

CONSTELLATION SOFTWARE INC.

MANAGEMENT'S DISCUSSION AND ANALYSIS ("MD&A")

The following discussion and analysis should be read in conjunction with the Unaudited Condensed Consolidated Interim Financial Statements for the three month period ended March 31, 2016, which we prepared in accordance with International Financial Reporting Standards ("IFRS"). Certain information included herein is forward-looking and based upon assumptions and anticipated results that are subject to uncertainties. Should one or more of these uncertainties materialize or should the underlying assumptions prove incorrect, actual results may vary significantly from those expected. See "Forward-Looking Statements" and "Risks and Uncertainties".

Unless otherwise indicated, all dollar amounts are expressed in U.S. dollars. All references to "\$" are to U.S. dollars and all references to "C\$" are to Canadian dollars. Certain totals, subtotals and percentages may not reconcile due to rounding.

Additional information about Constellation Software Inc. (the "Company" or "Constellation"), including our most recently filed Annual Information Form ("AIF"), is available on SEDAR at www.sedar.com.

Forward Looking Statements

Certain statements in this report may contain "forward looking" statements that involve risks, uncertainties and other factors that may cause the actual results, performance or achievements of the Company or industry to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Words such as "may", "will", "expect", "believe", "plan", "intend", "should", "anticipate" and other similar terminology are intended to identify forward looking statements. These statements reflect current assumptions and expectations regarding future events and operating performance as of the date of this MD&A, April 27, 2016. Forward looking statements involve 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 vary significantly from the results discussed in the forward looking statements, including, but not limited to, the factors discussed under "Risks and Uncertainties". Although the forward looking statements contained in this MD&A are based upon what management of the Company believes are reasonable assumptions, the Company cannot assure investors that actual results will be consistent with these forward looking statements. These forward looking statements are made as of the date of this MD&A and the Company assumes no obligation, except as required by law, to update any forward looking statements to reflect new events or circumstances. This report should be viewed in conjunction with the Company's other publicly available filings, copies of which can be obtained electronically on SEDAR at www.sedar.com.

Non-IFRS Measures

This MD&A includes certain measures which have not been prepared in accordance with IFRS such as Adjusted EBITA, Adjusted EBITA margin, Adjusted net income, and Adjusted net income margin.

The term "Adjusted EBITA" refers to net income before adjusting for finance and other income, bargain purchase gain, finance costs, income taxes, share in net income or loss of equity investees, impairment of non-financial assets, amortization, TSS membership liability revaluation charge, and foreign exchange gain or loss. The Company believes that Adjusted EBITA is useful supplemental information as it provides an indication of the results generated by the Company's main business activities prior to taking into consideration how those activities are financed and taxed and also prior to taking into consideration intangible asset amortization and the other items listed above. "Adjusted EBITA margin" refers to the percentage that Adjusted EBITA for any period represents as a portion of total revenue for that period.

“Adjusted net income” means net income adjusted for non-cash expenses (income) such as amortization of intangible assets, deferred income taxes, the TSS membership liability revaluation charge, and certain other expenses (income), and excludes the portion of the adjusted net income of Total Specific Solutions (TSS) B.V. (“TSS”) attributable to the minority owners of TSS (see “Capital Resources and Commitments” section). The Company believes that Adjusted net income is useful supplemental information as it provides an indication of the results generated by the Company’s main business activities prior to taking into consideration amortization of intangible assets, deferred income taxes, the TSS membership liability revaluation charge, and certain other non-cash expenses (income) incurred or recognized by the Company from time to time, and adjusts for the portion of TSS’ Adjusted net income not attributable to shareholders of Constellation. “Adjusted net income margin” refers to the percentage that Adjusted net income for any period represents as a portion of total revenue for that period.

Adjusted EBITA and Adjusted net income are not recognized measures under IFRS and, accordingly, readers are cautioned that Adjusted EBITA and Adjusted net income should not be construed as alternatives to net income determined in accordance with IFRS. The Company’s method of calculating Adjusted EBITA and Adjusted net income may differ from other issuers and, accordingly, Adjusted EBITA and Adjusted net income may not be comparable to similar measures presented by other issuers. See “Results of Operations —Adjusted EBITA” and “— Adjusted net income” for a reconciliation of Adjusted EBITA and Adjusted net income to Net income. Adjusted EBITA includes 100% of the Adjusted EBITA of TSS.

Overview

We acquire, manage and build vertical market software (“VMS”) businesses. Generally, these businesses provide mission critical software solutions that address the specific needs of our customers in particular markets. Our focus on acquiring businesses with growth potential, managing them well and then building them, has allowed us to generate significant cash flows and revenue growth during the past several years.

Our revenue consists primarily of software license fees, maintenance and other recurring fees, professional service fees and hardware sales. Software license revenue is comprised of license fees charged for the use of our software products generally licensed under multiple-year or perpetual arrangements in which the fair value of maintenance and/or professional service fees are determinable, where applicable. Maintenance and other recurring revenue primarily consists of fees charged for customer support on our software products post-delivery and also includes, to a lesser extent, recurring fees derived from software as a service, subscriptions, combined software/support contracts, transaction-related revenues, and hosted products. Maintenance and other recurring fee arrangements generally include ongoing customer support and rights to certain product updates “when and if available” and products sold on a subscription basis. Professional service revenue consists of fees charged for implementation and integration services, customized programming, product training and consulting. Hardware sales include the resale of third party hardware that forms part of our customer solutions, as well as sales of customized hardware assembled internally. Our customers typically purchase a combination of software, maintenance, professional services and hardware, although the type, mix and quantity of each vary by customer and by product.

Expenses consist primarily of staff costs, the cost of hardware, third party licenses, maintenance and professional services to fulfill our customer arrangements, travel and occupancy costs and other general operating expenses.

Results of Operations

(In millions of dollars, except percentages and per share amounts)

Unaudited

	Three months ended March 31,		Period-Over- Period Change	
	<u>2016</u> (Unaudited)	<u>2015</u>	\$	%
Revenue	487.0	422.9	64.1	15%
Expenses	379.3	329.5	49.8	15%
Adjusted EBITA	107.7	93.4	14.3	15%
Adjusted EBITA margin	22%	22%		
Amortization of intangible assets	47.1	41.5	5.6	13%
Foreign exchange (gain) loss	19.2	(1.7)	20.9	NM
TSS membership liability revaluation charge	5.2	6.0	(0.9)	-14%
Share in net (income) loss of equity investees	(0.2)	(0.7)	0.5	-68%
Finance and other income	(0.0)	(0.3)	0.2	-97%
Finance costs	5.8	4.3	1.5	34%
Income before income taxes	30.7	44.3	(13.5)	-31%
Income taxes expense (recovery)				
Current income tax expense (recovery)	16.8	13.9	2.9	21%
Deferred income tax expense (recovery)	(4.7)	(2.5)	(2.1)	84%
Income tax expense (recovery)	12.1	11.4	0.7	6%
Net income	18.7	32.9	(14.3)	-43%
Adjusted net income	62.5	74.7	(12.2)	-16%
Adjusted net income margin	13%	18%		
Weighted average number of shares outstanding (000's) Basic and diluted	21,192	21,192		
Net income per share				
Basic and diluted	\$ 0.88	\$ 1.55	\$ (0.67)	-43%
Adjusted EBITA per share				
Basic and diluted	\$ 5.08	\$ 4.41	\$ 0.68	15%
Adjusted net income per share				
Basic and diluted	\$ 2.95	\$ 3.52	\$ (0.57)	-16%
Cash dividends declared per share				
Basic and diluted	\$ 1.00	\$ 1.00	\$ -	0%

NM - Not meaningful

Comparison of the first quarter ended March 31, 2016 and 2015

Revenue:

Total revenue for the quarter ended March 31, 2016 was \$487.0 million, an increase of 15%, or \$64.1 million, compared to \$422.9 million for the comparable period in 2015. The increase is attributable to growth from acquisitions as the Company experienced negative organic growth of 2% in the quarter, 0% after adjusting for the impact of the appreciation of the US dollar against most major currencies in which the Company transacts business. For acquired companies that have been owned for less than twelve months, organic growth is calculated as the difference between actual revenues achieved by each company in the financial period following acquisition compared to the revenues they achieved in the corresponding financial period, including any revenue in that period that was achieved prior to the date of acquisition by Constellation.

The following table displays the breakdown of our revenue according to revenue type:

	Three months ended March 31,		Period-Over- Period Change	
	<u>2016</u>	<u>2015</u>	<u>\$</u>	<u>%</u>
	(\$M, except percentages)			
Licenses	32.8	30.3	2.4	8%
Professional services	96.4	92.7	3.7	4%
Hardware and other	30.5	31.0	(0.5)	-2%
Maintenance and other recurring	327.3	268.8	58.5	22%
	487.0	422.9	64.1	15%

\$M - Millions of dollars

We aggregate our business into two distinct segments for financial reporting purposes: (i) the public sector reportable segment, which includes business units focused primarily on government and government-related customers, and (ii) the private sector reportable segment, which includes business units focused primarily on commercial customers.

The following table displays our revenue by reportable segment and the percentage change for the quarter ended March 31, 2016 compared to the same period in 2015:

	Three months ended March 31,		Period-Over- Period Change	
	<u>2016</u>	<u>2015</u>	<u>\$</u>	<u>%</u>
	(\$M, except percentages)			
Public Sector				
Licenses	19.9	19.3	0.6	3%
Professional services	75.6	74.8	0.8	1%
Hardware and other	23.5	25.3	(1.9)	-7%
Maintenance and other recurring	202.8	171.5	31.3	18%
	321.7	290.9	30.8	11%
Private Sector				
Licenses	12.9	11.0	1.8	16%
Professional services	20.8	17.9	2.9	16%
Hardware and other	7.1	5.7	1.3	23%
Maintenance and other recurring	124.5	97.3	27.2	28%
	165.2	132.0	33.2	25%

Public Sector

For the quarter ended March 31, 2016, total revenue in the public sector reportable segment increased 11%, or \$30.8 million to \$321.7 million, compared to \$290.9 million for the quarter ended March 31, 2015. For purposes of calculating organic growth, the adjustment required to Q1 2015 revenue relating to pre-acquisition revenue earned in that period from the 19 acquisitions we completed in the previous twelve months was \$39 million. Organic revenue growth was negative 2% in Q1 2016 compared to the same period in 2015 and 0% after adjusting for the impact of the appreciation of the US dollar against most major currencies in which the Company transacts business.

Private Sector

For the quarter ended March 31, 2016, total revenue in the private sector reportable segment increased 25%, or \$33.2 million to \$165.2 million, compared to \$132.0 million for the quarter ended March 31, 2015. For purposes of calculating organic growth, the adjustment required to Q1 2015 revenue relating to pre-acquisition revenue earned in that period from the 18 acquisitions we completed in the previous twelve months was \$34 million. Organic revenue growth was negative 1% in Q1 2016 compared to the same period in 2015 and 2% after adjusting for the impact of the appreciation of the US dollar against most major currencies in which the Company transacts business.

Expenses:

The following table displays the breakdown of our expenses:

	Three months ended March 31,		Period-Over- Period Change	
	2016	2015	\$	%
	(\$M, except percentages)			
Expenses				
Staff	255.2	221.9	33.4	15%
Hardware	18.2	17.8	0.4	2%
Third party license, maintenance and professional services	44.6	38.8	5.8	15%
Occupancy	12.0	10.6	1.5	14%
Travel, Telecommunications, Supplies & Software and equipment	29.6	25.5	4.1	16%
Professional fees	6.7	4.8	1.9	40%
Other, net	8.0	6.3	1.7	28%
Depreciation	4.9	3.9	0.9	24%
	379.3	329.5	49.8	15%

Overall expenses for the quarter ended March 31, 2016 increased 15%, or \$49.8 million to \$379.3 million, compared to \$329.5 million during the same period in 2015. As a percentage of total revenue, expenses equalled 78% for both the quarters ended March 31, 2016 and March 31, 2015. Our average employee headcount grew 16% in 2016 from 9,460 for the quarter ended March 31, 2015 to 10,726 for the quarter ended March 31, 2016 primarily due to acquisitions. For the quarter ended March 31, 2016 the appreciation of the US dollar against most major currencies in which the Company transacts business resulted in an approximate 3% reduction in expenses compared to the first quarter of 2015.

Staff expense – Staff expenses increased 15% or \$33.4 million for the quarter ended March 31, 2016 over the same period in 2015. Staff expense can be broken down into five key operating departments: Professional Services, Maintenance, Research and Development, Sales and Marketing, and General and Administrative. Included within staff expenses for each of the above five departments are personnel and related costs associated with providing the necessary services. The table below compares the period over period variances.

	Three months ended March 31,		Period-Over- Period Change	
	2016	2015	\$	%
	(\$M, except percentages)			
Professional services	56.0	53.4	2.6	5%
Maintenance	50.4	41.9	8.5	20%
Research and development	73.1	62.5	10.6	17%
Sales and marketing	34.5	30.6	3.9	13%
General and administration	41.2	33.5	7.8	23%
	255.2	221.9	33.4	15%

The increase in staff expenses for the quarter ended March 31, 2016 was primarily due to the growth in the number of employees compared to the same period in 2015 primarily due to acquisitions. Staff expenses in the first

quarter of every year are typically higher as a percentage of revenue as compared to other quarters, largely attributable to increased payroll tax costs associated with our annual bonus payments that are made in the month of March.

Hardware expenses – Hardware expenses increased 2% or \$0.4 million for the quarter ended March 31, 2016 over the same period in 2015, versus the 2% decline in hardware and other revenue. Hardware margin for the three months ended March 31, 2016 was 40% as compared to 43% for the same period in 2015.

Third party license, maintenance and professional services expenses – Third party license, maintenance and professional services expenses increased 15% or \$5.8 million for the quarter ended March 31, 2016 over the same period in 2015. The increase is primarily due to an increase in maintenance and other recurring revenue for the three months ended March 31, 2016 compared to the same period in 2015.

Occupancy expenses – Occupancy expenses increased 14% or \$1.5 million for the quarter ended March 31, 2016 over the same period in 2015. The increase in occupancy expenses is primarily due to the occupancy expenses of acquired businesses.

Travel, Telecommunications, Supplies & Software and equipment expenses – Travel, Telecommunications, Supplies & Software and equipment expenses increased 16% or \$4.1 million for the quarter ended March 31, 2016 over the same period in 2015. The increase in these expenses is primarily due to expenses incurred by acquired businesses.

Professional fees – Professional fees increased 40% or \$1.9 million for the quarter ended March 31, 2016 over the same period in 2015. The increase in professional fees is primarily the result of broker fees and due diligence services associated with an acquisition that closed in the current quarter, and legal fees associated with the renewal of the Company’s credit facility.

Other, net – Other expenses increased 28% or \$1.7 million for the quarter ended March 31, 2016 over the same period in 2015. The following table provides a further breakdown of expenses within this category.

	Three months ended March 31,		Period-Over-Period Change	
	<u>2016</u>	<u>2015</u>	<u>\$</u>	<u>%</u>
	(\$M, except percentages)			
Advertising and promotion	6.1	4.8	1.2	26%
Recruitment and training	2.4	2.1	0.3	14%
Bad debt expense	0.6	(0.5)	1.1	NM
R&D tax credits	(2.6)	(2.0)	(0.6)	32%
Contingent consideration	(0.2)	0.4	(0.7)	NM
Other expense, net	1.8	1.3	0.4	32%
	8.0	6.3	1.7	28%

NM - Not meaningful

There are no individually material reasons contributing to these variances.

Depreciation – Depreciation of property and equipment increased 24% or \$0.9 million for the quarter ended March 31, 2016 over the same period in 2015. The increase is primarily due to the depreciation expense associated with acquired businesses.

Other Income and Expenses:

The following table displays the breakdown of our other income and expenses:

	Three months ended March 31,		Period-Over- Period Change	
	<u>2016</u>	<u>2015</u>	<u>\$</u>	<u>%</u>
	(\$M, except percentages)			
Amortization of intangible assets	47.1	41.5	5.6	13%
Foreign exchange (gain) loss	19.2	(1.7)	20.9	NM
TSS membership liability revaluation charge	5.2	6.0	(0.9)	-14%
Share in net (income) loss of equity investees	(0.2)	(0.7)	0.5	-68%
Finance and other expense (income)	(0.0)	(0.3)	0.2	-97%
Finance costs	5.8	4.3	1.5	34%
Income tax expense (recovery)	12.1	11.4	0.7	6%
	89.0	60.5	28.6	47%

NM - Not meaningful

Amortization of intangible assets – Amortization of intangible assets increased 13% or \$5.6 million for the quarter ended March 31, 2016 over the same period in 2015. The increase in amortization expense is attributable to an increase in the carrying amount of our intangible asset balance over the twelve month period ended March 31, 2016 as a result of acquisitions completed during this period.

Foreign exchange – Most of our businesses are organized geographically so many of our expenses are incurred in the same currency as our revenues, which mitigates some of our exposure to currency fluctuations. For the quarter ended March 31, 2016, we realized a foreign exchange loss of \$19.2 million compared to a gain of \$1.7 million for the quarter ended March 31, 2015. An unrealized foreign exchange loss of \$15.3 million was recorded in Q1 2016 relating to the Company's unsecured subordinated floating rate debentures as a result of the appreciation of the Canadian dollar against the US dollar. This loss partially offsets the \$18.0 million unrealized foreign exchange gain relating to the debentures recorded in the twelve months ended December 31, 2015. The remaining \$3.9 million foreign exchange expense is primarily related to the unrealized translation loss of certain net Canadian dollar denominated liability balances to US dollars as a result of the Canadian dollar's appreciation against the US dollar.

TSS membership liability revaluation charge – The valuation of the TSS membership liability that was put in place in Q4 2014 increased by approximately 9% from Q4 2015 or \$5.2 million primarily as a result of an increase in the net tangible assets of TSS in Q1 2016 and the growth in maintenance revenue primarily due to acquisitions. The valuation increase is slightly less than the increase of \$6.0 million recorded in Q1 2015. The liability recorded on the balance sheet increased by 14% or \$7.5 million in Q1 2016 from \$54.1 million to \$61.6 million as a result of a \$2.3 million foreign exchange loss that was recorded through other comprehensive income. The TSS membership liability is denominated in Euros and the Euro appreciated 4% versus the US dollar in Q1 2016.

Share in net (income) loss of equity investees – Share in the net (income) loss of equity investees was income of \$0.2 million for the quarter ended March 31, 2016 compared to income of \$0.7 million for the same period in 2015 in line with the decreased profitability of equity investees.

Finance and other expense (income) – Finance and other expense (income) for the quarter ended March 31, 2016 was \$0.01 million expense compared to \$0.3 million income for the same period in 2015. There are no individually material reasons contributing to this variance.

Finance costs – Finance costs for the quarter ended March 31, 2016 increased \$1.5 million to \$5.8 million, compared to \$4.3 million for the same period in 2015. The increase in finance costs primarily relates to interest paid on the Company's unsecured subordinated floating rate debentures. The principal amount outstanding during Q1 2015 was C\$96.0 million, versus C\$282.2 million during Q1 2016. The interest expense recorded on the debentures issued in October 2015 is reduced by the amortization of the 15% premium that was received when issued. The premium is being amortized over five years from the date of issuance.

Income taxes – We operate globally and we calculate our tax provision in each of the jurisdictions in which we conduct business. Our effective tax rate on a consolidated basis is, therefore, affected by the realization and anticipated relative profitability of our operations in those various jurisdictions, as well as different tax rates that apply and our ability to utilize tax losses and other credits. For the quarter ended March 31, 2016, income tax expense increased \$0.7 million to \$12.1 million compared to \$11.4 million for the same period in 2015. Current tax expense as a percentage of adjusted net income before tax was 21% for the quarter ended March 31, 2016 versus 16% for the comparable period in 2015. Excluding the impact of the \$19.2 million unrealized foreign exchange loss which is not deductible for tax, the rate would have been 17% for Q1 2016. This rate, which has historically approximated our cash tax rate, ranged between 10% and 12% annually from 2011 to 2013. The quarterly rate can sometimes fall outside of the annual range due to out of period adjustments. As a result of the depletion of tax credits available to certain Canadian entities and a proportionately higher level of profitability in the US, the rate has gradually increased since 2013 and was 16% and 15% for the fiscal years ended December 31, 2014 and 2015 respectively. Current tax expense reflects gross taxes before the application of R&D tax credits. The deferred income tax expense decrease of \$2.1 million for the quarter ended March 31, 2016 relates to various items including changes in recognition of certain deferred income tax assets.

Net Income and Earnings per Share:

Net income for the quarter ended March 31, 2016 was \$18.7 million compared to net income of \$32.9 million for the same period in 2015. On a per share basis this translated into a net income per diluted share of \$0.88 in the quarter ended March 31, 2016 compared to net income per diluted share of \$1.55 for the same period in 2015. There were no changes in the number of shares outstanding.

Adjusted EBITA:

For the quarter ended March 31, 2016, Adjusted EBITA increased to \$107.7 million compared to \$93.4 million for the same period in 2015 representing an increase of 15%. Adjusted EBITA margin was 22% for the quarters ended March 31, 2016 and March 31, 2015. See “Non-IFRS Measures” for a description of Adjusted EBITA and Adjusted EBITA margin.

The following table reconciles Adjusted EBITA to net income:

	Three months ended March 31,	
	<u>2016</u>	<u>2015</u>
	(\$M, except percentages)	
Total revenue	<u>487.0</u>	<u>422.9</u>
Net income	18.7	32.9
Adjusted for:		
Income tax expense (recovery)	12.1	11.4
Foreign exchange (gain) loss	19.2	(1.7)
TSS membership liability revaluation charge	5.2	6.0
Share in net (income) loss of equity investees	(0.2)	(0.7)
Finance and other income	(0.0)	(0.3)
Finance costs	5.8	4.3
Amortization of intangible assets	47.1	41.5
Adjusted EBITA	107.7	93.4
Adjusted EBITA margin	22%	22%

Adjusted net income:

For the quarter ended March 31, 2016, Adjusted net income decreased to \$62.5 million from \$74.7 million for the same period in 2015, representing a decrease of 16%. Adjusted net income margin was 13% for the quarter ended March 31, 2016 and 18% for the same period in 2015. Excluding the impact of the \$19.2 million unrealized foreign exchange loss in Q1 2016 and the \$1.7 million unrealized foreign exchange gain in Q1 2015 the margins would have been 17% for both Q1 2016 and Q1 2015. See “Non-IFRS Measures” for a description of Adjusted net income and Adjusted net income margin.

Non-controlling interest in the Adjusted net income of TSS - As explained in the “Capital Resources and Commitments” section below, in Q4 2014 33.29% of the voting interests in TSS were sold, however no adjustment has been made in the Company’s Unaudited Condensed Consolidated Interim Financial Statements to reflect the 33.29% of earnings that are not attributable to Constellation shareholders. Instead, due to an option available to the minority owners to exercise a put option to sell all or a portion of their interests back to Constellation, the minority interest is accounted for as a liability on the Company’s balance sheet. The liability is revalued at each period end in accordance with an agreed upon valuation methodology with the change being included in net income. The non-controlling interest in the Adjusted net income of TSS for the quarter ended March 31, 2016 was \$3.7 million compared to \$3.2 million for the same period in 2015.

The following table reconciles Adjusted net income to Net income:

	Three months ended March 31,	
	<u>2016</u>	<u>2015</u>
	(\$M, except percentages)	
Total revenue	<u>487.0</u>	<u>422.9</u>
Net income	18.7	32.9
Adjusted for:		
Amortization of intangible assets	47.1	41.5
TSS membership liability revaluation charge	5.2	6.0
Less non-controlling interest in the Adjusted net income of TSS	(3.7)	(3.2)
Deferred income tax expense (recovery)	(4.7)	(2.5)
		-
Adjusted net income	62.5	74.7
Adjusted net income margin	13%	18%

Quarterly Results

	Quarter Ended								
	Mar. 31 <u>2014</u>	Jun. 30 <u>2014</u>	Sep. 30 <u>2014</u>	Dec. 31 <u>2014</u>	Mar. 31 <u>2015</u>	Jun. 30 <u>2015</u>	Sep. 30 <u>2015</u>	Dec. 31 <u>2015</u>	Mar. 31 <u>2016</u>
	(\$M, except per share amounts)								
Revenue	394.8	415.9	418.8	439.8	422.9	443.5	460.4	511.6	487.0
Net income	8.9	23.0	31.9	39.3	32.9	32.7	45.7	66.0	18.7
Adjusted net income	53.3	65.0	69.3	86.6	74.7	79.7	98.9	117.7	62.5
Net income per share									
Basic & diluted	0.42	1.08	1.51	1.86	1.55	1.54	2.16	3.11	0.88
Adjusted net income per share									
Basic & diluted	2.52	3.07	3.27	4.09	3.52	3.76	4.67	5.55	2.95

We experience seasonality in our operating results in that Adjusted net income margins in the first quarter of every year are typically lower than margins achieved in the second, third and fourth quarters. The key drivers for the lower margins are increased payroll tax costs associated with our annual bonus payments that are made in the month of March, and the fact that historically there has been a consistent focus at year end to complete sales implementation projects which generally translates into increased professional services revenue in the fourth quarter and decreased professional services revenue in the first quarter. Our quarterly results may also fluctuate as a result of the various acquisitions which may be completed by the Company in any given quarter. We may experience variations in our net income on a quarterly basis depending upon the timing of certain expenses or gains, which may include changes in provisions, acquired contract liabilities, bargain purchase gains and gains or losses on the sale of financial and other assets.

Liquidity

Our net cash position (cash less bank indebtedness excluding capitalized transaction costs) increased by \$86.9 million to \$125.7 million in the quarter ended March 31, 2016 resulting from cash flows from operations exceeding capital deployed on acquisitions. There was no change in the amount drawn on our credit facilities however the impact of foreign exchange on our Euro denominated facility resulted in an increase in the fair value of \$5.8 million to \$145.4 million at March 31, 2016 compared to \$139.6 million at December 31, 2015, and cash increased by \$92.6 million to \$271.1 million at March 31, 2016 compared to \$178.5 million at December 31, 2015.

Total assets increased \$126.4 million, from \$1,639.3 million at December 31, 2015 to \$1,765.7 million at March 31, 2016. The increase is primarily due to an increase in cash of \$92.6 million, and increase in intangible assets of \$13.9 primarily relating to acquisitions made since December 31, 2015. At March 31, 2016 TSS held a cash balance of \$73.6 million. As explained in the “Capital Resources and Commitments” section below, there are limitations on TSS’ ability to distribute funds to Constellation.

Current liabilities increased \$97.7 million, from \$769.8 million at December 31, 2015 to \$867.4 million at March 31, 2016. The increase is primarily due to an increase in deferred revenue of \$115.9 million mainly due to the timing of maintenance and other billings versus performance and delivery under those customer arrangements, offset by a \$28.9 million decrease in accounts payable and accrued liabilities.

Net Changes in Cash Flows

(in \$M's)

	Three months ended March 31, 2016
Net cash provided by operating activities	146.5
Net cash from (used in) financing activities	(28.5)
Net cash from (used in) acquisition activities	(25.4)
Net cash from (used in) other investing activities	(3.2)
Net cash from (used in) investing activities	<u>(28.5)</u>
Effect of foreign currency	3.2
Net increase (decrease) in cash and cash equivalents	<u>92.6</u>

The net cash flows from operating activities were \$146.5 million for the quarter ended March 31, 2016. The \$146.5 million provided by operating activities resulted from \$18.7 million in net income plus \$93.9 million of non-cash adjustments to net income and \$41.9 million of cash provided from our non-cash operating working capital offset by \$8.0 million in taxes paid.

The net cash flows used in financing activities in the quarter ended March 31, 2016 were \$28.5 million, which is mainly a result of dividends paid in the period of \$21.2 million, interest paid of \$6.1 million on bank indebtedness and the Company’s unsecured subordinated floating rate debentures, and \$1.2 million in transaction costs associated with the renewal of the Company’s credit facility.

The net cash flows used in investing activities in the quarter ended March 31, 2016 were \$28.5 million. The cash used in investing activities was primarily due to acquisitions for an aggregate of \$25.4 million (including payments for holdbacks relating to prior acquisitions).

We believe we have sufficient cash and available credit capacity to continue to operate for the foreseeable future. Generally our VMS businesses operate with negative working capital as a result of the collection of maintenance payments and other revenues in advance of the performance of the related services. As such, management anticipates that it can continue to grow the business organically without any additional funding. If we continue to acquire VMS businesses we may need additional external funding depending upon the size and timing of the potential acquisitions.

Capital Resources and Commitments

Bank Indebtedness

On February 25, 2016, we completed an amendment and restatement of our revolving credit facility agreement (the “CSI Facility”), extending its maturity date to August 11, 2020. The CSI Facility limit was increased from \$300 million to \$485 million with a syndicate of new and existing Canadian chartered banks and U.S. banks. The CSI Facility bears a variable interest rate with no fixed repayments required over the term to maturity. Interest rates are calculated at standard U.S. and Canadian reference rates plus interest rate spreads based on a leverage table. The CSI Facility is currently collateralized by the majority of our assets including the assets of certain material subsidiaries. The CSI Facility contains standard events of default which if not remedied within a cure period would trigger the repayment of any outstanding balance. The CSI Facility is available for acquisitions, distributions, working capital needs, and other general corporate purposes and for the needs of our subsidiaries. As at March 31, 2016, no amounts were drawn on the CSI Facility, and letters of credit totalling \$16.0 million were issued, which limits the borrowing capacity on a dollar-for-dollar basis. Transaction costs associated with this CSI Facility have been included as part of the carrying amount of the liability and are being amortized through profit or loss using the effective interest rate method. As at March 31, 2016, the carrying amount of such costs totalling \$1.2 million has been classified as part of other non-current assets in the statement of financial position.

On June 24, 2014 Constellation Software Netherlands Holding Cooperatief U.A. (“CNH”), a subsidiary of Constellation and the indirect owner of 100% of TSS, entered into a €150 million (approximately \$170 million) term and €10 million (approximately \$11 million) multicurrency revolving credit facility (the “CNH Facility”) with a number of European and North American financial institutions. The CNH Facility bears interest at a rate calculated at EURIBOR plus interest rate spreads based on a leverage table. The CNH Facility is collateralized by substantially all of the assets owned by CNH and its subsidiaries which includes substantially all of the assets of TSS and its subsidiaries. The CNH Facility contains standard events of default which if not remedied within a cure period would trigger the repayment of any outstanding balance. At March 31, 2016, €128 million (approximately \$145 million) remains outstanding on the term component of the CNH Facility. €28 million must be repaid in instalments prior to June 24, 2020, and €100 million is non-amortizing and due on June 24, 2021. The remaining €20 million term component of the CNH Facility remains undrawn. If drawn, principal must be repaid in five equal instalments starting on June 24, 2018. As at March 31, 2016 no amounts had been drawn on the €10 million multicurrency revolving component of the CNH Facility. The revolving component of the CNH Facility is available for acquisitions, working capital needs, and other general corporate purposes until June 24, 2020. Transaction costs associated with the CNH Facility have been included as part of the carrying amount of the liability and are being amortized through profit or loss using the effective interest rate method. As at March 31, 2016, the carrying amount of such costs relating to this CNH Facility totalling \$4.4 million (€3.9 million) has been classified as part of non-current CNH Facility in the statement of financial position.

The CSI Facility and CNH Facility are independent of each other. The CNH Facility is not guaranteed by Constellation or its subsidiaries nor is Constellation or any subsidiary subject to the terms of the CNH Facility other than, in each case, CNH and its subsidiaries. Similarly, CNH and its subsidiaries did not guarantee the CSI Facility and are not subject to the provisions thereof. The CSI Facility imposes limitations on the aggregate amount of investment that Constellation may make in CNH and its subsidiaries and the financial results of CNH and its subsidiaries are not included for the purposes of determining compliance by Constellation with the financial covenants in the CSI Facility. The CNH Facility imposes limitations on the amount of distributions that CNH and its subsidiaries may make to Constellation.

Debentures

On October 1, 2014 and November 19, 2014, the Company issued unsecured subordinated debentures (the “Debentures”) with a total principal value of C\$96.0 million for total proceeds of C\$91.2 million. The proceeds were used by the Company to pay down \$81.2 million of outstanding bank indebtedness.

On September 30, 2015, the Company issued an additional tranche of Debentures with a total principal value of C\$186.2 million for total proceeds of C\$214.2 million. The proceeds were used by the Company to pay down \$130.4 million of outstanding bank indebtedness. The September 30, 2015 issuance formed a single series with the outstanding C\$96.0 million aggregate principal amount of Debentures, Series 1 of the Company. The Debentures have a maturity date of March 31, 2040.

TSS Membership Liability

On December 23, 2014, in accordance with the terms of the purchase and sale agreement for the TSS acquisition, and on the basis of the term sheets attached thereto, Constellation and the sellers of TSS along with members of TSS’ executive management team (collectively, the “minority owners”) entered into a Members Agreement pursuant to which the minority owners acquired 33.29% of the voting interests in CNH. Proceeds from this transaction in the amount of €39.4 million (\$48.5 million) were utilized to repay, in part, outstanding bank indebtedness of Constellation. In accordance with IFRS, 100% of the financial results for TSS are included in the consolidated financial results of the Company.

Each of the minority owners may, at any time, exercise a put option to sell all or a portion of their interests in CNH back to Constellation for an amount calculated in accordance with a valuation methodology described within the Members Agreement. Accordingly, the Company classified the proceeds from the Membership Agreement as a liability. The main valuation driver in such calculation is the maintenance and other recurring revenue of CNH. Upon the exercise of a put option, Constellation would be obligated to redeem up to 33.33% of the minority owners’ interests put, no later than 30 business days from the date notice is received (classified as a current liability), and up to 33.33% on each of the first and second anniversary of the date the first redemption payment is made.

The seller of TSS also has an option available to it to sell approximately 68% of its interests in CNH, for an amount calculated in accordance with a valuation methodology described within the Members Agreement, in the event that Robin Van Poelje, TSS’ CEO, is no longer employed by TSS. The approximately 32% remaining interest can be sold via the put option described above.

In the event of a change of control in Constellation, the minority owners would have the option to sell 100% of their interests in CNH for an amount calculated in accordance with a valuation methodology described within the Members Agreement. Constellation would be obligated to remit payment in respect thereof no later than 30 business days from the date notice is given.

Commencing at any time after December 31, 2023, Constellation may exercise a call option to purchase all of the minority owners’ interests in CNH, for an amount calculated in accordance with a valuation methodology described within the Members Agreement. Upon exercise of the call option, the full purchase price will be paid within 30 business days of the notice date, following which the minority owners’ membership in the Coop will be terminated. There is a valuation premium if the call option is exercised versus the put option.

If any of TSS’ executive management team that participate in the Members Agreement are terminated for urgent cause as defined in Section 7:678 of the Dutch Civil Code, Constellation shall have the right to purchase all of the interests beneficially owned by the terminated executive for an amount calculated in accordance with the valuation methodology described within the Members Agreement. The full purchase price will be paid within 30

business days from the date notice is given, following which the terminated executive's membership in the Coop will be terminated. An option does exist for the terminated executive to elect to be paid in annual installments of 33.33% of his interests in CNH over a 3 year period. The valuation of the interests being purchased will be calculated at each annual payment date.

Other commitments

Commitments include operating leases for office equipment and facilities, letters of credit and performance bonds issued on our behalf by financial institutions in connection with facility leases and contracts with public sector customers. Also, occasionally we structure some of our acquisitions with contingent consideration based on the future performance of the acquired business. The fair value of contingent consideration recorded in our statement of financial position was \$23.2 million at March 31, 2016. Aside from the aforementioned, we do not have any other business arrangements, derivative financial instruments, or any equity interests in non-consolidated entities that would have a significant effect on our assets and liabilities as at March 31, 2016.

The TSS membership liability commitment assumes that the minority owners have exercised their put option to sell 100% of their interests back to Constellation. This option however has not been exercised as at April 27, 2016. See the "Critical Accounting Estimate" section of the Company's 2015 Annual Consolidated Financial Statements for a discussion on the valuation methodology utilized.

Foreign Currency Exposure

We operate internationally and have foreign currency risks related to our revenue, operating expenses, assets and liabilities denominated in currencies other than the U.S. dollar. Consequently, we believe movements in the foreign currencies in which we transact will impact future revenue and net earnings. Our analysis related to the change in average exchange rates from 2015 to 2016 suggests that the impact to Adjusted EBITA margins for the quarter ended March 31, 2016 was less than 1%. The impact to organic revenue growth for the quarter ended March 31, 2016 was approximately negative 2%. We cannot predict the effect of foreign exchange gains or losses in the future; however, if significant foreign exchange losses are experienced, they could have a material adverse effect on our business, revenues, results of operations, and financial condition. The Company enters into forward foreign exchange contracts from time to time with the objective of mitigating volatility in profit or loss in respect of financial liabilities. In entering into these forward exchange contracts, the Company is exposed to the credit risk of the counterparties to such contracts and the possibility that the counterparties will default on their payment obligations under these contracts. However, given that the counterparties are Schedule 1 banks or affiliates thereof, the Company believes these risks are not material. During the quarter ended March 31, 2016, the Company did not purchase any contracts of this nature.

The following table provides an approximate breakdown of our revenue and expenses by currency, expressed as a percentage of total revenue and expenses, as applicable, for the quarter ended March 31, 2016:

Three Months Ended March 31, 2016		
Currencies	% of Revenue	% of Expenses
USD	61%	53%
CAD	6%	13%
GBP	9%	9%
EURO	17%	17%
CHF	1%	2%
Others	7%	7%
Total	100%	100%

Off-Balance Sheet Arrangements

As a general practice, we have not entered into off-balance sheet financing arrangements. Except for operating leases and letters of credit, all of our liabilities and commitments are reflected as part of our statement of financial position.

Proposed Transactions

We seek potential acquisition targets on an ongoing basis and may complete several acquisitions in any given fiscal year.

Recent Accounting Pronouncements

A number of new standards, and amendments to standards and interpretations, are not yet effective for the quarter ended March 31, 2016, and have not been applied in preparing our consolidated financial statements. The relevant standards are listed below.

IFRS 9 Financial Instruments

IFRS 9 replaces the guidance in IAS 39 Financial Instruments: Recognition and Measurement, on the classification and measurement of financial assets. The Standard eliminates the existing IAS 39 categories of held to maturity, available-for-sale and loans and receivable.

Financial assets will be classified into one of two categories on initial recognition:

- financial assets measured at amortized cost; or
- financial assets measured at fair value.

Gains and losses on remeasurement of financial assets measured at fair value will be recognized in profit or loss, except that for an investment in an equity instrument which is not held-for-trading, IFRS 9 provides, on initial recognition, an irrevocable election to present all fair value changes from the investment in other comprehensive income (OCI). The election is available on an individual share-by-share basis. Amounts presented in OCI will not be reclassified to profit or loss at a later date. IFRS 9 also includes a new general hedge accounting standard which will align hedge accounting more closely with risk management.

The standard has a mandatory effective date for annual periods beginning on or after January 1, 2018 with early adoption permitted. The extent of the impact of adoption of the amendments has not yet been determined.

IFRS 15 Revenue from Contracts with Customers

On May 28, 2014 the IASB issued IFRS 15 Revenue from Contracts with Customers. The new standard is effective for fiscal years beginning on or after January 1, 2018 and is available for early adoption. The standard contains a single model that applies to contracts with customers. The model features a contract-based five-step analysis of transactions to determine whether, how much and when revenue is recognized. New estimates and judgmental thresholds have been introduced, which may affect the amount and/or timing of revenue recognized. The Company intends to adopt IFRS 15 in its financial statements for the annual period beginning on January 1, 2018. The Company has not yet selected a transition method nor determined the effect of the standard on the ongoing financial reporting.

IFRS 16 Leases

In January 2016, the IASB issued the final publication of the IFRS 16 standard, which will supersede the current IAS 17, Leases (IAS 17) standard. Under IFRS 16, a lease will exist when a customer controls the right to use an identified asset as demonstrated by the customer having exclusive use of the asset for a period of time. IFRS 16 introduces a single accounting model for lessees and all leases will require an asset and liability to be recognized on the statement of financial position at inception. The accounting treatment for lessors will remain largely the same as under IAS 17.

The standard is effective for annual periods beginning on or after January 1, 2019 with early adoption permitted, but only if the entity is also applying IFRS 15. The Company is required to retrospectively apply IFRS 16 to all existing leases as of the date of transition and have the option to either:

- apply IFRS 16 with full retrospective effect; or
- recognise the cumulative effect of initially applying IFRS 16 as an adjustment to opening equity at the date of initial application.

As a practical expedient, an entity is not required to reassess whether a contract is, or contains, a lease at the date of initial application. The extent of the impact of adoption of the standard has not yet been determined.

Share Capital

As at April 27, 2016, there were 21,191,530 common shares outstanding.

Risks and Uncertainties

The Company's business is subject to a number of risk factors which are described in our most recently filed AIF. Additional risks and uncertainties not presently known to us or that we currently consider immaterial also may impair our business and operations and cause the price of the common shares to decline. If any of the noted risks actually occur, our business may be harmed and the financial condition and results of operation may suffer significantly. In that event, the trading price of the common shares could decline, and shareholders may lose all or part of their investment.

Controls and Procedures

Evaluation of disclosure controls and procedures:

Management is responsible for establishing and maintaining disclosure controls and procedures as defined under National Instrument 52-109. At March 31, 2016, the President and Chief Financial Officer concluded that the design and operation of these disclosure controls and procedures were effective and that material information relating to the Company, including its subsidiaries, was made known to them and was recorded, processed, summarized and reported within the time periods specified under applicable securities legislation.

Internal controls over financial reporting:

The President and Chief Financial Officer have designed or caused to be designed under their supervision, disclosure controls and procedures which provide reasonable assurance that material information regarding the Company is accumulated and communicated to the Company's management, including its President and Chief Financial Officer in a timely manner.

In addition, the President and Chief Financial Officer have designed or caused it to be designed under their supervision internal controls over financial reporting (“ICFR”) to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements. The President and Chief Financial Officer have been advised that the control framework the President and the Chief Financial Officer used to design the Company’s ICFR is recognized by the Committee of Sponsoring Organizations of the Treadway Commission.

The President and the Chief Financial Officer have evaluated, or caused to be evaluated under their supervision, whether or not there were changes to its ICFR during the period ended March 31, 2016 that have materially affected, or are reasonably likely to materially affect the Company’s ICFR. No such changes were identified through their evaluation.

A control system, no matter how well conceived and operated, can provide only reasonable, not absolute, assurance that its objectives are met. Due to inherent limitations in all such systems, no evaluations of controls can provide absolute assurance that all control issues, if any, within a company have been detected. Accordingly, our disclosure controls and procedures and our internal controls over financial reporting are effective in providing reasonable, not absolute, assurance that the objectives of our control systems have been met.