



**Management's Discussion and Analysis**  
**For the three and nine months ended September 30, 2023**

**November 8, 2023**

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

### BASIS OF PRESENTATION

This management's discussion and analysis ("MD&A") in respect of the results of operations of Diversified Royalty Corp. ("DIV" or the "Company") for the three and nine months ended September 30, 2023 should be read in conjunction with the Company's unaudited condensed consolidated interim financial statements for the three and nine months ended September 30, 2023 (the "Q3 2023 Financial Statements"). The condensed consolidated interim financial statements of the Company are presented in thousands of Canadian dollars and have been prepared in accordance with International Accounting Standards ("IAS") 34, Interim Financial Reporting using accounting policies consistent with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Additional information related to the Company, including its Annual Information Form dated March 9, 2023 for the year ended December 31, 2022, is available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

Statements made in this MD&A and in the Q3 2023 Financial Statements are subject to the risks and uncertainties identified under the headings "Risk Factors" and "Forward Looking Information" and those identified elsewhere in this MD&A.

### DESCRIPTION OF NON-IFRS FINANCIAL MEASURES, NON-IFRS RATIOS AND SUPPLEMENTARY FINANCIAL MEASURES

#### Non-IFRS Financial Measures

Readers are cautioned that, in addition to reported results, the Company has also included non-IFRS financial measures that are historical, non-IFRS ratios and supplementary financial measures to assess its results and the results of its Royalty Partners (as defined below) in this MD&A. Non-IFRS financial measures are utilized to assess the Company's business and to measure the Company's overall performance. Non-IFRS financial measures used in this MD&A include EBITDA, normalized EBITDA, distributable cash, DIV Royalty Entitlement, DIV Royalty Entitlement net of NND Royalties LP Expenses, adjusted royalty income and adjusted revenue. Non-IFRS ratios are ratios that include a non-IFRS financial measure as one or more of its components. Non-IFRS ratios used in this MD&A include distributable cash per share and payout ratio. Supplementary financial measures used in this MD&A include same stores sales growth or SSSG and system sales of certain of DIV's Royalty Partners.

Management believes that disclosing certain non-IFRS financial measures, non-IFRS ratios and supplementary financial measures provides readers of this MD&A with important information regarding the Company's financial performance and its ability to pay dividends and the performance of its Royalty Partners. By considering these measures in combination with the most closely comparable IFRS measure, management believes that investors are provided with additional and more useful information about the Company and its Royalty Partners than investors would have if they simply considered IFRS measures alone. The non-IFRS financial measures do not have standardized meanings prescribed by IFRS and therefore are unlikely to be comparable to similar measures presented by other issuers. Investors are cautioned that non-IFRS financial measures should not be construed as a substitute or an alternative to net income or cash flows from operating activities as determined in accordance with IFRS.

#### *DIV Royalty Entitlement, Adjusted Royalty Income and Adjusted Revenue*

DIV Royalty Entitlement, adjusted royalty income and adjusted revenue are reported to allow readers to assess the performance of DIV's royalty arrangement with Nurse Next Door (as defined below) on a basis consistent with the royalties received from DIV's other Royalty Partners. Under IFRS, DIV is required to record its investment in NND Royalties LP (as defined below) as a financial instrument and the income earned from this investment as finance income, which does not allow for a direct comparison of the income received from this investment to the royalties received from DIV's other Royalty Partners, which attract different treatment under IFRS. The most comparable IFRS measure to DIV Royalty Entitlement is "distributions received from NND LP" on the Q3 2023 Financial Statements. DIV Royalty Entitlement is calculated as distributions received from NND LP plus NND Royalties LP expenses, which include legal, audit, tax and advisory services. Note that distributions received from NND LP is derived from the royalty paid by Nurse Next Door to NND LP. Adjusted royalty income is calculated as royalty income, plus the DIV Royalty Entitlement received by NND Royalties LP from Nurse Next Door. Adjusted revenue is calculated as adjusted royalty income plus management fees. The table under the section "DIV Royalty Entitlement net of NND Royalties LP Expenses" provides a reconciliation of DIV Royalty Entitlement to distributions received from NND LP on the financial statements and the table under the section "Royalty Pools" provides a reconciliation of adjusted royalty income and adjusted revenue to royalty income, the most comparable IFRS measure disclosed in the financial statements.

#### *DIV Royalty Entitlement net of NND Royalties LP Expenses*

DIV Royalty Entitlement net of NND Royalties LP expenses is calculated as the DIV Royalty Entitlement less expenses related to NND Royalties LP, which include legal, audit, tax and advisory services. In addition to net income and cash flow from operations, DIV Royalty Entitlement net of NND Royalties LP expenses is a useful supplemental measure as it provides investors with an indication of cash available for distribution generated by NND Royalties LP.

The following table reconciles DIV Royalty Entitlement net of NND Royalties LP Expenses to the most directly comparable IFRS measure disclosed in the financial statements:

| (000's)  | Three months ended September 30, |                 | Nine months ended September 30, |                 |
|--|----------------------------------|-----------------|---------------------------------|-----------------|
|  | 2023                             | 2022            | 2023                            | 2022            |
| Distributions received from NND LP                               | \$ 1,277                         | \$ 1,250        | \$ 3,811                        | \$ 3,736        |
| Add: NND Royalties LP expenses                                   | -                                | 2               | 20                              | 21              |
| DIV Royalty Entitlement  | 1,277                            | 1,252           | 3,831                           | 3,757           |
| Less: NND Royalties LP expenses                                  | -                                | (2)             | (20)                            | (21)            |
| <b>DIV Royalty Entitlement, net of NND Royalties LP expenses</b> | <b>\$ 1,277</b>                  | <b>\$ 1,250</b> | <b>\$ 3,811</b>                 | <b>\$ 3,736</b> |

### *EBITDA and Normalized EBITDA*

EBITDA is calculated as earnings before interest, taxes, depreciation and amortization. Normalized EBITDA is calculated as EBITDA before certain items including: share-based compensation, other finance costs, the fair value adjustment on financial instruments and payment of lease obligations, but including the DIV Royalty Entitlement net of NND Royalties LP expenses. While EBITDA and normalized EBITDA are not recognized measures under IFRS, management of the Company believes that, in addition to net income, EBITDA and normalized EBITDA are useful supplemental measures as they provide investors with an indication of cash available for distribution prior to debt service needs, litigation expenditures and interest income, as applicable. The methodologies used by the Company to determine EBITDA and normalized EBITDA may differ from those utilized by other issuers or companies and, accordingly, EBITDA and normalized EBITDA as used in this MD&A may not be comparable to similar measures used by other issuers or companies. Readers are cautioned that EBITDA and normalized EBITDA should not be construed as an alternative to net income or loss determined in accordance with IFRS as indicators of an issuer's performance or to cash flows from operating, investing and financing activities as measures of liquidity and cash flows. The table under the section "EBITDA, Normalized EBITDA, and Distributable Cash" provides a reconciliation of these non-IFRS financial measures to net income or loss, the most comparable IFRS measure disclosed in the financial statements.

### *Distributable Cash*

Distributable cash is defined as Normalized EBITDA less interest expense on the credit facilities, less distributions on MRM LP Units held by Mr. Mikes, less current income tax expense, less principal paid on credit facilities; plus interest income. Management believes that distributable cash provides investors with useful information about the amount of cash the Company has generated to cover dividends on its common shares during the applicable period. Readers should be cautioned, however, that distributable cash should not be construed as an alternative to the statement of cash flows as a measure of liquidity and cash flows of the Company. The Company's method of calculating distributable cash may differ from that of other issuers and companies and, accordingly, distributable cash may not be comparable to similar measures used by other issuers or companies. The table under the section "EBITDA, Normalized EBITDA, and Distributable Cash" provides a reconciliation of this non-IFRS financial measure to net income and cash flows from operating activities, the most comparable IFRS measures disclosed in the financial statements.

### **Non-IFRS Ratios**

#### *Distributable Cash per Share*

Distributable cash per share is defined as distributable cash divided by the weighted average number of common shares outstanding during the period. Distributable cash per share is a non-IFRS ratio and is not recognized under IFRS, however, management of the Company believes that it provides supplemental information regarding the amount of cash per common share the Company has generated to cover dividends in the applicable period. The Company's method of calculating distributable per share cash may differ from that of other issuers and companies and, accordingly, distributable cash may not be comparable to similar measures used by other issuers or companies.

#### *Payout Ratio*

The payout ratio is calculated by dividing the dividends per share during the period by the distributable cash per share generated in that period. The payout ratio is a non-IFRS ratio and is not recognized under IFRS, however, management of the Company believes that it provides supplemental information regarding the extent to which the Company distributes cash as dividends, when compared to its cash flow capacity. The Company's method of calculating the payout ratio cash may differ from that of other issuers and companies and, accordingly, the payout ratio may not be comparable to similar measures used by other issuers or companies.

### **Supplementary Financial Measures**

#### *Same Store Sales Growth or SSSG and System Sales*

Same store sales growth or SSSG is the percentage increase in top-line store sales ("System Sales") over the prior comparable period for locations that are included in the Mr. Lube + Tires Royalty Pool, the Oxford Royalty Pool, the Mr. Mikes Royalty Pool (as defined below) or the Prior Mr. Mikes Royalty Pool (as defined below), as applicable, and were open in both the current and prior periods, excluding stores that were permanently closed. Same store sales growth is a supplementary financial measure and does not have a standardized meaning prescribed by IFRS. However, the Company believes that SSSG is a useful measure as it provides investors with an indication of the change in year-over-year sales of Mr. Lube + Tires locations

included in the Mr. Lube + Tires Royalty Pool, Oxford locations in the Oxford Royalty Pool, Mr. Mikes Restaurants in the Mr. Mikes Royalty Pool or the Prior Mr. Mikes Royalty Pool, as applicable. The Company's method of calculating same store sales growth may differ from those of other issuers or companies and, accordingly, same store sales growth may not be comparable to similar measures used by other issuers or companies.

## **ADDITIONAL IFRS MEASURES**

IFRS mandates certain minimum line items for financial statements and requires presentation of additional line items, headings and subtotals when such presentation is relevant to an understanding of the issuer's financial position or performance. IFRS also requires that notes to the financial statements provide information that is not presented elsewhere in the financial statements but is relevant to understanding them. Such financial measures outside the minimum mandated line items are considered additional IFRS measures. The Q3 2023 Financial Statements include certain additional IFRS measures where management considers such information to be useful to understanding the Company's financial results.

## **OVERVIEW**

DIV is a multi-royalty corporation, engaged in the business of acquiring royalties from well-managed multi-location businesses and franchisors in North America ("Royalty Partners"). The Company believes that its royalty structure provides a strong incentive for a Royalty Partner to continue growing its business while retaining control of its business.

The Company's primary objectives are to: (i) purchase stable and growing royalty streams from Royalty Partners, and (ii) increase distributable cash per share, a non-IFRS measure, by making accretive royalty purchases. These objectives are intended to allow the Company to pay a dividend to shareholders, while increasing the dividend as distributable cash per share allows. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

The Company's revenue for the three and nine months ended September 30, 2023 consists of royalties and management fees that are contractually agreed to between the Company and its following Royalty Partners:

- Mr. Lube Canada Limited Partnership ("Mr. Lube + Tires"): royalties are based on the top-line system sales of Mr. Lube + Tires locations in the royalty pool (the "Mr. Lube + Tires Royalty Pool"). As at September 30, 2023, Mr. Lube + Tires had 165 locations, of which 144 were in the Mr. Lube + Tires Royalty Pool and as of the date of this MD&A, Mr. Lube + Tires had 164 locations, of which 144 were in the Mr. Lube + Tires Royalty Pool. In addition to the royalty, Mr. Lube + Tires is required to pay the Company a management fee of approximately \$0.2 million per year for strategic and other services. See "Royalty Pools – Mr. Lube + Tires" below for further information.
- AIR MILES®: royalties are based on gross billings generated by AIR MILES Loyalty Inc. ("Loyalty Inc.") (an affiliate of Bank of Montreal) through its operation of the AIR MILES® reward program in Canada (the "AIR MILES® Reward Program"). See "Royalty Pools – AIR MILES® Reward Program" below for further information.
- Sutton Group Realty Services Ltd. ("Sutton"): royalties are based on the number of Sutton agents in the royalty pool (the "Sutton Royalty Pool"). As at September 30, 2023, there were 5,400 agents in the Sutton Royalty Pool. In addition to the royalty, Sutton is required to pay the Company a management fee of approximately \$0.1 million per year for strategic and other services. See "Royalty Pools – Sutton" below for further information.
- Oxford Learning Centres, Inc. ("Oxford"): royalties are based on the system sales of Oxford locations in the royalty pool (the "Oxford Royalty Pool"). As at September 30, 2023, Oxford had 159 locations, of which 146 were in the Oxford Royalty Pool. In addition, Oxford is required to pay the Company a management fee of approximately \$0.04 million per year for strategic and other services. See "Royalty Pools – Oxford" below for further information.
- Mr. Mikes Restaurants Corporation ("Mr. Mikes"): On November 9, 2022, DIV and certain of its subsidiaries along with Mr. Mikes entered into the Amended MRM Royalty Agreements (as defined below), which have retroactive effect to June 13, 2022. Pursuant to the Amended MRM Royalty Agreements, the Mr. Mikes royalties are, as of June 13, 2022, based on the actual system sales of the Mr. Mikes restaurants in the royalty pool, which is comprised of 44 Mr. Mikes Restaurants (the "Mr. Mikes Royalty Pool"). As at September 30, 2023, Mr. Mikes had 47 restaurants, of which 44 are in the Mr. Mikes Royalty Pool. See "Royalty Pools – Mr. Mikes – Amended MRM Royalty Agreements" below for further information. For periods up to June 13, 2022, royalties were based on the notional system sales of Mr. Mikes restaurants in the royalty pool, which during such periods was comprised of 38 Mr. Mikes Restaurants (the "Prior Mr. Mikes Royalty Pool"). In addition to the royalty, Mr. Mikes is required to pay the Company a management fee of approximately \$0.04 million per year for strategic and other services. See "Royalty Pools – Mr. Mikes" below for further information.
- Nurse Next Door Professional Homecare Services Inc. ("Nurse Next Door"): DIV's royalty entitlement from Nurse Next Door, a non-IFRS measure (the "DIV Royalty Entitlement"), is currently equal to approximately \$0.42 million per month, and grows at a fixed rate of 2.0% per annum. In addition to the royalty, Nurse Next Door is required to pay the Company a management fee of approximately \$0.08 million per year for strategic and other services. See "Royalty Pools – Nurse Next Door" below for further information, and refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

- SBS Franchising, LLC (“Stratus” a US based company): royalties are based on a fixed monthly payment equal to US\$6.0 million per annum which increases each November at a rate of 5% in 2023, 2024, 2025 and 2026 and 4% thereafter. As of September 30, 2023, Stratus had 69 master franchise locations. See “Royalty Pools – Stratus” below for further information.

The Company’s ongoing cash expenditures are comprised of salaries and benefits, general and administration (including public company costs), professional fees, and interest on credit facilities. The success of the Company currently depends largely on the ability of Mr. Lube + Tires, Sutton, Mr. Mikes, Oxford, Nurse Next Door, Stratus and BarBurrito (defined below) to maintain and increase the sales or number of agents in the respective royalty pools, and, in the case of Loyalty Inc., the gross billings generated through the AIR MILES® Reward Program. See “Risk Factors” for further information.

## FINANCIAL HIGHLIGHTS

| (000's except per share amounts and SSSG%)              | Three months ended September 30, |            | Nine months ended September 30, |            |
|---|----------------------------------|------------|---------------------------------|------------|
|   | 2023                             | 2022       | 2023                            | 2022       |
| <i>Consolidated:</i>                                    |                                  |            |                                 |            |
| Revenue   | \$ 13,612                        | \$ 11,641  | \$ 40,102                       | \$ 32,463  |
| Adjusted revenue <sup>1,2</sup>                         | 14,889                           | 12,893     | 43,933                          | 36,220     |
| Royalty income  | 13,484                           | 11,493     | 39,721                          | 32,064     |
| Adjusted royalty income <sup>1,2</sup>                  | 14,761                           | 12,745     | 43,552                          | 35,821     |
| Normalized EBITDA <sup>2</sup>                          | 13,985                           | 12,087     | 41,038                          | 33,696     |
| Distributable cash <sup>2</sup>                         | 9,130                            | 7,951      | 27,738                          | 22,989     |
| Income from operations                                  | 12,385                           | 10,572     | 36,227                          | 29,142     |
| Net income - basic                                      | 6,847                            | 6,728      | 22,631                          | 20,067     |
| Net income - diluted                                    | 6,847                            | 6,728      | 22,631                          | 22,693     |
| Dividends declared                                      | 8,616                            | 6,843      | 25,655                          | 20,392     |
| Weighted average number of shares outstanding - basic   | 143,133                          | 124,428    | 142,378                         | 123,604    |
| Weighted average number of shares outstanding - diluted | 144,426                          | 125,523    | 143,781                         | 144,110    |
| Basic income per share                                  | \$ 0.05                          | \$ 0.05    | \$ 0.16                         | \$ 0.16    |
| Diluted income per share                                | 0.05                             | 0.05       | 0.16                            | 0.16       |
| Distributable cash per share <sup>2</sup>               | 0.06                             | 0.06       | 0.19                            | 0.19       |
| Dividends declared per share                            | 0.060                            | 0.055      | 0.180                           | 0.165      |
| Total assets <sup>3</sup>                               | \$ 466,594                       | \$ 387,286 | \$ 466,594                      | \$ 387,286 |
| Total non-current financial liabilities <sup>3</sup>    | 197,546                          | 163,382    | 197,546                         | 163,382    |
| <i>Adjusted Revenue<sup>2</sup> by Royalty Partner</i>  |                                  |            |                                 |            |
| Mr. Lube + Tires  | \$ 7,312                         | \$ 6,213   | \$ 20,619                       | \$ 17,187  |
| Stratus <sup>5</sup>                                    | 2,018                            | -          | 6,072                           | -          |
| Oxford  | 915                              | 914        | 3,359                           | 3,079      |
| Nurse Next Door <sup>1</sup>                            | 1,297                            | 1,272      | 3,891                           | 3,817      |
| Mr. Mikes <sup>4</sup>                                  | 1,180                            | 1,697      | 3,440                           | 3,913      |
| AIR MILES®  | 1,071                            | 1,723      | 3,308                           | 5,044      |
| Sutton  | 1,096                            | 1,074      | 3,244                           | 3,180      |
| Mr. Lube + Tires SSSG <sup>2</sup>                      | 16.4%                            | 14.8%      | 18.4%                           | 18.3%      |
| Oxford SSSG <sup>2, 6</sup>                             | -0.9%                            | 8.9%       | 8.2%                            | 15.0%      |
| Mr. Mikes SSSG <sup>2</sup>                             | 3.6%                             | 8.7%       | 11.0%                           | 29.7%      |

1) 2023 and 2022 figures include the impact of the DIV Royalty Entitlement and management fees received from Nurse Next Door. Refer to “Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures” in this MD&A.

2) Adjusted revenue, adjusted royalty income, normalized EBITDA, and distributable cash are non-IFRS financial measures and as such, do not have standardized meanings under IFRS. Distributable cash per share is a non-IFRS ratio and SSSG is a supplementary financial measure. For additional information, refer to the sections “Royalty Pools”, “EBITDA, Normalized EBITDA and Distributable Cash” and “Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures” in this MD&A.

3) At period end.

4) For the three and nine months ended September 30, 2023, Mr. Mikes adjusted revenue includes payments of \$0.05 million and \$0.14 million, respectively (three and nine months ended September 30, 2022 - \$0.60 million and \$1.15 million, respectively) representing partial payment of deferred contractual royalty fees and management fees, which have been recognized as revenue upon collection.

5) Stratus adjusted revenue for the three and nine months ended September 30, 2023 was US\$1.5 million and US\$4.5 million, respectively, translated at an average foreign exchange rate of \$1.3413 and \$1.3454 to US\$1 respectively.

6) After the impact of foreign currency translation, SSSG was -0.5% for the three months and 8.9% for the nine months ended September 30, 2023, compared to 9.5% for the three months and 15.4% for the nine months ended September 30, 2022.

## ROYALTY POOLS

The following table reconciles the non-IFRS financial measures of adjusted royalty income and adjusted revenue to royalty income, the most directly comparable IFRS measure disclosed in the financial statements:

| (000's)                                    | Three months ended September 30, |                  | Nine months ended September 30, |                  |
|--|----------------------------------|------------------|---------------------------------|------------------|
|  | 2023                             | 2022             | 2023                            | 2022             |
| Mr. Lube + Tires                           | \$ 7,254                         | \$ 6,156         | \$ 20,446                       | \$ 17,018        |
| Stratus <sup>2</sup>                       | 2,018                            | -                | 6,072                           | -                |
| Oxford                                     | 905                              | 904              | 3,329                           | 3,049            |
| AIR MILES®                                 | 1,071                            | 1,723            | 3,308                           | 5,044            |
| Mr. Mikes                                  | 1,168                            | 1,663            | 3,405                           | 3,854            |
| Sutton                                     | 1,068                            | 1,047            | 3,161                           | 3,099            |
| <b>Royalty income</b>                      | <b>\$ 13,484</b>                 | <b>\$ 11,493</b> | <b>\$ 39,721</b>                | <b>\$ 32,064</b> |
| DIV Royalty Entitlement <sup>1</sup>       | 1,277                            | 1,252            | 3,831                           | 3,757            |
| <b>Adjusted royalty income<sup>1</sup></b> | <b>\$ 14,761</b>                 | <b>\$ 12,745</b> | <b>\$ 43,552</b>                | <b>\$ 35,821</b> |
| Management fees                            | 128                              | 148              | 381                             | 399              |
| <b>Adjusted revenue<sup>1,3</sup></b>      | <b>\$ 14,889</b>                 | <b>\$ 12,893</b> | <b>\$ 43,933</b>                | <b>\$ 36,220</b> |

1) DIV royalty entitlement, adjusted royalty income and adjusted revenue are non-IFRS financial measures and as such, do not have standardized meanings under IFRS. For additional information, refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

2) Stratus royalty income for the three and nine months ended September 30, 2023 was US\$1.5 million and US\$4.5 million, respectively, translated at an average foreign exchange rate of \$1.3413 and \$1.3454 to US\$, respectively.

3) For the three and nine months ended September 30, 2023, Mr. Mikes adjusted revenue includes payments of \$0.05 million and \$0.14 million, respectively (three and nine months ended September 30, 2022 - \$0.60 million and \$1.15 million, respectively) representing partial payment of deferred contractual royalty fees and management fees, which have been recognized as revenue upon collection.

### Mr. Lube + Tires

ML Royalties Limited Partnership ("ML LP"), an entity controlled by the Company, owns all the trademarks and certain other intellectual property rights utilized by Mr. Lube + Tires (the "ML Rights") in its business of franchising automotive maintenance businesses.

ML LP licenced the ML Rights to Mr. Lube + Tires for a 99 year term ending on August 19, 2114, in exchange for a royalty payment currently equal to 7.95% of the system sales of flagship Mr. Lube + Tires locations in the Mr. Lube + Tires Royalty Pool, with the exception of system sales on tires and rims ("Tire Sales") that are subject to a royalty rate of 2.5% (collectively, the "Mr. Lube + Tires Royalty Rate") of flagship Mr. Lube + Tires locations in the Mr. Lube + Tires Royalty Pool.

Subject to certain performance criteria being met, the Mr. Lube + Tires Royalty Pool is adjusted annually on May 1 (the "Adjustment Date") to include new Mr. Lube + Tires locations and to remove Mr. Lube + Tires locations that have been permanently closed during the previous year. See "Mr. Lube + Tires Royalty Rate Increase and Mr. Lube + Tires Royalty Pool Additions" below.

Mr. Lube + Tires has the option, subject to meeting certain performance criteria, to increase the Mr. Lube + Tires Royalty Rate on non-Tire Sales in two further 0.5% increments during the life of the royalty. As consideration for the Mr. Lube + Tires Royalty Rate increases, Mr. Lube + Tires is entitled to exchange certain limited partnership units of ML LP for DIV shares, or cash at DIV's election, based on a formula that is intended to be accretive to DIV.

For Mr. Lube + Tires, changes in system sales are derived from both SSSG, a supplementary financial measure, from existing locations in the Mr. Lube + Tires Royalty Pool and from the addition of new Mr. Lube + Tires locations to the Mr. Lube + Tires Royalty Pool.

#### *Mr. Lube + Tires Royalty Rate Increase and Mr. Lube + Tires Royalty Pool Additions*

On May 1, 2023 the Mr. Lube + Tires royalty pool (the "Mr. Lube + Tires Royalty Pool") was adjusted to include the royalties from five new flagship Mr. Lube + Tires locations. With the adjustment for these five new locations, the Mr. Lube + Tires Royalty Pool now includes 144 flagship locations.

On April 21, 2023, DIV and Mr. Lube + Tires entered into an amendment (the "LP Amendment") to the amended and restated limited partnership agreement (the "LP Agreement") of ML LP to confirm the terms on which the five new locations would be added to the Mr. Lube + Tires Royalty Pool on May 1, 2023. The initial consideration paid to Mr. Lube + Tires for the estimated net additional royalty revenue from the five new locations is \$4.7 million, representing 80% of the total estimated consideration of \$5.9 million. The initial consideration of \$4.7 million was elected by DIV to be paid in cash (the "2023 Amendment Consideration"). The initial consideration is based on the forecast system sales of such locations for year ending December 31, 2023. As a result of the LP Amendment, the remaining consideration payable for the additional royalty revenue of the five new Mr. Lube + Tires locations added to the Mr. Lube + Tires Royalty Pool on May 1, 2023 will be paid to Mr. Lube + Tires on May 1, 2025 (as opposed to May 1, 2024), and will be adjusted to reflect the actual system sales of these five new locations

for the year ending December 31, 2024 (as opposed to the actual system sales for the year ending December 31, 2023). A copy of the LP Amendment has been filed under DIV's profile on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

On May 1, 2022, the Mr. Lube + Tires Royalty Pool was adjusted to include royalties from six new flagship Mr. Lube + Tires locations (the "2022 True-Up Locations") and to remove two locations that had been permanently closed. The initial consideration previously paid by DIV on May 1, 2022 was \$3.4 million, which was paid in the form of 1,083,063 common shares of DIV on the basis of the 20-day volume weighted average closing price of the common shares for the period ended April 25, 2022 of \$3.1592 per common share (the "2022 Share Price"). The initial consideration represented 80% of the total estimated consideration for those 2022 True-Up Locations, which estimate was based on the forecast system sales of these 2022 True-Up Locations for the 2022 fiscal year. On May 1, 2023, the remaining consideration payable for the net additional royalty revenue related to such locations of \$2.6 million was paid by DIV to Mr. Lube + Tires in the form of 832,848 common shares valued on the 2022 Share Price and was determined based on the actual system sales of these locations for the year ended December 31, 2022. In accordance with the terms of the LP Agreement, ML LP also made a cash payment to Mr. Lube + Tires on May 1, 2023 of approximately \$192,000 representing the amount of the dividends of DIV that would have been received by Mr. Lube + Tires had the 832,848 common shares been issued to Mr. Lube + Tires on May 1, 2022.

On May 1, 2021, the Mr. Lube + Tires Royalty Pool was adjusted to include royalties from 13 new flagship Mr. Lube + Tires locations. The initial consideration previously paid by DIV was \$7.7 million, which represented 80% of the total estimated consideration for those 13 locations, which estimate was based on the forecast system sales of these 13 locations for the 2021 fiscal year. The remaining consideration payable for the net additional royalty revenue related to 7 of the 13 locations of \$1.6 million was paid by DIV to Mr. Lube + Tires in cash on May 1, 2022 based on the actual system sales of these locations for the year ended December 31, 2021. The remaining consideration payable for the net additional royalty revenue related to the remaining 6 of the 13 locations of \$2.8 million was paid by DIV to Mr. Lube + Tires in cash on May 1, 2023 (the "2021 True-up Consideration") based on the actual system sales of these locations for the year ended December 31, 2022.

In addition, Mr. Lube + Tires elected to defer the third royalty rate increase until the next adjustment date in respect of which the Mr. Lube + Tires royalty rate is eligible to be increased (subject to Mr. Lube + Tires' right to further defer the increase to the Mr. Lube + Tires royalty rate at such date).

DIV funded the payment of the 2023 Amendment Consideration and the 2021 True-up Consideration, by way of a one-time draw under its Acquisition Facility (defined below), which was subsequently re-financed through an amendment to the ML LP credit facility. For further details, see "Capital Resources – Acquisition Facility" and "Capital Resources – Term Loans" below.

### *Third Quarter*

System sales, a supplementary financial measure, reported by Mr. Lube + Tires for the Mr. Lube + Tires locations within the Mr. Lube + Tires Royalty Pool were \$95.5 million in the third quarter of 2023, compared to \$80.4 million in the third quarter of 2022. SSSG for the Mr. Lube + Tires locations within the Mr. Lube + Tires Royalty Pool was reported by Mr. Lube + Tires as 16.4% in the third quarter of 2023, compared to SSSG of 14.8% in the third quarter of 2022, primarily due to the sustained growth across all of Mr. Lube + Tires' offerings including oil change services, tire sales and services, and maintenance services offerings. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

Royalty income from Mr. Lube + Tires was \$7.3 million in the third quarter of 2023, an increase of 17.8% compared to the third quarter of 2022. The increase in royalty income was due to strong SSSG as well as the addition to the Mr. Lube + Tires Royalty Pool of five new Mr. Lube + Tires locations on May 1, 2023.

With the growth its tire sales and services offerings, Mr. Lube Canada Limited Partnership has now updated its core branding to "Mr. Lube + Tires".

### *Year-To-Date*

System sales, reported by Mr. Lube + Tires for the Mr. Lube + Tires locations within the Mr. Lube + Tires Royalty Pool were \$270.1 million for the nine months ended September 30, 2023, compared to \$222.3 million in the same prior period of 2022. SSSG for the Mr. Lube + Tires locations within the Mr. Lube + Tires Royalty Pool was reported by Mr. Lube + Tires as 18.4% for the nine months ended September 30, 2023, compared to SSSG of 18.3% in the same prior period of 2022, primarily due to the sustained growth across all of Mr. Lube + Tires' offerings including oil change services, tire sales and services, and maintenance services offerings, combined with higher customer traffic. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

Royalty income from Mr. Lube + Tires was \$20.4 million for the nine months ended September 30, 2023, an increase of 20.1% compared to the same prior period of 2022. The increase in royalty income was due to strong SSSG as well as the addition to the Mr. Lube + Tires Royalty Pool of four net new Mr. Lube + Tires locations on May 1, 2022 and five new Mr. Lube + Tires locations on May 1, 2023.

## **AIR MILES® Reward Program**

On June 1, 2023, BMO, through Loyalty Inc., completed its acquisition of the AIR MILES® Reward Program business from LoyaltyOne, Co. (the “AIR MILES Acquisition”). AM Royalties Limited Partnership (“AM LP”) (a wholly owned subsidiary of the Company) owns the Canadian AIR MILES® trademarks and certain related Canadian intellectual property rights (collectively, the “AIR MILES® Rights”). Prior to the AIR MILES Acquisition, AM LP licenced the AIR MILES® Rights to LoyaltyOne, Co. for use in the AIR Miles® Reward Program business in Canada in accordance with the terms of two license agreements (collectively, the “AIR MILES® Licenses”). In connection with the AIR MILES Acquisition, the AIR MILES® Licences were assigned to, and assumed by Loyalty Inc. and remain in full force and effect. Pursuant to the AIR MILES® Licences, Loyalty Inc. has an exclusive right to use the AIR MILES® Rights in exchange for a royalty payment equal to 1% of gross billings from the AIR MILES® Reward Program.

Gross billings for the AIR MILES® Reward Program is derived from several AIR MILES® metrics, with AIR MILES® reward miles issued being the primary metric, and other metrics including AIR MILES® reward miles redeemed, service revenue, commissions and promotional items. Variations in these metrics collectively affect DIV’s royalty income under the AIR MILES® Licenses.

### *Third Quarter and Year-To-Date*

For the third quarter of 2023, royalty income of \$1.1 million was generated from the AIR MILES® Licenses compared to \$1.7 million generated in the third quarter of 2022, a decrease of 37.8%. In the nine months ended September 30, 2023, royalty income of \$3.3 million was generated from the AIR MILES® Licenses compared to \$5.0 million generated in the same prior period of 2022, a decrease of 34.4%. The results in the period continue to be impacted by the completion of the AIR MILES Acquisition by BMO’s affiliate Loyalty Inc. and the winddown of the Sobey’s exit from the AIR MILES® Rewards Program in the second quarter of 2023. During the third quarter of 2023, AM LP repaid \$0.43 million of the principal amount of its term loan in accordance with its terms and expects to make a further partial repayment in the fourth quarter of 2023. For further details, see “Liquidity Risk” and “Capital Resources – Term Loans” below.

## **Sutton**

SGRS Royalties Limited Partnership (“SGRS LP”), an entity controlled by the Company, owns all the Canadian and US trademarks and certain other intellectual property rights utilized by Sutton in its residential real estate franchise business (the “SGRS Rights”).

On June 19, 2015, SGRS LP licenced the SGRS Rights to Sutton for 99 years in exchange for a monthly royalty payment (the “Sutton Royalty Rate”), based on the number of agents in the Sutton Royalty Pool. The Sutton Royalty Rate grows by 2.0% per year, effective July 1<sup>st</sup> of each year. On July 1, 2023, the monthly Sutton Royalty Rate was increased from \$64.614 per agent to \$65.906 per agent. There are currently 5,400 agents in the Sutton Royalty Pool.

### *Third Quarter and Year-To-Date*

Royalty income was \$1.1 million for the three months and \$3.2 million for the nine months ended September 30, 2023, which reflects the contractual 2% annual increase effective July 1, 2023.

## **Oxford**

OX Royalties Limited Partnership (“OX LP”), an entity controlled by DIV, owns the trademarks and certain other intellectual property rights utilized by Oxford in its franchised supplementary education services business (the “Oxford Rights”).

On February 20, 2020, OX LP licenced the Oxford Rights to Oxford for 99 years in exchange for a royalty equal to 7.67% of the gross sales (the “Oxford Royalty Rate”) from Oxford’s 146 franchise and corporate locations in Canada and the United States included in the royalty pool (the “Oxford Royalty Pool”). So long as certain royalty coverage tests are met, Oxford is eligible to add new Oxford locations to the Oxford Royalty Pool on May 1st of each year. In consideration for the addition of net new Oxford locations into the Oxford Royalty Pool, Oxford will be entitled, subject to TSX approval, to exchange certain of the limited partnership units of OX LP held by Oxford for common shares of DIV, or cash at DIV’s election.

Oxford will also, subject to meeting certain performance criteria, be provided opportunities to increase the Oxford Royalty Rate in six 0.25% increments during the life of the royalty. In consideration for each incremental Oxford Royalty Rate increase, Oxford will be entitled, subject to TSX approval, to exchange certain of the limited partnership units of OX LP for common shares of DIV, or cash at DIV’s election.

### *Third Quarter*

System sales, a supplementary financial measure, reported by Oxford for the Oxford locations within the Oxford Royalty Pool were \$11.6 million in the third quarter of 2023, compared to \$11.6 million in the third quarter of 2022. Oxford reported that Oxford locations in the Oxford Royalty Pool generated SSSG, a supplementary financial measure, on a constant currency



basis of -0.9% in the third quarter of 2023 (after the impact of foreign currency translation, SSSG was -0.5%), compared to 8.9% in the third quarter of 2022 (after the impact of foreign currency translation, SSSG was 9.5%).

Oxford's results in the third quarter of 2023 were flat compared to the prior period after two quarters of strong growth, however, Oxford's system sales are comparable to pre-pandemic levels. Royalty income from Oxford was \$0.9 million in the third quarters of 2023 and 2022. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

#### *Year-To-Date*

System sales, reported by Oxford for the Oxford locations within the Oxford Royalty Pool were \$42.9 million for the nine months ended September 30, 2023, compared to \$39.4 million in the same prior period of 2022. Oxford reported that Oxford locations in the Oxford Royalty Pool generated SSSG, a supplementary financial measure, on a constant currency basis of 8.2% for the nine months ended September 30, 2023 (after the impact of foreign currency translation, SSSG was 8.9%), compared to 15.0% for the nine months ended September 30, 2022 (after the impact of foreign currency translation, SSSG was 15.4%).

Royalty income from Oxford was \$3.3 million for the nine months ended September 30, 2023, compared to \$3.0 million in the same prior period of 2022 due to positive SSSG for the period, representing an overall increase in demand for Oxford's tutoring services. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

#### **Mr. Mikes**

MRM Royalties Limited Partnership ("MRM LP"), an entity controlled by the Company, owns the trademarks and certain related other intellectual property rights utilized by Mr. Mikes in its restaurant business (the "MRM Rights").

On May 20, 2019, MRM LP licenced the MRM Rights to Mr. Mikes for 99 years, in exchange for an initial royalty payment equal to 4.35% of notional system sales of the Mr. Mikes restaurants in the Prior Mr. Mikes Royalty Pool. As a result of the Amended MRM Royalty Agreements (defined below), effective June 13, 2022, Mr. Mikes pays a royalty to MRM LP equal to 4.35% of the gross sales of the Mr. Mikes restaurants in the Mr. Mikes Royalty Pool, as the same may be adjusted from time to time in accordance with the terms of the Amended MRM Royalty Agreements (defined below).

#### *Amended MRM Royalty Agreements*

On November 9, 2022, DIV, MRM LP, MRM Royalties GP Inc. ("MRM GP") and Mr. Mikes, as applicable, entered into an Amended and Restated Licence and Royalty Agreement, an Amended and Restated Agreement of Limited Partnership of MRM LP, an Amended and Restated Governance Agreement, an Amended and Restated General Security Agreement and an amendment to the Promissory Note in the outstanding amount of approximately \$4.95 million (the "Amended Note") which was issued by MRM LP to Mr. Mikes as deferred purchase price in connection with the initial acquisition of the MRM Rights in 2019 (collectively, the "Amended MRM Royalty Agreements"). The Amended MRM Royalty Agreements are retroactively effective as of June 13, 2022.

Pursuant to the Amended MRM Royalty Agreements, Mr. Mikes pays a royalty to MRM LP equal to 4.35% (the "Mr. Mikes Royalty Rate") of the gross sales of the Mr. Mikes restaurants in the Mr. Mikes Royalty Pool, which royalty pool was amended to include all 44 Mr. Mikes restaurants in operation as of June 13, 2022.

As part of the Amended MRM Royalty Agreements, Mr. Mikes paid 50% of the outstanding deferred contractual royalty and management fees of \$0.4 million to MRM LP and DIV in Q4 2022 with the balance to be paid in four equal payments on or before the end of each quarter in 2023, with the first two payments having been received in March and June 2023.

The foregoing is a summary of certain terms of the Amended MRM Royalty Agreements and does not purport to be complete. For further details, see the full terms of the Amended and Restated Licence and Royalty Agreement, the Amended and Restated Agreement of Limited Partnership of MRM LP, and the Amended and Restated Governance Agreement, copies of which are available under DIV's profile on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

#### *Third Quarter*

Mr. Mikes reported that SSSG, a supplementary financial measure, for Mr. Mikes restaurants in the Mr. Mikes Royalty Pool was approximately 3.6% in the third quarter of 2023 compared to 8.7% for the third quarter of 2022.

Royalty income from Mr. Mikes was \$1.2 million in the third quarter of 2023, which includes a payment of \$0.05 million to DIV and its subsidiary MRM LP representing partial payment of deferred contractual royalty and management fees compared to \$1.7 million in the third quarter of 2022, which includes a one-time payment of \$0.58 million, representing partial payment of deferred contractual royalty and management fees.

### *Year-To-Date*

Mr. Mikes reported that SSSG, a supplementary financial measure, for Mr. Mikes restaurants in the Mr. Mikes Royalty Pool was approximately 11.0% for the nine months ended September 30, 2023 compared to 29.7% for the same prior period of 2022.

Royalty income from Mr. Mikes was \$3.4 million for the nine months ended September 30, 2023, which includes payments of \$0.14 million to DIV and its subsidiary MRM LP representing partial payment of deferred contractual royalty and management fees compared to \$3.9 million in the same prior period of 2022, which includes payments of \$1.13 million for partial payment of deferred contractual royalty and management fees. The performance of the Mr. Mikes restaurants in the Mr. Mikes Royalty Pool were significantly more negatively impacted by vaccine and mask mandates and other government restrictions related to the COVID-19 pandemic in 2021 than 2022, resulting in significantly higher SSSG in the comparable prior period.

### **Nurse Next Door**

On November 15, 2019, NND Royalties Limited Partnership (“NND Royalties LP”) licenced the trademarks and certain other intellectual property rights utilized by Nurse Next Door in its premium home care business (the “NND Rights”) to Nurse Next Door for 99 years in exchange for a gross royalty (the “Gross Royalty”) equal to the greater of: (i) 6% of gross sales from Nurse Next Door franchises and corporate stores in Canada and the United States, and (ii) approximately \$0.42 million per month, which amount shall increase at a fixed rate of 2% per annum (being the DIV Royalty Entitlement, a non-IFRS measure). To the extent the Gross Royalty is greater than the DIV Royalty Entitlement, Nurse Next Door is entitled to receive the excess amount in the form of a cash distribution paid by NND Royalties LP on the NND Exchangeable Units held by Nurse Next Door (the “Nurse Next Door Distribution Entitlement”).

Subject to certain royalty coverage tests being met, Nurse Next Door is eligible to sell incremental royalties to NND Royalties LP. In consideration for the incremental royalty, Nurse Next Door will be entitled, subject to TSX approval, to indirectly exchange certain of the limited partnership units of NND Royalties LP held by Nurse Next Door for common shares of DIV, or cash at DIV’s election, based on a formula that is intended to be accretive to DIV.

Nurse Next Door has the ability to repurchase the NND Rights from NND Royalties LP (the “NND Buy-Out Option”) at any time after November 15, 2026. Due to the NND Buy-Out Option, NND Royalties LP does not satisfy the tests under IFRS to establish control over the NND Rights; accordingly, the Company cannot recognize the NND Rights as an intangible asset on its consolidated statement of financial position and the transaction is accounted for as a financing arrangement. Under IFRS, DIV is required to record its investment in NND Royalties LP as a financial instrument and the income earned from this investment as finance income, which does not allow for a direct comparison of the income received from this investment to the royalties received from DIV’s other Royalty Partners, which attract different treatment under IFRS. To allow readers to assess the performance of DIV’s royalty arrangements with Nurse Next Door on a basis consistent with the royalties received from DIV’s other Royalty Partners, the Company reports the DIV Royalty Entitlement as a non-IFRS financial measure. Refer to “Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures” in this MD&A.

### *Third Quarter and Year-To-Date*

The DIV Royalty Entitlement was \$1.3 million for the three months and \$3.8 million for the nine months ended September 30, 2023, and reflects the contractual 2.0% increase effective October 1, 2022, compared to the same prior period of 2022. Refer to the “Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures” sections of this MD&A.

### **Stratus**

On November 14, 2022, the Company acquired through Strat-B Royalties Limited Partnership (“Strat-B LP”) (an entity controlled by the Company), the trademarks and certain other intellectual property rights utilized by Stratus in its commercial cleaning and building maintenance franchise business (the “Stratus Rights”) for a purchase price of US\$59.4 million. The Company granted Stratus the license to use the Stratus Rights in exchange for a royalty payment currently equal to US\$6.0 million per annum which increases each November at a rate of 5% in 2023, 2024, 2025 and 2026 and 4% thereafter.

Stratus may increase the annual royalty payable on April 1st of each year following the closing date (each a “Stratus Adjustment Date”) subject to Stratus satisfying certain royalty coverage tests. The amount of each royalty increase cannot be less than US\$1.0 million per annum and must, in respect of amounts over that threshold, be in increments of US\$0.1 million per annum. In consideration for a royalty increase on a Stratus Adjustment Date, Strat-B LP will pay an amount to Stratus in cash, based on a formula that is intended to be accretive to DIV.

### *Third Quarter and Year-To-Date*

Royalty income was \$2.0 million (US\$1.5 million, translated at an average foreign exchange rate of \$1.3413 to US\$1) for the three months and \$6.1 million (US\$4.5 million, translated at an average foreign exchange rate of \$1.3454 to US\$1) for the nine months ended September 30, 2023.

## **BarBurrito**

On October 4, 2023, DIV and its wholly-owned subsidiary BARB Royalties Limited Partnership (“BARB LP”) entered into an acquisition agreement with BarBurrito Restaurants Inc. (“BarBurrito”) and an affiliate of BarBurrito pursuant to which BARB LP acquired (the “Acquisition”) the trademarks and certain other intellectual property rights utilized by BarBurrito in its quick service Mexican restaurants in Canada (the “BarBurrito Rights”) for a purchase price (the “Purchase Price”), excluding GST, of \$72.0 million cash, a retained interest provided to BarBurrito through the issuance of limited partnership units of BARB LP (collectively, the “BarBurrito Retained Interest”) and a \$36.0 million promissory note that is repayable by BARB LP to BarBurrito in one or more payments as consideration for eligible new BarBurrito locations added to the BarBurrito royalty pool (as discussed further below), for a total of \$108.0 million. The cash portion of the Purchase Price was funded with (i) \$50.0 million drawn from the Acquisition Facility, (ii) cash on hand of \$2.0 million, (iii) \$10.0 million drawn from a new senior credit facility issued to BARB LP, and (iv) \$10.0 million drawn from a new senior term credit facility issued to DIV (the “Additional Term Facility”).

Immediately following the closing of the Acquisition, DIV licenced the BarBurrito Rights back to BarBurrito for 99 years, in exchange for an initial royalty payment of \$8.3 million per annum (the “Royalty” and together with the Acquisition, the Transaction”). The Royalty grows at a fixed rate of 4% per annum for the first seven years and, commencing on January 1, 2031, will fluctuate based on the gross sales of the BarBurrito locations in the royalty pool (initially including 225 locations) (the “BarBurrito Royalty Pool”). So long as certain royalty coverage tests are met, BarBurrito will be able to include eligible new BarBurrito locations in the BarBurrito Royalty Pool commencing on January 1, 2025. On the addition of net new BarBurrito locations into the BarBurrito Royalty Pool, BARB LP will firstly pay down the \$36.0 million promissory note issued by BARB LP at closing of the Transaction in cash at an 8.75x multiple. After the promissory note has been repaid in full, on the addition of net new BarBurrito locations into the BarBurrito Royalty Pool, BarBurrito will be entitled to exchange certain of the limited partnership units of BARB LP comprising part of the BarBurrito Retained Interest for common shares of DIV (or cash, at DIV’s election) at a 7.75x multiple. The \$36.0 million promissory note is non-interest bearing and repayable by BARB LP to BarBurrito in one or more payments as consideration for eligible new BarBurrito locations added to the BarBurrito Royalty Pool. Commencing January 1, 2031, when the Royalty begins to fluctuate based on the gross sales of the BarBurrito locations in the BarBurrito Royalty Pool and subject to meeting certain performance criteria, BarBurrito will also be provided opportunities to increase the royalty rate (“Royalty Rate”) then payable in six, 0.25% increments during the life of the Royalty. In consideration for each incremental Royalty Rate increase, BarBurrito will be entitled to exchange certain of the limited partnership units of BARB LP comprising the BarBurrito Retained Interest for common shares of DIV (or cash, at DIV’s election) based on a formula that is accretive to DIV shareholders.

Payment of the Royalty is secured by a general security agreement granted by BarBurrito to BARB LP, and by a secured corporate guarantee granted to BARB LP by certain affiliates of BarBurrito that are involved in the BarBurrito business in Canada.

The foregoing is a summary of certain terms of the agreements governing the Transaction with BarBurrito and does not purport to be complete. For further details, see the full terms of acquisition agreement, licence and royalty agreement and certain related agreements entered into in connection therewith, copies of which are available under DIV’s profile on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

### *DIV and BARB Royalties Credit Facilities*

BARB LP financed \$10.0 million of the Purchase Price with new bank debt (the “BARB LP Credit Facility”). October 4, 2023, DIV initially announced the BARB LP Credit Facility had a term of approximately 5 years; however, subsequent to closing, the term of the BARB LP Credit Facility was revised to 3 years at the request of the lender. The BARB Credit Facility is non-amortizing and has a floating interest rate based on bankers’ acceptance rate plus a credit spread. The BARB Credit Facility is secured by the BarBurrito Rights and the royalties payable by BarBurrito under the BarBurrito licence and royalty agreement, and has covenants customary for this type of a credit facility. BARB LP is obligated to enter into an interest rate swap for 75% of the principal balance of the BARB LP Credit Facility within 90 days of closing.

In connection with the Transaction, DIV amended the credit agreement governing its Acquisition Facility to add the Additional Term Facility of \$10.0 million with a term of 18 months. The Additional Term Facility is non-amortizing and has a floating interest rate based on bankers’ acceptance rate plus a credit spread. The Acquisition Facility is secured by a general security interest over the assets of the DIV and, if requested by the lender, may be secured by specific assignments of certain material agreements entered into by DIV from time to time, and has covenants customary for this type of credit facility. DIV intends to pay down the Acquisition Facility through a combination of cash flows, debt refinancings and/or capital markets transactions. As noted above, DIV also drew \$50.0 million from the Acquisition Facility in addition to the draw under the Additional Term Facility to partially finance the Acquisition. For further details, see “Capital Resources – Acquisition Facility”.

Founded in 2005, BarBurrito has over 260 quick service Mexican restaurants in Canada. All of BarBurrito’s locations are franchised, except for one corporate store, and substantially all future growth is currently expected to result from opening additional franchised locations.

The foregoing is a summary of certain terms of the BARB LP Credit Facility, the Additional Term Facility and the Acquisition Facility and does not purport to be complete. For further details, see the full terms of the credit agreements governing such facilities, copies of which are available under DIV’s profile on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

The BarBurrito Transaction has no impact on the Q3, 2023 Financial Statements, other than the inclusion of a subsequent event note with respect to the Transaction. In connection with the Transaction, DIV also announced an increase to its annual dividend policy effective November 2023. For details, see "Dividends to Shareholders".

## EBITDA, NORMALIZED EBITDA AND DISTRIBUTABLE CASH

The following table reconciles the non-IFRS financial measures of EBITDA, normalized EBITDA, and distributable cash to net income, the most directly comparable IFRS measure disclosed in the financial statements:

| (000's except per share amounts and payout ratio%)                        | Three months ended September 30, 2023 |                 | Nine months ended September 30, 2022 |                  |
|---|---------------------------------------|-----------------|--------------------------------------|------------------|
|   | 2023                                  | 2022            | 2023                                 | 2022             |
| <b>Net income</b>   | \$ 6,847                              | \$ 6,728        | \$ 22,631                            | \$ 20,067        |
| Interest expense on credit facilities                                     | 2,915                                 | 2,288           | 8,683                                | 6,474            |
| Income tax expense  | 2,603                                 | 2,862           | 8,573                                | 7,697            |
| Depreciation expense  | 25                                    | 25              | 75                                   | 74               |
| <b>EBITDA<sup>1</sup></b>   | <b>12,390</b>                         | <b>11,903</b>   | <b>39,962</b>                        | <b>34,312</b>    |
| Adjustments:  |                                       |                 |                                      |                  |
| Share-based compensation  | 324                                   | 267             | 1,004                                | 823              |
| Other finance costs, net  | 437                                   | 660             | 1,240                                | 1,489            |
| Fair value adjustment on financial instruments                            | (417)                                 | (1,966)         | (4,900)                              | (6,585)          |
| Payment of lease obligations  | (26)                                  | (27)            | (79)                                 | (79)             |
| DIV Royalty Entitlement, net of<br>NND Royalties LP expenses <sup>1</sup> | 1,277                                 | 1,250           | 3,811                                | 3,736            |
| <b>Normalized EBITDA<sup>1,2</sup></b>                                    | <b>13,985</b>                         | <b>12,087</b>   | <b>41,038</b>                        | <b>33,696</b>    |
| Add: Interest on \$52,500 of 2022 Debenture overlap <sup>3</sup>          | -                                     | -               | -                                    | 168              |
| Add: interest income  | 45                                    | 18              | 156                                  | 87               |
| Less: principal paid on credit facilities <sup>4</sup>                    | (431)                                 | -               | (431)                                | -                |
| Less: distributions on exchangeable MRM units                             | (53)                                  | (44)            | (126)                                | (112)            |
| Less: current tax expense   | (1,501)                               | (1,822)         | (4,216)                              | (4,376)          |
| Less: interest paid on credit facilities                                  | (2,915)                               | (2,288)         | (8,683)                              | (6,474)          |
| <b>Distributable cash<sup>1,2</sup></b>                                   | <b>\$ 9,130</b>                       | <b>\$ 7,951</b> | <b>\$ 27,738</b>                     | <b>\$ 22,989</b> |
| Distributable cash per share <sup>1</sup>                                 | \$ 0.0638                             | \$ 0.0639       | \$ 0.1948                            | \$ 0.1860        |
| Dividends declared per share  | 0.0602                                | 0.0550          | 0.1802                               | 0.1650           |
| Weighted average number of shares<br>outstanding - basic                  | 143,133                               | 124,428         | 142,378                              | 123,604          |
| <b>Payout Ratio<sup>1</sup></b>   | <b>94.4%</b>                          | <b>86.1%</b>    | <b>92.5%</b>                         | <b>88.7%</b>     |

- 1) EBITDA, normalized EBITDA, distributable cash and DIV Royalty Entitlement net of NND Royalties LP Expenses are non-IFRS financial measures and as such, do not have standardized meanings under IFRS. Distributable cash per share and payout ratio are non-IFRS ratios. For additional information, refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.
- 2) For the three and nine months ended September 30, 2023, Mr. Mikes adjusted revenue includes a payment of \$0.05 million and \$0.14 million, respectively (three and nine months ended September 30, 2022 - \$0.60 million and \$1.15 million, respectively) representing partial payment of deferred contractual royalty fees and management fees, which has been recognized as revenue upon collection.
- 3) After-tax impact on the 5.25% interest expense related to the \$52,500 principal amount of the convertible unsecured subordinated debentures of the Company due December 31, 2022 (the "2022 Debentures"), which was outstanding concurrent with the 2027 Debentures for one month (April 2022) before partial redemption.
- 4) Representing the contractual partial paydown on the AM LP Credit Facility in August 2023.

The following table reconciles the non-IFRS financial measure distributable cash to cash flows generated from operating activities, the most directly comparable IFRS measure disclosed in the financial statements:

| (000's)   | Three months ended September 30, |                 | Nine months ended September 30, |                  |
|---|----------------------------------|-----------------|---------------------------------|------------------|
|   | 2023                             | 2022            | 2023                            | 2022             |
| <b>Cash flows generated from operating activities</b>             | \$ 10,424                        | \$ 9,260        | \$ 23,416                       | \$ 20,225        |
| Current tax expense <sup>2</sup>                                  | (1,501)                          | (1,822)         | (4,216)                         | (4,376)          |
| Accrued interest on convertible debentures                        | (788)                            | (853)           | (788)                           | (853)            |
| Principal paid on credit facilities                               | (431)                            | -               | (431)                           | -                |
| Interest on \$52,500 of 2022 Debenture overlap <sup>3</sup>       | -                                | -               | -                               | 168              |
| Distributions on exchangeable MRM units <sup>4</sup>              | -                                | 278             | -                               | 278              |
| Distributions on MRM units earned in current periods <sup>4</sup> | (53)                             | (44)            | (126)                           | (112)            |
| Payment of lease obligations                                      | (26)                             | (27)            | (79)                            | (79)             |
| NND LP expenses   | -                                | (2)             | (20)                            | (21)             |
| Accrued DIV Royalty Entitlement, net of distributions             | 56                               | 2               | -                               | 21               |
| Foreign exchange and other  | 315                              | 2               | (166)                           | -                |
| Changes in working capital  | (503)                            | 39              | 4,105                           | 2,710            |
| Taxes paid  | 1,637                            | 1,119           | 6,043                           | 5,028            |
| <b>Distributable cash<sup>1</sup></b>                             | <b>\$ 9,130</b>                  | <b>\$ 7,951</b> | <b>\$ 27,738</b>                | <b>\$ 22,989</b> |

- 1) Distributable cash is a non-IFRS financial measure and as such, does not have a standardized meaning under IFRS. For additional information, refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.
- 2) Income tax expense excluding US withholding taxes paid. Refer to the "Income Tax Expense" section of this MD&A.
- 3) After-tax impact on the 5.25% interest expense related to the \$52,500 principal 2022 Debentures, which was outstanding concurrent with the 2027 Debentures for one month (April 2022) before partial redemption.
- 4) \$0.3 million in total distributions paid from MRM LP to Mr. Mikes on MRM LP exchangeable units relates to both current and historical deferred royalty amounts for the nine months ended September 30, 2022. For three and nine months ended September 30, 2023, \$0.05 million and \$0.1 million in distributions, respectively, are related to current royalty amounts. For three and nine months ended September 30, 2022, \$0.04 million and \$0.1 million in distributions, respectively, were pro rated for royalty amounts in the respective period and the remaining distributions are related to historical deferred royalty amounts.

### Distributable Cash

In the third quarter of 2023, distributable cash, a non-IFRS financial measure, increased to \$9.1 million compared to \$8.0 million in the prior period (a decrease of \$0.0001 per share). The increase in distributable cash was primarily due to higher adjusted revenue, a non-IFRS measure (see "Revenue" below), partially offset by higher interest expense, general and administrative expenses and professional fees. The decrease in distributable cash per share, a non-IFRS ratio, of \$0.0001 per share was primarily due to a higher weighted average number of common shares outstanding, partially offset by an increase in distributable cash. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" and "Dividends to Shareholders" in this MD&A.

For the nine months ended September 30, 2023, distributable cash, increased to \$27.7 million compared to \$23.0 million in the prior period (an increase of \$0.0088 per share). The increase in distributable cash was primarily due to higher adjusted revenue, partially offset by higher interest expense, general and administrative expenses and professional fees. The increase in distributable cash per share, was primarily due to the increase in distributable cash, partially offset by a higher weighted average number of common shares outstanding.

### Dividends Declared

In the third quarter of 2023, the Company declared dividends in the aggregate amount of \$8.6 million (\$0.060 per share), compared to \$6.8 million (\$0.055 per share) in the same prior period of 2022. The increase in the total amount of dividends declared was due to a higher weighted average number of common shares outstanding in the third quarter of 2023 and the increase in the monthly dividend per share in October 2022 and in January 2023 (see "Dividends to Shareholders").

For the nine months ended September 30, 2023, the Company declared dividends in the aggregate amount of \$25.6 million (\$0.180 per share), compared to \$20.4 million (\$0.165 per share) in the same prior period of 2022. The increase in the total amount of dividends declared was due to a higher weighted average number of common shares outstanding for the nine months ended September 30, 2023 and the increase in the monthly dividend per share in October 2022 and in January 2023.

### Payout Ratio

The payout ratio, a non-IFRS ratio, is calculated by dividing the dividends paid in that period by the distributable cash, a non-IFRS measure, generated in that period. In the third quarter of 2023, the payout ratio was 94.4% on dividends of \$0.060 per share for the quarter compared to the payout ratio in the third quarter of 2022 of 86.1% based on dividends of \$0.055 per share. On a pro forma basis, if the dividends in the third quarter of 2022 were paid out at \$0.060 per share, the payout ratio would have been 94.2%.

For the nine months ended September 30, 2023, the payout ratio was 92.5% on dividends of \$0.180 per share compared to the payout ratio in the same prior period of 2022 of 88.7% based on dividends of \$0.165 per share. On a pro forma basis, if the dividends for the nine months ended September 30, 2022 were paid out at \$0.180 per share, the payout ratio would have been 96.9%.

The payout ratio does not factor in any cash savings to the Company as a result of the Company's dividend reinvestment plan ("DRIP"). Refer to the section "Dividends to Shareholders – Dividend Reinvestment Plan" below. Payout ratio is a non-IFRS ratio and as such, does not have a standardized meaning under IFRS. For additional information, refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" and "Dividends to Shareholders" in this MD&A.

## RESULTS OF OPERATIONS

The following table sets out select information from the financial statements of the Company together with other data and should be read in conjunction with the Q3 2023 Financial Statements:

| (000's)   | Three months ended September 30, |                 | Nine months ended September 30, |                  |
|---|----------------------------------|-----------------|---------------------------------|------------------|
|   | 2023                             | 2022            | 2023                            | 2022             |
| Royalty income  | \$ 13,484                        | \$ 11,493       | \$ 39,721                       | \$ 32,064        |
| Management fees   | 128                              | 148             | 381                             | 399              |
|   | 13,612                           | 11,641          | 40,102                          | 32,463           |
| Expenses:   |                                  |                 |                                 |                  |
| Salaries and benefits   | 473                              | 471             | 1,568                           | 1,569            |
| Share-based compensation                                      | 324                              | 267             | 1,004                           | 823              |
| General and administration                                    | 264                              | 198             | 788                             | 592              |
| Professional fees   | 166                              | 133             | 515                             | 337              |
|   | 1,227                            | 1,069           | 3,875                           | 3,321            |
| Income from operations  | 12,385                           | 10,572          | 36,227                          | 29,142           |
| Interest expense on credit facilities                         | (2,915)                          | (2,288)         | (8,683)                         | (6,474)          |
| Other finance costs, net                                      | (437)                            | (660)           | (1,240)                         | (1,489)          |
| Fair value adjustment on financial instruments                | 417                              | 1,966           | 4,900                           | 6,585            |
| Income before income taxes                                    | 9,450                            | 9,590           | 31,204                          | 27,764           |
| Income tax expense  | 2,603                            | 2,862           | 8,573                           | 7,697            |
| <b>Income for the period</b>                                  | <b>\$ 6,847</b>                  | <b>\$ 6,728</b> | <b>\$ 22,631</b>                | <b>\$ 20,067</b> |
| <b>Other comprehensive income</b>                             |                                  |                 |                                 |                  |
| Item that may be reclassified subsequently to profit or loss: |                                  |                 |                                 |                  |
| Foreign currency translation adjustment                       | 1,535                            | -               | 143                             | -                |
| <b>Other comprehensive income for the period</b>              | <b>\$ 1,535</b>                  | <b>\$ -</b>     | <b>\$ 143</b>                   | <b>\$ -</b>      |
| <b>Total comprehensive income for the period</b>              | <b>\$ 8,382</b>                  | <b>\$ 6,728</b> | <b>\$ 22,774</b>                | <b>\$ 20,067</b> |

## Revenue

### Third Quarter

Revenue in the third quarter of 2023 was \$13.6 million compared to \$11.6 million in the comparable quarter in 2022. After taking into account the DIV Royalty Entitlement, a non-IFRS measure related to Nurse Next Door, adjusted revenue, a non-IFRS measure, was \$14.9 million in the third quarter of 2023 compared to \$12.9 million in comparable quarter in 2022. Adjusted revenue increased primarily due to Mr. Lube + Tires' positive SSSG, a supplementary financial measure, the addition of five new locations (May 1, 2023) to the Mr. Lube + Tires Royalty Pool, incremental royalty revenue received through the acquisition of the Stratus Rights on November 15, 2022, positive SSSG at Mr. Mikes, the contractual 2% increase in the DIV Royalty Entitlement from Nurse Next Door and the contractual 2% increase in the Sutton Royalty Rate, partially offset by lower royalty income from AIR MILES®. Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

### Year-To-Date

Revenue for the nine months ended September 30, 2023 was \$40.1 million compared to \$32.5 million in the prior period. After taking into account the DIV Royalty Entitlement, adjusted revenue, was \$43.9 million for the nine months ended September 30, 2023 compared to \$36.2 million in the prior period. Adjusted revenue increased primarily due to Mr. Lube + Tires' positive SSSG, the addition of four net locations (May 1, 2022) and five new locations (May 1, 2023) to the Mr. Lube +

Tires Royalty Pool, incremental royalty revenue received through the acquisition of the Stratus Rights on November 15, 2022, positive SSSG at Oxford and Mr. Mikes, the contractual 2% increase in the DIV Royalty Entitlement from Nurse Next Door and the contractual 2% increase in the Sutton Royalty Rate, partially offset by lower royalty income from AIR MILES®.

## Salaries and Benefits

### Third Quarter and Year-To-Date

Salaries and benefits expense were flat for the three months and nine months ended September 30, 2023 when compared to the same prior period.

## Share-based Compensation

### Third Quarter and Year-To-Date

Share-based compensation increased by \$0.06 million for the three months and \$0.18 million for the nine months ended September 30, 2023 when compared to the same prior period. The increase was primarily due to a higher DIV share price for stock options granted in the period resulting in a high valuation in share-based compensation compared to the comparable period, plus incremental share-based compensation expense related to Director's fees.

## General and Administration

### Third Quarter and Year-To-Date

General and administration expense increased by \$0.07 million for the three months and \$0.2 million for the nine months ended September 30, 2023 when compared to the same prior period. The increase was primarily due to an increase in marketing, business development and shareholder engagement costs, partially offset by a decrease in travel expenses.

## Professional Fees

### Third Quarter and Year-To-Date

Professional fees are comprised of legal, audit, tax, advisory, and consulting services. Professional fees increased by \$0.03 million for the three months and \$0.18 million for the nine months ended September 30, 2023 when compared to the same prior period. The increase was primarily due to incremental consulting fees and increased accounting, tax and legal expenses.

## Interest Expense on Credit Facilities

### Third Quarter and Year-To-Date

Interest expense on credit facilities for the three and nine months ended September 30, 2023 increased compared to the same prior periods. The increases were due to: (i) a new US\$15.0 million Strat-B LP term loan facility effective November 15, 2022; (ii) a \$15.0 million increase in the ML LP loan effective November 15, 2022; (iii) a \$12.0 million increase in the ML LP loan effective August 15, 2023; (iv) higher interest rates on the unswapped portion of the Company's term loan facilities; (v) the higher coupon rate of the 2027 Debentures (defined below) bearing interest at an annual rate of 6.0% compared to an annual rate of 5.25% for the 2022 Debentures; and (vi) incremental interest accrued on the \$10.5 million outstanding portion of the Acquisition Facility; partially offset by the interest for the \$5.0 million balance on the debentures outstanding in the prior period and redeemed on December 20, 2022.

## Other Finance Costs, Net

The following table summarizes other finance costs, net for the three and nine months ended September 30, 2023 and 2022:

| (000's)  | Three months ended September 30, |          | Nine months ended September 30, |            |
|--|----------------------------------|----------|---------------------------------|------------|
|  | 2023                             | 2022     | 2023                            | 2022       |
| Finance income                                   | \$ 45                            | \$ 18    | \$ 156                          | \$ 87      |
| Foreign exchange (loss) gain                     | (4)                              | 5        | (21)                            | 6          |
| Distributions on Exchangeable Units <sup>1</sup> | (53)                             | (278)    | (126)                           | (278)      |
| Fair value adjustment on promissory note         | (99)                             | -        | (286)                           | -          |
| Accretion expense and other                      | (143)                            | (193)    | (423)                           | (663)      |
| Amortization of deferred financing fees          | (183)                            | (212)    | (540)                           | (641)      |
|  | \$ (437)                         | \$ (660) | \$ (1,240)                      | \$ (1,489) |

1) \$0.3 million in total distributions for the three and nine months ended September 30, 2022 paid from MRM LP to Mr. Mikes on MRM LP exchangeable units relates to both current and historical deferred royalty amounts. Distributions for the three and nine months ended September 30, 2023 relate to current royalty amounts only.

### *Third Quarter and Year-To-Date*

Other finance costs, net of income, for the three and nine months ended September 30, 2023, decreased by \$0.22 million and \$0.25 million respectively, compared to the same prior periods. The decrease for the three and nine months ended September 30, 2023 was primarily due to the \$0.3 million in total distributions on MRM LP Units relating to current and historical deferred royalty amounts.

### **Fair Value Adjustment on Financial Instruments**

The fair value adjustment on financial instruments consists of fair value changes on the Company's interest rate swaps, the Company's investment in NND Royalties LP, the MRM LP exchangeable units and ML LP exchangeable units.

#### *Third Quarter*

The fair value gain on financial instruments in the third quarter of 2023 consists of a \$0.3 million gain on the Company's investment in NND royalties LP, a \$0.1 million gain on the Company's interest rate swaps and a \$0.1 million gain on the MRM LP exchangeable units.

The fair value gain on financial instruments in the third quarter of 2022 consists of a \$1.6 million gain on the Company's investment in NND Royalties LP, a \$0.4 million gain on the Company's interest rate swaps slightly offset by a negligible loss on the MRM LP exchangeable units.

#### *Year-To-Date*

The fair value gain on financial instruments for the nine months ended September 30, 2023, consists of a \$4.1 million gain on the Company's investment in NND royalties LP, a \$0.7 million gain on the Company's interest rate swaps and a \$0.1 million gain on the MRM LP exchangeable units.

The fair value gain on financial instruments for the nine months ended September 30, 2022, consists of a \$3.6 million gain on the Company's interest rate swaps, a \$3.0 million gain on the Company's investment in NND Royalties LP, partially offset by a negligible loss on the MRM LP exchangeable units.

### **Income Tax Expense**

#### *Third Quarter and Year-To-Date*

The income tax expense decreased by \$0.3 million for the three months and increased by \$0.9 million for the nine months ended September 30, 2023 when compared to the same prior periods. The decrease for the three months ended September 30, 2023 was primarily due to lower income before taxes and the increase for the nine months ended September 30, 2023 was primarily due to higher income before taxes.

Income tax expense includes US withholding tax which consists of United States federal taxes withheld at a rate of 10% of gross royalty income generated from sources within the United States. Income tax expense includes \$0.2 million for the three months and \$0.6 million for the nine months ended September 30, 2023 in US withholding tax on royalty income earned through Strat- B LP.

#### *Undepreciated Capital Cost Allowance*

The Company has intangible assets related to the SGRS Rights, ML Rights, AIR MILES® Rights, MRM Rights, Oxford Rights, and Stratus Rights, which have an aggregate undepreciated capital cost allowance of approximately \$255.4 million at September 30, 2023. In addition, pursuant to NND Royalties LP's limited partnership agreement, its undepreciated capital cost allowance of approximately \$42.5 million at September 30, 2023 is allocated to the Company for tax purposes.

### **Other Comprehensive Income**

#### *Third Quarter*

The foreign currency translation adjustment for the three months ended September 30, 2023 relates to the translation of Strat-B LP's assets and liabilities from US dollar functional currency to Canadian dollar presentation currency. The \$1.5 million other comprehensive income is primarily due to foreign exchange gain on translation of US\$60.0 million in intangible assets partially offset by the foreign exchange loss on translation of US\$15.0 million in long-term debt, between the June 30, 2023 rate (\$1.3242 to US\$1) and the period end rate at September 30, 2023 (\$1.3577 to US\$1).

#### *Year-To-Date*

The foreign currency translation adjustment for the nine months ended September 30, 2023 relates to the translation of Strat-B LP's assets and liabilities from US dollar functional currency to Canadian dollar presentation currency. The \$0.1 million other comprehensive income is primarily due to foreign exchange gain on translation of US\$60.0 million in intangible assets partially offset by the foreign exchange loss on translation of US\$15.0 million in long-term debt, between the December 31, 2022 rate (\$1.3544 to US\$1) and the period end rate at September 30, 2023 (\$1.3577 to US\$1).



## SUMMARY OF QUARTERLY RESULTS

The following table discloses certain unaudited financial data for the eight most recently completed quarters:

|                                  | 1         | 2         | 3         | 4          | 5         | 6         | 7        | 8         |
|----------------------------------|-----------|-----------|-----------|------------|-----------|-----------|----------|-----------|
| (000's except per share amounts) | Q3 2023   | Q2 2023   | Q1 2023   | Q4 2022    | Q3 2022   | Q2 2022   | Q1 2022  | Q4 2021   |
| Revenue                          | \$ 13,612 | \$ 14,149 | \$ 12,341 | \$ 12,720  | \$ 11,641 | \$ 11,080 | \$ 9,742 | \$ 10,636 |
| Net income (loss)                | \$ 6,847  | \$ 9,094  | \$ 6,690  | \$ (4,506) | \$ 6,728  | \$ 7,143  | \$ 6,196 | \$ 8,230  |
| Income (loss) per common share   |           |           |           |            |           |           |          |           |
| Basic                            | \$ 0.05   | \$ 0.06   | \$ 0.05   | \$ (0.03)  | \$ 0.05   | \$ 0.06   | \$ 0.05  | \$ 0.07   |
| Diluted                          | \$ 0.05   | \$ 0.06   | \$ 0.05   | \$ (0.03)  | \$ 0.05   | \$ 0.06   | \$ 0.05  | \$ 0.06   |

### Revenue

The third quarter of 2023, Mr. Lube + Tires and Mr. Mikes continued to generate positive SSSG, a supplementary financial measure, at 16.4% and 3.6%, respectively, Oxford was flat compared to the prior period with SSSG of -0.9%, however Oxford system sales were comparable to pre-pandemic levels. Stratus and Sutton continued to pay 100% of their contractual royalties, while AIR MILES®, continued to experience reduced results following a weaker first and second quarter as a result of the Sobeyes exit.

The second quarter of 2023 saw continued momentum from the strong performance seen in the first quarter of 2023. Once again, most of the Company's Royalty Partners saw strong performances, which were reflected in an overall increase in revenue when compared to the same quarter in the prior period. Mr. Lube + Tires, Oxford and Mr. Mikes continued to generate positive SSSG, a supplementary financial measure, at 21.1%, 8.6% and 5.5%, respectively, while AIR MILES®, due to the Sobeyes exit, produce poor results following a weak first quarter. In addition, Mr. Lube + Tires added 5 new locations to the Mr. Lube + Tires royalty pool on May 1, 2023.

In the first quarter of 2023, most of the Company's Royalty Partners had strong performances, which were reflected in an overall increase in revenue when compared to the first quarter of 2022. Mr. Mikes, Mr. Lube + Tires, and Oxford continued to generate increases in royalty income as SSSG, a supplementary financial measure, was 30.7%, 17.6%, 15.8%, respectively. However, these increases were offset by weak results from AIR MILES® due to Sobeyes exiting from the AIR MILES® program.

In the fourth quarter of 2022, Mr. Lube + Tires and Oxford continued to generate increases in royalty income as SSSG, a supplementary financial measure, was 17.0% and 16.1%, respectively. Mr. Mikes had system sales, a supplementary financial measure, comparable to pre-pandemic levels in the quarter. In addition, the fourth quarter of 2022 also reflects the incremental revenue contribution from Stratus. The strength in the quarter was offset by the Sobeyes exit from the AIR MILES® program, which contributed to a 18.0% revenue decrease from AIR MILES® compared to the fourth quarter of 2021.

In the third quarter of 2022, DIV's Royalty Partners continued to experience positive trends. Mr. Lube + Tires' maintenance services, tire services and sales continued to grow compared to Q3, 2021. Oxford had system sales comparable to pre-pandemic levels. Mr. Mikes had system sales at near pre-pandemic levels and AIR MILES® had a 4.4% growth in gross billings compared to Q3, 2021.

In the second quarter of 2022, Mr. Lube + Tires' maintenance services, tire services and sales saw continued growth. Oxford saw a strong recovery with system sales comparable to pre-pandemic levels, and May and June 2022 system sales were the strongest May and June in Oxford's history. Mr. Mikes also saw a strong recovery to pre-COVID system sales levels after the removal of COVID-19 vaccine passports mandates in early 2022 and AIR MILES® had a 10.4% growth in gross billings compared to Q2, 2021. In addition, Mr. Lube + Tires added 4 net new locations to the Mr. Lube + Tires royalty pool on May 1, 2022.

The first quarter of 2022 was impacted by seasonality in both AIR MILES® and Mr. Lube + Tires, as both businesses typically see lower sales in the first quarter of the year compared to the prior quarter. However, the Company's Royalty Partners produced higher royalty income as reflected in a large increase in revenue when compared to the first quarter of 2021. This was largely driven by continued growth in Mr. Lube + Tires' maintenance services, tire services and sales carried over from the fourth quarter of 2021, together with the lifting of government COVID-19 restrictions during the quarter, particularly in Ontario, Alberta and BC, which positively impacted Oxford and Mr. Mikes system sales, a supplementary financial measure.

The fourth quarter of 2021 reflects the positive trends experienced by DIV's Royalty Partners at that time, driven primarily by the relaxing of COVID-19 restrictions across Canada. In addition, on May 1, 2021, Mr. Lube + Tires added 13 locations to the Mr. Lube + Tires Royalty Pool, and increased the Mr. Lube + Tires Royalty Rate on non-Tire Sales, which resulted in incremental revenue to the Company.

Refer to "Description of Non-IFRS Financial Measures, Non-IFRS Ratios and Supplementary Financial Measures" in this MD&A.

## Net Income (loss)

Net income reflects the trend in quarterly revenue, offset by fluctuations associated with the fair value adjustments (including with respect to DIV's investment in NND Royalties LP, interest rate swaps and exchangeable partnership units) and income tax expense.

## FINANCIAL AND OTHER INSTRUMENTS

In the normal course of business, the Company is exposed to financial risks, including credit risk, liquidity risk, currency risk, and interest rate risk. The Board of Directors of the Company, in consultation with management, has responsibility for the oversight of the Company's risk management framework and closely monitors the Company's internal controls and ability to pay future dividends.

### Credit risk

Credit risk is associated with the Company's cash, royalties and management fees receivable, amounts receivable and investment in NND Royalties LP. Credit risk on the Company's cash and cash equivalents is mitigated by holding these amounts with Canadian chartered banks of high creditworthiness. Credit risk on the royalties and management fees receivable and the investment in NND Royalties LP is monitored through regular review of the Company's Royalty Partners.

### Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities and other contractual obligations. The Company monitors its consolidated cash flow to ensure that there is sufficient liquidity to meet liabilities when due. In addition, the Company manages its liquidity risk by preparing rolling cash flow forecasts, taking into consideration various scenarios and assumptions, monitoring the business operations of its Royalty Partners, and monitoring compliance with the terms of financing arrangements.

As at September 30, 2023, the Company had a cash balance of \$9.0 million (December 31, 2022 - \$7.4 million) and positive working capital of \$4.9 million (December 31, 2022 - \$8.7 million). Working capital is impacted by the reclassification of the \$10.3 million MRM LP term loan to current liabilities due to its maturity date now being less than one year. In addition, as at September 30, 2023 the Company had \$6.2 million (December 31, 2022 - \$6.2 million) in undrawn operating lines of credit.

As at September 30, 2023, the following table summarizes the Company's contractual obligations, including estimated interest payments and the interest rate swap arrangements, on a consolidated basis:

| (000's)                                  | Carrying amount   | Contractual cash flow | 2024             | 2025              | 2026             | 2027             | Thereafter      |
|--|-------------------|-----------------------|------------------|-------------------|------------------|------------------|-----------------|
| Accounts payable and accrued liabilities | \$ 1,522          | \$ 1,522              | \$ 1,522         | \$ -              | \$ -             | \$ -             | \$ -            |
| Promissory note                          | 3,752             | 4,952                 | -                | -                 | -                | -                | 4,952           |
| Lease obligation                         | 723               | 874                   | 110              | 112               | 115              | 117              | 420             |
| Long-term bank loans <sup>1</sup>        | 153,609           | 194,039               | 34,932           | 104,099           | 33,618           | 21,390           | -               |
| 2027 Convertible debentures <sup>2</sup> | 48,342            | 63,525                | 3,150            | 3,150             | 3,150            | 54,075           | -               |
| Acquisition Facility                     | 50,000            | 57,512                | 6,039            | 12,980            | 38,493           | -                | -               |
| Exchangeable ML LP units                 | 1,180             | 1,180                 | -                | 1,180             | -                | -                | -               |
| Committed principal paydown <sup>3</sup> | 577               | 577                   | -                | -                 | -                | -                | -               |
| <b>Total contractual obligations</b>     | <b>\$ 259,705</b> | <b>\$ 324,182</b>     | <b>\$ 45,753</b> | <b>\$ 121,521</b> | <b>\$ 75,376</b> | <b>\$ 75,582</b> | <b>\$ 5,372</b> |

1) Includes the impact of interest rate swap agreements and the reclassification of the 10.3 million MRM LP term loan to current liabilities.

2) Defined below. Refer to the section "Convertible Debentures".

3) \$0.6 million partial principal paydown on the AM LP credit facility committed in the fourth quarter of 2023.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

As at September 30, 2023, the Company was in compliance with all financial covenants associated with its Acquisition Facility and other credit facilities.

On March 2, 2023 AM LP made a \$2.4 million partial principal paydown on its \$17.4 million credit facility to remain in compliance with its covenant, reducing the outstanding principal balance to \$15.0 million. On June 2, 2023, AML LP entered into an amendment to its credit agreement with a Canadian chartered bank in order to obtain prospective covenant relief for the quarters ending June 30, 2023 and September 30, 2023. The amendment provides for modified covenant tests in respect of the Total Leverage Ratio (as defined in such credit agreement) for such fiscal quarters. The amendment also provides for a portion of the royalty payments accrued under the AIR MILES® Licences during a fiscal quarter to be applied to pay down a portion of the principal of the loan, with such portion determined on a sliding scale depending on the Total Leverage Ratio for

such fiscal quarter. During Q2 2023, AM LP made a \$0.04 million voluntary further partial principal pay down on its credit facility. In addition, pursuant to the terms of the aforementioned amendment to the credit agreement, during Q3 2023, AM LP made a contractual \$0.43 million payment (representing 60% of the Q2 AIR MILES® royalty accrued less interest paid in the quarter) and expects to make a further payment to pay down the principal on the loan in the amount of approximately \$0.58 million (representing 75% of the Q3 AIR MILES® royalty accrued less interest paid in the quarter) once the Q3 2023 AIR MILES® royalty payment is received in the fourth quarter of 2023. Without the amendment to the credit agreement, AM LP would have been in breach of its covenant as at September 30, 2023. A copy of the amendment has been filed under DIV's profile on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca). AM LP also has the ability to pay down its credit facility in part from time to time, without penalty, in order to maintain compliance with its covenants.

### Currency risk

Currency risk is the risk that the fair value of future cash flows will fluctuate due to changes in foreign exchange rates. During the third quarter of 2023, DIV was exposed to currency risk arising from cash denominated in US dollars. As at September 30, 2023, cash denominated in US dollars was US\$0.2 million (2022 – US\$0.1 million).

During the third quarter of 2023, Strat-B LP was exposed to currency risk arising from accounts payable and accrued liabilities denominated in Canadian dollars. As at September 30, 2023, accounts payable and accrued liabilities denominated in Canadian dollars was less than \$0.02 million (2022 – nil).

DIV is primarily exposed to the impact of foreign exchange rate risk through its Royalty Partners with operations in the United States where the functional currency is the US dollar, and the Strat-B term loan which is a US dollars credit facility. DIV does not currently utilize hedging instruments to mitigate foreign currency exchange risks. Therefore, foreign currency fluctuations may affect DIV's earnings and cash flows.

### Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in interest rates.

The Company has bank loans that are subject to floating interest rates. An increase in prevailing interest rates will impact the floating interest rate portion of our bank loans and increase overall interest expense. As at September 30, 2023, the interest rate risk related to bank loans is mitigated by interest rate swap arrangements that fix the interest rates on \$106.3 million of the Company's \$154.9 million term loan facilities.

The investment in NND Royalties LP is a financial asset measured at fair value. The valuation of this financial asset includes an estimate of the discounted cash flow receivable from Nurse Next Door and takes into consideration the likelihood of Nurse Next Door exercising the NND Buy-Out Option and the NND Exchange Mechanism (defined below). The NND Buy-Out Option and NND Exchange Mechanism are embedded derivatives with a negligible value at September 30, 2023. The contractual cash flows receivable from Nurse Next Door were discounted at a rate of 15.0% (December 31, 2022 – 14.4%). Although the cash flows are fixed and contractual, the fair value of the investment in NND Royalties LP will fluctuate because of changes in interest rates. As at September 30, 2023 the investment in NND Royalties LP was valued at \$42.6 million and a fair value gain of \$4.1 million was recorded for the period ended September 30, 2023.

### CASH FLOWS

| (000's)   | Three months ended September 30, |          | Nine months ended September 30, |           |
|---|----------------------------------|----------|---------------------------------|-----------|
|   | 2023                             | 2022     | 2023                            | 2022      |
| Cash flows generated from operating activities  | \$ 10,424                        | \$ 9,261 | \$ 23,416                       | \$ 20,225 |
| Cash flows used in financing activities         | (6,935)                          | (5,981)  | (17,040)                        | (20,020)  |
| Cash flows used in investing activities         | (4)                              | -        | (4,759)                         | -         |
| Net increase in cash                            | 3,485                            | 3,280    | 1,617                           | 205       |
| Cash, beginning of the period                   | 5,525                            | 5,865    | 7,409                           | 8,939     |
| Effect of foreign exchange rate changes on cash | (7)                              | 5        | (23)                            | 6         |
| Cash, end of the period                         | \$ 9,003                         | \$ 9,150 | \$ 9,003                        | \$ 9,150  |

#### Cash From Operating Activities

Cash generated from operating activities for the three and nine months ended September 30, 2023, was higher compared to the same prior periods due to higher royalty income received, partially offset by higher interest paid, taxes paid and net working capital used in operating activities.

For the nine months ended September 30, 2023, if the US foreign exchange rate had been \$0.01 to US\$1 lower with all other variables held constant, revenue recognized and cash flows generated from operating activities for the period would have been approximately \$0.04 million lower due to lower US dollar denominated revenue generate from Stratus.

### *Cash From Financing Activities*

Cash used in financing activities for the three months ended September 30, 2023 was due to dividends paid, the \$10.9 million total paydown on the Acquisition Facility and a partial principal payment of \$0.43 million on the AM LP term loan, offset by the \$12.0 million increase in ML credit facility, net of fees. For the comparable period in 2022, cash used in financing activities was due to dividends paid.

Cash used in financing activities for the nine months ended September 30, 2023 was due to dividends paid, the \$11.0 million total paydown on the Acquisition Facility and aggregate partial principal payments of \$2.9 million on the AM LP term loan, offset by the \$12.0 million increase in ML credit facility, net of fees and the \$7.5 million draw on the Acquisition Facility. For the comparable period in 2022, cash used in financing activities was due to cash outflows from the partial redemption of 2022 Debentures and dividends paid, offset by the net proceeds from the bought deal offering of the 2027 Debentures. For further details, see “Capital Resources – Acquisition Facility” below.

### *Cash From Investing Activities*

Cash used in investing activities for the three months ended September 30, 2023 was related to the purchase of fixed assets. Cash used in investing activities for the nine months ended September 30, 2023 was related to the initial consideration of \$4.7 million paid to Mr. Lube + Tires for the estimated net additional royalty revenue from the five new locations add to the Mr. Lube + Tires Royalty Pool, representing 80% of the total estimated consideration of \$5.9 million.

## **CAPITAL RESOURCES**

The Company’s capital includes shareholders’ equity, the Company’s Acquisition Facility, term loan facilities and the 2027 Convertible Debentures, net of cash and cash equivalents. In managing its capital, the Company may issue new common shares, issue warrants, issue new debt, draw on its operating lines of credit, purchase common shares for cancellation pursuant to normal course issuer bids, temporarily suspend the DRIP, reduce the monthly dividend or reduce debt.

### **Acquisition Facility**

DIV has a \$50.0 million senior secured credit facility (the “Acquisition Facility”) with a Canadian chartered bank that matures on April 20, 2026. The Acquisition Facility is subject to a customary annual standby fee and draws under the facility are subject to prevailing market interest rates at the time of the draw. The Acquisition Facility is secured by a general security interest over the assets of the Company and, if requested by the lender, may be secured by specific assignments of certain material agreements entered into by the Company from time to time.

On May 1, 2023, DIV amended the credit agreement governing its Acquisition Facility to allow for a one-time advance of \$7.5 million to fund the 2023 Amendment Consideration and 2021 True-up Consideration paid by DIV to Mr. Lube + Tires on such date (see “Royalty Pools – Mr. Lube + Tires” and “Royalty Pools – Mr. Lube + Tires Royalty Rate Increase and Mr. Lube + Tires Royalty Pool Additions”). The maximum size of the Acquisition Facility of \$50.0 million was not increased to facilitate this one-time advance. On August 15, 2023, DIV utilized the proceeds from the amended ML LP credit facility agreement (refer to *Term Loan Facilities* below) to pay down the outstanding balance on the Acquisition Facility. As at September 30, 2023, the outstanding balance on the Acquisition Facility was \$nil.

On October 4, 2023, in connection with the BarBurrito Transaction, DIV amended the credit agreement governing its Acquisition Facility to add the Additional Term Facility. The Additional Term Facility is non-amortizing and has a floating interest rate based on bankers’ acceptance rate plus a credit spread. The Acquisition Facility is secured by a general security interest over the assets of the DIV and, if requested by the lender, may be secured by specific assignments of certain material agreements entered into by DIV from time to time, and has covenants customary for this type of credit facility. DIV intends to pay down the Acquisition Facility through a combination of cash flows, debt refinancings and/or capital markets transactions.

On October 4, 2023, DIV also drew \$50.0 million from the Acquisition Facility, in addition to the draw under the Additional Term Facility, to partially finance the Acquisition.

On October 27, 2023, DIV amended the credit agreement governing its Acquisition Facility to increase the interest-only period before amortization begins after each draw from six months to twelve months. In addition, the applicable bank credit spread on interest was increased by 0.25% and the applicable bank credit spread on standby fees was increased by 0.09%.

Copies of the amendments to the credit agreement governing the Acquisition Facility are available under DIV’s profile on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

### **Term Loan Facilities**

As at September 30, 2023, the Company’s subsidiaries had term loan facilities with a total drawn amount of \$154.9 million of which \$10.9 million is classified as short term debt and included within current liabilities (including the reclassification of the \$10.3 million MRM LP term loan to current liabilities due to its maturity date now being less than one year). These term loan facilities have floating interest rates equal to the bankers’ acceptance rate plus a credit spread ranging from 1.90% to 2.11%.

The Company's subsidiaries also have operating lines of credit with a total value of \$6.2 million that had undrawn balances at September 30, 2023 and November 8, 2023.

Management plans to refinance the non-amortizing loans before their respective maturity dates.

On March 2, 2023, AM LP made a \$2.4 million partial principal paydown on its \$17.4 million credit facility, reducing the outstanding principal balance to \$15.0 million. During Q2 2023, AM LP made a voluntary further partial principal pay down of \$0.04 million. During Q3 2023, AM LP made a contractual \$0.43 million partial principal pay down on its credit facility and expects to make a further contractual partial principal pay down of approximately \$0.58 million once the Q3 2023 AIR MILES® royalty payment is received in the fourth quarter of 2023.

On August 15, 2023, ML LP amended its credit facility agreement with an increase to the term loan facility from \$67.9 million to \$79.9 million, of which \$10.9 million was used to pay down the outstanding balance on the Acquisition Facility.

It is the Company's intention to acquire future royalty streams in separate legal entities without cross-collateralization so that, to the maximum extent possible, any liability exposure in one legal entity does not affect the balance sheet of any other legal entity. However, there can be no assurance that this will be achieved.

### **Convertible Debentures**

As at September 30 and November 8, 2023, there was \$52.5 million aggregate principal amount of unsecured subordinated convertible debentures issued and outstanding (the "2027 Convertible Debentures"). The 2027 Convertible Debentures mature on June 30, 2027 and bear interest at 6.00% per annum, payable on June 30th and December 31st of each year. The 2027 Convertible Debentures are convertible by their terms for an aggregate of 12,962,963 common shares at a conversion price of \$4.05 per common share.

### **Common Shares**

As at November 8, 2023, there were 143,562,329 common shares issued and outstanding.

### **Share Options**

As at November 8, 2023, there were 2,375,001 options outstanding, which may be exercised to purchase an equivalent number of common shares at exercise prices ranging between \$2.52 per share to \$3.00 per share.

### **Restricted Share Units**

As at November 8, 2023, there were 870,145 RSUs outstanding, which may be settled for an equivalent number of common shares or cash upon vesting.

## **DIVIDENDS TO SHAREHOLDERS**

The Company currently has a dividend policy providing for the payment of a monthly dividend, subject to the approval of the Board of Directors.

The determination to declare and pay dividends is at the discretion of the Board of Directors, and until declared payable, the Company has no requirement to pay cash or other dividends to its shareholders. The Board of Directors reviews this dividend policy on an ongoing basis and may amend the policy at any time in light of the Company's then current financial position, profitability, cash flow, applicable legal requirements and other factors considered relevant by the Board of Directors. In addition, the Company is prohibited from paying dividends or making other distributions to its shareholders pursuant to the terms of the Acquisition Facility agreement if the Company is not in compliance with certain financial covenants set forth therein. The Company monitors the financial covenants under its and its subsidiaries' credit facilities closely in order to ensure compliance therewith prior to the payment of any distributions by its subsidiaries to the Company and the payment of any dividends by the Company to its shareholders.

The Company's dividends are deemed eligible dividends for Canadian tax purposes. Dividends declared in 2023 are as follows:

| <b>2022</b>    | <b>Payment date</b> | <b>Dividend / share</b> |
|----------------|---------------------|-------------------------|
| November 2023  | November 30, 2023   | \$ 0.02042              |
| October 2023   | October 31, 2023    | \$ 0.02000              |
| September 2023 | September 29, 2023  | \$ 0.02000              |
| August 2023    | August 31, 2023     | \$ 0.02000              |
| July 2023      | July 29, 2023       | \$ 0.02000              |
| June 2023      | June 29, 2023       | \$ 0.02000              |
| May 2023       | May 31, 2023        | \$ 0.02000              |
| April 2023     | April 29, 2023      | \$ 0.02000              |
| March 2023     | March 31, 2023      | \$ 0.02000              |
| February 2023  | February 28, 2023   | \$ 0.02000              |
| January 2023   | January 31, 2023    | \$ 0.02000              |

On November 14, 2022, due to the completion of the Stratus acquisition, the Board of Directors approved an increase to DIV's monthly dividend from \$0.01958 per share (\$0.235 per share on an annualized basis) to \$0.0200 per share (\$0.240 per share on an annualized basis), effective with the dividend declared in the month of January 2023. On October 4, 2023, due to the completion of the BarBurrito Transaction, the Board of the Directors approved an increase to DIV's monthly dividend from \$0.020 per share (\$0.240 per share on an annualized basis) to \$0.02042 per share (\$0.245 per share on an annualized basis), effective with the dividend declared in the month of November 2023.

#### **Dividend Reinvestment Plan**

When active, the DRIP allows eligible holders of the Company's common shares to reinvest some, or all cash dividends paid in respect of their common shares in additional common shares of the Company. At the Company's election, these additional common shares may be issued from treasury or purchased on the open market. If the Company elects to issue common shares from treasury, the common shares will be purchased under the DRIP at a 3% discount to the volume weighted average of the closing price for the common shares on the TSX for the five trading days immediately preceding the relevant dividend payment date. The Company may, from time to time, change or eliminate the discount applicable to common shares issued from treasury.

#### **TRANSACTIONS WITH RELATED PARTIES**

In addition to information disclosed elsewhere in this MD&A, the Company had the following related party transactions during the nine months ended September 30, 2023. These transactions were in the normal course of operations and were measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

#### **MCM Services Agreement**

In May 2021, DIV entered into a services agreement and cost sharing agreement with Maxam Capital Management Ltd. ("MCM"), an entity in respect of which Sean Morrison, the Company's President and CEO, is a director, and Mr. Morrison and Johnny Ciampi, one of the Company's directors, are minority shareholders, through which DIV provides certain office space and certain administrative services to MCM (the "MCM Agreements"). The transactions under MCM Agreements are not material to DIV, MCM, Mr. Morrison or Mr. Ciampi but are identified here for purposes of full disclosure.

#### **Key Management Compensation**

Key management personnel of the Company include Members of the Board of Directors, the President and CEO, and CFO. The table below summarizes the compensation of key management personnel included in net income:

| <b>(000's)</b>           | <b>Three months ended September 30,</b> |             | <b>Nine months ended September 30,</b> |             |
|--------------------------|---|-------------|--|-------------|
|                          | <b>2023</b>                             | <b>2022</b> | <b>2023</b>                            | <b>2022</b> |
| Short-term benefits      | \$ 425                                  | \$ 418      | \$ 1,351                               | \$ 1,296    |
| Share-based compensation | 323                                     | 268         | 1,002                                  | 823         |
|                          | \$ 749                                  | \$ 685      | \$ 2,353                               | \$ 2,119    |

## **SIGNIFICANT ACCOUNTING POLICIES**

The Company's Q3 2023 Financial Statements accompanying this MD&A were prepared using the same accounting principles and policies as the Company's annual financial statements for the year ended December 31, 2022.

## **CRITICAL JUDGMENTS AND KEY ESTIMATES**

The preparation of the Company's consolidated financial statements in conformity with IFRS requires estimates and judgments to be made that affect the reported amounts of assets and liabilities, income and expenses, and related disclosures. These estimates are based on historical experience and knowledge of economics, market factors, and the industries that the Company's Royalty Partners operate in, along with various other assumptions that are believed to be reasonable under the circumstances.

Significant estimates and judgments made by management in the application of IFRS that have a significant effect on the amounts recognized in its consolidated financial statements are as follows:

### **Critical Judgments**

#### *Consolidation*

In applying the criteria outlined in IFRS 10 *Consolidated Financial Statements* ("IFRS 10") judgment is required in determining whether DIV controls SGRS LP, ML LP, MRM LP, NND Royalties LP, and OX LP. Making this judgment involves taking into consideration the concepts of power over these entities, exposure and rights to variable returns, and the ability to use power to direct the relevant activities of these entities to generate economic returns.

Using these criteria, management has determined that DIV ultimately controls SGRS LP, ML LP, MRM LP, and OX LP through its majority ownership of the respective general partners.

Although DIV has 99% ownership over the general partner of NND Royalties LP, management has determined that the definition of control pursuant to IFRS 10 is not met with respect to NND Royalties LP as DIV does not have the ability to direct the activities that most significantly affect the returns of NND Royalties LP for the reasons disclosed under the section "Control of NND Rights" below.

#### *Control of NND Rights*

In determining whether the Company controls an asset, the Company takes into consideration the control model in IFRS 15 *Revenues* ("IFRS 15"), and if there is an agreement to repurchase the asset. If an entity has a right to repurchase the asset, the buyer does not obtain control of the asset because the buyer is limited in its ability to direct the use of, and obtain substantially all of the remaining benefits from, the assets even though the buyer may have physical possession of the asset.

Nurse Next Door has the ability to repurchase the NND Rights from NND Royalties LP at any time after November 15, 2026 pursuant to the NND Buy-Out Option. Due to the NND Buy-Out Option, in accordance with IFRS 15, NND Royalties LP does not have control over the NND Rights and the Company cannot recognize the NND Rights as an intangible asset on its consolidated statement of financial position. Instead, the transaction is accounted for as a financing arrangement.

#### *Capitalization of Acquisition Costs*

At the time of acquisition, the Company considers whether or not it represents a business combination or an asset acquisition. This requires the Company to make certain judgments as to whether or not the assets acquired include the inputs, processes and outputs necessary to constitute a business. Under a business combination, acquisition-related costs are recognized as an expense. When the acquisition does not represent a business combination, it is accounted as an asset acquisition, where the costs are capitalized to the respective asset. The Company has determined that the transactions related to the SGRS Rights, ML Rights, AIR MILES® Rights, MRM Rights, Oxford Rights and Stratus Rights were asset acquisitions and the acquisition-related costs were capitalized to the intangible asset.

#### *Fair Value of Exchangeable Partnership Units in SGRS LP and OX LP ("Exchangeable Partnership Units")*

The Company does not assign any value to the Exchangeable Partnership Units if they do not currently meet the relevant criteria for exchange into common shares of DIV (see note 8 in the Company's financial statements for the year ended December 31, 2022 for further information).

### **Key Estimates and Assumptions**

#### *Intangible Assets*

The Company carries the intangible assets at cost and are not amortized as they have an indefinite life.

The Company tests intangible assets for impairment annually or when there is any indication that an asset may be impaired. This requires the Company to use a valuation technique, which is dependent on a number of different assumptions that requires management to exercise judgment, to determine if impairment exists. These assumptions include the projected sales underlying the royalty payment, as well as the pre-tax discount rate used to determine the value-in-use. As a result, the

estimated cash flows the intangible assets are expected to generate could differ materially from actual results. The significant estimates and assumptions used in the impairment tests are disclosed in the Company's financial statements for the year ended December 31, 2022.

#### *Valuation of the Investment in NND Royalties LP*

The Company's investment in NND Royalties LP is a financial instrument recorded at fair value. The valuation of NND Royalties LP includes an estimate of the discounted cash flows receivable from Nurse Next Door and takes into consideration a number of different variables that requires management to exercise judgment. These judgments include the discount rate used to calculate the fair value of the contractual cash flows receivable, the likelihood of Nurse Next Door exercising the NND Buy-Out Option and the likelihood of Nurse Next Door exercising its right to exchange NND Royalties LP Class B units for common shares of DIV, subject to meeting certain criteria (the "NND Exchange Mechanism"). As a result, the estimated cash flows that the investment in NND Royalties LP are expected to generate could differ materially from actual results.

## **RISK FACTORS**

Investing in securities of DIV involves a high degree of risk. In addition to the risks identified elsewhere in this MD&A (including under "Forward Looking Information"), investors should carefully consider all of the risk factors associated with the Company and its business, identified in the Company's Annual Information Form dated March 9, 2023, a copy of which is available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca) (the "AIF"). When reading the risk factors in the AIF references to LoyaltyOne (as LoyaltyOne, Inc. is defined in the AIF), should be read to apply to Loyalty Inc., which now operates the AIR MILES® Reward Program; provided however, that the risk factor under the heading "Risk Factors - AIR MILES® Reward Program – The Corporation has limited visibility into Loyalty One's operations" is superseded by the below risk factor in this section of the MD&A. The occurrence of any of such risks, or other risks not presently known to DIV or that DIV currently believes are immaterial, could materially and adversely affect DIV's investments, prospects, cash flows, results of operations or financial condition, DIV's ability to pay cash dividends to its shareholders and DIV's ability to make principal and interest payments to holders of 2027 Debentures. In that event, the value of DIV's common shares, 2027 Debentures and any other securities it may have issued and outstanding from time to time, could decline and investors may lose all or part of their investment.

### **The Company has Limited Visibility into Loyalty Inc.'s Operations**

Pursuant to the AIR MILES® Licences, AM LP's information rights with respect to AM LP are limited to certain inspection rights to verify the royalty payments required to be made thereunder. AM LP does not have a general right under the AIR MILES® Licences to request information with respect to the AIR MILES® Reward Program or Loyalty Inc.'s business. In addition, unlike DIV's other Royalty Partners, Loyalty Inc. is not required to provide DIV with financial statements, management's discussion and analysis or information with respect to its business for inclusion in DIV's AIF. Accordingly, DIV and its securityholders will receive limited information about Loyalty Inc. and the AIR MILES® Reward Program and will be largely reliant on any public disclosure, if any, made from time to time by its parent company, the Bank of Montreal, with respect to developments in the AIR MILES® Reward Program business. DIV expects that such public disclosure will be very limited going forward compared to prior periods following Loyalty Inc.'s acquisition of the AIR MILES® Reward Program business given such business represents only a small part of BMO's overall business whereas the AIR MILES® Reward Program business previously represented a significant portion of the business of Loyalty One, Inc.'s parent company Loyalty Ventures Inc. (previously a Nasdaq listed company). To the extent any public disclosure is made by the Bank of Montreal with respect to the AIR MILES® Reward Program business, such information may not be provided in a timely manner and such information cannot be independently verified by DIV.

### **Risks Related to the BarBurrito Business**

Readers should be aware that the risks under the heading "Risk Factors – Risks Common to the Business of the Royalty Partners" in DIV's AIF apply equally to BarBurrito and its business and the businesses of its franchisees.

#### *Ability to Pay Royalty*

The ability of BarBurrito to pay the royalty payments to BARB LP pursuant to the licence and royalty agreement between the parties is dependent upon BarBurrito and its affiliates generating sufficient cash flow from the BarBurrito business to pay the royalty payments. There can be no assurance that BarBurrito's business will continue to operate at the same level or grow as expected. If the cash flows from the BarBurrito business falls below the expected levels, then BarBurrito may not be able to pay the royalty payments in accordance with such licence and royalty agreement.

#### *Restaurant Industry*

The restaurant industry depends on consumer discretionary spending. Canada in general, or the specific markets in which BarBurrito and its franchisees operate, may suffer from depressed economic activity, recessionary economic cycles, higher fuel or energy costs, low consumer confidence, high levels of unemployment, reduced home values, increases in home



foreclosures, investment losses, personal bankruptcies, reduced access to credit or other economic factors that may affect consumer discretionary spending. Traffic in BarBurrito's and its franchisees' locations could decline if consumers choose to dine out less frequently or reduce the amount they spend on meals while dining out. Negative economic conditions might cause consumers to make long-term changes to their discretionary spending behavior, including dining out less frequently on a permanent basis. In addition, epidemics, pandemics (such as the COVID-19 pandemic), increases in energy prices, adverse weather conditions, tornadoes, earthquakes, hurricanes, floods, droughts, fires or other natural or man-made disasters could materially adversely affect BarBurrito's business, financial condition and results of operations. Adverse weather conditions may also impact customer traffic at BarBurrito's and its franchisees' locations and, in more severe cases, cause temporary restaurant closures, sometimes for prolonged periods.

#### *Closure of BarBurrito Locations May Affect BarBurrito's Ability to Pay Royalties*

BarBurrito's ability to make royalty payments to BARB LP will be dependent upon, among other things, the aggregate system sales, a supplementary financial measure, reported by BarBurrito locations in the BarBurrito Royalty Pool. Each year, a number of BarBurrito locations may close and there is no assurance that BarBurrito will be able to open sufficient new BarBurrito locations or franchises to replace the system sales of the BarBurrito locations that have closed, which will impact BarBurrito's ability to make royalty payments to BARB LP.

#### *BarBurrito's Growth is Highly Dependent on its Ability to Open New Quick Service Restaurants and is Subject to Many Unpredictable Factors*

A key aspect of BarBurrito's growth strategy is opening new franchised quick service restaurants and those quick service restaurants operating on a profitable basis. This growth strategy involves franchising and developing new quick service restaurants in markets in which BarBurrito already has a presence, as well as expanding BarBurrito's footprint into adjacent markets and selectively entering into new markets. There are numerous factors involved in identifying appropriate markets including, but not limited to, identification and availability of suitable locations with appropriate population demographics, traffic patterns, local retail and business attractions and infrastructure that will drive high levels of customer traffic and sales per restaurant.

Even if appropriate markets are identified, there are a number of challenges associated with opening new quick service restaurants, including locating and securing an adequate supply of suitable new restaurant sites in BarBurrito's target markets and finding qualified and experienced franchisees. Competition for sites is intense, and other restaurant and retail concepts that compete for those sites may have economic models that permit them to bid more aggressively for those sites than BarBurrito and its franchisees. There is no guarantee that a sufficient number of suitable sites will be available in desirable areas or on terms that are acceptable to BarBurrito or its franchisees in order to achieve its growth plan. BarBurrito's and its franchisees' ability to open new locations also depends on other factors, including: negotiating leases with acceptable terms; identifying, hiring and training qualified employees in each local market; managing construction and development costs of new quick service restaurants, particularly in competitive markets; obtaining construction materials and labour at acceptable costs, particularly in urban markets; securing required governmental approvals, permits and licences (including construction permits and liquor licences) in a timely manner and responding effectively to any changes in local, provincial or federal laws and regulations that adversely affect BarBurrito's or its franchisees' costs or ability to open new locations; and avoiding the impact of inclement weather, natural disasters and other calamities. BarBurrito's progress in opening new corporately owned and franchised locations from quarter to quarter may occur at an uneven rate. If BarBurrito does not open new locations in the future according to its current plans, there may be reduced or slower than anticipated growth in sales at BarBurrito locations and delays or reductions in planned expansion.

#### *BarBurrito's Failure to Manage Growth Effectively Could Harm its Business and Operating Results*

BarBurrito's growth plan includes opening new franchised locations. BarBurrito's and its franchisees' existing restaurant management systems, administrative staff, financial and management controls and information systems may be inadequate to support its planned expansion. Those demands on BarBurrito's infrastructure and resources may adversely affect its ability to manage existing quick service restaurants. Managing growth effectively will require BarBurrito to continue to enhance these systems, procedures and controls and to hire, train and retain managers and team members. BarBurrito may not respond quickly enough to the changing demands that its expansion will impose on its management, restaurant teams and existing infrastructure, which could harm its business, financial condition and results of operations.

#### *BarBurrito Relies Heavily on Certain Vendors, Supplier and Distributors*

BarBurrito's ability to maintain consistent price and quality throughout its locations depends in part upon its and its franchisees' ability to acquire specified food products and supplies in sufficient quantities from third-party vendors, suppliers and distributors at a reasonable cost. BarBurrito and its franchisees use a limited number of suppliers and distributors in various geographical areas, particularly with respect to its fresh food products. BarBurrito does not control the businesses of its vendors, suppliers and distributors, and its efforts to specify and monitor the standards under which they perform may not be successful. Furthermore, certain food items are perishable, and BarBurrito and its franchisees have limited control over whether these

items will be delivered in appropriate condition for use in their quick service restaurants. If any of BarBurrito's and its franchisees' vendors or other suppliers are unable to fulfill their obligations to BarBurrito's standards, or if BarBurrito is unable to find replacement providers in the event of a supply or service disruption, this would materially adversely affect BarBurrito's and its franchisees' businesses, financial condition and results of operations.

#### *Changes in Food and Supply Costs Could Adversely Affect the BarBurrito Business*

BarBurrito's profitability depends in part on its ability to anticipate and react to changes in food and supply costs, and BarBurrito's ability to maintain its menu depends in part on its ability to acquire ingredients that meet BarBurrito's specifications from reliable suppliers. Shortages or interruptions in the availability of certain supplies caused by unanticipated demand, problems in production or distribution, food contamination, inclement weather, foreign exchange fluctuations or other conditions could adversely affect the availability, quality and cost of BarBurrito's ingredients, which could harm BarBurrito's and its franchisees' operations. Any increase in the prices of the food products most critical to BarBurrito's menu could adversely impact BarBurrito's and its franchisees' operations. Although BarBurrito tries to manage the impact that these fluctuations have on its operating results, BarBurrito and its franchisees remain susceptible to increases in food costs as a result of factors beyond its control, such as general economic conditions, inflation, seasonal fluctuations, weather conditions, demand, food safety concerns, generalized infectious diseases (such as COVID-19), product recalls and government regulations.

#### *Climate Change*

The operations of BarBurrito and its franchisees may be adversely affected by climate change. Changes to the climate, such as increased greenhouse gases and diminishing energy and water resources, may reduce the availability and quality of food ingredients purchased by BarBurrito and its franchisees. Increased public focus on climate change and environmental sustainability may require BarBurrito and its franchisees to take initiatives to, among other things, reduce packaging and waste and increase animal health and welfare. Executing these initiatives could involve substantial costs, and failing to execute these initiatives could damage the reputation of BarBurrito. Increased public focus on climate change could also result in additional government regulation, increasing compliance costs for BarBurrito and its franchisees. Failure to comply with government regulations could result in BarBurrito and its franchisees being subject to administrative penalties and negative publicity. These events could result in diminished sales at BarBurrito locations.

#### *Sales Tax Regulation*

The increase in the after-tax price of goods and services as a result of increased sales taxes may have a negative effect on the customer's perception of spending on restaurant dining. Such negative perception can potentially reduce either the frequency of guest visits to quick service restaurants, the total amount which guests spend per restaurant visit, or both. As customer perception of disposable spending is adversely affected by increased after-tax prices, BarBurrito's and its franchisees' sales are at risk of declining if retail sales taxes increase, which could in turn have an adverse effect on BarBurrito's and its franchisees' business and results of operations.

#### *Food Safety and Foodborne Illness Concerns Could Have an Adverse Effect on its Business*

BarBurrito cannot guarantee that its or its franchisees' internal controls and training will be fully effective in preventing all food safety issues at BarBurrito locations, including any occurrences of foodborne illnesses such as salmonella, E. coli and hepatitis. Furthermore, BarBurrito and its franchisees rely on third-party vendors, making it difficult to monitor food safety compliance and increasing the risk that foodborne illness would affect multiple locations rather than a single restaurant. Some foodborne illness incidents could be caused by third-party vendors and transporters outside of BarBurrito's or its franchisees' control. One or more instances of foodborne illness in any of BarBurrito's or its franchisees' locations could negatively affect its restaurant sales nationwide if highly publicized on national media outlets or through social media. A number of other restaurant chains have experienced incidents related to foodborne illnesses that have had a material adverse effect on their operations. The occurrence of a similar incident at one or more of BarBurrito's or its franchisees' locations, or negative publicity or public speculation about an incident, could materially adversely affect BarBurrito's or its franchisees' business, financial condition and results of operations.

#### *Changes in Consumer Taste*

BarBurrito's franchisees receive most of their revenues from the sale of grilled burritos, quesadillas, tacos, nachos, salads and soft drinks and BARB LP, in turn, receives royalty payments from BarBurrito which is dependent upon BarBurrito and its affiliates generating sufficient cash flow from its business to pay the royalty payments payable to BARB LP. The quick service restaurant industry is characterized by the frequent introduction of new products, accompanied by substantial promotional campaigns. In recent years, operators in the quick service restaurant industry have introduced products positioned to capitalize on the growing consumer preference for food products that are, or are perceived to be, healthful, nutritious, low in calories, fat and sodium content. Any significant event that adversely affects consumption of grilled burritos, quesadillas, tacos, nachos, salads and soft drinks, such as cost, changing tastes, health concerns, economic conditions, unemployment, changes in disposable consumer income, a disease outbreak or inclement weather, could adversely impact the revenues of BarBurrito

locations in the BarBurrito Royalty Pool and consequently, the ability of BarBurrito to pay the royalty payments payable to BARB LP.

Consumer perceptions may be affected by activist campaigns to promote adverse perceptions of the quick service restaurant industry, the BarBurrito brand or its operations, suppliers, franchisees or other partners. Consumer demands for BarBurrito's products and BarBurrito's brand equity could diminish if BarBurrito, or its franchisees or other business partners fail to preserve the quality of its products, act or are perceived to act as unethical, illegal, racially-biased or in a socially irresponsible manner, including with respect to the sourcing, content or sale of BarBurrito products or the use of consumer data for general or direct marketing or other purposes, fail to comply with laws and regulations, publicly take controversial positions or actions or fail to deliver a consistently positive consumer experience in each of BarBurrito's markets. If BarBurrito is unsuccessful in addressing consumer adverse perceptions, the value of the BarBurrito brand could adversely impact the gross sales of BarBurrito locations in the BarBurrito Royalty Pool and consequently, the ability of BarBurrito to pay the royalty payments payable to BARB LP.

Additionally, some products sold at BarBurrito locations contain caffeine, dairy products, fats, sugar and other compounds, the health effects of which are the subject of public scrutiny, including suggesting that excessive consumption of caffeine, beef, sugar and other compounds can lead to a variety of adverse health effects. There is increasing consumer awareness of the health risks, including obesity, as well as increased consumer litigation based on alleged adverse health impacts of consumption of various food products. An unfavorable report on the health effects of caffeine or other compounds presents in products sold at BarBurrito locations, or negative publicity or litigation arising from other health risks such as obesity, could significantly reduce the demand for the beverages and food products sold at BarBurrito locations. A decrease in customer traffic as a result of these health concerns or negative publicity could materially and adversely affect gross sales and thus the ability of BarBurrito to pay the royalty payable to BARB LP. In addition, adverse publicity stemming from an accident or other incident involving BarBurrito's or its franchisees' operations or employees related to injury, illness, death, or alleged criminal activity could harm the reputation of BarBurrito, result in the cancellation of contracts or inability to retain clients, and expose BarBurrito and its franchisees to significant liability.

#### *Franchisee Support*

BarBurrito may become liable for the lease obligations of certain of its franchisees, if such franchisees default on their leases, and such obligations may be significant and BarBurrito may be unsuccessful in seeking recovery from such franchisees, all of which may adversely affect BarBurrito's investments, results of operations and financial condition.

#### *Safety Programs*

Despite attempts by BarBurrito or its franchisees to mitigate risks relating to personal injury or property loss through the implementation of safety and loss control efforts designed to decrease the incidence of accidents or events that might increase liability, incidents involving personal injury or property loss may be caused by multiple potential factors, a significant number of which are beyond BarBurrito's or its franchisees' control. Therefore, there can be no assurance that these risk management and safety programs will have the desired effect of controlling costs and liability exposure.

#### *BarBurrito Tax Exposure*

BarBurrito and its affiliates are subject to income taxes in Canada. BarBurrito's or its franchisees' effective tax rates could be materially adversely affected by changes in the mix of earnings and losses in jurisdictions with differing statutory tax rates, changes in tax laws, tax treaties, withholding taxes and regulations or the interpretation of them, certain non-deductible expenses, the valuation of deferred tax assets, and characterizations of certain financial instruments. Increases in these effective tax rates or recharacterizations of certain financial instruments could reduce BarBurrito's profitability or increase its losses. In particular, royalty payments may not be deductible to BarBurrito, which could adversely affect BarBurrito's ability to pay the royalty payments and its economic prospects.

Taxing authorities in various jurisdictions may be reviewing the appropriate treatment of companies engaged in franchise commerce and may make changes to existing tax or other laws that could result in additional taxes relating to BarBurrito's and/or its franchisees' activities, and/or impose obligations on them to collect such taxes. New tax laws or regulations could be enacted at any time, which could adversely affect BarBurrito's and/or its franchisees' business operations and financial performance. Further, existing tax laws and regulations could be interpreted, modified or applied adversely to BarBurrito and/or its franchisees.

There can be no assurance that provisions taken by BarBurrito and/or its franchisees are sufficient and that a determination by a tax authority would not have an adverse effect on BarBurrito's and/or its franchisees' business, financial condition, and operating results. Taxing authorities may successfully assert that BarBurrito and/or its franchisees have not properly collected, or in the future should collect, sales and use, gross receipts, value added, or similar taxes and may successfully impose additional obligations on BarBurrito and any such assessments, obligations, or inaccuracies could adversely affect their business, financial condition, and operating results.

## DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROLS OVER FINANCIAL REPORTING

The Chief Executive Officer (“CEO”) and Chief Financial Officer (“CFO”) are responsible for establishing and maintaining disclosure controls and procedures (“DC&P”) and internal controls over financial reporting (“ICFR”), as such terms are defined in National Instrument 52-109 – Certification of Disclosure in Issuers’ Annual and Interim Filings (“NI 52-109”).

DC&P are those controls and other procedures that are designed to provide reasonable assurance that all material information required to be disclosed by the Company in annual filings, interim filings or other reports filed or submitted under securities legislation is recorded, processed, summarized and reported within the time periods specified in the securities legislation. Furthermore, DC&P are those controls and other procedures that are designed to ensure that material information required to be disclosed by the Company in annual filings, interim filings or other reports filed or submitted under securities legislation is accumulated and communicated to the CEO and CFO, as appropriate, to allow timely decisions regarding required disclosure.

ICFR is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. The Company has adopted the Internal Control – Integrated Framework (2013) published by the Committee of Sponsoring Organizations of the Treadway Commission for the nine months ended September 30, 2023.

No changes were made in the Company’s design of ICFR during the nine months ended September 30, 2023, that have materially affected, or are reasonably likely to materially affect, the Company’s ICFR.

In designing such controls, it should be recognized that due to inherent limitations, any controls or control systems, no matter how well designed and operated, can provide only reasonable, and not absolute, assurance that the objectives of the control system are met. As a result of the inherent limitations in all control systems, no evaluation of controls can provide absolute assurance that all control issues, including instances of fraud, if any, have been detected or prevented. These inherent limitations include, without limitation: (i) the possibility that management’s assumptions and judgments may ultimately prove to be incorrect under varying conditions and circumstances; or (ii) the impact of isolated errors.

Additionally, controls may be circumvented by unauthorized acts of individuals, by collusion of two or more people, or by management override. The design of any control system is also based in part upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all potential conditions. Projections of any evaluations of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

## FORWARD LOOKING INFORMATION

Certain statements in this MD&A, and documents referred to herein, may constitute “forward-looking information” within the meaning of applicable securities laws. Such statements involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements or industry results, to be materially different from any future results, performance or achievements or industry results expressed or implied by such forward-looking information. Forward-looking information is generally identified by the use of terms and phrases such as “anticipate”, “continue”, “believe”, “could”, “estimate”, “expect”, “intend”, “may”, “plan”, “predict”, “project”, “will”, “would”, “should” and similar terms and phrases, including references to assumptions. Such information includes, but is not limited to, statements with respect to expectations, projections or other characterizations of future events or circumstances, and DIV’s objectives, goals, strategies, beliefs, intentions, plans, estimates, projections and outlook, including statements relating to the estimates or predictions of actions of customers, competitors or regulatory authorities, and statements regarding DIV’s future economic performance. DIV has based the forward-looking information contained herein on DIV’s current expectations about future events. Some of the specific forward-looking information in this MD&A includes, but is not limited to, statements with respect to: DIV’s objective to purchase additional stable and growing royalty streams from growing multi-location businesses and franchisors; DIV’s objective to increase distributable cash per share, a non-IFRS measure, by making accretive royalty purchases; the remaining consideration payable to Mr. Lube + Tires for the five Mr. Lube + Tires locations added to the Mr. Lube + Tires Royalty Pool on May 1, 2023, including the timing thereof and DIV’s intention to pay such consideration in the form of cash; Mr. Lube + Tires’ deferral of the third royalty rate increase; the future repayment by Mr. Mikes of outstanding deferred contractual royalties and management fees; outstanding deferred contractual amounts owing from Mr. Mikes may be partially or fully collected and recognized as revenue in the future; DIV’s intention to pay down the Acquisition Facility through a combination of cash flows, debt refinancing’s and/or capital markets transactions; DIV’s expectation that AM LP will make a further partial principal pay down of approximately \$0.6 million in the fourth quarter of 2023 in accordance with the terms of the amendment to its credit agreement; DIV’s intention to pay regular monthly cash dividends to shareholders; the Company’s Board of Directors reviewing the Company’s dividend on an ongoing basis and the possibility that the Board of Directors may amend the dividend policy at any time; when the DRIP is in place, DIV may, from time to time, change or eliminate the discount applicable to common shares issued from treasury under the DRIP; DIV’s intention to acquire future royalty streams in separate legal entities without cross-collateralization; management’s intent to refinance its non-amortizing loans before their respective maturity dates; the expected tax treatment of DIV’s dividends to shareholders; DIV’s access to available sources of debt and equity financing; the possibility of future increases in the royalty payments made by DIV’s Royalty Partners to DIV; the expectation that the cash flows included in the maturity analysis in the table under the heading “Liquidity Risk” would not occur significantly earlier than as presented or in significantly different amounts than as presented; and DIV may in managing its capital to issue new common shares,

issue warrants, issue new debt, draw on its operating lines of credit, purchase common shares for cancellation pursuant to normal course issuer bids, temporarily suspend the DRIP, reduce the monthly dividend or reduce debt.

Forward-looking information contained in this MD&A is based on certain key expectations and assumptions made by the Company, including, without limitation, expectations and assumptions respecting: the general economy; the payment of royalties and management fees from Sutton, Mr. Lube + Tires, Mr. Mikes, Nurse Next Door, Oxford, Stratus and BarBurrito and adjustments thereto; the payment of royalties from Loyalty Inc.; the ability to acquire and effect of additional royalties; the business strategy, growth opportunities, budgets, projected costs, goals, plans and objectives of the Company, Sutton, Mr. Lube + Tires, Loyalty Inc., Mr. Mikes, Nurse Next Door, Oxford, Stratus and BarBurrito; DIV will generate sufficient cash flows from its royalties to service its debt and pay dividends to shareholders; lenders will provide any necessary waivers required in order to allow DIV to continue to pay dividends; lenders will provide any necessary covenant waivers to DIV and its Royalty Partners; the performance of DIV's Royalty Partners will be consistent with DIV's and its Royalty Partners' respective expectations; recent positive trends for certain of DIV's Royalty Partners (including their respective franchisees) will continue and not regress; government mandated COVID-19 restrictions will not be re-imposed; the estimated incremental annual royalty income to DIV from the addition of five new locations to the Mr. Lube + Tires Royalty Pool will be consistent with DIV's expectations; the ability to receive equity and/or debt financing on acceptable terms; DIV will realize the expected benefits Transaction with BarBurrito; the businesses of DIV's respective Royalty Partners will not suffer any material adverse effect; tax laws not being changed so as to adversely affect DIV's financing capability, operations, activities, structure or dividends; the ability to retain and continue to attract qualified and knowledgeable personnel; no material changes to government and environmental regulations adversely affecting DIV's or its Royalty Partner's respective operations; and competition for acquisitions, will be consistent with the economic climate. Although the forward-looking information contained in this MD&A is based upon what the Company's management believes to be reasonable assumptions, the Company cannot assure investors that actual results will be consistent with such information. Undue reliance should not be placed on the forward-looking information contained herein since no assurance can be given that it will prove to be correct.

Forward-looking information reflects current expectations of the Company's management regarding future events and operating performance as of the date of this MD&A. Such information involves significant risks and uncertainties, should not be read as guarantees of future performance or results, and will not necessarily be accurate indications of whether or not such results will be achieved. A number of factors could cause actual results to differ materially from the results discussed in the forward-looking information including, without limitation: the Company's high dependency on the operations of its Royalty Partners; prevailing yields on similar securities; the Company's reliance on key personnel; dividends are not guaranteed and will fluctuate with business performance of DIV and its Royalty Partners (including their respective franchisees) and may be reduced or suspended at any time; the unpredictability and volatility of prices of the Company's common shares and convertible debentures; leverage and restrictive covenants; failure to access financing; credit facilities risk; the financial health of Royalty Partner cash flows; DIV and its Royalty Partners (including their respective franchisees) may continue to be adversely impacted directly, or indirectly by economic or socioeconomic conditions related to COVID-19; recent improvement trends experienced by certain of DIV's Royalty Partners (including their respective franchisees) may not continue and may regress; DIV's lenders may not agree to provide, or continue to provide, as applicable, covenant relief, at all or only on terms that are disadvantageous to DIV; the Royalty Partners' respective lenders may not agree to provide, or continue to provide, as applicable, covenant relief, at all or only on terms that are disadvantageous to the Royalty Partners; the actual incremental annual royalty income to DIV from the addition of five new locations to the Mr. Lube + Tires Royalty Pool may be less than expected; DIV and Mr. Mikes may not realize the intended benefits of the Amended MRM Royalty Agreements; DIV may not realize the expected benefits of the Transaction with BarBurrito; outstanding deferred contractual amounts owing from Mr. Mikes may not be collected in the future; Loyalty Inc. may not be successful in renewing sponsor contracts, and such contracts, if renewed, may be renewed on less advantageous terms than existing contracts; the decline in royalties received under the AIR MILES® Licenses could cause AM LP to be required to make partial or full repayment of the outstanding principal amount under its credit agreement, or cause AM LP to be in default under its credit agreement; failure to realize anticipated benefits of royalty acquisitions; regulatory risk; regulatory filing and licensing requirements; fluctuations in interest rates and inflation; competition for royalty acquisition targets; failure to complete further royalty acquisitions or future royalty acquisitions not being accretive; dependence on the business of Sutton, Mr. Lube + Tires, Loyalty Inc., Mr. Mikes, Nurse Next Door, Oxford, Stratus and BarBurrito to fund dividends; Royalty Partners may not make their respective royalty payments in whole or in part or on time or at all; limitations on future growth and cash flow; sensitivity to general economic conditions and levels of economic activity; financing constraints; and foreign exchange exposure. Readers are cautioned that the foregoing list is not exhaustive. For additional information with respect to risks and uncertainties, readers should carefully review and consider the risk factors described under "*Risk Factors*" and elsewhere in this MD&A and in the Company's Annual Information Form dated March 9, 2023, a copy of which is available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca). The information contained in this MD&A, including the documents referred to herein, identifies additional factors that could affect the operating results and performance of the Company. Readers are urged to carefully consider those factors.

The forward-looking information contained in this MD&A is expressly qualified in its entirety by this cautionary statement. Forward-looking information reflects management's current beliefs and is based on information currently available to the Company. The forward-looking information is disclosed as of the date of this MD&A (or in the case of information contained in a document referred to herein, as of the date of such document), and the Company assumes no obligation to publicly update or revise such forward-looking information to reflect new information, subsequent or otherwise, except as may be required by applicable securities law.

**Third Party Information**

This MD&A includes information obtained from third party company filings and reports and other publicly available sources as well as financial statements and other reports provided to DIV by its Royalty Partners. Although DIV believes these sources to be generally reliable, such information cannot be verified with complete certainty. Accordingly, the accuracy and completeness of this information is not guaranteed. DIV has not independently verified any of the information from third party sources referred to in this MD&A nor ascertained the underlying assumptions relied upon by such sources.