

WESTERN PACIFIC TRUST COMPANY

Management's Discussion and Analysis of
Results of Operations and Financial Position
For the nine months ended September 30, 2020
(Expressed in Canadian Dollars)

The following is management's discussion and analysis ("MD&A"), dated November 25, 2020, of the consolidated financial condition and results of operations of Western Pacific Trust Company and its wholly-owned subsidiaries, WP Private Equity Transfers Inc. ("WPPET"), WP Private Health Inc. ("WPPH"), 1128668 BC Ltd. and 1211263 BC Ltd. (collectively "WPTC" or the "Company") for the nine months ended September 30, 2020. This discussion should be read in conjunction with the unaudited condensed interim consolidated financial statements of the Company and the notes thereto for the nine months ended September 30, 2020 (the "Financial Statements").

Basis of Presentation

The Company's condensed interim consolidated financial statements are prepared and presented in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

The IASB continues to amend and add to current IFRS standards and interpretations. As of the date of this MD&A, the new IFRS standards that have been recently issued that have any significant impact to the Company have been noted in Note 3.2 of the condensed interim consolidated financial statements.

Forward Looking Statements

This MD&A contains certain forward-looking statements. All statements, included herein, other than statements of historical fact, including without limitation statements regarding the future plans and objectives of the Company, are forward-looking statements that involve various risks and uncertainties. There can be no assurance that such statements will provide accurate information, and actual results and future events could differ materially from those anticipated in such statements. Important factors that could cause actual results to differ materially from the Company's expectations are disclosed in Company documents filed from time-to-time with the regulatory authorities and on www.SEDAR.com. Additional information with respect to the Company can be obtained from the Company's website at www.westernpacifictrust.com.

Overview

Western Pacific Trust Company is a non-deposit taking financial institution which is licensed under the **Financial Institutions Act ("FIA")** in British Columbia as a Trust Company. WPTC is also registered extra-provincially in Alberta as a non-deposit taking Trust Company.

Self-Administered Plans

WPTC Self-Administered Plans permit investors the tax-deferred benefits of a registered plan while maintaining control over their investment choices. In addition to self-administered Registered Retirement Savings Plans ("RRSPs"), WPTC offers self-administered Tax-Free Savings Accounts ("TFsas"), self-administered Registered Retirement Income Funds ("RRIFs"), and self-administered Locked-In Retirement Accounts ("LIRAs"), within which clients can earn tax-free investment income during their lifetime. Qualified investments for RRSPs and all other self-administered accounts include, but are not limited to, securities in eligible Canadian controlled private corporations, private mutual fund trusts, venture capital corporations, unlisted public companies, as well as arm's length mortgages.

Trust Services

As part of its trust services, WPTC offers strategic counsel, organizational assistance and consults with clients' legal advisors in the establishment and administration of various forms of trusts, an effective vehicle and flexible tool for present and future management of assets.

Client Consulting Services

The Company provides a range of Accounting, Administrative and Corporate Secretarial services to select clients on a fee-for-service basis.

Transfer Agency Services

The Company provides transfer agent and registrar services to unlisted and non-reporting issuer companies. These services are provided through the company's wholly-owned subsidiary, WPPET, a British Columbia incorporated company.

Collateral Agency Services

The Company acts as Collateral Agent for clients in the conduct of their bond business. The wholly-owned subsidiaries, 1128668 BC Ltd. and 1211263 BC Ltd., are maintained solely for the purpose of offering these services to these clients. The costs of the annual maintenance of these subsidiaries are absorbed by the clients, pursuant to the contract between the parties.

Results of Operations

The following selected consolidated financial data for the nine-month periods ended September 30, 2018 to September 30, 2020 should be read in conjunction with the Company's unaudited condensed interim consolidated financial statements for the respective periods.

	Nine months ended September 30		
	2020	2019	2018
Total revenue	\$ 811,799	\$ 803,071	\$ 720,336
Total general and administrative expenses	703,254	679,323	654,097
Net income before amortization, finance expense and share-based payments	108,545	123,748	66,239
Amortization	(7,067)	(8,044)	(6,126)
Finance expense	(14,058)	(17,810)	(9,551)
Amortization of deferred gain on subordinated loans	2,124	2,004	1,906
Share-based payments	(1,244)	(2,988)	(2,897)
Net income	\$ 88,300	\$ 96,910	\$ 49,571
Earnings per share (basic)	\$ 0.0016	\$ 0.0020	\$ 0.0002
Earnings per share (diluted)	\$ 0.0014	\$ 0.0018	\$ 0.0002

Net income before amortization, finance expense and share-based payments is a non-GAAP financial measure which has no standard meaning under IFRS. Management is of the opinion that certain investors use this information, in addition to more conventional measures prepared in accordance with IFRS, to evaluate the Company's performance and ability to generate liquidity through operating cash flows.

Results of Operations During the Nine Months Ended September 30, 2020

Revenues

The Company recorded an increase in total revenue of \$8,728 or 1.1% compared to the same period in 2019. Fees received in respect to self-administered plans increased by \$43,254, or 6.9%. Compared to the first nine months of 2019, trust services fee income decreased by \$4,738, or 19.7%, consulting fee income decreased by \$9,339, or 55.3%; and interest income decreased by \$20,449, or 15.2%.

Expenses

Total general and administrative expenses increased by \$23,931, or 3.52% compared to the first nine months of 2019. This was primarily attributable to an increase in Salaries and Benefits of \$24,471 (payment of severance to 2 employees due to Covid-19); an increase in base salaries for 2020, computer software enhancements and tax consulting fees.

The share-based payments expense is the accrued amount in respect of the unvested options that were granted on June 11 and September 13, 2018.

Summary of Quarterly Results

The following is selected financial information for the last eight quarters.

Quarter ended		Total revenue	Net income (loss) and comprehensive income (loss)	Net income (loss) per share (basic and diluted)	Total assets
		\$	\$	\$	\$
Q3/20	September 30, 2020	232,285	(9,143)	(0.0010)	1,556,697
Q2/20	June 30, 2020	234,004	9,350	(0.0003)	1,455,413
Q1/20	March 31, 2020	345,539	88,123	0.0029/0.0026	1,502,900
Q4/19	December 31, 2019	283,906	46,444	0.0012/0.0011	1,469,305
Q3/19	September 30, 2019	240,679	4,395	(0.0005)	1,435,322
Q2/19	June 30, 2019	241,110	765	(0.0006)	1,435,978
Q1/19	March 31, 2019	321,282	91,750	0.0031/0.0028	1,511,559
Q4/18	December 31, 2018	220,690	(17,227)	(0.0013)	1,203,721

Revenue and net income (loss) for each quarter

The fluctuations in total revenue from quarter to quarter are due primarily to seasonal variations in revenue from self-administered plans.

Total revenue and net income decreased for the third quarter compared to the second quarter of 2020, mainly due to the lower interest income and consulting fees.

Significant variances in previous quarters are discussed as follows:

Total revenue and net income both decreased for the third quarter of 2020 due to the decrease in interest income and increase in salaries and professional fees. The increase in total assets for the third quarter of 2020 is due to the increase in subordinated loans from insiders.

Total revenue and net income both decreased for the second quarter of 2020, due to seasonal fluctuation in self-administered plan revenue from the first to second quarter. The decrease in total assets for the second quarter of 2020 is due to the decrease in cash as a result of cash used for payments of accounts payable and dividends during the quarter.

Total revenue and net income both increased for the first quarter of 2020 due to the increase in self-administered plan business prior to the annual RRSP contribution deadline of March 2, 2020.

Total revenue and net income both increased for the last quarter in 2019 compared to the third quarter of 2019 as a result of an increase in self-administered plan revenue.

Total revenue decreased slightly for the third quarter compared to the second quarter of 2019 due to a decrease in self-administered plan revenue. Net income increased for the third quarter ended September 30, 2019 compared to the second quarter of 2019 due to a reduction in expenses for salaries and benefits.

Total revenue and net income both decreased for the second quarter of 2019 compared to the first quarter of 2019 due to the seasonal fluctuation in self-administered plan revenue from the first to second quarter. The decrease in total assets for the second quarter of 2019 is attributable to the decrease in cash as a result of cash used for payments of the annual directors' fees and dividends during the quarter.

Total revenue and net income both increased for the first quarter of 2019 as a result of the increase in self-administered plan business prior to the annual RRSP contribution deadline of March 1, 2019 and interest income from investments in term deposits. The increase in total assets for the first quarter of 2019 is due to the January 1, 2019 adoption of IFRS 16 – Operating Leases.

Outlook

The outbreak of the COVID-19 pandemic has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures have caused material economic disruptions to businesses giving rise to a dramatic slowdown in business activity. The related negative impact has

resulted in limited growth and substantially lower interest rates, which in turn has had a negative impact on revenue and profits.

Management expects to see a continuing impact on its interest income in the coming months as a result of these measures and a general slowdown of the economy.

Self-Administered Plans

Trustee services for Self-Administered Plans are required for any issuer wishing to offer RRSP or TFSA eligible securities, as well as for investors wishing to purchase a private market security in an RRSP or TFSA. Such investments include, but are not limited to, private Mutual Fund Trusts, eligible Canadian Controlled Private Corporations, Eligible Business Corporations, Venture Capital Corporations and arm's length mortgages.

Annual trustee fees earned from each plan build year-over-year for the life of the plan, creating a continuing revenue base for each succeeding year. Transactional fees earned on new accounts increase in proportion to the numbers of plans opened, in addition to transaction fees generated for new purchases in existing accounts.

The first nine months of 2020 saw a 1.09% increase in total revenue, and an increase of 3.52% in general and administrative expenses over the same period in 2019. This resulted in a net income for the nine months ended September 30, 2020 of \$88,300 (nine months ended September 30, 2019 of \$96,910), or a 8.88% decrease compared to the same period in 2019.

Western Pacific Trust Company is steadily gaining increased recognition in the private capital markets as a trustee for self-administered plans holding qualified investments. While the Company offers competitive pricing, it is the commitment to offering knowledgeable and responsive service delivered on a consistent basis which distinguishes the company in the market place.

Client Consulting Services

The Company offers a range of administrative and accounting services to select clients.

Transfer Agency Services

The Company provides transfer agent and registrar services to unlisted and non-reporting issuer companies. These services are provided through the company's wholly-owned subsidiary, WPPET, a British Columbia incorporated company.

Private Health Plans

Through its wholly-owned subsidiary, WP Private Health Inc., the Company offers private health care plans for small business owners. Not insurance, rather a tax planning tool, these plans help clients who own small corporations to save taxes, and reduce the after tax cost of health care for themselves and their families.

Collateral Agent Services

Wholly-owned subsidiaries 1128668 BC Ltd. and 1211263 BC Ltd. provide Collateral Agent services to clients in the conduct of their bond business.

Liquidity

Western Pacific Trust Company - Capital Adequacy

As a trust company, the Company is governed by the BC Financial Services Authority ("BCFSA") pursuant to the *Financial Institutions Act* (British Columbia). The Company is required to submit to the BCFSA, on a quarterly basis, within 30 days of each quarter end, a Financial Return" in which a Capital Adequacy calculation is required to set forth the Primary Capital (Shares, Retained Earnings and Reserves) and the Secondary Capital (Subordinated Debt and Other equity investments) to arrive at the Company's Capital Base. The Required Capital Base is calculated as 0.5% of the Assets Held in Trust.

As at September 30, 2020, the Company had a calculated Capital Base in excess of the Required Capital Base.

Capital Resources

As at September 30, 2020, the Company had working capital of \$1,093,231 (December 31, 2019: \$946,706) available to fund its operations.

As at September 30, 2020, the Company had subordinated debt outstanding in the aggregate amount of \$186,527. The subordinated loans consist of \$105,000 from directors with interest at 5% per annum and \$11,527 and \$70,000 from two unrelated parties which bear no interest.

Off-Balance Sheet Arrangements

Other than Self-Administered Plan revenues beyond the reporting period and interest income held in term deposits from trust assets, the Company does not have any off-balance sheet items that have, or are reasonably likely to have, a current or future effect on the results of operations or financial condition of the Company.

Transactions with Related Parties

Pursuant to the requirements of the Financial Institutions Act, WPTC's Conduct Review Committee is required to approve all related party transactions of the Company and report same to the Directors at meetings of the Board, which are held quarterly.

Management personnel includes directors and officers of the Company. Share-based payments consist of stock option issuances.

The following transactions with related parties for the quarters ended September 30, 2020 and 2019 were in the normal course of operations and were measured at the fair value of the services provided:

	Nine months ended	
	September 30, 2020	September 30, 2019
Management salaries	\$ 101,250	\$ 94,087
Directors' fees	30,016	33,000
Consulting fees paid to a company controlled by a director	72,000	63,000
Professional fees for consultant	31,806	30,100
Share-based payments	1,244	2,988
Total compensation	\$ 236,316	\$ 233,175

Interest and waiver fees of \$1,879 (September 30, 2019: \$2,201), included in finance expense and dividends of \$23,044 (September 30, 2019: \$28,456) have been paid to directors and close family members of directors.

At September 30, 2020, the Company has \$26,049 in accounts payable and accrued liabilities due to an officer and directors of the Company and companies controlled by directors. In addition, \$105,000 of subordinated loans were advanced by directors of the Company and accrued interest of \$606 has been included in finance expense.

Financial Instruments

As at September 30, 2020, the Company had not entered into any derivative financial instruments as a method of managing market risks associated with interest rates and foreign exchange fluctuations. Note 4 to the unaudited condensed interim consolidated financial statements for the nine months ended September 30, 2020 include a discussion of the Company's financial instruments and the related risks.

Risks and Uncertainties

COVID-19

During the quarter there has been increased risk due to the COVID-19 pandemic, and Management considers the pandemic as an additional risk factor to its operations. While the impact of the pandemic remains uncertain, the Company is adjusting and adapting to the daily changes and is continuing its operations as an essential service provider. As this situation evolves, Management will continue to monitor the impact on operations. See Outlook section above for further detail.

Dependence on major clients

Plans opened for the Company's three largest issuer clients comprise a significant percentage of total revenues. Although these issuers are large entities, as such, any disruption in the Company's relationships with these major clients or any decrease in revenue from them, could have an adverse effect on the Company.

Tax laws

The tax laws in Canada and abroad are continually changing.

Dependence on key personnel

Loss of certain members of the executive team or key management members of the Company could have a disruptive effect on the implementation of the Company's business strategy and the efficient running of day-to-day operations until their replacements are found. The Company may be unable to retain its key employees or attract, assimilate, retain or train other necessary qualified employees, which may restrict its growth potential.

Outstanding Share Information

As at the date of this report there are 25,018,558 Common shares, 400 Series I Preferred shares and 130,550 Series II Preferred shares issued and outstanding. The terms of the preferred shares are described in the audited consolidated financial statements.

Share Purchase Options

A total of 5,003,711 Common shares are reserved for issuance under the Company's Stock Option Plan (the "Plan").

As at the date of this report, there are a total 2,625,000 shares under option, and 2,378,711 shares reserved and available for issuance under the Plan.

Proposed Transactions

As of the date of this report, there are no significant transactions, acquisition or disposition of businesses or assets currently being discussed or transacted.

Directors

As of the date of this report, the Board of Directors is composed of the following:

Anthony Liscio, DDS (Chair)
Alison Alfer
Bruce H. Bailey, CPA, CA
G. Benjamin Cutler

John C.A. de Wit, CPA, CA
J. Cowan McKinney, FCPA, FCA
Steven O. Youngman, B.Comm., LL.B (Deputy Chair)