### MANAGEMENT DISCUSSION AND ANALYSIS

FOR THE THREE AND NINE MONTH PERIODS ENDED SEPTEMBER 30, 2017 WITH COMPARATIVES FOR THE THREE AND NINE MONTH PERIODS ENDED SEPTEMBER 30, 2016

(Dated: November 27, 2017)

## Management's Responsibility for Financial Reporting

These interim unaudited consolidated financial statements have been prepared by management using Brazilian accounting policies which are essentially identical to "International Financial Reporting Standards – IFRS" and these statements are also in accordance with International Accounting Standard ("IAS") 34, Interim Financial Reporting. The information contained in this document has also been prepared by management and is consistent with the data contained in the interim unaudited consolidated financial statements.

The Company's certifying officers, based on their knowledge, having exercised reasonable diligence, are also responsible to ensure that these filings do not contain any untrue statement of a material fact or omit to state a material fact required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made, with respect to the period covered by these filings, and this financial report together with the other financial information included in these filings fairly present in all material respects the financial condition, financial performance and cash flows of the Company, as of the date of and for the periods presented in these filings.

The Board of Directors approves the filings and ensures that management has discharged its financial responsibilities. The Board's review is accomplished principally through the Audit Committee, which meets periodically to review all financial reports prior to filing.

Certain statements in this report may constitute forward-looking statements that are subject to risks and uncertainties. A number of important factors could cause actual outcomes and results to differ materially from those expressed in these forward-looking statements. Consequently, readers should not place any undue reliance on such forward-looking statements. In addition, these forward-looking statements relate to the date on which they were made.

In particular, forward looking comments regarding the Company's status and viability included in the "Liquidity" section are views of management only, and actual results and outcomes could be materially different from management's estimates and expectations. The reader is advised to review the risks related to the Company's operations and reporting, detailed in the sections entitled, "Financial and Capital Risk Management", all of which affect management's views and expectations.

## **Corporate Structure**

FTC Cards Inc. ("FTC Canada" and the "Company") was incorporated under the name "0934977 B.C. Ltd." under the laws of the Province of British Columbia by articles of incorporation dated March 9, 2012. On May 16, 2012, the name was changed to "FTC Cards Inc."

The Company was not initially a reporting issuer (or the equivalent) in any jurisdiction and the common shares of FTC Canada are not listed or quoted for trading on any stock exchange. Following the completion of the Arrangement agreement on July 3, 2012, the Company became a reporting issuer in British Columbia.

The Company was incorporated for the purposes of completing the reorganization whereby pursuant to the terms of the Arrangement agreement between its parent CTF Technologies Inc., ("CTF"), and the purchaser, on July 3, 2012, the Company ceased to be a wholly-owned subsidiary of CTF and all of the issued and outstanding FTC Canada shares were distributed to the former CTF Shareholders.

Following the completion of the Arrangement agreement, FTC Canada now owns approximately 90.5% of the equity of FTC Cards Processamento e Serviços de Fidelização Ltda. ("FTC Brazil") and has assumed the management of the business of FTC Brazil. FTC Brazil is a limited liability company (*sociedade limitada*) under the laws of Brazil and was incorporated on April 7, 2011. The balance of the equity in FTC Brazil is held by Technis Planejamento e Gestão em Negócios Ltda. ("Technis"), a limited liability company (*sociedade limitada*) under the laws of Brazil and an unrelated party.

On October 17, 2014, at the request of the minority shareholder of FTC Brazil, the 9.5 per cent interest held by Technis was repurchased and cancelled, such that FTC Brazil became a wholly-owned subsidiary of FTC Canada with effect from October, 2014.

The registered and records office of FTC Canada. is located at 1500 Royal Centre, 1055 West Georgia Street, Vancouver, British Columbia, V6E 4N7. The head office of FTC Canada is located at 2000-1066 West Hastings Street, Vancouver, British Columbia, V6E 3X2. The registered and head office of FTC Brazil is located at Alameda Tocantins, No. 125, 33rd floor, room 3302, Building 01 of Condomínio West Side - Alphaville, in the city of Barueri, State of São Paulo, Brazil.

## **Business of the Company**

FTC Brazil was formed in 2011 for the purposes of developing a business of providing data processing to support a program of promotions, awards and loyalty programs and credit card processing targeted at the franchise gas stations of Petrobras Distribuidora S.A. ("**Petrobras**"). FTC Brazil is continuing the business originally developed by CTF Technologies do Brasil Ltda., a subsidiary of CTF Technologies Inc., under an agreement entered into with Petrobras.

As an Acquirer, the Company receives a portion, determined by contract, of the commission revenues arising from the application of the Merchant Discount Rate, ("MDR") to all credit and debit card transactions processed for fuel and other purchases at designated Petrobras outlets. Revenues are also received from the monthly rental, installation and maintenance of card processing equipment provided to merchants.

In addition, the Company has developed and is continuing to develop an expanded set of loyalty programs to promote customer brand loyalty for Petrobras and other clients, from which it earns fees on a monthly basis.

The Company's costs of operations include staff and other costs for datacentre processing, communications, call centre operation, and website support for both clients and registered loyalty program users, and other costs includes sales and marketing, administration and other corporate costs.

## **Going Concern**

These interim unaudited consolidated financial statements have been prepared on the basis of accounting principles applicable to a going concern, which assumes that the Company will continue to operate in the foreseeable future and will be able to realize its assets and discharge its liabilities in the normal course of operations. Should the Company be unable to continue as a going concern, the basis of reporting the carrying values of assets may be adjusted.

The Company's earnings for the period from inception on March 09, 2012 to December 31, 2016 amounted to \$1,369,000, and its working capital was approximately \$3,669,000 at September 30, 2017. As a going concern, the

Company is dependent upon its ability to maintain future profitable operations and to maintain access to financing to meet its obligations and repay its liabilities arising from normal business operations when they come due. These financial statements do not include any adjustments to the amounts and classification of assets and liabilities that might be necessary should the Company not be able to continue as a going concern.

## Renewal of Agreement with BR Petrobras:

The Agreement "Instrument for Implementation of BR System of Promotion, Rewards, Loyalty and Acquisition" was signed with BR Distribuidora in January, 2011 with a term of 60 months and expired in January, 2016. In the fourth quarter of 2015, BR agreed to extend the agreement for an additional one year, recognizing its reliance on the services provided by the Company, on the basis of the existing operations and the same commercial terms.

FTC Brazil had implemented very successfully the acquiring system ("BR Network") and the Rewards and Loyalty systems, ("Premmia"), and Management believed that BR would intend to maintain the program structure developed by FTC with a few enhancements. FTC continued to work on the integration of a technical platform and providing services for loyalty, promotion and incentive campaigns, contemplating a client relationship management program, in order to enable BR to effectively manage all channels of communication and interaction with the existing eight million current participants.

Due to these proprietary tools, and the software development and integration achieved, management believed that the renewal of the relationship would occur, but there was no guarantee that this would occur.

## Notice of Cancellation of BR agreement:

However, early in the fourth quarter of 2016, the Company received notice of termination of the agreement from BR effective January 3, 2017. The consequence of this termination was the loss of all future revenues that would arise through both the credit card processing for BR customer purchases and the revenues generated from the redemption of loyalty points accumulated by the customers.

The Company generates minor revenues from other clients which utilize the FTC processing facilities, but termination of the BR contract has reduced revenues to a very low level commencing January 3, 2017. In response to this cancellation, the Company has identified new potential clients in need of loyalty program services, and the FTC management is pursuing these potential opportunities vigorously.

In November, management took immediate steps to reduce costs, reducing its office space obligations and reducing its staffing by approximately half to a sustainable level to continue operations to its remaining clients. Management has entered into discussions with potential new clients and is hopeful that new business will be generated from these discussions this year. Presently, management believes on this basis that the Company has sufficient funds available to sustain its operations until a clear path for the future is visible in 2017.

## Results of Operations for the Three Months Ended September 30, 2017:

Consolidated revenues for the third quarter ended September 30, 2017 amounted to \$59,164, down significantly from the revenues of \$5,062,875 in the comparable third quarter of the prior year. The much lower revenues this quarter reflect primarily the loss of the BR contract at the end of 2016 and include revenues from two other ongoing clients and one new client on a trial basis at this time.

The costs of operations include the costs for outsourced processing and technical support for the continued operations and amounted to \$557,091 for the third quarter of 2017, down significantly from the prior year third quarter level of \$3,972,787, such that an operational loss of (\$497,927) was experienced, down considerably from

the prior year margin level of \$1,090,088. The higher operating costs reflect the retention of a number of operational staff to support its efforts to generate new business for its loyalty programs currently.

Other costs included a sales and marketing costs of \$6,648 in the quarter, related to the promotion of both merchant card terminals and the loyalty programs, and were substantially lower than the amount for the comparable third quarter in 2016 of \$373,024, and administration costs of \$562,052, virtually unchanged from the prior year amount of \$562,932. Total other costs amounted to \$532,690, down from \$748,934 in the comparative third quarter of 2016.

Consequently, the Company experienced a loss for the quarter of (\$1,030,617) or (\$0.01) per share for the third quarter of 2017, as compared to a profit of \$444,648 experienced in the prior year third quarter.

## Results of Operations for the Nine Months Ended September 30, 2017:

Consolidated revenues for the nine months ended September 30, 2017 amounted to \$425,507, down significantly from the revenues of \$12,223,286 reported for the comparable nine-month period in the prior year. The dramatically lower revenues this year reflect the loss of the BR contract at the end of the prior year as noted above for the quarter

The costs of operations for the nine months of 2017 amounted to \$1,946,231, down dramatically from that incurred in the prior comparative period of \$9,250,119. Consequently, an operational loss resulted of (\$1,520,724), down from the prior year gross profit level of \$2,973,167.

Other costs include sales and marketing of \$145,063, down 90 per cent from the nine month expenditures of \$1,433,289 in 2016, and administration costs of \$1,410,355, down 24 per cent from the prior year level of \$1,868,759. The reduced expenditures are an effort to contain overhead costs to the extent possible.

In summary, the Company experienced a loss for the first nine months this year of (\$3,009,385) or (\$0.05) per share, as compared to a smaller loss in the prior year of (\$263,687) or (\$.00) per share in 2016.

# **Selected Annual Financial Information:**

		For the year ended December 31, 2016	For the year ended December 31, 2015	For the year ended December 31, 2014
		\$	\$	\$
Total revenues		14,718,000	13,867,000	15,742,000
Profit/(Loss) be	efore discontinued operations			
and extraordina	-			
(i)	total for the year	(2,488,000)	(70,000)	1,364,000
(ii)	per share	(0.04)	(0.00)	0.02
(iii)	per share fully diluted	(0.04)	(0.00)	0.02
Net loss:				
(i)	total for the year	(2,488,000)	(70,000)	1,364,000
(ii)	per share	(0.04)	(0.00)	0.02
(iii)	per share fully diluted	(0.04)	(0.00)	0.02
Total assets		10,098,000	11,252,000	14,081,000
Total long-term	n financial liabilities	NIL	NIL	NIL
_	declared per-share	NIL	NIL	NIL

## **Selected Quarterly Financial Information:**

	4 <sup>th</sup> Quarter Ended December 31, 2017	3 <sup>rd</sup> Quarter Ended September 30, 2017	2nd Quarter Ended June 30, 2017 \$	1st Quarter Ended March 31, 2017
( ) B	<b>3</b>	\$		\$
(a) Revenue		59,164	172,000	194,000
(b) Profit (Loss) for period		(1,031,000)	(1,018,000)	(960,000)
(c) Profit (Loss) per share		(0.01)	(0.02)	(0.02)
	4th Quarter Ended December 31, 2016	3rd Quarter Ended September 30, 2016	2nd Quarter Ended June 30, 2016	1st Quarter Ended March 31, 2016
(a) Revenue	2,496,000	5.062,000	3,502,000	3,658,000
(b) Profit (Loss) for period	(2,223,000)	344,000	(667,000)	58,000
(c) Profit (Loss) per share	(0.03)	(0.00)	(0.01)	0.00
	4th Quarter Ended December 31, 2015	3rd Quarter Ended September 30, 2015	2nd Quarter Ended June 30, 2015	1st Quarter Ended March 31, 2015
(a) Revenue	3,463,000	3,130,000	3,696,000	3,578,000
(b) Profit (Loss) for period	(751,000)	(156,000)	(97,000)	934,000
(c) Profit (Loss) per share	(0.01)	(0.00)	(0.00)	0.01

All of the financial information reported in the table above is in accordance with IFRS reporting standards.

Revenues for the third quarter continued low at \$59,000, and while operating costs were lower also, they exceeded the revenues, such that a loss for the quarter of (\$1,031,000) resulted. Other costs were lower as well. Management continues its search for new business.

Revenues for the second quarter were consistent with the prior quarter and significantly lower than prior periods due to the loss of the BR contract. Operating costs are still high due to retaining operational staff to support new business in the near term. Consequently, the Company experienced a loss of (\$1,018,000) for the quarter.

Revenues for the first quarter of 2017 fell significantly with the loss of the BR contract and costs were reduced by approximately 50% to contain the costs as a result. The Company suffered a loss of (\$960,000) for the quarter.

Revenues for the fourth quarter of 2016 declined due to lower transaction volumes and more particular the weaker Real. Operating costs were lower as well due to reductions in staffing and office costs effected after the cancellation of the BR contract was received. In addition, other costs were significantly higher in the quarter as a one-time charge to write-off the unamortized software costs re the BR association amounting to \$2,301,000 was recorded. Consequently, a loss for this quarter of (\$2,223,000) or (\$0.03) was sustained.

Revenues in the third quarter of 2016 were higher due primarily to the stronger real, plus some gain in fuel prices, offset by lower transaction volumes. However, the revenue gains were offset by higher costs of operations such that the gross margin was in line with the prior comparable period in 2015. Other costs were down 16 per cent so that a small profit was realized for the quarter.

In the second quarter of 2016, revenues were consistent with prior periods, but operating costs were substantially reduced such that the gross margin more than doubled that of the comparable quarter last year. However, higher sales and marketing costs erased the margin gain and a loss of (\$667,000) resulted for the quarter.

For the first quarter of 2016, revenues were slightly higher than for the previous quarter and the comparable first quarter of 2015 due to higher sales volumes and an improved pricing for fuel this year. However operating costs were significantly higher due to a new focus on loyalty program functionality and higher staff costs this year. Consequently a smaller profit resulted in the quarter of \$58,000 or \$0.00 per share.

Revenues for the fourth quarter of 2015 were in line with those of the previous quarters as both pricing and volumes were higher, but these gains were offset by the weakening Real. However, higher wages granted to staff, an increase in staff numbers and higher operating costs all served to erode the revenues and a loss of (\$751,000) or (\$0.01) resulted for the quarter.

Revenues declined in the third quarter of the year due to continued weakening of the Real although volumes and pricing showed small increases, and the gross margin increased 5 per cent. Costs were also lower due to the F/X impact. Other costs of operations were lower as well due in part to management restraint. For the quarter, the Company experienced another small loss of (\$156,000) or (\$0.00) per share.

In the second quarter of this year, the Company reported lower revenues of \$3,696,000 due primarily to the weakening of the Brazilian Real, down eight per cent from the previous quarter, although fuel prices and volumes are lower than the previous quarter levels also. Due to seasonality variations, operating costs rose over the prior quarter, such that the gross margin declined to 29 per cent. Other costs were down 16 per cent. For the quarter, the Company suffered a small loss of (\$97,055) or (\$0.00) per share.

Revenues for the first quarter of 2015 rose 6 per cent to \$3,577,000, showing some growth in spite of an approximate 10 per cent exchange decline due to a weaker Brazilian real this year as well as first quarter

seasonality of sales revenues. In addition, a significant increase in expenditures for both sales and marketing and administration was experienced. Nevertheless, a profit was earned this quarter of \$934,000 or \$0.02 per share.

## Capital:

Authorized: Unlimited number of Common shares without par value,

Issued:

	Number of Shares	Amount \$
Balance, March 09, 2012	1	1
Issued on completion of the arrangement	58,351,051	8,305,105
Balance, December 31, 2012, 2013, 2014, 2015, 2016, September 30, 2017 and November 27, 2017		
30, 2017 and November 27, 2017	58,351,052	8,305,106

## Liquidity:

The Company's net loss for the first nine months of (\$3,009,385), when adjusted for non-cash transactions and working capital account changes, netted a cash drawdown from operations of (\$925,590). Adding to this drawdown, the Company experienced a loss on conversion of (\$307,422). As a consequence, a net reduction in funds resulted amounting to (\$1,233,012), which served to reduce the cash on hand from the opening level at the beginning of the year of \$4,832,671 to the closing position of \$3,599,659 at September 30, 2017.

Management contemplates that additional funds, when required for the operations of the Company, will be raised by the issuance of new common shares of equity.

## Changes in Accounting Policies (Including Initial Adoption):

## New Standards Not Yet Adopted:

The following standards have not yet been adopted and are being evaluated to determine their impact on the Company's financial statements.

## IFRS 9 Financial Instruments ("IFRS 9")

IFRS 9 was issued by the IASB in October 2010 and will replace IAS 39 Financial Instruments: Recognition and Measurement ("IAS 39"). IFRS 9 uses a single approach to determine whether a financial asset is measured at amortized cost or fair value, replacing the multiple rules in IAS 39. The approach in IFRS 9 is based on how an entity manages its financial instruments in the context of its business model and the contractual cash flow characteristics of the financial assets. Most of the requirements in IAS 39 for classification and measurement of financial liabilities were carried forward unchanged to IFRS 9. The new standard also requires a single impairment method to be used, replacing the multiple impairment methods in IAS 39.

IFRS 9 is required now to be applied for annual periods beginning on or after January 1, 2018. The Company has analyzed this new pronouncement and concluded that there will be no significant impact on its financial statements as a result of its adoption

IFRS 15 Revenues from contracts with customers ("IFRS 15"):

IFRS 15 will be effective for the years ended as from January 01, 2018. This new standard has significantly more guidelines and requirements compared with the existing standards and interpretations. In the new standard, revenues shall be recognized taking into consideration the following five criteria that need to be met: (i) identify the contract; (ii) identify performance obligations; (iii) determine the transaction price; (iv) allocate the transaction price for each performance obligation; and (v) recognize revenue only when each performance obligation is satisfied. The adoption of this new standard may result in the fact that in many entities the timing and nature of revenue recognition shall be modified.

IFRS 16 Leases ("IFRS 16"):

IFRS 16 will be effective for the years ended as from January 01, 2019. This new standard replaces IAS 17 Leases, IFRIC 4 Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases – Incentives and SIC-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The accounting requirements for lessors remain substantially the same in comparison with the standards currently in effect. However, there are significant changes for lessees as IFRS 16 determines a single model for them, by eliminating the distinction between financial and operating lease in a way to result in a balance sheet reflecting a "right of use" of assets and a related financial liability. Therefore, for many entities, the effect of recording all lease transactions in the balance sheet may be very significant.

The Company and its subsidiary has analyzed these standards and concluded that they will not cause significant impact in the financial statements.

## Financial and Capital Risk Management:

Financial instruments measured at fair value are classified into one of three levels in the fair value hierarchy according to the relative reliability of the inputs used to estimate the fair values. The three levels of the fair value hierarchy are described below.

Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

## Fair value of financial instruments

The Company has various financial instruments including cash, accounts receivable, accounts payable and accrued liabilities. Cash is carried at fair value using a level 1 fair value measurement. The carrying values of accounts receivable, accounts payable and accrued liabilities approximate their fair values due to the short-term maturity of these financial instruments.

Credit risk

Credit risk is the risk of an unexpected loss if a customer or third party to a financial instrument fails to meet its contractual obligations.

# FTC CARDS INC.

### INTERIM REPORT TO SHAREHOLDERS

FOR THE THREE AND NINE MONTH PERIODS ENDED SEPTEMBER 30, 2017 WITH COMPARATIVES FOR THE THREE AND NINE MONTH PERIODS ENDED SEPTEMBER 30, 2016

(Expressed in Canadian dollars)

The Company's cash and cash equivalents are held in large Canadian and Brazilian financial institutions in interest bearing accounts.

The Company's accounts receivable consist mainly of HST and VAT receivable due from the governments of Canada and Brazil respectively.

Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due.

The Company manages liquidity risk through its capital management as outlined in Note 6 above. Accounts payable relating to the Company's operations and other accounts payable and accrued liabilities are due within one year.

Market risk

Market risk is the risk of loss that may arise from changes in market factors such as interest rates, foreign exchange rates, and commodity and equity prices.

### a) Interest rate risk

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

The risk that the Company will realize a loss as a result of a decline in the fair value of the short-term investments included in cash and cash equivalents is minimal because these investments roll over daily.

### b) Foreign currency risk

The Company subsidiary operates in Brazil and consequently is subject to fluctuations in the exchange rate of the Brazilian real to the Canadian dollar. The Company does not undertake any hedging activity against this significant foreign currency risk.

The exchange rates at the period-end close for \$ 1.00 Canadian Dollar are as follows:

December 31, 2014: \$ 2.2910 Brazilian Real
December 31, 2015: \$ 2.8620 Brazilian Real
December 31, 2016: \$ 2.4242 Brazilian Real
September 30, 2017: \$ 2.5374 Brazilian Real

### c) Price risk

The Company is exposed to price risk with respect to commodity prices, particularly fuel, as the Company's revenues directly reflect the pricing of fuels sold to fleet and vehicle owners. The Company currently does not undertake any hedging activity against this exposure.

The Company currently maintains investments in certain marketable securities. There can be no assurance that the Company can exit these positions if required, resulting in proceeds approximating the carrying value of these securities.

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None.