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## **Management's Discussion and Analysis of Results of Operations and Financial Condition For the Three Months Ended December 31, 2014**

This Management's Discussion and Analysis of Results of Operations and Financial Condition ("MD&A") of Bluedrop Performance Learning Inc. ("Bluedrop" or "the Company") provides the reader with a view and analysis, from the perspective of management, of Bluedrop's financial results for the three months ended December 31, 2014 and should be read in conjunction with the Company's Condensed Consolidated Interim Financial Statements and notes thereto for the three months ended December 31, 2014. All financial information has been prepared in accordance with International Financial Reporting Standards. All monetary amounts are stated in Canadian dollars. References to years are to the fiscal years ended September 30<sup>th</sup> unless otherwise noted. This MD&A has been prepared as of March 2, 2015.

The information contained in this MD&A represents only a portion of current information available on Bluedrop. Readers are encouraged to read this document together with prior annual and quarterly reports, news releases and corporate presentations which are available by visiting the Company's website at [www.bluedrop.com](http://www.bluedrop.com). Additional information regarding the Company, including all continuous disclosure documents, can be obtained on SEDAR at [www.sedar.com](http://www.sedar.com). If you require a hard copy of any of these documents please call the main office number (709)739-9000.

### **Caution Regarding Forward-Looking Information**

*This MD&A contains certain forward-looking statements which may be based on forecasts of future results and estimates of amounts not yet determinable. These statements may involve, but are not limited to, comments relating to strategies, expectations, planned operations or future actions. Forward-looking statements are identified by the use of terms and phrases such as "anticipate", "believe", "could", "estimate", "expect", "intend", "may", "plan", "predict", "project", "will", "would", and similar terms and phrases, including references to assumptions.*

*Forward-looking statements, by their nature, are based on assumptions, including those described herein and are subject to risks and uncertainties that may cause actual results or events to differ materially from the results or events predicted in this discussion. The Company is subject to the risks outlined in the "Risk Factors" section of this MD&A. No assurance can be provided that the results or performance expressed in or implied by forward-looking statements within this MD&A will occur, or if they do, that any benefits may be derived from them. The forward-looking statements contained in this MD&A represent Bluedrop's expectations as of March 2, 2015 and are subject to change after such date.*

### **Going Concern**

The consolidated financial statements have been prepared on a going concern basis, which assumes that the Company will continue in operation for the foreseeable future and will be able to realize its assets and discharge its liabilities and commitments in the normal course of business.

As at December 31, 2014 the Company had a negative working capital position of \$325,753 including \$1,509,247 of bank indebtedness. These conditions create a material uncertainty which casts significant doubt on the Company's ability to continue as a going concern.

The bank indebtedness is primarily the result of a repayment of \$1,125,000 of term debt under an early discounted settlement agreement that occurred on December 30, 2014. The repayment was funded using the existing line of credit facility. In February 2015 the company refinanced the debt using an unsecured convertible term note and an unsecured term loan of \$625,000 and \$600,000 respectively.

Management believes that it will have sufficient cash flow to meet its operating expenses, realize its assets and discharge its liabilities in the next twelve months. However, funding from new equity or additional term debt may be required to fund ongoing development of the Company's technology assets and undertake business development activities and to discharge existing obligations. Raising additional funding on a timely basis may be adversely impacted by uncertain market conditions and the availability of appropriate financing opportunities. The outcome of these initiatives cannot be predicted at this time.

## COMPANY OVERVIEW

Bluedrop's business is organized and managed as two complementary lines of e-Learning based training businesses.

Bluedrop Training and Simulation is one of Canada's leading providers of comprehensive training solutions for the defence sector. With over 40 years' experience and hundreds of training devices delivered it prides itself on its resume and skilled work force of approximately 130 people. Bluedrop Training and Simulation provides a full suite of products and services ranging from training needs analysis and design, courseware and technical documentation, training information management systems, training program delivery, virtual reality based trainers and simulators and in service support for larger simulators and programs. It services all branches of the defence sector including naval, air force and army operations as well as other security agencies.

Bluedrop Learning Networks is pioneering the development and adoption of a SaaS based training and delivery platform providing large scale customers with the ability to engage, track training and monitor training of large users groups spread out of multiple locations. It provides the complete service offering and solutions to meet the operational requirements of its clients from designing the training requirement, to building custom content, to operating and supporting the training and delivery platform. Revenues are generated from recurring platform licences, custom courseware development, consulting services, and the sale of commercial off-the-shelf courses.

## BUSINESS COMBINATION

On December 31, 2013 the Company, under a Plan of Arrangement, acquired all the issued and outstanding common shares of Atlantis Systems Corp. (Atlantis), a publically traded company listed on the TSX Venture - NEX Exchange. Atlantis is a custom courseware developer and provider of training and simulation products to the defence and aerospace industry. The business combination allows the Company to facilitate continued growth in training and simulation operations in domestic markets and provides a foundation for future growth into international markets.

The cash consideration transferred in the Plan of Arrangement was \$1,000,000. The long term debt agreements of Atlantis were renegotiated concurrent with the acquisition. The Company assumed \$2,500,000 of long term debt, \$1,000,000 of which was repaid immediately following the acquisition. The remaining principal and accrued interest was repayable on or before June 30, 2015. The term loan bears interest at 8% per annum. The debenture is convertible at a conversion price of \$0.15 per common share, being at a rate of 6,667 common shares per \$1,000 principal amount of debenture. Upon conversion, any accrued interest shall be converted into common shares at the conversion price. On December 30, 2014, the Company repaid the remaining secured convertible term note under an early discounted settlement agreement.

The value of goodwill was calculated as the excess of the fair value of the consideration transferred over the fair value of the identifiable assets acquired and liabilities assumed. This goodwill is not deductible for income tax purposes.

<b><i>Value of assets acquired and liabilities assumed</i></b>	
Cash	\$ 89,551
Accounts receivable	2,226,709
Work in progress	477,371
Prepaid expenses	18,164
Deferred tax assets	2,368,415
Intangible assets	2,320,000
Goodwill	438,124
Property and equipment	139,019
Accounts payable and accruals	(1,982,147)
Deferred revenue	(1,862,270)
Long term debt	(2,434,836)
Deferred tax liabilities	(693,100)
Long term payables	(105,000)
	<b>\$ 1,000,000</b>

## RESULTS OF OPERATIONS

The following tables and discussion compare Bluedrop's operating results for the three months ended December 31, 2014 to the same period ended December 31, 2013.

(Canadian dollars in thousands)	Three months ended December 31		Change (2014 vs. 2013)	
	2014	2013	\$	%
<b>Revenue</b>				
Services revenue	3,373	1,579	1,794	114%
Product sales	976	458	518	113%
	4,349	2,037	2,312	114%
<b>Direct costs</b>	2,715	1,286	1,429	111%
<b>Gross profit</b>	1,634	751	883	118%
Gross profit percentage	38%	37%		
<b>Expenses</b>				
Sales and marketing	426	744	(318)	-43%
General and administration	936	945	(9)	-1%
Acquisition and restructuring costs	-	1,666	(1,666)	-100%
Government assistance	(197)	(229)	32	-14%
Share-based compensation	70	73	(3)	-4%
Finance costs	411	118	293	248%
Depreciation and amortization	221	177	44	25%
Other gains and losses	(472)	6	(478)	-7967%
	1,395	3,500	(2,105)	-60%
<b>Loss before income taxes</b>	239	(2,749)	2,988	-109%
Income taxes	136	(668)	804	-120%
<b>Net loss</b>	103	(2,081)	2,184	-105%

### Revenue

For the three months ended December 31, 2014 revenues were \$4,349,346, an increase of \$2,312,148 (113%) as compared to the same period in 2013.

The following tables illustrate the change in revenues from each identified operating segment for the three months ended December 31, 2014.

Revenue	Three months ended December 31				Change (2014 vs. 2013)	
	2014	% of total	2013	% of total	\$	%
<i>Bluedrop Training and Simulation</i>	3,509	81%	926	45%	2,583	279%
<i>Bluedrop Learning Networks</i>	840	19%	1,111	55%	(271)	-24%
	4,349	100%	2,037	100%	2,312	114%

On December 31, 2013 the Company acquired Atlantis. The results of the Atlantis operations have been included from the date of acquisition in the Bluedrop Training and Simulation financial results leading to a significant increase over 2013 results. The decrease in revenues of the Bluedrop Learning Networks operation is a direct result of decreased courseware development sales over the previous period.

### Direct costs

Direct costs include all labour costs plus materials, supplies, third party services and travel costs directly associated with projects, as well as any royalties that may be payable as a result of revenues generated from licenced products.

For the three months ended December 31, 2014 total direct costs were \$2,715,348, an increase of \$1,429,554 (111%) over the same quarter in the prior fiscal year.

For an explanation of the significant increase in direct costs please refer to the commentary on gross profit below.

### **Gross profit**

For the three months ended December 31, 2014 gross profit was \$1,633,998, an increase of \$882,594 (117%) over the same quarter in the prior period. The reported gross profit percentage for the three months ended December 31, 2014 was 38% as compared to 37% for the same period in the prior year.

The Bluedrop Training and Simulation business unit gross profit for the three months ended December 31, 2014 was \$1,220,024 versus \$989 for the same period in 2013. The gross profit percentage was 35% for the current period versus 0% for the prior period. The significantly low gross profit in 2013 was a result of delays in executing several professional service contracts which were anticipated to begin in the quarter in addition to an adjustment to percent complete estimates associated with a significant professional services contract. On December 31, 2013 Bluedrop acquired Atlantis as noted above. The 2014 Bluedrop Training and Simulation gross profit percentage reflects late 2014 cost reductions within the billable base of employees to align the new combined operations with the current backlog and contracts in place or in final stages of completion.

The Bluedrop Learning Networks business unit gross profit for the three months ended December 31, 2014 was \$413,974 as compared to \$750,415 for the same period in 2013, resulting in a gross margin of 49% versus 68% for the same period in 2013. The decrease in gross profit percentage was a direct result of the decreased custom courseware revenues noted above.

### **Sales and marketing**

For the three months ended December 31, 2014 sales and marketing expenses were \$426,054, a decrease of \$317,617 (43%) over the same quarter in the prior period.

The decrease in sales and marketing is a result of restructuring and cost reduction activities in the 2014 fiscal year.

### **General and administration**

For the three months ended December 31, 2014 general and administration expenses were \$936,023, a decrease of \$8,946 (1%) over the same quarter in the prior period.

As noted above, Bluedrop acquired the Atlantis operations in December 2013. Throughout the 2014 fiscal year, Bluedrop carried out integration activities and implemented cost reduction strategies. This resulted in significant cost savings as a result of combined operation synergies. Despite the additional operations acquired, Bluedrop was able to reduce general and administrative costs to the pre-acquisition level.

### **Government assistance**

For the three months ended December 31, 2014 government assistance included in income was of \$196,915, a decrease of \$31,664 (14%) over the same quarter in the prior period.

During the three months ended December 31, 2014, funding related to the Atlantic Canada Opportunities Agency - Atlantic Innovation Fund decreased by \$138,000 compared to the same period in 2013. The decrease was offset by a \$71,914 increase in recognized funding under the Nova Scotia Digital Media Tax Credit program over the same period in 2013.

### **Share-based compensation**

Pursuant to its 2011 Stock Option Plan, the Company has reserved a maximum of 16,827,718 of the issued and outstanding common shares of the Company for issuance on the exercise of share options. The fair value of each option grant is estimated on the date of the grant using the Black-Scholes option pricing model.

The Company recorded \$70,423 as share-based compensation expense for the three months ended December 31, 2014 and \$73,098 for the same period in 2013. The Company did not grant any options during the three months ended December 31, 2014.

The Company has an employee share purchase plan which permits employees to subscribe to common shares of the Company through payroll deductions. The Company may provide financial assistance with respect to the plan by way of loan, guarantee or otherwise. The Company has reserved a maximum of 2,969,597 common shares under the employee share purchase plan. As at December 31, 2014 no shares were outstanding under the plan.

#### **Finance costs**

For the three months ended December 31, 2014 finance costs were \$410,541, an increase of \$292,699 (248%) over the same quarter in the prior period.

The increase in the three months ended December 31, 2014 is a primarily a result of a \$286,415 increase in interest and accretion on long term debt as a result of additional borrowings in the period used to fund the acquisition of Atlantis and required working capital. During the year ended September 30, 2014, advances of long term debt were \$5,199,537. No additional advances occurred in the first quarter of fiscal 2015.

#### **Depreciation and amortization**

For the three months ended December 31, 2014 depreciation and amortization expense was \$221,451, an increase of \$44,770 (25%) over the same quarter in the prior year.

The increase in depreciation and amortization expense is mainly related to increased investments in deferred development costs throughout fiscal 2014 as well as assets acquired in the acquisition of Atlantis.

The Company invested \$224,440 in capital assets and intangible assets during the three months ended December 31, 2014. The additions were offset by government assistance totaling \$84,146 towards the cost of these assets.

#### **Other gains and losses**

During the three months ended December 31, 2014, the Company recorded other gains of \$471,922.

On December 30, 2014 the Company entered into an early discounted settlement agreement to repay the secured convertible term note acquired in the acquisition of Atlantis. Under the agreement the Company paid \$1,125,000 on settlement of the debt. As at the settlement date the principal and accrued interest payable was \$1,595,422, resulting in a gain on settlement of \$470,422.

#### **Income taxes**

For the three months ended December 31, 2014 income tax expense was \$136,138 as compared to a recovery of \$668,147 in the same quarter in the prior year.

## QUARTERLY INFORMATION

The table below provides a summary of operating results for the Company for each quarter in the current and previous fiscal periods. This table and commentary following illustrates some of the trends within the business and the impact on margins and profits of certain types of revenue-generating activities.

(Canadian dollars in thousands)

Fiscal year	2015	2014	2014	2014	2014	2013	2013	2013
	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2
	Dec-31	Sep-30	Jun-30	Mar-31	Dec-31	Sep-30	Jun-30	Mar-31
<b>Revenue</b>								
<i>Bluedrop Training and Simulation</i>	\$ 3,509	\$ 3,672	\$ 3,653	\$ 3,589	\$ 926	\$ 2,058	\$ 2,095	\$ 2,117
<i>Bluedrop Learning Networks</i>	\$ 840	\$ 689	\$ 864	\$ 889	\$ 1,111	\$ 898	\$ 1,155	\$ 674
	4,349	4,361	4,517	4,478	2,037	2,956	3,250	2,791
<b>Direct costs</b>	2,715	2,532	2,831	2,789	1,286	1,514	1,516	1,666
<b>Gross profit</b>	1,634	1,829	1,686	1,689	751	1,442	1,734	1,125
Gross profit percentage	38%	42%	37%	38%	37%	49%	53%	40%
<b>Expenses</b>								
Sales and marketing	426	515	491	764	744	730	741	689
General and administration	936	1,244	1,247	1,266	945	882	1,069	969
Acquisition and restructuring costs	-	223	12	211	1,666	-	-	-
Government assistance	(197)	(260)	(336)	(422)	(229)	183	(307)	(346)
Share-based compensation	70	14	80	54	73	75	6	131
Finance costs	411	306	384	378	118	118	89	87
Depreciation and amortization	221	349	227	217	177	209	206	206
Other gains and losses	(472)	113	(212)	-	6	539	-	-
	1,395	2,504	1,893	2,468	3,500	2,736	1,804	1,736
<b>Earnings (loss) before income taxes</b>	239	(675)	(207)	(779)	(2,749)	(1,294)	(70)	(611)
Income taxes (recovery)	136	421	(23)	(216)	(668)	(418)	(16)	(127)
<b>Net earnings (loss)</b>	\$ 103	\$ (1,096)	\$ (184)	\$ (563)	\$ (2,081)	\$ (876)	\$ (54)	\$ (484)

### Fiscal 2015

During the first quarter of fiscal 2015, the Company recognized lower costs as a result of cost reduction strategies implemented in late 2014. In addition the Company recorded a gain on settlement due to early repayment of a term debt which is included in Other gains and losses.

### Fiscal 2014

During the first quarter of fiscal 2014, the Company acquired all the issued and outstanding common shares of Atlantis Systems Corp. resulting in significant acquisition related costs in the quarter. The Bluedrop Training and Simulation business experienced decreased revenues and gross profit in the first quarter as a result of delays in executing several professional service contracts which were anticipated to begin in the quarter. The delays were remediated in the second quarter. In addition at December 31, 2013 the Company acquired Atlantis. The results of the Atlantis operations are included in the last three quarters of fiscal 2014.

During the third quarter of 2014, the Company disposed of courseware assets in exchange for proceeds of \$275,000USD. The disposed assets and proceeds, net of costs to sell, have been included in other gains and losses.

### Fiscal 2013

During the first quarter of fiscal 2013, the Bluedrop Training and Simulation business experienced decreased revenues and gross profit as a result of delays in executing various follow on deliverables associated with a single contract that was put in a temporary hiatus status. The Company took steps to deploy the affected employees in the second quarter but not without some delays which resulted in less billable hours and utilization than expected. Bluedrop Learning Networks continued growth in both of its licensing sales and courseware development functions.

Costs associated with sales and marketing and general and administration costs continued to rise throughout 2013 as a result of continued investment in the business. In the fourth quarter of 2013 management recorded an impairment loss as

a result of a strategic review of assets in both the Bluedrop Learning Networks and Bluedrop Training and Simulation businesses. This impairment loss was recognized in Other gains and losses.

## **LIQUIDITY AND CAPITAL RESOURCES**

For the three months ended December 31, 2014 the Company used cash and cash equivalents of \$430,184 (2013 – generated \$40,589).

### **Operating activities**

For the three months ended December 31, 2014 the Company's generated cash from operating activities of \$1,307,714 compared to cash used of \$884,837 for the same period in the prior year.

Non-cash working capital related to operating activities decreased by \$846,084 during 2014. Accounts receivable related to operating activities decreased by \$1,003,518 as a result of collection of receivables that occurred near the end of fiscal 2014. Accounts payable decreased by \$489,382 primarily as a result of settlement expenditures related to the acquisition of Atlantis and subsequent restructuring activities. In addition, work in progress decreased by \$430,506 and deferred revenue decreased by \$120,718 as a result of timing differences between project revenue recognition and contract payment schedules.

### **Investing activities**

For the three months ended December 31, 2014 the Company consumed cash of \$244,211 for investing activities compared to cash consumed of \$988,968 for the same period in the prior year.

Investment in intangible assets for the period was \$119,251 primarily related to the development of *CoursePark*<sup>™</sup>. In addition, the Company invested \$19,485 in property and equipment.

Changes in non-cash working capital for the period included a \$121,704 increase in government assistance receivables related to investing activities.

### **Financing activities**

For the three months ended December 31, 2014 the Company used \$1,493,687 in cash in financing activities as compared to cash generated of \$1,914,394 from financing activities for the same period in the prior year.

Financing activities for the three months ended December 31, 2014 included \$1,296,025 of repayments of long term debt, including the repayment of the remaining 8% secured convertible term note under an early discounted settlement agreement.

### **Cash and credit availability**

The Company has a short term bank operating line of credit to a maximum of the lesser of \$3,500,000 and defined marginable accounts receivable minus specified liabilities. The revolving operating facility is repayable on demand and bears interest at Royal Bank prime plus 1.95%. The Company has provided a General Security Agreement as security for this indebtedness. At December 31, 2014 the Company had \$1,485,000 drawn against its short term borrowing facilities.

## CONTRACTUAL OBLIGATIONS

The following table contains a summary of the Company's contractual obligations and commitments to make future payments under contracts including debt, finance leases and operating leases at December 31, 2014:

Scheduled payments due by period (Canadian dollars in thousands)	Long term debt	Capital leases	Operating leases	Total
2015 (year ended September 30)	1,086	31	665	1,782
2016	1,287	32	824	2,143
2017	3,799	12	802	4,613
2018	583	-	802	1,385
2019	479	-	694	1,173
Thereafter	629	-	2,550	3,179
	\$ 7,863	\$ 75	\$ 6,337	\$ 14,275

## PROVISIONS AND CONTINGENT LIABILITIES

To December 31, 2014 the Company had recognized ACOA-AIF contributions of \$2,531,111 pursuant to a 2008 agreement, as amended and ACOA-AIF contributions of \$2,828,717 pursuant to a 2012 agreement. The Company must repay the contributions by annual instalments calculated as 5% of the gross revenues generated from products and services resulting from the research funded. A continuity of the amount of the provision recognized is as follows:

	December 31 2014	September 30 2014
Opening balance	\$ 1,188,864	1,186,545
Accretion	50,527	201,713
Royalties paid or payable	(20,477)	(27,771)
Additions and revaluations	4,413	(171,623)
	\$ 1,223,327	1,188,864

## SHARE INFORMATION

At December 31, 2014 the Company had issued 98,986,609 common shares and 13,368,986 share options that can be exercised when vested to obtain an equivalent number of common shares. During the three months ended September 30, 2014, the Company did not grant any additional options.

The Company has an employee share purchase plan which permits employees to subscribe to common shares of the Company through payroll deductions. The Company may provide financial assistance with respect to the plan by way of loan, guarantee or otherwise. The Company has reserved a maximum of 2,969,597 common shares under the employee share purchase plan. As at December 31, 2014 no shares were outstanding under the plan.

## RELATED PARTY TRANSACTIONS

Transactions with related parties are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. Significant related party transactions are reviewed and approved by the Audit Committee of the Board. The following is a summary of related party transactions during the three months ended December 31, 2014:

- The Company recorded rent expense of \$65,520 for the three months ended December 31, 2014 (2013 - \$65,520) for rental of premises from LB2P a company controlled by the Company's President & Chief Executive Officer. Effective October 1, 2011 the Company entered into a 6 year lease, with a 4 year renewal option, with LB2P for 100% of the premises available for lease at 18 Prescott Street, St. John's, NL. The lease includes an initial net lease rate for two years with escalation provisions periodically thereafter.



- The Company recognized an expense of \$155,100 for the three months ended December 31, 2014 (2013 - \$158,983) for fees, salaries and benefits to its key management personnel for services rendered. Key management is considered to be members of the Board of Directors, the President & Chief Executive Officer and the Chief Financial Officer. The Executive Chairman's fees are paid to a corporation under his control.
- The Company recognized an expense of \$44,577 for the three months ended December 31, 2014 (2013 - \$29,600) for share based compensation to its key management personnel (as described above).

## ACCOUNTING ESTIMATES

In the process of applying the Corporation's accounting policies, management has made certain judgments, estimates, and assumptions which affect the amounts recognized in the Condensed Consolidated Interim Financial Statements. The Company has identified the following policies where critical judgments, estimates and assumptions are made and where actual results could be materially different.

### Significant management judgements

The following are significant management judgements in applying the accounting policies that have the most significant impact on the financial statements:

(a) Revenue recognition

Revenue from services contracts is recognized on a percentage of completion basis, measured by the percentage of costs incurred to date to the estimated total costs for each contract. Judgment is used in determining the stage of completion and estimates of costs to complete. The Company employs sophisticated project management tools to assist with the management of projects and the recognition of revenue on a percentage completion basis. Management regularly reviews the systems, processes and calculations relating to percentage completion on significant contracts, making adjustments as required.

(b) Income taxes

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. The Company records income tax expense (recovery) based on management's interpretation of the tax regulations and its assumptions about the timing of income and expenses for tax purposes. Actual tax assessments or future changes to assumptions could result in future adjustments to recorded tax expense.

The Company has recognized deferred tax assets in the Company's financial statements for the period ended December 31, 2014. Management considers that it is more likely than not that these tax assets will be realized. The ultimate realization of these assets is dependent upon the Company's ability to generate sufficient taxable income to offset the tax losses carried forward as well as the reversal of the differences between the carrying amount of items on the statement of financial position and their corresponding tax basis. If future circumstances indicate that it is no longer probable that these tax assets will be realized, the carrying value of the tax asset will be reduced, resulting in a charge against income and a reduction of equity.

(c) Government assistance

The Company receives government assistance pursuant to specific contractual funding agreements and is also eligible to receive cash tax credits under the Scientific Research and Experimental Development (SRED) and Digital Media Tax Credit (DMTC) programs. Claims relating to specific funding agreements are based on the defined eligible costs pursuant to the agreements. Contributions are recognized when the related expenditures are incurred and/or when significant milestones have been achieved in a funded project.

Credits under the SRED and DMTC programs are recorded when amounts can be reasonably estimated and receipt is reasonably assured. Government assistance may be overstated if the underlying project is determined to be ineligible or if certain costs claimed are determined to be ineligible.

(d) Development costs

Distinguishing the research and development phases of internal development projects and determining whether the recognition requirements for the capitalization of development costs are met requires judgement. After

capitalization, management monitors whether the recognition requirements continue to be met and whether there are any indicators that capitalized costs may be impaired.

### Estimation uncertainty

The following are significant estimates used in recognition and measurement of assets, liabilities, income and expense. The actual results may differ from these estimates:

(a) Fair value of provisions

Management uses valuation techniques in determining the fair values of its provisions related to conditionally repayable grants. Significant estimates include the amount and timing of future cash flows and discount rates used in measurement of the fair value.

(b) Fair value of financial liabilities

The Company has received long term debt financing at below-market interest rates and through issue of convertible notes. The fair value of these financial liabilities are determined using discount rates expected to be incurred on similar debt in a fair market. Management has exercised judgement in estimating the applicable discount rate used in measuring the fair value of financial liabilities at below-market interest rates.

(c) Impairment of non-financial assets

In assessing impairment, management estimates the recoverable amount of each asset or cash-generating units, based on expected future cash flows, and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

(d) Revenue recognition

Revenue from services contracts is recognized on a percentage of completion basis, measured by the percentage of costs incurred to date to the estimated total costs for each contract. Changes to the estimate of percentage complete or estimated costs to complete could have a material impact on the carrying values of work in progress or deferred revenue and a material impact on future revenue.

(e) Share-based compensation

Management has made certain estimates and assumptions when calculating the fair value of share options. The significant assumptions include estimates of expected volatility, expected life and expected risk-free rate of return. Management also makes certain assumptions with respect to the number of options expected to vest. Changes in these assumptions may result in a material change to share-based compensation expense.

## RISKS

The Company and its business are subject to a number of risks and uncertainties. The primary risks and uncertainties are described below.

### Customer risk

The Company's products and services are sold directly to governments or governmental entities and to original equipment manufacturers and training integrators which have contracts with governments. These sales are subject to specific additional risk, such as delays in funding, termination of contracts or sub-contracts at the convenience of the government, termination, reduction or modification of contracts or sub-contracts in the event of changes in the government's policies or as a result of budgetary constraints, and increased or unexpected costs resulting in losses or reduced profits under fixed price contracts.

The Company's business strategy includes plans to diversify sources of revenue by expanding its product and service offerings in the Bluedrop Training and Simulation business and by expanding its sales channels and courseware content portfolio for the Bluedrop Learning Networks business.

### **Credit risk**

Credit risk arises from the potential that a customer or counterparty will fail to meet its contractual obligations. Concentration of credit risk may arise from exposure to a single debtor or to a group of debtors having similar characteristics, such as their ability to meet their obligations, or their expectation to be similarly affected by changes in economic or other conditions. The Company utilizes credit evaluation, approval and monitoring processes intended to mitigate potential credit risks with respect to trade receivables.

The Company's maximum exposure to credit risk, with respect to accounts receivable and unbilled work in progress corresponds to the carrying value. At December 31, 2014 approximately 55% of trade receivables were due from three customers (September 30, 2014 – 34% from two customers). In accordance with contract terms, the Company bills certain customers in advance of the completion of work and records such billings as deferred revenue.

An allowance for doubtful accounts is established at each balance sheet date based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The allowance for doubtful trade accounts receivable at December 31, 2014 was \$62,857 (September 30, 2014 - \$62,857). At December 31, 2014 the Company's trade accounts receivable included amounts over 90 days old totaling \$1,355,301 (September 30, 2013 – \$145,272) which were not considered to be impaired and therefore not included in the allowance for doubtful accounts.

### **Recruitment and retention risks**

Bluedrop's continued growth and success is largely dependent on the experience, abilities and dedication of its management and technical personnel. As the Company expands in areas and activities requiring additional expertise, it will require additional management and technical personnel. The market is tight and competition is intense for highly-skilled management, technical, research and development people and other employees to support the Company's growth. Loss of the services of any of its key officers or employees, or failure to recruit additional key executive and technical personnel may adversely affect the Company's ability to promptly satisfy its customer needs and may therefore impede the Company's growth objectives.

There can be no assurances that Bluedrop can retain its current key officers and employees or attract and retain additional key employees to support the Company's growth. The loss of certain key employees could have a significant impact on the Company's business, results of operations and financial condition.

### **OUTLOOK**

During 2013 and 2014 the Company continued to execute on its business plan of driving growth. To this end and on December 31, 2013 the Company acquired Atlantis Systems Corp., an entity providing training services and simulation products to the defence and aerospace industry. During the fiscal year 2014 the Company focused on the integration of Atlantis Systems Corp. into the Bluedrop Training and Simulation business unit operations. The acquisition has brought the Company a broadened customer list in the defence and aerospace business and has provided several programs already under contract and expects to expand many of these contracts. It has also strengthened the Company's market position in this segment and should position it well for many planned major procurement program's already announced by the government of Canada. Accordingly the acquisition will allow the Company to focus on continued growth in the Training and Simulation business unit.

The fiscal year 2014 was one of increased focus and transformation for the Learning Networks business unit. The Company became much more focused in the year on providing a more complete training solution for its customers. Going forward the Company will be focused on adding new larger scale clients with many users who require a complete training solution to engage, track training, deliver online learning and manage the entire training experience. The new SaaS Bluedrop 360 Training and Delivery Platform is the central part of this service and the aim is the increase long term recurring fees going forward.