



Builders Capital Mortgage Corp.

Management's Discussion and Analysis
Year Ended December 31, 2020

MANAGEMENT'S DISCUSSION AND ANALYSIS

This management's discussion and analysis (MD&A) has been prepared by Builders Capital Mortgage Corp. (Builders Capital or the company) as of April 27, 2021. It should be read in conjunction with the company's audited consolidated financial statements and accompanying notes for the year ended December 31, 2020, available on SEDAR at www.sedar.com and on our website at www.builderscapital.ca. The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). All financial information is presented in Canadian dollars.

Notice Regarding Forward-Looking Information

Certain information included in this MD&A contains forward-looking statements within the meaning of applicable securities legislation, including statements with respect to management's beliefs, estimates and intentions, and similar statements concerning anticipated future events, results, circumstances, performance or expectations that are not historical facts. Forward-looking statements generally can be identified by the use of forward-looking terminology such as "outlook", "objective", "may", "will", "expect", "intent", "estimate", "anticipate", "believe", "should", "plans", "continue" or similar expressions suggesting future outcomes or events. Such forward-looking statements reflect management's current beliefs and are based on information currently available to management. These statements are not guarantees of future performance and are based on our estimates and assumptions, which are subject to risks and uncertainties, and could cause our actual results to differ materially from the forward-looking statements contained in this MD&A. These risks and uncertainties include, among other things, risks associated with mortgage lending, competition for mortgage lending, real estate values, interest rate fluctuations, environmental matters and the general economic environment. We caution that the foregoing list is not exhaustive, as other factors could adversely affect our results, performance or achievements. Readers are also cautioned against undue reliance on any forward-looking statements. Although the forward-looking information contained in this MD&A is based upon what management believes are reasonable assumptions, there can be no assurance that actual results will be consistent with these forward-looking statements. Except as required by applicable law, we undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Background and Overview

Builders Capital is a mortgage lender providing short-term course of construction financing, primarily to residential builders. The company was formed on March 28, 2013 and commenced active operations on December 12, 2013 on the closing of our initial public offering and our listing on the TSX Venture Exchange under the symbol BCF. The company is a mortgage investment corporation (MIC) within the meaning of Section 130.2(6) of the *Income Tax Act* (Canada) and is governed by the laws of the Province of Alberta.

As an MIC, Builders Capital is not subject to income tax, provided that we distribute all of our taxable income as dividends to shareholders within 90 days of our December 31st year-end. For income tax purposes, such dividends are treated by shareholders as interest income, so that each shareholder is in the same tax position as if their proportionate share of mortgage investments made by the company had been made directly by the shareholder.

The company is structured with two classes of shares: Class A Non-Voting Shares, held by the public, and Class B Non-Voting Shares, held by management and private investors. This two-tier share structure grants dividend priority to the Class A Non-Voting Shares, providing additional security of both principal and dividends to our public shareholders, as detailed under the section entitled Distributions later in this MD&A.

In addition to the Non-Voting Shares, Builders Capital has a limited number of Voting Shares, which are held by the company's principal shareholders.

Investment Strategy

In order to deliver above average risk-weighted returns, our strategy is to invest primarily in short-term construction mortgages that are secured by development stage residential real property. Lending on development property is limited, with mortgages generally provided only in circumstances where a borrower intends to complete the development and build on the land.

Investments in our portfolio are strategically concentrated on:

- First or subordinate mortgages on real estate with a target of up to 75% of property value;
- Mortgages on residential wood frame construction projects; and
- Mortgages on properties located in typically more liquid and less volatile urban markets and their surrounding areas, with a geographic focus on Western Canada.

Investment Restrictions

Our share terms provide for a number of investment restrictions that can only be changed by a vote of all of the shareholders:

- Builders Capital will not make any investment or conduct any activity that would result in the company failing to qualify as a "mortgage investment corporation" within the meaning of the Tax Act.
- We will not invest in asset-backed commercial paper or in securitized pools of mortgage loans, including securitized pools of sub-prime mortgages.
- We will not invest in securities other than first and subordinate mortgages secured by real property and, on a temporary basis only, interim investments consisting of cash and cash equivalents, Government of Canada treasury bills and Government of Canada bonds with a term to maturity of three years or less (although the company shall not be precluded from owning securities of our subsidiaries or affiliates).
- Builders Capital will not engage in securities lending.
- The company will not engage in derivative transactions for speculative purposes and will only take part in derivative transactions in order to hedge interest rate or exchange rate risk.

Operations

Builders Capital provides short-term, course of construction financing to builders of residential, wood-frame construction projects in Western Canada. We believe that staying focused on this niche market reduces overall risk and increases the potential return on our mortgage portfolio. All of our mortgages are tailored to the specific needs of residential builders, giving Builders Capital a competitive advantage in this sector of the construction market.

Our mortgage portfolio and operations are managed by Builders Capital Management Corp. (the manager) under a management agreement. The manager sources and services mortgage loans and directs the company's business operations. Under the terms of the management agreement, the manager provides staff, office space and equipment, as well as the expertise required to operate the business of the company. The manager maintains extensive experience in all aspects of residential construction and in-depth, up-to-date residential real estate industry knowledge in order to make prudent mortgage underwriting decisions and efficiently manage potential mortgage defaults. The manager has the ability to complete any unfinished development projects that Builders Capital may acquire through enforcement proceedings or otherwise in a timely and cost-effective manner. All such actions are conducted by the manager on behalf of the company.

All investments are subject to a rigorous underwriting review. When sourcing investment opportunities, the manager will conduct an initial review to confirm that a mortgage prospect satisfies our lending criteria and Asset Allocation Model (AAM). The AAM dictates the allocation of the aggregate funded and committed assets, based on geographical, economic sector, term, borrower and loan-to-appraised value criteria.

The manager is then required to perform comprehensive due diligence of the underlying assets. The due diligence process revolves around the manager's system of underwriting loans and evaluating projects and borrowers. This process includes a detailed re-costing of each project based on the assumption that we are going to build it ourselves and an analysis of what the completed project will be worth. This assessment gives us the information we need to ascertain the value proposition inherent in the project. We only lend on projects that we believe are economically sound and for which we have the capability, through the manager, to complete and sell if necessary.

All of the loans we make to borrowers consist of promissory notes secured by collateral mortgages over real property. None of the mortgages are originally written for terms longer than one year. Subject to the satisfaction of Builders Capital's rigorous lending requirements, any or all of our mortgages may be, or may become, revolving in nature.

In some cases, the mortgage is intended to be repaid on or before the end of its original one-year term, which would typically coincide with the building project being completed and sold. In cases where the project has not been completed and/or sold by the end of the term, assuming that the manager is comfortable with the marketing efforts and security position, we will generally renew the mortgage to give additional time for completion and marketing. In these cases, no cash is usually received on the renewal, although we will sometimes require a payment or additional security on the loan.

In other cases, the intention is to continue financing the ongoing construction of projects for a borrower on a revolving basis. In these situations, each time a project is completed and sold, cash is received to pay down the loan balance, in some cases to zero. As the loan balance is reduced, new projects can be added to the mortgage. At term-end, as builders will often have a number of projects under construction at varying stages of completion, the mortgages are typically renewed and the builder draws down on the renewed mortgage to continue to fund their projects. In these cases, there is a revolving aspect to the loan but, again, no cash is expressly due upon the renewal.

Payments of principal, interest and fees are generally only required on the sale or refinancing of the property forming the security for our loan. However, our loan terms stipulate that we can expect

payments after substantial completion of a project. Further, all of our mortgages are demand loans, which can be called at our discretion.

While our mortgages often revolve, and can continue to be renewed for multiple years, our goal is to keep the terms short on any one project and to have borrowers repay advances against each project on its completion, either through the sale of the property or by refinancing with another institution.

At inception, we target a loan-to-value ratio not exceeding 75%. However, calculating a loan-to-value ratio requires estimates of value, which are subject to uncertainty. For various reasons, including accruing interest, delays in completion of projects and changing market values, this target ratio is sometimes exceeded. We generally become concerned about collectability when any loan exceeds an estimated 85% loan to value ratio.

Fiscal Year Summary

Performance Highlights

- Consistent with our targeted distribution, dividends paid to Class A public shareholders in 2020 were \$0.80 per share, representing an 8% annual return on the original \$10.00 issue price for the 7th consecutive year since inception
- Mortgage portfolio grew 8.7% year-over-year
- Total comprehensive income grew 47% over the previous year
- We reduced assets held for sale by 41.4% year-over-year. By year-end, assets held for sale represented 7.8% of shareholders' equity
- Geographic diversity in the portfolio increased with a doubling of the proportion of mortgages deployed in British Columbia and a 32% decrease in the percentage of the portfolio deployed in Calgary
- We achieved a weighted average loan-to-value ratio of our mortgage portfolio of approximately 75%, in line with our target level

Business Environment and COVID-19 Update

- Residential construction in our markets has continued with little interruption through the COVID-19 pandemic. Fully all of the builders we work with continue to actively progress their projects
- Housing market conditions in our core western Canadian markets have held up well, and in some cases have shown strong improvement. The positive housing market conditions are supported by low interest rates and continued strong employment levels in the higher-income brackets
- Our strategy will continue to concentrate on shifting assets from Alberta to the BC market as we receive repayments on older mortgages. We will also consider entering new markets where we see positive economic fundamentals and opportunities for productive portfolio growth, but will continue to bring a conservative approach to making new loans
- While it is difficult to predict the longer-term economic impact of the COVID-19 pandemic on the housing markets we serve, we are moving forward with a healthy weighted average loan-to-value ratio on our portfolio, which provides significant stability

Financial Overview

	Year ended December 31, 2020 \$	Year ended December 31, 2019 \$	Year ended December 31, 2018 \$
Revenues	3,230,735	2,921,678	3,429,265
Total comprehensive income	2,124,919	1,445,634	1,924,711
Total assets	27,352,266	27,152,829	28,918,136
Shareholders' equity	26,816,558	26,554,715	26,250,889
Basic and diluted earnings per share	0.72	0.50	0.70
Cash dividends declared	2,047,833	2,061,004	2,171,973
Cash dividends declared per Class A share	0.80	0.80	0.80
Cash dividends declared per Class B share	0.48	0.53	0.74

Investment Portfolio

At December 31, 2020

Property Type	Mortgage Portfolio (No.)	Outstanding Balance (\$)	Total Committed Mortgage Principal (\$)	%	AAM Allocation*
Residential					
Single family – Detached	23	15,574,783	19,790,000	63%	100%
Single family – Attached	8	9,000,818	12,155,000	37%	100%
Total:	31	24,575,601	31,945,000	100%	
Geographic Location of Property					
Calgary and Area	13	11,447,534	16,665,000	47%	100%
Edmonton and Area	5	2,521,386	2,585,000	10%	100%
Other Alberta	4	2,339,032	2,140,000	10%	100%
British Columbia	9	8,267,649	10,555,000	33%	50%
Total:	31	24,575,601	31,945,000	100%	
Interest Rate (excluding fees)					
Less than 10%	1	2,074,367	1,950,000	8%	N/A
10%-10.99%	14	12,876,640	17,885,000	52%	N/A
11%-11.99%	10	6,756,240	9,375,000	28%	N/A
12%-12.99%	4	1,410,052	1,285,000	6%	N/A
Greater than 13%	2	1,458,302	1,450,000	6%	N/A
Total:	31	24,575,601	31,945,000	100%	
Original Funding Date **					
Calendar 2020	14	8,054,507	12,120,000	33%	N/A
Calendar 2019	7	8,692,050	11,035,000	35%	N/A
Calendar 2018	1	97,311	100,000	1%	N/A
Calendar 2017	3	2,066,095	1,650,000	8%	N/A
Calendar 2016	1	734,110	750,000	3%	N/A
Calendar 2015 or earlier	5	4,931,528	6,290,000	20%	N/A
Total:	31	24,575,601	31,945,000	100%	

*Indicates the maximum percentage of the portfolio allowable under Builders Capital's Asset Allocation Model.

**Loans are originally written for terms of up to one year, but are renewed in cases where a builder continues to roll new security onto the loan facility or if the project has not been sold but is still progressing or being actively marketed.

Introduction

Our financial performance improved steadily throughout 2020 as market conditions remained largely stable or improved, as our strategies to strengthen the resilience of our mortgage portfolio began to pay off, and as our capital utilization continued to increase.

While building activity in Canada dropped substantially in April of 2020 due to the emergence of the COVID-19 pandemic, it recovered through the second quarter and has held relatively steady since. The builders we work with have continued to actively progress all of their projects. Real estate prices have also remained generally stable or strengthened, supported by historically low interest rates, continued strong levels of employment in the higher income brackets, and significant resiliency among consumers in pursuing home purchases.

While we remain cautious about the potential for pandemic-related impacts on future market activity, we are encouraged by the progress we made in strengthening our mortgage portfolio during the year. A key metric of the stability of our portfolio is the average loan-to-value (LTV) ratio of our mortgages, as this is a key predictor of how likely we are to experience a loss on any given loan if future real estate markets weaken. While the LTV calculation can be subject to uncertainties, particularly given fluctuating values, our weighted average LTV stands at approximately 75%, substantially improved from the 80% range we experienced throughout 2018 and also better than the 76% LTV we reported as at December 31, 2019.

Our capital utilization ratio, as measured by net mortgages receivable as a percentage of shareholders' equity balance, also improved during the year. As at December 31, 2020, our capital utilization ratio increased to 91%, up from 84% as at December 31, 2019. This improvement reflects our success in reducing our portfolio of foreclosed properties and making fuller use of our capital to pursue more builders' loans. By year-end, we had reduced our portfolio of assets held for sale to \$2.1 million and subsequent to the year-end, we reduced the portfolio by a further \$377,000 with the sale of an additional property.

We also had success increasing the geographical diversity of our portfolio. During 2020, we increased the percentage of our loan portfolio made in British Columbia from 16% to 33%, while decreasing the percentage made in Calgary from 69% to 47%.

Operating Results for the Three and Twelve Months Ended December 31, 2020

Our mortgage portfolio increased by \$1.9 million, or 8.7%, in 2020, financed largely by funds received on the disposal of assets held for sale. We were successful in reducing the portfolio of assets held for sale by \$1.4 million, or 41.4%, during the year. As at December 31, 2020, our ratio of net mortgages to shareholders' equity stood at 91%, as compared to 84% at the end of 2019. While this was still below the 120% utilization rate achieved in our strongest quarters when we held no assets for resale, it represents a significant year-over-year improvement.

We carried out no foreclosures during 2020, and sold two properties in Richmond, B.C., and Saskatoon, SK, both of which had been held in inventory for some time. We also completed construction on a house in Edmonton, which is currently listed for sale. By year-end our portfolio of assets held for sale included

just this one house in Edmonton, AB and one townhouse unit in Calgary, AB. The Calgary townhouse unit is under a firm contract for sale and scheduled to close April 30, 2021.

Our provision for mortgage losses, which includes both actual and expected losses due to foreclosures and write-downs, was elevated in recent years, reflecting the difficult and lengthy five-year downturn for the Alberta economy. Towards the end of 2019, the market finally began to stabilize and with loans being repaid, we began to redeploy capital into new mortgages. With markets continuing to strengthen in 2020, we were able to reduce our provision for mortgage losses by 39% as compared to 2019. Going forward, we expect to continue lowering this provision as market conditions and our geographic diversification further improve. We were also successful in recovering a loan balance of \$94,000 in 2020, which related to a shortfall situation in which a mortgaged property sold, but the proceeds were insufficient to fully repay the loan with all accrued interest. In these instances, we pursue the borrowers on their personal guarantees. Because personal guarantees afford less security value than hard assets, we generally do not ascribe value in our financial statements to a loan supported only by such guarantees, however we continue to work hard to collect on these balances.

Our turnover rate, which for us is an important metric for profitability, also improved substantially during the 2020 year. For the 12 months ended December 31, 2020, cash advances and invoiced interest increased 48% to \$29.8 million, from \$20.1 million in 2019, and in the fourth quarter, grew 41% to \$9.1 million, from \$6.4 million in Q4 2019. These cash advances were offset by full-year repayments of \$28.1 million and fourth quarter repayments of \$10.5 million in 2020, as compared to repayments of \$22.9 million and \$6.2 million, respectively, in the same periods of 2019. Overall, taking an average of advances and repayments, we turned over \$28.9 million in mortgage assets during 2020, representing a turnover rate of 108% of our net invested capital. This compares favourably to \$21.5 million, or 81%, in 2019. Our 2020 turnover rate of 108% represents the best level we have achieved since 2015.

In tandem with underwriting mortgages, we regularly engage in the purchase and sale of mortgages to help ensure full cash utilization and create liquidity as required. During 2020, we purchased a single mortgage for \$426,000 and sold none. This compares to 2019 when we bought one mortgage for \$1.9 million and sold none. The purchase transactions were conducted with Builders Capital (2014) Ltd., a privately held corporation owned by certain directors of the company.

We are pleased that the approximate weighted average loan-to-value ratio ("LTV") of our mortgage portfolio remains at slightly below 75% almost two years after peaking at the end of 2017 and staying elevated throughout 2018. Our success in improving and maintaining our weighted average loan-to-value ratio provides important stability as we negotiate the economic uncertainties arising from the COVID-19 pandemic.

Further reducing shareholder risk as we move forward is our minimal use of leverage. Generally, the only debt that we employ is our line of credit, which is used primarily as a cash flow tool to facilitate making advances to borrowers. As difficult market conditions persisted through the latter half of 2019, we remained cautious in our lending and worked to reduce our line of credit balance. During the first three quarters of 2020, we returned to using our loan facility to fund additional mortgages, prior to fully repaying this facility in the fourth quarter. As at December 31, 2020, we had no debt outstanding.

As at the end of 2020, the total value of our mortgage portfolio, before taking into account our \$302,000 allowance for mortgage losses, increased to \$24.6 million, from \$23.1 million at the end of fiscal 2019.

The \$1.5 million, or 6.3%, year-over-year improvement primarily reflects a redeployment of assets held for sale into productive mortgages, as well as an additional \$158,000 in net capital investment during the year. As at December 31, 2020, our loan portfolio was made up of 31 mortgages with an average outstanding balance of \$793,000. This compares to 32 mortgages averaging \$722,000 each at the end of 2019.

Revenue

For the year ended December 31, 2020, revenue increased by \$309,000, or 10.6%, year-over-year to \$3.2 million, reflecting growth in the size of our mortgage portfolio. For the three months ended December 31, 2020, mortgage revenue increased 13.8% to \$830,000, from \$730,000 in Q4 2019. Revenues for the 2020 year comprised \$2.9 million in interest and \$299,000 in lender fees, and for the fourth quarter, comprised interest of \$750,000 and lender fees of \$81,000.

At December 31, 2020, the weighted average interest rate on our mortgages was 11.19%, down slightly from 11.41% at December 31, 2019. Our goal is to maintain our interest rates at around this level. Annual gross revenues were 12.0% of the weighted average gross share capital, as compared to 11.1% in 2019.

Lender fees are tied to the negotiation of new mortgages, generally at 1% of the approved loan amount, and are charged for an annual term to borrowers when new loans are made or existing loans are renewed. Lender fees are maximized when turnover in the portfolio is highest. Lender fees in 2020 improved to \$299,000, their highest level since 2015 and exceeded management fees paid by \$5,000. Our goal has always been to keep lender fee revenue above management fee expense and we are pleased that we returned to achieving this goal in 2020.

Expenses

Annual operating expenses, excluding funds set aside for mortgage loss provisions, were \$401,000 in 2020, similar to \$407,000 in 2019. As a percentage of revenue, 2020 operating expenses improved to 12.4%, from 13.9% in 2019. Fourth quarter 2020 operating expenses were \$105,000 (12.4% of revenue) as compared to \$99,000 (13.5% of revenue) in Q4 2019. Our goal is to keep operating expenses within 10% of revenues and we will continue to closely monitor our expenses as we work toward this target.

Our total provision for mortgage losses was \$608,000 in 2020, down 38.9% from the \$996,000 provision taken in 2019 and 30.3% lower than the \$872,000 required in 2018. The lower provision in the 2020 period reflects that our markets are now stabilizing after several challenging years that required higher-than-normal provisions, our portfolio of mortgages has largely turned over, and our underwriting criteria reflect more current, lower valuations. Given the improved LTV ratios in our portfolio, our success in reducing the balance of assets held for sale, and the fact that home prices in recent months have been holding firm, we are optimistic that we can return to more historically typical provisions for mortgage losses going forward. For the fourth quarter of 2020, the provision required was \$185,000, a 63.4% reduction from the \$506,000 required in Q4 2019.

Management fees were \$294,000 for the 2020 year and \$74,000 in the fourth quarter (2.6% and 1.1% higher than the same periods in 2019, respectively), calculated on the total gross amount of Class A and Class B Non-Voting Shares outstanding. Our intention is to continue to grow our capital base, resulting in these fees increasing, but our expectation is that this impact will be more than offset by higher revenues.

Interest expense applies to our operating line of credit, which we use as a cash flow tool to fund mortgage draws. A higher utilization rate for our capital will provide better returns in the form of additional interest income, but will also necessitate increased use of our line of credit for funding draws when our own funds are fully employed. As at December 31, 2020 and December 31, 2019, we had no debt outstanding. Interest expense for the 2020 year totaled \$97,000, a 31.9% increase from \$73,000 in fiscal 2019, reflecting increased use of our credit facility to fund additional mortgages during the year. For the fourth quarter of 2020, interest expense of \$18,000 compared to \$7,000 in Q4 2019.

Total Comprehensive Income

Annual total comprehensive income increased a significant 47.0% to \$2.1 million in 2020, from \$1.4 million in 2019, with earnings per share growing to \$0.72, from \$0.50 year-over-year. In the fourth quarter, total comprehensive income grew to \$523,000, which was more than four times the \$119,000 achieved in Q4 2019. The substantial fourth quarter increase reflects revenue growth of 13.8% and a particularly large loan loss provision dragging down profits in Q4 2019.

The year-over-year improvement in both our annual and fourth quarter earnings performance reflects the success of our strategies for strengthening our mortgage portfolio, as well as stabilization in our core real estate markets. Real estate conditions in Alberta and British Columbia, despite concerns related to the COVID-19 pandemic, have improved throughout 2020 and we believe we are well positioned to continue to improve our results.

Our share terms call for annual dividends of \$0.80 per Class A Non-Voting Share per year, or approximately \$0.20 per quarter, prior to any other dividends being paid. Earnings in the quarter were \$0.18 per share overall, but were \$0.26 per Class A Non-Voting Share. These earnings exceeded the amount required to satisfy the dividend committed to the Class A Non-Voting shareholders by 1.3 times. With Class B Non-Voting shareholders bearing a much greater proportion of the risk of income fluctuations, even if earnings had been only 77% of their actual figure, the company would still have been in a position to pay Class A shareholders their full, planned quarterly dividend. Given this margin, we anticipate that potential continued fluctuations in our comprehensive income will not affect the payment of our Class A Non-Voting Share dividends just as such fluctuations through difficult market conditions has not affected it in any previous quarter.

In order to maintain distributions on the Class B Non-Voting Shares, we have been actively working to raise capital from the sale of additional Class A Non-Voting Shares. Increasing the number of Class A Non-Voting Shares in relation to the Class B Non-Voting Shares will improve the Class B Non-Voting share returns in any period during which our net earnings exceed an 8% overall return on capital. Our share terms limit the ratio to no greater than 3:1.

Statement of Financial Position

At December 31, 2020, total assets were \$27.4 million (December 31, 2019 – \$27.2 million), \$2.1 million of which was assets held for sale and the balance of which was primarily funded mortgages. We are particularly pleased that the ratio of non-productive assets held for sale to total assets has declined to 7.6% in 2020, from 13.1% in 2019. The \$200,000 increase in total assets and a \$62,000 decrease in liabilities since December 31, 2019 reflects approximately \$158,000 in additional net share capital and \$104,000 in retained earnings.

Assets held for sale are comprised of properties which we have obtained in foreclosure actions. In most cases, these properties are unfinished at the time, and we need to expend resources to complete them and prepare them for sale. As discussed above, at December 31, 2020 our assets held for sale included a completed single-family home in Edmonton, Alberta, and a completed townhouse unit in Calgary, Alberta.

Liabilities at year-end totaled \$536,000 (December 31, 2019 – \$600 000) and were comprised of dividends relating to the fiscal year paid on January 31, 2021, as well as our trade payables and deferred lender fees. Throughout the year we were in compliance with all bank covenants relating to the line of credit, and we had no off-balance sheet arrangements during the year.

Shareholders' Equity consists of net share capital and retained earnings. On January 2, 2020 we issued 45,000 Class A Non-Voting Shares for \$10.00 per share, on which we incurred \$17,000 in share issue costs for net proceeds of \$433,000. There were no other share issuances during the year. In the fourth quarter, based on redemption requests received in September of 2020, we redeemed 15,800 Class A Non-Voting shares for \$140,000 and 11,740 Class B Non-Voting shares for \$109,000. In each case the redemption amount paid was less than the original share issue price, resulting in a balance of \$27,000 being added to retained earnings.

Total share issue costs since inception now stand at \$2.4 million, including professional fees for offering document preparation; offering, agent and brokerage fees and commissions; and other marketing and offering costs. In accordance with IFRS, these share issue costs are accounted for as a reduction in the value of the equity of the company. These costs are, however, deductible for tax purposes over a five-year amortization period. Our intent is to restrict shareholder distributions to less than 100% of net income in order to utilize the tax deductibility of these payments. This distribution policy will, over time, have the result of retaining income equal to the offering costs within Builders Capital, which will increase the Net Asset Value of the company while ensuring that no corporate taxes are paid. Because of the two-tier share structure, and the priority on distributions that the Class A Non-Voting Shares hold over the Class B Non-Voting Shares, we expect the restriction in distributions to come primarily from the portion of income otherwise available for distribution to the Class B Non-Voting shareholders.

Quarterly Financial Information

	Quarter ended December 31, 2020 \$	Quarter ended September 30, 2020 \$	Quarter ended June 30, 2020 \$	Quarter ended March 31, 2020 \$	Quarter ended December 31, 2019 \$	Quarter ended September 30, 2019 \$	Quarter ended June 30, 2019 \$	Quarter ended March 31, 2019 \$
Revenues	830,155	837,084	860,036	703,638	729,749	648,104	698,111	845,714
Total comprehensive earnings	523,277	496,407	629,545	475,731	118,775	261,441	472,190	593,228
Total assets	27,352,266	28,680,936	30,813,268	31,725,932	27,152,829	27,660,737	27,789,720	30,146,336
Shareholders' equity	26,816,558	27,131,174	27,225,059	26,997,126	26,554,715	27,028,481	27,258,301	26,653,051
Earnings per share	0.18	0.21	0.21	0.16	0.04	0.09	0.16	0.21
Cash dividends declared	589,049	590,293	401,612	466,880	489,960	491,261	588,715	491,066
Cash dividends declared per Class A share	0.2016	0.1995	0.1995	0.1972	0.2016	0.2016	0.1995	0.1973
Cash dividends declared per Class B share	0.2016	0.1995	-	0.0756	0.1008	0.0997	0.2096	0.1247

Distributions

Under our two-tiered share structure, Class A Non-Voting shareholders are entitled to receive annual dividends of 8% in preference to all other shareholder distributions. Once these dividends have been paid, Class B Non-Voting shareholders are entitled to receive total annual dividends of up to 16%. At our fiscal year-end, any remaining income intended for distribution after these dividends are paid is allocated pro-rata between the classes of shares, including the Voting Shares.

On December 17, 2020, based on income for the fourth quarter of 2020, our Board of Directors declared a dividend of \$0.2016 per Class A Non-Voting Share to shareholders of record on December 31, 2020. This distribution was paid on January 31, 2021 and is recorded as payable in the accompanying condensed consolidated interim financial statements. The dividend amount was calculated to provide an annualized 8% return on the \$10.00 initial Class A Non-Voting Share price.

Subsequent to the quarter-end, on January 25, 2021, again based on income for the fourth quarter of 2020, the Board declared a dividend of \$0.1008 per share to Class B Non-Voting shareholders of record on that date. This distribution was also paid on January 31, 2020. This dividend is not recorded in these consolidated financial statements as it was declared subsequent to the year-end.

Liquidity and Capital Resources

Cash flow and liquidity are critical to our success. We monitor both daily to ensure we can meet the expectations of our borrowers.

During 2020, we sold one property in Richmond, B.C., and one property in Saskatoon, SK that we had been holding, bringing in total cash of \$1.7 million. Other than this, our regular turnover of loans paying out and new loans being funded has been fairly typical for our operations. As at December 31, 2020, our various credit facilities were unused, leaving us with a healthy ability to borrow if needed to satisfy cash-flow requirements.

In fiscal 2020, we funded mortgages in the amount of \$26.5 million, a 54.6% increase from \$17.2 million in 2019. For the three months ended December 31, we funded mortgages totaling \$8.2 million, up from \$5.6 million funded in Q4 2019. Annual repayments increased to \$28.1 million in 2020, from \$22.9 million in 2019. The 54.6% increase in 2020 repayments reflects our success in reducing assets held for sale and our sourcing of additional mortgages as older loans were turned over. During the fourth quarter, repayments totaled \$10 million, up 69.7% from \$6.2 million in the same quarter of 2019.

As our mortgages are predominantly short-term in nature, the continual repayment by borrowers of existing mortgage investments creates liquidity for ongoing mortgage investments and funding commitments.

Our mortgage portfolio turns over approximately annually. We expect that borrower repayments will remain at a reasonably consistent level through 2021 and plan to continue funding mortgages in amounts approximately equal to mortgage repayments received. It is likely that a number of our mortgages will be renewed as they come due, as discussed earlier under Operations.

Liquidity risk for the company arises primarily from the prospect of committing to a mortgage for which sufficient funds are not available to make draws as requested by the borrower. As noted in the

Investment Portfolio table above, we have mortgage commitments to borrowers totaling \$31.9 million, which exceed the current amounts funded by \$7.4 million. We anticipate funding these commitments through the repayment of existing mortgages. Should mortgage repayments fall short of our commitments, we have a number of tools to manage liquidity and to ensure that commitments can be met. These tools include our \$7.8 million in available credit, detailed cash flow planning procedures, and Builders Capital's well-established network of affiliates and mortgage industry contacts, through which mortgages can be sold or syndicated as required for cash flow purposes. In addition, our mortgage documents include language whereby a borrower cannot compel the company to advance funds. Our primary goal is to minimize unused cash balances, while ensuring that borrower needs and other commitments can always be met.

Since inception, almost all of our sales and purchases of mortgages have been to and from related parties, in particular Builders Capital (2014) Ltd. ("BCL"). BCL is a privately held corporation, of which Builders Capital directors Sandy Loutitt and John Strangway are also both directors. The company has often been reliant on BCL as a vendor and purchaser of mortgages and as a source for liquidity, including at certain times of low cash flow, for payment of dividends. This reliance means that if BCL was unwilling, or unable, to act as a purchaser or vendor of mortgages, the company would have to leave a larger margin for error in our cash management practices, which could reduce profitability. The company expects to continue to be able to rely on BCL as a source of liquidity in the future. It is unlikely we could find another party that could provide liquidity as quickly or as efficiently.

We are prepared to increase our issued capital and regularly make solicitations for investments in Class A Common non-voting shares. Should such shares be issued, the proceeds will be used for general cash flow and for expansion of our mortgage portfolio. Builders Capital is financed, and will continue to be financed, primarily by the issuance of common shares.

According to our share terms, Class A Non-voting shareholders have an annual right to redeem their shares on October 31st each year at 95% of Net Asset Value. Payment for the redemptions is to be made on November 30th each year. During the year, we received redemption requests for 15,800 Class A Non-voting common shares and 11,740 Class B Non-voting common shares. While we would prefer to continue to grow our capital stock, we are pleased to be able to provide liquidity to our shareholders as envisioned by our share terms.

Related-Party Transactions

Our manager is a company controlled by Sandy Loutitt and John Strangway, both of whom are also directors of Builders Capital. The manager receives a management fee calculated as 1% per annum of the book value of the share capital of the company. Management fees amounted to \$294,000 for the 2020 year (2019 - \$287,000) and \$74,000 for the fourth quarter of 2020 (Q4 2019 - \$73,000).

In addition to the management fee, the manager charges lender fees directly to borrowers both on loan originations and on loan renewals, with 28.6% of these fees being paid to the company and the remaining 71.4% going to the manager. The company collects these fees from the borrower, both on our own behalf and on behalf of the manager, by adding them to the principal amount of the mortgage, generally on the first advance to the borrower. The company then pays the manager's share of the fees to the manager, regardless of whether or not any payments have been received on the mortgage. Such payments to the manager are generally made within 30 days of having been charged to the borrower. Renewal fees are also charged to the borrower and paid to the manager during the term of the

mortgage. During 2020, fees collected on behalf of the manager totaled \$671,000 (2019 - \$633,000), and for the fourth quarter, were \$305,000 (Q4 2019 – \$289,000).

In general, mortgages are purchased when the company has excess cash on hand, quality mortgages are available to purchase, and opportunities to immediately fund additional mortgages are not available. The acquisition of mortgages helps us minimize excess balances and maximize interest revenue. Mortgages are sold when, despite the line of credit being fully drawn, additional cash is required, or is forecast to be required, to fund mortgage draws and commitments. Often, mortgages purchased are subsequently sold back and vice versa. The purchase and sale of mortgages sometimes results in balances due to or from related parties being outstanding for short periods of time. These balances are unsecured and non-interest bearing. No mortgages were purchased or sold in the first, third or fourth quarters, and a single mortgage was purchased for \$426,000 in the second quarter.

Market Outlook

The following discussion is qualified in its entirety by the Notice Regarding Forward-Looking Information at the beginning of this MD&A and by the section entitled Risks and Uncertainties that follows this Outlook section.

Despite early concerns about the impact of COVID-19 on housing markets, prices and sales activity have risen sharply in many Canadian markets in the months since the COVID-19 pandemic emerged with the demand for housing outstripping supply in most markets across Canada. In its April 2021 Monthly Housing Market Update, RBC Economics stated that, “sellers answered the call for more supply in March but, in the end, came well short of rebalancing Canada’s housing market.” Additionally, the Canadian Real Estate Association, in its March 15, 2021 Quarterly Forecasts, projected that, “current trends and the outlook for housing market fundamentals suggest activity will remain strong through 2021, resulting in a record number of sales.”

As builders gear up to increase supply in order to satisfy the demand for housing, we expect demand for our construction finance product will be strong. As a short-term lender with the ability to redeploy capital between markets relatively quickly, we are confident in our ability to derive an advantage from these market conditions. In the near term, our strategy will continue to concentrate on shifting assets from Alberta to the BC market, and from inner city to suburbs and somewhat smaller communities as we receive repayments. Our increasing emphasis on BC reflects that market’s stronger fundamentals.

We will also actively seek new markets where we see positive economic fundamentals and opportunities for productive portfolio growth. We will generally adopt a conservative approach to making new loans, paying close attention to evolving market conditions and ensuring that the borrowers to whom we lend have sufficient equity invested in the project to adequately minimize our downside risk.

Going forward we expect to complete the sale of the remaining two properties in our portfolio of assets held for sale, and we will focus on keeping future foreclosures at lower levels. Over the past 24 months, we have foreclosed on nine properties and sold eight of them. We have also reduced the approximate weighted average loan-to-value ratio on our portfolio to below 75% and believe that there is sufficient equity in the majority of the loans in our portfolio to minimize the risk of further loan losses. As always, however, it remains possible that we will need to take additional steps to collect on some of our

mortgage assets over the coming months. That said, we believe that the necessary safeguards are in place to assure our ability to maintain the Class A Non-Voting Share dividend at 8% per annum.

These safeguards include maintaining a prudent debt-to-equity ratio, generally restricting our lending to 75% of what we believe to be the fair market value of a property at any given time, and taking adequate allowances for expected credit losses allowing us to build a cushion of funds to further protect investors. In addition, by investing only in short-term mortgages, we maintain the liquidity necessary to preserve capital. In the event that we believe a market has become too risky, we will work on converting our investments to cash, and will forego returns in order to protect the capital with which we've been entrusted.

Finally, safeguards built into our share structure give Builders Capital's public Class A Non-Voting shareholders priority on all capital and income distributions over our Class B Non-Voting shareholders. In the event of a serious decline in the earning potential or value of our portfolio, Class B shareholders would forego all distributions until the Class A shareholders have received both their 8% return and, in the case of a dissolution, their capital. As demonstrated during recent quarters, with the impact of both our increased allocation of funds against potential loan losses and unproductive assets, borne entirely by Class B Non-Voting shareholders, this structure is functioning as intended.

Financial Instruments

Our primary business purpose is to invest in mortgages, which are the only significant financial instrument that we carry and are the source of virtually all of our revenues. These financial instruments expose us to risks which are managed as follows:

Credit Risk

Credit risk is the risk of loss associated with the counterparty's inability to fulfill its payment obligations. Credit risk arises principally from our lending activities. Any instability in the real estate sector and an adverse change in economic conditions in Canada could result in declines in the value of real property securing our mortgages. We mitigate this risk by adhering to the investment and operating policies of the company.

All mortgages to which we commit are individually evaluated by our underwriters using credit risk assessment tools and are assigned risk ratings in accordance with the level of credit risk attributed to each loan. Each new mortgage is approved independently and in accordance with the authorization structure set out in our policies. Our underwriting approach places a strong emphasis on the value of the mortgage security and an assessment of the financial viability of the construction project being financed.

We have clearly defined underwriting policies and procedures that we adhere to in our mortgage approval process. These include a maximum projected loan to value ratio, standards with regard to the asset quality and marketability, geographic market restrictions and requirements regarding the overall credit quality and integrity of borrowers. We also actively analyze external market conditions including prevailing real estate values and employment conditions in the markets in which we lend. In all cases, our mortgages receivable are secured by registered charges over real property.

We utilize an internal risk rating system to categorize each mortgage in the portfolio on the basis of the perceived risk of a potential credit loss. The risk assessment of each mortgage assigned at the underwriting stage is subsequently revised based on changes in market conditions and on factors

specific to the mortgage and the borrower. One of the main factors in considering whether the credit risk of a mortgage has increased significantly is the estimated loan to value ratio. Loan to value ratios can change due to declining property values, as well as other factors such as the inability of the borrower to continue to inject equity into the project. Mortgages are considered to be impaired when the expectation is that full collection of principal and interest is no longer likely.

The company's lending is for construction purposes, and all loans are made only on the strength of mortgage security over real property. The value of the underlying security is subject to change for a variety of factors, including the degree of completion of the construction, possible deterioration in structures left incomplete and market forces which can cause values to both increase or decrease.

In the case of mortgage impairment, probable recovery is determined using a combination of updated property-specific information, historical loss experience and management judgement to determine the impairment provision that may be required. The primary factor in assessing a mortgage as low risk would be a loan to value ratio which is low enough to make a potential credit loss extremely unlikely.

Market Risk

Market risk is the risk of loss that may arise from changes in market factors such as interest rates and foreign exchange rates.

i) Interest Rate Risk

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will vary as a result of changes in market interest rates. We manage our financial instruments with the objective of mitigating any potential interest rate risks. The interest rates on the company's mortgages receivable are fixed for the term. Therefore, we are not exposed to significant cash flow interest rate risk. Mortgages receivable are subject to fair value interest rate risk as a decrease or increase in market interest rates will decrease or increase the fair value of the fixed rate financial asset. Any change in market interest rates will, however, have no impact on our cash flows or comprehensive income for the year as mortgages receivable carry a fixed rate of interest.

We are exposed to interest rate risk on our line of credit and loan payable as they carry a variable rate of interest.

ii) Foreign Currency Risk

We do not have assets or liabilities denominated in foreign currency.

Liquidity Risk

Liquidity risk arises from the possibility of not having sufficient ability to obtain debt financing or equity capital to fund future growth or meet our obligations as they arise and become due. Furthermore, liquidity risk also arises if we are not able to obtain financing on favorable terms.

Our main liquidity requirements will arise from mortgage advances, mortgage advances, manager fees and distributions to shareholders. All of the aforementioned liquidity requirements are generally funded from cash flows earned on mortgage interest and fees. Our financial condition and results of operations would be adversely affected if it were unable to obtain additional funds through equity issuances or financing, or if we were unable to meet our liquidity requirements from ongoing operating activities.

Our approach to managing liquidity is to ensure that we will have sufficient financial resources available to meet our liabilities as they become due. This includes monitoring of cash, line of credit, loan payable and accounts payables and accrued liabilities. We intend to mitigate our liquidity risk by not entering into property acquisitions unless we have secured or are confident that we can secure the appropriate capital (debt and/or equity) to fund the particular acquisition. Liquidity risk is also mitigated by the terms offered to investors, which state that all redemptions are at the discretion of management and are dependent on the circumstances, and to borrowers, which state that the company is never obligated to advance additional mortgages or funding.

Capital Management

Our capital consists of shareholders' equity. Our objectives when managing capital are, with a focus on capital preservation, to acquire, originate and maintain a portfolio consisting primarily of construction mortgages that generates attractive returns relative to risk in order to permit us to pay quarterly distributions to our shareholders.

We set the amount of capital in relation to risk and manage the capital structure and make adjustments to it in light of changes to economic conditions and the risk characteristics of the underlying assets.

Our objectives when managing capital are:

- i) to maintain a flexible capital structure, which optimizes the cost of capital at acceptable risk; and,
- ii) to maintain investor, creditor and market confidence in order to sustain the future development of the business.

Our company is subject to externally imposed capital requirements. The credit facility contains certain financial covenants that must be maintained. During the period, we were in compliance with all financial covenants.

Use of Estimates and Judgements

The preparation of the condensed consolidated interim financial statements in conformity with IFRS requires management to make estimates, assumptions and judgments that affect the reported amounts of assets, liabilities and contingent liabilities at the date of the condensed consolidated interim financial statements and reported amounts of revenues and expenses during the reporting year. Estimates, assumptions and judgments are continuously evaluated and are based on management's experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual outcomes can differ from these estimates. The key sources of estimation uncertainty that have a significant risk of causing material adjustment to the amounts recognized in the condensed consolidated interim financial statements are:

Measurement of fair values

Our accounting policies and disclosures require the measurement of fair values for both financial and non-financial assets and liabilities.

Fair value represents the price at which a financial instrument could be exchanged in an orderly market, in an arm's length transaction between knowledgeable and willing parties who are under no compulsion to act. We classify the fair value of the financial instruments according to the following hierarchy based on the amount of observable inputs used to value the instrument.

- Level 1: Fair value measurements are those derived from quoted prices (unadjusted) in the active market for identical assets or liabilities.

- Level 2: Fair value measurements are those derived from inputs other than quoted prices that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).
- Level 3: Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data.

We review significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, we will assess the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of IFRS, including the level in the fair value hierarchy in which such valuations should be classified.

Measurement of expected credit loss

We are required to make estimates and assumptions that relate to the expected credit losses. These judgements include changes in circumstances that may cause future assessments of credit risk to be materially different from current assessments which would require an increase or decrease in the allowance for credit losses.

Classification of non-voting shares with redemption feature

Under IFRS, IAS 32 requires that shares of an entity which include a contractual obligation for the issuer to repurchase or redeem them for cash or another financial asset be classified as financial liabilities. Our Class A and Class B non-voting shares contain a redemption feature whereby the holders can request redemption of the shares during a specified period during the year. The redemption feature is subject to certain restrictions which give Management the ability to effectively defer redemption indefinitely. Accordingly, management has applied judgment in assessing whether the redemption feature would create a contractual obligation to repurchase or redeem shares for cash or another financial asset and has determined that it would not and that the shares should be classified as equity.

Responsibility of Management and the Board of Directors

Management is responsible for the information disclosed in this MD&A and has in place the appropriate information systems, procedures and controls to ensure that the information used internally by management and disclosed externally is materially complete and reliable. In addition, our Board of Directors and Audit Committee provide an oversight role with respect to our public and financial disclosures. Both have reviewed and approved this MD&A and the accompanying condensed consolidated interim financial statements for the year ended December 31, 2020.

Outstanding Share Data

The company's authorized share capital as at April 27, 2021, consists of 1,000 Voting Shares, of which 100 were outstanding at period-end; an unlimited number of Class A Non-Voting Shares, of which 1,997,293 are outstanding; and an unlimited number of Class B Non-Voting Shares, of which 912,836 are outstanding.

Risk and Uncertainties

There are two primary areas of risk for us as a lender. The first is the risk that borrowers will fail to meet their obligations and repay mortgages as they come due. Secondly, there is a risk that sufficient quality investment opportunities will not be available to keep our capital fully deployed. As our primary goal is

the preservation of our investors' capital, even at the expense of potential returns, we consider the risk of borrower default to be our primary concern.

A robust new home construction market greatly reduces both of these risks, as it provides a strong marketplace into which builders can sell their completed projects, it maintains or increases the value of the security for our loans, and it provides an ongoing source of new projects and borrowers. A downturn in the market that substantially decreases security values could have a significant negative effect on our business. We cannot predict the performance of the housing market in the future with certainty.

In order to mitigate these risks, we restrict our loan amounts to a target of up to 75% of what we consider the fair market value of the security to be. The 25% equity component is a requirement for our borrowers and we believe it provides us with a sufficient margin for error in the event of a drop in property values. The short-term nature of our loans also gives us the flexibility to convert our entire portfolio of mortgages to cash within a reasonable time period, if economic conditions warrant. We also maintain sufficient construction expertise to allow us to economically complete any project on which we have loaned funds.

Our share terms provide that the Class A Non-Voting shareholders have a priority over other shareholders with respect to both the payment of dividends at an 8% rate, and any potential return of capital. This creates a significant reduction in the risk profile of the Class A Non-Voting Shares, as an impairment in the value of the mortgage portfolio, or a lack of funds available for distributions, will always be absorbed, to the full extent of their investment, by the Class B Non-Voting Shares before the Class A shareholders' rights are affected. We believe that this structure substantially reduces risk for the Class A shareholder.

Other risks and uncertainties exist for our business that are typical for business in general and for lenders in particular. These include changes in interest rates, potential environmental issues associated with the mortgage security, borrower solvency, any significant changes in competition, changes in tax legislation and other factors as described under Forward-Looking Information.

Additional Information

Additional information about Builders Capital is available on SEDAR at www.sedar.com and on our website at www.builderscapital.com.