



### **NOTICE TO READER**

The unaudited interim financial statements and related management discussion and analysis were prepared by management and approved by the board of directors. They have not been reviewed by Glenbriar's external auditors.

# **MANAGEMENT DISCUSSION AND ANALYSIS**

This information is given as of May 6, 2013 under NI Form 51-102F1. As of the date of this report, there are 48,151,510 Glenbriar voting common shares issued and outstanding. There is no other class or series of shares issued, and no warrants or options or other rights to acquire additional common shares outstanding, except contributions to the employee share purchase plan (see note 8(b) of Notes to Consolidated Financial Statements).

# **Description of Business**

Glenbriar Technologies Inc. (CNSX:GTI) has supported the IT needs of some of Canada's largest manufacturing and distribution companies for over 20 years. From its offices in Calgary, Vancouver and Waterloo, Glenbriar's staff of IT professionals manage and support the IT needs of over 300 companies. From its early roots in developing and supporting ERP systems, Glenbriar has branched out to support all things technical under a client's roof, from complete infrastructure and business applications to telephony solutions.

The 2012 Annual Report released on December 14, 2012 included the first audited annual financial statements prepared using IFRS. Glenbriar experienced limited impact on its financial statements from the change, given that most of the newer standards were adopted by way of incremental harmonization of the standards and estimates used by management over the last 4 years.

Glenbriar's 2013 Annual Meeting was held in Calgary on March 25, 2013. All resolutions included in the Notice of Meeting and Information Circular were duly passed.

Glenbriar is still seeking additional funds for strategic acquisitions and reduction of long term obligations.

# **Products**

Glenbriar provides full service technology solutions to commercial and nonprofit enterprises: IT Services, Unified Communications and Software Solutions. Glenbriar has created, acquired, or licensed the appropriate human and intellectual property (IP) resources necessary to deliver the optimal integrated IT solution suite for its clients.

Glenbriar released major revisions to 2 of its websites in the first quarter of fiscal 2013. The main corporate site, <a href="www.glenbriar.com">www.glenbriar.com</a>, was upgraded to provide a simpler presentation which is in line with Glenbriar's recent branding and messaging. In addition, the Peartree Dealership product website, <a href="www.peartreedealership.com">www.peartreedealership.com</a>, was upgraded to provide more information to assist with product sales and support. Glenbriar expects to complete an additional website in the coming months to supplement its Unified Communications product mix.

Glenbriar entered into an agreement in April 2013 with a strategic partner to pursue new opportunities in the areas of cyber-security and enterprise mobility solutions.

Glenbriar is still seeking additional funds for strategic acquisitions and reduction of long term obligations.





### **IT Services**

Glenbriar rolled out a new enterprise-level tiered support model in late February 2013 to improve service delivery to its managed services client base. Additional changes are being implemented to extend the hours of support. Over time, there has been an increased interest in cloud and mobility functionality, managed services and print services and the need to tailor these to an enterprise environment without sacrificing security. Glenbriar has developed expertise in these areas which will serve it will in the coming year.

Glenbriar has identified a number of attempted cyber-attacks from offshore sources at several of the sites for which it provides IT management services. While these attacks have been thwarted, their increasing frequency points to the need for continued and increasing vigilance in dealing with such threats. Glenbriar will be increasing its focus in the area of cyber-security over the next few quarters.

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#### **Unified Communications**

Glenbriar has seen an increase in the number of enterprises that are seeking to replace their end of life and outdated Nortel equipment with what Gartner rates as the leading unified communications solution, ShoreTel. As a ShoreTel Gold Champion Partner, Glenbriar stands to gain from this trend. In addition, there is growing interest in Glenbriar's enhanced WiFi solutions, which extend the functionality, security and strength of signal in difficult to reach areas.

# **Software Services**

Glenbriar has updated its dealership software customers to Peartree Dealership 6, which was released in November 2012. Peartree Dealership 6 is a Web-based dealer management business solution for the used auto, RV, motorcycle, power sport, marine and parts service centre markets. Peartree Dealership 6 is available in the Cloud, which can save a dealership thousands of dollars on depreciating hardware, including servers and required maintenance, while protecting the client's data with regular, successful backups, robust firewall protection, and reliable uptime.

Glenbriar continues to develop its multivalue application database consulting and production line control products for manufacturers.

# **Financial Review**

### **Glenbriar Limited Partnership**

Glenbriar disposed of its interest in the Glenbriar Limited Partnership (GLP) at the end of fiscal 2011. The General Partner of GLP was Glenbriar Solutions Inc. (GSI), a Glenbriar subsidiary which exercised control over GLP's operations. Glenbriar disposed of its shares in GSI at the end of fiscal 2011. See note 4 of Notes to Financial Statements.





### **Selected Financial Information**

Selected Quarterly Financial Information (\$)	Quarter ended							
	2013	2012				2011		
	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30
Revenue	1,644,830	1,493,538	1,538,236	1,779,384	1,677,134	1,669,734	1,312,812	1,542,013
Income from continuing operations	3,243	54,456	(146,096)	76,163	39,049	79,494	(419,009)	1,802
-per share (basic and diluted)	-	0.001	(0.003)	0.002	0.001	0.002	(0.01)	=
Net income	3,243	54,456	(146,096)	76,163	39,049	79,494	(419,009)	1,802
-per share (basic and diluted)	-	0.001	(0.003)	0.002	0.001	0.002	(0.01)	-

Overall revenue decreased 2% for the quarter ended March 31, 2013 from the prior year period, made up of an 8% rise in services and a 16% decrease in equipment and software sales. Reduced profitability was in line with the reduction in revenue, and the inclusion of a \$25,000 gain on sale of related entities in 2012. See note 4 of Notes to Financial Statements.

Glenbriar has not paid dividends and has no current intention of doing so.

# **Liquidity and Capital Resources**

As of March 31, 2013, Glenbriar had a working capital of \$13,948, up marginally from the deficiency of \$(53,047) at September 30, 2012. Marketable securities reflect the fair value of the shares. Inventory changes reflect normal business fluctuations. Inventory is considered relatively liquid. Deferred revenue was up \$19,820 from year end 2012 because of prepayments held for capital infrastructure being purchased by clients.

Deferred rent reflects rent free allowances on the new office lease in Calgary. This amount is amortized over the term of the lease.

Glenbriar continues to implement measures to improve its capital resources. The only remaining loan payable as of March 31, 2013 was \$330,000 payable to Glenbriar's management. See note 7 of Notes to Financial Statements. Glenbriar has no off-balance sheet arrangements.

Glenbriar may be required to seek additional equity or debt financing, reduce its operations or to limit its growth in order to maintain liquidity. In addition, Glenbriar does not have adequate surplus capital on hand to pursue its research and development activities at an optimal rate, to establish and implement a robust marketing and sales program, and to make strategic acquisitions. Accordingly, Glenbriar may reasonably be expected to issue additional equity or take on more debt in order to obtain the additional resources which it believes are necessary to enable it to seek to achieve the growth rates which are sought by investors and shareholders. If additional equity is issued, existing shareholders may experience dilution of their shareholdings. If additional debt is taken on, the business could be put at greater risk of not being able to survive downturns in business cycles, the loss of major accounts, or other negative events. Glenbriar will continue to take steps to improve its working capital position, which may include injection of capital, loans or renegotiation of credit facilities, but there is no assurance that these efforts will be successful.

To date, Glenbriar has funded its research and development from internal sources, including cash flow and disposition of non-core assets. Additional funds will be required to engage in product rollouts, marketing and sales, and make strategic acquisitions.





Glenbriar's long term financial commitments for a delivery vehicle and office leases were as follows as of March 31, 2013:

	\$
2013	132,525
2014	237,835
2015	226,175
2016	201,782
2017	189,240
Subsequent years	828,975
Total	1,816,532

# **Results from Operations**

Net income fell to \$57,699 from \$118,543 for the first half of fiscal 2013 from the similar 2012 period, reflecting a 6% decrease in revenue. The 2012 period included a \$25,000 gain on sale of related entities. See note 4 of Notes to Financial Statements.

Managed services revenue includes all professional services and consulting revenue. Direct salaries and benefits include the salaries of those employees who directly earn managed services revenue. Margins on managed services are based on a comparison of managed services revenue to direct salaries and benefits. Salaries for administrative and support staff are included in general and administrative expenses, while salaries for sales and marketing staff are included in sales and marketing expense.

Equipment and software revenue includes all revenue from the sale of those items, and cost of goods sold is made up of the cost of equipment and software sales. Both accounts include shipping, but exclude any allocation of salaries or overhead. Margins on equipment and software sales are based on a comparison of equipment and software revenue to cost of goods sold.

**Revenue**. Revenue decreased 6% for the 6 months ended March 31, 2013 from the prior year period, made up of a 9% rise in services and a 27% decrease in equipment and software sales. These differences reflect a spike in capital investments by clients in the prior year period, who had postponed those investments during the global recession.

**Expense.** Margins on managed services decreased to 22.4% in the 6 months ended March 31, 2013 from 23.0% in the prior year period, reflecting increased cyber-security requirements. Margins increased to 30.4% from 28.7% on equipment and software sales over the same periods. General and administrative expense fell to 14.3% of sales in the first half of fiscal 2013 from 15.8% in the similar 2012 period, and sales and marketing expenses rose to 6.7% from 5.6% of sales in the same periods of 2013 over 2012. These changes reflect the lower equipment revenues.

**Accounts receivable.** The balance for March 31, 2013 reflects 46 days of sales, which is up from 37 days of sales for the year end fiscal 2012, and from the prior year period of 37 days. Glenbriar expects this number to remain in its current range in the third quarter, and to decline in the fourth quarter of 2013.

**Accounts payable and accrued liabilities**. The modest increase in this account to \$721,957 at March 31, 2013 from \$714,639 at the end of fiscal 2012 reflects the slower collection of receivables.





**Deferred revenue**. The balance of \$182,184 as of March 31, 2013, includes managed services projects which were not complete at the end of the quarter, and periodic software maintenance and services, which are brought into revenue monthly as services are performed. This is a noncash item.

# **Forward Looking Statements**

This MD&A may contain forward-looking statements. These forward-looking statements do not guarantee future events or performance and should not be relied upon. Actual outcomes may differ materially due to any number of factors and uncertainties, many of which are beyond Glenbriar's control. Some of these risks and uncertainties may be described in Glenbriar's corporate filings (posted at www.sedar.com). Glenbriar has no intention or obligation to update or revise any forward looking statements due to new information or events, except as required by securities legislation.

#### **Risk Factors**

The recovery from the global recession continues at a slow pace. Glenbriar serves the automotive, recreational, energy and mining sectors, all of which continue to exhibit recovery from the global recession. The rate of expansion of the overall economy is expected to remain low due to cuts to government spending, particularly in the U.S., which could have a shadow effect on Canada.

# **Critical Accounting Estimates**

IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expense during the reporting periods presented. Significant estimates include the assessment of recoverability of carrying values of Glenbriar's accounts receivable, software and other capital assets. Actual results will differ from the estimates.

# **Related Party Transactions**

Management loan advances of \$330,000 as of March 31, 2013 are the same as at September 30, 2012. See note 7 of Notes to Financial Statements.

Under the Glenbriar Employee Share Purchase Plan, participants are eligible to purchase Glenbriar common shares in the open market or from treasury. Glenbriar then matches those contributions with shares from treasury by private placement on a quarterly basis. See note 8(b) of Notes to Financial Statements.

See "Glenbriar Limited Partnership" and note 4 of Notes to Financial Statements regarding participation of management, employees and directors in the Glenbriar Limited Partnership.

# **Additional Information**

Additional information about Glenbriar is available from Glenbriar's website at <a href="www.glenbriar.com">www.glenbriar.com</a>, the CNSX website at <a href="www.cnsx.ca">www.cnsx.ca</a>, the Sedar website at <a href="www.sedar.com">www.sedar.com</a>, or by request from Glenbriar's head office at 1100, 736 – 8 Ave SW, Calgary, AB T2P 1H4 (Phone 403-233-7300 x117).