

# ANCHOR CAPITAL CORPORATION

## Management Discussion and Analysis

This Management Discussion and Analysis (MD&A) for Anchor Capital Corporation is a review of the year ended December 31, 2018 and should be read in conjunction with the audited financial statements for the year ended December 31, 2018 and the notes thereto. This MD&A relates to events up to April 30, 2019.

The Corporation's financial position, results of operations and cash flows have been prepared in accordance with 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, these options expired on December 2, 2016.

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

Anchor received shareholder approval to transfer its listing to the NEX, a separate board of the TSX Venture Exchange, and to cancel an aggregate of 1,000,000 Seed Shares (as defined by the Exchange) held by Non Arm's Length Parties of the CPC (including the officers, directors, insiders and control persons of the Corporation). The NEX provides a trading forum for listed companies that have fallen below TSX and TSX Venture's ongoing listed standards, or companies that have low level of business activity or have ceased to carry on active business. Trading of the common shares of Anchor (the "Common Shares") is currently suspended and the corporation is currently listed on The NEX under the stock symbol "ANC.H". This cancellation resulted in the average cost per common share to these individuals being increased to \$0.10 per common share which equates to the initial public offering price per common share.

## **OPERATIONAL REVIEW**

### **Professional fees**

Professional fees for the three months ended December 31, 2018 were \$14,038 (three months ended December 31, 2017 – \$39,525). These expenses comprised of Audit and Accounting fees - \$12,601; Professional Fees – Other - \$1,437.

For the year ended December 31, 2018 Professional fees were \$31,022 (year ended December 31, 2017 – \$67,196). These expenses comprised of Audit and Accounting fees - \$15,000; Professional Fees – Other - \$15,214 and Legal Fees - \$808.

### **Share based compensation**

Share based compensation for the three months ended December 31, 2018 was \$19,376 (three months ended December 31, 2017 – Nil). Share based compensation for the year ended December 31, 2018 was \$19,376 (2017- Nil).

### **Net and Comprehensive Loss**

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 December 31, 2018, the Corporation earned no interest (three months ended December 31, 2017 – \$13) and for the year ended December 31, 2018 it earned \$8 (year ended December 31, 2017 – \$50).

There were net losses of \$33,414 for the three months ended December 31, 2018 (three months ended December 31, 2017 – \$39,512) and for the year ended December 31, 2018 net losses were \$50,390 (year ended December 31, 2017 – \$67,146).

### **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 December 31, 2018 the Corporation had a cash balance of \$29,233 (December 31, 2017 - \$64,409) and there was \$12,200 (December 31, 2017 - \$16,362) in 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 December 31, 2018 and April 30, 2019 the issued and outstanding Common Shares of the Corporation were 4,514,000.

**(b) Stock Options**

*Directors, Officers, Employees and Consultants' options*

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 Corporation to acquire 551,400 common shares at a price of \$0.10 per share of which 551,400 will expire on December 2, 2024.

On October 29, 2018, 351,400 options to acquire 351,400 common shares were forfeited by previous officers of the Corporation and immediately granted to officers of the Corporation at a price of \$0.10 per share of which 351,400 will expire on October 29, 2029 . The stock options were valued at \$19,376 using the Black-Scholes valuation model assuming a share price of \$0.08, a life expectancy of 6 years, a risk free rate of 1.95%, expected dividend yield of 0%, vest immediately and volatility of 86%.

Effective April 22, 2019, the Board resolved to amend the Stock Option Plan so as to change it from a 10% rolling plan to a fixed number plan contemplating a maximum of 551,400 options that may be granted thereunder.

**(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 and 1,000,000 were cancelled. As at September 30, 2018, there are 1,000,000 common shares being held in escrow subject to a TSX Venture mandated CPC Escrow Agreement.

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 December 31, 2018 no Common Shares have been released from escrow.

## RELATED PARTY TRANSACTIONS

During the three months ended December 31, 2018 there were no related party transactions (three months ended December 31, 2017 – \$2) there were no related party transactions (2017 - \$28,397 was expensed to a law firm in which a former Director of the Corporation was a partner). No related party amounts remain outstanding in accounts payable and accrued liabilities (2017 - \$4,162)

## SELECTED QUARTERLY INFORMATION

Period Ended	December 31, 2018	September 30, 2018	June 30, 2018	March 31, 2018
Net revenue	\$ -	\$ -	\$ -	\$ 8
Net loss	(\$33,414)	(\$3,735)	(7,697)	(\$5,544)
Net loss per share – basic and diluted	(\$0.01)	(\$0.00)	(\$0.00)	(\$0.00)

Period Ended	December 31, 2017	September 30, 2017	June 30, 2017	March 31, 2017
Net revenue	\$ 13	\$ 12	\$ 13	\$ 12
Net loss	(\$39,512)	(\$1,980)	(18,464)	(\$7,191)
Net loss per share – basic and diluted	(\$0.01)	(\$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. The Corporation had twenty-four months from the date its shares were listed on the TSX Venture, at which time the TSX Venture could have suspended or de-listed the Corporation's shares from trading. The Corporation's shares began trading on the TSX Venture Exchange on December 2, 2014. On March 15, 2017, the Corporation was granted an extension by the TSX Venture Exchange for the completion of the Qualifying Transaction (note 9) to September 7, 2017. As at December 31, 2017 the Corporation had not completed the qualifying transaction and as such the Corporation transferred its common shares to NEX, a separate board of TSX Venture Exchange for companies that have fallen below TSX Venture's listing standards by filing a NEX listing notification with the TSX Venture, and cancelled its outstanding seed shares held by non-arm's length parties of the Corporation. This cancellation resulted in the average cost per common share to these individuals being increased to \$0.10 per common share which equates to the initial public offering price per common share.

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 December 31, 2018 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 IFRIC that are mandatory for accounting periods beginning after January 1, 2018 or later periods.

IFRS 9 supersedes IAS 39, Financial Instruments: Recognition and Measurement (IAS 39). IFRS 9 includes revised guidance on the classification and measurement of financial assets and liabilities; and new guidance for measuring impairment on financial assets. As the Company adopted IFRS 9, Financial Instruments as of January 1, 2018 cumulatively without restatement of comparative figures, different policies apply to the 2018 period presented than the comparative periods. The adoption of IFRS 9 did not have a material effect on the financial statements.

IFRS 15, "Revenue from Contracts with Customers": the standard was issued in May 2014 and amended in April 2016. IFRS 15 applies to contracts with customers, excluding, most notably, insurance and leasing contracts. IFRS 15 prescribes a framework in accounting for revenues from contracts within its scope, including (a) identifying the contract, (b) identifying separate performance obligations in the contract, (c) determine the transaction price of the contract, (d) allocate the transaction price to the performance obligations and (e) recognize revenues when each performance obligation is satisfied. IFRS 15 also prescribes additional financial statement presentations and disclosures. The Corporation is currently assessing the financial impact of this new standard.

IFRS 16, “Leases”: In January 2016, the IASB issued the standard to replace IAS 17 “Leases”. For lessees applying IFRS 16, a single recognition and measurement model for leases would apply, with required recognition of assets and liabilities for most leases. The standard will come into effect for annual periods beginning on or after January 1, 2019, with earlier adoption permitted. The Corporation is currently assessing the financial impact of this new standard.

## **SUBSEQUENT EVENTS**

### **Anchor Subsidiary**

Anchor has one wholly-owned subsidiary, 11304372 Canada Inc. (“**Anchor Sub**”), which was incorporated on March 18, 2019 pursuant to the filing of articles of incorporation under the *Canada Business Corporations Act*. The registered office of the Anchor Sub is located at 421 – 7<sup>th</sup> Avenue SW, TD Canada Trust Tower, Suite 1700, Calgary, Alberta T2P 4K9.

### **The Proposed Transaction**

**The Company, Anchor Sub and Spyder Cannabis Inc. entered into the Amalgamation Agreement, pursuant to which the parties agreed to complete the Proposed Qualifying Transaction on the terms set out therein.** Completion of the Amalgamation is subject to compliance with the terms and conditions set forth in the Amalgamation Agreement. Upon the Amalgamation becoming effective, Amalco will own all of the assets, properties, rights, privileges and franchises and be subject to all of the liabilities, contracts and obligations of each of the amalgamating corporations. The Amalgamation will constitute the Company’s Qualifying Transaction for the purpose of the CPC Policy. The Proposed Qualifying Transaction is not a Non-Arm’s Length Qualifying Transaction.

## **CORPORATE INFORMATION**

### **CONTACT**

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### **AUDITORS**

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### **DIRECTORS**

Darren Stark  
Arlene Dickinson  
Brandon Kou  
Edward Ierfino

## **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.