



(US dollars, except where noted)

(Unit of weight is US short tons)

## Management's Discussion and Analysis Quarter Ending June 30, 2015

The following discussion and analysis of the financial condition and operations of Polaris Materials Corporation (the "Company") has been prepared by management as of August 7, 2015, and should be read in conjunction with the Company's unaudited interim consolidated financial statements for the three and six months ended June 30, 2015, which have been prepared in accordance with International Financial Reporting Standards ("IFRS") for interim financial reporting, and the audited annual consolidated financial statements for the year ended December 31, 2014, which have been prepared in accordance with IFRS. This Management's Discussion and Analysis contains "forward-looking statements" that are subject to risk factors set out in a cautionary note contained herein. All amounts are in United States dollars unless otherwise noted.

### Highlights

- Long Beach terminal was opened in July and received a first shipment of 77,000 tons of aggregates.
- Cash generated by operations was \$1.4 million (\$2.14/ST) in the second quarter, an improvement of \$1.8 million over the cash used by operations of negative \$0.4 million (\$0.39 used per ton) in the second quarter of 2014 as price increases and improved working capital position helped generate positive operating cash flow.
- Record quarterly gross profit per ton of \$1.57 in this second quarter as the Company continues to focus on margin expansion.
- Fourth consecutive quarter of positive adjusted EBITDA, with \$0.5 million (\$0.77/ST) for the second quarter of 2015.

### Results of Operations

The Company had an unexpected reduction in second quarter sales, principally because its Strategic Alliance Partner undertook a reorganization during which time the agreed budget sales distribution was not met. Construction activity is still relatively robust in northern California and the Company anticipates improved demand in the second half of 2015 as its Strategic Alliance Partner expects to be back on track for this period having implemented a new supply chain management initiative which seeks to provide better coordination and planning of sales and logistics.

Second quarter aggregate sales volumes of 668,000 tons were 35% lower than in the second quarter of 2014 producing revenues of \$10.3 million, a decrease of 22% over the same period. Aggregate sales volumes for the first half of 2015, of 1.4 million tons were 16% lower than those in 2014, producing revenues of \$20.8 million, a decrease of only 4% over the same period. First half revenues were resilient compared to tons sold due to an increased proportion of sales on a delivered basis to customers in San Francisco together with price increases implemented throughout the first half of 2015. The Company anticipates further increases in sales prices this year.

Gross margin for the second quarter and first six months continued to improve over the prior year. Gross profit was \$1.0 million or \$1.57/ST in the second quarter, which represents a record quarterly gross profit per ton, improved by \$0.9 million over the prior year comparative of \$0.1 million or \$0.13/ST, as the Company continues to focus on margin expansion through pricing and cost control. In the first six months of 2015, the Company recorded a gross profit of \$1.7 million or \$1.22/ST compared to a gross loss of \$0.2 million or \$0.11/ST loss in the same period of 2014.

Adjusted EBITDA and EBITDA for the second quarter and first half year also improved on their year-on-year comparatives (see *Non-IFRS Measures for details*). Notably, the Company recorded its fourth consecutive quarter of positive adjusted EBITDA with the second quarter metric at \$0.5 million (\$0.77/ST). First half adjusted EBITDA was \$2.0 million (\$1.46/ST), which was an improvement of \$2.6 million over the six months ending June 30, 2014. EBITDA for the second quarter of 2015 was \$0.2 million (\$0.36/ST), an improvement of \$0.7 million over the prior year comparative, and \$1.4 million (\$1.00/ST) for the first half year, an improvement of \$2.3 million over the six months ending June 30, 2014.



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**QUARTER ENDED JUNE 30**

| (000's, except per ton amounts) | Three months ended<br>June 30, 2015 |             | Three months ended<br>June 30, 2014 |             |
|---------------------------------|-------------------------------------|-------------|-------------------------------------|-------------|
|                                 | Tons                                | \$          | Tons                                | \$          |
| Sales                           | 668                                 | 10,328      | 1,020                               | 13,246      |
| Cost of goods sold              |                                     | (9,277)     |                                     | (13,117)    |
| Gross profit                    |                                     | 1,051       |                                     | 129         |
| <i>Gross profit per ton</i>     |                                     | <i>1.57</i> |                                     | <i>0.13</i> |

**Tons sold**

Aggregate sales for the current quarter were 668,000 tons, a 35% decrease over sales of 1.0 million tons in the second quarter of 2014. Shipments of the Company's products slowed compared to both the prior year and the 2015 budgets that had been provided by the Company's major customers in northern California; however, the Company now anticipates that sales volumes from its Strategic Alliance Partner, during the second half of the year, are expected to be in line with the original budget for this period.

**Revenue and pricing**

Revenue for the three months ended June 30, 2015 decrease by 22% to \$10.3 million, compared with \$13.2 million for the three months ended June, 2014. Despite lower than expected volumes, current quarter revenue benefited from an increased proportion of sales delivered to customers in San Francisco and from selling price increases compared to the second quarter of 2014.

Average selling price ("ASP") during the current quarter of \$15.46/ST increased \$2.47/ST from \$12.99/ST in the same period for 2014. Compared with 2014, price variance was favorable at \$1.13/ST or 9% due to price increases. Sales mix variance increased ASP by \$1.35/ST due to increased sales to customers with delivered pricing.

Revenue and ASP per ton are influenced on a quarter by quarter basis by base pricing, shipping fuel surcharges, overall market demand, the distribution of tonnage delivered to the various California terminals, and the varying percentage between delivered and ex-quarry sales.

**Cost of goods sold**

Cost of goods sold per ton for the current quarter increased by \$1.03/ST to \$13.89/ST compared to the cost of goods sold per ton for the same period in 2014 of \$12.86/ST. The per ton increase is mainly attributable to increased sales mix to customers that include delivery costs combined with reduced operating leverage due to lower production which reflected sales. These effects were partially offset by the declining Canadian dollar as quarry costs are incurred in Canadian dollars and translated into US dollars for reporting purposes.

**Gross profit**

During the second quarter of 2015 the Company's gross profit increased to \$1.0 million or \$1.57/ST, compared with a gross profit of \$0.1 million or \$0.13/ST in the prior year period. As noted above, the improvement is largely due to selling price increases and the impact of a declining Canadian dollar on quarry costs.

**Selling, general and administrative costs**

Current quarter selling, general and administrative ("SG&A") expenses of \$1.4 million, increased 5%, compared with \$1.3 million during the same quarter in 2014. The increase is principally due to higher share-based employee benefits, a non-cash charge. Net of non-cash charges for stock based compensation, current quarter SG&A represented 10.7% of sales compared with 7.7% last year, due to reduced revenue on fewer tons sold. Similarly, total SG&A during the quarter was 13.4% of sales compared to 10.0% of sales during 2014.

**Net loss**

The Company incurred a net loss attributable to shareholders of \$0.8 million (\$0.01 per share loss) during the three months ended June 30, 2015, compared to a net loss attributable to shareholders of \$1.6 million (\$0.02 per share loss) during the three months ended June 30, 2014. The current quarter decrease in year-on-year net loss was principally attributable to improving gross margins, price increases and the declining Canadian dollar.



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(Unit of weight is US short tons)

**YEAR-TO-DATE JUNE 30**

| (000's, except per ton amounts)    | Six months ended<br>June 30, 2015 |          | Six months ended<br>June 30, 2014 |          |
|------------------------------------|-----------------------------------|----------|-----------------------------------|----------|
|                                    | Tons                              | \$       | Tons                              | \$       |
| Sales                              | 1,386                             | 20,842   | 1,652                             | 21,774   |
| Cost of goods sold                 |                                   | (19,146) |                                   | (21,958) |
| Gross profit (loss)                |                                   | 1,696    |                                   | (184)    |
| <i>Gross profit (loss) per ton</i> |                                   | 1.22     |                                   | (0.11)   |

**Tons sold**

Aggregate sales for the first six months of 2015 of 1.4 million tons represented a 16% decrease over the first six months of 2014. First quarter sales improvements were offset by the slowdown experienced in the second quarter.

**Revenue and pricing**

Revenue for the six months ended June 30, 2015 decreased by 4% to \$20.8 million from \$21.8 million in 2014. Revenue was not impacted to the same degree as sales volume because of a more favourable sales mix and price increases.

The ASP for the first six months of 2015 was \$15.04, an increase from \$13.18 in the first six months of 2014 due to price increases and volumes which include freight charges.

**Selling Price and Fuel Surcharge Indices**

The predominant business of the Company is the supply of its aggregate products to several locations in San Francisco Bay, either delivered under two long term supply agreements or sold ex-quarry to a third contracted customer that has its own shipping contract and terminal in San Francisco (See: "Customers"). Each delivery point has a different selling price that can vary quarter by quarter, either for commercial reasons or from the pass-through of shipping fuel surcharges. The indices below are provided to assist understanding of the movement of prices, and the impact of the fuel surcharges, starting in Q1-2013. The selling price index is based on the delivered price at the end of the quarter, net of fuel surcharges, assuming each of the five delivery points in the Bay has equal weighting in order to provide a comparison that is not distorted by constant changes in activity levels. The Company achieved an increase in delivered prices in each quarter between the first quarter of 2013 and the first quarter of 2015 which represented the strongest quarterly performance yet with an average increase of 3.9% from the fourth quarter of 2014. In the second quarter of 2015, the average delivered selling price fell by 2.2% as a consequence of passing through significant reductions in shipping fuel surcharges from the first quarter that reflected the world crude oil price trends. Until midway through the fourth quarter of 2014, the shipping fuel prices had remained relatively stable with only minor quarterly impacts, however, towards the end of 2014 the world prices of crude oil fell substantially which led to a significant reduction in surcharges in the subsequent quarters being reported. Fuel surcharges have now ranged between \$1.00/ton and \$2.59/ton. There does not appear to be a direct correlation in timing between the world oil price and bunker fuel prices paid by the Company's shipping contractor on the west coast for a number of reasons. One is that the ships carry large inventories of fuel and may not be required to purchase for up to several weeks after a perceived change in world pricing. It may also be because the west coast of North America has limited refining capacity and has often been impacted by other intangible economic impacts such as the seasonal demand of the large cruise ship industry and also one-of events such as refinery fires.

|                                       | 2013  | 2014  |       |       |       | 2015  |       |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|
|                                       | Q1    | Q1    | Q2    | Q3    | Q4    | Q1    | Q2    |
| Selling Price Index<br>(Q1-2013=100)  | 100.0 | 105.1 | 106.4 | 107.2 | 108.3 | 112.2 | 110.0 |
| Fuel Surcharge Index<br>(Q1-2013=100) | 100.0 | 96.3  | 100.2 | 102.3 | 101.4 | 92.3  | 65.3  |

**Cost of goods sold**

Cost of goods sold per ton for the first six months of 2015 increased to \$13.81/ST compared to \$13.29/ST for 2014. Similar to the current quarter, the increase is mainly attributable to the increased sales mix to customers that include



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delivery costs and the effect of reduced operating leverage. These effects were partially offset by the declining Canadian dollar as quarry costs are incurred in Canadian dollars and translated in US dollars for reporting purposes.

### **Gross profit (loss)**

Gross profit for the first six months of 2015 was \$1.7 million or \$1.22/ST, a significant improvement over the gross loss of \$0.2 million or \$0.11 loss per ton in the same period of 2014. As noted above, the improvement is largely due to selling price increases and the declining Canadian dollar.

### **Selling, general and administrative costs**

During the six months ended June 30, 2015, SG&A expense was \$2.8 million, increased 6%, compared with \$2.6 million during the same period in 2014 principally due to higher share-based employee benefits, a non-cash charge. Net of stock based compensation charges, SG&A for the first six months reduced by 11% compared with the prior year.

### **Net loss**

The net loss attributable to shareholders during the six months ended June 30, 2015 was \$0.8 million (\$0.01 per share loss) compared to a net loss attributable to shareholders of \$3.2 million (\$0.04 per share loss) during the six months ended June 30, 2014. The year-on-year net loss comparison benefited from improving gross margins, price increases and the declining Canadian dollar.

## **Segmented Analysis**

The Company operates in one segment: the development and operation of construction aggregate properties and projects located in the United States and Canada.

## **Summary of Quarterly Results**

The selected financial information set out below is based on and derived from the unaudited consolidated financial statements of the Company for each of the quarters listed:

| (\$000's)   | 2015   |        | 2014    |         |         |         | 2013   |         |
|---|--------|--------|---------|---------|---------|---------|--------|---------|
|   | Jun 30 | Mar 31 | Dec 31  | Sept 30 | June 30 | Mar 31  | Dec 31 | Sept 30 |
| Revenue   | 10,328 | 10,514 | 10,038  | 13,429  | 13,246  | 8,528   | 14,067 | 9,398   |
| Gross profit (loss)                                       | 1,051  | 645    | 657     | 720     | 129     | (313)   | 1,234  | (118)   |
| Earnings (loss) before interest and income taxes          | (835)  | 218    | (1,238) | (2,174) | (1,754) | (1,671) | 88     | (2,967) |
| Net income (loss)   | (857)  | 246    | (1,416) | (2,140) | (1,806) | (1,597) | 339    | (3,062) |
| Net income (loss) attributable to shareholders of Polaris | (847)  | 90     | (1,439) | (2,096) | (1,624) | (1,526) | 63     | (2,847) |
| Basic and diluted net loss per share                      | (0.01) | 0.00   | (0.02)  | (0.02)  | (0.02)  | (0.02)  | 0.00   | (0.03)  |
| (000's Tons)  |        |        |         |         |         |         |        |         |
| Sales   | 668    | 718    | 750     | 1,032   | 1,020   | 632     | 1,068  | 687     |
| Aggregate production                                      | 710    | 725    | 789     | 989     | 864     | 776     | 1,009  | 770     |

See *Results of Operations* and *Seasonality* sections for discussion of quarterly and general trends.



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## Liquidity and Capital Resources

### *Working Capital*

At June 30, 2015, the Company had working capital of \$17.4 million that included cash of \$11.3 million. Comparatively, at December 31, 2014 the Company had working capital of \$19.0 million and cash of \$14.2 million.

### *Operating, Financing and Investing Activities*

During the three months ended June 30, 2015 the Company generated cash from operations of \$1.4 million (\$2.14/ST) compared with cash used of \$0.4 million (\$0.39 used per ton) during 2014. Current cash flows from operations were favorably impacted by price increases and changes in non-cash working capital accounts. Collections on trade accounts receivable and a drawdown of inventory more than offset payments made on accounts payable and contributed to the overall improvement of cash flow from operations. Operating activities generated cash of \$0.1 million in the six months ended June 30, 2015 compared to cash used of \$1.8 million in 2014. Operating cash flows in the first half of 2015 were also favourably impacted by price increases and operating efficiencies, however, increased levels of trade accounts receivable since December 31, 2014 continued to drag on year to date cash from operations.

For the three and six months ended June 30, 2015 financing activities provided cash of \$0.04 million and used cash of \$0.06 million, respectively, compared to cash provided by financing activities of \$15.5 million and \$15.6 million, for the same periods in 2014. Financing activities for the current quarter and first half of 2015, related to proceeds from an exercise of warrants and principal repayments on finance leases for mining equipment used at the Orca Quarry.

Investing activities during the three months ended June 30, 2015, used cash of \$1.5 million compared to cash used of \$1.6 million for 2014. Investing activities during the six months ended June 30, 2015, used cash of \$2.2 million compared to cash used of \$2.4 million for the same period in 2014. Investing activities for the three and six months ended June 30, 2015 are mainly attributable to purchases of plant and equipment at the Orca quarry along with site development costs and purchases of equipment for the Long Beach terminal project.

## Contractual Obligations, Commitments and Contingencies

### *Shipping Tonnage*

The Company has a Contract of Affreightment ("NCoA") which is effective from January 1, 2010 with a term of 20 years. The NCoA requires the Company to ship minimum tonnages per year. On December 19, 2013 the Company and its exclusive shipper amended the NCoA to reflect changes in the operation that included a fixed annual minimum tonnage commitment of 2,970,000 tons in each of the remaining years of the contract. The Company has the option in any given year to increase or decrease the annual commitment by 10% without penalty. Sales under the Company's supply agreement that commenced February, 2013, are FOB shipping point and are not included toward the Company's minimum shipping commitment. Failure by the Company to ship its annual cargo commitment will result in a dead-freight charge equal to 75% of the freight rate for the unshipped tons. Minimum freight volume penalties are payable annually in the first quarter following the year in which freight volumes do not meet the minimum volume requirements in the NCoA.

### *Royalty Assessment for Eagle Rock Quarry Project*

The Company is disputing a royalty assessment for 2012 and 2013. During the first quarter of 2014, the Company's subsidiary Eagle Rock Materials Ltd. was notified by the British Columbia Ministry of Forests, Lands and Natural Resource Operations that royalties were due of CAD\$456,000 for 2012 and CAD\$496,000 for 2013, based on the tenure date, in respect of the Company's quarrying lease for the Eagle Rock Quarry project. The Company position is that royalties are only payable based on actual production, in accordance with a written undertaking from the responsible government agency prior to commencement of the lease, and as the project has not been developed, no royalties are currently due. Accordingly, the Company has not recorded a provision for the royalties. The Company has presented its case to the Ministry but has yet to receive a response.

## Non-IFRS Measures

### *Adjusted Loss*

The Company has prepared a calculation of adjusted loss for the period in order to better reflect underlying business performance by removing certain non-cash adjustments from its IFRS calculation of loss as it believes this may be a useful indicator to investors. Adjusted loss may not be comparable to other similarly titled measures of other companies.

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|   | Three months ended<br>June 30, |         | Six months ended<br>June 30, |         |
|---|--------------------------------|---------|------------------------------|---------|
|   | 2015                           | 2014    | 2015                         | 2014    |
| (\$000's, except per share and per ton amounts)                 |                                |         |                              |         |
| Net loss for the period attributable to shareholders of Polaris | (847)                          | (1,624) | (757)                        | (3,150) |
| Adjustments   |                                |         |                              |         |
| Share-based employee benefits                                   | 280                            | 157     | 651                          | 330     |
| Other (gains) and losses  | (4)                            | 16      | (9)                          | 14      |
| Adjusted net loss for the period                                | (571)                          | (1,451) | (115)                        | (2,806) |
| <i>per share</i>  | (0.01)                         | (0.02)  | (0.00)                       | (0.04)  |
| <i>per ton</i>  | (0.85)                         | (1.42)  | (0.08)                       | (1.70)  |

### **EBITDA and Adjusted EBITDA**

EBITDA, adjusted EBITDA, EBITDA per share and adjusted EBITDA per share ("EBITDA Metrics") are non-IFRS financial measures. EBITDA and EBITDA per share represent net income, excluding income tax expense, interest expense and amortization and accretion. Adjusted EBITDA and adjusted EBITDA per share better reflects the underlying business performance of the Company by removing certain non-cash adjustments from its calculation of EBITDA and EBITDA per share. The Company believes that the EBITDA Metrics trends are valuable indicators of whether its operations are generating sufficient operating cash flow to fund working capital needs and to fund capital expenditures. The Company uses the results depicted by the EBITDA Metrics for these purposes, an approach utilized by the majority of public companies in the construction materials sector. The EBITDA Metrics are intended to provide additional information, do not have any standardized meaning prescribed by IFRS and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. These measures are not necessarily indicative of operating profit or cash flow from operations as determined under IFRS. Other companies may calculate these measures differently.

The following table reconciles these non-IFRS measures to the most directly comparable IFRS measure.

|   | Three months ended<br>June 30, |         | Six months ended<br>June 30, |         |
|---|--------------------------------|---------|------------------------------|---------|
|   | 2015                           | 2014    | 2015                         | 2014    |
| (\$000's except per share and per ton amounts)                |                                |         |                              |         |
| Net loss for the period attributed to shareholders of Polaris | (847)                          | (1,624) | (757)                        | (3,150) |
| Interest  | 14                             | 14      | 35                           | 34      |
| Income tax expense (recovery)                                 | 1                              | 25      | (40)                         | (69)    |
| Amortization, depletion and accretion                         | 1,070                          | 1,132   | 2,149                        | 2,257   |
| EBITDA  | 238                            | (453)   | 1,387                        | (928)   |
| <i>per share</i>  | 0.00                           | (0.01)  | 0.02                         | (0.01)  |
| <i>per ton</i>  | 0.36                           | (0.44)  | 1.00                         | (0.56)  |
| Adjustments   |                                |         |                              |         |
| Share-based employee benefits                                 | 280                            | 157     | 651                          | 330     |
| Other (gains) and losses                                      | (4)                            | 16      | (9)                          | 14      |
| Adjusted EBITDA   | 514                            | (280)   | 2,029                        | (584)   |
| <i>per share</i>  | 0.01                           | (0.00)  | 0.02                         | (0.01)  |
| <i>per ton</i>  | 0.77                           | (0.27)  | 1.46                         | (0.35)  |



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## Market Outlook, Operations, Shipping, and Customers

### **MARKET OUTLOOK AND RECENT DEVELOPMENTS**

Sales in the first half of 2015 were disappointing at 1,386,000 tons as the second quarter was particularly impacted by management restructuring within the Company's Strategic Alliance Partner and sales distribution targets, agreed prior to the start of the year, were not met. In addition, the Company's largest customer purchasing on an ex-quarry basis also encountered some operational problems. By mid-July, the Company had been reassured by the new management team at its Strategic Alliance Partner that the second half sales in 2015 should return to the originally planned levels for that period. The Company's markets in the busy San Francisco/San Jose corridor continue to be strong and there are now signs that the north and east San Francisco Bay markets are showing signs of recovery as private housing markets pick up in these areas, an inevitable consequence of the escalating property prices in San Francisco and Silicon Valley.

The continuing demand in northern California, coupled with the recognition of the value of the high quality Orca aggregate to meet exacting specifications for concrete, is enabling the Company to achieve real price increases. The California customers that service the markets from the city of San Francisco down the peninsula to San Jose, the corridor generally referred to as Silicon Valley, are seeing the strongest demand driven by the very successful high-tech sector in those areas. However, the market has been patchy with the east and north Bay markets lagging behind in recovery, however, it now appears that this situation is changing in 2015 with a number of large projects planned, particularly in the private housing sector. The market conditions enabled significant price increases to be applied to some of the Company's outlets commencing on January 1, 2015, and very importantly, two fixed-price contracts that commenced in 2013 came to an end during that quarter. One of these contracts has continued albeit with a price increase applied in February while the second contract terminated with the volume being replaced by general market sales at improved prices. In the US, the aggregates market nationally continues to be impacted by uncertainty regarding the future funding for highways and major infrastructure, despite a clear consensus in Congress regarding support for infrastructure investment. A major issue has been the potential insolvency of the Highway Trust Fund. On July 31<sup>st</sup>, 2014, Congress authorized a short-term financing patch that extended MAP 21, a multi-year transportation bill enacted in 2005, through May 2015, and provided \$11 billion of transfers to the Highway Trust Fund. This situation has not been resolved, Congress continues to approve only short term continuation measures and the need for a long term solution remains. One positive initiative that is in place enables states to apply for funding assistance under the Transportation Infrastructure Finance and Innovation Act (TIFIA) which will provide \$1.75 billion of Federal credit assistance through 2015 for nationally or regionally significant surface transportation projects. Each dollar of Federal funds can provide up to \$10 in TIFIA credit assistance, leveraged up to \$30 in transportation infrastructure investment. The latest economic outlook from the Portland Cement Association, in September 2014, forecast that cement consumption would increase by 8.2% in 2014 with further increases of the same magnitude in each of 2015 and 2016. These are national forecasts and significant regional variances should be anticipated, however, the Company expects that California will perform better than the national average. Further evidence of a broad-based construction industry recovery continues to be demonstrated in the Dodge Momentum Index which was 12% higher over the first three months of 2015 than over the same period last year.

In respect of private sector construction investment, the Company believes that the encouraging statistics showing a resurgence in private housing will continue albeit at a measured pace. Statistics in terms of housing sales, starts, inventories and pricing have been difficult to read as they often appear contradictory, however, a view from Stan Humphries, the top economist at real estate site Zillow in 2014, was "The reality is that the market is moving from one defined by distortions including high negative equity and constricted inventory, to one defined by fundamentals like household formation rates, jobs and income growth.....we are slowly getting back to normal". Although this sector is less influential on the demand for Orca Quarry materials than private commercial investment, it is nonetheless helpful that each sector of the construction economy recover towards normalized levels enabling a return to logical competitive factors. Increased multiple occupancy unit construction activity in San Francisco, coupled with strong private commercial activity, particularly in the San Francisco/San Jose corridor is contributing significantly to increasing demand for Orca Quarry product. House prices are reported to be increasing strongly in the San Francisco market which can be expected to benefit housing starts and commercial development to the north of the Golden Gate Bridge and also in the east Bay, areas that have lagged behind the upsurge in demand experienced in the south and west Bay area.

Local reserves of construction aggregate continue to decline and the development of new replacement quarries is still strongly opposed by local residents in most markets, especially those crucial to our business. The California Geological Survey released a report titled "Aggregate Sustainability in California, 2012" which is essentially an update to similarly titled reports published in 2002 and 2006. The report contains a considerable amount of data which demonstrates that aggregate resource shortages remain a major problem in a number of major markets in the State, where they continue



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to decline and are not being replaced, with complete exhaustion projected in a decade or so. Despite these dire predictions, the quarrying industry's problems in permitting new resources have not changed and it remains extremely difficult, especially around major urban markets, to obtain new permits. The Company's development strategy has been delayed by the severe economic recession that began in 2008 but the fundamental principles remain and future sources of aggregate, particularly sand and gravel, will be considerably further from the ports serviced by Orca aggregate which will place further upward pressure on selling prices.

Recent examples of the difficult resource permitting climate are: Lehigh-Hanson ceasing limestone aggregate production in Cupertino at the end of 2014, this operation had been suspended some three years earlier pending resolution of a permitting issues; the refusal to permit a proposed large new granite quarry in Riverside County north of San Diego; and the rejection of a new hard rock quarry proposed near Fresno. Both the San Diego and Fresno proposals failed due to the high level of public concern about such operations. In August, 2014, an application to develop a sand and gravel quarry at Paicines Ranch, approximately 90 miles south of San Jose, was abandoned by the proponent before the county board could consider it following "significant opposition". Not all applications fail. In July, 2014, West Coast Aggregate Supply in Riverside County, established in 1982, received a thirty year extension to their mining permit. A new sand and gravel operation located in the Palmdale area, often referred to as 'the high desert', to the north of Los Angeles was recently permitted and a hard rock quarry east of the city was developed by a ready mixed concrete producer as a direct replacement for its depleted sand and gravel resource. The January 2011 San Diego Region Aggregate Supply Study prepared under the direction of SANDAG (San Diego Area Governments) stated; "One of the challenges facing this region is how to meet the increasing demand for aggregate at a time when the local supply is shrinking", this being particularly with reference to materials necessary to meet planned public sector expenditure. The report highlighted the need for further land based resources, coupled with the requirement to import materials by ship, train or barge and supported the Company's original interest to supply that market.

In Hawaii, the Company is focusing on major infrastructure projects where the ability of Orca Quarry materials to meet stringent performance requirements provides strong technical and economic justification for their usage. For example, a major trial at the Hickam Air Force Base was supervised by the US Army Corps of Engineers. The trial involved concrete paving for runway construction made exclusively from Orca aggregate and the results were extremely positive. This will eventually benefit sales for very demanding applications although the Company recognizes that the expected increase in volumes would be modest in comparison to California demand. The initial term of the Company's supply agreement with its Hawaiian customer has expired following which sales continued at previous levels during 2014. The outlook for sales to Hawaii is somewhat uncertain following the acquisition, by local development companies, in 2014, of two of the three customers using Orca aggregate. This has resulted in the termination of the previous working arrangement for the imports. The Company expects to supply Honolulu again in 2015 but has not yet provided a shipment.

Relatively small quantities of materials continue to be sold occasionally for use in British Columbia or Alaska and are loaded into barges provided by the customers.

## **OPERATIONS**

### ***Quarry Properties***

The Orca Quarry is situated to the west of the town of Port McNeill, British Columbia, and commenced shipments of high quality sand and gravel construction aggregates to west coast ready mix concrete producers in March 2007. Mineral extraction takes place from the East Cluxewe deposit which contained a reserve of 134 million tons at the commencement of operations in 2007. Estimates of remaining reserves are contained in the Company's Annual Information Form which is available on the Company's website at [www.polarismaterials.com](http://www.polarismaterials.com) or on SEDAR.

The Company has also explored additional lands in the Orca Quarry area, over which it has certain rights, referred to as the East Cluxewe Extension and West Cluxewe deposits. After due consideration of the resource, environmental and permitting factors relative to these areas, the Company anticipates that, following completion of extraction of the East Cluxewe deposit, working the East Cluxewe Extension deposit, which is contiguous with its current operations, will be the first priority to be followed by the West Cluxewe deposit. The necessary permits for working these additional deposits will be sought much nearer the time when they will be required.

The Company also owns the rights to develop the Eagle Rock Quarry Project, a very large granite resource located on deep tidewater alongside the Alberni Inlet near Port Alberni, British Columbia. The Eagle Rock Quarry received its mine permit in 2003 and in 2008 renewed the Environmental Assessment Certificate from the Province of BC, which expired in September 2013 and will need to be renewed prior to commencing development. The Company continues to review regularly the potential for a possible market opportunity which would support the development of the quarry to produce crushed rock construction aggregate products. This high quality aggregate is anticipated to be ideal for asphalt





(US dollars, except where noted)

(Unit of weight is US short tons)

manufacture and over time is expected to be a significant source of coarse aggregate for use in concrete when it will complement Orca Quarry which produces a high proportion of natural sand. The effects of the recession have made it difficult to predict when it might be possible to advance this project to a construction phase.

In June, 2014, the Company announced that it would investigate a potential limestone deposit, located close to the Orca Quarry that, if viable, would provide coarse aggregates to complement the sand-rich Orca deposit. Initial field studies commenced in 2015. A resource of potential interest has been identified and during February, 2015, bulk samples were submitted to a materials testing laboratory to begin a range of tests that are an essential precursor to determining whether or not the mineral has the physical and chemical characteristics that would support consideration for use in California in concrete or asphalt. In addition to the limestone investigation, the Company has identified a potential source of an igneous hard rock that appears to be of similar geology to the Orca gravel and therefore possibly interchangeable from a market perspective. This hard rock is also in close proximity to the Orca Quarry.

### ***Marine Terminals***

Marine receiving terminals are a crucial component in the Company's logistics and opportunities to develop further suitable terminals are scarce and may require substantial investment. The Company delivers construction aggregate to five terminals in San Francisco Bay where it has become the exclusive supplier by ocean-going vessel. The Richmond Terminal is owned and operated by the Company and has a permitted capacity of 1.5 million tons per year serving the north and east Bay areas. The Redwood City terminal in southwest San Francisco Bay and the Pier 92 terminal near downtown San Francisco are owned and operated by the Company's strategic alliance partner, Cemex. During 2014, Cemex received an increased permit for Redwood City such that these terminals have a combined annual capacity significantly exceeding 2.0 million tons. In July, 2015, the Company made its first delivery to its new terminal in the Port of Long Beach as an entry point into the southern California market.

The operating draft of the shipping channel leading into the Port of Redwood City is a very important factor for the Company's logistics because a reduced draft negatively affects the capacity of the CSL vessels to deliver and therefore impacts the efficiency and costs of shipping. Dredging of this Federal Channel is the responsibility of the US Army Corps of Engineers and it has taken more than two years for the Port and the Corps to obtaining funding for maintenance dredging which finally commenced in October, 2014 and approximately 75% of the work was completed by December 2014 when dredging must stop for fisheries protection. The final phase of this work is now expected to be completed by the end of August 2015. The Corps of Engineers has completed a study to improve shipping access to Redwood City for the long term with additional dredging work over shoals in the Bay itself. The environmental assessment associated with this proposal entered a public comment period at the end of June 2015. Funding of this more ambitious project will still need to be secured from both state and federal sources but if successful it would represent a further significant improvement in the Company's ability to serve this key market.

Since February, 2013, the Company has supplied aggregates for the Pier 94 terminal of Hanson Aggregates in the Port of San Francisco. The Landing Way Depot, on the Petaluma River in Sonoma County, owned and operated by Landing Way Depot, Inc., has an annual capacity of approximately 1.25 million tons and serves the requirements of Shamrock Materials Inc.

The Company's strategic objectives include the development of marine terminals in southern California. In the third quarter of 2009, the Company secured an option to lease an existing marine aggregate importing terminal in the Port of Long Beach, California, at Berth D-44 and, in July 2010, exercised this option and entered into a five year lease with renewal at the Company's option for a further three, five-year, periods to a total of 20 years. This 8.3 acre site is privately owned and operated for many years receiving construction aggregates from barges with storage in open stockpiles. The site, which was previously permitted to receive and distribute up to 3 million tons of construction aggregates per year, is located on a deep-water channel and is close to Interstate 710, which services the greater Los Angeles area. The Los Angeles market is now exhibiting strong recovery and following enquiries from major contractors experienced in the use of Orca aggregates, the Company decided to proceed with the development of the terminal. The Ports of Long Beach and Los Angeles are currently engaged in major construction projects designed to enhance their ability to receive and efficiently handle much larger container vessels. As a consequence, the demand for concrete aggregate to meet these massive construction projects will increase significantly.

Previously aggregates were delivered by barges and the Company obtained a Harbor Development Permit for the site to enable delivery by Panamax size vessels following the submission of an Environmental Impact Report. During the second quarter of 2013 the Company received a dredging permit from the US Army Corps of Engineers for the maintenance dredging required at Berth D-44 in order to accommodate the Panamax vessels of CSL and, following a procedural delay, this work was carried out in March, 2014. The Company had to apply to the Southern California Air Board for an Air Permit for the new operation and the permit was finally issued in September, 2014. This permit has an initial capacity of one million tons per year which the Company was able to secure without requiring the purchase of



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offsets, an increasingly prevalent component in permitting in these most difficult locations. However, the permit may be expanded in the future on an incremental basis.

The Company placed orders in the first quarter of 2014 for long lead-time conveying and material handling equipment, along with berthing equipment to be used for mooring vessels at the site and construction commenced on-site in July 2014. Extreme rainfall events in December 2014 and January 2015 resulted in further requirements for grading and drainage works to be negotiated with the city. All material handling and ship mooring installations were completed by the end of the first quarter of 2015, however, two matters remained outstanding: the City of Long Beach required changes to the drainage and grading plans previously submitted; and, the industrial action taken by the ILWU union members in all west coast ports had the potential to disrupt the Company's operational status if the site became fully operational before a new contract agreement had been ratified. The Company was finally able to take a fully laden Panamax vessel into Berth D-44 on July 19<sup>th</sup>, 2015, providing 77,000 tons of Orca Quarry sand and gravel with which to open the terminal. The ship docked without incident and the innovative berthing design adopted for this site performed exceptionally well.

The Company has appointed Richard A. Williams as Director Business Development for its US marketing and distribution. Mr. Williams is an experienced concrete engineer and marketing professional based in the greater Los Angeles area who provides technical expertise in design for projects where the premium quality of the Orca Quarry sand and gravel can offer cost effective solutions. An extensive test program of the Orca aggregate in Southern California has provided excellent results to support the marketing.

The Company has consistently maintained interests in the Ports of San Diego and Hueneme, which is north of Los Angeles. The opportunity to develop a terminal in either of these locations, was originally of interest in order to provide the maximum possible sales growth for the Company. However, demand for the Company's Orca aggregate has increased substantially in the northern California markets where additional terminal access has been secured. Following the opening of the new Long Beach terminal it is no longer a priority to enter further new markets which might also have required substantial additional capital investment and the Company is presently not pursuing these interests further.

## **SHIPPING**

The Company is currently shipping its products from Vancouver Island, British Columbia, to San Francisco Bay by self-unloading Panamax vessels provided by CSL International Inc. ("CSL"). Sales to Hawaii, Alaska, British Columbia, and under the supply agreement to California that commenced in the first quarter of 2013, are made on an FOB, basis by loading ships or barges provided and paid for, by the customer.

On arrival in San Francisco Bay, CSL's vessels are partially unloaded while at anchor ("lightered") into barges provided by either Shamrock Materials Inc., or Cemex, under the terms of the twenty-year aggregate supply agreements. Barges are chartered occasionally from an independent operator, particularly during the period of significant draft restrictions for vessels going to Redwood City. After lightering, the balance of the cargo may be unloaded at Cemex's Redwood City terminal or at the Company's Richmond Terminal. These arrangements offer the most economic shipping solution by utilizing fully loaded Panamax vessels from Vancouver Island to San Francisco Bay. The increasing demand for Orca Quarry products in northern California assists in maximizing shipping efficiency although balance between the individual terminals requires careful management being market driven and therefore highly variable.

### **Shipping Fuel Surcharges**

As a consequence of the Company's two major supply agreements in northern California, the Company absorbs changes in the cost of shipping fuel during a quarter and then passes the cost, or benefit, through to the customer during the following quarter. The commencement selling prices to both customers reflected actual fuel costs at the time of entering into the contracts.

The Company's sensitivity to changes in fuel prices is as follows: for every \$10 movement per metric tonne in the price of Low Sulphur Fuel Oil ("LSFO"), the main fuel required to be used in shipping since August, 2012, the Company's delivered price is impacted, positively or negatively, by approximately 3.7 cents per ton.

### **North American Emission Control Area**

On August 1, 2012, the USA EPA and Environment Canada established a North American Emission Control Area (the "ECA") of 200 nautical miles around the US and Canadian coasts. All vessels operating within the ECA must now use Low Sulphur Fuel Oil (LSFO) which has a limit of 1% sulphur. This action significantly increased the cost of shipping



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from August 1<sup>st</sup>, 2012, which the Company has passed on to its customers under pass-through clauses in the Company's sales agreements. On January 1, 2015, Phase II of the ECA regulation was implemented that required a further reduction in the sulphur content of the marine fuels to a maximum of 0.1%. The Company had anticipated that this final ECA implementation would result in a further overall increase in the cost of fuels that would be again passed through to customers. However, the unforeseen and substantial fall in world crude oil prices has meant that 2015 has opened with fuel costs below those experienced in 2014 despite the use of the more refined fuel. The Company is unable to predict how long this situation may prevail.

The objective of the ECA is to reduce emissions from ships that might be harmful to coastal environments, a principle supported by marine cargo shippers including CSL International, the Company's exclusive shipper. However, the US EPA directed that the ECA be 200 miles offshore without the benefit of new research which clearly establishes that an ECA limit beyond 50 miles provides no further benefit to coastal environments. This new regulation has adversely impacted many freight movements in North America and these coastal regions would actually be seriously impacted by the increased air pollution and road congestion that would arise should millions of tons per annum of products, including construction aggregate, be forced to use shore-based truck or rail transportation rather than ships. A Coalition of Short-Sea Shippers, coupled with the Maritime Industrial Transportation Alliance, continues to actively press government agencies relief from the impact of Phase II of the ECA in respect of smaller, short-sea, coastal vessels which would include those operated by CSL. The Company is engaged with the National Stone and Sand and Gravel Association to support the coastal shippers in trying to achieve a modification to the ECA regulations to enable the economic benefits to be maintained in the vital supply of construction aggregates to coastal cities, without negatively impacting the coastal environment.

## **CUSTOMERS**

The Company's Strategic Alliance with Cemex, which was established in 2007, provides for the joint development of new port receiving terminals on the US west coast that will ultimately be required to achieve the Orca Quarry's permitted production of 6.6 million tons per year. Either company may proceed with a legitimate terminal development project should the alliance partner decline the right to participate for any reason. Cemex, a public company, headquartered in Mexico, is one of a small number of major international cement manufacturers and a significant producer of construction aggregate and ready mix concrete, in markets throughout the world.

A second long-term supply agreement commenced with Shamrock Materials in 2007. Orca Quarry products are unloaded from Panamax vessels, at anchorage in San Francisco Bay, into Shamrock's own barges for transportation to an aggregate terminal situated at Petaluma, CA. Shamrock Materials is a well-established private company supplying ready mixed concrete in the north San Francisco Bay area.

The Company maintains a close relationship with the management of both Shamrock and Cemex, which together accounted for approximately 80% of the Company's sales in the first six months of 2015.

In December 2012, the Company entered into a sales agreement with Hanson Aggregates Mid-Pacific Inc., a subsidiary of a major international building materials company headquartered in Germany. The agreement has a fixed first period of three years with two, three-year, renewal options requiring mutual agreement to extend. Sales under the agreement commenced in February, 2013.

The Company also supplies customers in Hawaii and British Columbia, which are substantial private companies with whom management maintains a working relationship, however, these sales are effectively made on a spot basis.

## **SALES AND SEASONALITY**

The Company's Orca sand and gravel quarry operates year-round, however, sales demand is seasonal due to the impact of poor weather conditions, particularly in the first (winter) quarter which have an impact on production volumes and demand for the Company's products. As a consequence the Company's financial results for any individual quarter are not necessarily indicative of results to be expected for that year. Sales and earnings are typically sensitive to regional and local weather, market conditions, and, in particular, to cyclical variations in construction spending.

## **Related Party Transactions**

During the three months ended June 30, 2015, the Company accrued for or paid the following services by related parties. David Singleton provided to the Company management and marketing services at a cost of \$18,283 (three



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months ended June 30, 2014 - \$56,610). Navigator Management Ltd. ("Navigator"), a company controlled by Marco Romero, provided to the Company, consulting services at a cost of CAD\$9,000 (three months ended June 30, 2014 - CAD\$11,556). The Company has agreed to pay Navigator a retainer of CAD\$3,000 per month plus expenses under the agreement.

During the six months ended June 30, 2015, the Company accrued for or paid, David Singleton for management services at a cost of \$35,532 (six months ended June 30, 2014 - \$104,759) and Navigator for consulting services at a cost of CAD\$18,000 (six months ended June 30, 2014 - CAD\$20,556).

These costs are included in general and administrative expenses. Transactions with related parties are recorded at the price agreed between the parties.

At June 30, 2015, accounts payable included; \$2,000 due to David Singleton, (December 31, 2014 - \$6,425) and CAD\$3,000 due to Navigator, (December 31, 2014 - CAD\$3,764).

## Significant accounting judgments and estimates

The Company's accounting policies are described in Note 3 to the December 31, 2014 audited consolidated financial statements. The preparation of financial statements requires management to use judgment in applying its accounting policies and estimates and assumptions about the future. Estimates and other judgments are continuously evaluated and are based on management's experience and other factors, including expectations about future events that are believed to be reasonable under the circumstances. The Company considers the accounting policies and estimates for; the determination of mineral reserves, asset values and impairment charges, estimated reclamation, closure costs, and provision for property tax assessment, to be significant. There is a full discussion and description of the Company's significant accounting judgments and estimates in the 2014 management discussion and analysis.

## Financial Instruments

Cash and cash equivalents, trade receivables, and security deposits are classified as loans and receivables. Trade payables are classified as other financial liabilities. Financial instruments that are classified as loans and receivables and other financial liabilities are measured at amortized cost.

The Company does not measure any financial instruments or other assets at fair value on a recurring basis in the statement of financial position. The fair values of cash and cash equivalents, trade receivables, and security deposits, and trade payables, approximate their carrying values due to either their short-term nature or maturities.

## Capital Stock

As at the date of this report, the Company had unlimited common shares authorized, of which 87,758,936 were issued and outstanding. The Company also has 4,932,542 options outstanding, exercisable into 4,932,542 common shares, of which 3,992,540 are currently vested, and 870,500 warrants outstanding, all of which are vested.

## Risks and Uncertainties

The development and operation of the Company's construction aggregate properties involves a high degree of business and financial risk. Accordingly, investment in the securities of the Company involves a high degree of risk and should be regarded as speculative due to the nature of the Company's business. The Company has incurred losses and may incur further losses. The following risks are not intended to be a complete list of all risk factors or presented in any assumed order of priority. A full discussion and description of the Company's risks which should be taken into account in assessing important factors that could cause the Company's actual results to differ materially from the Company's expectations are disclosed under the heading "Risks and Uncertainties" in the Company's 2014 Management Discussion and Analysis and under the heading "Risk Factors" in the Company's Annual Information Form (AIF) in respect of its financial year ended December 31, 2014, both of which are filed with Canadian regulators on SEDAR ([www.sedar.com](http://www.sedar.com)). Any one or more of the following risks could have a material effect on the Company.



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### **The Company's operations may require further capital**

The quarrying, processing and development of the Company's properties and terminals, and any future terminals which may be acquired and developed by the Company may require substantial additional financing. Failure to obtain sufficient financing may result in delaying or indefinite postponement of development or production of the Company's properties and terminals or even a loss of those property interests. There can be no assurance that additional capital or other types of financing will be available if needed or that, if available, the terms of such financing will be favourable to the Company. Any future financing may be dilutive to existing shareholders.

### **Reliance on Certain Customers**

The Company generates the major proportion of its revenue from sales to three customers. The ability of these customers to continue in business could have a material effect on the Company and no assurance can be given in that respect.

### **The Company may not secure additional construction aggregates sales volumes and prices projected for the Orca Quarry**

The value and price of the Common Shares, the Company's financial results, and the Company's development and quarrying activities may be significantly adversely affected if the Company does not secure the sales volumes and prices of construction aggregates intended for the Orca Quarry. Demand for construction aggregates products in the Company's target markets fluctuates and is affected by numerous factors beyond the Company's control such as private sector residential and commercial construction, and public sector construction, including roads, bridges, services, and other infrastructure. The supply of construction aggregates to the Company's target markets may also fluctuate and may be affected by new or expanded local production, or supplies of construction aggregates brought into the target markets by road, rail or vessel. Depending on the sales volumes and prices of construction aggregates, cash flow from quarrying operations may not be sufficient and the Company could be forced to discontinue production and may lose its interest in, or may be forced to sell, some or all of its properties. Future production from the Company's Orca Quarry is dependent on applicable construction aggregates sales volumes and prices being sufficient to make materials extraction from the Orca Quarry economic.

In addition to adversely affecting the Company's financial condition, declining construction aggregates sales volumes and prices can impact operations by requiring a reassessment of the feasibility of the Orca Quarry. Such a reassessment may be the result of a management decision or may be required under financing arrangements related to the Orca Quarry. The need to conduct such a reassessment may cause substantial delays or may interrupt operations until the reassessment can be completed.

### **Currency fluctuations may adversely affect the Company's financial performance**

The effects on financial performance and cash flows from the Canadian dollar foreign exchange rate versus the U.S. dollar are significant. The Company does not enter into hedging contracts in connection with foreign currencies. Changes in the Canadian dollar against the U.S. dollar could materially affect the Company's U.S. dollar-reported operational profitability and financial condition.

### **The Company currently depends on a single property**

The Company's only material mineral producing property is the East Cluxewe Deposit. Unless the Company acquires or develops additional material properties or projects, the Company will be solely dependent upon the operation of the Orca Quarry for its revenue and profits, if any.

### **The Company may not meet minimum freight contract volumes**

The Company's freight contract, which was again amended and restated in December 2013, provides for minimum annual volumes of construction aggregates. If the Company is unable to secure sufficient sales volumes to meet those minimum freight volumes, its revenues, operations and financial condition could be materially adversely affected.

### **Eagle Rock Quarry Project Royalty Assessment**

The Company has received a royalty assessment from the British Columbia Ministry of Forests, Lands and Natural Resource Operations for overdue royalties of CAD\$456,000 for 2012 and CAD\$496,000 for 2013, in respect of the Company's quarrying lease for the Eagle Rock Quarry project ("ERQ project") located on the Alberni Inlet to the south of the City of Port Alberni, British Columbia. The Company is disputing the assessment. The Company has not recorded a provision for the royalties. The amount of any payment, if required, is currently uncertain and it may be necessary to record a provision in future periods. There can be no assurance that the Company's position will prevail.



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### **Additional risk factors**

The financial analysis completed by AMEC of the Orca Project detailed in the 43-101 technical report relies on certain underlying assumptions which may no longer be reasonable as a result of the global economic recession since 2008. The company business plan includes discharges of Orca Quarry construction aggregates to barges, the Richmond Terminal and to Cemex through its Strategic Alliance with Cemex. Although the Company has access to certain terminals through its Strategic Alliance, there is no certainty that its strategic alliance will secure further joint terminals to meet the increasing deliveries and sales incorporated by the Company in its business plan. If the Company is unable to continue to secure access to additional discharge terminals, or acquire its own discharge terminals, its revenues, operations and financial condition could be materially adversely affected. The quarrying industry is competitive and the Company faces strong competition from other quarrying companies, or prospective quarrying companies, in connection with the supply of construction aggregates to the Company's target markets. Government regulation and assessments may adversely affect the Company. The Company's title to its properties may be subject to disputes or other claims including land title claims of First Nations. The Company's operations will be subject to all the hazards and risks normally encountered in the development and production of construction aggregates, including, without limitation, unusual and unexpected geologic formations, seismic activity, pit-wall failures, cave-ins, flooding and other conditions involved in the extraction of material, any of which could result in damage to, or destruction of, quarries and other producing facilities, damage to life or property, environmental damage and legal liability. Construction aggregates resources are estimates only and there is no certainty that the construction aggregates resource represented at the Company's properties will be realized or that such resource can be economically quarried. The actual costs of reclamation are uncertain. The Company will require other construction aggregates resources in the future. The Company's operations are subject to environmental risks as all phases of the Company's operations are subject to Federal, Provincial and local environmental regulation in the various jurisdictions in which it operates which could potentially make operations expensive or prohibit them all together. The Company does not insure against all risks and the Company's insurance will not cover all the potential risks associated with a quarrying company's operations. Certain groups are opposed to quarrying. In North America there are organizations opposed to quarrying, particularly open pit quarries such as the Orca Quarry and the Eagle Rock Quarry Project. The Company is dependent upon certain of its executive management team and the loss of the services of its executive officers could have a material adverse effect on the Company. The Company's growth will require new personnel and there can be no assurance that the Company will be able to recruit or retain personnel required to execute its programs or to manage these changes successfully. Certain of the directors and officers of the Company also serve as directors, officers and/or significant shareholders of other companies involved in natural resource exploration and development and consequently there exists the possibility for such directors and officers to be in a position of conflict.

### **Controls and Procedures**

The Company's management is responsible for establishing and maintaining adequate internal control over financial reporting. Any system of internal control over financial reporting, no matter how well designed, has inherent limitations. Therefore, even those systems determined to be effective can provide only reasonable assurance with respect to financial statement preparation and presentation. There have been no changes in the Company's internal control over financial reporting during the three months ended June 30, 2015 that have materially affected, or are reasonably likely to materially affect, internal control over financial reporting.

### **Cautionary Note Regarding Forward Looking Statements**

This Management's Discussion and Analysis contains "forward-looking statements" and "forward-looking information" within the meaning of applicable securities laws. These statements and information appear in this document and include estimates, forecasts, information and statements as to management's expectations with respect to, among other things, the future financial or operating performance of the Company, including maximizing sales opportunities with third parties, sales volumes from its main Strategic Alliance Partner and selling prices, the outlook for the remainder of the year, costs of production, the pursuit of supplies for major projects and infrastructure, the San Francisco and east Bay markets, capital and operating expenditures, expected timing of shipments, requirements for additional capital, government regulation of quarrying operations, environmental risks, reclamation expenses, and title disputes. Often, but not always, forward-looking statements and information can be identified by the use of words such as "may", "will", "should", "plans", "expects", "intends", "anticipates", "believes", "budget", and "scheduled" or the negative thereof or variations thereon or similar terminology. Forward-looking statements and information are necessarily based upon a number of estimates and assumptions that, while considered reasonable by management, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Readers are cautioned that any such forward-looking statements and information are not guarantees and there can be no assurance that such statements



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and information will prove to be accurate and actual results and future events could differ materially from those anticipated in such statements. Important factors that could cause actual results to differ materially from the Company's expectations are disclosed under the heading "Risks and Uncertainties" in the Company's Annual Report and under the heading "Risk Factors" in the Company's Annual Information Form (AIF) in respect of its financial year-ended December 31, 2014, both of which are filed with Canadian regulators on SEDAR ([www.sedar.com](http://www.sedar.com)). The Company expressly disclaims any intention or obligation to update or revise any forward-looking statements and information whether as a result of new information, future events or otherwise. All written and oral forward-looking statements and information attributable to us or persons acting on our behalf are expressly qualified in their entirety by the foregoing cautionary statements.

## Other Information

Additional information related to the Company is available for viewing on SEDAR at [www.sedar.com](http://www.sedar.com) and at the Company's website at [www.polarismaterials.com](http://www.polarismaterials.com).

## Glossary of Terms

**Ton** – the unit of weight used in the US consisting of 2,000 imperial pounds, often referred to as a 'Short Ton'.

**Metric Tonne** – a unit of weight commonly used in Canada and worldwide in shipping operations consisting of 1,000 kilograms (2,205 imperial pounds).