

## **AZUCAR MINERALS LTD. (FORMERLY ALMADEX MINERALS LIMITED)**

### **MANAGEMENT'S DISCUSSION AND ANALYSIS**

**December 31, 2018**

#### **INTRODUCTION**

This Management's Discussion and Analysis ("MD&A") for Azucar Minerals Ltd. (formerly Almadex Minerals Limited) ("Azucar" or the "Company") has been prepared based on information known to management as of April 16, 2019. This MD&A is intended to help the reader understand the consolidated financial statements of Azucar.

Management is responsible for the preparation and integrity of the consolidated financial statements, including the maintenance of appropriate information systems, procedures and internal controls. Management also ensures that information used internally or disclosed externally, including the consolidated financial statements and MD&A, is complete and reliable.

The Company's board of directors follows recommended corporate-governance guidelines for public companies to ensure transparency and accountability to shareholders. The board's audit committee meets with management regularly to review the consolidated financial statements, including the MD&A, and to discuss other financial, operating and internal-control matters.

All currency amounts are expressed in Canadian dollars unless otherwise noted.

#### **FORWARD-LOOKING STATEMENTS**

Information set forth in this MD&A may involve forward-looking statements under applicable securities laws. Forward-looking statements are statements that relate to future, not past, events. In this context, forward-looking statements often address expected future business and financial performance, and often contain words such as "anticipate", "believe", "plan", "estimate", "expect", and "intend", statements that an action or event "may", "might", "could", "should", or "will" be taken or occur, or other similar expressions. All statements, other than statements of historical fact, included herein including, without limitation, statements about the size and timing of future exploration on and the development of the Company's properties, statements about the impact of the Plan of Arrangement (as defined below) on Azucar, statements about the Company's belief that the Company's cash resources are sufficient to meet its working capital and mineral exploration requirements for its next fiscal years, and the Company's objectives and expectations regarding its capital resources are forward-looking statements. By their nature, forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the Company's actual results, performance or achievements, or other future events, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such factors include, among others, the following risks: the need for additional financing; operational risks associated with mineral exploration; fluctuations in commodity prices; title matters; environmental liability claims and insurance; reliance on key personnel; the volatility of the Company's common share price and volume and other factors beyond the Company's control. Forward-looking statements are made based on management's beliefs, estimates and opinions on the date that statements are made and the Company undertakes no obligation to update forward-looking statements if these beliefs, estimates and opinions or other circumstances should change, except as required by applicable securities laws. There can be no assurance that such statements will prove to be accurate, and future events and actual results could differ materially from those anticipated in such statements. Important factors that could cause actual results to differ materially from management's expectations are disclosed in the Company's documents filed from time to time via SEDAR with the Canadian regulatory agencies to whose policies the Company is bound. Investors are cautioned against attributing undue certainty to forward-looking statements.

The users of this information, including but not limited to investors and prospective investors, should read it in conjunction with all other disclosure documents available under the Company's profile on SEDAR ([www.sedar.com](http://www.sedar.com)) and/or on the Company's website at [www.azucarminerals.com](http://www.azucarminerals.com).

## **HIGHLIGHTS**

Azucar's technical work during this quarter continued to be focused on early stage sampling programs and drilling at the El Cobre Project.

## **OVERALL PERFORMANCE**

### **Background**

The Company is a mineral exploration and development company listed on the TSX Venture Exchange under the symbol "AMZ" and quoted on the OTCQX market place under the symbol "AXDDF". The Company was incorporated on April 10, 2015 under the laws of the Province of British Columbia.

On May 18, 2018, Azucar closed a statutory plan of arrangement (the "Plan of Arrangement") under which its early stage exploration projects, royalty interests and certain other non-core assets (the "Spin-out Assets") were transferred to Almadex Minerals Ltd. (formerly 1154229 B.C. Ltd.) ("Almadex"). Pursuant to the Plan of Arrangement, Azucar shareholders exchanged their existing Azucar common shares and received one "new" common share of Azucar and one common share of Almadex.

In conjunction with the Plan of Arrangement, the Company entered into a subscription agreement and an investor rights agreement with Newcrest Canada Holdings Inc., a wholly owned subsidiary of Newcrest Mining Limited ("Newcrest"). Pursuant to the subscription agreement on May 18, 2018, Newcrest acquired 14,391,568 common shares of Azucar by way of a non-brokered private placement for aggregate gross proceeds of \$19,074,425 (the "Newcrest Private Placement") to own 19.9% of the Company. The investor rights agreement provides, among other things, a standstill and lock-up on customary terms and conditions, participation and top-up rights in favour of Newcrest to maintain its pro-rata interest in Azucar, and the right of Newcrest to designate one nominee to the Board of Directors of Azucar.

On October 17, 2018 and April 12, 2019, Newcrest exercised its top-up rights to acquire a further 222,834 and 59,654 common shares of Azucar at a price of \$0.5581 and \$0.3274 per share respectively to continue holding 19.9% of the issued common shares of Azucar.

Azucar's management team has been focused on exploration and discovery in Mexico, the United States and Canada for the past 35 years. Traditionally, management has managed risk by forming joint ventures in which partner companies explore and develop projects in return for the right to earn an interest in them. This approach has exposed shareholders to discovery and capital gains without as much funding and consequent share dilution as would be required through sole development of exploration properties. In some cases, projects were advanced further when they were considered of such merit that the risk/reward ratio favored that approach. In other cases, if a property was optioned out with unsatisfactory results and returned to management but considered by management to still have merit, the property rights were retained in order to demonstrate further potential. This is the fashion in which the El Cobre Project discovery was made by Azucar, as the underlying project was optioned to four different partners prior to Azucar drilling the higher grade areas at the Norte target in 2016.

## **Company Mission and Focus**

Azucar is an exploration company that is focused on exploration of the El Cobre Project in Veracruz, Mexico, in which it holds a 100% interest, subject to net smelter returns (“NSR”) royalty interests totalling 2.25% (assuming production from the property exceeds 10,001 tonnes per day of ore), which can be reduced to 2.0% through the payment of US\$3.0 million.

## **Qualified Person**

Morgan Poliquin, Ph.D., P.Eng., a qualified person under the meaning of National Instrument 43-101 (“NI 43-101”), and the President, Chief Executive Officer and a director of Azucar, has reviewed and approved the technical content in this MD&A.

## **Use of the terms “Mineral Resources” and “Mineral Reserves”**

All capitalized terms used in this section have the meaning given to them in NI 43-101.

Any reference in this MD&A to Mineral Resources does not mean Mineral Reserve.

A Mineral Reserve is the economically mineable part of a Measured or Indicated Mineral Resource demonstrated by at least a Preliminary Feasibility Study. This Study must include adequate information on mining, processing, metallurgical, economic and other relevant factors that demonstrate, at the time of reporting, that economic extraction can be justified. A Mineral Reserve includes diluting materials and allowances for losses that may occur when the material is mined.

Mineral Resources are sub-divided, in order of increasing geological confidence, into Inferred, Indicated and Measured categories. An Inferred Mineral Resource has a lower level of confidence than that applied to an Indicated Mineral Resource. An Indicated Mineral Resource has a higher level of confidence than an Inferred Mineral Resource but has a lower level of confidence than a Measured Mineral Resource.

## **EI COBRE PROPERTY**

### ***Location and Ownership***

Subject to NSR royalty interests, the Company owns 100% of the El Cobre Project, which has a total area of approximately 7,300 hectares and is located adjacent to the Gulf of Mexico, about 75 kilometres northwest of the city of Veracruz, Mexico. Veracruz is a major port city and naval base with an international airport with numerous daily flights to and from Mexico City and other national and international destinations. The nearest supply centre to the Project is Cardel, a town of 20,000, located approximately 30 km south of the claim block, which is accessed via the Pan American Highway located roughly four kilometres by road from the claim boundary. Less than 10 km northeast of the El Cobre Project sits Mexico’s only nuclear power plant at Laguna Verde and the project is crossed by the electrical power grid. Water is relatively abundant in small creeks at elevations below 200 metres throughout most of the year.

### ***Recent Updates***

The Company continues to drill at El Cobre with a focus on the Norte, Villa Rica and Porvenir/Encinal areas. Azucar anticipates drilling throughout the course of 2019 as it continues to test currently defined and new targets at El Cobre.

During the year ended December 31, 2018, the Company incurred a total of \$646,474 (2017 - \$686,539) in acquisition costs and \$3,839,057 (2017 - \$3,054,936) exploration costs respectively at the El Cobre Project.

## **Upcoming / Outlook**

Data compilation and further drilling is planned at El Cobre Project target areas and results will be released as they are received and compiled.

### **El Chato property**

During the year ended December 31, 2018, the Company incurred exploration costs of \$27,112 (2017 - \$161,850) on a care and maintenance basis. These assets were transferred to Almadex pursuant to the Plan of Arrangement which became effective on May 18, 2018.

### **Yago property**

During the year ended December 31, 2018, the Company incurred exploration costs of \$33,112 (2017 - \$203,985) on a care and maintenance basis. and recorded a write-down of \$Nil (2017 - \$203,985) with respect to these properties. These assets were transferred to Almadex pursuant to the Plan of Arrangement which became effective on May 18, 2018.

### **Other properties**

Other properties consist of a portfolio of early-stage exploration projects located in Canada, United States and Mexico. During the year ended December 31, 2018, the Company incurred acquisition and exploration costs of \$102,202 (2017 - \$804,736) on a care and maintenance basis. and recorded a write-down of \$102,202 (2017 - \$804,741) with respect to these properties. These assets were transferred to Almadex pursuant to the Plan of Arrangement which became effective on May 18, 2018.

## **RISK FACTORS**

The Company is engaged in exploration for mineral deposits. These activities involve significant risks which, even with careful evaluation, experience and knowledge, may not, in some cases, be eliminated. The Company's success depends on a number of factors, many of which are beyond its control. The primary risk factors affecting the Company include inherent risks in the mining industry, metal price fluctuations and operating in foreign countries and currencies.

### **Inherent risks within the mining industry**

The commercial viability of any mineral deposit depends on many factors, not all of which are within the control of management. Some of the factors that will affect the financial viability of a given mineral deposit include its size, grade and proximity to infrastructure. Government regulation, taxes, royalties, land tenure and use, environmental protection and reclamation and closure obligations could also have a profound impact on the economic viability of a mineral deposit.

Mining activities also involve risks such as unexpected or unusual geological operating conditions, floods, fires, earthquakes, other natural or environmental occurrences and political and social instability. It is not always possible to obtain insurance against all such risks and the Company may decide not to insure against certain risks as a result of high premiums or for other reasons. The Company does not currently maintain insurance against political or environmental risks. Should any uninsured liabilities arise, they could result in increased costs, reductions in profitability, and a decline in the value of the Company's securities.

There is no assurance at this time that the Company's current mineral properties will be economically viable for development and production.

## **Market volatility for marketable securities and investments**

The Company's marketable securities consist of shares of exploration companies which are historically very volatile. The Company's investments consist of gold bullion with fluctuating market prices. There is no assurance that the Company will be able to recover the current fair market value of those shares. The Company also may hold a large number of shares which may be difficult to sell in illiquid markets from time to time.

## **Industry**

The Company is engaged in the exploration and development of mineral properties which is an inherently risky business. There is no assurance that a mineral deposit will ever be discovered, developed and economically produced. Few exploration projects result in the discovery of commercially mineable ore deposits. If market conditions make financings difficult, it may be difficult for the Company to find joint venture partners. The Company may be unsuccessful in identifying and acquiring projects of merit.

## **Mineral resource estimates**

The estimation of reserves and mineralization is a subjective process and the accuracy of any such estimates is a function of the quality of available data and of engineering and geological interpretation and judgment. No assurances can be given that the volume and grade of reserves recovered and rates of production will not be less than anticipated.

## **Prices of gold, silver and other metals**

The price of gold is affected by numerous factors including central bank sales or purchases, producer hedging activities, the relative exchange rate of the U.S. dollar with other major currencies, supply and demand, political, economic conditions and production levels. In addition, the price of gold has been volatile over short periods of time due to speculative activities.

The price of silver is affected by similar factors and, in addition, is affected by having more industrial uses than gold, as well as sometimes being produced as a by-product of mining for other metals with its production thus being more dependent on demand for the main mine product than supply and demand for silver. The prices of other metals and mineral products, such as copper, that the Company may explore for have the same or similar price risk factors.

## **Cash flows and additional funding requirements**

The Company currently has no revenue from operations. In order to continue to advance and develop its mineral properties, the Company will have to raise additional capital. The sources of funds currently available to the Company include equity capital, potential debt capital or the offering of an interest in its projects to another party. The Company currently has sufficient financial resources to undertake all of its currently planned exploration and development programs.

## **Exchange rate fluctuations**

Fluctuations in currency exchange rates, principally the Canadian/U.S. Dollar and the Canadian/Mexican Peso exchange rates, can impact cash flows. The exchange rates have varied substantially over time. Fluctuations in exchange rates may give rise to foreign currency exposure, either favourable or unfavourable, which will impact financial results. The Company does not engage in currency hedging to offset any risk of exchange rates fluctuation.

## **Environmental**

The Company's exploration and development activities are subject to extensive laws and regulations governing environmental protection. The Company is also subject to various reclamation-related conditions. Although the Company closely follows and believes it is operating in compliance with all applicable environmental regulations, there can be no assurance that all future requirements will be obtainable on reasonable terms. Failure to comply may result in enforcement actions causing operations to cease or be curtailed and may include corrective measures requiring capital expenditures. Intense lobbying over environmental concerns by non-governmental organizations ("NGOs") opposed to mining has caused some governments to cancel or restrict development of mining projects. Current publicized concern over climate change may lead to carbon taxes, requirements for carbon offset purchases or new regulation. The costs or likelihood of such potential issues to the Company cannot be estimated at this time.

## **Laws, Regulations, and Permits**

The Company's exploration activities are subject to extensive federal, provincial, state and local laws and regulations governing prospecting, development, production, exports, taxes, labour standards, occupational health and safety, mine safety, waste disposal, protection of the environment, protection of historic and archeological sites, protection of endangered and protected species and other matters in all the jurisdictions in which it operates. The Company is required to have a wide variety of permits from governmental and regulatory authorities to carry out its activities. These permits relate to virtually every aspect of the Company's exploration and exploitation activities. Changes in these laws and regulations or changes in their enforcement or interpretation could result in changes in legal requirements or in the terms of the Company's permits that could have a significant adverse impact on the Company's existing or future operations or projects. Obtaining permits can be a complex, time-consuming process. There can be no assurance that the Company will be able to obtain the necessary permits on acceptable terms, in a timely manner or at all. The costs and delays associated with obtaining permits and complying with these permits and applicable laws and regulations could stop or materially delay or restrict the Company from continuing or proceeding with existing or future operations or projects. Any failure to comply with permits and applicable laws and regulations, even if inadvertent, could result in the interruption or closure of operations or material fines, penalties or other liabilities. The Company applies the expertise of its management, advisors, employees and contractors to ensure compliance with current laws and relies on its land men and legal counsel in Canada, Mexico and United States.

In Mexico, the Mining Law (Ley Minera) regulates all mining activities. Article 62 of this law requires full compliance with all the environmental laws and regulations.

Mining activities are regulated by the Ministry of Economy (Secretaría de Economía), through which the Undersecretary of Industry and Commerce (Subsecretaría de Industria y Comercio) coordinates the industrial and commercial sector. As part of the Undersecretary of Industry and Commerce, the General Mining Coordination (Coordinación General de Minería) and the General Mining Department (Dirección General de Minería) both regulate the mining sector in the country. These authorities require that all mining companies comply with all the Environmental and National Protection regulations. The country's federal government works toward sustainable development and environmental protection through the Ministry of Environment and Natural Resources 'Secretariat of Environment and Natural Resources (Spanish: Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT). Mining companies must obtain Environmental Impact Statement and Risk Assessment Permits (EIS) from SEMARNAT prior to any mining activities, and such activities are subsequently subject to several environmental permits from different offices with SEMARNAT and other governmental bodies, including permits for explosives, change of use of land applications, water usage and extraction, wastewater discharge and tailings disposal. Under the Mexican Mining Law, concessionaires must adhere to federal environmental regulations, and their activities are subject to an environmental review. All mining companies are

required to prepare and file an EIS for all extractive operations as well as non-standard exploration work such as tunneling. It is also general practice to obtain an Archeological Release from the National Institute of Archeology and History ("INAH") at the time of the EIS application.

Surface exploration activities generally have a very low environmental impact. If an exploration project conforms to the NOM-120-SEMARNAT-1997 (Norma Oficial Mexicana NOM-120-SEMARNAT, 1997 [1998]), SEMARNAT does not require a permit to conduct low impact surface work such as drilling. In practice, although not required under the NOM-120, many companies submit an "Informe Preventivo", a report that states the measures that will be used by the company to minimize environmental impacts.

To its knowledge the Company has complied with all regulations in order to conduct its exploration activities. Exploration activities on the El Cobre project are low impact however the Company has filed several Informe Preventivo reports which have all been approved by SEMARNAT in Veracruz State. The Company's El Cobre project is located in a general region where Pre-Columbian archaeological sites are known. To date exploration programs on the project were conducted in consultation with the Federal Agency for Archeology, INAH, which resulted in the identification of several small areas for further study and classification. The outcome of this future work is unknown however these areas do not impact the Company's ability to conduct its current exploration activities. The Company will continue to consult with INAH as the project progresses.

### **Political, economic and social environment**

The Company's mineral properties may be adversely affected by political, economic and social uncertainties which could have a material adverse effect on the Company's results of operations and financial condition. Areas in which the Company holds or may acquire properties may experience local political unrest and disruption which could potentially affect the Company's projects or interests. Changes in leadership, social or political disruption or unforeseen circumstances affecting political, economic and social structure could adversely affect the Company's property interests or restrict its operations. The Company's mineral exploration activities may be affected by changes in government regulations relating to the mining industry and may include regulations on production, price controls, labour, export controls, income taxes, expropriation of property, environmental legislation and safety factors.

Any shifts in political attitudes or changes in laws that may result in, among other things, significant changes to mining laws or any other national legal body of regulations or policies are beyond the control of the Company and may adversely affect its business. The Company faces the risk that governments may adopt substantially different policies, which might extend to the expropriation of assets or increased government participation in the mining sector. In addition, changes in resource development or investment policies, increases in taxation rates, higher mining fees and royalty payments, revocation or cancellation of mining concession rights or shifts in political attitudes in countries where the Company holds mineral properties may adversely affect the Company's business.

The Company's relationship with communities in which it operates is critical to exploration at the El Cobre project. Local communities may be influenced by external entities, groups or organizations opposed to mining activities. In recent years, anti-mining NGO activity in Mexico has increased. These NGOs have taken such actions as road closures, work stoppages and law suits for damages. These actions relate not only to current activities but often in respect to the mining activities by prior owners of mining properties. Such actions by NGOs may have a material adverse effect on the Company's operations at the El Cobre project and on its financial position, cash flow and results of operations.

### **Title to mineral properties**

While the Company has investigated title to its mineral properties, this should not be construed as a guarantee of title. The properties may be subject to prior unregistered agreements or transfers and title may be affected by undetected defects.

### **Possible dilution to present and prospective shareholders**

The Company's plan of operation, in part, contemplates the financing of its business by the issuance of securities and possibly incurring debt. Any transaction involving the issuance of previously authorized but unissued common shares, or securities convertible into common shares, would result in dilution, possibly substantial, to present and prospective shareholders. The Company has traditionally sought joint venture partners to fund in whole or in part exploration projects. Offering an interest in its projects to partners would dilute the Company's interest in the projects.

### **Material risk of dilution presented by large number of outstanding share purchase options and warrants**

At April 16, 2019, there were 6,795,000 stock options and 3,247,995 warrants outstanding. Directors and officers hold 5,334,000 of the options and 1,461,000 options are held by employees and consultants of the Company.

### **Trading volume**

The relatively low trading volume of the Company's shares reduces the liquidity of an investment in its shares.

### **Volatility of share price**

Market prices for shares of early stage companies are often volatile. Factors such as announcements of mineral discoveries or discouraging exploration results, changes in financial results, and other factors could have a significant effect on share price.

### **Competition**

There is competition from other mining exploration companies with operations similar to Azucar. Many of the companies with which it competes have operations and financial strength greater than the Company.

### **Dependence on management**

The Company depends heavily on the business and technical expertise of its management.

### **Conflict of interest**

Some of the Company's directors and officers are directors and officers of other natural resource or mining-related companies. These associations may give rise from time to time to conflicts of interest. If a conflict arises, the Company may miss the opportunity to participate in certain transactions.

### **Impairment of Exploration and Evaluation Assets**

The Company assesses its exploration and evaluation assets quarterly to determine whether any indication of impairment exists. Common indications of impairment, which is often judgemental, include, but are not limited to, that: the right to explore the assets has expired or will soon expire

and is not expected to be renewed, substantive expenditure of further exploration is not planned, or the results are not compelling enough to warrant further exploration by the Company.

At December 31, 2018, the Company concluded that impairment indicators existed with respect to certain of its past exploration and evaluation assets. An impairment of acquisition and deferred exploration cost incurred of \$102,202 for the year ended December 31, 2018 (December 31, 2017 - \$1,008,726), has been recognized.

### **Material Financial and Operations Information**

	Year ended December 31, 2018	Year ended December 31, 2017	Year ended December 31, 2016
	\$	\$	\$
Total revenues	370,742	320,041	253,485
Net income (loss) for the year	4,267,251	(2,209,441)	(480,025)
Net loss per share - basic	0.07	(0.05)	(0.01)
Net loss per share - diluted	0.07	(0.05)	(0.01)
Impairment of exploration and evaluation assets	102,202	1,008,726	466,259
Share-based payments	1,573,881	1,406,514	388,610
Working capital	14,095,182	4,406,849	6,527,470
Total assets	28,098,164	14,772,055	13,322,562
Cash dividends declared – per share	Nil	Nil	Nil

### **Summary of Quarterly Results**

The following is a summary of the Company's financial results for the Company's eight most recently completed fiscal quarters:

	Q4 Dec 2018 Quarter	Q3 Sep 2018 Quarter	Q2 Jun 2018 Quarter	Q1 Mar 2018 Quarter
	\$	\$	\$	\$
Total revenue	141,726	36,333	13,811	178,872
Net income (loss)	(199,318)	(1,529,662)	6,226,493	(230,262)
Income (loss) per share – basic	0.00	(0.02)	0.10	(0.01)
Income (loss) per share – diluted	0.00	(0.02)	0.10	(0.01)
Total assets	28,098,164	28,243,625	28,465,053	21,241,689
Cash dividends declared	-	-	-	-

	Q4 Dec 2017 Quarter	Q3 Sep 2017 Quarter	Q2 Jun 2017 Quarter	Q1 Mar 2017 Quarter
	\$	\$	\$	\$
Total revenue	155,431	62,889	59,630	42,091
Net income (loss)	78,501	(958,974)	(613,883)	(715,085)
Income (loss) per share – basic	(0.00)	(0.02)	(0.01)	(0.02)
Income (loss) per share – diluted	(0.00)	(0.02)	(0.01)	(0.02)
Total assets	14,772,055	15,271,458	15,915,180	16,468,130
Cash dividends declared	-	-	-	-

Quarterly variances in total revenue are dependent on the interest income earned from various levels of cash balances and other income from drilling equipment rental services. The main causes of change in net income (loss) include share-based payments relating to the fair values of

stock options granted, operating expenses to review business opportunities, and foreign exchange gain (loss) from foreign exchange rate fluctuations as discussed in Review of Operations and Financial Results section below.

## **Results of Operations and Financial Results**

### Results of Operations for the three months ended December 31, 2018 compared to the three months ended December 31, 2017

For the three months ended December 31, 2018, the Company recorded a net loss of \$199,318 (2017 – net income of \$78,501) or a basic and diluted net loss of \$0.00 per share (2017 - \$0.00). The Company has no revenues from mining operations as it only conducts exploration work. The revenue of \$141,726 (2017- \$155,431) during the three months ended December 31, 2018 consisted of interest income of \$141,726 (2017 - \$2,693) from cash balances. Other income of \$Nil (2017 - \$152,738) consists of drilling equipment rental services to Almaden. Azucar did not earn drilling equipment rentals fees during the three months ended December 31, 2018 as all the drilling equipment has been transferred to Almadex as of May 18, 2018 as part of the Plan of Arrangement.

A significant portion of total expenses of \$410,844 during the three months ended December 31, 2018 (2017 - \$881,917) were related to general and administrative expenses such as share-based payments of \$49,500 (2017 - \$Nil), professional fees of \$123,295 (2017 - \$133,782), travel and promotion of \$10,177 (2017 - \$13,304) and various other expenses incurred by the Company to review business opportunities. An administrative services fee of \$195,067 (2017 - \$177,800) was paid to Almaden during the three months ended December 31, 2018 for providing office space, executive management services, marketing support and technical oversight to Azucar.

Significant non-cash items during the three months ended December 31, 2018 included impairment of exploration and evaluation assets of \$Nil (2017 - \$470,324), share-based payments of \$49,500 (2017 - \$Nil) and loss on fair value of contingent shares receivable of \$Nil (2017 – \$3,900). The share-based payments were recognized on the grant of stock options. The 2017 impairment of exploration and evaluation assets of \$470,324 relates to projects that were not actively explored by the Company and transferred to Almadex on May 18, 2018.

### Results of Operations for the year ended December 31, 2018 compared to the year ended December 31, 2017

For the year ended December 31, 2018, the Company recorded a net income of \$4,267,251 (2017 – net loss of \$2,209,441) or a basic and diluted net income of \$0.07 per share (2017 – net loss of \$0.05) as a result of recognizing the gain of transfer of spin-out assets of \$6,146,095. The Company has no revenues from mining operations as it only conducts exploration work. The revenue of \$370,742 (2017- \$320,041) during the year ended December 31, 2018 consisted of interest income of \$192,695 (2017 - \$19,794) from cash balances. Other income of \$178,047 (2017 - \$300,247) relates to drilling equipment rental services to Almaden prior to the Plan of Arrangement on May 18, 2018. The Company does not expect any further drilling equipment rental income as all the drill rigs have been transferred to Almadex.

A significant portion of total expenses of \$2,854,620 during the year ended December 31, 2018 (2017 - \$3,628,457) were related to general and administrative expenses such as share-based payments of \$1,573,881 (2017 - \$1,406,514), professional fees of \$345,068 (2017 - \$353,857), travel and promotion of \$55,948 (2017 - \$61,013) and various other expenses incurred by the Company to review business opportunities and conduct normal business operations. Operating expenses were much lower in 2018 compared to 2017 due to decrease in impairment of exploration and evaluation assets as all except El Cobre project were transferred to Almadex. An administrative services fee of \$531,457 (2017 - \$492,478) was paid to Almaden during the year ended December 31, 2018 for providing office space, executive management services, marketing

support and technical oversight to Azucar. These expenses were higher in 2018 due to an increase in exploration activities at El Cobre.

Significant non-cash items during the year ended December 31, 2018 included the gain on transfer of spin-out assets of \$6,146,095 (2017 - \$Nil), impairment of exploration and evaluation assets of \$102,202 (2017 - \$1,008,726), share-based payments of \$1,573,881 (2017 - \$1,406,514) and gain on fair value of contingent shares receivable of \$7,800 (2017 – loss of \$27,300). The gain on spin-out assets relates to the difference between the fair value and the carrying value of the net assets distributed. Impairment of exploration and evaluation assets dramatically declined as all exploration and evaluation assets except for El Cobre were transferred to Almadex. The share-based payments relate to the grant of stock options thus the expense will vary period to period.

### **Liquidity and Capital Resources**

At December 31, 2018, the Company had working capital of \$14,095,182, including cash and cash equivalents of \$14,469,889.

Management believes that the Company's cash resources are sufficient to meet its working capital and mineral exploration requirements for its next fiscal year, as these expenditures are considered discretionary by management. The Company has no material commitments for the next fiscal year. Management has a proven track record to be able to raise money even in a very challenging financial marketplace.

#### Three months ended December 31, 2018

Net cash used in operations during the three months ended December 31, 2018 was \$106,190 (2017 - \$379,244), after adjusting for non-cash activities. Majority of the cash used in operations relate to general administration to operate a corporate head office.

Net cash used in investing activities of \$1,862,828 (2017 - \$325,192) during the three months ended December 31, 2018 relates to expenditures on exploration and evaluation assets on the El Cobre Project.

Net cash from financing activities during the three months ended December 31, 2018 was \$154,004 (2017 - \$35,350) as a result Newcrest exercised its top-up rights of \$117,404 (2017 - \$Nil) and stock options exercised of \$36,600 (2017 - \$35,350).

#### Year ended December 31, 2018

Net cash used in operations during the year ended December 31, 2018 was \$739,077 (2017 - \$1,057,488), after adjusting for non-cash activities. Majority of the cash used in operations relates to general administration to operate a corporate head office and review business opportunities.

Net cash used in investing activities of \$4,251,384 (2017 - \$3,826,003) during the year ended December 31, 2018 mainly relates to capitalized expenditures on exploration and evaluation assets of \$4,352,468 (2017 - \$4,534,662) and property and equipment purchase of \$33,059 (2017 - \$128,057) for purchases of field equipment on its drilling program at the El Cobre Project. The cash inflow from investing relates to net proceeds from sale of marketable securities of \$30,345 (2017 - \$836,716) and net proceeds from sale of property and equipment of \$103,798 (2017 - \$Nil).

Net cash from financing activities during the year ended December 31, 2018 was \$17,948,931 (2017 - \$3,715,775), as a result of net cash raised of \$17,178,735 (2017 - \$3,231,785) from non-brokered private placements closed on March 27, 2018, May 18, 2018, and October 17, 2018, \$727,784 (2017 - \$483,990) from stock options exercised and \$42,312 (2017 - \$Nil) from finders' warrants exercised.

## Disclosure of Outstanding Share Data

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

	<b>Number of Common Shares Issued &amp; Outstanding</b>	<b>Share Capital Amount</b>
December 31, 2017	48,422,869	\$15,977,418
December 31, 2018	73,679,371	\$23,991,008
April 16, 2019	73,739,025	\$24,010,539

### Share issuances during fiscal 2018

During the year ended December 31, 2018, the Company received \$727,784 and \$42,312 on the exercise of 2,597,700 options and 44,400 finders' warrants.

On March 27, 2018, the Company closed a non-brokered private placement by the issuance of 4,000,000 units at a price of \$1.40 per unit for gross proceeds to the Company of \$5,600,000. Under the private placement the Company issued 1,999,995 warrants. Each whole warrant allows the holder to purchase one common share of the Company at a price of \$2.00 per share until March 27, 2020. Share issuance costs included a finders' fee of \$166,555 in cash. In connection with the private placement, the Company also incurred \$120,294 in other cash share issuance costs. These amounts were recorded as reduction to share capital. The proceeds of the private placement were allocated entirely to share capital.

On May 18, 2018, all issued and outstanding common shares of the Company were cancelled, and shareholders were issued one "new" common share of the Company and one common share of Spinco, for each common share of the Company cancelled.

On May 18, 2018, the Company closed the Newcrest Private Placement by issuing to Newcrest 14,391,568 common shares at a price of approximately \$1.325 per share for aggregate proceeds of \$19,074,425 and incurred \$51,731 in other cash share issuance costs. Upon closing of the Newcrest Private Placement, Newcrest holds 19.9% of the issued and outstanding Azucar shares and has no ownership in Almadex.

On May 18, 2018, the Company issued 4,000,000 common shares to Almadex at a price of \$1.09 per share as part of the Plan of Arrangement.

On October 17, 2018, Newcrest Canada Holding Inc. ("Newcrest") exercised its top-up rights pursuant to the May 18, 2018 Investor Right Agreement with the Company. Newcrest acquired 222,834 common shares of Azucar at a price of \$0.5581 per share for a total of \$124,364, thereby maintaining its ownership in the Company of 19.9%.

The following table summarizes information about warrants outstanding at April 16, 2019:

<b>Expiry date</b>	<b>Exercise Price</b>	<b>December 31, 2018</b>	<b>Issued</b>	<b>Exercised</b>	<b>Expired</b>	<b>April 16, 2019</b>
August 27, 2019	* \$ 1.41	1,248,000	-	-	-	1,248,000
March 27, 2020	* \$ 1.41	1,999,995	-	-	-	1,999,995
Warrants outstanding and exercisable		<b>3,247,995</b>	-	-	-	<b>3,247,995</b>
Weighted average exercise price		\$ 1.41	-	-	-	\$ 1.41

\* On May 18, 2018, pursuant to the Plan of Arrangement, the outstanding warrants were amended to be exercisable for one common share of the Company and one common share of Almadex, at separate exercise prices proportionate to the value of the Spin-out Assets transferred to Almadex.

The table in Note 10(c) to the consolidated financial statements summarizes information about warrants outstanding at December 31, 2018.

The Company grants directors, officers, employees and contractors options to purchase common shares under its Stock Option Plan. This plan and its terms are detailed in Note 10(d) to the consolidated financial statements for the period ended December 31, 2018, which are available on SEDAR at [www.sedar.com](http://www.sedar.com).

During the year ended December 31, 2018 and to the date of this MD&A, the Company granted the following stock options:

<b>Number of Stock Options Granted</b>	<b>Price Per Share</b>	<b>Expiry Date</b>
330,000	\$0.39	December 15, 2020
3,959,200	\$0.60	April 28, 2021
665,000	\$0.36	February 28, 2022

The following table summarizes information about stock options outstanding at April 16, 2019:

<b>Expiry date</b>	<b>Exercise price</b>	<b>December 31, 2018</b>	<b>Granted</b>	<b>Exercised</b>	<b>Expired/cancelled</b>	<b>April 16, 2019</b>
January 2, 2019	* \$ 0.17	30,000	-	-	(30,000)	-
February 27, 2019	* \$ 0.95	115,000	-	-	(115,000)	-
May 5, 2019	* \$ 0.78	573,000	-	-	-	573,000
July 2, 2019	* \$ 0.21	90,000	-	-	-	90,000
July 2, 2019	* \$ 0.97	877,800	-	-	-	877,800
April 30, 2020	* \$ 0.73	300,000	-	-	-	300,000
December 15, 2020	\$ 0.39	330,000	-	-	-	330,000
April 21, 2021	\$ 0.60	3,959,200	-	-	-	3,959,200
February 28, 2022	\$ 0.36	-	665,000	-	-	665,000
Options outstanding and exercisable		<b>6,275,000</b>	<b>665,000</b>	-	<b>(145,000)</b>	<b>6,795,000</b>
Weighted average exercise price		\$ 0.66	0.36	-	0.79	\$ 0.63

- \* On May 18, 2018, pursuant to the Plan of Arrangement, outstanding stock options were cancelled and “new” stock options were issued, at an adjusted exercise price to reflect the value of the Spin-out Assets transferred to Almadex.

As of date of this MD&A, there were 73,739,025 common shares issued and outstanding and 83,782,020 common shares outstanding on a diluted basis.

### **Environmental Provisions and Potential Environmental Contingency**

The Company’s mining and exploration activities are subject to various federal, provincial and state laws and regulations governing the protection of the environment. These laws and regulations are continually changing and generally becoming more restrictive. The Company conducts its operations so as to protect public health and the environment and believes its operations are in compliance with all applicable laws and regulations. The Company has made, and expects to make in the future, expenditures to comply with such laws and regulations. The Company estimates that future reclamation and site restoration costs based on the Company’s exploration activities to date are not significant however the ultimate amount of reclamation and other future site restoration costs to be incurred in the future is uncertain.

### **Off-Balance Sheet Arrangements**

None.

### **Contractual Commitments**

None.

### **Proposed Transactions**

None.

### **Transactions with Related Parties**

#### **(a) Compensation of key management personnel**

Key management personnel include those persons having the authority and responsibility for planning, directing and controlling the activities of the Company as a whole. The aggregate value of compensation to key management personnel was as follows:

<b>Year ended December 31, 2018</b>	<b>Fees <sup>(1)</sup></b>	<b>Share-based Payments<sup>(2)</sup></b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Chairman	72,000	187,150	259,150
President & CEO	140,250	399,000	539,250
CFO	84,150	103,000	187,150
VP Corporate Development	80,925	125,300	206,225
Directors	-	432,520	432,520
	<b>377,325</b>	<b>1,246,970</b>	<b>1,624,295</b>

<b>Year ended December 31, 2017</b>	<b>Fees<sup>(1)</sup></b>	<b>Share-based Payments</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Chairman	72,000	172,800	244,800
President & CEO	128,100	443,300	571,400
CFO	76,312	40,800	117,112
VP Corporate Development	72,188	34,000	106,188
Directors	-	367,720	367,720
	<b>348,600</b>	<b>1,058,620</b>	<b>1,407,220</b>

(1) Fees are paid to Almaden for services provided by key management pursuant to the Administrative Services Agreement between Azucar and Almaden, as further described below.

(2) Includes share-based payments relate to incremental fair value of stock options repriced as a result of the Plan of Arrangement.

**(b) Other related party transactions**

**Administrative Services Agreement**

The Company pays administrative services fees of \$531,457 (2017 - \$492,478) to Almaden pursuant to an Administrative Services Agreement dated May 15, 2015, under which Almaden provides the Company with office space, executive management, marketing support, technical oversight, and financial/corporate secretary duties, amongst other administrative services.

At December 31, 2018, included in trade and other payable is \$170,181 (December 31, 2017 - \$195,550) due to Almaden.

**Other**

During the year ended December 31, 2018, other income of \$178,047 (2017 - \$300,247) was paid by Almaden to the Company for drill equipment rental services in Mexico of which of \$Nil (2017 - \$153,038) is recorded in accounts receivable.

During the period ended December 31, 2018, the Company paid Segerstrom Consulting LLC, a company controlled by Lawrence Segerstrom, \$106,518 (2017 - \$109,454) for geological services included in exploration and evaluation assets.

**Financial Instruments**

The fair values of the Company's cash and cash equivalents, accounts receivable and trade and other payables approximate their carrying values because of the short-term nature of these instruments. The Company's reclamation deposits approximate fair value as the expected proceeds on redemption approximate its carrying value. See note (f) for fair value information.

There have been no changes during the year ended December 31, 2018, as to how the Company classifies its financial assets and liabilities by FVTPL, FVOCI, amortized cost, and other financial liabilities upon adoption of IFRS 9.

The Company's financial instruments are exposed to certain financial risks, including currency risk, credit risk, liquidity risk, interest rate risk and commodity and equity price risk.

**(a) Currency risk**

The Company's property interests in Mexico make it subject to foreign currency fluctuations and inflationary pressures which may adversely affect the Company's financial position, results of operations and cash flows. The Company is affected by changes in exchange rates between the Canadian Dollar and foreign currencies. The Company does not invest in foreign currency contracts to mitigate the risks.

As at December 31, 2018, the Company was exposed to foreign exchange risk through the following assets and liabilities denominated in currencies other than the functional currency of the applicable subsidiary:

All amounts in Canadian dollars	US dollar	Mexican peso
	\$	\$
Cash and cash equivalents	1,048,632	223,097
Accounts receivable and prepaid expenses	-	1,409
<b>Total assets</b>	<b>1,048,632</b>	<b>224,506</b>
Trade and other payables	95,045	258,385
<b>Total liabilities</b>	<b>95,045</b>	<b>258,385</b>
<b>Net assets</b>	<b>953,587</b>	<b>(33,879)</b>

A 10% change in the US dollar exchange rate relative to the Canadian dollar would change the Company's profit or loss by \$95,000.

A 10% change in the Mexican peso relative to the Canadian dollar would change the Company's profit or loss by \$3,000.

**(b) Credit risk**

The Company's cash and cash equivalents are held in large Canadian and Mexican financial institutions. The Company's accounts receivable consists primarily of sales tax due from the federal government of Canada. The Company is exposed to credit risks through its accounts receivable.

To mitigate exposure to credit risk on cash and cash equivalents, the Company has established policies to limit the concentration of credit risk with any given banking institution where the funds are held, to ensure counterparties demonstrate minimum acceptable credit risk worthiness and ensure liquidity of available funds.

As at December 31, 2018, the Company's maximum exposure to credit risk is the carrying value of its cash and cash equivalents, and accounts receivable.

**(c) Liquidity risk**

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company manages liquidity risk through the management of its capital structure.

Trade and other payables are due within twelve months of the statement of financial position date.

**(d) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to varying interest rates on cash and cash equivalents. The Company has no interest-bearing debt.

A 1% change in the interest rate would change the Company's net loss by \$145,000.

**(e) Commodity and equity price risk**

*(i) Commodity price risk*

The ability of the Company to explore its exploration and evaluation assets and the future profitability of the Company are directly related to the market price of gold and other precious metals. The Company has not hedged any of its potential future gold sales of the quantities held in investments. The Company monitors gold prices to determine the appropriate course of action to be taken by the Company.

A 1% change in the price of gold would affect the fair value of the Company's gold investment by \$Nil.

*(ii) Equity price risk*

Equity price risk is defined as the potential adverse impact on the Company's operations due to movements in individual equity price or general movements in the level of the stock market. The Company closely monitors the individual equity movements and the stock market to determine the appropriate course of action to be taken by the Company.

**(f) Classification of Financial instruments**

IFRS 13 establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value as follows:

Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 – inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table sets forth the Company's financial assets measured at fair value by level within the fair value hierarchy.

<b>2018</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
	\$	\$	\$	\$
Marketable securities	-	-	-	-
Contingent shares receivable	-	-	-	-
<b>2017</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
	\$	\$	\$	\$
Marketable securities	2,773,253	-	-	2,773,253
Contingent shares receivable	-	23,400	-	23,400

Level 2 inputs used in determining the fair value of contingent shares receivable includes the use of quoted market prices for the underlying shares of the public companies, as well as estimates regarding the likelihood of achieving certain milestones that would trigger the collection of the contingent shares receivable by the Company.

These assets were transferred to Almadex pursuant to the Plan of Arrangement which became effective on May 18, 2018.

### **Management of Capital**

The Company considers its capital to consist of components of equity. The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to pursue the exploration of its exploration and evaluation assets and to maintain a flexible capital structure which optimizes the costs of capital at an acceptable risk.

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

In order to maximize ongoing exploration efforts, the Company does not pay out dividends. The Company's investment policy is to invest its short-term excess cash in highly liquid short-term interest-bearing investments with short-term maturities, selected with regards to the expected timing of expenditures from continuing operations.

The Company expects its current capital resources will be sufficient to carry its exploration plans and operations through its current operating period. There have been no changes to the Company's capital management approach during the period. The Company is not subject to externally imposed capital requirements.

### **Subsequent Events**

On February 6, 2019, the Company appointed a new corporate Director and hired a new Director, Exploration. As such, the Company granted certain employees and directors an aggregate of 665,000 stock options in accordance with the terms of the Company's stock option plan, each of which is exercisable into one common share at an exercise price of \$0.36 per share until February 28, 2022.

On April 12, 2019, Newcrest exercised its top-up rights pursuant to the May 18, 2018 Investor Right Agreement with the Company. Newcrest acquired an additional 59,654 common shares of Azucar at a price of \$0.3274 per share for a total of \$19,531, thereby maintaining its ownership in the Company of 19.9%.

## **Information on the Board of Directors and Management**

### **Directors:**

*Duane Poliquin, P.Eng*  
*Morgan Poliquin, P.Eng, Ph.D.*  
*Douglas McDonald, M.A.Sc, B.Com.*  
*Jack McCleary, P.Geo.*  
*Larry Segerstrom, MBA, MSc.*  
*Mark T. Brown, CPA, CA*  
*William J. Worrall, Q.C.*  
*Grant Hendrickson, P.Geo.*

### **Audit Committee members:**

*Mark T. Brown, CPA, CA*  
*Douglas McDonald, M.A.Sc, B.Com.*  
*Jack McCleary, P.Geo.*

### **Compensation Committee members:**

*Jack McCleary, P.Geo.*  
*Duane Poliquin, P.Eng.*  
*William J. Worrall, Q.C.*

### **Nominating & Corporate Governance Committee members:**

*Mark T. Brown, CPA, CA*  
*Morgan Poliquin, P.Eng, Ph.D.*  
*William J. Worrall, Q.C.*

### **Management:**

*Duane Poliquin, P.Eng – Chairman*  
*Morgan Poliquin, Ph.D., P.Eng – Chief Executive Officer, President*  
*Korm Trieu, CPA, CA – Chief Financial Officer, Corporate Secretary*  
*Douglas McDonald, M.A.Sc, B.Com. – Vice President, Corporate Development*