



K·BRO

Q1, 2015
Management's
Discussion &
Analysis

Dependable.



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

The following Management's Discussion and Analysis ("MD&A") is supplemental to, and should be read in conjunction with, the unaudited interim condensed Consolidated Financial Statements of K-Bro Linen Inc. ("the Corporation") for the three months ended March 31, 2015 and the audited Consolidated Financial Statements, as well as the MD&A, for the year ended December 31, 2014. The Corporation and its wholly-owned subsidiaries, including K-Bro Linen Systems Inc., are collectively referred to as "K-Bro" in this MD&A.

Management is responsible for the information contained in this MD&A and its consistency with information presented to the Audit Committee and Board of Directors. All information in this document has been reviewed and approved by the Audit Committee and Board of Directors. This review was performed by management with information available as of May 6, 2015.

In the interest of providing current Shareholders of K-Bro Linen Inc. and potential investors with information regarding current results and future prospects, our public communications often include written or verbal forward-looking statements. Forward-looking statements are disclosures regarding possible events, conditions, or results of operations that are based on assumptions about future economic conditions and courses of action, and include future-oriented financial information.

This MD&A contains forward-looking information that represents internal expectations, estimates or beliefs concerning, among other things, future activities or future operating results and various components thereof. The use of any of the words "anticipate", "continue", "expect", "may", "will", "project", "should", "believe", and similar expressions suggesting future outcomes or events are intended to identify forward-looking information. Statements regarding such forward-looking information reflect management's current beliefs and are based on information currently available to management.

These statements are not guarantees of future performance and are based on management's estimates and assumptions that are subject to risks and uncertainties, which could cause K-Bro's actual performance and financial results in future periods to differ materially from the forward-looking information contained in this MD&A. These risks and uncertainties include, among other things: (i) risks associated with acquisitions, including the possibility of undisclosed material liabilities; (ii) K-Bro's competitive environment; (iii) utility and labour costs; (iv) K-Bro's dependence on long-term contracts with the associated renewal risk; (v) increased capital expenditure requirements; (vi) reliance on key personnel; (vii) changing trends in government outsourcing; and (viii) the availability of future financing. Material factors or assumptions that were applied in drawing a conclusion or making an estimate set out in the forward-looking information include: (i) volumes and pricing assumptions; (ii) expected impact of labour cost initiatives; and (iii) the level of capital expenditures. Although the forward-looking information contained in this MD&A is based upon what management believes are reasonable assumptions, there can be no assurance that actual results will be consistent with these forward-looking statements. Certain statements regarding forward-looking information included in this MD&A may be considered "financial outlook" for purposes of applicable securities laws, and such financial outlook may not be appropriate for purposes other than this MD&A.

All forward-looking information in this MD&A is qualified by these cautionary statements. Forward-looking information in this MD&A is presented only as of the date made. Except as required by law, K-Bro

does not undertake any obligation to publicly revise these forward-looking statements to reflect subsequent events or circumstances.

This MD&A also makes reference to certain measures in this document that do not have any standardized meaning as prescribed by IFRS and, therefore, are considered additional GAAP and non-GAAP measures. These measures may not be comparable to similar measures presented by other issuers. Please see “*Terminology*” for further discussion.

TABLE OF CONTENTS

Introduction	3	Liquidity and Capital Resources	8	Terminology	11
Selected Quarterly Financial Info	4	Dividends	9	Significant Accounting Policies	13
Summary of Results and Key Events	4	Distributable Cash Flow	10	Critical Risks and Uncertainties	14
Key Performance Drivers	5	Outstanding Shares	11	Controls and Procedures	14
Outlook	5	Related Party Transaction	11		
Results of Operations	6	Critical Accounting Estimates	11		

INTRODUCTION

Core Business

K-Bro is the largest owner and operator of laundry and linen processing facilities in Canada. K-Bro provides a comprehensive range of general linen and operating room linen processing, management and distribution services to healthcare institutions, hotels and other commercial accounts. K-Bro currently has eight processing facilities and one distribution centre in eight Canadian cities including Victoria, Vancouver, Calgary, Edmonton, Saskatoon, Toronto, Montréal and Québec City.

Industry and Market

K-Bro provides laundry and linen services to Canadian healthcare, hospitality and other commercial customers. Typical services offered by K-Bro include the processing, management and distribution of general and operating room linens, including sheets, blankets, towels, surgical gowns and drapes and other linen. Other types of processors in K-Bro's industry in Canada include independent privately owned facilities (i.e. typically small, single facility companies), public sector central laundries and public and private sector on-premise laundries (known as "OPLs"). Participants in other sectors of the laundry and linen services industry, such as uniform rental companies (which own and launder uniforms worn by their customers' employees) typically do not offer services that significantly overlap with those offered by K-Bro.

Our partnerships with healthcare institutions and hospitality clients across Canada demonstrate K-Bro's commitment to build relationships that foster continuous improvement, provide flexibility to adjust to changing circumstances as required and which incorporate incentives, penalties and sharing of risks and rewards as circumstances warrant. As a result, clients across the country have entered into long-term relationships with us, with most having renewed their contracts several times.

In this competitive industry, K-Bro is distinctive in Canada in its ability to deliver products and services that provide value to our customers. Management believes that the healthcare and hospitality sectors of the laundry and linen services industry represent a stable base of annual recurring business with opportunities for growth as additional healthcare beds and funds are made available to meet the needs of an aging demographic.

SELECTED QUARTERLY FINANCIAL INFORMATION

<i>(thousands, except share and per share amounts)</i>	Three Months Ended March 31,		
	2015	2014	2013
Revenue	\$ 33,820	\$ 32,271	\$ 31,647
Earnings before income taxes	4,224	2,896	3,807
Net earnings	3,019	2,031	2,762
<i>Net earnings per share:</i>			
Basic	\$ 0.38	\$ 0.29	\$ 0.39
Diluted	\$ 0.38	\$ 0.29	\$ 0.39
Total assets	133,229	113,824	99,452
Long-term debt	-	18,609	5,162
Dividends declared to Shareholders	2,388	2,039	2,028
Dividends declared to Shareholders per share	\$ 0.300	\$ 0.288	\$ 0.288
<i>Number of shares outstanding:</i>			
Basic	7,914,367	7,031,739	7,018,581
Diluted	7,942,293	7,072,163	7,054,476

SUMMARY OF INTERIM RESULTS AND KEY EVENTS

Regina Facility Development

Management estimates that the costs to commission a new facility in Regina are expected to be approximately \$35.6 million for new equipment, land and building. Costs associated with the new facility began to be incurred in Q2, 2014 and will continue to be incurred until Q3, 2015. As at March 31, 2015, K-Bro has incurred \$14.4 million of the total expected capital cost. Management expects the new facility to commence processing in late Q3, 2015. Management anticipates that as transition costs associated with moving into the new facility are incurred during Q3, 2015 and Q4, 2015 EBITDA margins will be negatively impacted.

Effects of Economic Uncertainty

K-Bro believes that it is positioned to withstand market volatility and uncertainty given that:

- Approximately 70.5% of its revenues in the quarter were from large publicly funded healthcare customers which are geographically diversified across multiple provinces;
- At March 31, 2015, K-Bro had unutilized borrowing capacity of \$38.4 million or 95.9% of the revolving credit line available and cash of \$11.8 million; and,
- K-Bro's prudent approach to managing capital has added cash flow and liquidity to the Corporation, thereby improving its ability to withstand the turmoil in the national and global capital markets.

K-Bro is a participant in the temporary foreign worker ("TFW") program in our facilities where genuine labour shortages exist, predominantly within our Alberta plants. In 2014, the federal government

reviewed the TFW program and implemented various rule changes. These changes include stricter application requirements, higher application fees, caps on TFW in low wage positions, refusal of applications in regions of high unemployment, reduction to work permit durations, and increased government inspections. The rule changes, if implemented as set out, are not expected to have a material effect on the financial results or operations of the Corporation.

KEY PERFORMANCE DRIVERS

K-Bro's key performance drivers focus on growth, profitability, stability and cost containment in order to maintain dividends and maximize Shareholder value. The following outlines our results on a quarter-to-quarter comparative basis in each of these areas:

(thousands, except percentages)

Category	Indicator	Q1, 2015	Q1, 2014
Growth	EBITDA ⁽¹⁾	19.2%	-10.5%
	Revenue	4.8%	2.0%
	Distributable cash flow	11.2%	-4.8%
Profitability	EBITDA ⁽¹⁾	\$ 6,304	\$ 5,287
	EBITDA margin	18.6%	16.4%
	Net earnings	\$ 3,019	\$ 2,031
Stability	Debt to total capitalization ⁽²⁾	0.0%	20.7%
	Unutilized line of credit	\$ 38,350	\$ 20,741
	Cash on hand	\$ 11,762	\$ -
	Payout ratio	48.6%	46.2%
	Dividends declared per share	\$ 0.300	\$ 0.288
Cost containment	Wages and benefits	44.6%	45.1%
	Utilities	6.3%	7.7%
	Expenses included in EBITDA	81.4%	83.6%

⁽¹⁾ EBITDA is defined as revenue less operating expenses (which equates to net earnings before income tax, gain or loss on disposals, financial charges and depreciation and amortization). See *Terminology*.

⁽²⁾ Debt to total capitalization is defined as total debt divided by total capital. See *Terminology*.

OUTLOOK

K-Bro's focus is on profitable growth in the years to come as we execute our strategy of expanding geographically and adding new services for our customers. K-Bro is committed to building value for our shareholders, our customers and our employees.

K-Bro also has several proposals pending and has entered into discussions with potential new customers. In addition, K-Bro continues to seek potential acquisition candidates. Neither the timing nor the degree of likelihood of success of any of these proposals or acquisitions can be stated with any degree of accuracy.

RESULTS OF OPERATIONS

Quarterly Financial Information

The following table provides certain selected consolidated financial and operating data prepared by K-Bro management for the preceding eight quarters:

	2015		2014			2013		
	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2
Healthcare revenue	23,857	23,848	23,068	23,330	22,641	22,607	21,874	22,124
Hospitality revenue	9,963	9,945	12,960	11,018	9,630	9,737	12,677	10,536
Total revenue	33,820	33,793	36,028	34,348	32,271	32,344	34,551	32,660
Expenses included in EBITDA	27,516	27,460	28,411	27,344	26,984	26,923	28,816	26,403
EBITDA ⁽¹⁾	6,304	6,333	7,617	7,004	5,287	5,421	5,735	6,257
EBITDA as a % of revenue	18.6%	18.7%	21.1%	20.4%	16.4%	16.8%	16.6%	19.2%
Adjusted EBITDA ⁽²⁾	6,304	6,333	7,617	7,004	5,287	5,421	6,448	6,257
Depreciation and amortization	2,178	2,255	2,273	2,216	2,194	2,304	1,887	1,940
Financial expenses (income)	(98)	103	125	196	169	176	169	127
Loss (gain) on disposal of equipment	-	(30)	37	12	28	25	5	78
Earnings before income taxes	4,224	4,005	5,182	4,580	2,896	2,916	3,674	4,112
Income tax expense	1,205	922	1,431	1,247	865	799	1,103	1,226
Net earnings	3,019	3,083	3,751	3,333	2,031	2,117	2,571	2,886
Net earnings as a % of revenue	8.9%	9.1%	10.4%	9.7%	6.3%	6.5%	7.4%	8.8%
Basic earnings per share	0.381	0.433	0.533	0.474	0.289	0.301	0.366	0.411
Diluted earnings per share	0.380	0.432	0.529	0.471	0.287	0.300	0.364	0.410
Adjusted net earnings ⁽³⁾	3,019	3,083	3,751	3,333	2,031	2,117	3,070	2,886
Basic adjusted earnings per share ⁽³⁾	0.381	0.433	0.533	0.474	0.289	0.301	0.437	0.411
Diluted adjusted earnings per share ⁽³⁾	0.380	0.432	0.529	0.471	0.287	0.300	0.435	0.410
Total assets	133,229	132,638	117,983	117,984	113,824	112,330	107,911	104,226
Total long-term financial liabilities	5,892	5,815	28,267	29,081	25,066	25,619	22,515	20,794
Funds provided by operations	4,214	9,401	7,787	2,705	4,016	6,399	5,106	(1,499)
Long-term debt	-	-	21,908	22,587	18,609	19,640	17,028	15,338
Dividends declared per share	0.300	0.300	0.300	0.296	0.288	0.288	0.288	0.288

⁽¹⁾ EBITDA is defined as revenue less operating expenses (which equates to net earnings before income tax, gain or loss on disposals, financial charges and depreciation amortization). See *Terminology*.

⁽²⁾ Adjusted EBITDA is defined as EBITDA (defined above) plus or minus non-recurring, infrequent and / or unusual transactions which did not occur during the preceding two years and are not expected to recur within the next two years. See *Terminology* for a complete description of the adjusted items.

⁽³⁾ Adjusted net earnings is defined as net earnings plus or minus non-recurring, infrequent and / or unusual transactions net of corporate income taxes which did not occur during the preceding two years and are not expected to recur within the next two years. See *Terminology* for a complete description of the adjusted items.

Revenue, Earnings and EBITDA

For the three months ended March 31, 2015, K-Bro's revenue increased by 4.8% to \$33.8 million from \$32.3 million in the comparative period. This increase was due to organic growth at existing customers across the plants in addition to new customers secured in existing markets. In Q1, 2015 approximately 70.5% of

K-Bro's revenue was generated from healthcare institutions which is comparable to 70.2 % in Q1, 2014.

EBITDA was \$6.3 million for the three months ended March 31, 2015, compared to \$5.3 million in the comparative period of 2014. This 19.2% increase was predominantly as a result of increased efficiencies as a result of the move to the new Edmonton facility, lower utilities, and organic growth from existing customers across the plants.

Net earnings increased by \$1.0 million or 48.6% from \$2.0 million in Q1, 2014 to \$3.0 million in Q1, 2015. Net earnings as a percentage of revenue increased to 8.9% compared to 6.3% in 2014. This margin increase is due to a flow through effect of the increase in EBITDA.

Operating Expenses

Wages and benefits increased to \$15.1 million in 2015 from \$14.6 million in 2014, but decreased as a percentage of revenue from 45.1% in 2014 to 44.6% in the same period of 2015. This decrease in the period is due to the increased efficiencies achieved at the new Edmonton facility offset by incremental labour required to process increased volume as well as rising labour costs from increments in the wage rate.

Linen expenses remained constant at \$3.6 million in 2014 and 2015, but decreased to 10.8% as a percentage of revenue in Q1, 2015 compared to 11.1% in Q1, 2014. This decrease as a percentage of revenue is a result of our ability to procure linen at lower rates in 2015 as well as start-up purchases made in 2014 to support new accounts.

Utility costs decreased to \$2.1 million or 6.3% as a percentage of revenue in Q1, 2015, compared to \$2.5 million and 7.7% in 2014. This decrease was mainly caused by a decrease in the price of natural gas as compared to the same period of 2014.

Delivery costs decreased to \$1.5 million and 4.5% as a percentage of revenues compared to \$1.6 million and 4.9% as a percentage of revenue in Q1, 2014. The declining costs of diesel fuel have contributed to the decrease on a year-over-year basis.

Materials and supplies remained constant at \$1.2 million and 3.6% as a percentage of revenue in 2014 and 2015.

Repairs and maintenance increased slightly to \$1.1 million in Q1, 2015 compared to \$1.0 million in Q1, 2014 and remained constant as a percentage of revenue at 3.2% year-over-year.

Occupancy costs remained unchanged at \$1.2 million, and decreased slightly as a percentage of revenue from 3.7% in Q1, 2014 to 3.6% in Q1, 2015.

Corporate costs increased in Q1, 2015 by \$0.2 million and to 4.8% as a percentage of revenues over the comparative period of 2014, from 4.4% in Q1, 2014. The increase is due to an increase in the management personal to support the company's growth and business strategies across the plants.

Depreciation of property, plant and equipment and amortization of intangible assets represents the

expense related to the appropriate matching of certain of K-Bro's long-term assets to the estimated useful life and period of economic benefit of those assets.

Financial income of \$0.1 million was realized in Q1, 2015 compared to financial expenses of \$0.2 million incurred in Q1, 2014. The income is mainly attributable to a foreign exchange gain and a decrease in interest expense as a result of a decrease in long term debt.

Income tax includes current and future income taxes based on taxable income and the temporary timing differences between the tax and accounting bases of assets and liabilities. Income tax reflects the quarterly provision on the earnings of the Corporation.

LIQUIDITY AND CAPITAL RESOURCES

In Q1, 2015 cash generated by operating activities was \$4.2 million, compared to cash generated by operating activities of \$4.0 million during Q1, 2014. The change in cash from operations is due to the increase in earnings.

During Q1, 2015, cash used in financing activities amounted to \$2.4 million compared to \$3.1 million in Q1, 2014. Financing activities in Q1, 2015 consisted of \$2.4 million in dividends paid to Shareholders.

Investing activities resulted in a use of cash of \$3.8 million in Q1, 2015 compared to \$0.9 million in Q1, 2014. Investing activities for the current quarter related primarily to the construction of the new Regina facility, while the amount in Q1, 2014 related primarily to purchases of property, plant and equipment across all plants.

Contractual Obligations

At March 31, 2015, payments due under contractual obligations for the next five years and thereafter are as follows:

<i>(thousands)</i>	Payments due by Period				
	Total	< 1 Year	1 - 3 Years	4 - 5 Years	> 5 Years
Long-term debt	\$ -	-	-	-	-
Operating leases and utility commitments	\$ 31,187	4,374	9,964	5,120	11,729
Linen purchase obligations	\$ 4,058	4,058	-	-	-
Property, plant and equipment commitments	\$ 18,000	18,000	-	-	-

The operating lease obligations are secured by automotive equipment and plants, and are more fully described in the audited annual consolidated financial statements. The source of funds for these commitments will be from operating cash flow and, if necessary, the undrawn portion of the revolving credit facility.

Financial Position

<i>(thousands, except percentages)</i>	Three Months Ended March 31, 2015	Year Ended December 31, 2014
Long-term debt	\$ -	\$ -
Shareholders' equity	110,448	109,438
Total capitalization	\$ 110,448	\$ 109,438
Debt to total capitalization (see <i>Terminology</i> for definition)	0.0%	0.0%

For the quarter ended March 31, 2015, the Corporation had a debt to total capitalization of 0.0%, unused revolving credit facility of \$38.4 million and has not incurred any events of default under the terms of its credit facility agreement.

As at March 31, 2015, the Corporation had net working capital of \$21.2 million compared to its working capital position of \$21.7 million at December 31, 2014. The decrease in working capital is attributable to expenditures associated with the Regina facility.

Management believes that K-Bro has the capital resources and liquidity necessary to meet its commitments, support its operations and finance its growth strategies. In addition to K-Bro's ability to generate cash from operations and its revolving credit facility, K-Bro believes it is also able to issue additional shares or increase its borrowing capacity, if necessary, to provide for capital spending and sustain its property, plant and equipment.

DIVIDENDS

Fiscal Period	Payment Date	# of Shares outstanding	2015		2014	
			Amount per Share	Total Amount	Amount per Share	Total Amount ⁽¹⁾
January	February 15	7,959,735	\$ 0.10000	\$ 796	\$ 0.09580	\$ 680
February	March 15	7,959,735	0.10000	796	0.09580	680
March	April 13	7,959,735	0.10000	796	0.09580	680
Q1			\$ 0.30000	\$ 2,388	\$ 0.28740	\$ 2,039

⁽¹⁾ The total amount of dividends paid was \$0.09580 per share for a total of \$679,734 per month for Jan - March 2014; when rounded in thousands, \$2,039 of dividends were paid for the quarterly period.

For the three months ended March 31, 2015, the Corporation declared a \$0.300 per share dividend compared to \$0.618 per Share of Distributable Cash Flow (see *Terminology*). The payout ratio for the three months ended March 31, 2015 was 48.6%.

The Corporation's policy is to pay dividends to Shareholders from its available distributable cash flow while considering requirements for capital expenditures, working capital, growth capital and other reserves considered advisable by the Directors of the Corporation. All such dividends are discretionary. Dividends are declared payable each month in equal amounts to Shareholders on the last business day of each month and are paid by the 15th of the following month.

The Corporation designates all dividends paid or deemed to be paid as Eligible Dividends for purposes of subsection 89(14) of the Income Tax Act (Canada), and similar provincial and territorial legislation, unless indicated otherwise.

DISTRIBUTABLE CASH FLOW *(see Terminology)*

(all amounts in this section in \$000's except per share amounts and percentages)

The Corporation's source of cash for dividends is distributable cash flow provided by operating activities. Distributable cash flow, reconciled to cash provided by operating activities as calculated under IFRS, is presented as follows:

<i>(thousands, except per share amounts and percentages)</i>	2015		2014			2013		
	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2
Cash provided by operating activities	\$ 4,214	\$ 9,401	\$ 7,787	\$ 2,705	\$ 4,016	\$ 6,399	\$ 5,106	\$ (1,499)
<i>Deduct (add):</i>								
Net changes in non-cash working capital items ⁽¹⁾	(1,439)	3,878	1,544	(2,995)	(1,087)	1,201	332	(6,956)
Share-based compensation	379	306	319	102	372	261	279	377
Maintenance capital expenditures ⁽²⁾	365	309	127	491	315	180	293	240
Distributable cash flow	\$ 4,909	\$ 4,908	\$ 5,797	\$ 5,107	\$ 4,416	\$ 4,757	\$ 4,202	\$ 4,840
Dividends declared	2,388	2,220	2,137	2,102	2,039	2,039	2,039	2,036
Dividends declared per share	0.300	0.300	0.300	0.296	0.288	0.288	0.288	0.288
Payout ratio ⁽³⁾	48.6%	45.2%	36.7%	41.0%	46.2%	42.8%	48.4%	41.9%
Weighted average shares outstanding during the period, basic	7,914	7,113	7,042	7,034	7,032	7,031	7,031	7,020
Weighted average shares outstanding during the period, diluted	7,942	7,134	7,096	7,083	7,072	7,065	7,055	7,038
Trailing-twelve months ("TTM")								
Distributable cash flow	20,721	20,228	20,077	18,482	18,215	18,437	18,080	19,158
Dividends	8,847	8,498	8,317	8,219	8,153	8,142	8,131	8,120
Payout ratio ⁽³⁾	42.7%	42.0%	41.4%	44.5%	44.8%	44.2%	45.0%	42.5%

⁽¹⁾ Net changes in non-cash working capital is excluded from the calculation as management believes it would introduce significant cash flow variability and affect underlying cash flow from operating activities. Significant variability can be caused by such things as the timing of receipts (which individually are large because of the nature of K-Bro's customer base and timing may vary due to the timing of customer approval, vacations of customer personnel, etc.) and the timing of disbursements (such as the payment of large volume rebates done once annually). As well, large increases in working capital are generally required when contracts with new customers are signed as linen is purchased and accounts receivable increase. Management feels that this amount should be excluded from the distributable cash flow calculation.

⁽²⁾ Maintenance capital expenditures includes costs required to maintain or replace assets which do not have a discrete return on investment.

⁽³⁾ The ratio of dividends paid compared to distributable cash flow is periodically reviewed by the Board of Directors to take into account the current and prospective performance of the business and other items considered to be prudent. Payout ratio is calculated on the dividends declared divided by the distributable cash flow.

OUTSTANDING SHARES

As at March 31 and May 6, 2015, the Corporation had 7,959,735 common shares outstanding. Basic and diluted weighted average number of common shares outstanding for the three months ended March 31, 2015 were 7,914,367 and 7,942,293, respectively, (7,031,739 and 7,072,163, respectively, for the comparative 2014 interim periods).

In accordance with the LTI plan and in conjunction with the performance of the Corporation in the 2014 fiscal year, on May 6, 2015 the Compensation, Nominating and Corporate Governance Committee of the Board of Directors approved LTI compensation of \$1.4 million (2014 – \$1.4 million) to be paid as shares issued from treasury under the terms of the LTI plan approved by Shareholders in June 2011. As at March 31, 2015, the value of the shares held in trust by the LTI trustee was \$2.4 million (December 31, 2014 – \$2.1 million) which was comprised of 45,368 in unvested common shares (December 31, 2014 – 45,368) with a nil aggregate cost (December 31, 2014 – \$nil).

RELATED PARTY TRANSACTIONS

The Corporation incurred expenses in the normal course of business for advisory consulting services provided by Mr. Matthew Hills, a director of the Corporation. For the three period ended March 31, 2015, the Corporation incurred fees totaling \$34,500, compared to \$34,500 for the same period of fiscal 2014.

CRITICAL ACCOUNTING ESTIMATES

The preparation of the financial statements, in conformity with IFRS, requires K-Bro to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Management regularly evaluates these estimates and assumptions which are based on past experience and other factors that are deemed reasonable under the circumstances. This involves varying degrees of judgment and uncertainty and, therefore, amounts currently reported in the financial statements could differ in the future. There have been no changes in the accounting estimates from those reported at December 31, 2014.

TERMINOLOGY

Additional GAAP Measures

EBITDA

We report on our EBITDA (Earnings before interest, taxes, depreciation and amortization) because it is a key measure used by management to evaluate performance. EBITDA is utilized in measuring compliance with debt covenants and in making decisions relating to dividends to Shareholders. We believe EBITDA assists investors in assessing our performance on a consistent basis as it is an indication of our capacity to generate income from operations before taking into account management's financing decisions and costs of consuming tangible and intangible capital assets, which vary according to their vintage, technological currency and management's estimate of their useful life. Accordingly, EBITDA comprises revenues less operating costs before: financing costs,

capital asset and intangible asset amortization, loss on disposal and impairment charges, and income taxes.

EBITDA is not a calculation based on IFRS and is not considered an alternative to net earnings in measuring K-Bro's performance. EBITDA does not have a standardized meaning and is therefore not likely to be comparable with similar measures used by other issuers. EBITDA should not be used as an exclusive measure of cash flow since it does not account for the impact of working capital changes, capital expenditures, debt changes and other sources and uses of cash, which are disclosed in the consolidated statements of cash flows.

<i>(thousands)</i>	Three Months Ended March 31,	
	2015	2014
Net earnings	\$ 3,019	\$ 2,031
<i>Add:</i>		
Income tax expense	1,205	865
Financial expenses (income)	(98)	169
Depreciation of property, plant and equipment	1,688	1,664
Amortization of intangible assets	490	530
Loss on disposal of property, plant and equipment	-	28
EBITDA	\$ 6,304	\$ 5,287

Non-GAAP Measures

Adjusted EBITDA

Adjusted EBITDA is a measure which has been reported in order to assist in the comparison of historical EBITDA to current results. The calculation of Adjusted EBITDA normalizes the impact of non-recurring infrequent and/or unusual transactions which did not occur during the preceding two years and are not expected to recur within the next two years, and the related impact on EBITDA (as defined above). During the third quarter ended September 30, 2013, a charge equivalent to the remaining lease payments for decommissioned facilities was recognized as occupancy costs. The normalization of this expense from the calculation of EBITDA is considered by Management to be a more accurate representation of continuing operations.

Adjusted Net Earnings and Adjusted Net Earnings per Share

Adjusted net earnings and *adjusted net earnings per share* are measures which have been reported in order to assist in the comparison of historical net earnings to current results. The calculation of Adjusted net earnings normalizes the impact of non-recurring infrequent and/or unusual transactions net of corporate income taxes which did not occur during the preceding two years and are not expected to recur within the next two years, and the related impact on net earnings and net earnings per share. The normalization of this net expense in the calculation of adjusted net earnings and adjusted net earnings per share is considered by management to be a more accurate representation of the net earnings from continuing operations.

For the quarter ended March 31, 2015, each of the non-GAAP adjusted measures noted above (adjusted EBITDA, adjusted net earnings and adjusted net earnings per share) are equivalent to their unadjusted

measures. Accordingly, no calculations have been presented for these three measures.

Distributable Cash Flow

Distributable cash flow is a measure used by management to evaluate its performance. While the closest IFRS measure is cash provided by operating activities, distributable cash flow is considered relevant because it provides an indication of how much cash generated by operations is available after capital expenditures. It shall be noted that although we consider this measure to be distributable cash flow, financial and non-financial covenants in our credit facilities and dealer agreements may restrict cash from being available for dividends, re-investment in the Corporation, potential acquisitions, or other purposes. Investors should be cautioned that distributable cash flow may not actually be available for growth or distribution from the Corporation. References to “Distributable cash flow” are to cash provided by (used in) operating activities (including the net change in non-cash working capital balances) less capital expenditures.

Payout Ratio

Payout ratio is defined by management as the actual cash dividend divided by distributable cash. This is a key measure used by investors to value K-Bro, assess its performance and provide an indication of the sustainability of dividends. The payout ratio depends on the distributable cash and the Corporation’s dividend policy.

Debt to Total Capitalization

Debt to total capitalization is defined by management as the total long-term debt divided by the Corporation’s total shareholder’s equity. This is a measure used by investors to assess the Corporation’s financial structure.

Distributable Cash Flow, Payout Ratio, Debt to Total Capitalization, Adjusted EBITDA, Adjusted net earnings, and Adjusted net earnings per share are not calculations based on IFRS and are not considered an alternative to IFRS measures in measuring K-Bro’s performance. Distributable Cash Flow, Payout Ratio, Adjusted EBITDA, Adjusted net earnings, and Adjusted net earnings per share do not have standardized meanings in IFRS and are therefore not likely to be comparable with similar measures used by other issuers.

Off Balance Sheet Arrangements

As at March 31, 2015, the Corporation has not entered into any off balance sheet arrangements.

CHANGES IN ACCOUNTING POLICIES

The Corporation has prepared its March 31, 2015 interim condensed consolidated financial statements in accordance with IAS 34, *Interim Financial Reporting*, as issued by the IASB and incorporated the same accounting principles and methods used in the preparation of the audited annual Consolidated Financial Statements. See Note 2 of the Corporation’s audited annual Consolidated Financial Statements for more information regarding the significant accounting principles used to prepare the interim Consolidated Financial Statements.

The Corporation has adopted the following new and revised standards, along with any consequential amendments, effective January 1, 2015. These changes were made in accordance with the applicable transitional provisions.

- IFRS 8, *Operating Segments*, requires the Corporation to disclose judgements made by management in aggregating segments, and a reconciliation of segment assets to the entity's assets when segment assets are reported. The adoption of the amendment to IFRS 8 did not result in any change to the method of recognizing segments for the Corporation.

CRITICAL RISKS AND UNCERTAINTIES

As at March 31, 2015, there are no material changes in the Corporation's risks or risk management activities since December 31, 2014. The Corporation's results of operations, business prospects, financial condition, cash dividends to Shareholders and the trading price of the Corporation's Shares are subject to a number of risks. These risk factors include: dependence on long-term contracts and the associated renewal risk thereof; the effects of market volatility and uncertainty; potential future tax changes; the competitive environment; our ability to acquire and successfully integrate and operate additional businesses; utility costs; the labour markets; the fact that our credit facility imposes numerous covenants and encumbers assets; and, environmental matters.

For a discussion of these risks and other risks associated with an investment in Corporation Shares, see *Risk Factors – Risks Related to K-Bro and the Laundry and Linen Industry* detailed in the Corporation's Annual Information Form that is available at www.sedar.com.

CONTROLS AND PROCEDURES

In order to ensure that information with regard to reports filed or submitted under securities legislation present fairly in all material respects the financial information of K-Bro, management, including the President and Chief Executive Officer ("CEO") and the Vice-President and Chief Financial Officer ("CFO"), are responsible for establishing and maintaining disclosure controls and procedures, as well as internal control over financial reporting.

Disclosure Controls and Procedures

The Corporation has established disclosure controls and procedures to ensure that information disclosed in this MD&A and the related financial statements of K-Bro was properly recorded, processed, summarized and reported to the Board of Directors and the Audit Committee. The Corporation's CEO and CFO have evaluated the effectiveness of these disclosure controls and procedures for the three months ended March 31, 2015, and have concluded that they are effective.

Internal Controls over Financial Reporting

There were no changes in internal controls over financial reporting ("ICFR") during the three month period ended March 31, 2015 that materially affected, or are reasonably likely to materially affect, the Corporation's ICFR. The CEO and the CFO have evaluated these controls for the three months ended

March 31, 2015 and have concluded that the controls are operating effectively. A discussion of the internal controls over financial reporting can be found under the MD&A that accompany the audited consolidated financial statements for the year ended December 31, 2014.

A control system, no matter how well conceived 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 instance of fraud, if any, have been detected. These inherent limitations include, amongst other items: (i) that managements' assumptions and judgments could ultimately prove to be incorrect under varying conditions and circumstances; or, (ii) the impact of isolated errors.

Additionally, controls may be circumvented by the unauthorized acts of individuals, by collusion of two or more people, or by management override. The design of any system of controls is also based, in part, upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all potential (future) conditions.

Additional information regarding K-Bro including required securities filings are available on our website at www.k-brolinen.com and on the Canadian Securities Administrators' website at www.sedar.com; the System for Electronic Document Analysis and Retrieval ("SEDAR").

Vous pouvez obtenir des renseignements supplémentaires sur la Société, y compris les documents déposés auprès des autorités de réglementation, sur notre site Web, au www.k-brolinen.com et sur le site Web des autorités canadiennes en valeurs mobilières au www.sedar.com, le site Web du Système électronique de données, d'analyse et de recherche (« SEDAR »).