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# HERITAGE CANNABIS HOLDINGS CORP.

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## INTERIM MANAGEMENT DISCUSSION AND ANALYSIS – QUARTERLY HIGHLIGHTS

For the Three and Nine Month Periods Ended July 31, 2020

*The Interim Management Discussion and Analysis for Heritage Cannabis Holdings Corp. provides analysis of the Company's unaudited interim condensed consolidated financial results for the three and nine month periods ended July 31, 2020. The following information should be read in conjunction with the accompanying unaudited interim condensed consolidated financial statements and related notes for the three and nine month periods ended July 31, 2020 and the audited annual consolidated financial statements and related notes for the year ended October 31, 2019.*



## Date of Report

The following Interim Management Discussion and Analysis - Quarterly Highlights (“MD&A”) focuses on significant factors that have affected Heritage Cannabis Holdings Corp. (the “Company” or “Heritage”) performance and such factors that may affect its future performance. This MD&A should be read in conjunction with the Company’s unaudited interim condensed consolidated financial statements for the three and nine month periods ended July 31, 2020 and the audited annual consolidated financial statements and related notes for the year ended October 31, 2019, which were prepared in accordance with International Financial Reporting Standards (“IFRS”), as issued by the International Accounting Standards Board (“IASB”). Unless otherwise noted, all currency amounts are in Canadian dollars. This MD&A is dated September 29, 2020.

## Forward-Looking Information

This MD&A contains forward-looking statements that relate to the Company’s current expectations and views of future events. In some cases, these forward-looking statements can be identified by words or phrases such as “may”, “might”, “will”, “expect”, “anticipate”, “estimate”, “intend”, “plan”, “indicate”, “seek”, “believe”, “predict” or “likely”, or the negative of these terms, or other similar expressions intended to identify forward-looking statements. The Company has based these forward-looking statements on its current expectations and projections about future events and financial trends that it believes might affect its financial condition, results of operations, business strategy and financial needs. These forward-looking statements include, among other things, statements relating to:

- the Company’s expectations regarding its revenue, expenses and research and development operations;
- the Company’s anticipated cash needs and its needs for additional financing;
- the Company’s intention to grow the business and its operations;
- expectations with respect to future production costs, capacity and yield;
- expectations regarding growth rates, growth plans and strategies;
- expectations with respect to the approval and/or amendment of the Company’s licenses;
- expectations with respect to the future growth of its medical and recreational cannabis products;
- the medical benefits, safety, efficacy, dosing and social acceptance of cannabis;
- the Company’s competitive position and the regulatory environment in which the Company operates;
- the Company’s expected business objectives for the next twelve months;
- the Company’s plans with respect to the payment of dividends;
- the Company’s ability to obtain additional funds through the sale of equity or debt commitments;
- the future growth of the cannabis industry;
- the ability for the Company to access consumer markets for its products;
- the Company’s ability to expand into international markets;
- the Company’s relationship with its distribution partners;
- cannabis and cannabidiol oil processing efficiency and sales;
- impact of scientific findings regarding long term impacts of Cannabis use or ability to cure medical issues;
- the ability of the Company to access sufficient power for generation of greenhouses;
- the efficiency of mechanical processing for hemp;
- the variability of hemp farming; and
- estimations and anticipated effects of the novel strain of coronavirus (“COVID-19”) pandemic.

Forward-looking statements are based on certain assumptions and analyses made by the Company in light of the experience and perception of historical trends, current conditions and expected future developments and other factors it believes are appropriate and are subject to risks and uncertainties. In making the forward-looking statements included in this MD&A, the Company has made various material assumptions, including but not limited to (i) that regulatory requirements will be maintained; (ii) general business and economic conditions; (iii) the

Company's ability to successfully execute its plans and intentions; (iv) the availability of financing on reasonable terms; (v) the Company's ability to attract and retain skilled staff; (vi) market competition; (vii) the products and technology offered by the Company's competitors; and (viii) that the Company's current good relationships with its suppliers, service providers and other third parties will be maintained. Although the Company believes that the assumptions underlying these statements are reasonable, they may prove to be incorrect, and the Company cannot assure that actual results will be consistent with these forward-looking statements. Given these risks, uncertainties and assumptions, investors should not place undue reliance on these forward-looking statements. Whether actual results, performance or achievements will conform to the Company's expectations and predictions is subject to a number of known and unknown risks, uncertainties, assumptions and other factors, including those listed under the heading "Risks and Uncertainties", included in this MD&A.

If any of these risks or uncertainties materialize, or if assumptions underlying the forward-looking statements prove incorrect, actual results might vary materially from those anticipated in those forward-looking statements. The assumptions referred to above and described in greater detail under "Risks and Uncertainties" should be considered carefully by readers.

The Company's forward-looking statements are based on the reasonable beliefs, expectations and opinions of management on the date of this MD&A (or as of the date they are otherwise stated to be made). Although the Company has attempted to identify important factors that could cause actual results to differ materially from those contained in forward-looking statements, there may be other factors that cause results not to be as anticipated, estimated or intended. There is no assurance that such statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward-looking statements. The Company does not undertake to update or revise any forward-looking statements, except as, and to the extent required by applicable securities laws in Canada.

### **Management's Responsibility for Financial Statements**

The information provided in this MD&A, including the unaudited interim condensed consolidated financial statements, are the responsibility of Management. In the preparation of the accompanying unaudited interim condensed consolidated financial statements, estimates are sometimes necessary to make a determination of the future values for certain assets or liabilities. Management believes such estimates have been based on careful judgments and have been reflected in the accompanying interim condensed consolidated financial statements.

Management maintains a system of internal controls to provide reasonable assurance that the Company's assets are safeguarded and to facilitate the preparation of relevant and timely information.

### **Nature of Business**

The Company was incorporated on October 25, 2007 under the Business Corporations Act of British Columbia. The Company was called for trading on the TSX Venture Exchange on January 6, 2010. Effective March 8, 2013, Trijet Mining Corp. consolidated its share capital on a two-old-for-one-new basis and changed its name to Umbral Energy Corp. On October 20, 2014, the Common Shares of the Company commenced trading on the Canadian Securities Exchange ("CSE") under the symbol "UMB.C" and delisted its Common Shares from the TSX Venture Exchange. On January 9, 2018, the Company changed its name to Heritage Cannabis Holdings Corp. trading under the symbol "CANN.C" with no consolidation of capital and completed a Fundamental Change of business pursuant to CSE Policy 8 (as such term is defined in the CSE Policy 8) and operates as a cannabis issuer.

The Company's head office is located at 77 Bloor Street West, Toronto, Ontario, M5S 1M2. At its August 9, 2019 annual general and special meeting of the shareholders of the Company, the shareholders approved a continuance into Ontario, which was effective on November 4, 2019.

Heritage is a vertically integrated cannabis-based business, focusing on the emerging Canadian cannabis market, which is regulated under the Cannabis Act, the Cannabis Regulations, and other applicable laws. The Cannabis Act

received Royal Assent on June 21, 2018 and it, along with its supporting regulations, came into force on October 17, 2018. On October 17, 2019, amendments to the Cannabis Regulations came into force, permitting the production and sale of cannabis edibles, extracts, and topicals.

In pursuit of its vision, Heritage has built an infrastructure of complementary entities, each focused on the Company's strategy to build a vertically integrated cannabis business.

Heritage's subsidiary, Voyage Cannabis Corp. ("Voyage") (formerly PhyeinMed Inc.), holds a Health Canada issued cultivation, processing and medical and adult use sales license, as well as an industrial hemp license and a cannabis oil sales license. Voyage operates out of a 15,500 square foot processing facility in Falkland, British Columbia, which has been fit out with a drying room, trimming room, packaging area and an approved security level vault.

CannaCure Corporation ("CannaCure"), a wholly owned subsidiary of Heritage, operates out of 122,000 square foot facility in Fort Erie, Ontario. Currently, CannaCure holds a Health Canada cultivation, processing and medical sales license, as well as an industrial hemp license under the Cannabis Regulations. The facility was a former manufacturing plant for a pharmaceutical white labeler. Presently, approximately 24,260 square feet has been retrofitted for cannabis activities, and Management believes that the size and layout of the facility offer significant advantages in terms of expansion and diversification of product offerings and services. Management has earmarked the remainder of the facility for extraction and strategic partnerships, including related storage requirements. Management has developed partnership criteria and is in the process of assessing further potential partnerships for finished goods (edibles and infusion products) in connection with the ultimate selection of long-term strategic partners.

Purefarma Solutions Inc. ("Purefarma") is a wholly owned subsidiary and Heritage brand. A leader in extraction techniques and processing, Purefarma devotes its efforts to Heritage's processing activities, and the Purefarma brand is strategic to the Company's vertically integrated business strategy for its extraction and processing capabilities, and consumer facing brands.

On December 18, 2018, Heritage incorporated Calyx to support its business objectives by creating products and services which champion an integrative approach to cannabinoid therapy for healthcare consumers and healthcare practitioners. Led by Dr. Chris Spooner, the Company's Chief Science Officer, Calyx seeks to develop tools, resources and methods to simplify and normalize the use of medical cannabis while at the same time optimizing health outcomes for patients through a personalized and scientific approach to cannabinoid therapy.

During the third quarter of the year ended October 31, 2019, the Company commenced the build-out of its United States corporate infrastructure, with the incorporation of Heritage US Holdings Corp., a Delaware based entity, and Heritage (US) Cali Corp. ("Cali Corp") a California company. On July 26, 2019, through a series of transactions, Cali Corp. acquired a 30% interest in EndoCanna Health, Inc. ("EndoCanna"), the Company's first investment in the United States.

During the six months ended April 30, 2020, the Company incorporated two new wholly-owned subsidiaries: 5450 Realty Inc. (November 1, 2019) and Heritage (US) Oregon Corp. (March 23, 2020). The company owns 100% of the issued and outstanding shares of both entities.

### Third Quarter Updates

On May 26, 2020, Heritage announced the intent to launch its own series of formulated extraction products under the brand name Purefarma, which will be sold through its licensed facilities. The Purefarma brand will be sold through recreational channels and will feature several products that consumers have previously had access to under the patient to patient regime, including CBD focused products such as elixirs and vape pens. Discussions with provincial boards are on-going particularly with the Company's vape pens given they are produced without any carrier oils or added flavours.

On June 4, 2020, the Company signed an agreement to purchase the Pura Vida brand and trademark for \$75,000, satisfied by the issuance of 500,000 common shares of the Company at a value of \$0.15 each. Pura Vida is an award-winning legacy cannabis brand recognized primarily for its superior tinctures, concentrates, and vape cartridge products. The Pura Vida brand will be marketed primarily as Heritage's recreational offering and is a complement to the above referenced Purefarma med/rec brand.

On June 16 and 18, 2020, the Company announced the initial Pura Vida products – full spectrum Sativa, Indica & Hybrid Honey Oil Vape Cartridges, as well as Daybreak and Nightfall full spectrum THC tinctures. Select products will be sold through provincial cannabis stores across Canada, beginning in British Columbia and Manitoba in September 2020.

On June 24, 2020 the Company announced that it will be marketing Purefarma Sun (Sativa), Purefarma Moon (Indica) and Purefarma Earth (CBD) vape cartridges initially in British Columbia and Manitoba, with plans to expand to the rest of the country thereafter.

In June 2020, the Company completed the initial purchase order and initial contract for its major customer. The Customer paid all amounts owing for previously invoiced work, finished product and work in progress. The Customer determined a subsequent purchase order would not be required given current economic conditions.

On June 30, 2020, Heritage announced that it had signed a term sheet with True North Agri Inc. ("True North") for contract manufacturing services including biomass sourcing and the production of full spectrum cannabis oil and vape cartridge products. Voyage will produce CBD oil, 1-to-1 oil products, THC oil products, and a full spectrum vape cartridge for True North, with all formulation, preparation and packaging procedures performed in compliance with applicable regulations.

On July 8, 2020, Heritage announced the intended launch of Purefarma Hemplexers and a Pura Vida CBD tincture and 4:1 full spectrum CBD dominant vape product.

On July 13, 2020, Heritage signed a term sheet with Weed Me Inc. ("Weed Me") for contract manufacturing services to produce high-quality cannabis vape cartridge products. Purefarma worked with the production designers at Weed Me to create a product that will offer the consumer a unique flavour profile and will complement and extend Weed Me's offerings of flower and pre-roll products.

### **Updates Subsequent to the Third Quarter**

On August 5, 2020, Heritage announced that it entered into an agreement (the "Agreement") to acquire all of the issued and outstanding equity of Opticann Inc. ("Opticann"), a Colorado based oral and topical cannabinoid company for initial consideration of up to \$5.0 million of common shares and warrants of Heritage, and a series of possible earn-outs with a potential value of up to \$30.0 million contingent upon achieving significant financial and enterprise milestones over the next five years. Opticann has the rights to exclusively sell CBD and CBG products made with the patented VESIsorb® drug delivery system for optimized absorption and stability through a supply and distribution agreement with Geocann LLC ("Geocann").

On August 18, 2020, Heritage signed a term sheet to enter into a two-year joint venture with Cannahive Inc. ("Cannahive"), with an option to renew for additional one-year terms. The joint venture ("Joint Venture") will be formed to produce cannabis infused edible products under Heritage's brands to be sold to the provincial and territorial boards as well as licensed retailers in Canada. Cannahive provides experienced manufacturing management services and will contribute a portfolio of intellectual property and processing patents for pharmaceutical commercial manufacturing of edible cannabis products. The Joint Venture will operate at CannaCure, where the facilities, warehousing, quality assurance and other required services will be provided, and Cannahive will provide all production and packaging equipment as well as all ongoing equipment maintenance. Proceeds from the joint venture will be equally shared between the parties after the payment of all direct costs incurred.

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On August 27, 2020, Voyage initiated the development of full spectrum cannabis vape cartridges for Sugarbud Craft Growers Corp. (“Sugarbud”) under the terms of the previously announced agreement for contract manufacturing services. The input biomass used in extraction and production will be cannabis grown and supplied by Sugarbud.

On September 3, 2020 Heritage announced that it received orders for various products that will be available for purchase by consumers in both British Columbia, through their Liquor Distribution Branch (“LDB”) authorized channels, and Manitoba initially through select licensed retail locations. Both Purefarma and Pura Vida brand vape cartridge products are expected to be available in these markets during the month of September. The LDB will be carrying all seven vape cartridge products offered by Heritage including Pura Vida CBD 4:1 Honey Oil, and Indica, Sativa and Hybrid Honey Oil vape cartridges, as well as Purefarma Moon, Sun and Earth vape cartridges. In Manitoba, consumers will be able to purchase Purefarma CBD Earth, and Pura Vida’s Indica, Sativa, and Hybrid Honey Oil vape cartridges.

### Results of Operations

Selected financial highlights for the three and nine months ended July 31, 2020 include the following:

<i>(in \$CDN)</i>	<u>Three months</u> <u>ended</u> <u>July 31, 2020</u>	<u>Three months</u> <u>ended</u> <u>July 31, 2019<sup>(1)</sup></u>	<u>Nine months</u> <u>ended</u> <u>July 31, 2020</u>	<u>Nine months</u> <u>ended</u> <u>July 31, 2019<sup>(1)</sup></u>
Gross Revenue	\$ 2,389,776	-	\$ 7,756,320	-
Net Revenue	\$ 2,310,050	-	\$ 6,826,462	-
Cost of Sales	\$ 3,271,593	-	\$ 6,207,921	-
Gross Margin	\$ (961,543)	-	\$ 618,541	-
General and Administrative Expenses	\$ 2,078,334	\$ 4,209,291	\$ 7,733,998	\$ 11,284,956
Net Loss	\$ (14,937)	\$ (4,241,377)	\$ (3,834,325)	\$ (13,247,116)

(1) As the Company was not generating revenue during the three and nine months ended July 31, 2019, revenue, cost of sales and gross profit figures are nil.

For the three month period ended July 31, 2020, the Company recorded a net loss of \$14,937 or \$0.00 per share compared to a net loss and comprehensive loss of \$4,241,377 or \$0.01 per share for the three month period ended July 31, 2019.

For the nine-month period ended July 31, 2020, the Company recorded a net loss and comprehensive loss of \$3,834,325 or \$0.01 loss per share compared to a net loss of \$13,247,116 or \$0.03 loss per share for the nine-month period ended July 31, 2019.

The Company reported gross revenue of \$2,389,776 for the three-month period ending July 31, 2020, as compared to the same three-month period in fiscal 2019 in which the Company’s revenue was nil. Approximately 61% of revenue was derived from the sale of goods with the remainder from the provision of services (i.e. tolling contracts and other downstream processing services).

For the nine-month period ending July 31, 2020, the Company reported gross revenue of \$7,756,320, as compared to the same nine-month period in fiscal 2019 in which the Company’s revenue was nil. Approximately 55% was derived from the sale of goods with the remainder from the provision of services (i.e. tolling contracts and other downstream processing services).

Cost of sales for the three-month period ending July 31, 2020 was \$3,271,593 resulting in a gross margin percentage loss on sales net of excise taxes of 42%. The gross margin for the current period ending July 31, 2020 was negatively impacted as a result of the Company recognizing the uncertain settlement of a potential liability that had previously

been adjusted given the expected outcome. Excluding the adjustment, the gross margins during the quarter were 48%. While the gross margins prior to the adjustment improved over the prior quarter, the progression of the COVID-19 outbreak had a negative impact on the Company's revenue, maintaining efficient production and operating metrics.

Cost of sales for the nine-month period ended July 31, 2020 was \$6,207,921 resulting in a gross margin percentage on sales net of excise taxes of approximately 9%.

General and administrative expenses for the three months ending July 31, 2020, were \$2,078,334 a decrease of \$2,130,957, from \$4,209,291 for the comparable period in 2019. For the nine months ended July 31, 2020, general and administrative expenses were \$7,733,998 a decrease of \$3,550,958 from \$11,284,956. The net changes were attributable to the following:

- a) Advertising, travel and promotion for the three months ending July 31, 2020, was \$91,580, a decrease of \$315,920 from \$407,500 for the comparable period in 2019. For the nine months ended July 31, 2020, these costs were \$532,272, a decrease of \$380,616 from \$912,888 for the comparable period in 2019. The decreases were primarily attributable to a decline in corporate travel and conferences attended during the first three and nine months of 2020 compared to the same period of 2019.
- b) Amortization expense for the three months ending July 31, 2020, was \$768,967, a decrease of \$106,527 from \$875,494 for the comparable period in 2019. The decrease is due to higher inventory levels included during the current quarter as compared to the prior year quarter, and a greater portion of the depreciation being capitalized as part of the inventory during the current quarter. For the nine months ended July 31, 2020, amortization expense was \$2,257,138 an increase of \$618,449 from \$1,638,689 in the comparable period in 2019. The increase is largely attributable to additional equipment in service and the related increased amortization. The cost base of depreciable assets increased from \$20,133,325 as at October 31, 2019, to \$21,399,561 as at July 31, 2020, a result of additions to leasehold improvements and extraction and processing equipment.
- c) Management and consulting fees for the three months ending July 31, 2020 were \$376,518, a decrease of \$274,723 from \$651,241 for the comparable period in 2019. For the nine months ended July 31, 2020, management and consulting fees were \$1,244,257, a decrease of \$419,571 from \$1,663,828 for the nine months ended July 31, 2019. The decreases are a result of less consulting related to advertising and lower medical market related expenditures during 2020.
- d) Occupancy, general and administrative expense for the three months ending July 31, 2020 was \$545,243, a decrease of \$113,597 from \$658,840 for the comparable period in 2019. The decrease is the result Management's focus on cost reduction during the quarter. For the nine months ended July 31, 2020, occupancy, general and administration expenses were \$1,749,691, an increase of \$214,942 from \$1,534,749 for the comparable period in 2019. The increase is primarily the result of more fulsome operations during the early periods of 2020 and accordingly higher costs.
- e) Professional fees for the three months ending July 31, 2020 were \$147,367, a decrease of \$118,641 from \$266,008 for the comparable period in 2019. For the nine months ended July 31, 2019, professional fees were \$426,402, a decrease of \$135,346 from \$561,748 for the comparable period in 2019. The decreases are the result of management's focus on cost reductions.
- f) Share-based payments for the three months ending July 31, 2020, were \$32,509, a decrease of \$651,022 from \$683,531 for the comparable period in 2019. For the nine months ended July 31, 2020, share-based payments were \$352,641, a decrease of \$3,168,351 from \$3,520,992 for the nine-month period ended July 31, 2019. The decreases are attributed to all issued stock-based compensation being expensed in prior periods and no additional stock-based compensation being issued during the current periods.

- g) Salaries, wages and benefits for the three months ending July 31, 2020, were \$116,150, a decrease of \$550,527 from \$666,677 for the comparable period of 2019. This is a result of the Company reducing labour costs during the third quarter of 2020 to plan for sector volatility and lower sales volumes resulting from the near term impact of COVID-19, as well as the utilization of the Canada Emergency Wage Subsidy (“CEWS”) government grant by the Company during the quarter. For the nine months ended July 31, 2020, salaries, wages and benefits were \$1,171,597, a decrease of \$280,465 from \$1,452,062 for the nine months ended July 31, 2019. The decrease for the nine months ended July 31, 2020 compared with the same period during 2019 is the result of the reasons noted above, partially offset by higher staff levels during the early part of fiscal 2020 as the Company was expanding production prior to the start of the Company’s response to COVID -19.

### Other Income and Expenses

Interest income for the three-months ended July 31, 2020 was \$19,387, a decrease of \$137,527 from \$156,914 for the same period in 2019. This decrease was primarily due to a lower cash balance thereby earning less interest on these balances during the period. For the nine months ended July 31, 2020, interest income was \$242,907, an increase of \$4,094 from \$238,813 for the same period in 2019. The increase is a result of the Company having higher cash balances and earning interest on these balances during the period.

Interest and accretion expense for the three-months and nine months ended July 31, 2020 was \$173,521 and \$344,843, respectively. The expense did not exist during the comparable period for the prior year as the company did not have any loans outstanding. The expense relates to the long term debt of \$4,497,897 the Company has outstanding at July 31, 2020.

The share loss from investments in associate operations for the three and nine months ended July 31, 2020 of \$123,926 and \$357,232 respectively relates to the 30% interest loss attributed to the Company for its strategic investment in Endocanna for the periods. Endocanna was acquired by the Company at the end of the three month period ended July 31, 2019, therefore there are no comparable figures for the same periods of 2019.

During the three and nine months ended July 31, 2020, the Company had an unrealized gain on contingent consideration of \$2,026,000 and \$2,119,000 respectively, compared to unrealized losses of \$39,000 and \$2,352,973 for the comparable periods in 2019. The unrealized gains during 2020, were the result of a change in the contingent liability due to the passage of time and current actual results. The contingent consideration relates to the acquisition of Purefarma in the first half of 2019, resulting in the contingent consideration being accounted for during the first half of 2019 and updated during the second quarter of 2019.

### Outlook

Management is focused on several key projects to drive revenue, including the launch of its own Heritage branded products, entering new joint ventures/product verticals, and expanding current and new contract manufacturing agreements as evidenced in the three recently announced agreements with True North Agri, Weed Me, and Sugarbud. Additionally, Management continues to review opportunities to expand the business into new markets, as evident with the recent announcement of the acquisition of Opticann in the United States.

Opticann is a Colorado based oral and topical cannabinoid company with the rights to exclusively sell CBD and CBG products made with the patented VESIsorb® drug delivery system for optimized absorption and stability. Heritage intends to expand into the U.S. market via Opticann’s supply and distribution agreement with Geocann that provides exclusive distribution rights to brand and market a select portfolio of VESIsorb® formulated oral and topical CBD and CBG products to major U.S. retailers.

Recently Heritage announced the above described formation of a two-year Joint Venture with Cannahive with the intention to produce cannabis infused edible products – initially chocolates and gummies - under Heritage’s brands to be sold to the provincial and territorial boards as well as licensed retailers in Canada. With the vape and tincture products launching in BC and Manitoba, the Joint Venture with Cannahive is a unique approach for Heritage to enter the next phase of its cannabis 2.0 strategy, with the launch into the edibles product vertical.

To continue supporting the sale of the Company’s own branded products, a cannabis oil sales license application was submitted to Health Canada by CannaCure, which is awaiting approval from Health Canada and management is hopeful to receive this license in the coming months. In the meantime, the Company is pursuing its brand strategy using the cannabis oil sales license that was granted to its subsidiary Voyage in the second quarter of 2020.

The variety of full spectrum branded products include: PureFarma Sun, PureFarma Moon, and PureFarma Earth vape cartridges, and Pura Vida Sativa, Indica & Hybrid Honey Oil vape cartridges, as well as Pura Vida ‘Daybreak’ and ‘Nightfall’ full spectrum THC Tinctures. These products became available in the British Columbia and Manitoba markets in September 2020, and Management is focused on additional provinces including Alberta and Ontario, the largest cannabis market in Canada. Additionally, Heritage plans to launch various formulations of full spectrum CBD tinctures when product approval is received from Health Canada.

As the Canadian cannabis market evolves, consumer demand is trending toward high-quality products at reasonable prices. Heritage has designed its internal processes to allow for the ability to take its products from manufacturing direct to consumer channels, which decreases traditional distribution costs. This allows Heritage to offer products at competitive prices versus other cannabis companies. Heritage continues to develop products that will launch through 2020 with the strategy to price products competitively while offering high quality products to consumers.

As the Company continues to execute its strategy and complete its milestones the potential impact of COVID-19 and the continued sector volatility could have a negative impact on production efficiency and product launches.

### **Commitments**

At the end of the first quarter of 2020, the Company entered into a 24 month term loan agreement (the “Loan Agreement”) with Trichome Financial Corp. (“Trichome”) for total proceeds of \$6,700,000 (the “Loan”). Pursuant to the Loan Agreement, Trichome advanced the Company \$4,875,000 on January 30th, 2020 (the “Closing Date”) with an additional \$1,825,000 to be advanced upon the earlier of (i) the issuance of a Health Canada sales license or (ii) the Company achieving consolidated revenues of \$7,500,000. While the Company has achieved item (i) with the grant of a sales license to Voyage by Health Canada, as of the date of this MD&A no additional funds have been drawn on the Loan.

The Loan is non-amortizing and payable in full upon maturity 24 months following the Closing Date. Heritage may at any time after the Closing Date, but prior to the maturity of the Loan, request an increase in credit under the Loan Agreement in the aggregate amount of up to \$2,300,000, to be provided at the sole discretion of Trichome.

The Loan has an original issue discount of 4.5%, interest at a rate of nine and half percent (9.5%) per annum paid monthly, and the Company is required to maintain certain working capital ratios, computed on the basis of the Company’s consolidated financial statements. A one-time setup fee equal to \$167,500 was due to Trichome on the Closing Date.

The proceeds of the Loan are being used to fund capital expenditures, and other income generating assets to advance the Company’s business strategies.

### **Liquidity**

Managing the Company’s liquidity and capital structure requires maintaining sufficient cash to fund the Company’s operating and strategic growth requirements.

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The table below sets out the Company's current assets, short term liabilities and working capital as at July 31, 2020 and October 31, 2019, the Company's most recent fiscal year end.

	<u>As at July 31, 2020</u>		<u>As at October 31, 2019</u>	
Current Assets	\$	16,513,289	\$	19,430,634
Current Liabilities	\$	6,354,556	\$	7,745,160
Working Capital	\$	10,158,733	\$	11,685,474

As at July 31, 2020, the Company had cash and short-term investments of \$10,188,217 compared to \$11,536,466 of cash and cash equivalents as at October 31, 2019.

The table below summarizes the Company's use of cash over the nine month period ending July 31, 2020 and the comparable nine month period ending July 31, 2019.

	<u>Three months ended July 31, 2020</u>		<u>Three months ended July 31, 2019</u>		<u>Nine months ended July 31, 2020</u>		<u>Nine months ended July 31, 2019</u>	
Cash Flows Provided from								
(Used in):								
Operating Activities	\$	5,231,329	\$	(5,982,888)	\$	(4,224,118)	\$	(8,522,004)
Investing Activities	\$	(2,367,191)	\$	(12,166,431)	\$	1,535,443	\$	(22,231,676)
Financing Activities	\$	(7,951)	\$	15,918,326	\$	4,340,426	\$	30,946,043

During the three months ended July 31, 2020, cash flows used in operating activities were \$5,231,329 compared to cash flows used in operating activities of \$5,982,888 due to an improvement over the prior period as management reduced expenditures and initiated production for external clients. Given the market volatility and the near-term impact of COVID-19, management continues to incur significant cash outflows. During the nine months ended July 31, 2020, cash flows from operating activities resulted in a cash outflow of \$4,224,118, due to market volatility and the near term impact of COVID-19.

During the three months ended July 31, 2020, cash flows used in investing activities were \$2,367,191 compared to \$12,166,431 due to the maturity and reinvestment of short-term investments. During the nine months ended July 31, 2020, cash flows used in investing activities was \$1,535,443, with the largest inflow being the redemption of a \$3,000,000 short term investment during the second quarter. Outside of cash movements for short term investment purposes, the largest use of cash flows from investing activities was attributable to the acquisition of property, plant, and equipment in the amount of \$1,216,907.

During the three months ended July 31, 2020, cash flow used in financing activities of \$7,951 as no additional financing was done or repaid. During the nine months ended July 31, 2020, the Company received total proceeds from financing activities of \$4,340,426, of which \$4,363,949 was proceeds from a long-term loan, \$20,294 was used to for a principal payment on lease obligations and \$3,229 was used for the repayment of long-term debt.

The progression of the COVID-19 pandemic may impact the Company's cash position and ability to raise funds to maintain the Company's planned growth and development activities.

### Capital Resources

Given the unique nature of the COVID-19 pandemic, there are certain uncertainties related to the short and long term impacts of the COVID-19 pandemic on the Company's liquidity and capital resources; however, management continues to closely monitor the rapidly evolving situation and are looking into all possible actions that could minimize the impact of the COVID-19 pandemic.

For the fourth consecutive quarter, the Company reported revenues from cannabis operations and the execution of oil manufacturing contracts.

As at July 31, 2020, the Company had cash and short-term investments of \$10,188,217 (October 31, 2019 - \$11,536,466). At the reporting date, the Company had long-term financial debts amounting to \$6,555,897; \$4,497,897 of long-term debt and \$2,058,000 relating to contingent consideration to the former shareholders of Purefarma.

The Company's long-term debt, is a term loan, has a 24-month contractual term maturing January of 2022. The term loan bears interest at 9.5% per annum, with monthly interest-only payments, and all principal due on maturity. The term loan is advanceable in two tranches of \$4,875,000 and \$1,825,000, with the first tranche advanced on January 31, 2020. Each tranche is subject to an original issue discount of 4.50%.

### Transactions with Related Parties

All related party transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. Management compensation transactions for the three- and nine-month periods ended July 31, 2020 and July 31, 2019 are summarized as follows:

#### Key Management Compensation <sup>(1)</sup>

	<u>Three months</u> <u>ended</u> <u>July 31, 2020</u>	<u>Three months</u> <u>ended</u> <u>July 31, 2019</u>	<u>Nine months</u> <u>ended</u> <u>July 31, 2020</u>	<u>Nine months</u> <u>ended</u> <u>July 31, 2019</u>
Management fees	\$ 45,000	\$ 45,000	\$ 135,000	\$ 135,000
Consulting fees	\$ 161,357	\$ 239,359	\$ 554,074	\$ 541,724
Occupancy	\$ -	\$ 20,000	\$ -	\$ 56,645
Accrued interest income	\$ -	\$ 1,296	\$ -	\$ 1,296
Loans advanced	\$ -	\$ -	\$ -	\$ 254,408
Cash paid to non-controlling interest	\$ -	\$ -	\$ -	\$ 150,000
Salary and short-term benefits	\$ 78,774	\$ 75,759	\$ 233,282	\$ 192,310
Share-based payments	\$ -	\$ 462,545	\$ 156,356	\$ 871,943

(1) Key management personnel are persons responsible for planning, directing and controlling activities of an entity, and include executive and non-executive directors.

As at July 31, 2020, the Company owed the related parties a total of \$70,965.

### Conflicts of Interest

Certain officers and directors of the Company are officers and/or directors of or are associated with other cannabis companies. Such associations may give rise to conflicts of interest. The directors are required by law, however, to act honestly and in good faith with a view to the best interests of the Company and its shareholders and to disclose any personal interest which they may have in any material transaction which is proposed to be entered into with the Company and to abstain from voting as a director for the approval of any such transaction.

### Risks and Uncertainties

The following are certain factors relating to the Company's business which prospective investors should carefully consider before deciding whether to purchase Common Shares in the Company's authorized capital. The following information is a summary only of certain risk factors and is qualified in its entirety by reference to, and must be read in conjunction with, the detailed information appearing elsewhere in this MD&A. These risks and uncertainties are not the only ones the Company is facing. Additional risk and uncertainties not presently known to the Company,

or that are currently deemed immaterial, may also impair operations. If any such risks actually occur, the business, financial condition, liquidity and results of operations could be materially adversely affected.

#### *Additional Financing*

From time to time, the Company may require additional financing. The Company's ability to obtain additional financing, if and when required, will depend on investor demand, operating performance, the condition of the capital markets and other factors. If the Company raises additional funds through the issuance of equity, equity-linked or debt securities, those securities may have rights, preferences, or privileges senior to the rights of holders of Common Shares, and existing holders of such shares may experience dilution.

#### *Reliance on Licenses*

Failure to comply with the Health Canada licensing requirements, pursuant to the Cannabis Act and Cannabis Regulations, any failure to maintain the licenses would have a material, adverse impact on the business, financial condition and operating results of the Company as a whole, including all subsidiaries whether or not they are license holders.

#### *Reliance on Facilities*

The Company's existing facilities in Falkland, British Columbia and Fort Erie, Ontario are integral to the Company's operations. Any adverse changes or developments affecting either facility may impact the Company's ability to produce cannabis and cannabis products, its business, financial condition, and its results of operations.

#### *Volatile Market Price for Common Shares*

The market price for Common Shares may be volatile and subject to wide fluctuations in response to numerous factors, many of which are beyond the Company's control, including the following:

- actual or anticipated fluctuations in the Company's quarterly results of operations;
- recommendations by securities research analysts;
- changes in the economic performance or market valuations of companies in the industry in which the Company operates;
- addition or departure of the Company's executive officers and other key personnel;
- release or expiration of transfer restrictions on outstanding Common Shares;
- sales or perceived sales of additional Common Shares;
- operating and financial performance that vary from the expectations of management, securities analysts, and investors;
- regulatory changes affecting the Company's industry generally and its business and operations;
- announcements of developments and other material events by the Company or its competitors;
- fluctuations to the costs of vital production materials and services;
- changes in global financial markets and global economies and general market conditions, such as interest rates and price volatility of CBD and THC as active product ingredients;
- significant acquisitions or business combinations, strategic partnerships, joint ventures or capital commitments by or involving the Company or its competitors;
- operating and share price performance of other companies that investors deem comparable to the Company or from a lack of market comparable companies; and
- news reports relating to trends, concerns, technological or competitive developments, regulatory changes and other related issues in the Company's industry or target markets.

Financial markets have recently experienced significant price and volume fluctuations that have particularly affected the market prices of equity securities of companies and that have often been unrelated to the operating performance, underlying asset values or prospects of such companies. Such volatility has been particularly evident

with regards to the share prices of cannabis companies that are reporting issuers in Canada. Accordingly, the market price of Common Shares may decline even if the Company's operating results, underlying asset values or prospects have not changed. Additionally, these factors, as well as other related factors, may cause decreases in asset values that are lasting and not temporary, which may result in impairment losses. There can be no assurance that continuing fluctuations in share price and volume will not occur. If such increased levels of volatility and market turmoil continue, the Company's operations could be adversely impacted, and the trading price of Common Shares may be materially adversely affected.

#### *Licensing Requirements Under the Cannabis Regulations*

The market for cannabis (including medical cannabis) in Canada is regulated by the Controlled Drug and Substances Act, the Cannabis Act and Cannabis Regulations, the Narcotic Control Regulations, and other applicable law. Any applicant seeking to become a licensed cultivator, producer and/or seller under the Cannabis Regulations is subject to stringent Health Canada licensing requirements. The government of Canada has only issued to date a limited number of licenses under the Cannabis Regulations to cultivate, process and/or sell cannabis. There are, however, several hundred applicants for licenses. The number of licenses granted could have an impact on the operations of the Company. Because of the early stage of the industry in which the Company operates, the Company expects to face additional competition from new entrants. If the number of users of cannabis in Canada increases, the demand for products will increase and the Company expects that competition will become more intense, as current and future competitors begin to offer an increasing number of diversified products. To remain competitive, the Company will require a continued level of investment in research and development, marketing, sales, and client support. The Company may not have sufficient resources to maintain research and development, marketing, sales, and client support efforts on a competitive basis which could materially and adversely affect the business, financial condition and results of operations of the Company.

#### *Holding Company Status*

The Company is a holding company and essentially all of its operating assets are the capital stock of its subsidiaries. As a result, investors in the Company are subject to the risks attributable to its subsidiaries. As a holding company, the Company conducts substantially all of its business through its subsidiaries, which generate substantially all of its revenues. Consequently, the Company's cash flows and ability to complete current or desirable future enhancement opportunities are dependent on the earnings of its subsidiaries and the distribution of those earnings to the Company. The ability of these entities to pay dividends and other distributions will depend on their operating results and will be subject to applicable laws and regulations which require that solvency and capital standards be maintained by such companies and contractual restrictions contained in the instruments governing their debt. In the event of a bankruptcy, liquidation or reorganization of any of the Company's subsidiaries, holders of indebtedness and trade creditors will generally be entitled to payment of their claims from the assets of those subsidiaries before any assets are made available for distribution to the Company.

#### *Management of Growth*

The Company may be subject to growth-related risks including capacity constraints and pressure on its internal systems and controls. The ability of the Company to manage growth effectively will require continued implementation and improvement of its operational and financial systems and to expand, train and manage its employee base. The inability of the Company to deal with growth may have a material adverse effect on its business, financial condition, results of operations and prospects.

#### *Reliance on Management*

The success of the Company is dependent upon the ability, expertise, judgment, discretion, and good faith of its senior management. While employment agreements and incentive programs are customarily used as primary methods of retaining the services of key employees, these agreements and incentive programs cannot assure the

continued services of such employees. Any loss of the services of such individuals could have a material adverse effect on the Company's business, operating results, or financial condition.

#### *Conflicts of Interest*

The Company may be subject to various potential conflicts of interest because of the fact that some of its officers and directors may be engaged in a range of business activities. In addition, the Company's executive officers and directors may devote time to their outside business interests, so long as such activities do not materially or adversely interfere with their duties to the Company, as applicable. External business interests may require significant time and attention of the Company's executive officers and directors. In some cases, executive officers and directors may have fiduciary obligations associated with external business interests that may interfere with their abilities to devote time to the Company's business and affairs, as applicable, and this could adversely affect the Company's operations.

In addition, the Company may also become involved in transactions that conflict with the interests of its respective directors and the officers, who may from time to time deal with persons, firms, institutions or corporations with which the Company may be dealing, or which may be seeking investments similar to those desired by it. The interests of these persons, firms, institutions or corporations could conflict with those of the Company. In addition, from time to time, these persons, firms, institutions or corporations may be competing with the Company for available investment opportunities. Conflicts of interest, if any, will be subject to the procedures and remedies provided under the applicable laws and in accordance with Company policies including the Fraud Prevention Policy and the Related Party Transaction Policy. In the event that such a conflict of interest arises at a meeting of the Company's directors, a director who has such a conflict will abstain from voting for or against the approval of such participation or such terms. In accordance with the applicable laws, the directors of the Company are required to act honestly, in good faith and in the best interests of the Company.

#### *Litigation*

The Company may become party to litigation from time to time in the ordinary course of its business which could adversely affect its operations. Should any litigation in which the Company becomes involved be determined against it, such a decision may adversely affect the Company's ability to continue operating, adversely affect the market price of Common Shares and use significant resources. Even if the Company is involved in litigation and succeeds, litigation can redirect significant company resources. Litigation may also create a negative perception of the Company's brand and the brands of its subsidiaries.

#### *Dividends*

The Company's policy is to retain earnings to finance the development and enhancement of its products and to otherwise reinvest in the Company's businesses. Therefore, the Company does not anticipate paying cash dividends on Common Shares in the foreseeable future. Any decision to declare and pay dividends in the future will be made at the discretion of the Board and will depend on, among other things, financial results, cash requirements, contractual restrictions and other factors that the Board may deem relevant. As a result, investors may not receive any return on investment in the Common Shares unless they sell them for a share price that is greater than that at which such investors purchased them.

#### *Limited Market for Securities*

There can be no assurance that an active and liquid market for the Common Shares will be maintained and an investor may find it difficult to resell any securities of the Company.

#### *Liquidity Risk*

The Company's ability to remain liquid over the long term depends on its ability to obtain additional financing. The Company has in place planning and budgeting processes to help determine the funds required to support normal

operating requirements on an ongoing basis as well as its planned development and capital expenditures. The Company's approach to managing liquidity risk is to ensure that it will have sufficient liquidity to meet liabilities when due.

#### *Cyber Security*

The Company relies on certain internal processes, infrastructure and information technology systems to efficiently operate its business in a secure manner. The Company's risk and exposure to these matters cannot be fully mitigated because of, among other things, the evolving nature of these threats. As a result, cyber security and the continued development and enhancement of controls, training, processes designed to protect systems, computers, software, data and networks from attack, damage or unauthorized access is a priority. The inability to continue to enhance or prevent a failure of these internal processes, infrastructure or information technology systems could negatively impact the Company's ability to operate its business.

#### *Force Majeure Events- COVID 19*

In December 2019, COVID-19, was reported to have surfaced in Wuhan, China. On March 11, 2020, the World Health Organization declared this outbreak a global pandemic. Major health issues and pandemics, such as COVID-19, may adversely affect trade, global and local economies and the trading prices of the Common Shares. The outbreak may affect the supply chain of the Company and may restrict the level of economic activity in affected areas, which may adversely affect the price and demand for the Corporation's products as well as the Company's ability to collect outstanding receivables from its customers. It is possible that the Company may be required to temporarily close one or more of its facilities and suspend operations. Given the ongoing and dynamic nature of the circumstances, the extent to which COVID-19 will impact the Company's financial results and operations is uncertain. It is possible, however, that the Company's business operations and financial performance in 2020 and beyond may be materially adversely affected by this global pandemic.

#### *Intellectual Property Risk*

The success of the Company's business depends in part on its ability to protect its ideas, technology and proprietary know-how. Even as the Company moves to protect its intellectual property with trademarks and trade processes, patents, copyrights or by other means, it is not assured that competitors will not develop similar technologies, methods or that in the event of an infringement, the Company will be able to exercise its legal rights. Actions taken to protect or preserve intellectual property rights may require significant resources such that said actions meaningfully impact the ability to successfully grow the business.

#### *Third Party Transportation*

The Company is required to rely on third party transportation services. The Company is exposed to the inherent risks associated with relying on third party transportation service providers, including logistical problems, delays, loss or theft of product and increased shipping costs. Any delay in transporting the product, breach of security or loss of product, could have material adverse effect on the Company's business, financial performance and results of operations. Moreover, any breach of security and loss of product during transport could affect the Company's status as a Licensed Producer.

#### Risks related to operating in the Cannabis Industry

##### *The Cannabis Industry is Subject to Competition*

There is potential that the Company will face intense competition from other companies, some of which can be expected to have longer operating histories and more financial, production and marketing resources and experience than the Company. Additionally, there is potential that the industry will undergo consolidation, creating larger companies that may have increased geographic scope and other economies of scale. Increased competition by larger, better-financed competitors with geographic or other structural advantages could materially and

adversely affect the business, financial condition and results of operations of the Company.

Because of the early stage of the industry in which the Company operates in the cannabis market, the Company expects to face additional competition from new entrants. If the number of users of cannabis in Canada increases, the demand for products will increase and the Company expects that competition will become more intense, as current and future competitors begin to offer an increasing number of diversified products and pricing strategies. To remain competitive, the Company will require a continued high level of investment in research and development, marketing, sales and client support. The Company may not have sufficient resources to maintain research and development, marketing, sales and client support efforts on a competitive basis which could materially and adversely affect the business, financial condition and results of operations of the Company.

#### *Consumer perception*

Consumer perception regarding the safety, efficacy and quality of cannabis can be significantly influenced by scientific research or findings, regulatory investigations, litigation, media attention and other publicity regarding consumption of medicinal marijuana products. There can be no assurance that consumer perception will remain positive or that adverse research reports, findings, proceedings, media attention or publicity, with or without merit, will not have a material and adverse impact on the cannabis industry as a whole, or the Company's ability to sell its products.

#### *Regulatory Risks*

The Company's subsidiaries operate in a new industry which is highly regulated, highly competitive and evolving rapidly. As such, new risks may emerge, and management may not be able to predict all such risks or be able to predict how such risks may result in actual results differing from the results contained in any forward-looking statements. The Company's ability to grow, store, process and sell cannabis in Canada is dependent on obtaining licenses from Health Canada and the need to maintain such licenses in good standing. Failure to: (i) comply with the requirements of a license; and (ii) maintain a license would have a material adverse impact on the business, financial condition and operating results of the Company.

The Company will incur ongoing costs and obligations related to regulatory compliance. Failure to comply with regulations may result in additional costs for corrective measures, penalties or in restrictions of the Company's operations. In addition, changes in regulations, more vigorous enforcement thereof or other unanticipated events could require extensive changes to the Company's operations, increased compliance costs or give rise to material liabilities, which could have a material adverse effect on the business, results of operations and financial condition of the Company.

The industry is subject to extensive controls and regulations, which may significantly affect the financial condition of market participants. The marketability of any product may be affected by numerous factors that are beyond the Company's control and which cannot be predicted, such as changes to government regulations, including those relating to taxes and other government levies which may be imposed. Changes in government levies, including taxes, could reduce the Company's earnings and could make future capital investments or the Company's operations uneconomic. The industry is also subject to numerous legal challenges, which may significantly affect the financial condition of market participants and which cannot be reliably predicted.

#### *Environmental Regulations and Risks*

The Company's operations are subject to environmental regulation. These regulations mandate, among other things, the maintenance of air and water quality standards and land reclamation. They also set forth limitations on the generation, transportation, storage and disposal of solid and hazardous waste. Environmental legislation is evolving in a manner which will require stricter standards and enforcement, increased fines and penalties for non-compliance, more stringent environmental assessments of proposed projects and a heightened degree of responsibility for companies and their officers, directors and employees. There is no assurance that future changes

in environmental regulation, if any, will not adversely affect the Company's operations.

Government approvals and permits are currently, and may in the future, be required in connection with the Company's operations. To the extent such approvals are required and not obtained, the Company may be curtailed or prohibited from the proposed production of cannabis or from proceeding with the development of their operations as currently proposed.

Failure to comply with applicable laws, regulations and permitting requirements may result in enforcement actions thereunder, including orders issued by regulatory or judicial authorities causing operations to cease or be curtailed, and may include corrective measures requiring capital expenditures, installation of additional equipment, or remedial actions. The Company may be required to compensate those suffering loss or damage by reason of its operations and may have civil or criminal fines or penalties imposed for violations of applicable laws or regulations.

*The Company is subject to changes in Canadian laws, regulations and guidelines which could adversely affect the Company's future business, financial condition and results of operations.*

The Company's operations are subject to various laws, regulations and guidelines relating to the manufacture, management, packaging/labelling, advertising, sale, transportation, storage and disposal of cannabis but also including laws and regulations relating to drugs, controlled substances, health and safety, the conduct of operations and the protection of the environment. Changes to such laws, regulations and guidelines due to matters beyond the control of the Company may cause adverse effects business, financial condition and results of operations of the Company. The Company endeavours to comply with all relevant laws, regulations and guidelines. To the best of the Company's knowledge, the Company is in compliance or in the process of being assessed for compliance with all such laws, regulations and guidelines.

On June 30, 2016, the Canadian Federal Government established the Task Force to seek input on the design of a new system to legalize, strictly regulate and restrict access to marijuana. On November 30, 2016, the Task Force completed its review and published a report outlining its recommendations. On April 13, 2017, the Canadian Federal Government released Bill C-45, which proposes the enactment of the Cannabis Act, to regulate the production, distribution and sale of cannabis for unqualified adult use. On October 17, 2018, the Cannabis Act, as well as laws to address drug-impaired driving, protect public health and safety and prevent youth access to cannabis, came into force.

The Cannabis Act prohibits testimonials and branding and packaging that is appealing to youth. The restrictions on advertising, marketing and the use of logos and brand names could have a material adverse impact on the Company's business, financial condition and results of operation. The legislative framework pertaining to the Canadian adult-use cannabis market is developing and subject to change. In addition, the governments of every Canadian province and territory have, to varying degrees, announced proposed, and in some cases enacted, regulatory regimes for the distribution and sale of cannabis for adult-use purposes within those jurisdictions. There is no guarantee that provincial legislation regulating the distribution and sale of cannabis for adult-use purposes will be enacted according to all the terms announced by such provinces and territories, or at all, or that any such legislation will create the growth opportunities that the Company currently anticipates. While the impact of any new legislative framework for the regulation of the Canadian adult-use cannabis market is uncertain, any of the foregoing could result in a material adverse effect on the Company's business, financial condition and results of operation.

On October 17, 2019, amendments to the Cannabis Regulations came into force, permitting the production and sale of cannabis edibles, extracts and topicals. Although the impact of these regulatory changes have not adversely affected the Company's business, provincial regulations and restrictions governing vape products continue to pose a potential threat.

### *Restrictions on Sales Activities*

The industry is in its early development stage and restrictions on sales and marketing activities imposed by Health Canada, various medical associations, other governmental or quasi-governmental bodies or voluntary industry associations may adversely affect the Company's ability to conduct sales and marketing activities and could have a material adverse effect on the Company's respective businesses, operating results and financial conditions.

### *Risks Inherent in an Agriculture Business*

The Company's business involves the growing of cannabis, which is an agricultural product. As such, the business is subject to the risks inherent in the agricultural business, such as pests, plant diseases and similar agricultural risks. Although the Company grows its products indoors under climate-controlled conditions, and carefully monitors the growing conditions with trained personnel, there can be no assurance that natural elements will not have a material adverse effect on the volume, quality and consistency of its products.

### *Vulnerability to Rising Energy Costs*

The Company's cannabis growing operations consume considerable energy, making the Company vulnerable to rising energy costs. Rising or volatile energy costs may adversely impact the business of the Company and its ability to operate profitably.

### *Product Liability*

As a manufacturer and distributor of products designed to be ingested or inhaled by humans, the Company faces an inherent risk of exposure to product liability claims, regulatory action and litigation if its products are alleged to have caused significant loss or injury. In addition, the manufacture and sale of products involve the risk of injury or loss to consumers due to tampering by unauthorized third parties, product contamination, unauthorized use by consumers or other third parties. Previously unknown adverse reactions resulting from human consumption of the Company's products alone or in combination with other medications or substances could occur. The Company may be subject to various product liability claims, including, among others, that the Company's products caused injury, illness or loss, include inadequate instructions for use or include inadequate warnings concerning possible side effects or interactions with other substances. A product liability claim or regulatory action against the Company could result in increased costs, adversely affect the Company's reputation with its respective clients and consumers generally, and adversely affect the results of operations and financial conditions of the Company.

### *Product Recalls*

Manufacturers and distributors of products may be subject to the recall or return of their products for a variety of reasons, including product defects, such as contamination, unintended harmful side effects or interactions with other substances, packaging safety and inadequate or inaccurate labeling disclosure. If any of the Company's products are recalled due to an alleged product defect or for any other reason, the Company could be required to incur the unexpected expense of the recall and any legal proceedings that might arise in connection with the recall. The Company may lose a significant amount of sales and may not be able to replace those sales at an acceptable margin or at all. In addition, a product recall may require significant management attention.

### *Operating Risk and Insurance Coverage*

The Company has insurance to protect its assets, operations and employees. While the Company believes its insurance coverage is customary in its current state of operations, such insurance is subject to coverage limits and exclusions and may not be available for the risks and hazards to which the Company is exposed. However, the Company may also be unable to maintain insurance to cover these risks at economically feasible premiums. Insurance coverage may not continue to be available or may not be adequate to cover any resulting liability. The Company might also become subject to liability for pollution or other hazards which may not be insured against or which the Company may elect not to insure against because of premium costs or other reasons. Losses from these

events may cause the Company to incur significant costs that could have a material adverse effect upon the Company's financial performance and results of operations.

*Unfavourable Publicity or Consumer Perception*

Management of the Company believes the cannabis industry is highly dependent upon consumer perception regarding the safety, efficacy and quality of the cannabis produced. Consumer perception of the Company's proposed products can be significantly influenced by scientific research or findings, regulatory investigations, litigation, media attention and other publicity regarding the consumption of cannabis products. There can be no assurance that future scientific research, findings, regulatory proceedings, litigation, media attention or other research findings or publicity will be favourable to the cannabis market or any particular product, or consistent with earlier publicity.

Future research reports, findings, regulatory proceedings, litigation, media attention or other publicity that are perceived as less favourable than, or that question, earlier research reports, findings or publicity could have a material adverse effect on the demand for the Company's proposed products and the business, results of operations, financial condition and cash flows of the Company. The Company's dependence upon consumer perceptions means that adverse scientific research reports, findings, regulatory proceedings, litigation, media attention or other publicity, whether or not accurate or with merit, could have a material adverse effect on the Company, the demand for its proposed products, and the business, results of operations, financial condition and cash flows of the Company. Further, adverse publicity reports or other media attention regarding the safety, efficacy and quality of cannabis in general, or the Company's proposed products specifically, or associating the consumption of cannabis with illness or other negative effects or events, could have such a material adverse effect. Such adverse publicity reports or other media attention could arise even if the adverse effects associated with such products resulted from consumers' failure to consume such products appropriately or as directed.

Overview of United States Regulations of Cannabis

On February 8, 2018 the Canadian Standards Association ("CSA") published a revised staff notice setting out the CSA's disclosure expectations for specific risks facing issuers with cannabis-related activities in the United States ("Staff Notice 51-352"). Staff Notice 51-352 confirms that a disclosure-based approach remains appropriate for issuers with U.S. cannabis-related activities. Staff Notice 51-352 includes additional disclosure expectations that apply to all issuers with U.S. cannabis-related activities, including those with direct and indirect involvement in the cultivation, possession or distribution of marijuana (as defined in the Staff Notice 51-352, "marijuana-related activities"). The Company views Staff Notice 51-352 favourably, as it provides increased transparency and greater certainty regarding the views of its exchange and its regulator of existing operations and strategic business plan as well as the Company's ability to pursue further investment and opportunities in the United States.

The Company has non-controlling ownership of EndoCanna, a company that operates within the cannabis sector in California, but is not in the business of cultivation, possession and distribution of cannabis. However, the Company or EndoCanna may expand into such businesses in the future, specifically in the state of California, where local state laws permit such activities. The Company also has a Joint Venture Partnership with Empower, with the order and installation of extraction and post-production equipment units at Empower's existing licensed hemp processing facility in Sandy, Oregon. Propriety branded products will be distributed through Empower's corporately owned physician staffed health clinics in Oregon and Arizona. Over half of the U.S. states have enacted legislation to legalize and regulate the sale and use of medical cannabis. However, the U.S. federal government has not enacted similar legislation. As such, the cultivation, manufacture, distribution, sale and use of cannabis remains illegal under U.S. federal law. While the Company's business activities are compliant with applicable state and local laws, such activities remain illegal under United States federal law.

*Compliance of United States Operations*

California authorized the cultivation, possession and distribution of cannabis by certain licensed California cannabis businesses. The California Bureau of Cannabis Control regulates California's cannabis regulatory program. Endocanna operates in California, but is not currently engaged in the cultivation, possession and/or distribution of cannabis. As such the Company has not obtained local counsel in the state of California at this time but is advised by other advisors in connection with California's cannabis regulatory program. At such a time when the Company and its advisors deem necessary, the Company will develop a robust compliance program designed to ensure operational and regulatory requirements continue to be satisfied.

Oregon has both a medical and adult-use cannabis program. Effective January 1, 2017, cannabis was permitted to be sold for adult-use only by businesses that obtained a recreational retailer license from the Oregon Liquor Control Commission. Medical cannabis dispensaries that did not obtain a retailer license were no longer permitted to sell cannabis for adult-use after 2016. Holders of retailer licenses are permitted to sell cannabis for medical use to a patient 18 years of age or older under the Oregon Medical Marijuana Program, whereas the minimum age to purchase cannabis for adult-use is 21.

Arizona's medical cannabis program was introduced in November 2010 when voters approved the Proposition 203 "Arizona Medical Marijuana Initiative" ballot measure that legalized medical cannabis for patients with certain qualifying conditions. The first sales were made to patients in December 2012. The Arizona Department of Health Services has allocated 130 medical cannabis dispensary certificates. Each dispensary certificate permits the license holder to open one dispensary and gives the license holder the option to open one cultivation facility and/or one processing facility.

The Joint Venture Partnership with Empower will operate in Oregon with the expectation that medical sales will also be made in Arizona. The Joint Venture Partnership will ensure that it has the necessary local counsel in the states of Oregon and Arizona but is currently advised by other advisors in connection with each state's cannabis regulatory program. At such a time when the Company and its advisors deem necessary, the Company will ensure that there is a robust compliance program designed to ensure operational and regulatory requirements continue to be satisfied.

*Regulation of Marijuana in the United States*

Unlike in Canada which has proposed to have federal legislation uniformly governing the cultivation, distribution, sale and possession of medical cannabis under the Access to Cannabis for Medical Purposes Regulations (Canada), investors are cautioned that in the United States, cannabis is largely regulated at the State level. To the Company's knowledge, there are to date a total of 33 States, plus the District of Columbia, that have legalized cannabis in some form.

Notwithstanding the permissive regulatory environment of cannabis at the State level, cannabis continues to be categorized as a controlled substance under the "CSA" in the United States and as such, remains illegal under federal law in the United States.

Violations of any federal laws and regulations could result in significant fines, penalties, administrative sanctions, convictions or settlements arising from civil proceedings conducted by either the federal government or private citizens, or criminal charges, including, but not limited to, disgorgement of profits, cessation of business activities or divestiture.

As a result of the conflicting views between State legislatures and the federal government regarding cannabis, investments in cannabis businesses in the United States are subject to inconsistent legislation and regulation. The response to this inconsistency was addressed in August 2013 when then Deputy Attorney General, James Cole, authored a memorandum (the “Cole Memorandum”) addressed to all United States district attorney acknowledging that, notwithstanding the designation of cannabis as a controlled substance at the federal level in the United States, several US States had enacted laws relating to cannabis for medical purposes.

The Cole Memorandum outlined the priorities for the Department of Justice relating to the prosecution of cannabis offenses. In particular, the Cole Memorandum noted that in jurisdictions that have enacted laws legalizing cannabis in some form and that have also implemented strong and effective regulatory and enforcement systems to control the cultivation, distribution, sale and possession of cannabis, conduct in compliance with those laws and regulations is less likely to be a priority at the federal level. Notably, however, the Department of Justice never provided specific guidelines for what regulatory and enforcement systems it deemed sufficient under the Cole Memorandum standard. In light of limited investigative and prosecutorial resources, the Cole Memorandum concluded that the Department of Justice should be focused on addressing only the most significant threats related to cannabis. States where medical cannabis had been legalized were not characterized as a high priority.

In March 2017, the newly appointed Attorney General Jeff Sessions again noted limited federal resources and acknowledged that much of the Cole Memorandum had merit. However, on January 4, 2018, Mr. Sessions issued a new memorandum that rescinded and superseded the Cole Memorandum effective immediately (the “Sessions Memorandum”). The Sessions Memorandum stated, in part, that current law reflects “Congress’ determination that cannabis is a dangerous drug and cannabis activity is a serious crime”, and Mr. Sessions directed all U.S. Attorneys to enforce the laws enacted by Congress and to follow well-established principles when pursuing prosecutions related to marijuana activities. The inconsistency between federal and state laws and regulations is a major risk factor.

Federal law pre-empts state law in these circumstances, so that the federal government can assert criminal violations of federal law despite state law. The level of prosecutions of state-legal cannabis operations is entirely unknown, nonetheless the stated position of the current administration is hostile to legal cannabis, and furthermore may be changed at any time by the Department of Justice, to become even more aggressive. The Sessions Memorandum lays the groundwork for United States Attorneys to take their cues on enforcement priority directly from Attorney General Jeff Sessions by referencing federal law enforcement priorities set by the Attorney General Jeff Sessions. If the Department of Justice policy under Attorney General Jeff Sessions was to aggressively pursue financiers or equity owners of cannabis-related business, and United States Attorneys followed such Department of Justice policies through pursuing prosecutions, then the Company could face (i) seizure of its cash and other assets used to support or derived from its cannabis subsidiaries, and (ii) the arrest of its employees, officers, managers and investors, and charges of ancillary criminal violations of the CSA for aiding and abetting and conspiring to violate the CSA by virtue of providing financial support to cannabis companies that service or provide goods to state-licensed or permitted cultivators, processors, distributors, and/or retailers of cannabis.

Notably, current federal law (in the form of budget bills) prevents the Department of Justice from expending funds to intervene with states’ rights to legalize cannabis for medical purposes.

Now that the Cole Memorandum has been repealed by Attorney General Jeff Sessions, the Department of Justice under the current administration or an aggressive federal prosecutor could allege that the Company and its Board and, potentially its shareholders, “aided and abetted” violations of federal law by providing finances and services to its portfolio cannabis companies. Under these circumstances, it is possible that the federal prosecutor would seek to seize the assets of the Company, and to recover the “illicit profits” previously distributed to shareholders resulting from any of the foregoing financing or services. In these circumstances, the Company’s operations would cease, shareholders may lose their entire investment and directors, officers and/or shareholders may be left to defend any criminal charges against them at their own expense and, if convicted, be sent to federal prison.

*Proceeds of Crime Statutes*

The Company will be subject to a variety of laws and regulations domestically and in the United States that involve money laundering, financial recordkeeping and proceeds of crime, including the Currency and Foreign Transactions Reporting Act of 1970 (commonly known as the Bank Secrecy Act), as amended by Title III of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act), the Proceeds of Crime (Money Laundering) and Terrorist Financing Act (Canada), as amended and the rules and regulations thereunder, the Criminal Code (Canada) and any related or similar rules, regulations or guidelines, issued, administered or enforced by governmental authorities in the United States and Canada.

In the event that any of the Company's license agreements, or any proceeds thereof, in the United States were found to be in violation of money laundering legislation or otherwise, such transactions may be viewed as proceeds of crime under one or more of the statutes noted above or any other applicable legislation. This could be materially adverse to the Company and, among other things, could restrict or otherwise jeopardize the ability of the Company to declare or pay dividends, effect other distributions or subsequently repatriate such funds back to Canada.

*Regulatory Scrutiny of the Company's Interests in the United States*

For the reasons set forth above, the Company's interests in the United States cannabis market, and future licensing arrangements, may become the subject of heightened scrutiny by regulators, stock exchanges, clearing agencies and other authorities in Canada. As a result, the Company may be subject to significant direct and indirect interaction with public officials. There can be no assurance that this heightened scrutiny will not in turn lead to the imposition of certain restrictions on the Company's ability to carry on its business in the United States.

Government policy changes or public opinion may also result in a significant influence over the regulation of the cannabis industry in Canada, the United States or elsewhere. A negative shift in the public's perception of cannabis in the United States or any other applicable jurisdiction could affect future legislation or regulation. It has been reported by certain publications in Canada that The Canadian Depository for Securities Limited is considering a policy shift that would see its subsidiary, CDS Clearing and Depository Services Inc. ("CDS"), refuse to settle trades for cannabis issuers that have investments in the United States. CDS is Canada's central securities depository, clearing and settlement hub settling trades in the Canadian equity, fixed income and money markets. Neither CDS nor its parent company have issued any public statement in regard to these reports. However, if CDS were to proceed in the manner suggested by these publications, and apply such a policy to the Company, it would have a material adverse effect on the ability of holders of Common Shares to make trades. In particular, the Common Shares would become highly illiquid as investors would have no ability to affect a trade of the Common Shares through the facilities of a stock exchange.

Government policy changes or public opinion may also result in a significant influence over the regulation of the cannabis industry in Canada, the United States or elsewhere. A negative shift in the public's perception of medical or recreational cannabis in the United States or any other applicable jurisdiction could affect future legislation or regulation. Among other things, such a shift could cause state jurisdictions to abandon initiatives or proposals to legalize medical and/or recreational cannabis, thereby limiting the number of new state jurisdictions into which the Company could expand. Any inability to fully implement the Company's expansion strategy may have a material adverse effect on the Company's business, financial condition and results of operations.

*The Company's business is dependent on laws pertaining to the cannabis industry.*

Continued development of the marijuana industry is dependent upon continued legislative authorization of the use and cultivation of marijuana at the State level. Any number of factors could slow or halt progress in this area. Further, progress, while encouraging, is not assured. While there may be ample public support for legislative action, numerous factors impact the legislative process. Any one of these factors could slow or halt use of marijuana, which would negatively impact the Company's proposed business.

Currently, thirty-three states and the District of Columbia allow its citizens to use medical cannabis. Additionally, ten states have legalized cannabis for adult use, including the state of California. The state laws are in conflict with the federal CSA, which makes marijuana use and possession illegal at the federal level. The Obama administration, pursuant to the Cole Memorandum, previously effectively stated that it is not an efficient use of resources to direct law federal law enforcement agencies to prosecute those lawfully abiding by state-designated laws allowing the use and distribution of medical marijuana. However, the Sessions Memorandum under the Trump administration has reversed this position which creates a risk of prosecution by a number of federal agencies. Additionally, there can be no assurance as to the position any new administration may take on cannabis and could decide to enforce the federal laws strongly. Any enforcement of current federal laws could cause significant financial damage to the Company and its shareholders.

#### *Cannabis remains illegal under Federal law*

Cannabis is a Schedule 1 controlled substance and is illegal under federal U.S. law. Even in those states in which the use of cannabis has been legalized, its use remains a violation of federal law. Since federal law criminalizing the use of cannabis pre-empts state laws that legalize its use, strict enforcement of federal law regarding cannabis would harm the Company's business, prospects, results of operation, and financial condition.

#### *Unfavourable Tax Treatment of Cannabis Businesses*

Under Section 280E of the U.S. Internal Revenue Code ("Section 280E"), "no deduction or credit shall be allowed for any amount paid or incurred during the taxable year in carrying on any trade or business if such trade or business (or the activities which comprise such trade or business) consists of trafficking in controlled substances (within the meaning of schedule I and II of the Controlled Substances Act) which is prohibited by Federal law or the law of any State in which such trade or business is conducted." This provision has been applied by the IRS to cannabis operations, prohibiting them from deducting expenses directly associated with the sale of cannabis. Section 280E therefore has a significant impact on the retail side of cannabis, but a lesser impact on cultivation and manufacturing operations. A result of Section 280E is that an otherwise profitable business may, in fact, operate at a loss, after taking into account its income tax expenses.

#### *State Regulatory Uncertainty*

The rulemaking process for cannabis operators at the state level in any state will be ongoing and result in frequent changes. As a result, a compliance program is essential to manage regulatory risk. The Company's legal team will provide guidance in regards to any rulemaking processes and resulting regulatory changes. All operating policies and procedures implemented in the operation will be compliance-based and derived from the state regulatory structure governing ancillary cannabis businesses and their relationships to state-licensed or permitted cannabis operators, if any. Notwithstanding the Company's efforts, regulatory compliance and the process of obtaining regulatory approvals can be costly and time-consuming. No assurance can be given that the Company will receive the requisite licenses, permits or cards to operate its businesses.

In addition, local laws and ordinances could restrict the Company's business activity. Although legal under California state law, local governments have the ability to limit, restrict, and ban cannabis businesses from operating within their jurisdiction. Land use, zoning, local ordinances, and similar laws could be adopted or changed, and have a material adverse effect on the Company's business.

#### *Restricted Access to Banking*

In February 2014, the Financial Crimes Enforcement Network ("FinCEN") bureau of the U.S. Treasury Department issued guidance (which is not law) with respect to financial institutions providing banking services to cannabis business, including burdensome due diligence expectations and reporting requirements. This guidance does not provide any safe harbors or legal defences from examination or regulatory or criminal enforcement actions by the Department of Justice, FinCEN or other federal regulators. Thus, most banks and other financial institutions in the

United States do not appear to be comfortable providing banking services to cannabis-related businesses, or relying on this guidance, which can be amended or revoked at any time by the Trump Administration. In addition to the foregoing, banks may refuse to process debit card payments and credit card companies generally refuse to process credit card payments for cannabis-related businesses. As a result, the Company may have limited or no access to banking or other financial services in the United States. In addition, federal money laundering statutes and Bank Secrecy Act regulations discourage financial institutions from working with any organization that sells a controlled substance, regardless of whether the state it resides in permits cannabis sales. The inability or limitation in the Company's ability to open or maintain bank accounts, obtain other banking services and/or accept credit card and debit card payments may make it difficult for the Company to operate and conduct its business as planned or to operate efficiently.

#### *Limited Trademark Protection*

The Company will not be able to register any United States federal trademarks for its cannabis products. Because producing, manufacturing, processing, possessing, distributing, selling, and using cannabis is a crime under the CSA, the United States Patent and Trademark Office will not permit the registration of any trademark that identifies cannabis products. As a result, the Company likely will be unable to protect its cannabis product trademarks beyond the geographic areas in which it conducts business. The use of its trademarks outside the state of California by one or more other persons could have a material adverse effect on the value of such trademarks.

#### *Potential FDA Regulation*

Should the federal government legalize cannabis, it is possible that the U.S. Food and Drug Administration (the "FDA"), would seek to regulate it under the Food, Drug and Cosmetics Act of 1938. Additionally, the FDA may issue rules and regulations including certified good manufacturing practices, related to the growth, cultivation, harvesting and processing of medical cannabis. Clinical trials may be needed to verify efficacy and safety. It is also possible that the FDA would require that facilities where medical-use cannabis is grown register with the FDA and comply with certain federally prescribed regulations. In the event that some or all of these regulations are imposed, the impact would be on the cannabis industry is unknown, including what costs, requirements and possible prohibitions may be enforced. If Company is unable to comply with the regulations or registration as prescribed by the FDA it may have an adverse effect on the Company's business, operating results and financial condition.

#### *Legality of Contracts*

Because the Company's contracts involve cannabis and other activities that are not legal under U.S. federal law and in some jurisdictions, the Company may face difficulties in enforcing its contracts in U.S. federal and certain state courts.

#### **Other Information**

Other information relating to the Company may be found on the Company's website located at [www.heritagecann.com](http://www.heritagecann.com), the SEDAR website located at [www.sedar.com](http://www.sedar.com) and the Canadian Stock Exchange website located at [www.thecse.com/en](http://www.thecse.com/en).

BY ORDER OF THE BOARD

Heritage Cannabis Holdings Corp.  
"Clint Sharples"  
CEO and Director  
September 29, 2020