

# ANCHOR CAPITAL CORPORATION

## Management Discussion and Analysis

This Management Discussion and Analysis ("MD&A") for Anchor Capital Corporation is a review of the nine months ended September 30, 2015 and should be read in conjunction with the audited financial statements for the period from incorporation on February 20, 2014 to December 31, 2014 and the notes thereto. This MD&A relates to events up to October 28, 2015.

The Corporation's financial position, results of operations and cash flows have been prepared in accordance with IAS 34, Interim Financial Reporting ("IAS 34") using accounting policies consistent with the International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB") and Interpretations of the International Financial Reporting Interpretations Committee ("IFRIC").

The Corporation's reporting currency is the Canadian dollar and all amounts in this MD&A are expressed in Canadian dollars.

## DESCRIPTION OF BUSINESS

Anchor Capital Corporation ("Anchor" or the "Corporation") was incorporated pursuant to the provisions of the *Business Corporations Act* (Alberta) on February 20, 2014. The Corporation is a Capital Pool Company ("CPC") as defined pursuant to Policy 2.4 of TSX Venture Exchange Inc. ("TSX Venture"). The Corporation's business is to identify and evaluate corporations, businesses or assets for acquisition and once identified and evaluated, to negotiate an acquisition or participation subject to receipt of shareholder and regulatory approval.

On December 2, 2014 the Corporation completed its initial public offering (the "Offering") raising gross proceeds of \$351,400 pursuant to a prospectus dated September 26, 2014. A total of 3,514,000 common shares in the capital of the Corporation ("Common Shares") were subscribed for at a price of \$0.10 per Common Share. Richardson GMP Limited acted as the agent for the Offering and received a corporate finance fee and a cash commission equal to 10% of the gross proceeds of the Offering, as well as agent's options to purchase 351,400 Common Shares at a price of \$0.10 until December 2, 2016.

The Corporation now has 5,514,000 Common Shares outstanding, and the directors and officers of Anchor Capital Corporation own or control, directly or indirectly, 2,000,000 Common Shares.

The Common Shares of Anchor Capital Corporation commenced trading under the stock symbol "ANC.P" on December 2, 2014.

## OPERATIONAL REVIEW

### Professional fees

Professional fees for the three months ended September 30, 2015 were \$2,012 (three months ended September 30, 2014 – Nil). These expenses comprised of Audit and Accounting fees - \$406; Professional Fees – Other - \$1,606.

For the nine months ended September 30, 2015 Professional fees were \$27,028 (nine months ended September 30, 2014 – Nil). These expenses comprised of Audit and Accounting fees - \$3,272; Professional Fees – Other - \$10,360 and Legal Fees - \$13,396.

## **Share based compensation**

There was no Share based compensation for the three and nine months ended September 30, 2015 (three and nine months ended September 30, 2014 – Nil).

## **Net Income and Cash Flow from Operations**

The Corporation has not yet conducted any operations, its only income is interest earned from cash held in Trust with its lawyers. For the three months ended September 30, 2015, the Corporation earned \$12 (three months ended September 30, 2014 – Nil) and for the nine months ended September 30, 2015 it earned \$37 (nine months ended September 30, 2014 – Nil).

There were net losses of \$2,000 for the three months ended September 30, 2015 (three months ended September 30, 2014 – Nil) and for the nine months ended September 30, 2015 net losses were \$26,991 (nine months ended September 30, 2014 – Nil).

## **Financial Resources and Liquidity**

The Corporation's approach to managing liquidity risk is to ensure that it will have sufficient liquidity to meet liabilities when due. As at September 30, 2015 the Corporation had a cash balance of \$245,034, there were no outstanding liabilities. All of the Corporation's financial liabilities have contractual maturities of 30 days or are due on demand and are subject to normal trade terms.

## **SHARE CAPITAL**

### **(a) Issued**

As at September 30, 2015 and October 28, 2015 the issued and outstanding Common Shares of the Corporation were 5,514,000.

### **(b) Outstanding Stock Options**

#### *Agent's options*

On December 2, 2014 the Corporation completed its initial public offering, issuing 3,514,000 common shares at a price of \$0.10 per share for gross proceeds of \$351,400 with Richardson GMP Limited as agent.

In connection with the initial public offering the Corporation granted non-transferable options to the Agent as compensation to acquire 351,400 common shares at a price of \$0.10 per common share until 24 months from the date of grant, which had a fair value of \$17,570.

#### *Directors, Officers, Employees and Consultants' options*

The options were valued using the Black-Scholes valuation model assuming a life expectancy of 2 years, a risk free rate of 1.89%, expected dividend yield of 0%, vest immediately and volatility of 93%.

The Corporation has adopted an incentive stock option plan in accordance with the policies of the TSX Venture (the "Stock Option Plan") which provides that the Board of Directors of the Corporation may from time to time, in its discretion, grant to directors, officers, employees and

consultants of the Corporation non-transferable options to purchase common shares, provided that the number of Common Shares reserved for issuance under the Stock Option Plan shall not exceed ten percent (10%) of the issued and outstanding Common Shares. The options are exercisable for the period of up to ten (10) years. In addition, the number of common shares reserved for issuance to any one person shall not exceed five percent (5%) of the issued and outstanding Common Shares and the number of Common Shares reserved for issuance to any one consultant will not exceed two percent (2%) of the issued and outstanding Common Shares. The Board of Directors determines the price per Common Share and the number of Common Shares which may be allocated to each director, officer, employee and consultant and all other terms and conditions of the option, subject to the rules of TSX Venture.

On December 2, 2014, the Corporation granted stock options to officers and directors of the company to acquire 551,400 common shares at a price of \$0.10 per share which will expire on December 2, 2024. The stock options were valued at \$47,972 using the Black-Scholes valuation model assuming a life expectancy of 10 years, a risk free rate of 1.89%, expected dividend yield of 0%, vested immediately and volatility of 93%.

**(c) Escrow**

Pursuant to an escrow agreement dated as of March 15, 2014 among the Corporation, Alliance Trust Corporation and certain shareholders of the Corporation, 2,000,000 common shares being all of the issued and outstanding common shares prior to the completion of the Offering have been deposited in escrow. Upon the Corporation completing a Qualifying Transaction, as defined in Policy 2.4 of the TSX Venture, the Common Shares held pursuant to the escrow agreement shall be released as to 10% immediately following the issuance of the bulletin of TSX Venture announcing final acceptance of the Qualifying Transaction (the "Initial Release") and an additional 15% every six months following the Initial Release. As at September 30, 2015 no Common Shares have been released from escrow.

**RELATED PARTY TRANSACTIONS**

During the three months ended September 30, 2015, there were no related party transactions (three months ended September 30, 2014 – Nil). Cumulatively at the end of the nine months period \$13,396 was to a law firm in which a director of the Corporation is a partner (nine months ended September 30, 2014 – Nil).

**SELECTED QUARTERLY INFORMATION**

Period Ended	September 30, 2015	June 30, 2015	March 31, 2015	December 31, 2014
Net revenue	\$ 12	\$ 13	\$ 12	\$ -
Net loss	(\$26,991)	(\$24,991)	(\$18,135)	(\$77,739)
Net loss per share – basic and diluted	(\$0.00)	(\$0.00)	(\$0.00)	(\$0.02)

Period Ended	September 30, 2014	June 30, 2014	For the period from incorporation Feb 20, 2014 to March 31, 2014
Net revenue	\$ -	\$ -	\$ -
Net loss	\$ -	\$ -	\$ -
Net loss per share – basic and diluted	(\$0.00)	(\$0.00)	(\$0.00)

The Corporation has not yet conducted any operations.

### **CONTRACTUAL OBLIGATIONS AND OFF-BALANCE SHEET ARRANGEMENTS**

Anchor is not a party to any industry contracts or obligations and there are no off-balance sheet arrangements.

### **CRITICAL ACCOUNTING ESTIMATES**

There are no critical or material accounting estimates.

### **BUSINESS RISKS**

The Corporation is a Capital Pool Company under the policies of the TSX Venture. If the Corporation fails to complete a Qualifying Transactions within 24 months of listing, which has not yet occurred, the TSX Venture could suspend or delist the common shares of the Corporation. The Alberta Securities Commission may issue an interim cease trade order against the Corporation's securities and the common shares if the common shares of the Corporation are suspended from trading on the TSX Venture. In addition, certain of the currently issued and outstanding securities of the Corporation held by insiders may be cancelled.

Although management of the Corporation will work diligently to identify a Qualifying Transaction, there is no assurance that a Qualifying Transaction will be entered into or be completed.

The Corporation believes it has no significant credit risk.

The Corporation's approach to managing liquidity risk is to ensure that it will have sufficient liquidity to meet liabilities when due. As at September 30, 2015 the Corporation had cash on hand in excess of its liabilities. All of the Corporation's financial liabilities have contractual maturities of 30 days or are due on demand and are subject to normal trade terms.

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.

The Corporation has cash balances and no interest-bearing debt.

The Corporation does not have assets or liabilities in foreign currency.

## **ESTIMATES**

Certain accounting policies are identified as critical accounting policies because they require management to make judgments and estimates based on conditions and assumptions that are inherently uncertain. These accounting policies could result in materially different results should the underlying assumptions or conditions change. Management assumptions are based on factors that, in management's opinion are relevant and appropriate at the time such assumptions are made, and may change over time as operating conditions change. There are no critical accounting estimates at this time.

## **FUTURE ACCOUNTING PRONOUNCEMENTS**

Certain pronouncements were issued by the IASB or the IFRS Interpretations Committee that are mandatory for accounting periods beginning after January 1, 2016 or later periods. The Corporation has not applied these within these financial statements.

International Financial Reporting Standard 9, Financial Instruments ("IFRS 9") was issued in November, 2009 and is the first step to replace IAS 39, Financial Instruments: Recognition and Measurement. 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. The IASB recently suspended the originally planned effective date of this new standard of January 1, 2018 and at present the effective date has not been determined. The Corporation is currently assessing the financial impact of this new standard.

International Accounting Standard 1, Presentation of Financial Statements ("IAS 1") amendments are part of a major initiative to improve disclosure requirements in IFRS financial statements. The amendments clarify the application of materiality to note disclosure and the presentation of line items in the primary statements provide options on the ordering of financial statements and additional guidance on the presentation of other comprehensive income related to equity investments. The effective date for these amendments is January 1, 2016. The Corporation is in the process of evaluating the impact of these amendments.

## **CORPORATE INFORMATION**

### **CONTACT**

Anchor Capital Corporation  
Suite 1600, Dome Tower  
333 – 7th Avenue SW  
Calgary, AB T2P 2Z1

Attention: Douglas M. Stuve

Tel: (403) 234-3337

Fax: (403) 265-8565

### **AUDITORS**

BDO Canada LLP  
Calgary, Alberta

### **DIRECTORS**

Darren Stark  
Douglas Stuve  
Arlene Dickinson  
Brandon Kou

## **Forward Looking Statements**

Except for historical financial information contained herein, certain of the matters discussed in this document may be considered forward- looking statements. Such statements include declarations regarding management's intent, belief or current expectations. Prospective investors are cautioned that any such forward-looking statements are not guarantees of future performance and involve a number of risks and uncertainties; actual results could differ materially from those indicated by such forward-looking statements. Some of the important factors, but certainly not all, that could cause actual results to differ materially from those indicated by such forward-looking statements are: (i) that the information is of a preliminary nature and may be subject to further adjustment, (ii) the possible unavailability of financing, (iii) start-up risks, (iv) general operating risks, (v) dependence on third parties, (vi) changes in government regulation, (vii) the effects of competition, (viii) dependence on senior management, (ix), impact of the Canadian economic conditions, (x) fluctuations in currency exchange rates and interest rates.