a film and media finance company based in California, U.S.. This investment strengthens Accord's presence on the U.S. West Coast and allows it to enter the film and media finance sector.

### Contractual Obligations and Commitments at June 30, 2017

|                             | Payments due in                        |               |                 |                 |            | <b>Total</b>    |
|-----------------------------|--|---------------|-----------------|-----------------|------------|-----------------|
|                             | Less than<br>(in thousands of dollars) | 1 year        | 1 to 3<br>years | 4 to 5<br>years | Thereafter |                 |
| Operating lease obligations | \$ 327                                 | \$ 435        | \$ 394          | \$ 474          |            | <b>\$ 1,630</b> |
| Purchase obligations        | 203                                    | 43            | —               | —               |            | <b>246</b>      |
|                             | <b>\$ 530</b>                          | <b>\$ 478</b> | <b>\$ 394</b>   | <b>\$ 474</b>   |            | <b>\$ 1,876</b> |

### Related Party Transactions

The Company has borrowed funds (notes payable) on an unsecured basis from shareholders, management, employees, other related individuals and third parties. These notes are repayable on demand or, in the case of a few notes, a week after demand and bear interest at rates that vary with bank Prime or Libor. The rates are at or below the rates charged by the Company's bank. Notes payable at June 30, 2017 were \$11,654,000 compared with \$11,370,000 at December 31, 2016 and \$11,629,000 at June 30, 2016. Of these notes payable, \$5,745,000 (December 31, 2016 – \$10,309,000; June 30, 2016 – \$10,585,000) was owing to related parties and \$5,909,000 (December 31, 2016 – \$1,061,000; June 30, 2016 – \$1,044,000) to third parties. Interest expense on these notes in the current quarter and first half of 2017 totalled \$75,000 (2016 – \$73,000) and \$148,000 (2016 – \$150,000), respectively.

## Financial Instruments

All financial assets and liabilities, with the exception of cash, derivative financial instruments, the guarantee of managed receivables and the Company's SARs liability, are recorded at cost. The exceptions noted are recorded at fair value. Financial assets or liabilities, other than the lease receivables and loans to clients in our leasing business, are short term in nature and, therefore, their carrying values approximate fair values.

At June 30, 2017, the Company had entered into a forward foreign exchange contract with a financial institution which must be exercised by the Company between July 1, 2017 and July 31, 2017 and which obliges the Company to sell Canadian dollars and buy US\$3,000,000 at an exchange rate of 1.327. This contract was entered into by the Company on behalf of a client and a similar forward foreign exchange contract was entered into between the Company and the client, whereby the Company will buy Canadian dollars from and sell US\$3,000,000 to the client. This contract is discussed further in note 13 to the Statements.

## Critical Accounting Policies and Estimates

Critical accounting estimates represent those estimates that are highly uncertain and for which changes in those estimates could materially impact the Company's financial results. The following are accounting estimates that the Company considers critical to the financial results of its business segments:

- i) the allowance for losses on both its Loans and its guarantee of managed receivables. The Company maintains a separate allowance for losses on each of the above items at amounts which, in management's judgment, are sufficient to cover losses thereon. The allowances are based upon several considerations including current economic environment, condition of the loan and receivable portfolios and typical industry loss experience. These estimates are particularly judgmental and operating results may be adversely affected by significant unanticipated credit or loan losses, such as occur in a bankruptcy or insolvency.
- ii) the extent of any provisions required for outstanding claims. In the normal course of business there is outstanding litigation, the results of which are not normally expected to have a material effect upon the Company. However, the adverse resolution of a particular claim could have a material impact on the Company's financial results. Management is not aware of any claims currently outstanding upon which significant damages could be payable.

## Control Environment

Disclosure controls and procedures ("DC&P") are designed to provide reasonable assurance that all relevant information is gathered and reported to management, including the CEO and CFO, on a timely basis so that appropriate decisions can be made

Loans that are identified as impaired, or non-performing, when the Company determines, based on its review, identification and evaluation of problem Loans, that the timely collection of interest and principal payments is no longer assured and that the estimated net realizable value of the Company's loan collateral is below its book value. Similarly, a specific allowance may be established against managed receivables where a clients' customer becomes insolvent and the Company's guarantee is called upon. In such cases, the Company will estimate the fair value of the required payments to clients under their guarantees, net of any estimated recoveries expected from the insolvent customer's estate.

A general or collective allowance on both its Loans and its guarantee of managed receivables is established to reserve against losses that are estimated to have occurred but cannot be specifically identified as impaired on an item-by-item or group basis at a particular point in time. In establishing its collective allowances, the Company applies percentage formulae to its Loans and managed receivables. The formulae are based upon historic and expected credit and loan loss experience and are reviewed for adequacy on an ongoing basis. Management believes that its allowances for losses are sufficient and appropriate and does not consider it reasonably likely that the Company's material assumptions will change. The Company's allowances are discussed above and in notes 3(d) and 4 to the Statements.

The Company's allowances on its Loans and its guarantee of managed receivables may comprise specific and general components. A specific allowance may be established against

regarding public disclosure. Internal Control over Financial Reporting ("ICFR") is a process designed by or under the supervision of the CEO and CFO, management and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. As at June 30, 2017, management evaluated and concluded on the effective design of the Company's DC&P and ICFR, and determined that there were no material changes to the Company's ICFR during the three months then ended that materially affected, or were reasonably likely to materially affect, the Company's ICFR.

Internal control systems, no matter how well designed, have inherent limitations. Therefore, even those systems determined to be effective can provide only reasonable assurance with respect to financial statement preparation and presentation. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate and, as such, there can be no assurance that any design will succeed in achieving its stated goal under all potential conditions.

## Risks and Uncertainties That Could Affect Future Results

Past performance is not a guarantee of future performance, which is subject to substantial risks and uncertainties. Management remains optimistic about the Company's long-term prospects. Factors that may impact the Company's results include, but are not limited to, the factors discussed below. Please refer to note 17 to the Statements, which discuss the Company's principal financial risk management practices.

### Competition

The Company operates in an intensely competitive environment and its results could be significantly affected by the activities of other industry participants. The Company expects competition to persist in the future as the markets for its services continue to develop and as additional companies enter its markets. There can be no assurance that the Company will be able to compete effectively with current and future competitors. If these or other competitors were to engage in aggressive pricing policies with respect to competing services, the Company would likely lose

some clients or be forced to lower its rates, both of which could have a material adverse effect on the Company's business, operating results and financial condition. The Company will not, however, compromise its credit standards.

### Economic slowdown

The Company operates mainly in Canada and the United States. Economic weakness in either of the Company's markets can affect its ability to do new business as quality prospects become limited, although in a weak economy competition may lessen, which could result in the Company seeing more prospects. Further, the Company's clients and their customers are often adversely affected by economic slowdowns and this can lead to increases in its provision for credit and loan losses.

### Credit risk

The Company is in the business of financing its clients' receivables and making asset-based loans, including lease financing. The Company's portfolio totalled \$219 million at June 30, 2017. Operating results can be adversely affected by large bankruptcies and/or insolvencies. Please refer to note 17(a) to the Statements.

### Interest rate risk

The Company's agreements with its clients (affecting interest revenue) and lenders (affecting interest expense) usually provide for rate adjustments in the event of interest rate changes so that the Company's spreads are protected to some degree. However, as the Company's floating rate Loans substantially exceed its floating rate borrowings, the Company is exposed to some degree to interest rate fluctuations. This is partially mitigated in its leasing business, where lease receivables and term loans to clients tend to be at fixed effective interest rates, while related bank borrowings tend to be floating rate. Please refer to note 17(c)(ii) to the Statements.

### Foreign currency risk

The Company operates internationally. Accordingly, a portion of its financial resources is held in currencies other than the Canadian dollar. The Company's policy is to manage financial exposure to foreign exchange fluctuations and attempt to neutralize the impact of foreign exchange movements on its operating results where possible. In recent years, the Company has seen the fluctuations in the U.S. dollar against the Canadian dollar affect its operating results when its foreign subsidiaries

results are translated into Canadian dollars. It has also impacted the value of the Company's net Canadian dollar investment in its foreign subsidiaries, which had, in the past, reduced the AOCI component of equity to a loss position, although this has now recovered to a sizable gain position at June 30, 2017. Please see notes 14 and 17(c)(i) to the Statements.

### Potential acquisitions and investments

The Company seeks to acquire or invest in businesses that expand or complement its current business. Such acquisitions or investments may involve significant commitments of financial or other resources of the Company. There can be no assurance that any such acquisitions or investments will generate additional earnings or other returns for the Company, or that financial or other resources committed to such activities will not be lost. Such activities could also place additional strains on the Company's administrative and operational resources and its ability to manage growth. Business combinations also require management to exercise judgment in measuring the fair value of assets acquired, liabilities and contingent liabilities assumed and equity instruments issued.

### Personnel significance

Employees are a significant asset of the Company. Market forces and competitive pressures may adversely affect the ability of the Company to recruit and retain key qualified personnel. The Company mitigates this risk by providing a competitive compensation package, which includes profit sharing, long-term incentives, and medical benefits, as it continuously seeks to align the interests of employees and shareholders.

### Outlook

Our second quarter and six months net earnings were well below 2016's for reasons noted above, however, funds employed have grown substantially in 2017 and were at a record \$175 million at June 30, 2017, which bodes well for future results although the Company continues to face intense competition, particularly in the U.S. which has resulted in lower loan yields.

It is anticipated the Company's asset-based financing units will be able to continue to build their funds employed despite operating in very competitive markets. The Company's Canadian equipment financing and leasing business, ASBF, is experiencing strong

growth, continues to expand its product offerings and is quite profitable. ASBF launched a working capital loan product that it hopes will accelerate its growth over the next few years and it is now doing larger equipment finance deals. Our credit protection and receivables management business continues to face intense competition from multinational credit insurers, although with last year's restructuring behind it, we expect net earnings improvements to continue.

On July 13, 2017, the Company, through its U.S. subsidiary, acquired an interest in BondIt, a film and media finance company based in California. This investment strengthens Accord's presence on the U.S. West Coast and allows it to enter the film and media finance sector. We expect BondIt to grow substantially over time and become an ever-increasing contributor to our earnings.

The Company will remain vigilant in maintaining portfolio quality in the face of an increasingly uncertain global economy. It continues to actively seek opportunities to acquire companies or portfolios to grow its business and is hopeful that it will be able to report further developments in this respect later this year. Overall, the Company is cautiously optimistic about its prospects for the remainder of 2017 and beyond.



Stuart Adair  
Senior Vice President, Chief Financial Officer  
July 26, 2017

## Consolidated Statements of Financial Position (unaudited)

|  | June 30, 2017         | December 31, 2016 | June 30, 2016  |
|--|-----------------------|-------------------|----------------|
| <b>Assets</b>                                    |                       |                   |                |
| Cash   | \$ 6,910,926          | \$ 9,075,993      | \$ 5,348,317   |
| Finance receivables and loans, net (note 4)      | 173,304,607           | 138,115,297       | 145,115,004    |
| Income taxes receivable                          | 450,393               | 428,678           | 864,628        |
| Other assets                                     | 2,016,658             | 1,081,066         | 623,821        |
| Assets held for sale (note 5)                    | 1,215,656             | 1,215,656         | 1,398,839      |
| Deferred tax assets, net                         | 1,203,294             | 432,165           | 135,103        |
| Capital assets                                   | 477,260               | 359,466           | 308,082        |
| Intangible assets (note 6)                       | 802,702               | 986,718           | 1,241,480      |
| Goodwill (note 7)                                | 3,130,501             | 3,173,777         | 3,124,731      |
|  | <b>\$ 189,511,997</b> | \$ 154,868,816    | \$ 158,160,005 |
| <b>Liabilities</b>                               |                       |                   |                |
| Due to clients                                   | \$ 6,647,681          | \$ 4,082,439      | \$ 4,581,931   |
| Bank indebtedness (note 8)                       | 92,784,093            | 58,786,548        | 66,067,837     |
| Accounts payable and other liabilities           | 2,512,051             | 3,246,723         | 2,131,126      |
| Income taxes payable                             | 465,930               | 810,791           | 645,529        |
| Notes payable (note 9)                           | 11,654,219            | 11,369,553        | 11,628,626     |
| Deferred income                                  | 431,197               | 449,221           | 360,628        |
| Deferred tax liabilities, net                    | 362,718               | 441,482           | 521,911        |
|  | <b>114,857,889</b>    | 79,186,757        | 85,937,588     |
| <b>Equity</b>                                    |                       |                   |                |
| Capital stock (note 10)                          | 6,896,153             | 6,896,153         | 6,896,153      |
| Contributed surplus                              | 263,714               | 195,704           | 112,799        |
| Retained earnings                                | 60,740,941            | 60,641,807        | 58,662,188     |
| Accumulated other comprehensive income (note 14) | 6,753,300             | 7,948,395         | 6,551,277      |
|  | <b>74,654,108</b>     | 75,682,059        | 72,222,417     |
|  | <b>\$ 189,511,997</b> | \$ 154,868,816    | \$ 158,160,005 |

### Notice to Reader

Management has prepared these condensed interim unaudited consolidated financial statements and notes and is responsible for the integrity and fairness of the financial information presented therein. They have been reviewed and approved by the Company's Audit Committee and Board of Directors. Pursuant to National Instrument 51-102, Part 4, Subsection 4.3(3)(a), the Company advises that its independent auditor has not performed a review or audit of these condensed interim unaudited consolidated financial statements.

## Consolidated Statements of Earnings (unaudited)

| Three and six months ended June 30                           | Three months |              | Six months    |               |
|--|--------------|--------------|---------------|---------------|
|  | 2017         | 2016         | 2017          | 2016          |
| <b>Revenue</b>   |              |              |               |               |
| Interest and other income (note 4 and 5)                     | \$ 6,602,908 | \$ 6,897,424 | \$ 13,103,861 | \$ 13,768,040 |
| <b>Expenses</b>  |              |              |               |               |
| Interest   | 753,763      | 574,419      | 1,372,568     | 1,075,308     |
| General and administrative                                   | 3,886,607    | 3,992,203    | 7,877,804     | 8,096,333     |
| Provision for credit and loan losses (note 4)                | 1,959,145    | 311,943      | 2,306,340     | 846,605       |
| Depreciation   | 41,649       | 33,571       | 78,611        | 67,588        |
| Amortization of intangible assets                            | 92,008       | 127,381      | 184,016       | 254,762       |
|  | 6,733,172    | 5,039,517    | 11,819,339    | 10,340,596    |
| (Loss) earnings before income tax                            | (130,264)    | 1,857,907    | 1,284,522     | 3,427,444     |
| Income tax (recovery) expense                                | (499,000)    | 231,000      | (310,000)     | 336,000       |
| <b>Net earnings</b>  | \$ 368,736   | \$ 1,626,907 | \$ 1,594,522  | \$ 3,091,444  |
| <b>Basic and diluted earnings per common share (note 11)</b> | \$ 0.04      | \$ 0.20      | \$ 0.19       | \$ 0.37       |

## Consolidated Statements of Comprehensive (Loss) Income (unaudited)

| Three and six months ended June 30  | Three months |              | Six months   |              |
|---|--------------|--------------|--------------|--------------|
|   | 2017         | 2016         | 2017         | 2016         |
| Net earnings  | \$ 368,736   | \$ 1,626,907 | \$ 1,594,522 | \$ 3,091,444 |
| Other comprehensive (loss):   |              |              |              |              |
| Items that are or may be reclassified to profit or loss:  |              |              |              |              |
| Unrealized foreign exchange (loss) on translation of self-sustaining foreign operations (note 14) | (860,106)    | (180,479)    | (1,195,095)  | (2,491,793)  |
| <b>Comprehensive (loss) income</b>  | \$ (491,370) | \$ 1,446,428 | \$ 399,427   | \$ 599,651   |

## Consolidated Statements of Changes in Equity (unaudited)

|   | Capital Stock                       |              | Contributed surplus | Retained earnings | Accumulated other comprehensive income | Total         |
|---|-------------------------------------|--------------|---------------------|-------------------|--|---------------|
|   | Number of common shares outstanding | Amount       |                     |                   |  |               |
| <b>Balance at January 1, 2016</b>                               | 8,307,713                           | \$ 6,896,153 | \$ 60,329           | \$ 57,066,132     | \$ 9,043,070                           | \$ 73,065,684 |
| Comprehensive income  | —                                   | —            | —                   | 3,091,444         | (2,491,793)                            | 599,651       |
| Stock-based compensation expense related to stock option grant  | —                                   | —            | 52,470              | —                 | —                                      | 52,470        |
| Dividends paid  | —                                   | —            | —                   | (1,495,388)       | —                                      | (1,495,388)   |
| <b>Balance at June 30, 2016</b>                                 | 8,307,713                           | \$ 6,896,153 | \$ 112,799          | \$ 58,662,188     | \$ 6,551,277                           | \$ 72,222,417 |
| <b>Balance at January 1, 2017</b>                               | 8,307,713                           | \$ 6,896,153 | \$ 195,704          | \$ 60,641,807     | \$ 7,948,395                           | \$ 75,682,059 |
| Comprehensive income  | —                                   | —            | —                   | 1,594,522         | (1,195,095)                            | 399,427       |
| Stock-based compensation expense related to stock option grants | —                                   | —            | 68,010              | —                 | —                                      | 68,010        |
| Dividends paid  | —                                   | —            | —                   | (1,495,388)       | —                                      | (1,495,388)   |
| <b>Balance at June 30, 2017</b>                                 | 8,307,713                           | \$ 6,896,153 | \$ 263,714          | \$ 60,740,941     | \$ 6,753,300                           | \$ 74,654,108 |

## Consolidated Statements of Cash Flows (unaudited)

| Six months ended June 30  | 2017         | 2016         |
|---|--------------|--------------|
| Cash provided by (used in)                                      |              |              |
| <b>Operating activities</b>                                     |              |              |
| Net earnings  | \$ 1,594,522 | \$ 3,091,444 |
| Items not affecting cash:                                       |              |              |
| Allowance for losses, net of charge-offs and recoveries         | 208,121      | 30,554       |
| Deferred income   | (25,251)     | (49,697)     |
| Amortization of intangible assets                               | 184,016      | 254,762      |
| Depreciation  | 78,611       | 67,588       |
| Loss on disposal of capital assets                              | 14,383       | 59,324       |
| Stock-based compensation expense related to stock option grants | 68,010       | 52,470       |
| Deferred tax (recovery) expense                                 | (876,888)    | 4,610        |
| Current income tax expense                                      | 566,888      | 331,390      |
|   | 1,812,412    | 3,842,445    |
| Changes in operating assets and liabilities                     |              |              |
| Finance receivables and loans, gross                            | (37,392,717) | (15,087,309) |
| Due to clients  | 2,576,044    | (4,795,956)  |
| Other assets  | (943,786)    | 21,551       |
| Accounts payable and other liabilities                          | (821,517)    | (744,241)    |
| Disposal of assets held for sale                                | —            | 109,019      |
| Income tax paid, net  | (937,933)    | (1,084,782)  |
|   | (35,707,497) | (17,739,273) |
| <b>Investing activities</b>                                     |              |              |
| Additions to capital assets, net                                | (213,120)    | (24,681)     |
| <b>Financing activities</b>                                     |              |              |
| Bank indebtedness   | 33,997,545   | 14,442,383   |
| Notes payable issued (redeemed), net                            | 285,233      | (1,570,493)  |
| Dividends paid  | (1,495,388)  | (1,495,388)  |
|   | 32,787,390   | 11,376,502   |
| <b>Effect of exchange rate changes on cash</b>                  | 968,160      | (704,374)    |
| Decrease in cash  | (2,165,067)  | (7,091,826)  |
| Cash at January 1   | 9,075,993    | 12,440,143   |
| Cash at June 30   | \$ 6,910,926 | \$ 5,348,317 |
| <b>Supplemental cash flow information</b>                       |              |              |
| Net cash used in operating activities includes:                 |              |              |
| Interest paid   | \$ 1,324,805 | \$ 998,316   |



# Notes to Consolidated Financial Statements (unaudited)

Three and six months ended June 30, 2017 and 2016

## 1. Description of the business

Accord Financial Corp. (the "Company") is incorporated by way of Articles of Continuance under the Ontario Business Corporations Act and, through its subsidiaries, is engaged in providing asset-based financial services, including factoring, financing, leasing, credit investigation, credit protection and receivables management, to industrial and commercial enterprises, principally in Canada and the United States. The Company's registered office is at 40 Eglinton Avenue East, Toronto, Ontario, Canada.

## 2. Basis of presentation and statement of compliance

These condensed interim unaudited consolidated financial statements ("Statements") are expressed in Canadian dollars, the Company's functional and presentation currency, and are prepared in compliance with International Accounting Standard 34, Interim Financial Reporting ("IAS 34") as issued by the International Accounting Standards Board ("IASB").

These Statements do not include all of the information and footnotes required for full annual financial statements prepared in accordance with International Financial Reporting Standards ("IFRS"). They have been prepared using the accounting policies that the Company expects to utilize in its consolidated financial statements for the year ending December 31, 2017, the more significant of which are detailed in note 3. These accounting policies are based on IFRS standards and International Financial Reporting Interpretations Committee ("IFRIC") interpretations that the Company expects to be applicable at that time. These Statements and notes should be read in conjunction with the audited consolidated financial statements and notes included in the Company's Annual Report for the fiscal year ended December 31, 2016.

The preparation of the condensed interim unaudited consolidated financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenue and expenses. Actual results may differ from those estimates. Estimates and underlying assumptions are

reviewed on an ongoing basis. Changes to accounting estimates are recognized in the year in which the estimates are revised and in any future periods affected. Estimates that are particularly judgmental relate to the determination of the allowance for losses relating to finance receivables and loans and to the guarantee of managed receivables (notes 3(d) and 4), the determination of the value of intangible assets and goodwill on acquisition (notes 6 and 7), as well as the net realizable value of assets held for sale (notes 3(g) and 5) and deferred tax assets and liabilities.

Management believes that these estimates are reasonable and appropriate.

The condensed interim unaudited consolidated financial statements of the Company have been prepared on an historical cost basis except for the following items which are recorded at fair value:

- Cash
- Derivative financial instruments (a component of other assets and/or accounts payable and other liabilities)
- Share appreciation rights ("SARs") liability\*
- Guarantee of managed receivables\*

\**a component of accounts payable and other liabilities*

The condensed interim unaudited consolidated financial statements for the three and six months ended June 30, 2017 were approved for issue by the Company's Board of Directors ("Board") on July 26, 2017.

## 3. Significant accounting policies

### (a) Basis of consolidation

These financial statements consolidate the accounts of the Company and its wholly owned subsidiaries, namely, Accord Financial Ltd. ("AFL"), Accord Financial Inc. ("AFIC") and Varion Capital Corp. ("Varion") in Canada and Accord Financial, Inc. ("AFIU") in the United States. The Company exercises 100% control over each of its subsidiaries. The accounting policies of the Company's subsidiaries are aligned with IFRS. Intercompany balances and transactions are eliminated upon consolidation.

### **(b) Revenue recognition**

Revenue principally comprises interest, including discount fees, and factoring commissions from the Company's asset-based financial services, including factoring and leasing, and is measured at the fair value of the consideration received. For receivables purchased in its recourse factoring business, discount fees are calculated as a discount percentage of the gross amount of the factored invoice and are recognized as revenue over the initial discount period. Additional discount fees are charged on a per diem basis if the invoice is not paid by the end of the initial discount period. For managed receivables, factoring commissions are charged upfront and a certain portion is deferred and recognized over the period that costs are incurred collecting the receivables. Interest charged on finance receivables and loans to clients is recognized as revenue using the effective interest rate method. In the Company's leasing business, interest is recognized over the term of the lease agreement or installment payment agreement using the effective interest rate; the effective interest rate is that rate which exactly discounts estimated future cash receipts through the expected life of the lease, installment payment or loan agreement. Fees related to direct finance leases, installment payment agreements and loan receivables of Varion are considered an integral part of the yield earned on the debtor balance and are accounted for using the effective interest rate method.

Other revenue, such as due diligence fees, documentation fees and commitment fees, is recognized as revenue when earned.

### **(c) Finance receivables and loans**

The Company finances its clients principally by factoring their receivables, providing asset-based loans and financing equipment leases. Finance receivables (namely, factored receivables and lease receivables) and loans to clients are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and that the Company does not intend to sell immediately or in the near term. Finance receivables and loans to clients are initially measured at fair value plus incremental direct transaction costs and subsequently measured at amortized cost using the effective interest rate method.

The Company's leasing operations have standard lease contracts that are non-cancellable direct financing leases and provide for monthly lease payments, usually for periods of one to five years. The present value of the minimum lease payments and residual values expected to be received under the lease terms is recorded at the commencement of the lease. The difference between this total value, net of execution costs, and the cost of the leased asset is unearned revenue, which is recorded as a reduction in the asset value, with the net amount being shown as the net investment in leases (specifically, the Company's lease receivables). The unearned revenue is then recognized over the life of the lease using the effective interest rate method, which provides a constant rate of return on the net investment throughout the lease term.

### **(d) Allowances for losses**

The Company maintains allowances for losses on its finance receivables and loans and its guarantee of managed receivables. At each reporting date, the Company assesses whether there is objective evidence that the finance receivables and loans or managed receivables are impaired. A finance receivable or loan or a group of finance receivables or loans is (are) impaired when objective evidence demonstrates that a loss event has occurred after the initial recognition of these asset(s), and that the loss event has an effect on the future cash flows resulting from the finance receivable(s) or loan(s) that can be estimated reliably. In respect of the Company's guarantee of managed receivables, a loss event has occurred if there exists objective evidence that a debtor is bankrupt or insolvent and payments, which can be estimated reliably, are required to be made to clients under the Company's guarantees to them.

The Company maintains these allowances for losses at amounts which, in management's judgment, are sufficient to cover losses thereon. The allowances are based upon several considerations, including current economic trends, condition of the loan and customer receivable portfolios and typical industry loss experience.

The Company considers evidence of impairment for finance receivables and loans and managed receivables at both a specific asset and collective level. All finance receivables and loans and managed receivables are first assessed for specific

impairment and, if found not to be specifically impaired, they are then collectively assessed for any impairment that has been incurred but not yet identified.

Losses on finance receivables and loans are charged to the respective allowance for losses account when collectability becomes questionable and the underlying collateral is considered insufficient to secure the loan balance. Credit losses on managed receivables are charged to the respective allowance for losses account when debtors are known to be bankrupt or insolvent. Recoveries from previously written-off accounts are credited to the respective allowance for losses account once collected. The allowance for losses on finance receivables and loans is recorded at amortized cost, while the allowance for losses on the guarantee of managed receivables is recorded at fair value.

#### (e) Foreign subsidiaries

The Company's foreign subsidiaries report in U.S. dollars and their assets and liabilities are translated into Canadian dollars at the exchange rate prevailing at the period-end. Revenue and expenses are translated into Canadian dollars at the average monthly exchange rate then prevailing. Resulting translation gains and losses are credited or charged to other comprehensive income or loss and presented in the accumulated other comprehensive income or loss component of equity.

#### (f) Stock-based compensation

The Company accounts for SARs and stock options issued to directors and/or employees using fair value-based methods. The Company utilizes the Black-Scholes option-pricing model to calculate the fair value of the SARs and stock options on the grant date. Changes in the fair value of outstanding SARs are calculated at each reporting date, as well as at settlement date. The fair value of the awards is recorded in general and administrative expenses over the awards vesting period, or immediately if fully vested.

The Company's senior executive long-term incentive plan ("LTIP") (note 10(g)) contemplates that grants thereunder may be settled in common shares and/or cash. Grants are based on the participants' short-term annual bonus, up to an annual LTIP pool maximum, and are then adjusted up or down based on the Company's adjusted return on average

equity over the three-year vesting period of an award. The fair value of the awards, calculated at each reporting date, is recorded in general and administrative expenses over the awards' vesting period, with a corresponding liability established.

#### (g) Assets held for sale

Assets acquired or repossessed on realizing security on defaulted finance receivables and loans are held for sale and are stated at the lower of cost or recoverable amount (also referred to as "net realizable value").

#### (h) Future accounting policies

IFRS 9, Financial Instruments, will replace the guidance provided in IAS 39, Financial Instruments Recognition and Measurements. IFRS 9 includes new guidance on:

(i) classification and measurement of financial assets and liabilities; (ii) impairment of financial assets; and (iii) hedge accounting. The Company intends to adopt IFRS 9 in its consolidated financial statements for the annual period beginning on January 1, 2018. The impact of adoption of IFRS 9 has not yet been determined.

IFRS 15, Revenue from Contracts with Customers, will replace the existing standards for revenue recognition. The new standard establishes a framework for the recognition and measurement of revenues generated from contracts with customers, with the exception of revenue earned from contracts in the scope of other standards, such as financial instruments, insurance contracts and leases. The new standard also requires additional disclosures about the nature, amount, timing and uncertainty of revenues and cash flows arising from transactions with customers. IFRS 15 is effective for the fiscal year beginning January 1, 2018. The impact of adoption of IFRS 15 has not yet been determined.

IFRS 16, Leases, will replace existing guidance on accounting for leases. The accounting treatment of leases by lessees will change fundamentally. IFRS 16 eliminates the current dual accounting model for lessees, which distinguishes between on-balance sheet finance leases and off-balance sheet operating leases. Instead, there is a single, on-balance sheet accounting model that is similar to current finance lease accounting. IFRS 16 is effective for fiscal years

beginning January 1, 2019. The impact of adoption of IFRS 16 has not yet been determined.

#### 4. Finance receivables and loans

|                                      | June 30, 2017         | Dec. 31, 2016  | June 30, 2016  |
|--------------------------------------|-----------------------|----------------|----------------|
| Factored receivables                 | <b>\$ 86,280,373</b>  | \$ 74,332,950  | \$ 80,357,606  |
| Loans to clients                     | <b>80,231,636</b>     | 57,341,953     | 60,528,682     |
| Lease receivables                    | <b>8,476,598</b>      | 7,956,394      | 5,858,716      |
| Finance receivables and loans, gross | <b>174,988,607</b>    | 139,631,297    | 146,745,004    |
| Less allowance for losses            | <b>1,684,000</b>      | 1,516,000      | 1,630,000      |
| Finance receivables and loans, net   | <b>\$ 173,304,607</b> | \$ 138,115,297 | \$ 145,115,004 |

Lease receivables comprise Varion's net investment in leases as described in note 3(c). Varion's lease receivables at June 30, 2017 are expected to be collected over a period of up to five years.

Interest income earned on finance receivables and loans during the three and six months ended June 30, 2017 totalled \$5,466,931 (2016 – \$5,746,388) and \$10,590,082 (2016 – \$11,452,982), respectively. Fees from receivables management and credit protection services during the three and six months ended June 30, 2017 totalled \$619,342 (2016 – \$674,925) and \$1,620,857 (2016 – \$1,615,893), respectively.

The Company's allowance for losses on finance receivables and loans to clients at June 30, 2017 and 2016 and December 31, 2016 comprised only a collective allowance. The activity in the allowance for losses on finance receivables and loans account during the six months ended June 30, 2017 and 2016 was as follows:

|                                   | 2017                | 2016         |
|-----------------------------------|---------------------|--------------|
| Allowance for losses at January 1 | <b>\$ 1,516,000</b> | \$ 1,648,000 |
| Provision for loan losses         | <b>2,180,923</b>    | 713,010      |
| Charge-offs                       | <b>(2,012,214)</b>  | (702,970)    |
| Recoveries                        | <b>12,412</b>       | 1,513        |
| Foreign exchange adjustment       | <b>(13,121)</b>     | (29,553)     |
| Allowance for losses at June 30   | <b>\$ 1,684,000</b> | \$ 1,630,000 |

The Company has entered into agreements with clients, whereby it has assumed the credit risk with respect to the majority of the clients' receivables. At June 30, 2017, the gross amount of these managed receivables was \$43,990,618 (December 31, 2016 – \$55,682,019; June 30, 2016 – \$42,890,148). At June 30, 2017, management provided an amount of \$158,000 (December 31, 2016 – \$131,000; June 30, 2016 – \$185,000) as a collective

allowance for losses on the guarantee of these managed receivables, which represents the estimated fair value of the guarantees at those dates. This allowance is included in the total of accounts payable and other liabilities as the Company does not take title to the managed receivables and they are not included in the consolidated statement of financial position.

The activity in the allowance for losses on the guarantee of managed receivables account during the six months ended June 30, 2017 and 2016 was as follows:

|                                   | 2017              | 2016       |
|-----------------------------------|-------------------|------------|
| Allowance for losses at January 1 | <b>\$ 131,000</b> | \$ 166,000 |
| Provision for credit losses       | <b>125,417</b>    | 133,594    |
| Charge-offs                       | <b>(121,563)</b>  | (122,232)  |
| Recoveries                        | <b>23,146</b>     | 7,638      |
| Allowance for losses at June 30   | <b>\$ 158,000</b> | \$ 185,000 |

The nature of the Company's business involves funding or assuming the credit risk on the receivables offered to it by its clients, as well as financing other assets, such as inventory and equipment. These transactions are conducted on terms that are usual and customary to the Company's asset-based lending and factoring activities. The Company controls the credit risk associated with its finance receivables and loans and managed receivables in a variety of ways. For details of the Company's policies and procedures in this regard, please refer to note 17(a).

At June 30, 2017, the Company held cash collateral of \$1,524,533 (December 31, 2016 – \$1,877,450; June 30, 2016 – \$1,426,590) to help reduce the risk of loss on certain of the Company's finance receivables and loans and managed receivables.

The Company considers the allowances for losses on both its finance receivables and loans to clients and its guarantee of managed receivables critical to its financial results (see note 3(d)). As noted above, the Company maintains a separate allowance for losses on each of the above items at amounts which, in management's judgment, are sufficient to cover estimated losses thereon. The allowances are based upon several considerations, including current economic environment, condition of the loan and receivable portfolios and typical industry loss experience. These estimates are particularly judgmental and operating results may be adversely affected by significant unanticipated credit or loan losses, such as occur in a bankruptcy or insolvency.

In establishing its collective allowances, the Company applies percentage formulae to its finance receivables and loans and managed receivables. The Company reviewed and adjusted its allowance for losses formulae at the beginning of 2017. The changes in estimate did not have a material impact on the Company's consolidated financial statements.

## 5. Assets held for sale

Assets held for sale and movements therein during the first six months of 2017 and 2016 were as follows:

|                                   | 2017                | 2016         |
|-----------------------------------|---------------------|--------------|
| Assets held for sale at January 1 | <b>\$ 1,215,656</b> | \$ 1,544,182 |
| Additions                         | —                   | 23,000       |
| Disposals                         | —                   | (168,343)    |
| Assets held for sale at June 30   | <b>\$ 1,215,656</b> | \$ 1,398,839 |

During 2016 and prior years, the Company obtained title to or repossessed certain long-lived assets securing defaulted loans. These assets will be disposed as market conditions permit. The estimated net realizable value of the assets at the above dates was based upon appraisals of the assets.

There were no additions to or disposals of the assets held for sale during the six months ended June 30, 2017. The assets disposed in 2016 were sold for \$109,019 resulting in a loss on sale of \$59,324 compared to the estimated net realizable value thereof. The loss was included in other income.

## 6. Intangible assets

The Company's intangible assets were as follows:

|                                      | Existing<br>customer<br>contracts | Broker<br>relationships | Total                 |
|--------------------------------------|-----------------------------------|-------------------------|-----------------------|
| <b>Cost</b>                          |                                   |                         |                       |
| January 1, 2017 and<br>June 30, 2017 | <b>\$ 1,179,097</b>               | <b>\$ 1,343,938</b>     | <b>\$ 2,523,035</b>   |
| <b>Accumulated amortization</b>      |                                   |                         |                       |
| January 1, 2017                      | <b>\$ (940,921)</b>               | <b>\$ (595,396)</b>     | <b>\$ (1,536,317)</b> |
| Amortization expense                 | <b>(81,948)</b>                   | <b>(102,068)</b>        | <b>(184,016)</b>      |
| June 30, 2017                        | <b>\$ (1,022,869)</b>             | <b>\$ (697,464)</b>     | <b>\$ (1,720,333)</b> |
| <b>Net book value</b>                |                                   |                         |                       |
| January 1, 2017                      | <b>\$ 238,176</b>                 | <b>\$ 748,542</b>       | <b>\$ 986,718</b>     |
| June 30, 2017                        | <b>\$ 156,228</b>                 | <b>\$ 646,474</b>       | <b>\$ 802,702</b>     |

|                                      | Existing<br>customer<br>contracts | Broker<br>relationships | Total          |
|--------------------------------------|-----------------------------------|-------------------------|----------------|
| <b>Cost</b>                          |                                   |                         |                |
| January 1, 2016 and<br>June 30, 2016 | \$ 1,179,097                      | \$ 1,343,938            | \$ 2,523,035   |
| <b>Accumulated amortization</b>      |                                   |                         |                |
| January 1, 2016                      | \$ (635,533)                      | \$ (391,260)            | \$ (1,026,793) |
| Amortization expense                 | (152,694)                         | (102,068)               | (254,762)      |
| June 30, 2016                        | \$ (788,227)                      | \$ (493,328)            | \$ (1,281,555) |
| <b>Net book value</b>                |                                   |                         |                |
| January 1, 2016                      | \$ 543,564                        | \$ 952,678              | \$ 1,496,242   |
| June 30, 2016                        | \$ 390,870                        | \$ 850,610              | \$ 1,241,480   |

## 7. Goodwill

|                             | 2017                | 2016         |
|-----------------------------|---------------------|--------------|
| Balance at January 1        | <b>\$ 3,173,777</b> | \$ 3,213,495 |
| Foreign exchange adjustment | <b>(43,276)</b>     | (88,764)     |
| Balance at June 30          | <b>\$ 3,130,501</b> | \$ 3,124,731 |

Goodwill is tested for impairment annually. During 2016, the Company conducted an annual impairment review and determined there was no impairment to the carrying value of goodwill. 2017's impairment review will be conducted in the Company's fourth quarter unless impairment indicators arise earlier. Goodwill of US\$961,697 is carried in the Company's U.S. subsidiary and a foreign exchange adjustment is recognized each period-end when this balance is translated into Canadian dollars at the prevailing period-end exchange rate.

## 8. Bank indebtedness

Revolving lines of credit totalling approximately \$162,000,000 have been established with a number of banks, bearing interest varying with the bank prime rate or Libor. These lines of credit are collateralized primarily by finance receivables and loans to clients. At June 30, 2017 amounts outstanding under the Company's lines of credit totalled \$92,784,093 (December 31, 2016 – \$58,786,548; June 30, 2016 – \$66,067,837). The Company was in compliance with all loan covenants under these lines of credit during the six months ended June 30, 2017 and 2016.

## 9. Notes payable

Notes payable are to individuals or entities and consist of advances from shareholders, management, employees, other related individuals and third parties. The notes are unsecured, due on demand, or for some notes, a week after requesting repayment,

and bear interest at rates below those of the Company's bank lines of credit.

Notes payable were as follows:

|                 | June 30, 2017        | Dec. 31, 2016 | June 30, 2016 |
|-----------------|----------------------|---------------|---------------|
| Related parties | <b>\$ 5,745,522</b>  | \$ 10,308,352 | \$ 10,584,399 |
| Third parties   | <b>5,908,697</b>     | 1,061,201     | 1,044,227     |
|                 | <b>\$ 11,654,219</b> | \$ 11,369,553 | \$ 11,628,626 |

Interest expense on the notes payable for the three and six months ended June 30, 2017 and 2016 was as follows:

|                 | Three months     |           | Six months        |            |
|-----------------|------------------|-----------|-------------------|------------|
|                 | 2017             | 2016      | 2017              | 2016       |
| Related parties | <b>\$ 36,662</b> | \$ 65,768 | <b>\$ 71,826</b>  | \$ 135,822 |
| Third parties   | <b>38,198</b>    | 6,789     | <b>75,678</b>     | 14,489     |
|                 | <b>\$ 74,860</b> | \$ 72,557 | <b>\$ 147,504</b> | \$ 150,311 |

## 10. Capital stock, contributed surplus, dividends, share appreciation rights, stock option plans, senior executive long-term incentive plan, and stock-based compensation

### (a) Authorized capital stock

The authorized capital stock of the Company consists of an unlimited number of first preferred shares, issuable in series, and an unlimited number of common shares with no par value. The first preferred shares may be issued in one or more series and rank in preference to the common shares. Designations, preferences, rights, conditions or prohibitions relating to each class of shares may be fixed by the Board. At June 30, 2017 and 2016 and December 31, 2016, there were no first preferred shares outstanding.

### (b) Issued and outstanding

The Company's issued and outstanding common shares during the six months ended June 30, 2017 and 2016 are set out in the consolidated statements of changes in equity.

### (c) Contributed surplus

|  | 2017              | 2016       |
|--|-------------------|------------|
| Balance at January 1   | <b>\$ 195,704</b> | \$ 60,329  |
| Stock-based compensation expense related to stock option grants (note 10(f)) | <b>68,010</b>     | 52,470     |
| Balance at June 30   | <b>\$ 263,714</b> | \$ 112,799 |

### (d) Dividends

Dividends in respect of the Company's common shares are declared in Canadian dollars. During the three and six months ended June 30, 2017 and June 30, 2016, dividends totalling \$747,694 and \$1,495,388, respectively, or \$0.09 and \$0.18, respectively, per common share were declared and paid.

On July 26, 2017, the Company declared a quarterly dividend of \$0.09 per common share, payable September 1, 2017 to shareholders of record at the close of business on August 15, 2017.

### (e) Share appreciation rights

The Company has established a SARs plan, whereby SARs are granted to directors and key managerial employees of the Company. The maximum number of SARs which may be granted in any fiscal year under the plan is 2.5% of the total number of issued and outstanding common shares of the Company at the time of grant. The SARs will have a strike price at the time of grant equal to the volume weighted average trading price of the Company's common shares on the Toronto Stock Exchange for the ten days that the shares were traded immediately preceding the date of grant, or other ten-day trading period that the Company's Board may determine. Employees can sell part or all of their SARs after holding them for a minimum of 24 months. Each employee's SARs not sold to the Company will automatically be sold on the last business day on or preceding the fifth anniversary following such grant. Directors have to sell their remaining SARs to the Company on or before October 27, 2017 at which time they will automatically be sold.

No SARs have been granted by the Company to directors or employees since 2011. No SARs were exercised in the three and six months ended June 30, 2017, while 10,000 SARs were exercised in the three and six months ended June 30, 2016.

The Company's vested and outstanding SARs were as follows:

| Exercise price | Grant date    | June 30, 2017 | Dec. 31, 2016 | June 30, 2016 |
|----------------|---------------|---------------|---------------|---------------|
| \$ 6.03        | July 28, 2009 | <b>7,500</b>  | 7,500         | 7,500         |
| \$ 5.50        | May 7, 2010   | <b>15,000</b> | 15,000        | 15,000        |
| \$ 7.95        | May 4, 2011   | <b>45,000</b> | 45,000        | 55,000        |
| \$ 7.56        | July 26, 2011 | —             | —             | 5,000         |
|                |               | <b>67,500</b> | 67,500        | 82,500        |

At June 30, 2017, the Company had accrued a liability of \$111,225 (December 31, 2016 – \$123,375; June 30, 2016 – \$161,125) in respect of the fair value of outstanding SARs. At June 30, 2017, only SARs held by the Company's directors remained outstanding.

#### (f) Stock option plans

The Company has established an employee stock option plan. Under the terms of the plan, an aggregate of 1,000,000 common shares has been reserved for issue upon the exercise of options granted to key managerial employees of the Company and its subsidiaries. According to the terms of the plan, these options vest over a period of three years provided certain minimum earnings criteria are met. Although the Company may still grant stock options to employees, it has not done so since 2004.

The Company has also established a non-executive directors' stock option plan ("NEDSOP"). Under the terms of the plan, an aggregate of 500,000 common shares has been reserved for issue upon the exercise of options granted to non-executive directors of the Company. Fifty percent of these options vest after one year and fifty percent after two years. The options have to be exercised within five years of the grant date at which time they expire.

Outstanding options granted under the NEDSOP were as follows:

| Exercise price | Grant date    | June 30, 2017 | Dec. 31, 2016 | June 30, 2016 |
|----------------|---------------|---------------|---------------|---------------|
| \$9.56         | Oct. 28, 2015 | 100,000       | 100,000       | 100,000       |
| \$9.28         | July 27, 2016 | 100,000       | 100,000       | —             |
|                | Outstanding   | 200,000       | 200,000       | 100,000       |
|                | Vested        | 50,000        | —             | —             |

The fair value of the options granted was determined using the Black-Scholes option-pricing model with the following assumptions on the grant dates:

|                                 | July 27, 2016<br>grant | October 28, 2015<br>grant |
|---------------------------------|------------------------|---------------------------|
| Risk free interest rate         | 0.65%                  | 0.82%                     |
| Expected dividend yield         | 3.88%                  | 3.77%                     |
| Expected share price volatility | 23.78%                 | 23.50%                    |
| Expected life of option         | 5.0 years              | 5.0 years                 |
| Fair value per option           | \$1.35                 | \$1.40                    |

#### (g) Senior executive long-term incentive plan

Under the LTIP, which was introduced in 2015, grants may be made annually to the Company's senior executive management group and are measured and assessed over a three-year performance period. Grants are determined based on the participants' short-term annual bonus subject to an annual LTIP pool maximum of 5% of adjusted consolidated net earnings. Vesting of the LTIP is subject to achievement over a three-year period of a cumulative adjusted return on average equity and may be adjusted up or down subject to achievement of certain minimum and maximum return thresholds. The Compensation Committee of the Board has the discretion to determine whether payments are settled through the issuance of shares and/or paid in cash.

#### (h) Stock-based compensation

During the three months ended June 30, 2017, the Company recorded a stock-based compensation expense of \$25,205 (2016 – \$100,410), of which \$34,005 (2016 – \$26,235) was in respect of non-executive directors' stock option grants and \$2,000 (2016 – \$48,500) was in respect of the Company's LTIP awards, while there was a recovery of \$10,800 (2016 – expense \$25,675) in respect of the Company's outstanding SARs. For the six months ended June 30, 2017, the Company recorded a stock-based compensation expense of \$106,860 (2016 – \$135,545), of which \$68,010 (2016 – \$52,470) was in respect of non-executive directors' stock option grants and \$51,000 (2016 – \$97,000) was in respect of the Company's LTIP awards, while there was a recovery of \$12,150 (2016 – recovery \$13,925) in respect of the Company's outstanding SARs.

### 11. Earnings per common share and weighted average number of common shares

Basic earnings per share have been calculated based on the weighted average number of common shares outstanding in the period without the inclusion of dilutive effects. Diluted earnings per share are calculated based on the weighted average number of common shares plus dilutive common share equivalents outstanding in the period, which in the Company's case consist entirely of stock options.

For the three and six months ended June 30, 2017 and 2016, all outstanding options were excluded from the calculation of the diluted weighted average number of common shares outstanding

because they were considered to be anti-dilutive for earnings per common share purposes. Details of outstanding options are set out in note 10(f).

## **12. Contingent liabilities**

- (a) In the normal course of business there is outstanding litigation, the results of which are not expected to have a material effect upon the Company. Pending litigation, or other contingent matters represent potential financial loss to the Company. The Company accrues a potential loss if the Company believes the loss is probable and it can be reasonably estimated. The decision is based on information that is available at the time. The Company estimates the amount of the loss by consulting with the outside legal counsel that is handling the defense. This involves analyzing potential outcomes and assuming various litigation and settlement strategies. At June 30, 2017 and 2016 and December 31, 2016, the Company's management was not aware of any litigation the aggregate liability from which would materially affect the financial position of the Company and thus had not accrued a loss.
- (b) At June 30, 2017, the Company was contingently liable with respect to letters of credit issued on behalf of clients in the amount of \$694,136 (December 31, 2016 – \$827,289; June 30, 2016 – \$17,600). In addition, at June 30, 2017, the Company was contingently liable with respect to letters of guarantee issued on behalf of clients in the amount of \$389,310 (December 31, 2016 – \$402,810; June 30, 2016 – \$398,970). These amounts were considered in determining the allowance for losses on finance receivables and loans.

## **13. Derivative financial instruments**

At June 30, 2017, the Company had entered into a forward foreign exchange contract with a financial institution which must be exercised by the Company between July 1, 2017 and July 31, 2017 and which obliges the Company to sell Canadian dollars and buy US\$3,000,000 at an exchange rate of 1.327. This contract was entered into by the Company on behalf of a client and a similar forward foreign exchange contract was entered into between the Company and the client, whereby the Company will buy Canadian dollars from and sell US\$3,000,000 to the client.

At December 31, 2016, the Company had entered into forward foreign exchange contracts with a financial institution that matured

between January 1, 2017 and February 28, 2017 and obliged the Company to sell Canadian dollars and buy US\$1,172,516 at exchange rates ranging from 1.2880 to 1.3790, while at June 30, 2016, the Company had entered into forward foreign exchange contracts, with a financial institution that matured between July 29, 2016 and February 28, 2017 and obliged the Company to sell Canadian dollars and buy US\$3,526,100 at exchange rates ranging from 1.2875 to 1.4050. These contracts were entered into by the Company on behalf of a client and similar forward foreign exchange contracts were entered into between the Company and the client, whereby the Company bought Canadian dollars from and sold US\$1,172,516 and US\$3,526,100, respectively, to the client.

The favorable and unfavorable fair values of these contracts were recorded on the Company's consolidated statements of financial position in other assets and accounts payable and other liabilities, respectively. The fair value of the contracts, which totalled \$90,886 at June 30, 2017 (December 31, 2016 – \$49,623, June 30, 2016 – \$51,772) were classified as Level 2 under IFRS 7, Financial Instruments – Disclosures. During the six months ended June 30, 2017 and 2016, there were no transfers between the three-level fair value hierarchy described in note 3(p) to the Company's audited consolidated financial statements for the fiscal year ended December 31, 2016.

## **14. Accumulated other comprehensive income**

Accumulated other comprehensive income ("AOCI") solely comprises the unrealized foreign exchange gain (commonly referred to as cumulative translation adjustment) arising on translation of the assets and liabilities of the Company's foreign subsidiaries which report in U.S. dollars. Changes in the AOCI balance during the six months ended June 30, 2017 and 2016 are set out in the consolidated statements of changes in equity.

## **15. Fair values of financial assets and liabilities**

Any financial assets or liabilities recorded at cost are short term in nature and, therefore, their carrying values approximate fair values. Under the fair value hierarchy, finance receivables and loans would be classified as Level 3.

## **16. Segmented information**

The Company operates and manages its businesses in one dominant industry segment – providing asset-based financial services to industrial and commercial enterprises, principally in Canada and the United States. There were no significant changes to capital assets and goodwill during the periods under review.

Three months ended June 30, 2017:

| (in thousands)                       | Canada     | United States | Inter-company | Total      |
|--------------------------------------|------------|---------------|---------------|------------|
| Identifiable assets                  | \$ 121,962 | \$ 67,550     | \$ —          | \$ 189,512 |
| Revenue                              | \$ 4,610   | \$ 1,993      | \$ —          | \$ 6,603   |
| Expenses                             |            |               |               |            |
| Interest                             | 709        | 45            | —             | 754        |
| General and administrative           | 2,303      | 1,584         | —             | 3,887      |
| Provision for credit and loan losses | 443        | 1,516         | —             | 1,959      |
| Depreciation                         | 31         | 10            | —             | 41         |
| Amortization of intangible assets    | 92         | —             | —             | 92         |
|                                      | 3,578      | 3,155         | —             | 6,733      |
| Earnings before income tax           | 1,032      | (1,162)       | —             | (130)      |
| Income tax expense (recovery)        | 281        | (780)         | —             | (499)      |
| Net earnings                         | \$ 751     | \$ (382)      | \$ —          | \$ 369     |

Three months ended June 30, 2016:

| (in thousands)                       | Canada    | United States | Inter-company | Total      |
|--------------------------------------|-----------|---------------|---------------|------------|
| Identifiable assets                  | \$ 81,152 | \$ 77,008     | \$ —          | \$ 158,160 |
| Revenue                              | \$ 4,562  | \$ 2,335      | \$ —          | \$ 6,897   |
| Expenses                             |           |               |               |            |
| Interest                             | 563       | 11            | —             | 574        |
| General and administrative           | 2,692     | 1,300         | —             | 3,992      |
| Provision for credit and loan losses | 107       | 205           | —             | 312        |
| Depreciation                         | 23        | 11            | —             | 34         |
| Amortization of intangible assets    | 127       | —             | —             | 127        |
|                                      | 3,512     | 1,527         | —             | 5,039      |
| Earnings before income tax           | 1,050     | 808           | —             | 1,858      |
| Income tax expense (recovery)        | 290       | (59)          | —             | 231        |
| Net earnings                         | \$ 760    | \$ 867        | \$ —          | \$ 1,627   |

Six months ended June 30, 2017:

| (in thousands)                       | Canada     | United States | Inter-company | Total      |
|--------------------------------------|------------|---------------|---------------|------------|
| Identifiable assets                  | \$ 121,962 | \$ 67,550     | \$ —          | \$ 189,512 |
| Revenue                              | \$ 9,146   | \$ 3,958      | \$ —          | \$ 13,104  |
| Expenses                             |            |               |               |            |
| Interest                             | 1,282      | 91            | —             | 1,373      |
| General and administrative           | 4,909      | 2,969         | —             | 7,878      |
| Provision for credit and loan losses | 813        | 1,493         | —             | 2,306      |
| Depreciation                         | 56         | 22            | —             | 78         |
| Amortization of intangible assets    | 184        | —             | —             | 184        |
|                                      | 7,244      | 4,575         | —             | 11,819     |
| Earnings before income tax           | 1,902      | (617)         | —             | 1,285      |
| Income tax expense (recovery)        | 543        | (853)         | —             | (310)      |
| Net earnings                         | \$ 1,359   | \$ 236        | \$ —          | \$ 1,595   |

Six months ended June 30, 2016:

| (in thousands)                       | Canada    | United States | Inter-company | Total      |
|--------------------------------------|-----------|---------------|---------------|------------|
| Identifiable assets                  | \$ 81,152 | \$ 77,008     | \$ —          | \$ 158,160 |
| Revenue                              | \$ 9,007  | \$ 4,790      | \$ (29)       | \$ 13,768  |
| Expenses                             |           |               |               |            |
| Interest                             | 1,073     | 31            | (29)          | 1,075      |
| General and administrative           | 5,430     | 2,666         | —             | 8,096      |
| Provision for credit and loan losses | 489       | 358           | —             | 847        |
| Depreciation                         | 46        | 22            | —             | 68         |
| Amortization of intangible assets    | 255       | —             | —             | 255        |
|                                      | 7,293     | 3,077         | (29)          | 10,341     |
| Earnings before income tax           | 1,714     | 1,713         | —             | 3,427      |
| Income tax expense (recovery)        | 479       | (143)         | —             | 336        |
| Net earnings                         | \$ 1,235  | \$ 1,856      | \$ —          | \$ 3,091   |

## 17. Financial risk management

The Company is exposed to credit, liquidity and market risks related to the use of financial instruments in its operations. The Board has overall responsibility for the establishment and oversight of the Company's risk management framework through its Audit Committee. In this respect, the Audit Committee meets with management and the Company's Risk Management Committee at least quarterly. The Company's risk management

policies are established to identify, analyze, limit, control and monitor the risks faced by the Company. Risk management policies and systems are reviewed regularly to reflect changes in the risk environment faced by the Company.

#### (a) Credit risk

Credit risk is the risk of financial loss to the Company if a client or counterparty to a financial instrument fails to meet its contractual obligations. In the Company's case, credit risk arises with respect to its loans to and other financial transactions with clients, its guarantee of managed receivables, and any other financial transactions with a counterparty that the Company deals with. The carrying amount of these loans and managed receivables represents the Company's maximum credit exposure and is the most significant measurable risk that it faces. The nature of the Company's asset-based lending business, including factoring and leasing, involves funding or assuming the credit risk on the receivables offered to it by its clients, as well as financing other assets, such as inventory and equipment. Typically, the Company takes title to the factored receivables and collateral security over the other assets that it lends against and does not lend on an unsecured basis. It does not take title to the managed receivables as it does not lend against them, but it assumes the credit risk from the client in respect of these receivables.

In its asset-based lending and credit protection and receivables management operations, credit is approved by a staff of credit officers, with larger amounts being authorized by supervisory personnel, management and, in the case of credit in excess of \$1.0 million, the Company's President and the Chairman of its Board. Credit in excess of \$2.5 million is approved by the Company's Credit Committee, which comprises three independent members of its Board. The Company monitors and controls its risks and exposures through financial, credit and legal systems and, accordingly, believes that it has procedures in place for evaluating and limiting the credit risks to which it is subject. Credit is subject to ongoing management review. Nevertheless, for a variety of reasons, there will inevitably be defaults by clients or their customers. In its asset-based lending operations, a primary focus of the Company continues to be on the credit-worthiness and collectability of its clients' receivables. The clients' customers have varying payment terms depending

on the industries in which they operate, although most customers have payment terms of 30 to 60 days from invoice date. Varion's lease receivables and equipment and working capital loans are term loans with payments usually spread out evenly over the term of the lease or loan, which can typically be up to 60 months. Of the total managed receivables that the Company guarantees payment, 6.6% were past due more than 60 days at June 30, 2017 (December 31, 2016 – 4.1%; June 30, 2016 – 3.6%). In the Company's asset-based lending business, receivables become "ineligible" for lending purposes when they reach a certain pre-determined age, usually 75 to 90 days from invoice date, and are usually charged back to clients, thereby eliminating the Company's credit risk on such older receivables.

The Company employs a client rating system to assess credit risk in its asset-based lending and leasing businesses, which reviews, amongst other things, the financial strength of each client and the Company's underlying collateral, while in its credit protection and receivables management business, it employs a customer credit scoring system to assess the credit risk associated with the managed receivables that it guarantees. Credit risk is primarily managed by ensuring that, as far as possible, the receivables financed are of the highest quality and that any inventory, equipment or other assets securing loans are appropriately appraised and continually monitored. In its asset-based lending operations, the Company assesses the financial strength of its clients' customers and the industries in which they operate on a regular and ongoing basis. The financial strength of its clients' customers is often more important than the financial strength of the clients themselves.

The Company also minimizes credit risk by limiting the maximum amount that it will lend to any one client, enforcing strict advance rates, disallowing certain types of receivables, charging back or making receivables ineligible for lending purposes as they become older, and taking cash collateral in certain cases. The Company will also confirm the validity of the receivables that it purchases. In its asset-based lending operations, the Company administers and collects the majority of its clients' receivables and so is able to quickly identify problems as and when they arise and act promptly to minimize credit and loan losses. In the Company's leasing operations, security deposits are usually obtained in respect

of each equipment lease or loan. In its credit protection and receivables management business, each customer is provided with a credit limit up to which the Company will guarantee that customer's total receivables. All customer credit in excess of \$2.5 million is approved by the Company's Credit Committee on a case-by-case basis. At June 30, 2017, the Company had not guaranteed any accounts receivable in excess of \$5 million for any customer.

The Company's credit exposure relating to its finance receivables and loans by industrial sector was as follows:

|                                     | June 30, 2017                       |            |
|-------------------------------------|-------------------------------------|------------|
| Industrial sector (in thousands)    | Gross finance receivables and loans | % of total |
| Financial and professional services | \$ 63,347                           | 36         |
| Wholesale and distribution          | 36,427                              | 21         |
| Retail                              | 26,086                              | 15         |
| Manufacturing                       | 24,629                              | 14         |
| Other                               | 24,500                              | 14         |
|                                     | <b>\$ 174,989</b>                   | <b>100</b> |

|                                     | June 30, 2016                       |            |
|-------------------------------------|-------------------------------------|------------|
| Industrial sector (in thousands)    | Gross finance receivables and loans | % of total |
| Financial and professional services | \$ 44,686                           | 31         |
| Manufacturing                       | 44,424                              | 30         |
| Wholesale and distribution          | 34,109                              | 23         |
| Other                               | 23,526                              | 16         |
|                                     | <b>\$ 146,745</b>                   | <b>100</b> |

The Company's credit exposure relating to its managed receivables by industrial sector was as follows:

|                                  | June 30, 2017       |            |
|----------------------------------|---------------------|------------|
| Industrial Sector (in thousands) | Managed receivables | % of total |
| Retail                           | \$ 35,554           | 81         |
| Other                            | 8,437               | 19         |
|                                  | <b>\$ 43,991</b>    | <b>100</b> |

|                                  | June 30, 2016       |            |
|----------------------------------|---------------------|------------|
| Industrial Sector (in thousands) | Managed receivables | % of total |
| Retail                           | \$ 37,217           | 87         |
| Other                            | 5,673               | 13         |
|                                  | <b>\$ 42,890</b>    | <b>100</b> |

As set out in notes 3(d) and 4 the Company maintains an allowance for credit and loan losses on its finance receivables and loans and its guarantee of managed receivables. The Company maintains a separate allowance for losses on each of the above items at amounts which, in management's judgment, are sufficient to cover losses thereon. The allowances are based upon several considerations including current economic trends, condition of the loan and receivable portfolios and typical industry loss experience.

#### (b) Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when they fall due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation. The Company's principal obligations are its bank indebtedness, notes payable, due to clients, and accounts payable and other liabilities. Revolving credit lines totalling approximately \$162,000,000 have been established at a number of banking institutions, bearing interest varying with the bank prime rate or Libor. At June 30, 2017, the Company had borrowed \$92,784,093 (December 31, 2016 – \$58,786,548; June 30, 2016 – \$66,067,837) against these facilities. These lines of credit are collateralized primarily by finance receivables and loans to clients. The Company was in compliance with all loan covenants under these lines of credit during the six months ended June 30, 2017. Notes payable are due on demand, or a week after demand, and are to individuals or entities and consist of advances from shareholders, management, employees, other related individuals and third parties. As at June 30, 2017, 49% of these notes were due to related parties and 51% to third parties. Due to clients principally consist of collections of receivables not yet remitted to the Company's clients. Contractually, the Company remits collections within a week of receipt. Accounts payable and other liabilities comprise a number of different obligations, the majority of which are payable within six months.

At June 30, 2017, the Company had gross finance receivables and loans totalling \$174,988,607 (December 31, 2016 – \$139,631,297; June 30, 2016 – \$146,745,004) which

substantially exceeded its total liabilities of \$114,857,889 at that date (December 31, 2016 – \$79,186,157; June 30, 2016 – \$85,937,588). The Company's receivables normally have payment terms of 30 to 60 days from invoice date. Together with its unused credit lines, management believes that current cash balances and liquid short-term assets are more than sufficient to meet its financial obligations as they fall due.

All assets and liabilities, other than Varion's lease receivables and equipment loans, capital assets, deferred tax, intangible assets, goodwill, SARs and the LTIP liability are expected to be settled within 12 months at the values stated in the consolidated statements of financial position.

### (c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect the Company's income or the value of its financial instruments. The objective of managing market risk is to control market risk exposures within acceptable parameters, while optimizing the return on risk.

#### (i) Currency risk

The Company is exposed to currency risk primarily in its foreign operations, which operate in U.S. dollars, to the full extent of the foreign operations net assets of US\$25,448,000 at June 30, 2017. The Company's investment in its foreign operations is not hedged as they are long-term in nature. Unrealized foreign exchange gains or losses arise on translation of the assets and liabilities of the Company's foreign operations into Canadian dollars each period-end. Resulting foreign exchange gains or losses are credited or charged to other comprehensive income or loss with a corresponding entry to the AOCI component of equity (note 14). The Company is also subject to foreign currency risk on the earnings of its foreign operations, which are unhedged. Based on the Company's foreign operating results for the six months ended June 30, 2017, a one-cent change in the U.S. dollar against the Canadian dollar would change the Company's annual net earnings by approximately \$16,000. It would also change other comprehensive income and the AOCI component of equity by approximately \$250,000.

The Company's Canadian operations have some assets and liabilities denominated in foreign currencies, principally

finance receivables and loans, cash, bank indebtedness and due to clients and notes payable. These assets and liabilities are usually economically hedged, although the Company enters into foreign exchange contracts from time to time to hedge its currency risk when there is no economic hedge. At June 30, 2017, the Company's unhedged foreign currency positions in its Canadian operations totalled \$69,000 (December 31, 2016 – \$188,000; June 30, 2016 – \$169,000). The Company ensures that its net exposure is kept to an acceptable level by buying or selling foreign currencies on a spot or forward basis to address short-term imbalances. The impact of a 1% change in the value of its unhedged foreign currency positions against the Canadian dollar would not have a material impact on the Company's net earnings.

#### (ii) Interest rate risk

Interest rate risk pertains to the risk of loss due to the volatility of interest rates. The Company's lending and borrowing rates are usually based on bank prime rates of interest or Libor and are typically variable. The Company actively manages its interest rate exposure, where possible.

The Company's agreements with its clients (affecting interest revenue) and lenders (affecting interest expense) usually provide for rate adjustments in the event of interest rate changes so that the Company's spreads are protected to a large degree. However, as the Company's floating rate finance receivables and loans substantially exceed its floating and short-term fixed rate (usually 30 days) borrowings, the Company is exposed to interest rate risk as a result of the difference, or gap, that exists between interest sensitive assets and liabilities. This gap largely exists because of, and fluctuates with, the quantum of the Company's equity. This is partially mitigated in the Company's leasing business, where Varion's lease receivables and term loans to clients are usually at fixed effective interest rates for up to five years, while related bank borrowings are currently at floating rates.

The following table shows the interest rate sensitivity gap at June 30, 2017:

| (in thousands)                     | Floating rate    | 0 to 12 months  | 1 to 3 years     | 4 to 5 years  | Non-rate sensitive | Total          |
|------------------------------------|------------------|-----------------|------------------|---------------|--------------------|----------------|
| <b>Assets</b>                      |                  |                 |                  |               |                    |                |
| Cash                               | \$ 5,128         | \$ —            | \$ —             | \$ —          | \$ 1,783           | \$ 6,911       |
| Finance receivables and loans, net | 141,766          | 17,330          | 13,781           | 830           | (402)              | 173,305        |
| All other assets                   | —                | 451             | —                | —             | 8,845              | 9,296          |
|                                    | <b>146,894</b>   | <b>17,781</b>   | <b>13,781</b>    | <b>830</b>    | <b>10,226</b>      | <b>189,512</b> |
| <b>Liabilities</b>                 |                  |                 |                  |               |                    |                |
| Due to clients                     | —                | —               | —                | —             | 6,648              | 6,648          |
| Bank indebtedness                  | 14,002           | 78,782          | —                | —             | —                  | 92,784         |
| Notes payable                      | 11,654           | —               | —                | —             | —                  | 11,654         |
| All other liabilities              | —                | 466             | —                | —             | 3,306              | 3,772          |
| <b>Equity</b>                      | <b>—</b>         | <b>—</b>        | <b>—</b>         | <b>—</b>      | <b>74,654</b>      | <b>74,654</b>  |
|                                    | <b>25,656</b>    | <b>79,248</b>   | <b>—</b>         | <b>—</b>      | <b>84,608</b>      | <b>189,512</b> |
|                                    | <b>\$121,238</b> | <b>\$61,467</b> | <b>\$ 13,781</b> | <b>\$ 830</b> | <b>\$ (74,382)</b> | <b>\$ —</b>    |

Based on the Company's interest rate positions as at June 30, 2017, a sustained 100 basis point rise in interest rates across all currencies and maturities would increase pre-tax earnings by approximately \$600,000 over a one year period. A decrease of 100 basis points in interest rates would reduce pre-tax earnings to a somewhat lesser extent.

## 18. Capital management

The Company considers its capital structure to include equity and debt, namely, its bank indebtedness and notes payable. The Company's objectives when managing capital are to: (a) maintain financial flexibility in order to preserve its ability to meet financial obligations and continue as a going concern; (b) maintain a capital structure that allows the Company to finance its growth using internally generated cash flow and debt capacity; and (c) optimize the use of its capital to provide an appropriate investment return to its shareholders commensurate with risk.

The Company's financial strategy is formulated and adapted according to market conditions in order to maintain a flexible capital structure that is consistent with its objectives and the risk characteristics of its underlying assets. The Company manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of its underlying assets. To maintain or adjust its capital structure, the Company may, from time to time, change the amount of dividends paid to shareholders, return capital to shareholders

by way of normal course issuer bid, issue new shares, or reduce liquid assets to repay other debt. The Company monitors the ratio of its debt to equity and its equity to total assets. As a percentage, these ratios were 140% (December 31, 2016 – 93%; June 30, 2016 – 108%) and 39% (December 31, 2016 – 49%; June 30, 2016 – 46%), respectively, at June 30, 2017 indicating the Company's continued financial strength and relatively low degree of leverage. The Company's debt, and leverage, will usually rise with an increase in finance receivables and loans and vice-versa. The Company's share capital is not subject to external restrictions. However, the Company's credit facilities include debt to tangible net worth ("TNW") covenants. Specifically, at June 30, 2017, AFIC and AFIU are required to maintain a debt to TNW ratio of less than 3 on a combined basis. Varion is also required to maintain a debt to TNW of less than 3. The Company was fully compliant with its banking covenants during the six months ended June 30, 2017 and 2016. There were no changes in the Company's approach to capital management from previous periods.

## 19. Subsequent events

On July 13, 2017, AFIU acquired a controlling interest in BondIt Media Capital, a film and media finance company based in California, U.S.. This investment strengthens Accord's presence on the U.S. West Coast and allows it to enter the film and media finance sector.

Other than the above noted investment there were no subsequent events occurring after July 26, 2017 that required disclosure.



In Canada

Toronto (800) 967-0015  
Montreal (800) 231-2977  
Vancouver (844) 982-3010

In the U.S.

(800) 231-2757  
[www.accordfinancial.com](http://www.accordfinancial.com)