



Management Discussion & Analysis

MARCH 31, 2025

The following management discussion and analysis (“MD&A”) provides information management believes is relevant to an assessment and understanding of the financial condition and results of operations of ECN Capital Corp. (the “Company” or “ECN Capital”) as at and for the three-month period ended March 31, 2025, in comparison to the corresponding prior year period. This MD&A, which has been prepared as of May 8, 2025, is intended to supplement and complement the interim unaudited condensed consolidated financial statements and notes thereto, prepared in accordance with International Accounting Standard 34 Interim Financial Reporting (“IAS 34”) as issued by the International Accounting Standards Board (“IASB”), as at and for the three-month period ended March 31, 2025 (the “interim condensed consolidated financial statements”), which readers are encouraged to read in conjunction with their review of this MD&A. This MD&A should be read in conjunction with the Company’s annual audited consolidated financial statements for the years ended December 31, 2024, (the “2024 Annual Consolidated Financial Statements”) and December 31, 2023 (the “2023 Annual Consolidated Financial Statements”). Additional information relating to the Company, including the Company’s Annual Information Form, is available on SEDAR+ at www.sedarplus.com and on the Company’s website at www.ecncapitalcorp.com.

Certain comparative figures have been reclassified to conform to the current period’s presentation. All amounts set forth in this MD&A are in U.S. dollars unless otherwise noted.

Cautionary Statement

This MD&A has been prepared taking into consideration information available to May 8, 2025. Certain statements contained in this report constitute “forward-looking statements”. When used in this report, the words “may”, “would”, “could,” “will,” “intend,” “plan,” “anticipate,” “believe,” “estimate,” “expect,” and similar expressions, as they relate to the company, or its management, are intended to identify forward-looking statements. Such statements reflect our current views with respect to future events and are subject to inherent risks, uncertainties and numerous assumptions, including, without limitation, general economic and industry conditions, reliance on debt financing, dependence on borrowers, dependence on financing its business through funding commitments and the sale of loan portfolios to banks and other financial institutions, inability to recover receivables, competition, interest rates, regulation, demand for financing in the specialty finance sector, insurance, failure of key systems, debt service, future capital needs and such other risks or factors described from time to time in reports of ECN Capital. ECN Capital believes the material factors, expectations and assumptions reflected in the forward-looking information and statements are reasonable, but no assurance can be given that these factors, expectations and assumptions will prove to be correct.

By their nature, forward-looking statements involve numerous assumptions, known and unknown, risks and uncertainties, both general and specific, which contribute to the possibility that predictions, forecasts, projections and other forms of forward-looking information may not be achieved. Such risks and uncertainties include, but are not limited to, operating performance, regulatory and government decisions, competitive pressures and the ability to retain major customers, rapid technological changes, availability and cost of financing, impacts of weather and natural disasters, availability of labor and management resources, the performance of Partners, contractors and suppliers.

Many factors could cause our actual results, performance or achievements to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements and readers are cautioned that the list of factors in the foregoing paragraph is not exhaustive. Should one or more of these risks or uncertainties materialize, or should assumptions underlying the forward-looking statements prove incorrect, actual results may vary materially from those described herein as intended, planned, anticipated, believed, estimated or expected. Accordingly, readers are cautioned not to place undue reliance on forward-looking statements or interpret or regard forward-looking statements as guarantees of future outcomes. Except as may be required by applicable Canadian securities laws, we do not intend, and disclaim any obligation to update or rewrite any forward-looking statements whether oral or written as a result of new information, future events or otherwise.

This MD&A and, in particular the information in respect of ECN Capital’s prospective originations, revenues, managed and advised portfolio, income, Adjusted EBITDA, Adjusted operating income before tax, and Adjusted operating income before tax - ECN share may contain future oriented financial information (“FOFI”) within the meaning of applicable securities laws. Such FOFI has been prepared by management to provide an outlook on ECN Capital’s proposed

activities and potential results and may not be appropriate for other purposes. The FOFI has been prepared based on a number of assumptions, including the assumptions discussed above, and assumptions with respect to expected originations volumes, including the ability to grow such originations in each of our business segments; expectations regarding our ability to attract new Partners, vendor relationships and new customers and develop and maintain relationships with existing Partners, vendors and customers; the continued availability of funding Partner capacity at expected and contracted levels and the growth and/or renewals of funding pipeline commitments from Partners required to meet our anticipated originations levels; continued competitive intensity in the segments in which we operate; no significant legal or regulatory developments; no significant deterioration in economic conditions, or macro changes in the competitive environment affecting our business activities; key interest rates remaining in line with current market expectations; and that the roll-out of anticipated floorplan (including the joint venture with Champion Homes, Inc.) and other products across the recreational vehicle and marine financing businesses continues on their expected timing and progress. ECN Capital and management believe that the FOFI has been prepared on a reasonable basis, reflecting management's best estimates and judgments; however, the actual results of operations of ECN Capital and the resulting financial results may vary from the amounts set forth herein and such variations may be material. FOFI contained in this MD&A was made as of the date of this MD&A and ECN Capital disclaims any intention or obligation to update or revise any FOFI contained in MD&A analysis, whether as a result of new information, future events or otherwise, unless required pursuant to applicable law.

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Overview

ABOUT ECN

ECN Capital Corp. (“ECN Capital” or the “Company”) is a leading provider of business services to North American-based institutional investor, insurance company, pension plan, bank and credit union partners (collectively, its “Partners”). ECN Capital originates, manages and advises on credit assets on behalf of its Partners, specifically consumer (manufactured housing and recreational vehicle (“RV”) and marine) loans and commercial (floorplan and rental) loans. Our Partners are seeking high quality assets to match with their deposits, term insurance or other liabilities. These services are offered through two operating segments: (i) Manufactured Housing Finance, and (ii) Recreational Vehicle and Marine (“RV and Marine”) Finance. Headquartered in South Florida and Toronto, the registered office is located at 199 Bay Street, Suite 4000, Toronto, Ontario, Canada. ECN Capital has approximately 670 employees and operates principally in the United States. ECN Capital is a reporting issuer in each of the Provinces of Canada. ECN Capital’s common shares commenced trading on the Toronto Stock Exchange (the “TSX”) under the ticker symbol “ECN” on October 4, 2016.

BUSINESS STRATEGY

ECN Business Model

The Company owns a portfolio of operating businesses that operate under a fee-based, asset-light model through which it leverages highly specialized expertise, industry knowledge, regulatory compliance and strategic relationships. This specialized business model provides significant barriers to entry. Our core operating companies are Triad Financial Services, Inc. (“Triad Financial Services” or “Triad,” our Manufactured Housing Finance business segment), Source One Financial Services, LLC (“Source One”), Intercoastal Financial Group, LLC (“IFG”) and Paramount Servicing Group, LLC. (“Paramount Servicing Group”), which operates Paramount Capital Group, LLC (“Paramount”) (collectively with, Source One, IFG and Paramount comprise our RV and Marine Finance business segment). ECN Capital has managed assets¹ of approximately \$7.2 billion and our customers include more than 100 North American-based institutional investor, insurance company, pension plan, bank and credit union partners. ECN Capital partners with these financial institutions rather than competing with them. Specifically, our Partners are the decision makers inside each institution who are seeking optimal portfolio solutions to match customer deposits, term insurance and other liabilities.

The Company’s focus is to drive origination and asset management growth by deepening and broadening our Partner relationships through the marketing of our solutions across our network of 100+ Partners. In pursuit of these objectives: (i) the Company provides its portfolio companies with capital, extensive knowledge and scale to help grow their businesses within their large addressable markets; and (ii) the Company continuously brings new funding relationships and structures to our portfolio companies.

1. This is a non-IFRS measure. Please refer to “Non-IFRS and Other Performance Measures” in this MD&A for a definition and reconciliation of this measure.

The Company's operating businesses have demonstrated each of the following value propositions:

- Significant barriers to entry including long-term relationships with institutional investors, insurance companies, pension plans, banks and credit unions that are its customers
- Business longevity resulting in favorable regulatory outcomes
- Exclusive/preferred manufacturer and dealer arrangements that drive origination services
- Established originator/manager/adviser of consumer credit assets with a history of strong performance across business cycles
- Superior credit quality across portfolios with a long-term track record of servicing and management excellence
- Capital-light businesses with solid growth profiles
- Scalable platforms with established operations and proprietary intellectual capital

A description of each of our core business segments is provided below.

Core Business Segments:

Manufactured Housing Finance

Triad Financial Services

Founded in 1959, Triad Financial Services is the oldest manufactured housing finance company in the U.S. Triad Financial Services is a premier portfolio solutions platform focused on originating and managing longer duration secured consumer loan portfolios for 50+ active Partners. These assets are primarily comprised of prime and super-prime loans to consumers for the purchase of manufactured homes throughout the U.S. Originations are sourced through a long-established national network of dealers and manufacturers. Triad's Fitch-rated servicing department manages the growing portfolio of manufactured housing loans on behalf of their third-party owners. In addition, Triad Financial Services provides floorplan financing for dealers and manufacturers in the industry and rental loans to community groups. Triad Financial Services is headquartered in Jacksonville, Florida and is licensed in 47 States.

RV and Marine Finance

Source One

Founded in 1999, Source One is a well established provider of consumer lending programs and outsourced finance and insurance solutions to the recreational vehicle and marine industries. Through an established and growing network of dealers, Source One primarily originates prime and super-prime loans to consumers to facilitate the purchase of recreational and marine vehicles. Source One is headquartered in Lakeville, Minnesota and Vero Beach, Florida and is licensed in 47 states.

Intercoastal Financial Group

Founded in 1987, Intercoastal Financial Group is a premier provider of consumer lending programs to the recreational vehicle and marine industries. Through an established network of sales representatives nationwide, IFG originates prime and super-prime loans to consumers to facilitate the purchase of recreational and marine vehicles and is headquartered in Vero Beach, Florida.

Paramount Servicing Group

Founded in 1997, Paramount is an established end-to-end consumer loan servicing company with private labelling capabilities and a best-in-class technology stack. With a mature compliance management system, Paramount is able to support all facets of consumer loan and installment contract servicing in 50 states. As such, Paramount services a large and diverse set of consumer loans. Paramount Servicing Group is headquartered in King of Prussia, Pennsylvania.

Key Business Developments

Information related to the developments in support of the Company's business strategy for the three-month period ended March 31, 2025 are outlined below.

CORPORATE FINANCE DEVELOPMENTS

Issuance of Convertible Debentures

On March 19, 2025, the Company issued C\$75.0 million (US\$52.4 million) aggregate principal amount of listed convertible unsecured debentures due April 30, 2030 (the "Convertible Debentures") at a price of C\$1,000 per debenture. The Convertible Debentures bear interest at a rate of 6.50% per annum, payable semi-annually in arrears on April 30 and October 31 of each year, with the first interest payment on October 31, 2025. The Company also granted the syndicate of underwriters, on the same terms and conditions, an option to purchase up to an additional C\$11.25 million aggregate principal amount of Convertible Debentures for a period of 30 days following the issue date, which was exercised in part for C\$8.0 million (US\$5.6 million) on April 1, 2025, resulting in total proceeds of C\$83.0 million (US\$58.0 million).

Redemption of C\$75 million senior unsecured debentures due December 31, 2025

On April 25, 2025, the Company used the proceeds from the issuance of the Convertible Debentures to redeem in full its C\$75.0 million of senior unsecured debentures due December 31, 2025.

Extension of Term Senior Credit Facility

On October 22, 2024, the Company executed an extension of its term senior credit facility which provides for an aggregate of \$770 million in revolving funding through October 22, 2027.

Normal Course Issuer Bids

On September 19, 2024, the TSX approved the renewal of the Company's Normal Course Issuer Bid (the "Common Share Bid") for common shares of the Company and the Company's Normal Course Issuer Bid (the "Preferred Share Bid" and, together with the Common Share Bid, the "NCIBs") for the Company's Series C Preferred Shares for commencement on September 23, 2024. Pursuant to the NCIBs, the Company may repurchase up to an additional 15,472,849 common shares and 371,240 Series C Preferred Shares, representing approximately 10% of the public float of each of the common shares and Series C Preferred Shares. The NCIBs will end on the earlier of September 22, 2025 or the completion of purchases under the applicable NCIB. During the three-month periods ended March 31, 2025 and March 31, 2024, the Company did not purchase any common shares or Series C Preferred Shares pursuant to the NCIBs.

Results of Operations

The following tables set forth a summary of the Company's consolidated results and are to be read in conjunction with the Company's consolidated financial statements for the same periods.

	For the three-month period ended		
	March 31, 2025	December 31, 2024	March 31, 2024
<i>(in 000's for stated values, except per share amounts)</i>	\$	\$	\$
Select metrics:			
Originations	538,239	547,576	468,367
Average earning assets - Owned ⁽¹⁾	415,630	445,634	549,979
Average earning assets - Managed ⁽¹⁾	7,042,414	6,771,878	5,067,214
Period end earning assets - Owned ⁽¹⁾	418,285	412,975	501,732
Period end earning assets - Managed ⁽¹⁾	7,215,949	6,868,879	5,214,804
Operating results:			
Loan origination revenues	28,456	23,753	19,805
Servicing revenues	15,245	16,181	8,758
Interest income	9,983	10,181	18,853
Other revenue	2,948	5,075	2,190
Total revenue	56,632	55,190	49,606
Operating expenses	29,377	31,122	27,781
Interest expense	11,155	12,192	18,238
Depreciation & amortization	2,904	2,669	2,167
Other expenses:			
Share-based compensation	3,781	3,043	3,075
Amortization of intangible assets from acquisitions	2,024	2,020	1,897
Accretion of convertible debenture discount	48	—	—
Accretion of deferred purchase consideration	31	10	129
Restructuring costs	6,732	—	—
Transaction, corporate development and other costs	—	2,741	2,069
Net income (loss) before income taxes	580	1,393	(5,750)
Provision for income taxes	1,795	2,903	1,422
Net loss for the period - 100% basis	(1,215)	(1,510)	(7,172)
Non-controlling interest	(33)	1	—
Net loss for the period - ECN share	(1,182)	(1,511)	(7,172)
Cumulative dividends on preferred shares	1,283	2,436	1,370
Net loss for the period attributable to common shareholders	(2,465)	(3,947)	(8,542)
Weighted Average number of shares outstanding (basic)	281,211	281,132	279,947
Loss per share (basic) - attributable to common shareholders	\$(0.01)	\$(0.01)	\$(0.03)

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

	For the three-month period ended		
	March 31, 2025	December 31, 2024	March 31, 2024
<i>(in 000's for stated values, except per share amounts)</i>	\$	\$	\$
Adjusted operating results:			
Loan originations revenue	28,456	23,753	19,805
Servicing revenue	15,245	16,181	8,758
Interest income	9,983	10,181	18,853
Other revenue	2,948	5,075	2,190
Total revenue	56,632	55,190	49,606
Fair value adjustment of convertible debt derivative liability ⁽²⁾	(1,766)	—	—
Total Adjusted revenue ⁽¹⁾⁽²⁾	54,866	55,190	49,606
Operating expenses	29,377	31,122	27,781
Adjusted EBITDA ⁽¹⁾	25,489	24,068	21,825
Interest expense	11,155	12,192	18,238
Depreciation & amortization	2,904	2,669	2,167
Adjusted operating income before tax ⁽¹⁾ - 100% basis	11,430	9,207	1,420
Non-controlling interest	(33)	1	—
Adjusted operating income before tax ⁽¹⁾ - ECN share	11,463	9,206	1,420
Adjusted net income ⁽¹⁾ - ECN share	8,483	6,812	1,051
Adjusted net income (loss) applicable to common shareholders ⁽¹⁾ - ECN share	7,200	4,376	(319)
Adjusted net income per share (basic) ⁽¹⁾ - ECN share	\$0.03	\$0.02	\$—
Adjusted net income applicable to common shareholders per share (basic) ⁽¹⁾ - ECN share	\$0.03	\$0.02	\$—

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

(2) Total Adjusted revenue for the three-month period ended March 31, 2025 excludes the impact of an unrealized fair value adjustment to the convertible debt derivative liability included in other revenue.

The following discussion relates to the results of operations for the three-month period ended March 31, 2025.

Q1 2025 vs Q1 2024

For the quarter, ended March 31, 2025, the Company reported total revenue of \$56.6 million and total Adjusted revenue¹ of \$54.9 million, excluding the impact of a \$1.8 million unrealized gain resulting from the fair value measurement of the Convertible Debenture conversion option, both up from revenue of \$49.6 million for the prior year quarter. The increase in total revenue and total Adjusted revenue¹ primarily reflects higher loan origination and servicing revenues, partially offset by lower interest income.

Loan origination revenues increased 43.7% to \$28.5 million, as compared to the prior year period, primarily due to increased origination volumes and higher originations revenue margins at our Manufactured Housing Finance segment. Servicing revenue for the quarter ended March 31, 2025 was \$15.2 million, up from \$8.8 million in the prior year period, which was primarily driven by the increase in Manufactured Housing Finance managed assets¹, the impact of the acquisition of a majority interest in Paramount, and servicing retained on RV and Marine Finance forward flow sales. Lower interest income was the result of lower average on-balance sheet finance receivables and a lower average yield in 2025.

The table below illustrates the Company's operating expenses for the quarter ended March 31, 2025 and March 31, 2024:

	For the three-month period ended	
	March 31, 2025	March 31, 2024
<i>(in 000's for stated values)</i>	\$	\$
Manufactured Housing Finance	22,376	21,139
RV and Marine Finance	7,001	3,827
Business segment operating expenses	29,377	24,966
Corporate operating expenses	—	2,815
Total operating expenses	29,377	27,781

Operating expenses were \$29.4 million for the three months ended March 31, 2025, compared to \$27.8 million in the prior year period. In connection with the Company's previously announced corporate simplification, public company overhead costs have been allocated to its business segments for the quarter ended March 31, 2025. Manufactured Housing Finance operating expenses increased to \$22.4 million from \$21.1 million, primarily due to allocation of public company overhead costs. RV & Marine Finance operating expenses increased \$3.2 million to \$7.0 million, which primarily reflects the impact of the acquisition of a majority interest in Paramount and growth in originations and managed assets¹.

Interest expense decreased to \$11.2 million for the quarter ended March 31, 2025, compared to \$18.2 million in the prior year period, due to lower average borrowings and a lower average borrowing rate in 2025.

Depreciation and amortization expense was \$2.9 million for the quarter ended March 31, 2025, compared to \$2.2 million in the prior year quarter.

1. This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

Other expenses, which include share-based compensation, amortization of intangible assets and other items, were \$12.6 million for the quarter ended March 31, 2025, compared to \$7.2 million in the prior year period. Share-based compensation expense was \$3.8 million for the quarter ended March 31, 2025, compared to \$3.1 million for the prior year quarter. Other expenses for the quarter ended March 31, 2025 include restructuring costs of \$6.7 million (\$5.0 million after-tax) related to the Company's corporate simplification.

Adjusted EBITDA¹ was \$25.5 million for the quarter ended March 31, 2025, compared to \$21.8 million in the prior year quarter. The increase in Adjusted EBITDA¹ primarily reflects higher overall revenue at our business segments. Adjusted net income applicable to common shareholders¹ was \$7.2 million or \$0.03 per share for the quarter ended March 31, 2025, compared to a loss of \$0.3 million or \$0.00 per share for the prior year quarter. The increase in Adjusted net income applicable to common shareholders¹ for the three months ended March 31, 2025 primarily reflects higher Adjusted EBITDA¹ and lower interest expense.

The Company reported a net loss of \$1.2 million for the quarter ended March 31, 2025, compared to a net loss of \$7.2 million for the prior year quarter.

1. This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

Business Segment Results

RESULTS OF MANUFACTURED HOUSING FINANCE SEGMENT

The following table sets forth a summary of the Company's select metrics and results from the Manufactured Housing Finance segment for the three-month periods ended March 31, 2025, December 31, 2024 and March 31, 2024.

	For the three-month period ended		
	March 31, 2025	December 31, 2024	March 31, 2024
(in 000's for stated values)	\$	\$	\$
Select metrics:			
Originations	332,794	348,516	302,425
Period end earning assets - Managed ⁽¹⁾	5,829,647	5,558,080	5,214,804
Average earning assets - Managed ⁽¹⁾	5,693,863	5,540,141	5,067,214
Manufactured housing loans	200,006	186,146	199,248
Held-for-trading financial assets	159,890	143,960	227,257
Loan originations revenue	23,251	19,840	15,738
Servicing revenue	11,919	13,259	8,758
Interest Income	7,735	7,718	16,836
Other revenue	1,134	4,557	1,460
Total revenue	44,039	45,374	42,792
Operating expenses	22,376	21,686	21,139
Adjusted EBITDA ⁽¹⁾	21,663	23,688	21,653
Interest and depreciation expense	8,533	6,501	12,578
Adjusted operating income before tax ⁽¹⁾	13,130	17,187	9,075

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

Manufactured Housing Finance originations for the quarter ended March 31, 2025 were \$332.8 million, up 10.0% from \$302.4 million in the comparable prior year period, which primarily reflects growth in chattel loan volumes.

Managed assets¹ were \$5.8 billion as at March 31, 2025, which represents an increase of 11.8% compared to managed assets¹ of \$5.2 billion in the prior year period. The growth in Manufactured Housing Finance managed assets¹ provides stable, recurring revenue and fosters deeper Partner relationships.

Traditionally, this segment is impacted by seasonality, with the second and third quarters of the year being the strongest performing quarters.

Originations (US\$ millions)								
Q1, 2023	Q2, 2023	Q3, 2023	Q4, 2023	Q1, 2024	Q2, 2024	Q3, 2024	Q4, 2024	Q1, 2025
286	348	361	374	302	311	351	349	333

Loan originations revenue for the quarter ended March 31, 2025 was \$23.3 million, compared to \$15.7 million in the prior year period. Loan originations revenue increased 47.7%, as compared to the prior year period, primarily reflecting the increase in loan originations volume and improved origination revenue margin. Origination revenue margin in the prior year quarter was negatively impacted by reduced premiums earned on Land Home bulk portfolio sales.

Servicing revenue for the quarter ended was \$11.9 million, compared to \$8.8 million in the prior year period, primarily driven by the increase in period end managed assets¹, the impact of the estimated fair value of the retained servicing asset, and the timing of bulk portfolio sales.

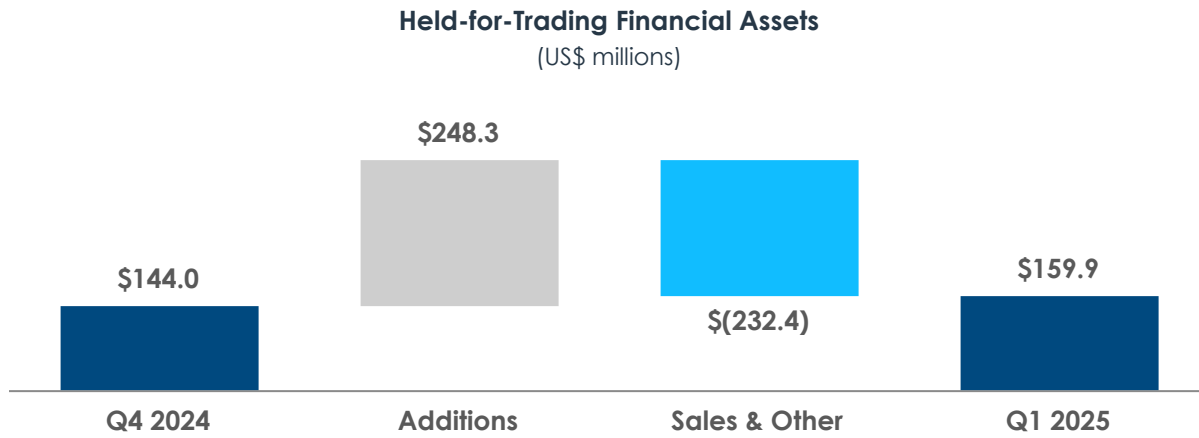
Interest income for the quarter ended March 31, 2025 was \$7.7 million down 54.1% from the prior year period, primarily as the result of lower average finance receivable balances and a lower average yield in 2025.

Operating expenses for the quarter ended March 31, 2025 were \$22.4 million, compared to \$21.1 million in the prior year period. The increase was primarily a result of the allocation of public company overhead costs as a part of the Company's previously announced corporate simplification plan.

Adjusted EBITDA¹ and Adjusted operating income before tax¹ were \$21.7 million and \$13.1 million, respectively, for the three months ended March 31, 2025 compared to \$21.7 million and \$9.1 million, respectively, for the prior year period.

Manufactured Housing Finance commercial (floorplan and rental) loans were \$200.0 million as at March 31, 2025, compared to \$186.1 million as at December 31, 2024 and \$199.2 million as at March 31, 2024. Floorplan loans enable dealers to finance their inventory and support the growth of their businesses. These loans strengthen the relationship with our dealers and manufacturers. Rental loans strengthen ties with community groups by providing borrowers with an affordable alternative to homeownership.

Held-for-trading financial assets were \$159.9 million as at March 31, 2025, compared to \$144.0 million as at December 31, 2024 and \$227.3 million as at March 31, 2024. Held-for-trading financial assets consist of loans that are originated on behalf of our Partners with the intention of selling through under bulk loan portfolio sales agreements. The increase during the three months ended March 31, 2025 was primarily driven by timing of bulk portfolio sales.



Manufactured Housing Finance Segment 2025 Outlook

The Manufactured Housing Finance segment continues to pursue a strategy of (i) growing originations, particularly chattel originations, which earn a higher originations revenue margin, through operational enhancements and expanded product offerings, (ii) diversifying revenue with stable, recurring servicing revenue from its managed and advised portfolio and (iii) expanding funding partnerships. As such, the Company expects growth in originations and its managed and advised portfolio to drive increased revenue, EBITDA and Adjusted operating income before tax in 2025.

The Company maintains its 2025 outlook for its Manufactured Housing Finance segment.

	2025 Forecast Range	
Select Metrics (US\$ millions)		
Total originations	1,700	1,900
Floorplan line utilized	150	250
Managed & advised portfolio (period end)	6,500	7,000
Income Statement (US\$ millions)		
Loan origination revenues ⁽¹⁾	110	122
Servicing revenues	52	58
Interest income & other revenue	35	39
Total revenue	197	219
Adjusted EBITDA ⁽¹⁾	110	120
Adjusted operating income before tax ⁽¹⁾	78	90

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

The material factors and assumptions used to develop the forward-looking information related to the 2025 outlook for the Manufactured Housing Finance segment include expected originations volumes, including the ability to grow such originations; expectations regarding our ability to attract new Partners, vendor relationships and new customers and develop and maintain relationships with existing Partners, vendors and customers; the continued availability of funding Partner capacity at expected and contracted levels; the growth and/or renewals of existing funding pipeline commitments from Partners required to meet our anticipated originations levels; continued competitive intensity in the manufactured housing segment; no significant legal or regulatory developments, no significant deterioration in economic conditions, or macro changes in the competitive environment affecting our business activities; and key interest rates remaining in line with current market expectations throughout 2025.

RESULTS OF RV AND MARINE FINANCE SEGMENT

The following table sets forth a summary of the Company's select metrics and results from the RV and Marine Finance segment for the three-month periods ended March 31, 2025, December 31, 2024 and March 31, 2024. Operating results from Paramount are included from August 31, 2024, the date of acquisition.

	For the three-month period ended		
	March 31, 2025	December 31, 2024	March 31, 2024
(in 000's for stated values)	\$	\$	\$
Select Metrics			
Originations	205,445	199,060	165,942
Period end earning assets - Managed ⁽¹⁾	1,386,302	1,310,799	—
Average earning assets - Managed ⁽¹⁾	1,348,551	1,231,737	—
RV and Marine loans	15,642	9,594	9,887
Held-for-trading financial assets	42,747	73,275	65,340
Operating results			
Originations revenue	5,205	3,913	4,067
Servicing revenue	3,326	2,922	—
Interest Income	2,248	2,181	1,682
Other revenue	48	213	34
Total revenue	10,827	9,229	5,783
Operating expenses	7,001	6,871	3,827
Adjusted EBITDA ⁽¹⁾	3,826	2,358	1,956
Interest and depreciation expense	2,614	2,224	1,484
Adjusted operating income before tax ⁽¹⁾ - 100% basis	1,212	134	472
Non-controlling interest	(33)	1	—
Adjusted operating income before tax ⁽¹⁾ - ECN share	1,245	133	472

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

RV and Marine Finance originations for the quarter ended March 31, 2025 were \$205.4 million, up 23.8% from \$165.9 million the prior year period. Originations in the first quarter of 2025 continue to benefit from the Company's growth initiatives, including sales network expansion, an increased focus on dealer relationships, investments in technology and a focus on process improvements.

Managed assets¹ were \$1.4 billion as at March 31, 2025, which include managed assets acquired with Paramount and RV and Marine finance receivables serviced under agreements to flow and manage RV and marine loans with institutional Partners.

During the current quarter, Source One entered into an agreement with a new institutional Partner to flow and manage up to \$250 million in RV and Marine loans and completed an initial pool sale of approximately \$35.2 million under this agreement. With this additional flow program in place, and subsequent programs currently being negotiated, Source One expects to have sufficient funding to grow originations volume. This transaction is also consistent with ECN Capital's strategy to actively diversify funding from deposit-taking institutions to large institutional Partners, which result in a deeper pool of funding with longer-term commitments that support the growth of ECN Capital's business.

1. This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

Traditionally, this segment is impacted by seasonality, with the second and third quarters of the year being the strongest performing quarters, which is illustrated in the table below.

Originations (US\$ millions) ⁽¹⁾								
Q1, 2023	Q2, 2023	Q3, 2023	Q4, 2023	Q1, 2024	Q2, 2024	Q3, 2024	Q4, 2024	Q1, 2025
179	274	211	129	166	312	274	199	205

(1) Includes results from periods prior to the Company's acquisition of FAS on March 28, 2024.

Loan originations revenue for the quarter ended March 31, 2025 was \$5.2 million, up 28.0% from the prior year period, which reflects the increase in origination volumes and increased sales of held-for-trading financial assets to institutional Partners during the current quarter.

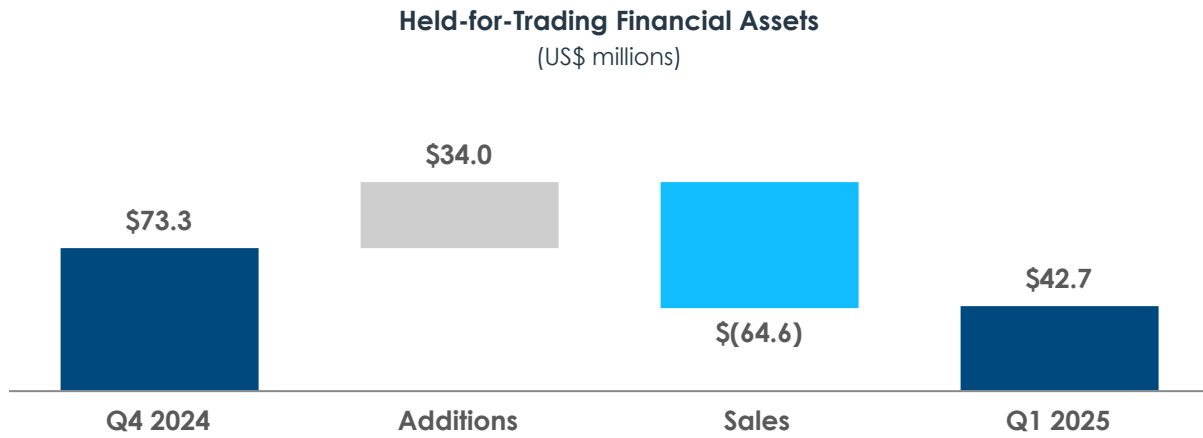
Servicing revenue for the quarter ended March 31, 2025 was \$3.3 million, up from nil in the prior year period, driven by the acquisition of a majority interest in Paramount and forward flow agreements with institutional partners at Source One with servicing retained. Servicing capabilities are expected to provide stable, recurring revenue and foster Partner relationships at the RV and Marine Finance segment.

Interest income for the quarter ended March 31, 2025 was \$2.2 million, up 33.7%, from the prior year period, driven by higher average finance receivable balances.

Operating expenses for the quarter ended March 31, 2025 were \$7.0 million, compared to \$3.8 million in the prior year period, reflecting the impact of the acquisition of a majority interest in Paramount and the growth in originations and managed assets¹.

Adjusted EBITDA¹ and Adjusted operating income before tax¹ were \$3.8 million and \$1.2 million, respectively, for the three-month period ended March 31, 2025 and \$2.0 million and \$0.5 million, respectively, for the prior year quarter.

Held-for-trading financial assets were \$42.7 million as at March 31, 2025, compared to \$73.3 million as at December 31, 2024 and \$65.3 million as at March 31, 2024. RV and Marine financial assets primarily consist of loans that are originated with the intention of selling under bulk portfolio sales agreements or forward flow arrangements. The decrease during the quarter ended March 31, 2025 was primarily driven by an initial pool sale of approximately \$35.2 million under an agreement with a new institutional Partner.



RV and Marine Finance Segment 2025 Outlook

The RV and Marine Finance segment continues to pursue a strategy of (i) growing originations through operational enhancements and expanded product offerings, (ii) diversifying revenue with stable, recurring servicing revenue from managed assets, and (iii) expanding funding partnerships. As such, the Company expects growth in originations and its managed assets to drive increased revenue, EBITDA and Adjusted operating income before tax in 2025.

The Company maintains its 2025 outlook for its RV and Marine Finance segment.

	2025 Forecast Range	
Select Metrics (US\$ millions)		
Total originations	1,200	1,400
Managed Assets	1,500	2,500
Income Statement (US\$ millions)		
Loan origination revenues ⁽¹⁾	26	32
Servicing revenues	24	28
Interest income & other revenue	4	6
Total revenues	54	66
Adjusted EBITDA ⁽¹⁾	25	32
Adjusted operating income before tax ⁽¹⁾ - 100% basis	18	28
Non-controlling interest	2	2
Adjusted operating income before tax ⁽¹⁾ - ECN share	16	26

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

The material factors and assumptions used to develop the forward-looking information related to the 2025 outlook for the RV and Marine Finance segment include expected originations volumes, including the ability to grow such originations; expectations regarding our ability to attract new Partners, vendor relationships and new customers and develop and maintain relationships with existing Partners, vendors and customers; the ability to successfully execute on the continued availability of funding Partner capacity at expected and contracted levels and the growth and/or renewals of existing funding pipeline commitments from Partners required to meet our anticipated originations levels; continued competitive intensity in the segment in the RV and Marine segment; sales network expansion, an increased focus on dealer relationships, investments in technology and a focus on process improvements; no significant legal or regulatory developments, no significant deterioration in economic conditions, or macro changes in the competitive environment affecting our business activities; key interest rates remaining in line with current market expectations throughout 2025; and that the roll-out of products across the RV and Marine Finance business continues on its expected timing and progress.

RESULTS OF CORPORATE SEGMENT

The following table sets forth a summary of the Company's select metrics and results from the Corporate segment for the three-month periods ended March 31, 2025, December 31, 2024 and March 31, 2024.

	For the three-month period ended		
	March 31, 2025	December 31, 2024	March 31, 2024
(in 000's for stated values)	\$	\$	\$
Operating results			
Interest income	—	260	335
Other revenue	1,766	327	696
Total revenue	1,766	587	1,031
Adjusted operating results			
Interest income	—	260	335
Other revenue	—	327	696
Adjusted Revenue ⁽¹⁾⁽²⁾	—	587	1,031
Operating expenses	—	2,565	2,815
Interest expense	2,912	5,880	5,816
Depreciation & amortization	—	256	527
Adjusted operating loss before tax ⁽¹⁾	(2,912)	(8,114)	(8,127)

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

(2) Total Adjusted revenue for the three-month period ended March 31, 2025 excludes the impact of unrealized fair value adjustment to the convertible debt derivative liability included in other revenue.

In connection with the Company's previously announced corporate simplification, public company overhead costs, interest expense related to the Company's term senior credit facility, and depreciation and amortization have been allocated to its business segments for the quarter ended March 31, 2025.

Corporate revenue of \$1.8 million for the quarter ended March 31, 2025 consists of an unrealized gain from the fair value measurement of the Convertible Debenture conversion option. Corporate revenue of \$1.0 million for the prior year period primarily consists of gains/losses from corporate investments and gains/losses from foreign currency transactions and related hedge contracts.

Corporate operating expenses were nil for the quarter ended March 31, 2025, compared to \$2.8 million for the prior year period, which reflects the allocation of public company overhead costs to the business segments beginning in 2025.

Corporate interest expense was \$2.9 million for the three-month period ended March 31, 2025 and represents interest expense related to the Company's unsecured debentures. The decrease in interest expense as compared to \$5.8 million for the comparable prior year quarter primarily reflects the allocation of interest expense related to the Company's term senior credit facility to the business segments beginning in 2025.

Financial Position

The following tables set forth a summary of the Company's balance sheet, including a breakdown by core business segment, as at March 31, 2025, December 31, 2024 and March 31, 2024.

	March 31, 2025			
	Manufactured Housing Finance	RV & Marine Finance	Corporate	Total
<i>(in 000's for stated values, except percentage amounts)</i>	\$	\$	\$	\$
Assets				
Cash	14,311	3,946	—	18,257
Restricted funds	—	1,281	—	1,281
Accounts Receivable	42,889	5,998	—	48,887
Finance receivables				—
Finance receivables at amortized cost	200,006	15,642	—	215,648
Held-for-trading financial assets	159,890	42,747	—	202,637
Total finance receivables	359,896	58,389	—	418,285
Retained reserve interest	48,421	—	—	48,421
Continuing involvement asset	68,945	—	—	68,945
Goodwill and intangible assets	94,762	158,579	—	253,341
Deferred tax assets	13,351	—	—	13,351
Other assets and investments	57,427	5,269	—	62,696
Total Assets	700,002	233,462	—	933,464
Liabilities				
Accounts payable and accrued liabilities	46,296	8,626	—	54,922
Taxes Payable	4	—	—	4
Continuing involvement liability	68,945	—	—	68,945
Derivative financial instruments	22,832	—	9,627	32,459
Borrowings	315,306	54,823	189,503	559,632
Lease and other liabilities	11,802	2,470	—	14,272
Total Liabilities	465,185	65,919	199,130	730,234
Earning Assets - Owned and Managed				
Earning assets - owned ⁽¹⁾	359,896	58,389	—	418,285
Earning assets - managed ⁽¹⁾	5,829,647	1,386,302	—	7,215,949
Total Earning Assets - Owned and Managed ⁽¹⁾	6,189,543	1,444,691	—	7,634,234

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

Total finance receivables were \$418.3 million as at March 31, 2025 compared to \$413.0 million as at December 31, 2024 and \$501.7 million as at March 31, 2024. The increase compared to the preceding quarter primarily reflects an increase in Manufactured Housing finance receivables partially offset by a decrease in RV and Marine Finance held-for-trading financial assets.

Borrowings were \$559.6 million as at March 31, 2025 compared to \$576.5 million as at December 31, 2024 and \$631.3 million as at March 31, 2024. The decrease compared to the preceding quarter primarily reflects the classification of \$9.6 million of debt proceeds from the

issuance of the Convertible Debentures in derivative financial instruments as a result of the conversion option, as well as net repayment activity during the quarter.

Earning assets - managed⁽¹⁾ of \$7.2 billion as at March 31, 2025 reflects managed loans of \$5.8 billion at our Manufactured Housing Finance segment and \$1.4 billion at our RV and Marine Finance segment.

	December 31, 2024			
	Manufactured Housing Finance	RV & Marine Finance	Corporate	Total
<i>(in 000's for stated values, except percentage amounts)</i>	\$	\$	\$	\$
Assets				
Cash	8,211	6,851	403	15,465
Restricted funds	7	1,520	—	1,527
Accounts Receivable	46,439	6,007	1,853	54,299
Finance receivables				
Finance receivables at amortized cost	186,146	9,594	—	195,740
Held-for-trading financial assets	143,960	73,275	—	217,235
Total finance receivables	330,106	82,869	—	412,975
Retained reserve interest asset	46,284	—	—	46,284
Continuing involvement asset	72,132	—	—	72,132
Goodwill and intangible assets	90,958	159,809	564	251,331
Deferred tax assets	200	—	14,488	14,688
Other assets and investments	23,854	5,595	39,005	68,454
Total Assets	618,191	262,651	56,313	937,155
Liabilities				
Accounts payable and accrued liabilities	16,755	7,976	25,879	50,610
Continuing involvement liability	72,132	—	—	72,132
Derivative financial instruments	—	—	11,918	11,918
Borrowings	201,207	84,280	291,053	576,540
Lease and other liabilities	8,518	2,642	3,893	15,053
Total Liabilities	298,612	94,898	332,743	726,253
Earning Assets - Owned and Managed				
Earning assets - owned ⁽¹⁾	330,106	82,869	—	412,975
Earning assets - managed ⁽¹⁾	5,558,080	1,310,799	—	6,868,879
Total Earning Assets - Owned and Managed⁽¹⁾	5,888,186	1,393,668	—	7,281,854

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

	March 31, 2024			
	Manufactured Housing Finance	RV & Marine Finance	Corporate	Total
<i>(in 000's for stated values, except percentage amounts)</i>	\$	\$	\$	\$
Assets				
Cash	—	8,158	480	8,638
Restricted funds	7	—	—	7
Accounts Receivable	69,755	4,441	1,793	75,989
Finance receivables				
Finance receivables at amortized cost	199,248	9,887	—	209,135
Held-for-trading financial assets	227,257	65,340	—	292,597
Total finance receivables	426,505	75,227	—	501,732
Retained reserve interest	39,057	—	—	39,057
Continuing involvement asset	69,533	—	—	69,533
Goodwill and intangible assets	76,561	155,670	716	232,947
Deferred tax assets	8,572	—	—	8,572
Other assets and investments	21,092	3,348	51,462	75,902
Total Assets	711,082	246,844	54,451	1,012,377
Liabilities				
Accounts payable and accrued liabilities	16,322	3,859	40,591	60,772
Continuing involvement liability	69,533	—	—	69,533
Derivative financial instruments	—	—	26,681	26,681
Borrowings	293,052	61,403	276,804	631,259
Lease and other liabilities	10,526	11,298	4,531	26,355
Total Liabilities	389,433	76,560	348,607	814,600
Earning Assets - Owned and Managed				
Earning assets - owned ⁽¹⁾	426,505	75,227	—	501,732
Earning assets - managed ⁽¹⁾	5,214,804	—	—	5,214,804
Total Earning Assets - Owned and Managed ⁽¹⁾	5,641,309	75,227	—	5,716,536

(1) This is a non-IFRS measure. Please refer to "Non-IFRS and Other Performance Measures" in this MD&A for a definition and reconciliation of this measure.

Delinquencies

The contractual delinquency of finance receivables at each reporting period is as follows:

	March 31, 2025		December 31, 2024		March 31, 2024	
	\$	%	\$	%	\$	%
Current	215,969	99.88	196,067	99.80	207,752	99.18
31-60 days past due	192	0.09	—	—	—	—
61-90 days past due	12	0.01	—	—	812	0.39
Greater than 90 days past due	50	0.02	394	0.20	906	0.43
Total	216,223	100	196,461	100	209,470	100

Allowance for Credit Losses

Credit losses and provisions as at and for each of the respective periods are as follows:

	Three-month period ended March 31, 2025	Three-month period ended December 31, 2024	Three-month period ended March 31, 2024
<i>(in 000's except percentage amounts)</i>	\$	\$	\$
Allowance for credit losses, beginning of period	721	572	1,484
Provision for credit losses	121	149	131
Charge-offs, net of recoveries	(267)	—	(1,280)
Allowance for credit losses, end of period ⁽¹⁾	575	721	335

(1) The allowance for credit losses included Stage 3 (Non-performing) of \$208 as at March 31, 2025 and nil for December 31, 2024 and March 31, 2024.

The Company's allowance for credit losses was \$0.6 million as at March 31, 2025, compared to \$0.7 million as at December 31, 2024. The allowance for credit losses of \$0.6 million as at March 31, 2025 is in line with management's expectation of losses from the business segments and the current mix of assets.

Liquidity & Capital Resources

An important liquidity measure for the Company is its ability to maintain diversified funding sources to support its operations. The Company's primary sources of liquidity are: (i) cash flows from operating activities; (ii) borrowings on our term senior credit facility, other secured facilities, proceeds from the issuance of our senior unsecured debentures and Convertible Debentures; (iii) funding commitments from our Partners; and (iv) equity. The Company's primary use of cash is the funding of its capital allocation priorities, including funding organic growth initiatives for our operating businesses, acquisition opportunities and returning capital to shareholders. The Company manages its capital resources by utilizing the financial leverage available under its senior credit facilities, selling loans that we originate to our Partners and, when additional capital is required, the Company also has access to capital through the issuance of convertible debt or preferred or common shares. For further discussion of risks associated with our financial instruments, please refer to note 20 of the 2024 Annual Consolidated Financial Statements.

The Company's capitalization and key leverage ratios are as follows:

	As at		
	March 31, 2025	December 31, 2024	March 31, 2024
<i>(in 000's for stated values, except for percentage amounts)</i>	\$	\$	\$
Total debt, including borrowings on term senior credit facility, senior unsecured debentures, Convertible Debentures and other secured facilities (a)	559,632	576,540	631,259
Total equity (b)	203,230	210,902	197,777
Debt to equity ratio (a)/(b)	2.75	2.73	3.19

As at March 31, 2025, the Company's debt to equity ratio was 2.75:1.

The proceeds from the Convertible Debentures were used to redeem the outstanding 6.00% senior unsecured debentures due in December 31, 2025. These actions secure term debt and maintain available liquidity.

The Convertible Debentures are convertible at the option of the holder into common shares of the Company at an initial conversion price of C\$3.77 per common share, being a conversion ratio of approximately 265.2520 common shares for each C\$1,000 principal amount of debentures, subject to adjustment in certain circumstances.

Finance receivables are securitized or sold to third-party funding counterparties on a regular basis to ensure cash is available to fund new transactions. Cash levels are also monitored by management. In addition, the Company adheres to a strict policy of matching the maturities of owned finance receivables and the related debt as closely as possible in order to manage its liquidity position.

The Company's available sources of financing are as follows:

<i>(in 000's)</i>	<i>As at</i>		
	March 31, 2025	December 31, 2024	March 31, 2024
	\$	\$	\$
Cash and cash equivalents	18,257	15,465	8,638
Term Senior Credit Facility			
Facility	770,000	770,000	900,000
Utilized against Facility	(322,000)	(386,571)	(480,871)
Other Secured Facilities ⁽¹⁾			
Facilities	231,500	227,500	—
Utilized against Facilities	(56,586)	(47,336)	—
Unutilized Borrowing Facilities (i.e., excl. Cash & Equiv.)	622,914	563,593	419,129
Total available sources of capital, end of period	641,171	579,058	427,767

(1) Other Secured Facilities consists of revolving credit facilities at Triad Financial Services and Source One to purchase participating interests in manufactured housing commercial loans and RV and marine retail loans, and to fund the warehousing of RV and marine retail loans.

As at March 31, 2025, the unutilized balance of the Company's borrowing facilities was approximately \$622.9 million compared to \$563.6 million at December 31, 2024 and \$419.1 million at March 31, 2024. This \$622.9 million in unutilized borrowings is in addition to the commitments in place to fund loan originations from our business segments. Management believes the available liquidity from its cash and equivalents, unutilized borrowing capacity and the funding commitments in place at its business segments is sufficient to fund operations and internal growth initiatives.

The Company was in compliance with all financial and reporting covenants with all of its lenders as at March 31, 2025.

Summary of Quarterly Information

The following table sets out selected financial information for each of the eight most recent quarters, the latest of which ended as at March 31, 2025. The information should be read in conjunction with ECN Capital's audited consolidated financial statements, the notes thereto and the related management discussion and analysis for the relevant periods.

Key factors that account for the fluctuation in the Company's quarterly results include the year-over-year growth in originations at Triad Financial Services and the seasonality of our businesses from period to period. ECN Capital acquired Triad Financial Services on December 29, 2017, Source One on December 21, 2021, IFG on July 1, 2022 and a majority interest in Paramount on August 31, 2024.

(in \$ '000's for stated values, except ratio and per share amounts)	Q1, 2025	Q4 2024	Q3, 2024	Q2, 2024	Q1, 2024	Q4, 2023	Q3, 2023	Q2, 2023
Adjusted operating income before tax ⁽¹⁾	11,430	9,207	19,470	14,510	1,420	(14,333)	2,328	2,566
Amortization of intangibles assets from acquisitions	2,024	2,020	1,956	1,917	1,897	1,894	1,901	1,897
Accretion of deferred purchase consideration	31	10	5	129	129	128	128	128
Share based compensation	3,781	3,043	4,091	3,074	3,075	4,609	4,825	2,138
Restructuring costs	6,732	—	—	—	—	4,372	975	7,303
Transaction, corporate development and other costs	—	2,741	2,374	—	2,069	4,240	2,464	2,150
Fair value adjustment	—	—	—	—	—	14,612	4,693	12,530
Provision for assets held-for-sale	—	—	—	—	—	—	4,000	—
Net (loss) income before income taxes	580	1,393	11,044	9,390	(5,750)	(44,188)	(16,658)	(23,580)
Net (loss) income - 100% basis	(1,215)	(1,510)	8,149	8,164	(7,172)	(54,051)	(4,574)	(28,630)
Non-controlling interest	(33)	1	5	—	—	—	—	—
Net (loss) income - ECN share	(1,182)	(1,511)	8,144	8,164	(7,172)	(54,051)	(4,574)	(28,630)
(Loss) earnings per share (basic) - continuing operations attributable to common shareholders	(\$0.01)	(\$0.01)	\$0.02	\$0.02	(\$0.03)	(\$0.20)	(\$0.02)	(\$0.12)
(Loss) earnings per share (diluted) - continuing operations attributable to common shareholders	(\$0.01)	(\$0.01)	\$0.02	\$0.02	(\$0.03)	(\$0.20)	(\$0.02)	(\$0.12)
Adjusted net income (loss) ⁽¹⁾ - ECN share	8,483	6,812	14,404	10,737	1,051	(11,467)	1,862	2,053
Adjusted net income (loss) per share (basic) ⁽¹⁾ - ECN share	\$0.03	\$0.02	\$0.05	\$0.04	\$—	(\$0.04)	\$0.01	\$0.01
Adjusted net income (loss) applicable to common shareholders per share (basic) ⁽¹⁾ - ECN share	\$0.03	\$0.02	\$0.05	\$0.03	\$—	(\$0.05)	\$0.00	\$0.00
Total revenue	56,632	55,190	66,436	58,010	49,606	25,592	45,690	37,930
Originations	538,239	547,576	625,692	622,494	468,367	503,089	571,537	621,958
Period end earning assets - owned	418,285	412,975	478,292	558,291	501,732	598,225	494,601	625,952
Period end earning assets - managed ⁽²⁾	7,215,949	6,868,879	6,674,876	5,317,085	5,214,804	4,919,623	4,804,083	4,713,436
Period end earning assets - total	7,634,234	7,281,854	7,153,168	5,875,376	5,716,536	5,517,848	5,298,684	5,339,388
Allowance for credit losses	575	721	572	371	335	1,484	1,341	1,467
Allowance % of finance receivables ⁽¹⁾	0.14 %	0.17 %	0.12 %	0.07 %	0.07 %	0.25 %	0.27 %	0.23 %
Term senior credit facility & other	370,129	425,760	465,653	565,936	472,188	738,328	642,932	795,254
Senior unsecured debentures	189,503	150,780	160,104	157,828	159,071	162,271	157,754	161,440
Total debt	559,632	576,540	625,757	723,764	631,259	900,599	800,686	956,694
Total equity	203,230	210,902	215,421	200,979	197,777	209,488	263,623	141,133

(1) For additional information, see "Non-IFRS and Other Performance Measures" section.

(2) Managed assets, period end and managed assets, period average for prior periods were originally reported based on estimates. Changes to prior period reported numbers reflect final managed assets balances.

Other Disclosures

RELATED PARTY TRANSACTIONS

For a discussion of the Company's related party transactions, please refer to note 16 of the 2024 Annual Consolidated Financial Statements.

FINANCIAL AND OTHER INSTRUMENTS

For a discussion of the Company's financial and other instruments, please refer to note 2 of the 2024 Annual Consolidated Financial Statements.

Non-IFRS and Other Performance Measures

DESCRIPTION OF NON-IFRS MEASURES

The Company uses certain measures to assess our financial performance that are not generally accepted accounting principles measures under IFRS (“Non-IFRS measures”). The Company believes the non-IFRS measures described below are more reflective of our ongoing operating results and provide readers with a better understanding of the Company’s operating performance through the eyes of management. Non-IFRS measures are intended to provide additional information only and do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. These measures should not be considered in isolation or as a substitute for measures of performance determined under IFRS.

The following discussion describes the non-IFRS measures we use in evaluating our operating results.

Adjusted Revenue

We define Adjusted revenue as revenue excluding the impact of fair value adjustments related to the conversion option of the Company’s Convertible Debentures. Management believes it is appropriate to adjust for these items because they are not considered reflective of recurring business operating results, and the exclusion of these items provides greater comparability across reporting periods. We believe Adjusted revenue is a key measure of the Company’s operating performance over the long term and provides greater comparability across reporting periods. For a reconciliation of Adjusted revenue to revenue, being the most directly comparable IFRS measure, please see “Reconciliation of non-IFRS to IFRS measures” below.

Adjusted Earnings before interest expense, taxes, depreciation and amortization (“Adjusted EBITDA”)

We define Adjusted EBITDA as net income before interest expense, income tax expense, depreciation and amortization, Adjusted to exclude the impact of share-based compensation, amortization of intangible assets acquired in business combinations, accretion of convertible debenture discount, gain or loss on fair value of conversion option related to convertible debentures, accretion of deferred purchase consideration, transaction costs, restructuring costs, cumulative dividends on preferred shares, income tax, and certain non-recurring items. Management believes it is appropriate to adjust for these items because share-based compensation and amortization of intangible assets are primarily non-cash in nature, accretion of deferred purchase consideration is considered part of the purchase price consideration for business acquisitions notwithstanding the accounting treatment which views all or a portion of the related payments to be an operating expense, transaction costs, and restructuring costs do not relate to continuing operating activities, dividends on preferred shares are a financing cost not related to operating activities, and income tax is managed at a corporate level and is a function of the jurisdictions in which the Company operates and not the underlying performance of our business segments. We believe Adjusted EBITDA is a key measure of the Company’s operating performance over the long term and is a useful measure of the Company’s ability to generate cash from operations to maintain and grow its core business. Investors and analysts also use Adjusted EBITDA as a measure to compare the operating performance of different businesses in the business services sector and to assess the enterprise value of a business as Adjusted EBITDA eliminates the impact of financing decisions. For a reconciliation of Adjusted

EBITDA to net income (loss), being the most directly comparable IFRS measure, please see “Reconciliation of non-IFRS to IFRS measures” below.

Adjusted operating income before tax

Adjusted operating income before tax is net income excluding the impact of share-based compensation, amortization of intangible assets acquired in business combinations, accretion of convertible debenture discount, gain or loss on fair value of conversion option related to convertible debenture, accretion of deferred purchase consideration, transaction costs, restructuring costs, cumulative dividends on preferred shares, income tax, and certain non-recurring items. Management believes it is appropriate to adjust for these items because share-based compensation and amortization of intangible assets are primarily non-cash in nature, accretion of deferred purchase consideration is considered part of the purchase price consideration for business acquisitions notwithstanding the accounting treatment which views all or a portion of the related payments to be an operating expense, corporate restructuring, transaction costs, and restructuring costs do not relate to operating activities, dividends on preferred shares are a financing cost not related to operating activities, and income tax is managed at a corporate level and is a function of the jurisdictions in which the Company operates and not the underlying performance of our business segments. Adjusted operating income before tax is a key operating measure used by management to assess the underlying operating performance of the Company’s business segments, including the determination of amounts to be paid out pursuant to deferred purchase consideration plans and Performance Share Unit (PSU) plans. Management also uses this measure to prepare the internal budgets and forecasts that support the Company’s public guidance. The presentation of this measure enables investors and analysts to better understand the underlying performance of our business segments. For a reconciliation of Adjusted operating income before tax to net income (loss), being the most directly comparable IFRS measure, please see “Reconciliation of non-IFRS to IFRS measures” below.

Adjusted net income and Adjusted net income applicable to common shareholders

Adjusted net income is net income excluding the impact of share-based compensation, amortization of intangible assets acquired in business combinations, accretion of convertible debenture discount, gain or loss on fair value of conversion option related to convertible debenture, accretion of deferred purchase consideration, transaction costs, restructuring costs, and certain non-recurring items, less the applicable provision for income taxes excluding the tax impact of these adjustments. Management believes it is appropriate to adjust for these items because share-based compensation and amortization of intangible assets are primarily non-cash in nature, accretion of deferred purchase consideration is considered part of the purchase price consideration for business acquisitions notwithstanding the accounting treatment which views all or a portion of the related payments to be an operating expense, and corporate restructuring, transaction costs, and restructuring costs do not relate to operating activities. Adjusted net income applicable to common shareholders is computed as adjusted net income less cumulative preferred share dividends. Adjusted net income provides a consolidated view of the Company’s underlying financial performance attributable to the common shareholders. The presentation of this measure enables investors and analysts to better understand the underlying performance of our business segments. For a reconciliation of Adjusted net income to net income (loss), being the most directly comparable IFRS measure, please see “Reconciliation of non-IFRS to IFRS measures” below.

Adjusted net income per share and Adjusted net income per share applicable to common shareholders

Adjusted net income per share is a non-IFRS ratio and is computed as Adjusted net income divided by the basic weighted average number of common shares outstanding during the period. Adjusted net income per share applicable to common shareholders is a non-IFRS ratio and is computed as Adjusted net income applicable to common shareholders divided by the basic weighted average number of common shares outstanding during the period.

Earning assets - owned

Earning assets - owned are the finance receivables from continuing operations held on our balance sheet.

Managed assets

Managed assets are the asset portfolios from continuing operations that the Company manages or services on behalf of its Partners.

In addition, the Company utilizes the following performance measures, which are derived from amounts calculated in accordance with IFRS to assess performance:

Allowance for credit losses as a percentage of finance receivables

Allowance for credit losses as a percentage of finance receivables is the allowance for credit losses at the end of the period divided by the finance receivables (gross of the allowance for credit losses) at the end of the period.

Finance assets or total finance assets

Finance assets are the sum of the finance receivables at amortized cost and held-for-trading financial assets.

Debt to equity ratio

Debt to equity ratio is calculated as total debt (borrowings) outstanding at the end of the period, divided by total equity outstanding at the end of the period. Debt to equity refers to the use of debt to acquire/finance additional finance receivables and other assets and provides an indication of future potential ability to increase the level of debt when compared to specific industry-standard and/or existing debt covenants.

RECONCILIATION OF NON-IFRS TO IFRS MEASURES

The following table provides a reconciliation of non-IFRS to IFRS measures related to the Company's consolidated continuing results of operations for the three-month periods ended March 31, 2025, December 31, 2024, and March 31, 2024.

	For the three-month period ended		
	March 31, 2025	December 31, 2024	March 31, 2024
<i>(in 000's for stated values, except percent amounts)</i>	\$	\$	\$
Reconciliation of Adjusted operating income before tax:			
Net income (loss)	(1,215)	(1,510)	(7,172)
Adjustments:			
Share-based compensation	3,781	3,043	3,075
Amortization of intangible assets	2,024	2,020	1,897
Accretion of convertible debenture discount	48	—	—
Accretion of deferred purchase consideration	31	10	129
Restructuring costs	6,732	—	—
Transaction, corporate development and other costs	—	2,741	2,069
Fair value adjustment of convertible debt derivative liability	(1,766)	—	—
Provision for income taxes	1,795	2,903	1,422
Adjusted operating income (loss) before tax	11,430	9,207	1,420
Non-controlling interest	(33)	1	—
Adjusted operating income (loss) before tax - ECN share	11,463	9,206	1,420
Adjusted operating income (loss) before tax comprised of:			
Manufactured Housing Finance Segment	13,130	17,187	9,075
RV and Marine Finance Segment	1,245	133	472
Corporate	(2,912)	(8,114)	(8,127)
	11,463	9,206	1,420
Reconciliation of Adjusted EBITDA:			
Adjusted operating income (loss) before tax	11,430	9,207	1,420
Interest expense	11,155	12,192	18,238
Depreciation & amortization	2,904	2,669	2,167
Adjusted EBITDA	25,489	24,068	21,825
Reconciliation of Adjusted revenue:			
Total revenue	56,632	55,190	49,606
Fair value adjustment of convertible debt derivative liability	(1,766)	—	—
Adjusted revenue	54,866	55,190	49,606
Reconciliation of Adjusted net income - ECN share and Adjusted net income attributable to common shareholders:			
Adjusted operating income (loss) before tax - ECN share	11,463	9,206	1,420
Provision for taxes applicable to Adjusted operating income (loss) ⁽¹⁾	2,980	2,394	369
Adjusted net income (loss) - ECN share	8,483	6,812	1,051
Cumulative preferred share dividends during the period	1,283	2,436	1,370
Adjusted net income (loss) attributable to common shareholders - ECN share	7,200	4,376	(319)
Per share information			
Weighted average number of shares outstanding (basic)	281,211	281,132	279,947
Adjusted net income (loss) per share (basic) - ECN share	\$0.03	\$0.02	\$0.00
Adjusted net income (loss) applicable to common shareholders per share (basic) - ECN share	\$0.03	\$0.02	\$—

(1) Provision for taxes applicable to Adjusted operating income reflects an effective tax rate of 26.0% for all periods presented.

Accounting and Internal Control Matters

Critical Accounting Policies and Estimates and Use of Judgments

The Company's material accounting policies are described in note 2 of our 2024 Annual Consolidated Financial Statements. Certain of these policies, and related estimates and judgments have been identified as "critical" to the presentation of our financial condition and results of operations because they require us to make subjective and/or complex judgments about matters that are inherently uncertain; or there is a reasonable likelihood that materially different amounts could be reported under different conditions or using different assumptions and estimates. Our material accounting judgments, estimates and assumptions relate to allowances for credit losses, income taxes, goodwill, derecognition of financial assets, fair value of retained servicing rights, fair value of held-for-trading financial assets, and the outcome of contingencies such as lawsuits, claims or proceedings incident to the operation of our businesses. Our critical accounting policies and estimates have been reviewed and approved by our Audit Committee, in consultation with management, as part of their review and approval of our material accounting policies, judgments, estimates and assumptions. Please refer to notes 2 and 3 of our 2024 Annual Consolidated Financial Statements for a description of each of our material accounting judgments, estimates and assumptions.

The preparation of financial statements in accordance with IFRS requires management to make estimates and exercise judgments that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. The estimates and judgments are made based on information available as at the date the consolidated financial statements are issued.

The Company, from time to time, is involved in various lawsuits, claims and proceedings incident to the operation of its businesses. Although the outcome of litigation cannot be predicted with certainty and some lawsuits, claims or proceedings may be disposed of unfavorably to us, it is management's opinion that none of these will have a material adverse effect on the Company's financial position, results of operations or cash flows. Costs related to such matters were not material to the periods presented.

Internal Control over Financial Reporting

The Chief Executive Officer ("CEO") and the Chief Financial Officer ("CFO") are responsible for designing disclosure controls and procedures to ensure that material information is being recorded, processed, summarized, and reported to senior management, including the certifying officers and other members of the Board of Directors, on a timely basis, so that appropriate decisions can be made regarding public disclosure. In addition, the CEO and CFO are responsible to design, or cause to be designed under their supervision, internal controls over financial reporting to a standard that provides reasonable assurance of the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

It should be noted that while the Company's CEO and CFO believe that the Company's internal control system and disclosure controls and procedures provide a reasonable level of assurance that the objectives of the control systems are met, they do not expect that the Company's control systems will prevent all errors and fraud. A control system, no matter how well conceived or operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met. The design of any system of controls is also based in part upon certain assumptions about the likelihood of future events, and there can be no assurances that any designs will succeed in achieving its stated goals under all potential conditions.

The Company has an established process in place to ensure the effectiveness of the disclosure controls and internal controls over financial reporting.

Updated Share Information

The Company is currently authorized to issue (i) an unlimited number of common shares without nominal or par value and (ii) an unlimited number of preferred shares, issuable in series.

As at May 8, 2025, the Company had 281,418,870 common shares, 16,075,678 options to purchase common shares, 3,712,400 Series C preferred shares, and 27,450,000 Series E preferred shares (which are convertible into common shares on a one-for-one basis based on an initial liquidation preference and conversion price and subject to adjustment in accordance with their terms), issued and outstanding.

