

## MANAGEMENT'S DISCUSSION & ANALYSIS

*This management discussion and analysis ("MD&A") is dated as of May 7<sup>th</sup>, 2018 and should be read in conjunction with the audited consolidated financial statements of the Company for the year ended December 31, 2017 ("Financial Statements"). The Financial Statements are prepared in accordance with International Financial Reporting Standards ("IFRS"). Unless expressly stated otherwise, all financial information is presented in Canadian dollars.*

### Forward-Looking Statements

All statements, other than statements of historical fact, in this MD&A are forward-looking statements. These statements represent the Company's intentions, plans, expectations and beliefs as of the date hereof, and are subject to risks, uncertainties and other factors of which many are beyond the control of the Company. These factors could cause actual results to differ materially from such forward-looking statements. Readers should not place undue reliance on these forward-looking statements. The Company undertakes no obligation to publicly revise these forward-looking statements to reflect subsequent events or circumstances.

### Overview and Description of Business

The Delma Group Inc. (formerly Aydon Income Properties Inc. (the "Company" ) was formed by amalgamation on January 22nd, 2015, pursuant to a Plan of Arrangement between Forbairt Development Acquisition Company Ltd. ("Forbairt") and 0941092 B.C. Ltd. ("BC0941092") dated June 25, 2014, pursuant to which Forbairt, amalgamated with Genesis Income Properties Inc. ("Genesis"), a private company incorporated in British Columbia on April 7, 2014, for the purpose of creating a vehicle for investing in income-producing residential properties, initially in the United States of America. Forbairt, formerly a wholly-owned subsidiary of BC0941092, was incorporated in British Columbia on April 29, 2014. The Company's registered office is located at 202 - 5626 Larch Street, Vancouver, BC, V6M 4E1, Canada.

Prior to the amalgamation, the Company's predecessor companies, Forbairt and Genesis, had not commenced commercial operations. Following the amalgamation of Genesis and Forbairt on January 22, 2015 to form the Company , a total of 20,665,613 common shares were issued at a deemed price of \$0.05 per share to the previous shareholders of the two amalgamating companies. The full details of the transaction were included in the Plan of Arrangement, which was approved by the Supreme Court of British Columbia on August 27<sup>th</sup>, 2014, and a copy of which is filed on SEDAR.

On March 11<sup>th</sup>, 2015, the Company completed all requirements for a listing on the Canadian Securities Exchange and was called to trade on March 12<sup>th</sup>, 2015.

The Company is strategically positioned to take advantage of the historic financial crisis and severe downturn in the residential housing market in the United States that has forced banks to foreclose on tens of thousands of homes over the past six years. The effects of the sub-prime lending boom are widely known but, unlike in Canada where the housing markets has been fairly resilient, many areas of the US housing market have been more adversely affected and in some areas such as Metropolitan Detroit, prices dropped in excess of 75%. Mortgage lending also continued to decline as banks tightened their credit underwriting rules. This has resulted in a significantly increased number of families renting homes rather than purchasing. The

percentage of families choosing to rent continues to rise, making the ownership of suitable rental houses an increasingly profitable business. A number of regions now exist across the US where housing prices have dropped to particularly low prices and rental demand has increased significantly. There are many properties available in these locations and they are periodically auctioned and sold to the market by financial and government institutions.

The Company was established for the purpose of investing in income-producing residential properties in the USA and Canada. The Company's business model calls for the financing of the acquisition of rental and development properties through the establishment of Limited Partnerships which will be under the management of General Partners owned and operated by the Company.

Once a track record of success has been established through the Limited Partnerships the Company intends to secure additional financing to carry out its business plan and build up its own portfolio of residential properties, both single and multi-family, in the targeted regions. Longer term earnings growth will be achieved through increased market share and continued expansion through acquisition into other strategic areas of the United States.

The success of the Company is dependent upon certain factors that may be beyond management's control, such as political, currency, and liquidity risk. If the Company is unable to fund its investments or otherwise fails to invest in an active business, its business, financial condition or results of operations could be materially and adversely affected.

For the period from January 1st, 2017 to December 31st, 2017, the Company incurred a comprehensive loss of \$ 465,534.

The Company's ability to continue its operations as intended is dependent on its ability to obtain necessary financing and raise sufficient capital to cover potential asset purchases, marketing and other costs of ownership in order to generate sufficient revenue to cover management and other fees payable .

On March 28, 2018, the Company's' shares resumed trading on the CSE exchange under its new name THE DELMA GROUP INC. (DLMA)

The Company also moved its held office to Montreal, Quebec and filed for continuance as a federal charter under the CBCA.

### Selected Financial Information

	Year end December 31 2017 \$	Year end December 31 2016 \$	Year end December 31 2015 \$
Total revenue	14,873	-	36,993
Net Loss	459,820	667,391	170,314
Loss per share (basic and diluted)	(0.02)	(0.03)	(0.01)
Total assets	156,833	397,019	170,719
Total non-current financial liabilities	12,362	479,472	97,985

## **Results of Operations**

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### *Twelve Months ended December 31st, 2017*

The Company is a venture corporation in the initial stages of its development and has earned nominal revenues to date.

The Company incurred a net loss of \$ 459,820 and comprehensive loss of \$ 465,534 for the year ended December 31st, 2017, compared to a net loss of \$667,391 and comprehensive loss of \$ 676,885 for the year ended December 31st, 2016. Some of the more significant items comprising the expenses for the year ended December 31, 2017, compared to the year ended December 31st, 2016, were a reduction of consulting fees of \$ 50,000 , as compared to December 31st, 2016 - \$ 50,000), ongoing filing fees related to the cost of maintaining a listing on the CSE of \$ 47,311 for the year ending December 31st, 2016 - \$ 30,502); management fees of \$ 199,173 for the year ending December 31st, 2016 - \$ 264,000), and professional fees of \$ 77,325 for the year ending December 31st, 2016 - \$ 44,416).

The Company does not have any employees; all of its services are carried out by the directors and officers or by consultants retained on an as needed basis.

## **Liquidity and Capital Resources**

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As of December 31, 2017, the Company had a cash position of \$ 12,831 compared to \$ 1,646 as at December 31, 2016, representing an increase of approximately \$ 11,185. As of December 31, 2017, the Company had a working capital of \$ (835,721), compared to working capital of \$ (38,577) as at December 31, 2016.

The Company estimates that it will require approximately \$ 500,000 to fund general and administrative expenses for the next twelve months. The current cash on hand is not sufficient to meet our cash requirements for the next twelve months. As the Company continues with the process of raising funds for the Limited Partnerships, it expects to receive increasing fees for management of the Partnerships. Should these fees not be sufficient to meet ongoing costs we will require additional financing to fund our administrative expenses and for any proposed acquisitions, if applicable. We have historically satisfied our capital needs primarily by issuing equity securities and convertible debentures.

The Company's future capital requirements will depend on many factors, including, among others, cash flow from operations. The Company will need to raise additional funds through debt or equity financing to pursue its plans and objectives. If additional funds are raised through the issuance of equity securities, the percentage ownership of current shareholders will be reduced, and such equity securities may have rights, preferences, or privileges senior to those of the holders of the Company's common stock. No assurance can be given that additional financing will be available, or that it can be obtained on terms acceptable to the Company and

its shareholders. Accordingly, the Company is investigating various business opportunities that ideally will increase the Company's positive cash flow.

The Company has no further funding commitments or arrangements for additional financing at this time and there is no assurance that it will be able to obtain any additional financing on terms acceptable to it, if at all. Any additional funds raised will be used for general and administrative expenses and for the acquisition of a property or properties, as applicable. The quantity of funds to be raised and the terms of any equity financing that may be undertaken will be negotiated by management as opportunities to raise funds arise.

The Company's business plan is based on the establishment of Limited Partnerships to own targeted rental properties providing exceptional returns on investment. Aydon controls the General Partner of the Limited Partnership and earns management and financing fees from its provision of services to those partnerships and those fees are used to cover its cost of operations and to ultimately provide a return to shareholders in the future.

#### **Changes in Accounting Policies including Initial Adoption**

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##### ***New standard IFRS 9 "Financial Instruments"***

This new standard is a partial replacement of 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 new standard also requires a single impairment method to be used, replacing the multiple impairment methods in IAS 39. IFRS 9 is effective for annual periods beginning on or after January 1, 2018 with early adoption permitted.

The Company has not early adopted this revised standard and is currently assessing the impact that this standard will have on its consolidated financial statements.

Other accounting standards or amendments to existing accounting standards that have been issued but have future effective dates are either not applicable or are not expected to have a significant impact on the Company's financial statements.

The Company has not early adopted this revised standard and is currently assessing the impact that this standard will have on its consolidated financial statements.

#### **Financial Instruments**

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The Company's financial instruments consist of accounts payable; the fair values of which are considered to approximate their carrying value due to their short-term maturities or ability for

prompt liquidation. The Company's risk exposures and the impact on the Company's financial instruments are summarized below:

Strategic and operational risks are risks that arise if the Company fails to raise sufficient equity and/or debt financing in order to purchase a sufficient number of properties to achieve the critical sized portfolio of assets required to sustain its financing and operational costs. These strategic opportunities or threats arise from a range of factors which might include changing economic and political circumstances and regulatory approvals and competitor actions.

Credit risk is the risk that one party to a financial instrument will cause a loss for the other party by failing to discharge an obligation. The Company is subject to normal industry credit risks. Therefore, the Company believes that there is minimal exposure to credit risk.

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Company's approach to managing liquidity risk is to ensure that it will have sufficient liquidity to meet liabilities when due. As at December 31, 2017, the Company had cash of \$ 12,831, assets held for resale of \$ 49,331 and refundable deposit of \$ 94,671 to settle accounts payable of \$ 304,308, a short-term loan payable of \$ 160,811 and current portion of convertible debentures of \$ 498,835 which fall due for payment within twelve months of the financial position date. Management will also consider different alternatives to secure adequate debt or equity financing to meet the Company's short term and long-term cash requirements.

Interest risk is the risk that the fair value or future cash flows will fluctuate as a result of changes in market risk. The Company's sensitivity to interest rates is currently immaterial.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company holds no financial instruments that are denominated in a currency other than Canadian dollar. As such, the Company's exposure to currency risk is minimal.

#### **Disclosure of Outstanding Share Data**

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The total number of common shares issued and outstanding as at December 31, 2017 was 26,919,899 common shares and as at the date of this MD&A the number was 26,919,899.

The total number of warrants outstanding as at December 31, 2017 was 1,586,818 and as at the date of this MD&A there were 1,586,818 warrants outstanding. 1,355,000 warrants expiry on January 27, 2019 and the remaining 231,818 expire on May 31<sup>st</sup>, 2018.

The total number of options outstanding as at December 31, 2017 was 200,000 and as at the date of this MD&A the number was unchanged.

#### ***For the year ended December 31, 2017:***

On 3 November 2016, the Company issued 1,250,000 shares at with a fair value of \$0.04 per share for a total fair value of \$50,000 to a consultant, to extinguish debt of \$50,000.

On May 31, 2016, the Company completed a non-brokered private placement of 231,818 units at \$0.11 per unit for gross proceeds of \$25,500. Each unit consists of one common share and one share purchase warrant, which will be exercisable at \$0.15 per share if exercised during the first year or \$0.20 if exercised during the second year.

On April 29, 2017, 3,147,467 share purchase warrants exercisable at \$0.15 expired unexercised.

On November 1, 2016, the Company granted 900,000 stock options to directors and consultants, which vested immediately and are exercisable at \$0.10 per share for a period of five years.

On January 27, 2017, the Company completed a non-brokered private placement of 1,355,000 units at \$0.10 per unit for gross proceeds of \$135,500. Each unit consists of one common share and one non-transferable share purchase warrant, which will be exercisable at \$0.15 per share if exercised during the first year or \$0.20 if exercised during the second year. All unexercised warrants shall expire after a term of 2 years. In connection with the private placements, the Company will pay finders' fees totalling \$6,050.

#### **Off-Balance Sheet Arrangements**

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The Corporation does not currently have any off-balance sheet arrangements.

#### **Transactions with Related Parties**

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During the period ended December 31, 2017, the Company entered into the following transactions with related parties:

The Company is a venture operation in the initial stages of its operations. As such a significant amount of time and effort was expended in the period under review by management in setting up the legal structures and the finances necessary to enable it to effectively carry out its business plan in the future. Significant time and effort was expended on the set up and structuring of the Company's Limited Partnership financing model and the production of its first Limited Partnership Offering Memorandum as a basis for future financing of operations. All named parties below actively participated in all aspects of those efforts and were paid a monthly retainer fee and, where the board of directors was of the opinion that the time and expertise expended by the director was in excess of a minimum expectation, further fees based on time charges were paid to compensate for that. The fees paid in the period under review were:

- (a) \$ 94,500 for the year, (December 31, 2016 - \$90,000) was accrued to Vid Wadhwani for his services as Chief Financial Officer, marketing and financing services and general management of the day to day business. As of December 31, 2017, an amount payable of \$ 95,793 still has to be paid to Vid Wadhwani.

- (b) \$ NIL for the year, ( December 31st, 2016 - \$ 84,000) was accrued to David Jackson for his services as President and CEO, marketing services and general management of the business, investor relations and financing activities
- (c) \$ 94,500 for the year, (December 31st, 2016 - \$ 90,000) was accrued to David Carkeek for his services as Chief Operating Officer, marketing and investor relations, financing, administrative services and general management of the day to day business of the Company. As at December 31, 2017, an amount of \$ 10,173 of expenses were reimbursed to David Carkeek for sums paid to the CSE, TMX and lawyers fees on behalf of the Company. As of December 31,2017 an amount of \$ 65,645 still has to be paid to David Carkeek.
- (d) Mr. Vern Stromkins, a non-executive director received no remuneration in the period under review. (2016 - Nil)
- (e) Mr. Daniel Gouws, a non-executive director received no remuneration in the period under review. (2016 - Nil)

All transactions with related parties occurred in the normal course of operations and are measured at their fair value as determined by management. Unless otherwise indicated, the period-end balances are unsecured, non-interest bearing, without specific terms of repayment and have arisen from the provision of services and fees described.

### **Proposed Transactions**

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During the year under review the company progressed with the establishment of its property investment business in the USA.

Subsequent to December 31, 2017, the Company received an accepted offer on the Glendimer Apartments, a 146 unit student housing complex also located near Washington State University with a purchase price of \$7,500,000. The Company is competing its due diligence and arranging both mortgage and equity financing with a target closing date of early September.

The Company is also reviewing its current interests in Detroit, MI with respect to real estate market trends and considering the financial feasibility of liquidating these assets. There is only one property left in Detroit, the rest of the properties were sold during the year.

### **Subsequent events**

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- On March 28, 2018, the Company shares resumed trading on the CSE exchange under its new name THE DELMA GROUP INC.
- The Company also moved its held office to Montreal, Quebec and filed for continuance as a federal charter under the CBCA.



- On April 30<sup>th</sup>, 2018, the company purchased a 6-storey building where it will occupy the 6<sup>th</sup> floor as its new corporate head office. The Company is to occupy its' new local on July 1, 2018.

#### **Additional Information**

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The information provided in this document is not intended to be a comprehensive review of all matters concerning the Company. This MD&A should be read in conjunction with other disclosure documents provided by the Company, which can be accessed at [www.sedar.com](http://www.sedar.com).