



## Second Quarter 2014 Report to Shareholders

*Three and six months ended June 30, 2014*

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# C.A. Bancorp Inc. Reports Second Quarter 2014 Financial Results

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C.A. Bancorp Inc. (C.A. Bancorp or the Company) announces its financial results for the three and six months ended June 30, 2014. C.A. Bancorp is listed on the Toronto Stock Exchange (TSX) under the symbol “BKP”.

This management’s discussion and analysis (MD&A) relates to the Company’s International Financial Reporting Standards (“IFRS”) condensed interim financial statements for part of the period to be covered by the Company’s first IFRS annual financial statements. IFRS 1, First-time Adoption of International Financial Reporting Standards, has been applied. The Company’s condensed interim financial statements comply with International Accounting Standard (“IAS”) 34, Interim Financial Reporting. The Company’s interim financial statements do not include all of the information required for annual financial statements. The comparative financial statements included in the Company’s interim financial statements have been restated to comply with IFRS.

Prior to January 1, 2014, the Company prepared its financial statements using Canadian generally accepted accounting principles (“GAAP” or “Canadian GAAP”) as adopted by the Chartered Professional Accountants of Canada (“CPA Canada”) under Part V of the CPA Canada Handbook - Accounting, and applied Accounting Guideline 18 – Investment Companies (AcG-18). In accordance with AcG-18, the Company accounted for all of its investments at fair value. Until March 8, 2013, the Company applied the liquidation basis of accounting. Liquidation accounting is considered appropriate when, among other things, liquidation of a company is probable and net realizable values of assets are reasonably determinable. Commencing March 8, 2013 and upon a change of control of the Company, the Company began seeking new investment opportunities. The Company discontinued the liquidation basis of accounting on such date and adopted AcG-18. With the transition to IFRS effective January 1, 2014, AcG-18 has been discontinued.

### **FINANCIAL HIGHLIGHTS FOR THE SIX MONTHS ENDED JUNE 30, 2014**

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- Revenues of \$397,134 compared to \$905,084 for the same period in 2013;
- Net gain from results of investments of \$493,334 compared to \$327,003 for the same period in 2013; and
- Net earnings of \$351,364 or \$0.04 per share compared to \$107,076 or \$0.01 per share for the same period in 2013.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### FINANCIAL POSITION AS AT JUNE 30, 2014

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- Cash of \$17,027,669 or \$3.21 per share;
- Investments in private entities valued at \$3,861,435 or \$0.73 per share; and
- Net book value of \$21,300,590 or \$4.02 per share.<sup>1</sup>

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<sup>1</sup> Net book value per share is a non-IFRS financial measure and is calculated as total shareholders' equity under IFRS divided by the number of common shares outstanding at period-end. See the cautionary statement regarding use of non-IFRS financial measures on page 4 of this MD&A.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

This MD&A dated August 14, 2014 is presented to (i) provide readers with material information and a discussion and analysis of the operating results of the Company for the three and six months ended June 30, 2014; and (ii) enable readers to assess material changes in the financial position of the Company as at June 30, 2014, compared with the corresponding periods in prior years. This MD&A should be read in conjunction with the Company's unaudited condensed interim financial statements and the notes thereto for the three and six months ended June 30, 2014. These documents and additional information relating to the Company, including the Company's 2013 Annual Information Form (AIF) can be accessed under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

All dollar amounts in this MD&A are expressed in Canadian dollars (unless otherwise indicated) and have been primarily derived from the Company's condensed financial statements prepared in accordance with IFRS.

### CAUTION REGARDING FORWARD-LOOKING INFORMATION

*This MD&A contains information that is forward-looking and is subject to risks and uncertainties. Forward-looking information includes information concerning the Company's future financial performance, business strategy, plans, goals, and objectives. Often, but not always, forward-looking statements can be identified by the use of forward-looking words such as "will", "expect", "intend", "plan", "estimate", "anticipate", "believe" or "continue", similar words or the negative thereof. These statements are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from anticipated future results, performance or achievements expressed or implied by such forward-looking statements. There can be no assurance that the plans, intentions or expectations upon which these forward-looking statements are based will occur. Factors which could cause actual results to differ materially from those set forth in the forward-looking statements include (but are not limited to): risks associated with general economic conditions, the nature and limited number of the Company's investments; the Company's dependence on management of portfolio companies; the concentration of the Company's investments; the Company's dependence on key personnel, external management and contractors; leverage of the businesses in which the Company invests; the market for the Company's securities and volatility of trading price; the trading price of the Company's shares relative to the net book value (net asset value); risks affecting the Company's investments; the need for the Company to make follow-on investments in portfolio companies; investments by the Company in private issuers and illiquid securities; joint investments with third parties; conflicts of interest; no guaranteed returns; use of investment proceeds, success of the Company's growth and investment strategies; ability to raise any required capital to implement corporate objectives; the availability of any required regulatory, shareholder or other approvals; the potential loss of investment in shares; the management of the future prospects of the Company; the ability to identify and execute suitable investment opportunities; remaining eligibility and continued qualification for current accounting treatments; shifts in target exit dates and investment rates of return for investments in private entities; tax treatment, and other risks detailed from time to time in the Company's continuous disclosure documents. By its nature, forward-looking information involves numerous assumptions, inherent risks and uncertainties, both general and specific, that contribute to the possibility that the predictions, forecasts, projections and various future events will not occur. Unless otherwise stated, all forward-looking statements speak only as of the date of this MD&A. The Company undertakes no obligation to update publicly or otherwise revise any forward-looking information whether as a result of new information, future events or other such factors which affect this information, except as required by law.*

### CAUTIONARY STATEMENT REGARDING THE VALUATION OF INVESTMENTS IN PRIVATE ENTITIES

*In the absence of an active market for its investments in private entities, fair values for these investments are determined by management using the appropriate valuation methodologies after considering the history and nature of the business, operating results and financial conditions, outlook and prospects, general economic, industry and market conditions, capital market and transaction market conditions, contractual rights relating to the investment, public market comparables, private market transactions multiples and, where applicable, other pertinent considerations. The process of valuing investments for which no active market exists is inevitably based on inherent uncertainties and the resulting values may differ from values that would have been used had an active market existed. The amounts at which the Company's investments in private entities could be disposed of may differ from the fair value assigned and the differences could be material.*

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### CAUTIONARY STATEMENT REGARDING USE OF NON-IFRS FINANCIAL MEASURES

*This MD&A makes reference to the net book value per share which is a non-IFRS financial measure. The Company calculates the net book value per share as it believes it to be an important metric that shareholders use and frequently request and refer to because shareholders often view the Company as a holding company of investments. This non-IFRS financial measure does not have any standardized meaning prescribed by IFRS and therefore is unlikely to be comparable to a similar measure presented by other issuers. This classification is not an IFRS measure and should not be considered either in isolation of, or as a substitute for, a measure prepared in accordance with IFRS.*

This MD&A is presented in the following sections:

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## THE COMPANY

*The following provides a brief overview of the Company and its operations.*

C.A. Bancorp is a publicly traded Canadian merchant bank and alternative asset manager that provides investors with access to a range of private equity and other alternative asset class investment opportunities. The Company is focused on investments, either directly or through entities managed by it, in small and medium capitalized private companies, with an emphasis on the insurance sector. The Company's shares trade on the Toronto Stock Exchange (TSX) under the symbol **BKP**.

As at June 30, 2014, the Company held one private equity investment in Salbro Bottle Group ("Salbro"). In January 2014, the Company completed the sale of its interests in Digital Payment Technologies Corp. (DPT) (See "Investments in Private Entities – Q1 2014 Realizations").

### **Current Business Strategy**

The Company believes that there are many businesses (both public and private) in Canada and the United States that can benefit significantly from strategic investors who bring new capital and the experience of proven business builders to such businesses. The Company seeks opportunities to make such investments. More specifically, the Company is focused on:

1. Creating long term recurring cash flow streams (i) through the deployment of its capital in investment opportunities with growth potential and (ii) from fees earned through such investment opportunities;

## MANAGEMENT'S DISCUSSION AND ANALYSIS

- Investing a significant component of the capital required for each opportunity, with the balance to be raised from investors, either through a new entity specific to the opportunity or through the issuance of securities of the Company;
- Analyzing public and private operating businesses to identify (i) undervalued North American small and medium-capitalized public companies that can benefit from the experience and expertise of the Company's Board of Directors; and (ii) successful private companies without viable succession plans or entrepreneur exit strategies; and
- Sourcing financial investments and opportunistic catalyst situations, including (i) bankruptcy exits; (ii) legacy leveraged buy-out refinancing or restructurings and (iii) distressed securities where a pledged sponsor is in place.

For a more comprehensive review of the Company and its operations, please refer to the "2014 Review and Outlook" section of this MD&A and the Company's most recent AIF as updated by periodic news releases, all available under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

### 2014 REVIEW AND OUTLOOK

#### *Sale of Interests in DPT*

On January 31 2014, the Company, together with the other shareholders of DPT, completed the sale of their interests in DPT to a third party pursuant to a court approved plan of arrangement resulting in a payment to C.A. Bancorp of \$9,419,450 in respect of contractual amounts that were owing under a debenture and term promissory note including related fees and interest. The Company also received \$5,837,515 as consideration for its common and preferred share warrants. Subsequent to quarter end, in August, 2014, the Company received an additional \$661,209 representing the Company's interest in the funds held in escrow to satisfy any claims of the DPT acquiror. In aggregate, the Company received \$15,918,174 for the sale of its interests in DPT.

#### *Substantial Issuer Bid*

In March 2014, the Company announced an offer to repurchase up to \$25,000,000 of its Shares pursuant to a modified Dutch auction at prices between \$3.45 and \$3.55 per share. On April 15, 2014, the Company announced that it repurchased for cancellation 6,965,273 Shares at \$3.50 per Share for aggregate consideration of \$24,378,455. Following completion of the substantial issuer bid, the Company has 5,304,007 Shares issued and outstanding.

#### *Monarch National Insurance Company*

On July 21, 2014, the Company and Federated National Holding Company ("FNHC"), an insurance holding company, announced an agreement to form a new Florida-based property and casualty insurance carrier (the "Joint Venture") to be named Monarch National Insurance Company ("Monarch"). Transatlantic Reinsurance Company ("TransRe") is taking a minority position in the Joint Venture.

The Company has entered into a Subscription Agreement (the "Subscription Agreement") committing USD\$14 million to the Joint Venture subject to the satisfaction of a number of conditions including receipt of regulatory approvals, the entering into of the definitive agreements described herein and completion of the closing of the subscription by December 31, 2014.

The Company intends to establish a majority-owned entity ("CAB Holdco") to make a USD\$12 million equity investment in the Joint Venture. The Company has received a commitment from a third party investor to fund the remaining USD\$2 million investment in the Joint Venture in exchange for a minority position in CAB Holdco.

Pursuant to the Subscription Agreement, the parties to the Joint Venture have agreed to organize Monarch Delaware Holdings LLC ("Monarch Parent"), which will become the indirect parent of Monarch following receipt of the approval of the Florida Office of Insurance Regulation (the "Florida OIR"). Monarch Parent is expected to have an initial equity capitalization of USD\$33 million. CAB Holdco and FNHC are each expected to own 42.4%

## MANAGEMENT'S DISCUSSION AND ANALYSIS

of Monarch Parent's equity, with capital contributions of USD\$14 million each for voting interests, and TransRe will own the remaining 15.2%, with a capital contribution of USD\$5 million for a non-voting interest.

The Subscription Agreement provides that, upon receipt of all required regulatory approvals from the Florida OIR and satisfaction of the other closing conditions as outlined therein, the parties will enter into the following agreements:

- Monarch Parent, Monarch National Holding Company, an intermediate holding company of Monarch ("Monarch Holding") and/or Monarch will enter into an Investment Management Agreement (the "Investment Agreement") with CAB or a newly formed affiliate of CAB ("CAB AUM"), pursuant to which CAB AUM will manage the Monarch investment portfolio. The management fee, on an annual basis, will be 0.75% of assets under management up to \$100 million; 0.50% of assets under management of more than \$100 million but less than \$200 million; and 0.30% of assets under management of more than \$200 million.
- Monarch will enter into a Managing General Agent and Claims Administration Agreement (the "MGA Agreement") with Federated National Underwriters, Inc. ("FNU"), a wholly owned subsidiary of FNHC, pursuant to which FNU will provide underwriting, accounting, reinsurance placement and claims administration services to Monarch. For its services under the MGA Agreement, FNU will be entitled to receive 4% of Monarch's total written annual premium, excluding acquisition expenses payable to agents, for FNU's managing general agent services; 3.6% of Monarch's total earned annual premium for FNU's claims administration services; and a per-policy administrative fee of USD\$25 for each policy underwritten for Monarch. FNHC will also receive an annual expense reimbursement for accounting and related services.
- TransRe will provide USD\$5 million in senior debt to Monarch Holding. The debt will bear interest at 6% per annum, which will be payable annually; will mature in six years; and will be prepayable without penalty.
- Monarch will enter into a Reinsurance Capacity Right of First Refusal Agreement with TransRe, pursuant to which TransRe will have a right of first refusal for all quota share and excess of loss reinsurance that Monarch deems necessary in its sole discretion for so long as TransRe remains a member of Monarch Parent or the senior debt remains outstanding. Pursuant to this agreement, TransRe will have the right to provide, at market rates and terms, a maximum of 15% of any reinsurance coverage obtained by Monarch in any individual reinsurance contract.

The Limited Liability Company Agreement to be entered into upon the formation of Monarch Parent (the "LLC Agreement") will provide that it will be managed by a seven-member Board of Managers, three of whom will be designated by the CAB Holdco, three of whom will be designated by FNHC, and one who will be jointly selected by FNHC and CAB Holdco. The LLC Agreement will provide that certain material transactions must be approved by a supermajority of the managers, including a termination or amendment of the Investment Management Agreement or the MGA Agreement. FNHC will be entitled to receive a termination fee equal to the aggregate fees paid under the MGA Agreement for the 12 calendar months prior to the date of termination, if the MGA Agreement is terminated other than for cause. The LLC Agreement will also provide the members with certain redemption, tag-along, drag-along and buy-sell rights.

The Subscription Agreement represents a commitment for a significant portion of the Company's cash resources. The Company continues to source additional opportunities and intends to add personnel to execute on the joint venture and related growth activities.

### ***Material Events in 2014***

*The following is a summary of the Company's material events up to June 30, 2014, updated for subsequent events to the date hereof.*

## MANAGEMENT’S DISCUSSION AND ANALYSIS

<b>First and Third Quarter 2014</b>	<p><b>Sale of Interests in DPT</b></p> <p>On January 31, 2014, the Company, together with the other shareholders of DPT, completed the sale of their interests in DPT to a third party pursuant to a court approved plan of arrangement resulting in a payment to C.A. Bancorp of \$9,419,450 million in respect of contractual amounts that were owing under the debenture and term promissory note including related fees and interest. The Company also received approximately \$5,837,515 as consideration for its common and preferred share warrants. Subsequent to quarter end, in August, 2014, the Company received an additional \$661,209 representing the Company’s interest in the funds held in escrow to satisfy any claims of the DPT acquiror. In aggregate, the Company received \$15,918,174 for the sale of its interests in DPT.</p>
<b>First and Second Quarter 2014</b>	<p><b>Substantial Issuer Bid</b></p> <p>On March 7, 2014, the Board of Directors of C.A. Bancorp Inc. approved a substantial issuer bid (the “Offer”), pursuant to which C.A. Bancorp offered to repurchase for cancellation up to \$25,000,000 in value of its outstanding common shares (the “Shares”) from shareholders for cash.</p> <p>On April 15, 2014, the Company’s shareholders deposited 6,995,473 Shares under the Offer. Pursuant to the terms of the Offer, the Company determined the purchase price to be \$3.50 per Share. The Company took up 6,965,273 Shares, representing 99.6% of the total number of Shares tendered to the Offer, for aggregate consideration of \$24,378,455. These Shares represented approximately 56.8% of the total Shares issued and outstanding as at April 15, 2014 and, following the purchase and cancellation of these Shares, 5,304,007 Shares remain outstanding.</p>
<b>Annual and Special Meeting Second Quarter 2014</b>	<p><b>Annual and Special Meeting</b></p> <p>At the Company’s annual and special meeting on June 23, 2014, shareholders approved a special resolution to approve an amendment to the articles of the Company to change the name of the Company from “C.A. Bancorp Inc.” to “Crosswinds Holdings Inc.”. The Company will announce once this change has become effective. Shareholders also approved the adoption by the Company of a Deferred Share Unit Plan including approval of a maximum of 530,400 common shares of the Company.</p>
<b>Subsequent to Second Quarter 2014</b>	<p><b>Monarch National Insurance Company</b></p> <p>On July 21, 2014, the Company announced that it had entered into an agreement to form a new Florida-based property and casualty insurance carrier (the “Joint Venture”) to be named Monarch National Insurance Company (“Monarch”). Transatlantic Reinsurance Company (“TransRe”) is making a USD\$5 million minority investment in the Joint Venture and it will make a USD\$5 million senior loan to the Joint Venture.</p> <p>The Company has entered into a Subscription Agreement (the “Agreement”) committing USD\$14 million to the Joint Venture.</p> <p>The Company intends to establish a majority-owned entity (“CAB Holdco”) to make a USD\$12 million equity investment in the Joint Venture. The Company has received a commitment from a third party investor to fund the remaining USD\$2 million investment in the Joint Venture in exchange for a minority position in CAB Holdco.</p>
<b>Subsequent to Second Quarter 2014</b>	<p><b>Formal Appointment of CEO and CFO</b></p> <p>Effective the date hereof, Colin King was formally appointed as Chief Executive Officer and Paul Van Damme was formally appointed as Chief Financial Officer of the Company. Both had been serving in that capacity prior to the formal appointments.</p>

### SUMMARY OF INVESTMENTS

*The following is a summary of the Company’s investment in private entities as at the date hereof.*

#### ***Investments in Private Entities – Current Portfolio***

At June 30, 2014, the Company had one investment in private entities. On January 31, 2014, the Company sold its interest in DPT to a third party. The investment details below are for the Company’s remaining investment held as at the date hereof.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### Company and Investment Overview

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**Salbro Bottle Group** (Salbro) is an established designer, manufacturer and distributor of packaging components, specializing in glass and plastic bottles.

**C.A. Bancorp's Investment:** \$4,000,000 investment structured as debentures paying 12% per annum and nominal cost common share warrants exercisable into 18% of Salbro's common shares on a fully diluted basis. In the third quarter of 2012, Salbro completed a refinancing resulting in a partial repayment to the Company of principal outstanding of \$1,700,000 plus all of the interest then owing under the Salbro debentures. Current aggregate amount outstanding under the debentures is \$2,300,000 plus \$571,435 in accrued interest. The maturity dates for the Salbro debentures were extended in conjunction with the Salbro refinancing in 2012 to August 2019.

**Rationale:** Growth capital investment in a company with a diversified customer base, an experienced management team, and a combination of complementary manufacturing and distribution businesses to reduce volatility and risk.

**Investment Risks Include:** Long-term economic slowdown, use of leverage, commodity prices, customer concentration and management execution.

**Original Investment Date:** February 2008

**Investment Update:**

As at June 30, 2014, the Company fair valued the debentures and interest owing at \$2,871,435 and the common share warrants at \$990,000.

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### *Investments in Private Entities – 2014 Realizations*

#### **Digital Payment Technologies Corp.**

On January 31, 2014, the Company, together with the other shareholders of DPT, completed the sale of their interests in DPT to a third party pursuant to a court approved plan of arrangement resulting in a payment to C.A. Bancorp of \$9,419,450 in respect of contractual amounts that were owing under the debenture and term promissory note including related fees and interest. The Company also received \$5,837,515 as consideration for its common and preferred share warrants. At the end of the second quarter, funds remained in escrow until July 31, 2013 in an estimated amount of \$585,585. An amount of \$661,209 representing funds held in escrow was received by the Company in August 2014. The Company recognized a gain on the sale of its interests in the DPT warrants of \$218,198 and a foreign exchange gain of \$242,704 in the three months ended March 31, 2014. These amounts increase the accumulated realized gains on the sale of DPT to \$5,174,000.

For a complete summary of Company's original investment in DPT, please refer to the Company's 2013 MD&A available under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

*The following is a summary of the Company's investments in marketable securities.*

### *Investments in Marketable Securities – Current Portfolio*

The Company was invested in and disposed of a number of toe-hold positions in marketable securities during the first quarter of 2014. At June 30, 2014, the Company has no investments in marketable securities (December 31, 2013 - \$537,116, January 1, 2013 - \$Nil).

### *Investment in Marketable Securities – 2014 Realizations*

During the six months ended June 30, 2014, the Company sold the balance of its holdings in marketable securities for proceeds of \$569,548 and a realized gain of \$84,929.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### FINANCIAL REVIEW

The following is a summary of (a) the Company's condensed financial statements for the three and six months ended June 30, 2014 and 2013 and (b) the Company's financial position as at June 30, 2014 compared to December 31, 2013 and January 1, 2013.

<b>Results from Operations for Three Months Ended</b>	<b>June 30, 2014</b>	<b>June 30, 2013</b>
Total revenues	\$ 134,305	\$ 462,586
Net results of investments	-	231,414
Expenses	(169,588)	(241,203)
Taxes and non-controlling interest	-	-
<b>Net earnings/(loss)</b>	<b>\$ (35,283)</b>	<b>\$ 452,797</b>
<b>Earnings Per Share (EPS)</b>		
<b>Earnings /(loss) per share</b>	<b>\$ (0.01)</b>	<b>\$ 0.04</b>

<b>Results from Operations for Six Months Ended</b>	<b>June 30, 2014</b>	<b>June 30, 2013</b>
Total revenues	\$ 397,134	\$ 905,081
Net results of investments	493,334	327,006
Expenses	(539,104)	(1,125,011)
Taxes and non-controlling interest	-	-
<b>Net earnings/(loss)</b>	<b>\$ 351,364</b>	<b>\$ 107,076</b>
<b>Earnings Per Share (EPS)</b>		
<b>Earnings /(loss) per share</b>	<b>\$ 0.04</b>	<b>\$ 0.01</b>

<b>Financial Position as at</b>	<b>June 30, 2014</b>	<b>December 31, 2013</b>	<b>January 1, 2013</b>
Cash and cash equivalents	\$ 17,027,669	\$ 25,796,708	\$ 25,126,375
Total assets	21,425,260	45,456,915	41,944,996
Shareholders' equity	21,300,590	45,327,681	41,107,845
Number of shares outstanding	5,304,007	12,269,280	12,269,280
<b>Per Share</b>			
Net book value per share <sup>1</sup>	\$ 4.02	\$ 3.69	\$ 3.35
Closing market price	\$ 2.91	\$ 3.20	\$ 3.10
Market price discount to net book value	27.6%	13.3%	7.5%

<sup>1</sup> Net book value per share is a non-IFRS financial measure and is calculated as total shareholders' equity under IFRS divided by the number of common shares outstanding at period-end. See the cautionary statement regarding use of Non-IFRS financial measures on page 4 of this MD&A.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### *Results of Operations Highlights*

The Company's operating results reflect (i) revenue recognized primarily from the income generated from the Company's investment in private entities; (ii) changes in the value of the Company's assets; and (iii) the expenses required to deploy and manage the Company's invested capital.

### Three months ended

<b>June 30, 2014</b>	<b>June 30, 2013</b>
<b>Revenue \$134,305:</b> \$134,305 from interest and investment income.	<b>Revenue \$462,586:</b> \$409,015 from interest and investment income. \$53,571 of fee income
<i>Changes quarter-over-quarter of prior year: The Company's interest and investment income has declined compared to the prior period as its investment in DPT was sold on January 31, 2014.</i>	
<b>Net results of investments representing gains of - nil</b>	<b>Net results of investments representing gains of \$231,414</b> primarily as a result of realized and unrealized gains on marketable securities for investments made after March 7, 2013.
<b>Expenses \$169,588</b> including: \$37,864 in general and administrative, \$36,276 in directors' fees and \$29,541 in consulting fees.	<b>Expenses \$241,203</b> consisting of: \$52,000 in employee expenses and \$189,203 in general and administration and other corporate expenses.
<b>Net loss of \$(35,283) or \$(0.01) per share</b> on a basic and fully diluted basis.	<b>Net earnings of \$452,797 or \$0.04 per share</b> on a basic and fully diluted basis.

### Six months ended

<b>June 30, 2014</b>	<b>June 30, 2013</b>
<b>Revenue \$397,134:</b> \$397,134 from interest and investment income.	<b>Revenue \$905,084:</b> \$797,283 from interest and investment income.
<i>Changes year-to-date over prior year: The Company's interest and investment income has declined compared to the prior period as its investment in DPT was sold on January 31, 2014</i>	
<b>Net results of investments representing a gain of \$493,334</b> consisting primarily of a \$218,198 increase in the value of the DPT warrants and a \$242,704 foreign exchange gain on the DPT warrants.	<b>Net results of investments representing a gain of \$327,006</b> as a result of realized and unrealized gains on marketable securities for investments made after March 7, 2013.
<b>Expenses of \$539,104</b> consisting primarily of legal fees of \$167,552, consulting fees of \$112,279, directors' fees of \$70,028 and management fees of \$44,148 to CDJ.	<b>Expenses of \$1,125,011</b> consisting primarily of \$621,562 of costs related to the change in control of the Company, including a \$300,000 termination payment to a company controlled by the former CEO and a \$250,000 expense reimbursement to CDJ. Professional fees were \$200,000. Directors' fees of \$90,000 were paid to the former Board prior to March 8, 2013.
<b>Net earnings of \$351,364 or \$0.04 per share</b> on a basic and fully diluted basis.	<b>Net earnings of \$107,076 or \$0.01 per share</b> on a basic and fully diluted basis.
<i>Changes year-to-date over prior year: Increase in earnings from YTD '13 to YTD '14 arises from the \$460,902 increase in value of the DPT warrants in 2014 and the \$621,562 cost in 2013 of the abandoned Realization Strategy (as defined in the Company's continuous disclosure documents), partially offset by \$400,146 of lower interest and investment income in 2014.</i>	

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### *Balance Sheet Highlights*

As at June 30, 2014, the Company's assets consist primarily of cash and an investment in Salbro. The Company's investments in private entities generated virtually all of the Company's revenues during 2013 and a significant amount in 2014 and were made with the objective of generating income and capital gains over the investment period. As at June 30, 2014, the Company had working capital of \$17,439,155 on its balance sheet for commitments and general working capital purposes. The Company has committed to invest USD\$12 million, approximately \$13.1 million subject to currency fluctuations, pursuant to the Subscription Agreement as described above under "Material Events in 2014".

June 30, 2014	December 31, 2013	January 1, 2013
<b>Total assets</b> of \$21,425,260	<b>Total assets</b> of \$45,456,915	<b>Total assets</b> of \$41,944,996
<i>Changes: The decrease in total assets compared to December 31, 2013 and January 1, 2013 is the result of the completion of the substantial issuer bid in April 2014 where the Company repurchased shares for aggregate consideration of \$24,378,455.</i>		
<b>Total shareholders' equity</b> of \$21,300,590	<b>Total shareholders' equity</b> of \$45,327,681	<b>Total shareholders' equity</b> of \$41,107,845
<i>Changes: The decrease in total assets compared to December 31, 2013 and January 1, 2013 is the result of the completion of the substantial issuer bid in April 2014 where the Company repurchased shares for aggregate consideration of \$24,378,455.</i>		

The Company had no debt during the periods noted in the table above.

### *Fair Value Analysis*

The following is a breakdown of the fair value of each of the Company's assets and liabilities and associated value per share as at June 30, 2014.

Asset/(Liability)	Fair value	June 30, 2014 Value per share
<b>Liquid Net Assets (Working Capital)</b>		
Cash and cash equivalents	17,027,669	\$ 3.21
Accounts receivable and other assets	536,156	0.10
Accounts payable and accrued liabilities	(124,670)	(0.02)
<b>Working Capital</b>	<b>17,439,155</b>	<b>3.29</b>
<b>Investments in Private Entities</b>		
Salbro (debentures & accrued interest)	2,871,435	0.54
Salbro (warrants)	990,000	0.19
	<b>3,861,435</b>	<b>0.73</b>
<b>GRAND TOTAL<sup>1,2</sup></b>	<b>21,300,590</b>	<b>\$ 4.02</b>

## RESULTS OF OPERATIONS FOR THE THREE MONTHS ENDED JUNE 30, 2014

The following is an analysis of the Company's results of operations for the three months ended June 30, 2014 and 2013 based on an IFRS basis of presentation. This analysis should be read in conjunction with the condensed interim financial statements for the three months ended June 30, 2014 and the accompanying notes thereto.

<sup>1</sup> Grand total equals the Company's shareholders' equity under IFRS.

<sup>2</sup> Excludes the Company's tax loss carryforwards of \$18.0 million expected to be available to offset future taxable income.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### *Revenues*

	Three months ended June 30		
	2014	2013	Inc / (Dec)
Interest and investment income	\$ 134,305	\$ 409,015	\$ (274,710)
Fee income	-	53,571	(53,571)
<b>Total</b>	<b>\$ 134,305</b>	<b>\$ 462,586</b>	<b>\$ (328,281)</b>

Revenues decreased for the three months ended June 30, 2014 compared to the prior year's quarter as the investment in DPT was sold on January 31, 2014 and accordingly, no interest income from DPT was earned during the second quarter of 2014 compared to income of \$246,391 in the same quarter of 2013. There was no fee income earned from DPT in 2014.

### *Net Results of Investments*

	Three months ended June 30		
	2014	2013	Inc / (Dec)
Gain on sale of marketable securities	-	106,839	(106,839)
Change in unrealized gain on marketable securities	-	124,575	(124,575)
<b>Total</b>	<b>\$ -</b>	<b>\$ 231,414</b>	<b>\$ (231,414)</b>

In 2013, realized and unrealized gains on marketable securities were the only source of gains from investments.

### *Expenses and Income Taxes*

	Three months ended June 30		
	2014	2013	Inc / (Dec)
Management fees	\$ 21,874	\$ 20,000	\$ 1,874
Audit & tax fees	14,250	7,500	6,750
Legal fees	27,701	57,924	(30,223)
Corporate and operating	2,082	18,412	(16,330)
Consulting fees	29,541	30,840	(1,299)
Directors fees	36,276	32,000	4,276
General & administrative	37,864	18,746	19,118
Cost of abandoned Realization Strategy and change of control (see page 16)	-	55,781	(55,781)
<b>Operating expenses</b>	<b>169,588</b>	<b>241,203</b>	<b>(71,615)</b>
Provision for income taxes	-	-	-
<b>Total</b>	<b>\$ 169,588</b>	<b>\$ 241,203</b>	<b>\$ (71,615)</b>

## MANAGEMENT'S DISCUSSION AND ANALYSIS

The Company's operating expenses for the three months ended June 30, 2014 declined significantly from the same period in the prior year due to costs of \$55,781 incurred in 2013 associated with the Realization Strategy and the change of control.

### RESULTS OF OPERATIONS FOR THE SIX MONTHS ENDED JUNE 30, 2014

*The following is an analysis of the Company's results of operations for the six months ended June 30, 2014 and 2013 based on an IFRS basis of presentation. This analysis should be read in conjunction with the condensed interim financial statements for the six months ended June 30, 2014 and the accompanying notes thereto.*

#### *Revenues*

	Six months ended June 30		
	2014	2013	Inc / (Dec)
Interest and investment income	\$ 397,134	\$ 797,280	\$ (400,146)
Fee income	-	107,801	(107,801)
<b>Total</b>	<b>\$ 397,134</b>	<b>\$ 905,081</b>	<b>\$ (507,947)</b>

Revenues decreased for the six months ended June 30, 2014 compared to the six months ended June 30, 2013 as the investment in DPT was sold on January 31, 2014. Accordingly, interest income from DPT of \$90,310 was earned in January 2014 compared with \$487,353 in the first six months of 2013. There was no fee income earned from DPT in 2014.

#### *Net Results of Investments*

	Six months ended June 30		
	2014	2013	Inc / (Dec)
Gain on sale of marketable securities	84,929	130,521	(45,592)
Change in unrealized gain on marketable securities	(52,497)	196,485	(248,982)
Realized gain on sale of investments in private entities	4,930,917	-	4,930,917
Change in unrealized gain on investments in private entities	(4,712,719)	-	(4,712,719)
Realized foreign exchange gain	242,704	-	242,704
<b>Total</b>	<b>\$ 493,334</b>	<b>\$ 327,006</b>	<b>\$ 166,328</b>

Net results of investments increased by \$166,328 in 2014 compared with 2013 primarily due to a \$218,198 increase in the value of the DPT warrants and a \$242,704 foreign exchange gain on the DPT warrants offset by a \$294,574 decrease in realized and unrealized gains on marketable securities.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### *Expenses and Income Taxes*

	Six months ended June 30		
	2014	2013	Inc / (Dec)
Management fees	\$ 44,148	\$ 20,000	\$ 24,148
Audit & tax fees	43,832	19,055	24,777
Legal fees	167,552	69,457	98,095
Corporate and operating	51,181	34,130	17,051
Employee & administrative services fees	-	40,960	(40,960)
Consulting fees	112,279	76,146	36,133
Directors fees	70,028	162,000	(91,972)
General & administrative	50,084	81,701	(31,617)
Cost of abandoned Realization Strategy and change of control (see below)	-	621,562	(621,562)
<b>Operating expenses</b>	<b>539,104</b>	1,125,011	(585,907)
Provision for income taxes	-	-	-
<b>Total</b>	<b>\$ 539,104</b>	\$ 1,125,011	\$ (585,907)

The Company's operating expenses for the six months ended June 30, 2014 declined significantly from the same period in the prior year due to costs of \$621,562 incurred in 2013 associated with the Realization Strategy and the change of control. Partially offsetting that cost reduction was an increase in legal fees of \$98,095 due to the substantial issuer bid, asset disposition activities and the proposed insurance joint venture. Consulting fees also increased year over year due to services provided in connection with the proposed joint venture discussed above in the **2014 Review and Outlook "Monarch National Holding Company"**.

### **SECOND QUARTER 2014 RESULTS COMPARED WITH FIRST QUARTER 2014 RESULTS**

For the three months ended June 30, 2014, the Company recognized revenue of \$134,305 compared to \$262,829 for the quarter ended March 31, 2014. The reduction is primarily attributable to the \$90,310 of DPT interest income in the first quarter compared with no interest income from DPT in the second quarter. The Company had a net gain on investments of nil in the second quarter of 2014 compared to \$493,334 in the first quarter of 2014. The net realized gain in the first quarter of 2014 arose primarily from the sale of the Company's investment in DPT in January 2014. Expenses were \$169,588 in the second quarter compared with \$369,516 in the first quarter of 2014. The Company recorded a net loss of \$35,283 in the second quarter of 2014 compared to net earnings of \$386,647 for the three months ended March 31, 2014.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### SUMMARY OF QUARTERLY RESULTS

The following is a summary of the Company's financial results for the last eight quarters.

	2014		2013				2012	
	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3
Revenue	134,305	262,829	478,237	464,953	462,587	442,497	440,872	402,000
Net results of investments	-	493,334	1,978,316	1,767,440	231,414	95,592	-	-
Expenses	(169,588)	(369,516)	(147,484)	(163,132)	(240,632)	(884,382)	(395,574)	(402,000)
Tax provision	-	-	-	-	-	-	-	-
Net earnings (loss) under IFRS	(35,283)	386,647	2,309,069	2,069,261	453,369	(346,293)	45,298	-
Add back: One-time expenses [1]	-	-	-	-	-	-	(134,900)	-
Net earnings (loss) adjusted for one-time expenses	(35,283)	386,647	2,309,069	2,069,261	453,369	(346,293)	(89,602)	-
Weighted avg. # of shares								
Basic and Diluted	6,528,670	12,269,280	12,269,280	12,269,280	12,269,280	12,269,280	12,269,280	12,269,280
Net earnings (loss) per share under IFRS	(0.01)	0.03	0.19	0.17	0.04	(0.03)	0.00	0.00
Net earnings (loss) adjusted for one-time expenses per share	(0.01)	0.03	0.19	0.17	0.04	(0.03)	(0.01)	0.00
Net book value [2]	21,300,590	45,715,000	45,327,681	43,284,000	41,214,000	40,762,000	41,107,845	41,063,000
Common shares o/s	5,304,007	12,269,280	12,269,280	12,269,280	12,269,280	12,269,280	12,269,280	12,269,280
Net book value per share [3]	4.02	3.73	3.69	3.53	3.36	3.32	3.35	3.35
Total assets	21,425,260	45,977,000	45,456,915	43,464,003	41,499,679	41,268,419	41,944,996	42,223,038

After steadily increasing quarterly revenues in 2012 and 2013, revenues declined in the first and second quarters of 2014 as a result of the sale of DPT in January 2014. Expenses declined in 2013 compared to 2012 subsequent to the change of control in March 2013. In the first quarter of 2014, legal costs increased due to the Substantial Issuer Bid, asset dispositions and services provided in connection with the proposed Monarch joint venture.

<sup>1</sup> One-time expenses relate to adjustments made to the realization strategy accrual.

<sup>2</sup> Net book value per share is a non-IFRS financial measure calculated by dividing net book value (shareholders' equity under IFRS) by the number of shares outstanding at the period-end. See cautionary statement regarding the use of Non-IFRS financial measures on page 4 of the MD&A.

<sup>3</sup> *Ibid.*

Net results of investments vary on a quarter-to-quarter basis due to realized gains or losses on investments and also to unrealized gains or losses on investments being measured at fair value on the balance sheet (See "Net Results of Investments" above).

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### LIQUIDITY, CAPITAL RESOURCES AND OFF-BALANCE SHEET ARRANGEMENTS

The following is an analysis of the liquidity, capital resources and off-balance sheet arrangements of the Company and should be read in conjunction with the condensed interim financial statements for the three and six months ended June 30, 2014 and the corresponding notes thereto.

#### *Liquidity*

The Company had liquid net assets of \$17,439,155 at June 30, 2014 (December 31, 2013 - \$26,466,906; January 1, 2013 - \$24,801,545). The Company's cash and cash equivalents consist of deposits with a Canadian chartered bank.

The Company calculates its liquid net assets as follows:

<b>Liquid Net Assets (Working Capital)</b>	<b>June 30, 2014</b>	<b>December 31, 2013</b>	<b>January 01, 2013</b>
Cash and cash equivalents	\$ 17,027,669	\$ 25,796,708	\$ 25,126,375
Marketable securities	-	537,116	-
Accounts receivable and other assets	536,156	262,316	199,170
Accounts payable and accrued liabilities	(124,670)	(129,234)	(524,000)
<b>Working capital</b>	<b>\$ 17,439,155</b>	<b>\$ 26,466,906</b>	<b>\$ 24,801,545</b>
<b>Total per share</b>	<b>\$ 3.29</b>	<b>\$ 2.16</b>	<b>\$ 2.02</b>

The Company has committed USD\$12 million to the Monarch joint venture. The Company believes it has sufficient working capital to support the Company's current and proposed operations which include hiring additional personnel to execute on the joint venture and related growth activities. The Company believes it has sufficient resources to make these staffing commitments. Successful implementation of future planned growth activities may necessitate the Company raising new capital.

#### *Capital Resources*

At June 30, 2014, the Company had no long-term debt, capital lease obligations or other long-term obligations.

#### *Share Capital and Options Outstanding*

As at June 30, 2014, 5,304,007 (December 31, 2013 - 12,269,280; January 1, 2013 - 12,269,280) Shares were outstanding with the Company reporting a net book value of \$21,300,590 (December 31, 2013 - \$45,327,681; January 1, 2013 - \$41,107,845). Effective April 21, 2014, the Company completed the purchase and cancellation of 6,965,273 Shares pursuant to its Substantial Issuer Bid. At June 30, 2014, the Company has 5,304,007 Shares issued and outstanding and a net book value of \$21,300,590.

The Company announced on September 9, 2013 that the Toronto Stock Exchange had approved its notice of intention to make a normal course issuer bid for up to 613,000 of its shares. No shares were purchased during 2014 under this program.

The Company has no options or option plans outstanding. At the Company's annual and special meeting on June 23, 2014, shareholders approved the adoption by the Company of a Deferred Share Unit Plan including approval of a maximum of 530,400 common shares of the Company.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### *Off-Balance Sheet Arrangements*

The Company currently has no off-balance sheet arrangements.

### PROPOSED TRANSACTION

#### *Joint Venture*

The Company has executed a Subscription Agreement for a joint venture. See *Monarch National Insurance Company* discussed above in the **2014 Review and Outlook**.

### TRANSACTIONS WITH RELATED PARTIES

#### *Management Agreement with CDJ Global Catalyst LLC*

In March 2013, the Company entered into an agreement with CDJ, which on behalf of accounts over which it exercises discretion and control, represents a majority of the shareholders of the Company, that CDJ would provide the Company with management and administration services (the "Management Agreement"). The Management Agreement was for an initial one year term and thereafter will automatically renew for additional one year terms unless otherwise terminated. The Management Agreement can be terminated with 180 days prior written notice by either party subject to payment to CDJ, in certain circumstances, of a termination fee based on a reasonable estimate of the management fee that would have been payable for the nine months following termination. For the six months ended June 30, 2014, the fee charged to the Company was USD\$40,000 (2013 - USD\$20,000). A copy of the Management Agreement is available under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

For a summary of prior related party transactions that occurred in 2013, please see the Company's 2013 Annual MD&A available under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

### CHANGES IN ACCOUNTING POLICIES AND CRITICAL ACCOUNTING ESTIMATES

The Company's condensed interim financial statements have been prepared in accordance with IFRS.

#### *Changes in Accounting Policies*

The Canadian Accounting Standards Board (AcSB) confirmed that the use of International Financial Reporting Standards (IFRS) is required for investment companies, as defined in and applying IFRS 10 – Consolidated Financial Statements for annual periods beginning on or after January 1, 2014. As the Company determined that it is an investment company as defined in IFRS 10, the Company adopted IFRS in the preparation of its condensed interim financial statements effective January 1, 2014 and for the three and six months ended June 30, 2014.

#### *Changes in Basis of Accounting*

On this basis, the Company's changeover plan to IFRS was implemented with a transition date of January 1, 2013 for the year beginning on January 1, 2014. For a summary of the Company's transition to IFRS, please see the section "Transition to International Financial Reporting Standards" below.

On this basis, the Company adopted IFRS for its fiscal year beginning January 1, 2014 and will issue its first annual financial statements in accordance with IFRS, including IFRS compliant comparative information, for the year ending December 31, 2014. The Company developed an IFRS changeover plan, which addressed key elements of the conversion to IFRS and identified any differences between IFRS and Canadian GAAP. Elements of the plan included project structure and governance, resources and training, analysis of key disclosure differences, and an assessment of accounting policies and potential exemptions.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

In preparing the IFRS financial statements, the Company determined no adjustments were required to amounts previously reported in the financial statements previously prepared in accordance with Canadian GAAP as those policies are consistent with IFRS policies. There is no impact on the Company's financial position, net income or cash flows as a result of adopting IFRS. IFRS has affected the overall presentation of the financial statements and resulted in additional disclosure in the accompanying notes to the financial statements.

### *Critical Accounting Estimates*

In the application of the Company's accounting policies, management is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily available from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

#### **(a) Critical judgments in applying accounting policies**

The following are the critical judgments, apart from those involving estimations (see below), that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognized in the financial statements.

##### **Functional currency**

The currency of the primary economic environment in which the Company operates is the Canadian dollar (CAD) as this is the currency which has at the periods reported represented the economic effects of underlying transactions, events and conditions. Furthermore, the CAD is the currency in which the Company measures its performance and also issues and redeems its Shares.

#### **(b) Key sources of estimation uncertainty**

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the statements of financial position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

##### **Fair value of securities not quoted in an active market and over-the-counter derivative instruments.**

Management uses its judgment in selecting an appropriate valuation technique for financial instruments that are not quoted in an active market. Valuation techniques commonly used by market practitioners are applied. For derivative financial instruments, assumptions are made based on quoted market rates adjusted for specific features of the instrument. Other financial instruments are valued using a discounted cash flow analysis based on assumptions supported, where possible, by observable market prices or rates. The estimation of fair value of unlisted shares includes some assumptions not supported by observable market prices or rates.

The Company's critical accounting estimates are primarily limited to valuing its investments. The valuation methods and the techniques it employs in valuing its investments and the assumptions used are described below.

##### **(i) Salbro Bottle Group ("Salbro")**

The fair market value of Salbro was determined on a going concern basis under an income approach because

## MANAGEMENT'S DISCUSSION AND ANALYSIS

a hypothetical purchaser would acquire Salbro on the expectation of future earnings and cash flows. Specifically, the Company selected the capitalized cash flow method as the primary valuation methodology given that Salbro is a mature business and is expected to continue to operate as a going concern and historical EBITDA is a good approximation of expected profitability going forward.

The capitalized cash flow method generally involves the estimation of future maintainable operating pre-debt cash flows which are then capitalized using a capitalization rate based on a weighted average cost of capital ("WACC"). It is a present value calculation of the future operating cash flow expectations. The enterprise value is then reduced for any debt outstanding.

The carrying amount of the Salbro investment at June 30, 2014 is \$3,861,435 (December 31, 2013 - \$3,695,022; January 1, 2013 - \$2,410,569).

### (ii) DPT

As at December 31, 2013, the Company was in the process of exiting from its investment in DPT. The purchase price for such exit had been established and the final form of the consideration to be provided was in the process of being negotiated between the parties (vendor and purchaser) as at the year-end date. The plan of arrangement transaction was completed on January 31, 2014 and substantially all of the proceeds were receivable then.

The basis used for determining the fair market value of DPT was the consideration received from the disposal of the Company's investment in DPT. Given the proximity of the aforementioned dates and a review of the arrangement agreement, management assumed that the proceeds derived from the transaction represented fair market value as at the year-end, after adjusting for interest earned and a foreign exchange gain in January 2014.

As at June 30, 2014, the only proceeds remaining to be received were \$661,209 from an amount held in escrow pending any claims by the purchaser for certain representations and warranties made by DPT in accordance with the terms of the arrangement and escrow agreements.

Estimates and assumptions are also used in accounts payable and accrued liabilities and the calculation of taxes. Actual results could differ from these estimates.

## FACTORS THAT MAY AFFECT FUTURE RESULTS

Future results of the Company will depend on the strategies it implements from time to time including the Company's ability to execute on the joint venture which is subject to a number of risks including execution risk such as the ability to source and retain appropriate personnel, and regulatory and other approvals.

The Company continues to seek investment opportunities meeting the criteria set out elsewhere in this MD&A including under **2014 Review and Outlook** and **Proposed Transaction** above. There can be no guarantee that the transaction described herein will be successfully executed and, if executed, yield satisfactory risk-adjusted returns.

While seeking new investment opportunities, the Company's revenues will be constrained until investment capital is fully deployed.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### CONTROLS AND PROCEDURES

#### *Disclosure Controls and Procedures*

The Company's controls and procedures are designed to provide reasonable assurance that information required to be disclosed by the Company is recorded, processed, summarized and reported within the time periods specified under securities laws and include controls and procedures that are designed to ensure that information is accumulated and communicated to management including the Chief Executive Officer and Chief Financial Officer (collectively, the Certifying Officers) to allow timely decisions regarding disclosure. As at June 30, 2014 the Certifying Officers evaluated the effectiveness of the Company's disclosure controls and procedures as defined under National Instrument 52-109 – *Certification of Disclosure in Issuer's Annual and Interim Filings*. Based on that evaluation, the Certifying Officers concluded that the Company's disclosure controls and procedures were appropriately designed as at June 30, 2014.

Consistent with the concept of reasonable assurance, the Company recognizes that the relative cost of maintaining these controls should not exceed their expected benefits. As such, the Company's disclosure controls and procedures can only provide reasonable, and not absolute, assurance that the objectives of such controls and procedures are met.

#### *Internal Controls over Financial Reporting*

The Company's internal controls over financial reporting are a process designed under the supervision of the Certifying Officers to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with IFRS. However, because of its inherent limitations, internal controls over financial reporting may not prevent or detect misstatements on a timely basis. The Certifying Officers evaluated the effectiveness of the Company's internal controls over financial reporting as at June 30, 2014, based on the framework and criteria established in the Internal Control – Integrated Framework issued by COSO. Based on that evaluation, the Certifying Officers concluded that the Company's internal control over financial reporting was appropriately designed as at June 30, 2014. There were no material weaknesses that have been identified by the Certifying Officers as at June 30, 2014. There have been no changes during the period ended June 30, 2014 in the Company's internal controls over financial reporting that have materially affected, or are reasonable likely to materially affect, the Company's internal controls over financial reporting.

Consistent with the concept of reasonable assurance, the Company recognizes that the relative cost of maintaining these controls should not exceed their expected benefits. As such, the Company's internal controls over financial reporting can only provide reasonable, and not absolute, assurance that the objectives of such controls are met.

### RISK MANAGEMENT

The Company's business is affected by a number of economic factors, including changing economic environments, capital markets and interest rates. As a result, the Company faces various risk factors, inherent in its normal business activities. These risk factors and the management thereof are described below.

The Company attempts to manage the risks associated with its business and investment portfolio through planning, significant due diligence of investment opportunities and active involvement in and monitoring of its investments.

Investments in private entities are less liquid than public securities as there is no readily available market to sell an investment. There is a possibility that when an investment is to be sold, the price received may not be equal to its intrinsic value or its fair value for financial reporting purposes.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

The Company is exposed to a number of risks due to the nature of its activities. These risks include market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The Company's objective in managing these risks is the protection and enhancement of shareholder value.

The Company's risk management policies are approved by the Board of Directors and seek to minimize the potential adverse effects of these risks on the Company's financial performance. The risk management process is an ongoing process of identification, measurement, monitoring and controlling risk.

### **(i) Risk management structure**

The Board of Directors is ultimately responsible for the overall risk management within the Company but has delegated the responsibility for identifying and controlling risks to CDJ, the Company's Manager.

### **(ii) Risk measurement and reporting system**

The Company uses different methods to measure and manage the various types of risk to which it is exposed; these methods are explained below.

### **(iii) Risk mitigation**

The Company's Annual Information Form details its investment policy and guidelines that encompasses its overall investment strategy, its tolerance for risk and its general risk management philosophy.

The Company does not use derivatives and other instruments for trading purposes or for risk management.

### **(iv) Excessive risk concentration**

A concentration of risk exists where: (i) positions in financial instruments are affected by changes in the same risk factor or group of correlated factors; and (ii) the exposure could, in the event of large but plausible adverse developments, result in significant losses.

Concentrations of liquidity risk may arise from the repayment terms of financial liabilities, sources of borrowing facilities or reliance on a particular market in which to realize liquid assets. Concentrations of foreign exchange risk may arise if the Company has a significant net open position in a single foreign currency, or aggregate net open positions in several currencies that tend to move together. Concentrations of counterparty risk may arise when a number of financial instruments or contracts are contracted with the same counterparty, or where a number of counterparties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions.

In order to avoid excessive concentration of risk, the Company's investment policies and risk management procedures include specific guidelines to ensure the maintenance of a diversified portfolio. The Investment Manager is mandated within prescribed limits to reduce exposure.

#### **a) Liquidity risk**

Liquidity risk is the risk that the Company may not be able to generate sufficient cash resources to settle its obligations in full as they fall due or can only do so on terms that are materially disadvantageous.

The Company has made investments in private entities which do not typically have an active market. Private investment transactions can be highly structured and the Company takes measures, where possible, to create defined liquidity events and as part of its strategy, the Company has sought to create or accelerate such liquidity events. However, such liquidity events are rarely expected in the first two or three years of making

## MANAGEMENT'S DISCUSSION AND ANALYSIS

an investment and may not be realized as expected. The Company has historically sought to obtain regular cash flow from these investments through interest payments and/or management fees.

The Company funds itself with operating cash flows and return of capital and capital gains from its investments. Operating cash flows have historically been sufficient to cover normal operating expenses. The Company's liabilities are expected to be realized in the next 12 months.

### **b) Interest rate sensitivity**

As at and during the six months ended June 30, 2014, the Company did not have any significant exposure to interest rate risk as the Company intends to hold its debt instruments to maturity, and therefore, would not be impacted by changes in interest rates. Currently, the Company has significant investments in cash and cash equivalents. Therefore interest rates will affect income derived from these investments.

### **c) Credit Risk**

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company.

At reporting date, financial assets exposed to credit risk include debt instruments and derivatives. The Company has adopted a policy of dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Company's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread among approved counterparties.

All purchases and sales of listed securities are settled/paid for upon delivery using approved brokers. The delivery of securities sold is only made once payment has been received by the broker and payment is made on a purchase only after the securities have been received by the broker. The trade will fail if either party fails to meet its obligation.

The credit risk on cash transactions and transactions involving derivative financial instruments is mitigated by transacting with counterparties that are regulated entities subject to prudential supervision, or with high credit-ratings assigned by international credit-rating agencies.

As at June 30, 2014, December 31, 2013 and January 1, 2013, none of these financial assets was either impaired or past due but not impaired. The Company does not hold any collateral as security.

The Company's maximum exposure to credit risk arising from private equity investments is equal to the fair value of those investments. The Company also has credit exposure related to overnight deposits placed with its Canadian chartered bank of \$17,027,669 as at June 30, 2014 (December 31, 2013 – \$20,759,164; January 1, 2013 – \$25,126,375). The bank has a senior debt rating of AA- from DBRS.

### **d) Foreign Exchange Risk**

The Company does not have significant exposure to foreign exchange risk; however, its investee companies may have exposure to sudden changes in foreign exchange rates.

### **e) Concentration Risk**

The Company participates in a limited number of investments and, as a consequence, the Company's financial results may be substantially adversely affected by the unfavorable performance of a single investment. The Company has committed a substantial portion of its available resources to a single investment in Monarch.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### ***Market Risk - Direct***

Market risk includes exposure to fluctuations in the market value of the Company's investments, currency rates and interest rates.

The Company currently has no direct exposure to market risk since the Company held no publicly traded investments as at June 30, 2014.

### ***Market Risk - Indirect***

The Company's one remaining private investment does not trade in an active marketplace and therefore values are not directly observable by market prices. Investments classified as "held-for-trading" are carried at fair values. Fair values are estimated based on financial figures (actual or forecast) obtained directly from the investee companies and market multiples (e.g. Revenues or EBITDA multiples) which are not directly observable but which can be estimated by considering public company multiples for companies in the same or similar businesses and, where information is known and believed to be reliable, multiples at which recent transactions in the industry occurred; and multiples at which the Company invested in the private entity, or for follow-on investments or financings. The resulting multiple is adjusted, if necessary, to take into account differences between the investee company and those the Company selected for comparisons and factors include public versus private company, company size, same versus similar business, as well as with respect to the sustainability of the investee company's financial performance and current economic environment.

Therefore, to the extent that fluctuations occur in stock markets (market risk), those fluctuations could indirectly influence multiples used by the Company in valuing its investments in private entities.

The Company's portfolio of investments in private entities is comprised of one company in one industry as at the date hereof. The investment is carried at an aggregate fair value of \$3,861,425 which represents 18.0% of the Company's assets. The Company believes the debt profile of the investee company to be, at a moderately high level and encourages and influences the company to remain prudent with debt levels. Keeping prudent levels of debt is a method of managing the risk on the overall portfolio.

### **Joint Venture Risks**

There can be no assurance that such joint venture will be completed or if completed that it will be successful.

The joint venture involves substantial risk. There may be regulatory and other hurdles to structuring and completing the proposed joint venture. If completed, the joint venture may not be structured as described and the role of the Company may be changed. In addition, the joint venture will depend on the management and operational expertise of the joint venture partners that is not under the Company's direct control, and disputes may arise between the Company and the joint venture partners that may adversely affect the success of the joint venture.

The joint venture may require additional capital subsequent to its initial capitalization. To the extent the joint venture's is unable to fund its operating requirements or cover claims losses, the joint venture may need to raise additional funds through debt or equity financings that may be dilutive to the Company's share in the joint venture, or the joint venture may need to curtail its growth and reduce its assets. The joint venture's additional capital needs will depend on the joint venture's actual claims experience, especially for catastrophic events. If the joint venture cannot obtain adequate capital to the extent required on favorable terms or at all, the joint venture's business, financial condition and results of operations could be adversely affected.

For general factors affecting the Company see the section entitled "Risk Factors" found in the Company's most recent AIF filed under the Company's SEDAR profile at [www.sedar.com](http://www.sedar.com).

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### CORPORATE INFORMATION

#### C.A. BANCORP INC.

##### Board of Directors:

Robert Wolf, Chairman of the Board

Bradd Gold<sup>1</sup>

Gaetano Muzio<sup>1</sup>

J. Roy Pottle<sup>1</sup>

<sup>1</sup> Audit Committee member

##### Officers:

Colin King, Chief Executive Officer

Paul Van Damme, Chief Financial Officer

Helen Martin, Corporate Secretary

**Manager:** CDJ Global Catalyst LLC

**Auditors:** Deloitte LLP, Toronto, Ontario

**Transfer Agent:** Computershare Investor Services Inc., Calgary, Alberta

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