

# HERITAGE CANNABIS HOLDINGS CORP.

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## MANAGEMENT DISCUSSION AND ANALYSIS – QUARTERLY HIGHLIGHTS

For The Three and Nine Month Periods Ended July 31, 2019

*This Management Discussion and Analysis – Quarterly Highlights for Heritage Cannabis Holdings Corp. provides analysis of the Company’s interim condensed consolidated financial results for the three and nine month periods ended July 31, 2019. The following information should be read in conjunction with the accompanying interim condensed consolidated financial statements and related notes for the three and nine month periods ended July 31, 2019.*

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**Date of Report**

The following 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 interim condensed consolidated financial statements for the three and nine month periods ended July 31, 2019 and the annual consolidated financial statements and related notes for the year ended October 31, 2018, 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 27, 2019.

**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 our 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 of the Company’s products to access consumer markets;
- the Company’s ability to expand into international markets;
- the Company’s relationship with its distribution partners;
- 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; and
- the variability of hemp farming.

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

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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 "Risks and Uncertainties", which include:

- the Company has little operating history, a history of losses and the Company cannot assure profitability;
- the Company is reliant on government-issued sales and processing licenses to produce and sell cannabis products in Canada;
- the Company is subject to changes in Canadian laws, regulations and guidelines which could adversely affect the Company's future business and financial performance;
- the Company may not be able to effectively manage its growth and operations, which could materially and adversely affect its business;
- the Company may become subject to litigation, including for possible product liability claims, which may have a material adverse effect on the Company's reputation, business, results from operations and financial condition;
- the Company's operations are subject to environmental regulation in the various jurisdictions in which it operates;
- the Company faces competition from other companies where it will conduct business and those companies may have a higher capitalization, more experienced management or may be more mature as a business;
- the Company is reliant on management. If the Company is unable to attract and retain key personnel, it may not be able to compete effectively in the cannabis market;
- there is no assurance that the Company will obtain, retain and/or renew any relevant licenses and its business is dependent upon such licenses;
- the Company's industry is experiencing rapid growth and consolidation that may cause the Company to lose key relationships and intensify competition;
- the Company may have to sell additional equity securities or secure debt facilities for cash to fund operations, capital expansion, mergers and acquisitions. If funds are raised through the issuance of equity or convertible debt securities, existing shareholders could suffer dilution and any new equity securities could have rights, preferences and privileges superior to those of the common shares of the Company (the "**Common Shares**"). Any debt financing secured in the future could involve restrictive covenants relating to capital raising activities and other financial and operational matters, which may impede the Company's ability to obtain additional capital and to pursue business opportunities;
- the Company currently has certain insurance coverage; however, because the Company operates within the cannabis industry, there are additional difficulties and complexities associated with such insurance coverage;
- the cultivation of cannabis and hemp includes risks inherent in an agricultural business including the risk of crop loss, quality of crop, sudden changes in environmental conditions, equipment failure, product recalls and others;
- the expansion of the medical cannabis industry may require new clinical research into effective medical therapies;



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- under the *Cannabis Act* (the “**Cannabis Act**”) and the current and proposed regulations thereunder (the “**Cannabis Regulations**”), the Company may have restrictions on the type and form of marketing and packaging it can undertake which could materially impact sales performance;
- the Company’s officers and directors may be engaged in a range of business activities resulting in conflicts of interest;
- in certain circumstances, the Company’s reputation could be damaged;
- the Company is operating at a regulatory frontier. The cannabis industry is relatively new and is evolving and it is an industry that may not succeed;
- the Company is vulnerable to rising energy costs and access to energy;
- the Company may not be able to obtain all necessary licenses, authorizations and permits or complete construction of its facilities on a timely basis, which could, among other things, delay or prevent the Company from becoming profitable;
- regulatory scrutiny of the Company’s industry may negatively impact its ability to raise additional capital;
- the Company cannot make assurances that a market will continue to develop or exist for the Common Shares and or what the market price of the Common Shares will be;
- 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;
- the Company does not anticipate paying cash dividends;
- future sales of Common Shares by existing shareholders could reduce the market price of the Company’s shares;
- the Company is subject to certain construction related risks;
- licencing risks related to expansion of operations, including multi-site license amendments;
- the United States may impose travel and entry bans on Company directors, officers and employees and investors in the Company’s securities; and
- no guarantee on the use of available funds by the Company.

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 “Risk and Uncertainties” should be considered carefully by readers.

The Company’s forward-looking statements are based on the reasonable beliefs, expectations and opinions of the management of the Company (“**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. We do 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 interim condensed consolidated financial statements, are the responsibility of Management. In the preparation of the accompanying interim condensed consolidated financial statements, estimates are sometimes necessary to make a determination of the future values for certain assets or

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liabilities. Management believes such estimates have been based on careful judgments and have been properly 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 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 and operates as a cannabis issuer.

The Company's head office is located at 929 Mainland Street, Vancouver, B.C. V6B 1S3 and its registered and records office is care of McMillan LLP, Suite 1500 – 1055 West Georgia St., Vancouver, B.C. V6E 4N7. At its August 9, 2019 Annual General and Special Meeting, the shareholders of the Company approved a continuance into Ontario, which the Company intends to effect on or before October 31, 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 will come 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 seed to sale business.

Heritage's subsidiary, Voyage Cannabis Corp. (formerly PhyeinMed Inc.) ("**Voyage**"), holds a Health Canada issued cultivation, processing and medical sales licence. 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. Voyage's current cultivation strategy will be fulfilled through greenhouses, which will be built on the property's 13 acres of land. Currently, greenhouses with a total square footage of 16,000 have been erected.

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 licence under the Cannabis Regulations. The facility, located at 333 Jarvis Street, 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. Subject to an expansion of the cultivation capacity discussed below, 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

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process of assessing 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 with its head office in Kelowna, British Columbia. A leader in extraction techniques and processing, Purefarma will deploy its team and devote its efforts towards Heritage's processing activities. Purefarma is strategic to the Company's seed to sale business strategy for its extraction and processing capabilities. At the same time, it will also be working closely with the Company's newest, wholly owned operating entity, Calyx Life Sciences Corp. ("**Calyx**") (formerly, BriteLife Sciences Ltd.) on medical and educational initiatives.

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 quarter, 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. 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.

### Third Quarter Updates

On May 7, 2019, the Company announced the closing of a bought deal offering of 32,660,000 units of the Company (each, a "Unit") at a price of \$0.53 per Unit for aggregate gross proceeds of \$17,309,800. Each Unit consisted of one (1) Common Share and one-half (0.5) of one Common Share purchase warrant of the Company. Each whole warrant entitled the holder to purchase one Common Share at a price equal to \$0.70 per Common Share for a period of 30 months following the closing date.

The offering was conducted by a syndicate of underwriters led by Cormark Securities Inc., and included PI Financial Corp., Canaccord Genuity Corp., and Desjardins Securities Inc. (the "Underwriters"). In consideration for their services, the Underwriters received a 7% cash commission in the amount of \$1,211,686 and an aggregate of 2,286,200 broker warrants (the "Broker Warrants"). Each Broker Warrant is exercisable for one Unit at an exercise price of \$0.53 for a period of 36 months from the closing date.

After deducting the cash commission, disbursements and actual expenses, the net proceeds from the Offering was approximately \$15,814,731. For further details on the Offering or the Company's plans for the funds raised, refer to the final Short Form Prospectus dated May 1, 2019 available on [www.sedar.com](http://www.sedar.com).

On May 9, 2019, the Company announced a binding term sheet with Zenabis Global Inc. ("**Zenabis**"), in which the two companies commit to work collaboratively to bring cannabis oils to market. Purefarma will provide both toll extraction and custom formulation services to Zenabis. The initial Agreements will see Zenabis deliver a minimum of 500 kg of dried flower and trim to Heritage, and in return Heritage will supply Zenabis with a minimum of 150 kg of Cannabidiol (CBD) or Tetrahydrocannabinol (THC) extracted distillate, both to be delivered by the end of the calendar year, 2019.

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On May 10, 2019, the Company announced the exercise of its option to acquire the 122,000 square foot CannaCure facility located at 333 Jarvis Street in Fort Erie, Ontario for a purchase price of \$2,200,000. The transaction closed on June 28, 2019 and was funded with proceeds on hand.

On May 30, 2019, the Company announced that its subsidiary, Purefarma, signed a processing and supply term sheet with Canntab Therapeutics Limited ("Canntab"), pursuant to which Purefarma, together with Voyage and CannaCure, will provide processing services for hemp supplied by Canntab in connection with Canntab's planned roll out of their ingestible oral cannabis products.

On July 25, 2019, Heritage announced that it had entered into a two-year contract manufacturing agreement with Cronos Group Inc., under which Heritage is responsible for procuring biomass, extracting oil, and filling and packaging vaporizer devices for Cronos Group Inc.'s Spinach™ and PEACE NATURALS™ brands. Based on initial supply forecasts, the contract has an estimated annual value of approximately \$35 million.

On July 29, 2019, the Company announced the completion of its transaction to acquire a 30% interest in California-based Endocanna, a company which has developed a home-based Endocannabinoid DNA test. The transaction, which closed on July 26, 2019, resulted in Heritage (1) issuing 2,710,515 Common Shares to principals of EndoCanna in exchange for 10% of the outstanding common shares of EndoCanna and (2) investing USD \$2,000,000 for an additional 20% interest in the EndoCanna. In connection with the transaction, the Company appointed Erin Prohaska, its Chief Financial Officer as its representative to EndoCanna's board of directors and Dr. Chris Spooner, the Company's Chief Science Officer as its representative on their advisory board.

On September 12, 2019, the Company announced that it signed a Hemp Processing Agreement with 3277991 Nova Scotia Limited, doing business as Truro Cannabis Co. Under the terms of the Agreement, Voyage will process 700 kg of hemp biomass into bulk crude oil or further formulated products ("Product") for delivery and sale to final purchasers legally able to purchase the Product both within and outside of Canada.

On September 17, 2019, Heritage announced that it had entered into a Letter of Intent with Empower Clinics Inc., a vertically integrated CBD life sciences company based in Vancouver, B.C., to establish a joint venture in Oregon, United States, which will focus exclusively on the extraction of hemp for medicinal product development. The Company, through its wholly owned extraction entity, Purefarma Solutions Inc., will install extraction and related downstream equipment, as well as train and supervise staff on proprietary extraction methodologies, all within Empower's existing licenced hemp processing facility.

On September 20, 2019 the Company announced the grant of 2,000,000 incentive stock options to directors/officers/employees and/or consultants under the Company's Stock Option Plan. The options are exercisable at \$0.36 per share and will expire September 20, 2024.

### Plans and Milestones

Management continued to focus on completing key milestones to drive towards revenue. The following key milestones have been identified as critical success factors and are being actively monitored:

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<b>Milestone</b>	<b>Estimated time to completion</b>
Purchase, delivery and installation of oil extraction machines	Complete – Note 1
Phase 2 CannaCure Facility extraction expansion	Q4 2019 – Note 2
Falkland Facility – extraction retrofit	Complete
Falkland Facility – cultivation expansion	Ongoing
Voyage & CannaCure – obtain full Sales Licence	Q4 2019 – Note 3
Secure a consumer packaged cannabis contract	Complete - Note 4
Secure long-term tolling contract	Complete – Note 4

**Note 1**

On February 1, 2019 the Company entered into an agreement to acquire three new Vitalis extraction systems for a total purchase price of \$1,746,242. Two units were delivered to the CannaCure facility in Fort Erie, Ontario, and one unit was delivered to the Falkland Facility where it was paired with the Company's existing extraction system.

In March of 2019, the Company ordered 2 additional machines for the CannaCure Facility in Fort Erie which were delivered June 20, 2019. These additional machines are critical to manage the demand for extraction services and oil production. As at July 31, 2019, the new extraction machines were not considered available for use as a result of a pending amendment for additional licensed space at the CannaCure facility (see Note 2 below).

**Note 2**

Management is in the process of finalizing plans for a Phase 2 expansion of its licensed space dedicated to extraction, downstream processing and additional products.

**Note 3**

The Company has submitted its applications for full sales licenses at both facilities and is waiting on approval from Health Canada.

**Note 4**

The Company signed a two-year contract manufacturing agreement with Cronos Group Inc., for the filling and packaging of vaporizer devices to be sold into the Canadian adult-use and medical markets once amendments to the Cannabis Regulations come into force. The Company also signed a binding term sheet with Zenabis which provides an additional committed revenue stream. The Company continues to offer services and seek out both short and long term contracts with other industry participants.

**Results of Operations – 3 month period ended July 31, 2019**

For the three month period ended July 31, 2019, the Company recorded a net loss and comprehensive loss of \$3,824,884 or \$0.01 loss per share compared to a net loss and comprehensive loss of \$1,357,969 or \$0.01 loss per share for the three month period ended July 31, 2018. Included in the loss for the three month period ended July 31, 2019 is interest and other income of \$156,912 as compared to nil in the three month period ended July 31, 2018.

General and administrative expenses for the Company increased from \$1,357,969 for the three month period ended July 31, 2018 to \$3,751,796 for the current three month period, an increase of \$2,393,827. This increase was attributable to the following:

- a) Advertising, travel and promotion increased from \$32,065 for the three month period ended July 31, 2018 to \$216,124 for the three month period ended July 31, 2019. Of the \$184,059 increase, \$52,059 can be attributed to the travel requirements associated with being a bicoastal company and the remaining \$132,000 related to



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the allocation of resources towards investor and marketing initiatives. The Company is in the process of recruiting, hiring and training key individuals to fill extraction and quality assurance roles within each facility. In the long term, travel expenditures are expected to decline as permanent staff are hired and trained in each licensed facility. Travel expenditures were elevated during the three month period ended July 31, 2019, as a result of the commissioning of extraction related equipment. The Company has historically relied on equity to finance its operations and as such, ongoing management of the Company's perception in the market is key to the success of future capital raises. Management expects these marketing related expenses to remain at the current levels for the near term.

- b) Amortization expense of \$2,375 for the three month period ended July 31, 2018 increased to \$418,001 for the current period. This increase of \$415,626 is due to the amortization of finite life intangible assets, of which \$165,852 is related to the amortization of the Health Canada license acquired in the CannaCure acquisition and \$63,858 on the Voyage Health Canada license, and the depreciation of the Company's property, plant and equipment. Neither the Health Canada licenses nor the plant, property and equipment were amortized in the quarter ended July 31, 2018.
- c) Consulting fees increased from \$360,418 for the three month period ended July 31, 2018 to \$606,241 for the three month period ended July 31, 2019, an increase of \$245,823. Included in this increase is \$76,600 of fees paid to a financial consultant engaged to assist with merger and acquisition transactions, \$16,000 paid to a physician providing medical advisory services, and \$36,000 to independent directors of the Company's board. The remaining increase, approximately \$117,223, is comprised of approximately \$53,798 of consulting expenses incurred by CannaCure, Purefarma, Mainstrain Markets and Calyx for which there is no prior period comparison. The remaining increase, \$63,425, relates to the increase in Heritage's executive bench strength and operational capacity, but has been offset by significant, non-recurring consulting expenses incurred in the three month period ended July 3, 2018.
- d) Management fees of \$45,000 were recorded during the three month period ended July 31, 2019 as compared to \$40,000 in the comparable prior three month period. The \$5,000 difference is a function of timing, with fees in the previous period vacillating between \$10,000 and \$20,000 per month.
- e) Occupancy, office expense and other expenses increased from \$57,266 for the three month period ended July 31, 2018 to \$607,978 for the three month period ended July 31, 2019, an increase of \$550,712. Of the increase, \$287,178 is directly attributable to operating activity in Purefarma and CannaCure, for which there is no prior period comparison and includes \$23,995 of insurance premiums. In addition, occupancy commitments (rent, utilities and property taxes) increased by \$126,701 of which \$115,814 is directly attributable to the acquisition of Purefarma and CannaCure, for which there is no prior period comparative and \$10,887 is attributable to an increase in Heritage's occupancy costs; a result of the Company taking on permanent office space in Toronto, Ontario for its new management team. Company wide, technology enhancements also attributed to the period over period increase, amounting to approximately \$52,097 in the three months ended July 31, 2019. The remaining variance can be explained by a \$33,050 foreign exchange loss and an overall increase in activity required to administer and manage the Company, including its subsidiaries Voyage and Calyx, as it evolves to an operational producer, processor and seller of cannabis. With the exception of the portion of these expenses related to rent at the Fort Erie facility, which ceased effective June 28, 2019, Management expects the expenses to continue to increase as it builds out its teams and operational capacity.

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- f) Professional fees increased from \$23,435 for the three month period ended July 31, 2018 to \$266,009 for the three month period ended July 31, 2019, an increase of \$242,574. Of this increase, approximately \$160,000 can be attributed to increased legal advice relating to contract review and drafting, term sheets, cannabis- specific regulatory advice and other general matters. Accounting and related services increased by approximately \$56,000 over the three month period ended July 31, 2019 as a result of the Company doubling its accrual for audit services and engaging assurance advisory services. The remaining increase, approximately \$26,574, relates ad hoc accounting and tax services and fees incurred by Purefarma, CannaCure, and Calyx for which there is no prior period comparable.
- g) Regulatory fees decreased from \$3,234 for the three month period ended July 31, 2018 to \$2,889 for the current three month period, a decrease of \$345.
- h) Shareholder communications increased from \$10,295 for the three month period ended July 31, 2018 to \$191,374 for the three month period ended July 31, 2019, an increase of \$181,079. This increase was due to the Company's engagement of various service providers and investment in digital/social media programs designed to communicate with and update a growing base of current and potential shareholders of new developments happening at Heritage.
- i) Share-based payments decreased by \$138,838 from \$822,370 for the three month period ended July 31, 2018 to \$683,532 for the three month period ended July 31, 2019. During the previous three month period ended April 30, 2019, 5,500,000 options with a fair value of \$1,847,495 were granted, and by their vesting terms, resulted in the recording of approximately \$650,051 of stock based compensation for the current three month period ended July 31, 2019. The Company recorded an additional \$32,170 in stock-based payments related to the vesting of: (1) options assumed by the Company on the acquisition of CannaCure in the amount of \$5,123 and (2) restricted shares awarded to a director in the amount of \$28,356. By comparison, during the three month period ended July 31, 2018, the Company recorded an expense of \$822,370 relating to the vesting of a portion of 6,000,000 Restricted Share Units granted in prior periods.
- j) Transfer agent and shareholder information increased from \$6,511 for the three month period ended July 31, 2018 to \$56,330 for the three month period ended July 31, 2019. The increase is attributable to transaction driven costs of the Company's transfer agent and shareholder communication and distributions for the Company's Annual General and Special Meeting, both of which have increased due to growth in the number of shareholders and transactions.
- k) Salaries, wages and benefits increased from \$nil for the three month period ended July 31, 2018 to \$658,318 for the current three month period. The increase is a direct result of continued growth in head count across all the subsidiaries, with the most significant increases in Purefarma and CannaCure where extraction operations ramp up.

**Results of Operations – 9 month period ended July 31, 2019**

During the nine month period ended July 31, 2019, the Company reported a loss and comprehensive loss of \$10,980,825 or \$0.03 per share, as compared to a loss and comprehensive loss of \$5,752,574 or \$0.04 per share for the nine month period ended July 31, 2018. Included in the loss for the nine month period ended July 31, 2019 is interest and other income of \$238,813 as compared to \$nil in the nine month period ended July 31, 2018.

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General and administrative expenses increased from \$5,806,224 to \$10,839,638, an increase of \$5,033,414. This increase was mainly attributable to:

- a) Advertising and promotion increased from \$50,148 for the nine month period ended July 31, 2018 to \$484,424 for the nine month period ended July 31, 2019. This increase was due to acquisitions of CannaCure and Purefarma, elevation in overall business activity, and the incorporation of additional operating companies such as Calyx, all of which necessitate the need for regular travel. Travel costs for the nine month period amounted to \$204,988, of which approximately \$116,007 stems from operations in CannaCure, Calyx and Purefarma, for which there is no prior period comparable. Meals and entertainment for the same period were \$37,492. The nine month period also included the November 2, 2018 appointment of Hybrid Financial Ltd. as Investor Relations Consultants. Consistent with the terms of the agreement, including a May 2019 expansion of the agreement to include US coverage, the Company recorded an expense of \$216,000. No similar services were provided in the nine months ended July 31, 2018.
- b) Amortization expense increased from \$7,126 to \$1,181,196 during the nine month period ended July 31, 2019. This increase of \$1,174,070 is due to the amortization of finite life intangible assets, of which \$484,937 is related to the amortization of the Health Canada license acquired in the CannaCure acquisition and \$189,492 on the Voyage Health Canada license, and the depreciation of the Company's property, plant and equipment. Neither the Health Canada licenses nor the plant, property and equipment were amortized in nine months ended July 31, 2018.
- c) Consulting fees increased from \$752,636 for the nine month period ended July 31, 2018 to \$1,528,828 for the nine month period ended July 31, 2019, an increase of \$776,192. Included in the nine month period ended July 31, 2019 is approximately \$236,600 of non-recurring expenses relating to transaction costs from the CannaCure acquisition and fees paid to a consultant who served on the Company's Advisory Board. An additional \$158,624 of the increase pertains to consulting expenses incurred by CannaCure, Purefarma and Mainstrain Markets in the ordinary course of their business, and for which there is no prior period comparable. The remaining increase, \$380,968, is associated with growth in the management and operational teams at Heritage, including \$72,000 in directors fees and \$16,000 paid to a physician who was brought on in an advisory role and is focused on the Company's medical business and positioning in the market.
- d) Management fees of \$135,000 were recorded in the nine month period ended July 31, 2019, an increase of \$5,000 from the same nine month period in 2018.
- e) Occupancy, office and other expenses increased from \$153,657 for the nine month period ended July 31, 2018 to \$1,411,712 for the nine month period ended July 31, 2019, an increase of \$1,258,055. Occupancy costs (rent, utilities and property taxes) of Purefarma and Cannacure assumed on the acquisitions make up \$360,544 of the increase, with the remaining increase attributed to additional business infrastructure, including \$68,911 of insurance premiums, needed to support the growth of the Company as it transitions to a fully operational business.
- f) Professional fees increased from \$143,276 for the nine month period ended July 31, 2018 to \$561,748 for the nine month period ended July 31, 2019. The increase of \$418,472 was attributable to legal and accounting professionals engaged in connection with the transactions to acquire CannaCure and Purefarma, including valuation costs, and the reimbursement of \$68,436 of professional fees incurred by CannaCure for which there is no prior period comparable. Other legal fees amounted to \$186,544 over the nine month period ended July

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31, 2019, an increase of \$166,544 compared to the nine month period ended July 31, 2018. This increase is reflective of the heightened operating and transactional activity of the Company. Management expects professional fees to remain at current levels. Accounting and audit related fees represent approximately \$300,000 of the total expense for the nine month period and a \$176,724 increase over the same nine month period ended July 31, 2018. Growth in the number of subsidiaries as well as added complexities in the business, have caused the audit fee accrual to double year over year and the Company to seek independent assurance advisory services.

- g) Regulatory fees increased from \$23,095 for the nine month period ended July 31, 2018 to \$41,970 for the nine month period ended July 31, 2019, an increase of \$18,875. The increase can predominately be attributed to additional expenses incurred in the three month period ended April 30, 2019 related to regulatory filings.
- h) Shareholder communications increased from \$19,578 for the nine month period ended July 31, 2018 to \$428,464 for the nine month period ended July 31, 2019, an increase of \$408,886. This increase, \$181,079 of which was incurred during the three month period ended July 31, 2019, was due to the Company's engagement of various service providers and investment in digital/social media programs as previously discussed.
- i) Share-based payments expense decreased by \$979,937 from \$4,513,104 for the nine month period ended July 31, 2018 to \$3,533,167 for the nine month period ended July 31, 2019. During the period, \$2,03,968 of share-based payments were awarded to advisors in connection with the acquisitions of CannaCure and Purefarma, and the Company granted 5,500,000 options which vest over the 365 days from grant. By comparison, in the nine month period ended July 31, 2018, the Company granted a total of 11,050,000 incentive stock options all of which vested at the time of grant, resulting in an expense of \$2,976,919, and the Company also recorded additional stock based compensation expense of \$1,536,185 in connection with the vesting of outstanding Restricted Share Units. The immediate vesting, total number of shares granted, and the differing inputs to the Black-Scholes Model account for the increased expense reported in the nine months ended July 31, 2018. Share-based payments are a non-cash expense.
- j) Transfer agent and shareholder information increased by \$67,463 from \$13,604 for the nine month period ended July 31, 2018 to \$81,067 for the nine month period ended July 31, 2019. Growth in the number of Company shareholders has given rise to the increase in these expenses. Specifically, transfer agent fees and costs related to the Company's Annual General and Special Meeting were higher than the same nine month period ending July 31, 2018.
- k) Salaries, wages and benefits increased by \$1,452,062 as compared to the nine month period ended July 31, 2019 in which there were \$nil expenses reported. The increase is primarily due to additional payroll from the acquisitions of CannaCure and Purefarma, which represent \$1,003,807 of the total expense for the nine month period and for which there is no prior period comparison, as well as continued growth in head count across all the subsidiaries, including Calyx and Voyage.

Overall, the Company's general and administrative expenses increased significantly as compared to the prior nine month period. Although large increases came from one-time transaction related costs (refer to changes in Consulting fees, Professional fees and Share-based payments), operational growth and the need to increase resources, has resulted in Management estimating its current burn rate at approximately \$725,000 per month. The burn rate reflects ongoing obligations of the Company, including its payroll burden, certain rents assumed on the acquisition of Purefarma and incurred post acquisition, day-to-day operating costs reflective of the number of

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entities in the group, and an increase in shareholder communications, advertising, branding and marketing costs. Although the Company anticipates revenue from its core extraction business in the fourth quarter of 2019, in the interim and until such time as the Company achieves positive cash flow from operations, there can be no assurance that it will be able to continue to raise funds, and therefore no assurance of its ability to meet its future obligations. Should the Company be unable to realize its assets and discharge its liabilities in the normal course of business, the net realizable value of its assets may be materially less than the amounts recorded in the interim condensed consolidated financial statements.

**Commitments – from Acquisitions**

As a result of the acquisition of Cannacure, the Company had an option to purchase the 122,000 square foot facility it operates out of, located at 333 Jarvis Street in Fort Erie, Ontario for \$2,200,000 plus applicable sales and land transfer taxes. On May 7, 2019, the Company exercised this option and closed the purchase of the CannaCure facility on June 28, 2019.

The Company reported an impairment to deposits made in connection with the purchase of industrial hemp biomass and grain. Due to non-performance by vendor, the biomass contract was terminated. Further, due to the optimization of extraction capacity, the Company no longer intends to extract the hemp grain and has entered into an assignment agreement, at a loss, with a hemp farmer for the grain contract.

**Other Commitments**

The Company's largest commitment continues to relate to equity settled earn-out payments to the former shareholders of Purefarma, which were structured to represent additional purchase consideration on the acquisition. Details of the earn out are more particularly detailed in Note 17- Commitments of the Interim Condensed Consolidated Financial Statements.

The Company is also committed to certain fixed asset purchases totalling \$700,728 for which it has made deposits of \$458,496. Delivery of the equipment is expected in the three month period ending October 31, 2019.

**Liquidity**

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

The table below sets out the Company's current assets, short term liabilities and working capital at July 31, 2019.

	<b>As at July 31, 2019</b>	<b>As October 31, 2018</b>
Current Assets	\$18,281,917	\$1,793,217
Short term liabilities	\$2,952,272	\$712,331
Working capital	\$15,329,645	\$1,080,886

Current Assets, as of July 31, 2019, includes a cash position of \$13,416,963 (including a \$12,000,000 cashable GIC and a \$50,000 GIC held as security for corporate credit cards) compared to \$1,174,600 of cash at October 31, 2018.

The table below summarizes the Company's cash flows used in and provided from the nine month period ending July 31, 2019 and the comparable nine month period ending July 31, 2018.

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<b>Cash Flows</b>	<b>July 31, 2019</b>	<b>July 31, 2018</b>
Used in Operating Activities	(\$8,522,005)	(\$999,636)
Used in Investing Activities	(\$22,231,675)	(\$4,052,384)
Provided from Financing Activities	\$30,946,043	\$4,015,328

The cash used in Operating Activities is described above in the section titled Results of Operations. Of the \$8,522,005 cash outflow, approximately \$1,081,972 is attributable to prepayments of operating expenses and deposits on processing equipment and dried cannabis. The Company used an additional \$2,035,490 of cash flow towards inventory acquisitions, which is being offset by use of preferential supplier terms, as evidenced by the positive \$696,655 cash contribution from Accounts payable and accrued liabilities.

During the nine month period ended July 31, 2019, investing activities resulted in a total cash outflow of \$22,231,675, with the largest outflow being the purchase of \$22,550,000 in GICs. The Company redeemed \$10,500,000 of GICs in the nine-month period and invested \$7,166,496 on plant, property and equipment of which \$3,709,013 was directly related to equipment purchases. Spending was consistent with the Company's plans to ready itself for production. Approximately \$2,257,557 of the spending on plant, property and equipment related to exercise of the option to acquire the CannaCure facility. Also during the period, the Company closed the acquisition of a 30% interest in EndoCanna, for consideration which consisted of a cash outflow of \$2,657,328.

During the nine month period ended July 31, 2019, the Company received total proceeds from financing activities of \$30,946,043 for: (1) the issuance of Special Warrants and Units and (2) as a result of the exercise of incentive stock options and warrants. Included in the \$30,946,043 is \$15,814,731 from the May 7, 2019 prospectus offering of Units, \$6,803,644 of net cash proceeds from the November 7, 2018 private placement of Special Warrants, and \$8,806,679 on the exercise of stock options, at prices ranging between \$0.14 and \$0.35 per share, and warrants, at prices ranging between \$0.06 and \$0.70 per share. This compares to the nine month period ended July 31, 2018 in which the Company received proceeds of \$4,015,328 for the exercise of 6,559,000 options (at an average price of \$0.16 per share) and 30,304,686 warrants (at an average price of \$0.10 per share). Other cash outflows in the nine month period ended July 31, 2019 included \$150,000 for the purchase of Class G preferred shares of Voyage (refer to Note 17 Commitments of the Interim Condensed Consolidated Financial Statements) and \$329,011 relating to the repayment of debt on financed equipment.

Subsequent to July 31, 2019:

- On August 14, 2019, 8,000 Common Shares were issued for the exercise of warrants issued in connection with the August 23, 2017 non-brokered private placement at a price of \$0.10 per share, for gross proceeds of \$800. With the exercise, the Company reclassified \$1,054 from Contributed Surplus to Share Capital.
- On August 22, 2019 an additional 72,000 Common Shares were issued in connection with the exercise of warrants issued in connection with the August 23, 2017 non-brokered private placement at a price of \$0.10 per share, for gross proceeds of \$7,200. With the exercise, the Company reclassified \$9,482 from Contributed Surplus to Share Capital.

**Capital Resources**

To date and for the immediate future, the Company expects to finance its operations through debt and equity financing until such time as its operations generate positive cash flows and are self-funding. The Company



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periodically evaluates the opportunity to raise additional funds through either the public or private placement of equity capital to strengthen its financial position and to provide sufficient cash reserves for growth and development of the business' strategic initiatives. There can be no assurance the Company will be able to obtain required financing in the future on acceptable terms to the Company.

The current monthly "burn" rate for general and administrative expenses is approximately \$725,000 and is reflective of the Company's accelerated growth and operational footprint in the last three quarters.

Management is continuing to execute on those initiatives outlined in the section titled Plans and Milestones and has sufficient capital to complete the near term milestones. Management is assessing opportunities to secure asset-backed financing, that will add additional capital for deployment towards the purchase of biomass, extraction machines, downstream processing equipment and further facility buildout.

**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, 2019 and 2018 are summarized as follows:

	Three months ended		Nine months ended	
	July 31		July 31	
<b>Key Management Compensation<sup>(1)</sup></b>	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
Management fees	\$ 45,000	\$ 40,000	\$ 135,000	\$ 130,000
Consulting fees	\$ 239,359	\$ 22,500	\$ 541,724	\$ 52,500
Occupancy	\$ 20,000	\$ nil	\$ 56,645	\$ nil
Accrued interest income	\$ 1,296	\$ nil	\$ 1,296	\$ nil
Loans advanced	\$ nil	\$ nil	\$ 254,408	\$ nil
Cash paid to non-controlling interest <sup>(2)</sup>	\$ nil	\$ nil	\$ 150,000	\$ nil
Salary and short-term benefits	\$ 75,759	\$ nil	\$ 192,310	\$ nil
Share-based payments	\$ 462,545	\$ 891,547	\$ 871,943	\$ 1,736,909

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

(2) Purchase of 150,000 Class G preferred shares of Voyage from a company controlled by Debra Senger upon meeting certain milestones. Refer to Note 17 – Commitments of the Interim Condensed Consolidated Financial Statements for the nine month period ended July 31, 2019 for full disclosure of the nature of this payment.

As of July 31, 2019, Debra Senger, a director of the Company owed the Company \$255,704 (October 31, 2018 - \$10,650) which includes an interest bearing loan receivable in the amount of \$254,407 and which is secured with shares of the Company. Graeme Staley, a director of the Company, and persons related to him owed the Company \$4,098 (2018- \$nil) and Peter Yuzek was owed \$3,500 (2018 - \$nil). At July 31, 2019, the Company was owed \$48,831 (2018 - \$nil) from a company owned by the former shareholders of Purefarma and controlled by Peter Yuzek, Graeme Staley, and persons related to Graeme Staley. At July 31, 2019, the Company had accounts payable of \$75,724 (2018 - \$nil) relating to invoiced consulting services rendered by E. Prohaska, D. Phaure, Dr. C. Spooner E. Thomas or companies related to them. An additional \$21,376 was owed to the Company's chairman or companies related to him, in connection with invoiced director's fees and expenses.

### **Proposed Transactions**

In the normal course of business, the Company evaluates property and business development acquisition transactions and, in some cases, makes proposals to acquire such prospects. These proposals, which are usually subject to Board, regulatory and, sometimes, shareholder approvals, may involve future payments, share issuances and and/or financial obligations. These future obligations are usually contingent in nature and generally the Company is only required to incur the obligation if it wishes to continue with the transaction. As of this date, the Company has a number of possible transactions that it is examining some of which are described in this MD&A. Management is uncertain whether any of these proposals will ultimately be completed.

### **Subsequent Events**

Please refer to Note 23 - Subsequent Events of the Interim Condensed Consolidated Financial Statements for the three and nine month periods ended July 31, 2019 for full disclosure of the subsequent events occurring subsequent to July 31, 2019.

### **Directors and Officers**

The directors and officers of the Company are:

Donald Ziraldo, Independent Director and Chairman  
Clint Sharples, President, CEO and Director  
Graeme Staley, Director  
Celine Arsenault, Independent Director  
Debra Senger, Director  
Erin Prohaska, CFO  
Daniel Phaure, COO  
Elizabeth Thomas, Secretary

### **Conflicts of Interest**

Directors are required by law 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 us, or that we currently deem immaterial, may also impair its operations. If any such risks actually occur, the business, financial condition, liquidity and results of our operations could be materially adversely affected.



**Risks related to operating the Company's business**

***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 grow operations and its ability to integrate the extraction capabilities of Purefarma. 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.

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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 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.

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***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 of directors of the Company and will depend on, among other things, financial results, cash requirements, contractual restrictions and other factors that the board of directors of the Company 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.

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***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.

***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.

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Because of the early stage of the industry in which the Company operates in the cannabis area, 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 our 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

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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 will be 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.

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On October 17, 2019, amendments to the Cannabis Regulations will come into force, permitting the production and sale of cannabis edibles, extracts and topicals. The impact of these regulatory changes on our business is unknown. We may not be successful in developing effective and safe new products, bringing such products to market in time to be effectively commercialized, or obtaining any required regulatory approvals, which, together with any capital expenditures made in the course of such product development and regulatory approval processes, may have a material adverse effect on our business, financial condition and results of operations.

***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 addresses all material risks to which they are exposed and is adequate and 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.

**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).



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MANAGEMENT DISCUSSION AND ANALYSIS

BY ORDER OF THE BOARD

Heritage Cannabis Holdings Corp.

*"Clint Sharples"*

CEO and Director  
September 27 2019