

ESSTRA INDUSTRIES INC.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(Expressed in Canadian Dollars)

**Six Month Period Ended
November 30, 2019**

Report Date – December 19, 2019

ESSTRA INDUSTRIES INC.
MANAGEMENT'S DISCUSSION & ANALYSIS
(Expressed in Canadian Dollars)
SIX MONTH PERIOD ENDED NOVEMBER 30, 2019

The following Management's Discussion & Analysis ("MD&A") provides a review of activities, results of operations and the financial condition of Esstra Industries Inc. (the "Company") for the six month period ended November 30, 2019. This MD&A should be read in conjunction with the Company's condensed interim consolidated financial statements for the six month period ended November 30, 2019 and the audited annual financial statements for the year ended May 31, 2019, which were prepared in accordance with International Financial Accounting Standards ("IFRS"). All amounts disclosed in this MD&A are in Canadian dollars, which is the Company's presentation currency and functional currency, unless otherwise noted.

Additional information relating to the Company, including the condensed interim financial statements and the audited annual financial statements are available on the Canadian System for Electronic Document Analysis and Retrieval ("SEDAR") website at www.sedar.com.

Forward-Looking Statements

This MD&A may contain forward-looking statements based on assumptions and judgments of management regarding events or results that may prove to be inaccurate as a result of investments or other risk factors beyond its control. Actual results may differ materially from the expected results.

Except for statements of historical fact, this MD&A contains certain "forward-looking information" within the meaning of applicable securities law. Forward-looking information is frequently characterized by words such as "plan", "expect", "project", "intend", "believe", "anticipate", "estimate" and other similar words, or statements that certain events or conditions "may" or "will" occur. In particular, forward-looking information in this MD&A includes, but is not limited to, statements with respect to future events and is subject to certain risks, uncertainties and assumptions. Although we believe that the expectations reflected in the forward-looking information are reasonable, there can be no assurance that such expectations will prove to be correct. We cannot guarantee future results, performance or achievements. Consequently, there is no representation that the actual results achieved will be the same, in whole or in part, as those set out in the forward-looking information.

Forward-looking information is based on the opinions and estimates of management at the date the statements are made, which are subject to a variety of risks and uncertainties and other factors that could cause actual events or results to differ materially from those anticipated in the forward-looking information. Some of the risks and other factors that could cause results to differ materially from those expressed in the forward-looking statements include, but are not limited to: general economic conditions in Canada, the United States and globally; industry conditions, including fluctuations in equity and commodity prices; the availability of capital on acceptable terms; the need to obtain required approvals from regulatory authorities; stock market volatility; volatility in market prices for commodities; liabilities inherent in investing operations; and changes in tax laws and incentive programs relating to the investment industry. Readers are cautioned that this list of risk factors should not be construed as exhaustive.

The forward-looking information contained in this MD&A is expressly qualified by this cautionary statement. We undertake no duty to update any of the forward-looking information to conform such information to actual results or to changes in our expectations except as otherwise required by applicable securities legislation. Readers are cautioned not to place undue reliance on forward-looking information.

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OUR BUSINESS

Esstra Industries Inc. (the "Company" or "Esstra") is listed on the TSX Venture Exchange ("TSX-V") under the symbol "ESS". The Company was incorporated on September 6, 1996 under the laws of the Province of Alberta, and was continued into British Columbia on February 23, 2018.

The Company's business, registered and records office is located at 2974 Strangway Place, Squamish, BC, V8B 0P8.

The Company's operations include investment in marketable securities, real estate ventures, real estate development, and providing consulting and office services.

OVERALL PERFORMANCE

Under the Company's real estate development, the Company is reviewing development projects in the Vancouver area.

During the period ended November 30, 2019, there was a decline in the stock market which affected the value of the Company's marketable securities. Consequently, the Company experienced a net loss of \$44,568 during this period.

In addition, the decrease in the Canadian dollar versus the US dollar has negatively impacted the value of the Company's US stock holdings.

The Company has cash and cash equivalents of \$246,592 as at November 30, 2019.

SELECTED ANNUAL INFORMATION

The following table sets forth selected audited financial information of the Company for the last three completed financial years:

	FISCAL YEARS ENDED		
	May 31, 2019	May 31, 2018	May 31, 2017
	(\$)	(\$)	(\$)
Total Revenues	(458,221)	(273,260)	(629,151)
Net Income (Loss)	(197,109)	(58,437)	(320,685)
Earnings (Loss) Per Share	(0.03)	(0.01)	(0.08)
Total Assets	456,413	383,745	471,027

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SUMMARY OF QUARTERLY RESULTS

The following table sets forth selected unaudited quarterly financial information for each of the last eight most recently completed quarters:

	QUARTERS ENDED			
	November 30, 2019	August 31, 2019	May 31, 2019	February 28, 2019
	(\$)	(\$)	(\$)	(\$)
Total revenues	(23,980)	47,647	(412,694)	(21,621)
(Loss) income for the period	(84,688)	40,120	(8,188)	(65,944)
(Loss) earnings Per Share ⁽¹⁾	(0.01)	(0.01)	(0.02)	(0.02)
	November 30, 2018	August 31, 2018	May 31, 2018	February 28, 2018
	(\$)	(\$)	(\$)	(\$)
Total revenues	(4,782)	(19,740)	(28,959)	(12,681)
(Loss) income for the period	(52,434)	(74,542)	(29,958)	(46,088)
(Loss) earnings Per Share ⁽¹⁾	(0.01)	(0.02)	(0.01)	(0.01)

(1) Presented on an undiluted basis.

RESULTS OF OPERATIONS

During the six month period ended November 30, 2019 (the "Current Period"), the Company had revenue of \$23,667 and incurred a net loss of \$44,568 compared to revenue of (\$24,523) and a net loss of \$122,976 for the six month period ended November 30, 2018 (the "PY Period").

Operating Expenses

Operating expenses for the Current Period were \$14,825 (34%) lower than the PY Period as a result of reduced rent and administrative costs.

OFF-BALANCE SHEET ARRANGEMENTS

The Company has no off-balance sheet arrangements as at November 30, 2019.

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LIQUIDITY AND CAPITAL RESOURCES

The Company had cash totaling \$246,592 and a working capital position of \$391,349 as at November 30, 2019 versus \$336,612 and \$435,917, respectively, as at May 31, 2019.

The Company is continuing to explore various sources of financing, but is satisfied that it has sufficient capital to fund operations and evaluate new investment and business opportunities for the next twelve months. However, if additional funds are required to complete a transaction, then there can be no assurances that funds will be available on terms acceptable to the Company.

TRANSACTIONS WITH RELATED PARTIES

The following summarizes the Company's related party transactions during the six month periods ended November 30, 2019 and 2018. Key management personnel included the Chief Executive Officer ("CEO"), Chief Financial Officer ("CFO"), and directors and officers and companies controlled or significantly influenced by them:

Key management compensation

	<u>2019</u>	<u>2018</u>
	(\$)	(\$)
Professional and occupancy fees paid or accrued to Sharon Lewis, former CFO of the Company.	3,875	5,025
	<u>3,875</u>	<u>5,025</u>

As at November 30, 2019, a total of \$1,077 (May 31, 2019 - \$3,697) was included in accounts payable and accrued liabilities owing to Peter Dickson, a director of the Company. These liabilities are non-interest bearing and repayable on demand.

FINANCIAL INSTRUMENTS

Financial 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:

- Level 1 – Unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 – Inputs other than quoted prices that are observable for the asset or liability either directly or indirectly; and
- Level 3 – Inputs that are not based on observable market data.

The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Company's financial instruments consist of cash and cash equivalents, marketable securities and accounts payable and accrued liabilities.

The fair values of cash and marketable securities are measured using level one of the fair value hierarchy. The fair value of accounts payable and accrued liabilities approximate their book values because of the short-term nature of these instruments.

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FINANCIAL INSTRUMENTS (continued)

Financial instrument risk exposure

The Company is exposed in varying degrees to a variety of financial instrument-related risks. The Board approves and monitors the risk management processes.

Credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument fails to meet its payment obligations. The Company has no material counterparties to its financial instruments. The Company manages credit risk for cash by ensuring that these financial assets are placed with a major financial institution with strong investment grade ratings by a primary ratings agency. The Company's receivables consist of goods and services tax due from the Canada Revenue Agency. The Company does not believe it has a material exposure to credit risk.

Liquidity risk

The Company seeks to ensure that there is sufficient capital in order to meet short-term business requirements, after taking into account the Company's holdings of cash. The Company's cash is invested in business accounts and a redeemable guaranteed investment certificate ("GIC"), which are available on demand. As at the balance sheet date, the Company had sufficient cash to meet its current obligations and was not exposed to significant liquidity risk.

Interest rate risk

The Company is exposed to interest rate risk in that it holds a variable rate redeemable GIC. The Company does not have any variable interest rate liabilities.

Currency risk

The Company is not exposed to significant foreign currency risk.

Price risk

The Company is exposed to price risk with respect to equity prices. Equity price risk is defined as the potential adverse impact on the Company's earnings due to movements in individual equity prices or general movements in the level of the stock market. The Company closely monitors individual equity movements and the stock market to determine the appropriate course of action to be taken by the Company. Fluctuations in pricing may be significant.

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MANAGEMENT OF CAPITAL

The Company manages its common shares, stock options and share purchase warrants as capital. The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to pursue the acquisition and/or development of exploration and evaluation assets and to maintain a flexible capital structure which optimizes the cost of capital at an acceptable risk. The Company is not subject to any externally imposed capital requirements.

The Company manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Company may issue new shares, issue debt or acquire and/or dispose of assets.

In order to facilitate the management of its capital requirements, the Company prepares expenditure budgets that are updated as necessary depending on various factors, including successful capital deployment and general industry conditions.

In order to maximize ongoing operations, the Company does not pay out dividends. The Company's investment policy is to keep its cash treasury invested in demand certificates of deposit with major financial institutions.

There have been no changes to the Company's approach to capital management during the six month period ended November 30, 2019.

RECENT ACCOUNTING PRONONOUNCEMENTS

During the period ended November 30, 2019, the Company adopted the following accounting standards:

IFRS 16, Leases

IFRS 16 is effective for annual periods beginning on or after January 1, 2019. This new standard replaces the existing leasing guidance in IAS 17, Leases.

IFRS 16 distinguishes between leases and service contracts on the basis of whether the customer controls the asset being leased. For those contracts determined to meet the definition of a lease, IFRS 16 requires a lessee to recognize on the balance sheet a lease asset along with the associated lease liability which reflects future lease payments, similar to current finance lease accounting. There are limited exceptions for leases with a term of less than 12 months or leases of assets which have a very low value. As a result of the adoption of IFRS 16, operating leases which were previously only recognized on the statement of loss will be recognized on the statement of financial position.

There was no impact on the Company's financial statements from the adoption of this standard.

SUBSEQUENT EVENT

There were no material events subsequent to November 30, 2019.

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SHARE CAPITAL INFORMATION

Disclosure of Outstanding Share Data

The authorized capital of the Company consists of an unlimited number of common shares without par value.

Shares Issued and Outstanding

As at November 30, 2019 and the Report Date, there were 6,702,501 common shares issued and outstanding.

Warrants

As at November 30, 2019 and the Report Date, the Company had 2,620,000 share purchase warrants outstanding which are exercisable at \$0.10 until October 9, 2023.

Stock options

As at November 30, 2019 and the Report Date, the Company had no incentive stock options outstanding.

CORPORATE INFORMATION

Directors:	Peter Dickson David Atkinson Virginia Olnick
Officers:	Virginia Olnick, CEO David Atkinson, CFO Leah Hodges, Corporate Secretary
Auditor:	Davidson and Company LLP Chartered Professional Accountants Suite 1200 – 609 Granville Street Vancouver, BC V7Y 1G6
Transfer Agent:	Computershare Trust Company of Canada 2 nd Floor – 510 Burrard Street Vancouver, BC V6C 3B9