

# **POLLARD** **banknote** limited

*June 30, 2015*

**MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND  
RESULTS OF OPERATIONS**

**FOR THE THREE AND SIX MONTHS ENDED JUNE 30, 2015**

August 5, 2015

*This management's discussion and analysis ("MD&A") of Pollard Banknote Limited ("Pollard") for the three and six months ended June 30, 2015, is prepared as at August 5, 2015, and should be read in conjunction with the accompanying unaudited condensed consolidated interim financial statements of Pollard and the notes therein as at June 30, 2015, and the audited consolidated financial statements of Pollard for the year ended December 31, 2014, and the notes therein. Results are reported in Canadian dollars and have been prepared in accordance with International Financial Reporting Standards ("IFRS" or "GAAP").*

### **Forward-Looking Statements**

*Certain statements in this report may constitute "forward-looking" statements which involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward looking statements. When used in this document, such statements include such words as "may," "will," "expect," "believe," "plan" and other similar terminology. These statements reflect management's current expectations regarding future events and operating performance and speak only as of the date of this document. There should not be an expectation that such information will in all circumstances be updated, supplemented or revised whether as a result of new information, changing circumstances, future events or otherwise.*

### **Use of Non-GAAP Financial Measures**

Reference to "Adjusted EBITDA" is to earnings before interest, income taxes, depreciation and amortization, unrealized foreign exchange gains and losses, mark-to-market gains and losses on foreign currency contracts, and certain non-recurring items including start-up costs. Adjusted EBITDA is an important metric used by many investors to compare issuers on the basis of the ability to generate cash from operations and management believes that, in addition to net income, Adjusted EBITDA is a useful supplementary measure.

Adjusted EBITDA is a measure not recognized under GAAP and does not have a standardized meaning prescribed by GAAP. Therefore, this measure may not be comparable to similar measures presented by other entities. Investors are cautioned that Adjusted EBITDA should not be construed as an alternative to net income determined in accordance with GAAP as an indicator of Pollard's performance or to cash flows from operating, investing and financing activities as measures of liquidity and cash flows.

### **Basis of Presentation**

The results of operations in the following discussions encompass the unaudited consolidated results of Pollard for the three and six months ended June 30, 2015. All figures are in millions except for per share amounts.

# POLLARD BANKNOTE LIMITED

## Overview

Pollard Banknote Limited ("Pollard") is one of the leading providers of products and services to lottery and charitable gaming industries throughout the world. Management believes Pollard is the largest provider of instant-win scratch tickets ("instant tickets") based in Canada and the second largest producer of instant tickets in the world.

Pollard produces and provides a comprehensive line of instant tickets and lottery services including: licensed products, distribution, retail telephone selling ("tel-sell"), marketing, iLottery, interactive gaming, Social Instants™, retail management services and instant ticket vending machines. In addition, Pollard's charitable gaming product line includes pull-tab (or break-open) tickets, bingo paper, pull-tab vending machines and ancillary products such as pull-tab counting machines. Pollard also markets products to the commercial gaming and security sector including such items as promotional scratch and win tickets, transit tickets and parking passes.

Pollard's lottery products are sold extensively throughout Canada, the United States and the rest of the world, wherever applicable laws and regulations authorize their use. Pollard serves over 50 instant ticket lotteries including a number of the largest lotteries throughout the world. Charitable gaming products are mostly sold in the United States and Canada where permitted by gaming regulatory authorities. Pollard serves a highly diversified customer base in the charitable gaming market of over 250 independent distributors with the majority of revenue generated from repeat business.

## Product line breakdown of revenue

|                            | Three months ended<br>June 30, 2015 | Three months ended<br>June 30, 2014 | Six months ended<br>June 30, 2015 | Six months ended<br>June 30, 2014 |
|----------------------------|-------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Instant Tickets            | 88.4%                               | 88.2%                               | 89.1%                             | 89.0%                             |
| Charitable Gaming Products | 9.9%                                | 10.4%                               | 9.2%                              | 9.7%                              |
| Vending Machines           | 1.7%                                | 1.4%                                | 1.7%                              | 1.3%                              |

## Geographic breakdown of revenue

|               | Three months ended<br>June 30, 2015 | Three months ended<br>June 30, 2014 | Six months ended<br>June 30, 2015 | Six months ended<br>June 30, 2014 |
|---------------|-------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| United States | 58%                                 | 47%                                 | 53%                               | 52%                               |
| Canada        | 20%                                 | 19%                                 | 21%                               | 19%                               |
| International | 22%                                 | 34%                                 | 26%                               | 29%                               |

The following financial information should be read in conjunction with the accompanying unaudited consolidated financial statements of Pollard and the notes therein as at and for the three and six months ended June 30, 2015.

**SELECTED FINANCIAL INFORMATION**

(millions of dollars, except per share information)

|  | Three months<br>ended<br>June 30, 2015 | Three months<br>ended<br>June 30, 2014 | Six months<br>ended<br>June 30, 2015 | Six months<br>ended<br>June 30, 2014 |
|--|--|--|--------------------------------------|--------------------------------------|
| Sales  | \$51.4                                 | \$47.1                                 | \$105.9                              | \$97.8                               |
| Cost of sales                                  | 40.7                                   | 36.4                                   | 85.1                                 | 77.6                                 |
| Gross profit                                   | 10.7                                   | 10.7                                   | 20.8                                 | 20.2                                 |
| <i>Gross profit as a % of sales</i>            | <i>20.8%</i>                           | <i>22.7%</i>                           | <i>19.6%</i>                         | <i>20.7%</i>                         |
| Administration expenses                        | 4.3                                    | 4.2                                    | 8.5                                  | 8.0                                  |
| <i>Administration expenses as a % of sales</i> | <i>8.4%</i>                            | <i>8.9%</i>                            | <i>8.0%</i>                          | <i>8.2%</i>                          |
| Selling expenses                               | 1.6                                    | 1.7                                    | 3.4                                  | 3.4                                  |
| <i>Selling expenses as a % of sales</i>        | <i>3.1%</i>                            | <i>3.6%</i>                            | <i>3.2%</i>                          | <i>3.5%</i>                          |
| Net income                                     | 3.0                                    | 3.8                                    | 4.4                                  | 5.0                                  |
| <i>Net income as a % of sales</i>              | <i>5.8%</i>                            | <i>8.1%</i>                            | <i>4.2%</i>                          | <i>5.1%</i>                          |
| Adjusted EBITDA                                | 6.3                                    | 6.4                                    | 13.0                                 | 12.7                                 |
| <i>Adjusted EBITDA as a % of sales</i>         | <i>12.3%</i>                           | <i>13.6%</i>                           | <i>12.3%</i>                         | <i>13.0%</i>                         |
| Net income per share (basic and diluted)       | \$0.13                                 | \$0.16                                 | \$0.18                               | \$0.21                               |
|  | June 30,<br>2015                       | December 31,<br>2014                   |                                      |                                      |
| Total Assets                                   | \$154.8                                | \$149.3                                |                                      |                                      |
| Total Non-Current Liabilities                  | \$91.3                                 | \$89.2                                 |                                      |                                      |

**RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA**

(millions of dollars)

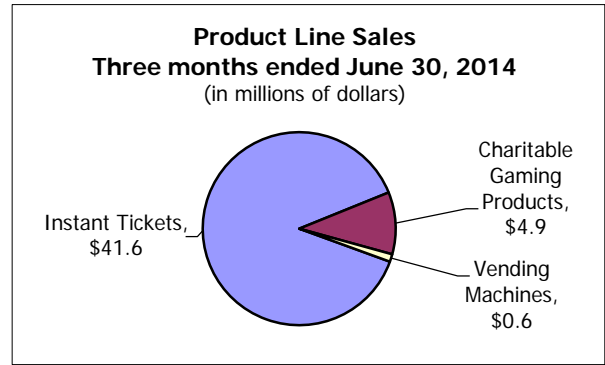
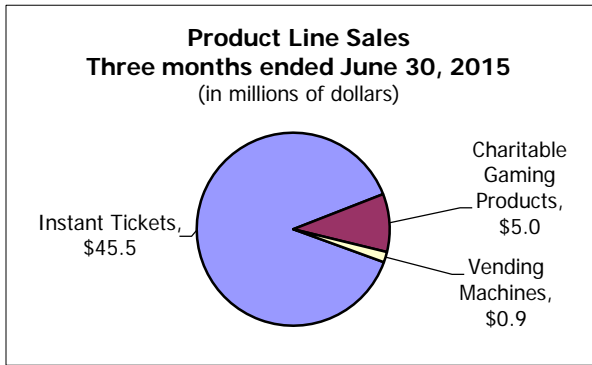
|  | <b>Three months<br/>ended<br/>June 30, 2015</b> | <b>Three months<br/>ended<br/>June 30, 2014</b> | <b>Six months<br/>ended<br/>June 30, 2015</b> | <b>Six months<br/>ended<br/>June 30, 2014</b> |
|--|---|---|---|---|
| Net income   | \$3.0   | \$3.8   | \$4.4   | \$5.0   |
| Adjustments:   |   |   |   |   |
| Amortization and depreciation                        | 2.0   | 2.0   | 4.0   | 3.9   |
| Interest   | 0.6   | 0.7   | 1.3   | 1.5   |
| Mark-to-market gain on foreign<br>currency contracts | (0.4)   | (0.8)   | (0.5)   | (0.3)   |
| Unrealized foreign exchange (gain) loss              | (0.5)   | (0.5)   | 1.2   | 0.3   |
| Income taxes   | 1.6   | 1.2   | 2.6   | 2.3   |
| Adjusted EBITDA                                      | \$6.3   | \$6.4   | \$13.0  | \$12.7  |

**REVIEW OF OPERATIONS**

Financial and operating information has been derived from, and should be read in conjunction with, the unaudited consolidated financial statements of Pollard and the selected financial information disclosed in this MD&A.

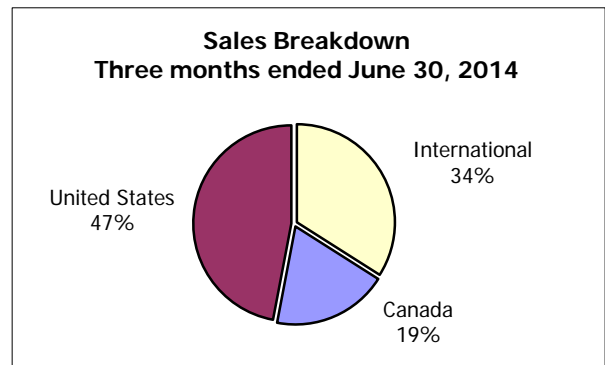
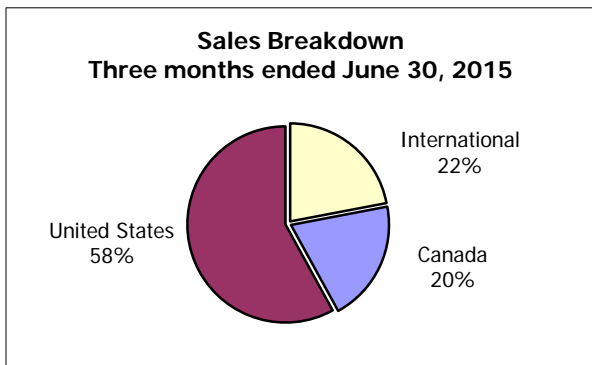
**ANALYSIS OF RESULTS FOR THE THREE MONTHS ENDED JUNE 30, 2015**

**Sales**



During the three months ended June 30, 2015, Pollard achieved sales of \$51.4 million, compared to \$47.1 million in the three months ended June 30, 2014. Factors impacting the \$4.3 million sales increase were:

Instant ticket sales volumes, including sales of ancillary instant ticket products and services, increased when compared to the second quarter of 2014, increasing sales by \$1.7 million. Instant ticket average selling price decreased in the second quarter of 2015 compared to the prior year which reduced sales by \$1.0 million. Charitable gaming volume decreased slightly during the quarter reducing sales by \$0.4 million when compared to 2014, while a decrease in the charitable gaming average selling price further reduced sales by \$0.1 million when compared to the second quarter of 2014. An increase in machine volumes increased sales by \$0.1 million in the second quarter of 2015 as compared to the prior year.



During the three months ended June 30, 2015, Pollard generated approximately 68.5% (2014 – 60.5%) of its revenue in U.S. dollars including a portion of international sales which are priced in U.S. dollars. During the second quarter of 2015 the actual U.S. dollar value was converted to Canadian dollars at \$1.238, compared to a rate of \$1.080 during the second quarter of 2014. This 14.7% increase in the U.S. dollar value resulted in an approximate increase of \$4.5 million in revenue relative to the second quarter of 2014. Also during the quarter, the value of the Euro weakened against the Canadian dollar resulting in an approximate decrease of \$0.5 million in revenue relative to the second quarter of 2014.

### **Cost of sales and gross profit**

Cost of sales was \$40.7 million in the second quarter of 2015 compared to \$36.4 million in the second quarter of 2014. Cost of sales were higher in the quarter relative to 2014 as a result of higher instant ticket and ancillary sales volumes and higher exchange rates on U.S. dollar transactions.

Gross profit was \$10.7 million (20.8% of sales) in the second quarter of 2015 compared to \$10.7 million (22.7% of sales) in the second quarter of 2014. This decrease in gross profit percentage was primarily the result of the decrease in the average selling price for instant tickets and a small decrease in production volumes from the record level reached in the second quarter of 2014. These decreases were partially offset by the impact of the weakening of the Canadian dollar.

### **Administration expenses**

Administration expenses were \$4.3 million in the second quarter of 2015 which was similar to \$4.2 million in the second quarter of 2014.

### **Selling expenses**

Selling expenses were \$1.6 million in the second quarter of 2015 which was similar to \$1.7 million in the second quarter of 2014.

### **Interest expense**

Interest expense was \$0.6 million in the second quarter of 2015 which was similar to \$0.7 million in the second quarter of 2014.

### **Foreign exchange (gain) loss**

The net foreign exchange gain was nil in the second quarter of 2015 compared to a net gain of \$0.1 million in the second quarter of 2014. Within the 2015 net foreign exchange gain was an unrealized foreign exchange gain of \$0.5 million, predominately a result of unrealized gain on U.S. dollar denominated debt (caused by the strengthening of the value of the Canadian dollar versus the U.S. dollar) in addition to an unrealized gain on other U.S. dollar denominated accounts payable. Offsetting the unrealized gain was a realized foreign exchange loss of \$0.5 million relating to the decreased value on the collections of U.S. dollar denominated receivables and a realized loss on the conversion of U.S. dollars and Euros into Canadian dollars.

Within the 2014 net foreign exchange gain was an unrealized foreign exchange gain of \$0.5 million, relating to a \$0.7 million unrealized foreign exchange gain on U.S. dollar denominated debt and payables, partially offset by a \$0.2 million unrealized foreign exchange loss on U.S. dollar denominated cash and

receivables. Partially offsetting the unrealized gain was a realized foreign exchange loss of \$0.4 million relating to the decreased value of the collections of U.S. dollar denominated receivables of \$0.3 million and a \$0.2 million realized loss on the conversion of U.S. dollars and Euros into Canadian dollars. These realized losses were partially offset by a \$0.1 million realized gain relating to payments made on U.S. dollar and Euro denominated payables.

### **Adjusted EBITDA**

Adjusted EBITDA was \$6.3 million in the second quarter of 2015 compared to \$6.4 million in the second quarter of 2014. The primary reason for the decrease in Adjusted EBITDA of \$0.1 million was the increased realized foreign exchange loss of \$0.1 million.

### **Income taxes**

Income tax expense was \$1.6 million in the second quarter of 2015, an effective rate of 35.7%, which was higher than our expected effective rate of 26.7% due primarily to differences relating to the foreign exchange impact of Canadian dollar denominated debt in its U.S. subsidiaries. Pollard has capitalized its U.S. operations using intercompany Canadian dollar debt. The overall weakening of the Canadian dollar versus the U.S. dollar results in a future gain on debt repayment for U.S. tax purposes in the subsidiary, creating a deferred tax expense with no related income (as the loss is eliminated on consolidation).

Income tax expense was \$1.2 million in the second quarter of 2014, an effective rate of 23.4%, similar to our expected tax rate of 26.7%.

### **Amortization and depreciation**

Amortization and depreciation, including amortization of deferred financing costs and intangible assets and depreciation of property and equipment, totaled \$2.0 million during the second quarter of 2015 which was similar to \$2.0 million during the second quarter of 2014.

### **Net income**

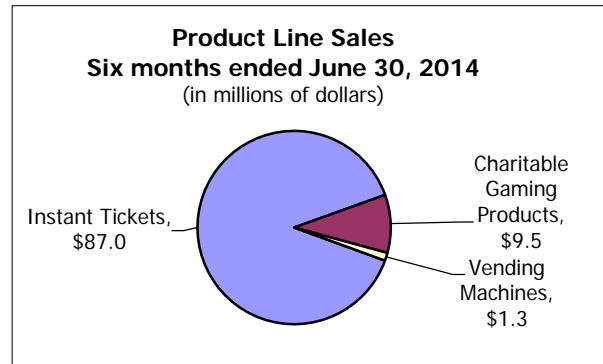
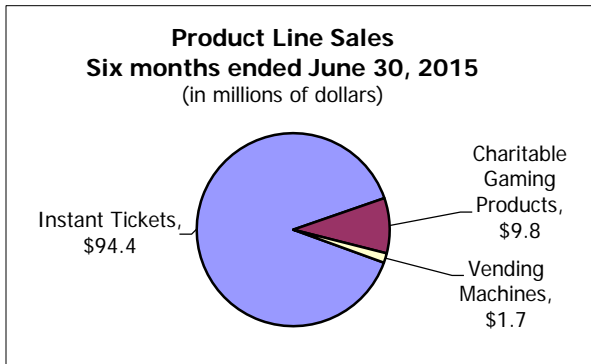
Net income decreased to \$3.0 million in the second quarter of 2015 from \$3.8 million in the second quarter of 2014. The primary reasons for the decrease of \$0.8 million in net income were the reduction in the gain on the non-cash mark-to-market adjustment on foreign currency contracts of \$0.4 million and increased income tax expense of \$0.4 million.

Net income per share (basic and diluted) decreased to \$0.13 per share in the second quarter of 2015 from \$0.16 per share in the second quarter of 2014.



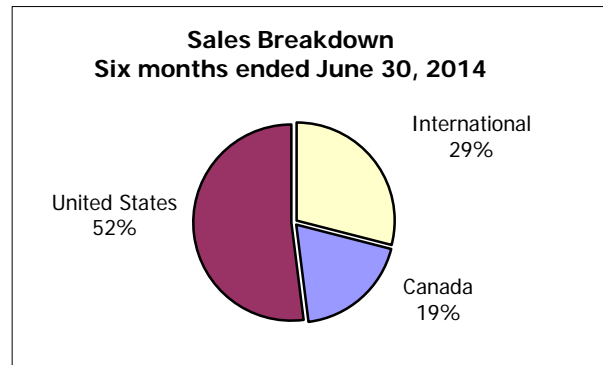
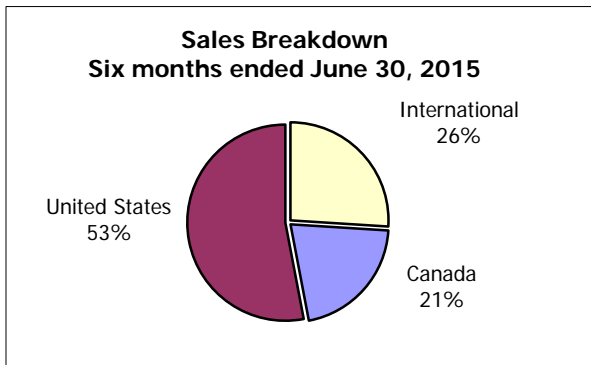
## ANALYSIS OF RESULTS FOR THE SIX MONTHS ENDED JUNE 30, 2015

### Sales



During the six months ended June 30, 2015, Pollard achieved sales of \$105.9 million, compared to \$97.8 million in the six months ended June 30, 2014. Factors impacting the \$8.1 million sales increase were:

Instant ticket sales volumes increased sales by \$5.4 million when compared to 2014 while lower sales of our ancillary instant ticket products and services reduced sales by \$2.4 million from the first half of 2014. Lower instant ticket average selling price decreased sales by \$1.9 million in the first six months of 2015 compared to the first six months of 2014. Charitable gaming products volumes were lower than the first six months of 2014 which decreased sales by \$0.8 million. An increase in machine volumes increased sales by \$0.3 million in the six months ending June 30, 2015 as compared to the prior year.



During the six months ended June 30, 2015, Pollard generated approximately 68.2% (2014 – 65.5%) of its revenue in U.S. dollars including a portion of international sales which are priced in U.S. dollars. During the first six months of 2015 the actual U.S. dollar value was converted to Canadian dollars at \$1.226, compared to a rate of \$1.087 during the first six months of 2014. This 12.8% increase in the U.S. dollar value resulted in an approximate increase of \$8.2 million in revenue relative to the six months ended June 30, 2014. Also during the first half of 2015, the value of the Euro weakened against the Canadian dollar resulting in an approximate decrease of \$0.7 million in revenue relative to the first half of 2014.

### **Cost of sales and gross profit**

Cost of sales was \$85.1 million in the six months ended June 30, 2015, compared to \$77.6 million in the six months ended June 30, 2014. Cost of sales was higher in the first half of 2015 relative to 2014 as a result of higher instant ticket sales volumes and higher exchange rates on U.S. dollar transactions.

Gross profit increased to \$20.8 million (19.6% of sales) in the six months ended June 30, 2015, from \$20.2 million (20.7% of sales) in the six months ended June 30, 2014. This increase was due mainly to the increase in instant ticket volumes as well as a result of the weakening of the Canadian dollar relative to the U.S. dollar. The decrease in gross profit percentage was primarily the result of the decrease in the average selling price for instant tickets and lower sales of ancillary instant ticket products, partially offset by the impact of the weakening of the Canadian dollar.

### **Administration expenses**

Administration expenses increased to \$8.5 million in the first six months of 2015 from \$8.0 million in the first six months of 2014 due primarily to increased compensation costs.

### **Selling expenses**

Selling expenses were \$3.4 million in the first six months of 2015 which was similar to \$3.4 million in the first six months of 2014.

### **Interest expense**

Interest expense decreased to \$1.3 million in the first six months of 2015 from \$1.5 million in the first six months of 2014 as a result of lower interest rates.

### **Foreign exchange loss**

The net foreign exchange loss was \$1.2 million in the first six months of 2015 compared to a net loss of \$0.3 million in the first half of 2014. The 2015 foreign exchange loss resulted from unrealized foreign exchange losses of \$1.2 million, comprised predominately of an unrealized loss on U.S. dollar denominated debt (caused by the weakening of the value of the Canadian dollar versus the U.S. dollar) in addition to an unrealized loss on other U.S. dollar denominated accounts payable.

The 2014 foreign exchange loss resulted from unrealized foreign exchange losses of \$0.3 million, comprised of \$0.4 million unrealized foreign exchange loss on U.S. dollar denominated cash and accounts receivables, partially offset by \$0.1 million unrealized gain on U.S. dollar denominated accounts payable.

### **Adjusted EBITDA**

Adjusted EBITDA was \$13.0 million in the first six months of 2015 compared to \$12.7 million in the first six months of 2014. The primary reason for the increase in Adjusted EBITDA of \$0.3 million was the increased gross profit and other income, partially offset by increased administration expenses.

## **Income taxes**

Income tax expense was \$2.6 million in the first six months of 2015, an effective rate of 37.7%, which was higher than our expected effective rate of 26.7% due primarily to differences relating to the foreign exchange impact of Canadian dollar denominated debt in its U.S. subsidiaries. Pollard has capitalized its U.S. operations using intercompany Canadian dollar debt. The weakening of the Canadian dollar versus the U.S. dollar results in a future gain on debt repayment for U.S. tax purposes in the subsidiary, creating a deferred tax expense with no related income (as the gain is eliminated on consolidation). This increased the effective tax rate by about 16 percentage points. Other differences relating to permanent differences on the foreign exchange translation of property, plant and equipment, and other net liabilities decreased the effective tax rate by approximately 4 percentage points on a net basis.

Income tax expense was \$2.3 million in the first six months of 2014, an effective rate of 31.6%, similar to our expected tax rate of 26.7%.

## **Amortization and depreciation**

Amortization and depreciation, including amortization of deferred financing costs and intangible assets and depreciation of property and equipment, totaled \$4.0 million during the first six months of 2015 which was similar to \$3.9 million during the first six months of 2014.

## **Net income**

Net income was \$4.4 million in the first six months of 2015 compared to \$5.0 million in the first six months of 2014. The primary reasons for the decrease of \$0.6 million was higher administration expenses of \$0.5 million, increase in net foreign exchange loss of \$0.9 million and higher income tax expense of \$0.3 million. These decreases were partially offset by an increase in gross profit of \$0.6 million, the decrease in interest expense of \$0.2 million and the increased gain on the non-cash mark-to-market adjustment on foreign currency contracts of \$0.2 million.

Net income per share (basic and diluted) decreased to \$0.18 per share in the six months ending June 30, 2015, as compared to \$0.21 per share in the six months ending June 30, 2014.

## **Liquidity and Capital Resources**

### *Cash provided by operating activities*

For the six months ended June 30, 2015, cash flow provided by operating activities was \$10.5 million compared to cash flow provided by operating activities of \$8.4 million for the first six months of 2014. Higher net income after non-cash adjustments in the first half of 2015 contributed to the increase in cash provided by operating activities in comparison to the first half of 2014. For the six months ended June 30, 2015, changes in the non-cash component of working capital increased cash by \$0.9 million. The increase was due primarily to the decrease in inventories, partially offset by increased accounts receivables and prepaids. For the six months ended June 30, 2014, changes in the non-cash component of working capital decreased cash by \$1.0 million. This decrease was due primarily to increases in inventories and prepaids, partially offset by decreased accounts receivables.

Cash used for interest decreased to \$1.4 million in 2015 as compared to \$1.6 million in 2014, as well cash used for pension plan contributions decreased to \$1.1 million in 2015 as compared to \$1.8 million

in 2014 due to the elimination of special payment requirements in late 2014. Cash used for income tax payments increased to \$2.8 million in 2015 from \$1.4 million in 2014. Taxable income in Canada increased in 2014 due to improved operating results. Pollard was not required to make installments during 2014, therefore the income taxes due for 2014 were payable at the end of February 2015.

*Cash used for investing activities*

In the six months ended June 30, 2015, cash used for investing activities was \$9.4 million compared to cash used of \$11.2 million in the first half of 2014. In the six months ended June 30, 2015, capital expenditures were \$9.1 million, including \$7.9 million in payments relating to the new printing press. As well Pollard expended \$0.3 million on additions to intangible assets, primarily related to implementation costs, including capitalized internal costs, for ERP software.

In the six months ended June 30, 2014, capital expenditures were \$10.5 million, including \$8.5 million in initial payments relating to the new printing press. As well Pollard expended \$0.7 million on additions to intangible assets, primarily related to implementation costs, including capitalized internal costs, for ERP software in the first six months of 2014.

*Cash provided by financing activities*

Cash provided by financing activities was \$0.2 million in the six months ended June 30, 2015, compared to cash provided by financing activities was \$1.2 million in the six months ended June 30, 2014.

During the first half of 2015 cash proceeds from long-term debt of \$1.9 million were offset by \$0.3 million of financing costs and dividends paid of \$1.4 million.

During the first half of 2014 cash was generated through the proceeds from the subordinated debt of \$6.8 million to fund a portion of the new printing press. Offsetting this increase were payments on long-term debt of \$4.1 million and dividends of \$1.4 million.

As at June 30, 2015, Pollard had unused debt facility of \$17.6 million. This amount is available to be used for future working capital requirements, contractual obligations, capital expenditures and dividends.

## Quarterly Information

(unaudited)

(millions of dollars)

|                 | Q2<br>2015 | Q1<br>2015 | Q4<br>2014 | Q3<br>2014 | Q2<br>2014 | Q1<br>2014 | Q4<br>2013 | Q3<br>2013 | Q2<br>2013 |
|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Sales           | \$51.4     | \$54.4     | \$43.2     | \$53.5     | \$47.1     | \$50.7     | \$47.6     | \$48.1     | \$44.8     |
| Adjusted EBITDA | 6.3        | 6.7        | 5.6        | 7.3        | 6.4        | 6.3        | 6.3        | 6.3        | 4.9        |
| Net Income      | 3.0        | 1.4        | 2.1        | 1.7        | 3.8        | 1.1        | 0.9        | 2.6        | 1.0        |

Q1 2015 sales and adjusted EBITDA were higher due to higher instant ticket volumes and weaker Canadian dollar.

Q4 2014 sales and adjusted EBITDA were lower due to lower instant ticket volumes.

Q3 2014 sales were higher predominately due to higher average selling price of instant tickets. Q3 2014 adjusted EBITDA was higher due to higher gross profit.

Q2 2014 net income was higher due to higher gross profit and increased non-cash mark-to-market gains on foreign currency contracts.

Sales in Q1 2014 were higher due to increased ancillary instant ticket sales, primarily licensed games.

Adjusted EBITDA in Q4 and Q3 2013 was higher due to higher gross profit achieved through higher sales volumes.

### *Productive Capacity*

Management has defined the current productive capacity, prior to the new press becoming fully operational, as the level of operations necessary to maintain a minimum Adjusted EBITDA of \$26.0 million on an annualized basis. Due to varying factors implicit in the nature of the lottery industry and the instant ticket market, productive capacity can best be measured through a financial output such as Adjusted EBITDA and cash flow. A number of factors impact the level of Adjusted EBITDA including physical plant capacity, machine capacity, nature of product and service offerings produced and mix of customers. Changes to productive capacity have occurred primarily through expenditures on fixed assets and improved processes and other internal improvement measures. Productive capacity is also impacted by changes in foreign exchange relationships. There have been no increases in productive capacity due to acquisitions since Pollard's initial public offering ("IPO") in August 2005.

On April 4, 2014, Pollard entered into a purchase agreement for a new 22 station Tresu press line, with an approximate cost, including installation, of \$20.0 million. When fully operational in later 2015, it is expected to provide an approximate increase in capacity of 35%.

Pollard's strategy with respect to productive capacity is to expend the required funds and resources to maintain the assets required to generate the targeted cash flow. In addition, dependent on certain market conditions and limitations on available funds, projects are incurred to increase cash inflow or decrease cash outflow. The nature of the lottery industry does not in itself lead to significant obsolescence risk with the operating assets. To grow productive capacity, ongoing investment in new technology, new fixed assets and new intangible assets is required. Pollard utilizes a number of individual strategies to maintain and grow productive capacity including a capital expenditure budget and a rigorous formal approval process, flexible individual customer management relationships and structured maintenance programs throughout all of the facilities.

An important component to managing and growing productive capacity is the management of certain intangible assets, including customer contracts and relationships, patents, computer software and goodwill. Certain of these assets are reflected in Pollard's financial statements due to the use of continuity of interest method of accounting during the transfer of the business at Pollard's IPO.

Management focuses on maintaining and growing the value of the customer relationship through winning contract renewals, pursuing and obtaining new contracts and assisting existing customers growing their instant ticket product lines. Regular commitment to research and development allows continual development of patents, software and additional technological assets that maintain and increase operating income and cash flow. Detailed cost benefit analysis is performed for any significant investment of funds or resources in order to minimize the associated risks that these assets will not be able to generate the expected level of cash flow. Where new opportunities are identified, such as a new marketing opportunity or a new machine or process able to reduce input costs, consideration is given to revise plans and take advantage of these prospects.

Certain risks are associated with projects aimed at increasing productive capacity, including increases in working capital, acquisition or development of intellectual property, development of additional products or services and purchases of fixed assets. If these investments fail to increase Adjusted EBITDA and cash flow, then productive capacity will ultimately decrease over time due to the consumption of these investment resources. The impact on productive capacity may also depend upon the completion and start up timing of certain investment projects.

### ***Working Capital***

Net non-cash working capital varies throughout the year based on the timing of individual sales transactions and other investments. The nature of the lottery industry is few individual customers who generally order large dollar value transactions. As such, the change in timing of a few individual orders can impact significantly the amount required to be invested in inventory or receivables at a particular period end. The high value, low volume of transactions results in some significant volatility in non-cash working capital, particularly during a period of rising volumes. Similarly, the timing of the completion of the sales cycle through collection can significantly impact non-cash working capital.

Instant tickets are produced specifically for individual clients resulting in a limited investment in finished goods inventory. Customers are predominantly government agencies, which result in regular payments. There are a limited number of individual customers, and therefore net investment in working capital is managed on an individual customer by customer basis, without the need for company wide benchmarks.

The overall impact of seasonality does not have a material impact on the carrying amounts in working capital.

As at June 30, 2015, Pollard's investment in non-cash working capital decreased \$0.9 million compared to December 31, 2014 primarily as a result of decreased investment in inventories partially offset by increased investment in accounts receivables and prepaids.

|                               | June 30,<br>2015 | December 31,<br>2014 |
|-------------------------------|------------------|----------------------|
| Working Capital               | \$32.1           | \$30.2               |
| Total Assets                  | \$154.8          | \$149.3              |
| Total Non-Current Liabilities | \$91.3           | \$89.2               |

### ***Credit Facility***

Pollard's credit facility, which was renewed effective June 30, 2015, consists of one credit facility as well as a term loan facility. In addition to the \$4.5 million term facility, the credit facility provides loans of up to \$71.8 million for its Canadian operations and US\$12.0 million for its U.S. subsidiaries. Borrowings under the credit facility bear interest at fixed and floating rates based on Canadian and U.S. prime bank rates, banker's acceptances or LIBOR. At June 30, 2015, the outstanding letters of guarantee were \$1.1 million. The remaining balance available for drawdown under the credit facility was \$17.6 million.

Under the terms and conditions of the credit facility agreement Pollard is required to maintain certain financial covenants including working capital ratios, debt to income before interest, income taxes, amortization and depreciation ("Adjusted EBITDA") ratios and certain debt service coverage ratios. As at June 30, 2015 and August 5, 2015, Pollard is in compliance with all covenants.

Pollard's credit facility, including the term facility, is secured by a first security interest in all of the present and after acquired property of Pollard's operating subsidiaries. The facility can be prepaid without penalties. Under the terms of the agreement effective June 30, 2015, the facility was committed for an approximately 12 month period, renewable June 30, 2016 ("Facility Expiry Date"). If the facility is not renewed, the loans are repayable one year after the Facility Expiry Date, except for the scheduled principal repayments on the term facility. As such, the credit facility has effectively a two year term expiring June 30, 2017.

Pollard believes that its credit facility, including the term facility, subordinated loan from Pollard Equities Limited and ongoing cash flow from operations will be sufficient to allow it to meet ongoing requirements for investment in capital expenditures, working capital and dividends at existing business levels.

### ***Subordinated Loan***

On April 2, 2014, Pollard's subsidiary, Pollard Holdings Limited Partnership, entered into a loan agreement with Pollard Equities Limited ("Equities") for a subordinated term loan facility with a seven year term in the amount of \$6.8 million. Equities owns approximately 73.5% of Pollard's outstanding shares. Principal payments on the subordinated loan facility will commence the month following the later of: twenty-four months from the date of the first advance, completed on April 4, 2014, or the date of repayment in full of the additional term facility of \$4.8 million. Interest on the subordinated term loan facility commences with the first draw at a rate of 9%. The loan is fully subordinated to the secured credit facilities. Effective January 1, 2015, Pollard Banknote Limited assumed the subordinated debt on completion of the amalgamation of the Canadian entities.

### ***Outstanding Share Data***

As at June 30, 2015 and August 5, 2015, outstanding share data was as follows:

|               |            |
|---------------|------------|
| Common shares | 23,543,158 |
|---------------|------------|

### ***Share Options***

Under the Pollard Banknote Limited Stock Option Plan the Board of Directors has the authority to grant options to purchase common shares to eligible persons and to determine the applicable terms. The aggregate maximum number of common shares available for issuance from Pollard's treasury under the Option Plan is 2,354,315 common shares.

On March 5, 2014, the Board of Directors approved the award of 100,000 options to purchase common shares of Pollard for certain key management personnel. The options were granted on March 10, 2014, and have a seven year term, vesting 25% per year over the first four years. The exercise price of the options was equal to the closing price of the common shares on March 7, 2014.

### **Contractual Obligations**

There have been no material changes to Pollard's contractual obligations since December 31, 2014, that are outside the normal course of business, other than noted below.

### **Off-Balance Sheet Arrangements**

There have been no material changes to Pollard's off-balance sheet arrangements since December 31, 2014, that are outside the normal course of business.

### **Financial Instruments**

The financial instruments of Pollard remain substantially unchanged from those identified in the MD&A for Pollard for the year ended December 31, 2014.

### **Critical Accounting Policies and Estimates**

The preparation of the financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expenses during the reporting period. Management of Pollard regularly reviews its estimates and assumptions based on historical experience and various other assumptions that it believes would result in reasonable estimates given the circumstances. Actual results could differ from those estimates under different assumptions. The following is a discussion of accounting policies which require significant management judgment and estimation.

### ***Impairment of goodwill***

Goodwill represents the excess of the purchase price over the fair value of the net assets acquired of Pollard's U.S. subsidiaries and the excess purchase price over the underlying carrying amount of the portion of the net assets sold as at August 5, 2005, as part of the 26.7% of Pollard sold in conjunction



with the IPO, and is not amortized. Goodwill is subject to an annual impairment review. This requires an estimation of the “value in use” or “fair value less costs to sell” of the cash-generating units (“CGUs”) to which goodwill is allocated. Estimating a value in use requires Pollard to make an estimate of the expected future cash flows from the CGUs and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

### ***Employee future benefits***

Accounting for defined benefit plans requires Pollard to use actuarial assumptions. These assumptions include the discount rate and the rate of compensation increases. These assumptions depend on underlying factors such as economic conditions, government regulations, investment performance, employee demographics and mortality rates.

### ***Income taxes***

Pollard is required to evaluate the recoverability of deferred income tax assets. This requires an estimate of Pollard’s ability to utilize the underlying future income tax deductions against future taxable income before they expire. In order to evaluate the recoverability of these deferred income tax assets, Pollard must estimate future taxable income.

### **Related Party Transactions**

Pollard has not entered into any significant transactions with related parties during the six months ended June 30, 2015, which are not disclosed in the unaudited condensed consolidated interim financial statements.

### **Industry Risks and Uncertainties**

The risk factors affecting Pollard remain substantially unchanged from those identified in the MD&A for Pollard for the year ended December 31, 2014.

### **Outlook**

As noted frequently in our previous outlooks the lottery industry continues to show strong growth with many individual lotteries establishing record sales with the completion of their fiscal years, generally June 30. One of the key drivers of this growth has been the strong sales of instant tickets and we believe this trend will remain. Consumer demand is strong for instant tickets and lotteries, in conjunction with their partners like Pollard, will continue to develop unique products to meet this growing demand.

Our expected volumes over the rest of 2015 will be consistent with the levels we have achieved over the past number of quarters, which were among the highest production levels ever experienced in our business.

Our new Tresu press is completing its final testing and will commence printing live product shortly. Over the next few quarters we will be transferring our existing production volumes from the current press in Ypsilanti to this new press, as well as developing additional volumes through attaining new work. The nature of the long sales cycle (multi-year contracts, formal RFP processes) in our industry results in a slow ramp up of additional volumes, so we are anticipating the full impact of our new capacity will not be felt for some period of time. In addition, the new press will provide for a lower cost of production.

Our expected levels of CAPEX should be reduced for the remainder of 2015 relative to the levels incurred over the last few quarters. There remains a number of additional phases to still complete, primarily the transfer of the existing press from Ypsilanti to Winnipeg. This is expected to occur over the final quarter of 2015 and the first quarter of 2016.

Our Michigan iLottery joint venture operation is maintaining its strong levels of results achieved since the formal launch in the fall of 2014. We are anticipating other opportunities to attain further iLottery related work moving forward as the lottery industry, particularly in the United States, look more and more for areas to grow their business. We believe we have a very positive track record with our current iLottery operations which should position us well for future business opportunities.

The Canadian dollar has remained weak relative to the U.S. dollar during 2015 which generates higher levels of cash flow due to our net exposure to U.S. dollar inflows. Continued weakness will have a positive impact on our cash flows, both in terms of greater amounts of Canadian dollars on conversion and allowing us to bid competitively for new work. We currently have no financial hedges in place offsetting this risk, with our last foreign exchange currency forward contract expiring in the second quarter. We have no plans currently to enter into any further foreign currency forward contracts. Recently the Canadian dollar has also weakened versus the Euro. We have a number of clients who pay us in Euros and the weakening dollar against this currency has impacted our cash flows positively.

We anticipate our internal operating cash flow over the next 12 months to generate sufficient funds to satisfy all of our requirements including the remaining capital expenditures relating to the completion of the remaining phases of the press line expansion. Our current credit facility was formally renewed at the end of the second quarter 2015, which provides flexibility and capacity to support our various strategic initiatives. All excess cash flow will be used to reduce our senior bank debt.

### **Disclosure Controls and Procedures**

Under National Instrument 52-109, "Certification of Disclosure in Issuers' Annual and Interim Filings," issuers are required to document the conclusions of the Chief Executive Officer and Chief Financial Officer (the "Certifying Officers") for the interim period regarding the design of the disclosure controls and procedures. Pollard's management, with the participation of the Certifying Officers of Pollard, has concluded that the design of the disclosure controls and procedures as defined in National Instrument 52-109 will provide reasonable assurance of achieving the disclosure objectives.

### **Internal Controls over Financial Reporting**

Under National Instrument 52-109, "Certification of Disclosure in Issuers' Annual and Interim Filings," issuers are required to document the conclusions of the Certifying Officers regarding the design of the internal controls over financial reporting. Pollard's management, with the participation of the Certifying Officers of Pollard, has concluded that the design of the internal controls over financial reporting as defined in National Instrument 52-109 will provide reasonable assurance of achieving the financial reporting objectives.

No changes were made in Pollard's internal control over financial reporting during the three and six months ended June 30, 2015, that have materially affected, or are reasonably likely to materially affect, Pollard's internal control over financial reporting.

## **Additional Information**

Shares of Pollard Banknote Limited are traded on the Toronto Stock Exchange under the symbol PBL.

Additional information relating to Pollard, including the Audited Consolidated Financial Statements and the Annual Information Form of Pollard for the year ended December 31, 2014, is available on SEDAR at [www.sedar.com](http://www.sedar.com).

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