



AYURCANN

**Ayurcann Holdings Corp.**  
**Management's Discussion and Analysis**  
*For the years ended June 30, 2023, and 2022*

## Ayurcann Holdings Corp.

Management's Discussion and Analysis

For the three and nine months ended March 31, 2023

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This management's discussion and analysis (this "**MD&A**") covers the financial statements of Ayurcann Holdings Corp. (the "**Company**") as at June 30, 2023, and for the year ended. This MD&A should be read in conjunction with the audited consolidated annual financial statements and notes thereto for the years ended June 30, 2023, and 2022 (the "**Annual Financial Statements**") and the unaudited condensed interim consolidated financial statements for the three and nine months ended, including the notes thereto, as at and for the period ended March 31, 2023 (the "**March 2023 Financial Statements**"). The information contained in this MD&A is current to October 19, 2023. All dollar amounts referred to in this MD&A are expressed in Canadian dollars except where indicated otherwise.

The accompanying June 2023 Financial Statements have been prepared by management and are prepared in accordance with International Financial Reporting Standards ("**IFRS**"), and all amounts are expressed in Canadian dollars unless otherwise noted. Other information contained in this MD&A has also been prepared by management and is consistent with the data contained in the March 2023 Financial Statements.

The Company's certifying officers are responsible for ensuring that the June 2023 Financial Statements and this MD&A do not contain any untrue statement of material fact or omit to state a material fact required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made. The Company's officers certify that the June 2023 Financial Statements and this MD&A fairly present, in all material respects, the financial condition, result of operations and cash flows of the Company as the date hereof.

The board of directors of the Company (the "**Board**") approves the June 2023 Financial Statements and this MD&A, and ensures that the Company's officers have discharged their financial responsibilities. The Board's review is accomplished principally through the audit committee of the Company, which reviews and approves all financial reports prior to filing.

### **CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS**

Certain statements contained in this MD&A, and in the documents incorporated by reference in this MD&A, constitute "forward-looking information" and "forward-looking statements" (together "**forward-looking statements**") within the meaning of applicable securities laws and are based on assumptions, expectations, estimates and projections as at the date of this MD&A. Forward-looking statements relate to future events or future performance and reflect management's expectations or beliefs regarding future events. In certain cases, forward-looking statements can be identified by the use of words such as "plans", "expects" or "does not expect", "is expected", "budget", "scheduled", "estimates", "forecasts", "intends", "anticipates" or "does not anticipate", or "believes", or variations of such words and phrases or statements that certain actions, events or results "may", "could", "would", "might" or "will be taken", "occur" or "be achieved" or the negative of these terms or comparable terminology.

Forward-looking statements in this MD&A herein include, but are not limited to, statements with respect to:

- the Company's business objectives and milestones and the anticipated timing of, and costs in connection with, the execution or achievement of such objectives and milestones (including, without limitation proposed acquisitions);
- the Company's future growth prospects and intentions to pursue one or more viable business opportunities;
- the development of the Company's business and future activities following the date of this MD&A;
- expectations relating to market size and anticipated growth in the jurisdictions within which the Company may from time to time operate or contemplate future operations;
- expectations with respect to economic, business, regulatory and/or competitive factors related to the Company or the cannabis industry generally;
- the impact of COVID-19 on the Company's current and future operations;
- the market for the Company's current and proposed product offerings, as well as the Company's ability to capture market share;
- the Company's strategic investments and capital expenditures, and related benefits;

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- the distribution methods expected to be used by the Company to deliver its product offerings;
- the competitive landscape within which the Company operates and the Company's market share or reach;
- the performance of business operations and activities of the Company;
- the Company's ability to obtain, maintain, and renew or extend, applicable authorizations, including the timing and impact of the receipt thereof;
- the realization of cost savings, synergies or benefits from the Company's recent and proposed acquisitions, and the Company's ability to successfully integrate the operations of any business acquired within the Company's business;
- the Company's intention to devote resources to the protection of its intellectual property rights, including by seeking and obtaining registered protections and developing and implementing standard operating procedures;
- the Company's ability to generate cash flow from operations and from financing activities;
- future market prices, continued availability of capital and financing opportunities, and general economic, market or business conditions;
- the Company's anticipated revenues, cash flows from operations, operating expenses and consequent funding requirements;
- available funds and the principal purpose of those funds; and
- continued reliance on key individuals' experience and expertise.

Forward-looking statements are subject to certain risks and uncertainties. Although management believes that the expectations reflected in these forward-looking statements are reasonable in light of, among other things, its perception of trends, current conditions and expected developments, as well as other factors that management believes to be relevant and reasonable in the circumstances at the date that such statements are made, readers are cautioned not to place undue reliance on forward looking statements, as forward looking statements may prove to be incorrect. A number of factors could cause actual results to differ materially from a conclusion, forecast or projection contained in the forward-looking statements. Importantly, forward-looking statements contained in this MD&A and in documents incorporated by reference are based upon certain assumptions that management believes to be reasonable based on the information currently available to management, including, but not limited to, the assumptions that:

- current and future members of management will abide by the business objectives and strategies from time to time established by the Company;
- the Company will retain and supplement its Board and management, or otherwise engage consultants and advisors having knowledge of the industries (or segments thereof) within which the Company may from time to time participate;
- the Company will have sufficient working capital and the ability to obtain the financing required in order to develop and continue its business and operations;
- the Company will continue to attract, develop, motivate and retain highly qualified and skilled consultants and/or employees, as the case may be;
- no adverse changes will be made to the regulatory framework governing cannabis, taxes and all other applicable matters in the jurisdictions in which the Company conducts business and any other jurisdiction in which the Company may conduct business in the future;
- the Company will be able to generate cash flow from operations, including, where applicable, distribution and sale of cannabis products;
- the Company will be able to execute on its business strategy as anticipated;
- the Company will be able to meet the requirements necessary to obtain and/or maintain Authorizations required to conduct the business;
- general economic, financial, market, regulatory, and political conditions, including the impact of COVID-19, will not negatively affect the Company or its business;
- the Company will be able to successfully compete in the cannabis industry;
- cannabis prices will not decline materially;
- the Company will be able to effectively manage anticipated and unanticipated costs;

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- the Company will be able to maintain internal controls over financial reporting and disclosure, and procedures in order to ensure compliance with applicable laws;
- the Company will be able to conduct its operations in a safe, efficient and effective manner;
- general market conditions will be favourable with respect to the Company's future plans and goals;
- the Company will complete its proposed acquisitions;
- the Company will make meaningful increases to its revenue profile;
- future market prices, continued availability of capital and financing opportunities, and general economic, market or business conditions;
- the Company will accurately assess and anticipate trends in its industry; and
- the Company will maintain a competitive position.

By their very nature forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Although management believes that the expectations reflected in, and assumptions underlying, such forward-looking statements are reasonable, it can give no assurance that such expectations will prove to have been correct. New factors emerge from time to time, and it is not possible for management to predict all of those factors or to assess in advance the impact of each such factor on the business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statement. Some of the risks that could cause results to differ materially from those expressed in forward-looking statements in this MD&A and in documents incorporated by reference herein include:

- the Company's inability to attract and retain qualified members of management to grow the business and its operations;
- unanticipated changes in economic and market conditions (including changes resulting from COVID-19) or in applicable laws;
- the impact of the publications of inaccurate or unfavourable research by securities analysts or other first parties;
- the Company's failure to complete future acquisitions or enter into strategic business relationships;
- interruptions or shortages in the supply of cannabis from time to time available to support the Company's operations from time to time;
- unanticipated changes in the cannabis industry in the jurisdictions within which the Company may from time to time conduct its business and operations, including the Company's inability to respond or adapt to such changes;
- the Company's inability to secure or maintain favourable lease arrangements or the required authorizations necessary to conduct the business and operations and meet its targets;
- risks relating to projections of the Company's operations;
- the Company's inability to effectively manage unanticipated costs and expenses, including costs and expenses associated with product recalls and judicial or administrative proceedings against the Company; and
- the Company inability to complete its proposed acquisitions.

Readers are cautioned that the foregoing lists of factors are not exhaustive. The forward-looking statements contained in this MD&A and the documents incorporated by reference herein are expressly qualified by this cautionary statement. The forward-looking statements contained in this document speak only as of that date of this document and the Company does not assume any obligation to publicly update or revise them to reflect new events or circumstances, except as may be required pursuant to applicable securities laws.

In particular, this MD&A contains forward-looking statements pertaining, without limitation, to the following: changes in general and administrative expenses; future business operations and activities and the timing thereof; the future tax liability of the Company; the estimated future contractual obligations of the Company; the future liquidity and financial capacity of the Company; and its ability to fund its working capital requirements and forecasted capital expenditures.

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These forward-looking statements speak only as of the date of this MD&A or as of the date specified in the documents incorporated by reference into this MD&A. The actual results could differ materially from those anticipated in these forward-looking statements as a result of the risk factors set forth below and elsewhere in this MD&A: counterparty credit risk; access to capital; limitations on insurance; changes in environmental or legislation applicable to our operations, and our ability to comply with current and future environmental and other laws; changes in income tax laws or changes in tax laws and incentive programs relating to the cannabis industry; and the other factors discussed under "*Financial Instruments*" in this MD&A.

### **OVERVIEW**

The Company was incorporated on August 26, 2010 under the *Business Corporation Act* (Ontario) under the name "Pacific Coal Corp.". On April 12, 2011, the Company changed its name to "Canada Coal Inc.". On March 26, 2021, the Company closed a three-cornered amalgamation with Ayurcann Inc. and 12487772 Canada Inc. (the "RTO"). In connection with completing the RTO, the Company delisted from the TSX Venture Exchange, listed on the Canadian Securities Exchange ("CSE") and changed its name to "Ayurcann Holdings Corp.".

The Company is a reporting issuer in the Provinces of Ontario, British Columbia and Alberta and is listed under the symbol "AYUR" on the CSE, under the symbol "AYURF" on the OTCQB, under the symbol "3ZQ0" on the Frankfurt Stock Exchange

The Company's head office and registered office is 1080 Brock Road, Pickering, Ontario L1W 3H3.

Ayurcann Holdings Corp, through its wholly owned subsidiary Ayurcann Inc, is a licensed producer under the Cannabis Act (Canada) focused on providing high quality cannabis products in verity of categories for the recreational and medical use in Canadian Market. Ayurcann Inc.'s head office and registered office is 1080 Brock Road, Pickering, Ontario L1W 3H3.

The Company operates a fully licensed 10,300 square foot state-of-the-art extraction and manufacturing facility based in Pickering ON.

### **BUSINESS OVERVIEW**

#### **Description of the Business**

The Company is a leading Canadian cannabis extraction company specializing in the processing and co-manufacturing of pharma grade cannabis to produce various derivative cannabis products in the medical and recreational markets. The Company focuses on the development of new product lines to enable exponential growth and exposure with a wide array of products in leading market categories.

The Company is focused on building a portfolio of leading brands in the Canadian market, including its flagship mainstream brand 'Fuego', value brand 'XPLOR', mainstream brand Hustle and Shake' ("H&S") and its cannabis wellness products brand 'JOINTS',

Under its house brands Fuego' H&S, XPLOR, JOINTS and BRAVO6 the Company has over 40 unique stock keeping units available for sale across Canada, with over 60% coverage of the addressable market The Company has direct supply agreements in place with the British Columbia Liquor Distribution Branch, Alberta Gaming, Liquor and Cannabis Commission, Ontario Cannabis Stores, Cannabis NB, and Yukon Liquor Corporation and sells directly to Manitoba Liquor & Lotteries,. The Company also has distribution agreements with distributor in Saskatchewan who distribute the Company's products to provincial retailers

Additional information related to the Company is available on SEDAR at [www.sedar.com](http://www.sedar.com).

### **Summary of Key Events during the Year ended June 30, 2022**

On August 19, 2021, the Company announced its additional cross listing on the Frankfurt Stock Exchange with the trading symbol "3ZQ0".

On October 6, 2021, the Company closed a non-brokered private placement of 7,710,354 units at a price of \$0.18 per unit for aggregate gross proceeds of \$1,387,863.72.

Each unit consisted of one common shares in the capital of the Company ("**Common Share**"), and one Common Share purchase warrant, with each warrant entitling the holder thereof to purchase one Common Share at an exercise price of \$0.22 for a period of three years. If, at any time after the closing of the private placement, the closing price of the Common Shares on the CSE at least \$0.70 for a minimum of ten consecutive trading days, the Company may, upon providing written notice to the holders of the warrants, accelerate the expiry date of the warrants to the date that is at least thirty days following the date of such written notice.

In connection with the private placement, eligible finders received \$17,747.28 in cash and 98,594 broker warrants, with each broker warrant entitling the holder thereof to purchase one Common Share at an exercise price of \$0.22 for a period of thirty-six months from the closing of the private placement, subject to the acceleration provision. The warrants were ascribed a value of \$646,001. Broker warrants associated with the placement were ascribed a value of \$8,261.

On November 16, 2021, the Company entered the New Brunswick market through its first purchase order from Cannabis NB and on November 25, 2021, the Company entered the Manitoba market.

On December 2, 2021, the Company announced that it won Extraction Facility of the Year and Toll Processing Facility of the Year at the 2021 GrowUp Awards Gala in Niagara Falls, Ontario, Canada.

On December 16, 2021, the Company announced its additional cross listing on the OTCQB, a U.S. market operated by OTC Markets Group Inc with the trading symbol "CDCLF".

Effective January 27, 2022, the Company's OTCQB trading symbol was changed to "AYURF".

On January 31, 2022, the Company launched their high potency THC branded "Fuego" vapes in Alberta through the Alberta Gaming, Liquor & Cannabis Commission.

On March 1, 2022, the Company initiated a normal course issuer bid (the "**NCIB**") through the facilities of the CSE and alternative trading systems to acquire up to 6,085,890 Common Shares, representing approximately 5% of its issued and outstanding Common Shares as at the date of the launch of the NCIB.

On April 19, 2022, the Company received a flower sales license from Health Canada. The flower sales license allows the Company to sell dried cannabis flower products in Canada through authorized distributors and retailers.

On June 21, 2022, the Company enters into a share purchase agreement with Tetra Oils Inc. and Joints and Hustle & Shake Inc. ("**Joints and Hustle**") to acquire Joints and Hustle, a company which holds assets comprising the JOINTS and 'H&S brands.

### **Summary of Key Events during the year ended June 30, 2023**

On July 28, 2022, pursuant to certain consulting agreements entered into between the Company and its acting directors, officers and consultants (together, "Management"), the Company and Management agreed that the aggregate quarterly management fee payment obligation in the amount of \$83,750 (each, a "Quarterly Payment") will be settled in Common Shares going forward, beginning on September 30, 2022. Each Quarterly Payment is to be satisfied through the issuance of Common Shares calculated according to the

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greater of: (i) ten-day volume weighted average price of the Common Shares on the CSE ending on the quarter end date; (ii) the discounted market price pursuant to the policies of the CSE; and (iii) \$0.05. The Common Shares will be subject to a four month and one day hold period pursuant to the policies of the CSE and applicable securities laws. On October 18, 2022, the Company issued 1,327,254 common shares in connection with the above agreement.

During the six-month period ended December 31, 2022, the Company repurchased 224,999 Common Shares at prices between \$0.05-0.11 per Common Shares.

On July 28, 2022, the Company granted 1,226,350 restricted share units at a deemed price of \$0.095 to certain directors, officers, employees, and consultants of the Company pursuant to the Company's restricted share unit plan. Each restricted share unit vested effective July 28, 2022 and expires July 28, 2022 and the restricted share units (and any Common Shares issuable upon redemption) are subject to a four month and one day hold period pursuant to the policies of the CSE and applicable securities laws.

On September 7, 2022, the Company closed the acquisition of Joints and Hustle. In connection with closing the acquisition, the Company issued 32,352,941 Common Shares to Tetra Oils Inc. Each Common Share was issued on the basis of a deemed price of \$0.17 per Common Share and are subject to a statutory hold period of four months and one day and, pursuant to the terms of the share purchase agreement, (i) have been deposited into escrow and are to be released every six months in 25% allotments; and (ii) are subject to post-closing downward adjustments pursuant to the terms and conditions of the escrow agreement. Accordingly, Joints and Hustle is now a wholly-owned subsidiary of the Company.

Since Joints and Hustle did not meet the definition of a business under IFRS 3 – Business Combinations, the acquisition was accounted for as a purchase of Joints and Hustle assets. The consideration paid was determined as equity-settled share-based payments under IFRS 2, at the fair value of the equity of the Company issued to the shareholders of Joints and Hustle on the date of closing as noted above. IFRS 2 requires the shares issued for the acquisition of the net assets of Joints and Hustle to be measured at the fair value of the net assets, unless the fair value cannot be reliably estimated.

The following represent the preliminary fair value allocation to identifiable net assets acquired at September 7, 2022. Remeasurement may be made up to the finalization of the purchase price allocation which cannot be later than September 7, 2023 (one year after the transaction per IFRS 3.45):

	<b>Total</b>
Intangible assets (brand)	\$ 2,750,000
	<u>2,750,000</u>
<b>Fair value of consideration paid:</b>	
Common shares	2,750,000
	<u>\$ 2,750,000</u>

During the year ended June 30, 2023, the Company amortized the intangible asset by \$446,027 based on its 5 year estimated life.

On January 10, 2023, the Company announced it had settled debt owing to 2388765 Ontario Inc. a company controlled by Igal Sudman, the Chief Executive Officer of the Company ("238") and IIPAC Inc. a company controlled by Roman Buzaker, the Chief Financial Officer of the Company ("IIPAC") in the amount of \$60,000 (the "Transaction"). As part of the Transaction, 238 and IIPAC each converted \$30,000 of their respective debt owed by the Company into 602,500 common shares in the capital of the Company ("Common Shares"), at a deemed price of \$0.0631 per Common Share.

**PERFORMANCE SUMMARY**

**Selected Annual Financial Information**

The table below summarizes key operating data for the year ended June 30, 2023 and the last two fiscal years:

<b>For periods ended</b>	<b>Fiscal 2023</b>	<b>Fiscal 2022</b>	<b>Fiscal 2021</b>
Net Revenues	\$ 12,491,839	\$ 9,385,992	\$ 7,633,656
Cost of goods sold	(8,812,172)	(7,165,398)	(3,006,939)
Gross margin	3,679,667	2,220,594	4,626,717
Operating expenses	9,023,270	5,552,803	(2,467,408)
Transaction costs	-	-	1,888,434
Other costs (income)	(36,478)	91,145	213,788
Net loss and comprehensive loss	(5,307,125)	(3,087,907)	(278,360)
Loss per common share, basic and fully diluted	(0.035)	(0.026)	(0.003)
Cash	\$ 971,959	\$ 1,354,816	\$ 725,016
Working capital	(706,436)	3,926,879	3,859,132
Total assets	12,730,397	7,282,982	6,677,006
Current liabilities	9,981,106	2,168,100	1,571,701
Total long-term liabilities	56,774	220,896	356,083
Shareholders equity	\$ 2,692,517	\$ 4,893,986	\$ 4,479,222

The Company presently does not pay and does not anticipate paying any dividends on its Common Shares, as all available funds will be used to develop the Company's business for the foreseeable future. See "Discussion of Operations" below for a discussion of factors, which have contributed to period-to-period variations.

The Company continues to work through its older more costly inventory from the year ended June 30, 2022, during the year ended June 30, 2023. The Company has managed to renegotiate pricing terms with its vendors in order to optimize its production process by 50%. Additionally, during the year the Company increased yields in biomass processing – these increased yields are expected to persist. Both of these combined factors should continue to improve the Company's gross margin for the remainder of the fiscal year.

## Selected Quarterly Financial Information

The following annual financial results for the three most recent years have been prepared in accordance with IFRS as listed. The information should be read in conjunction with the Annual Financial Statements and the June 2023 Financial Statements.

For the year ended	Assets	Liabilities	Net Loss	Net loss per share (Basic and Diluted)
30/Jun/23	\$ 12,730,397	\$ 10,037,880	\$ (5,307,125)	\$ (0.035)
30/Jun/22	7,282,982	2,388,996	(3,087,907)	(0.026)
30/Jun/21	6,677,006	1,927,784	(278,360)	(0.003)

The Company ventured into producing its own branded product and selling them through the provincial channels. This resulted in higher product costs with lower gross margins, as compared to the year ended June 30, 2021, where majority of the sales were business-to-business to other licensed cannabis producers. The Company also recorded higher costs associated with running a public-company compared to a private business. The Company continues to work towards reducing its operating costs and increasing its gross margins, new avenues for revenue growth, and it expects to create operating efficiencies through the fiscal 2023 year.

## RESULTS OF OPERATIONS AND FINANCIAL CONDITION

### For the year ended June 30, 2023, compared to prior year ended June 30, 2022

The Company reported a consolidated net loss and comprehensive loss of \$5,307,125 or \$0.03 loss per Common Share, for the year ended June 30, 2023, compared to the net loss and comprehensive loss of \$3,087,907 or \$0.03 loss per Common share in the same period for 2022.

Sales during the year were as expected but gross margins negatively affected, largely in part due to increased product costs and lower margins associated with a new line of business, represented as business-to-consumer product sales on the June 2023 Financial Statements.

### Operating, General and Administrative ("G&A") Expenses

For the year ended June 30,	2023	2022
<b>Operating expenses</b>		
Salaries and wages	\$ 1,717,007	\$ 997,837
Office and general	1,655,930	1,061,934
Sales and marketing	2,492,618	697,050
Professional fees	469,397	461,913
Consulting fees	351,439	184,147
Depreciation of PPE	5,829	6,921
Amortization of intangible assets	446,027	-
Share based payments	1,532,503	2,105,471
Bad debt	352,520	37,530
<b>Total Operating expenses</b>	<b>\$ 9,023,270</b>	<b>\$ 5,552,803</b>
<b>Other income/expenses</b>		
Finance costs	30,188	91,145
Other income	(66,666)	-
<b>Total other income/expenses</b>	<b>\$ (36,478)</b>	<b>\$ 91,145</b>

During the year ended June 30, 2023, G&A expenses increased to \$9,023,270, compared to \$5,552,803 during prior year. The majority of the increase in G&A is related to increases in Sales and marketing at \$2,492,618, respectively from \$697,050 for the prior year. The increases reflect the ramping up of operations and marketing efforts as Company is integrating into new line of business to support natural growth in the recreational markets across Canada. Also, adding headcount related to these operations drove additional salaries and wages expenses, at \$1,717,007 in fiscal 2023 from \$997,837 for the prior year. During the year ended June 30, 2023, the Company had amortization of intangible asset expense of \$446,027 in connection with its purchase of Joints and Hustle.

The prior comparable period had \$791,567 in share issuance costs not incurred in the current year.

## **RELATED PARTY TRANSACTIONS**

Related parties and related party transactions impacting the accompanying June 2023 Financial Statements are summarized below and include transactions with the following individuals or entities:

### **Key management personnel**

Related parties include directors, officers, close family members, certain consultants and enterprises that are controlled by these individuals as well as certain persons performing similar functions.

In accordance with International Accounting Standards 24, key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company directly or indirectly, including any directors (executive and non- executive) of the Company.

As disclosed in Notes 13 and 14 of the June 2023 Financial Statements, cash and stock-based compensation of directors and key management personnel including the Chief Executive Officer and Chief Operating Officer of the Company for the years ended June 30, 2023 and 2022 was \$243,525 and \$564,688, respectively. Director fees paid in shares of the Company for the year ended June 30, 2023 and 2022 was \$96,603 and \$218,193, respectively.

On September 15, 2023, the compensation committee of the Company (the "Compensation Committee"), which is comprised of a majority of independent directors, reviewed new executive employment agreements for each of the Chief Executive Officer and Chief Financial Officer of the Company (together, the "Executive Agreements") and recommended to the board of directors of the Company that they approve the entering into of the Executive Agreements. The Executive Agreements are substantially similar to the previous executive agreements for each of the officers; however, these agreements provide for additional performance based bonuses based on a consideration of competitive compensation levels in companies similar to the Company and a review of the performance of the Company as a whole and the role such executive officer played in overall corporate performance over the past few years. On October 27, 2023, on the Compensation Committee's recommendation, the board of directors of the Company approved the entering into of the Executive Agreements.

## **CRITICAL ACCOUNTING ESTIMATES AND CHANGES IN ACCOUNTING POLICIES**

All significant critical accounting estimates are fully disclosed in Note 3 of the Annual Financial Statements and Note 3 of the June 2023 Financial Statements.

## **LIQUIDITY AND CAPITAL RESOURCES**

As at June 30, 2023, the Company had working capital of -\$706,436. The working capital decreased from \$3,926,879 as at June 30, 2022. The decrease in working capital was mainly due to \$7,416,521 year-over-year increase in Accounts Payable, of which \$1,650,000 is related to an accrual for share based management

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bonus liability. The increase in Account Payable was partially offset by \$ 3,440,555 year-over-year increase in Accounts Receivable from expanding operations.

Out of total year-over-year decrease in Cash of \$382,857, operating activities consumed \$271,299, scaling operations required an investment of \$297,375 in property and equipment additions, and financing activities contributed \$185,817.

Additional sources of financing and Common Share issuances during the year ended June 30, 2022 are as follows:

On October 6, 2021, the Company closed a non-brokered private placement of 7,710,354 units at a price of \$0.18 per unit for aggregate gross proceeds of \$1,387,863.72.

Each unit consisted of one Common Share and one Common Share purchase warrant, with each warrant entitling the holder thereof to purchase one Common Share at an exercise price of \$0.22 for a period of three years. If, at any time after the closing of the private placement, the closing price of the Common Shares on the CSE at least \$0.70 for a minimum of ten consecutive trading days, the Company may, upon providing written notice to the holders of the warrants, accelerate the expiry date of the warrants to the date that is at least thirty days following the date of such written notice.

In connection with the private placement, eligible finders received \$17,747.28 in cash and 98,594 broker warrants, with each broker warrant entitling the holder thereof to purchase one Common Share at an exercise price of \$0.22 for a period of thirty-six months from the closing of the private placement, subject to the acceleration provision. The warrants were ascribed a value of \$646,001. Broker warrants associated with the placement were ascribed a value of \$8,261.

During the year ended June 30, 2022, 5,071,372 Common Shares were issued on the conversion of restricted share units pursuant to the Company's restricted share unit plan.

On March 1, 2022, the Company initiated the NCIB. During the year ended period ending June 30, 2022, the Company repurchased 1,440,000 Common Shares under the NCIB at prices varying between \$0.112 to \$0.171 per Common Share. During the three months ended September 30, 2022, the Company acquired 142,000 Common Shares under the NCIB at prices between \$0.08 and \$0.11 per Common Share.

During the year ended June 30, 2023, the Company issued 1,226,350 Common Shares upon the exercise of vested restricted share units.

On September 7, 2022, as outlined in Note 4 of the March 2023 Financial Statements, the Company issued 32,352,941 Common Shares in connection with the acquisition of Joints and Hustle.

On October 17, 2022, the Company completed debt settlements with 2388765 Ontario Inc., a company controlled by Igal Sudman Chief Executive Officer of the Company ("238") and IIPAC Inc., a company controlled by Roman Buzaker, Chief Financial Officer of the Company ("IIPAC") in the aggregate amount of \$60,000 (the "Debt Settlement"). As part of the Debt Settlement, 238 and IIPAC each converted \$30,000 of debt owing by the Company into 475,435 Common Shares, at a deemed price of \$0.0631 per Common Share.

On January 10, 2023, the Company announced it had settled debt owing to 2388765 Ontario Inc. a company controlled by Igal Sudman, the Chief Executive Officer of the Company ("238") and IIPAC Inc. a company controlled by Roman Buzaker, the Chief Financial Officer of the Company ("IIPAC") in the amount of \$60,000 (the "Transaction"). As part of the Transaction, 238 and IIPAC each converted \$30,000 of their respective debt owed by the Company into 602,500 common shares in the capital of the Company ("Common Shares"), at a deemed price of \$0.0631 per Common Share.

On October 27, 2023, in connection with the entering into of the Executive Agreements, pursuant to the terms and conditions of the Executive Agreements, the board of directors authorized and approved bonuses in the amount of \$756,000 to each of the Chief Executive Officer and Chief Financial Officer of the Company. Each bonus was granted based on the officer and Company meeting certain performance milestones and was calculated on the basis of a multiple of total compensation paid to the officer for the prior year for every \$10,000,000 in gross sales of the Company, up to a maximum of 3 times the yearly compensation of the officer.

## **FINANCIAL INSTRUMENTS AND FINANCIAL RISK FACTORS**

As outlined in Note 18 of the Annual Financial Statements and Note 15 of the June 2023 Financial Statements the Company recognizes all financial instruments as follows:

IFRS require that the Company disclose information about the fair value of its financial assets and liabilities. Fair value estimates are made at the statement of financial position date, based on relevant market information and information about the financial instrument. These estimates are subjective in nature and involve uncertainties in significant matters of judgment and therefore cannot be determined with precision. Changes in assumptions could significantly affect these estimates.

Fair value measurements are classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. As at June 30, 2023 and 2022, the Company has no financial instruments carried at fair value to classify in the fair value hierarchy.

As at June 30, 2023 and 2022, carrying amounts of cash and cash equivalents, amounts receivable, accounts payable and accrued liabilities on the statement of financial position approximate fair market value because of the limited term of these instruments.

The Company's risk exposures and the impact on the Company's financial instruments are summarized below. There have been no changes in the risks, objectives, policies and procedures from previous periods.

### **(a) Credit Risk**

The Company's credit risk is primarily attributable to cash and cash equivalents. The Company has no significant concentration of credit risk arising from operations. Management believes that the credit risk concentration with respect to cash and cash equivalents, and financial instruments included in amounts receivable is remote.

The Company's cash is held through large Canadian financial institutions.

The Company's accounts receivable consists of Harmonized Goods and Services Tax due from the Federal Government of Canada and amounts receivable from customers. The Company's maximum exposure to credit risk as at June 30, 2023 is \$4,840,471 (\$1,399,916 as at June 30, 2022), representing trade and other receivables.

For amounts due from customers, the Company performs ongoing credit evaluations of its customers and monitors the receivable balance and the payments made in order to determine if an allowance for estimated credit losses is required.

When determining the allowance for estimated credit losses the Company will consider historical experience with the customer, current market and industry conditions and any specific collection issues. As at June 30, 2023, the Company did not have any material overdue accounts.

(b) Liquidity Risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they become due. Accounts payable and accrued liabilities are due within the current operating period. The Company's accounts payable and accrued liabilities and convertible debt are due within the next operating period, except that convertible debt may be converted to Common Shares at the option of the holders prior to the maturity date. The Company manages its liquidity risk through its operating budgets and financing activities.

The Company attempts to have sufficient liquidity to meet its obligations when due. As at June 30, 2023, the Company's cash and cash equivalents portion of the total working capital was \$971,959 (\$1,354,816 as at June 30, 2022) available to settle current liabilities of \$9,981,106 (\$2,168,100 as at June 30, 2022). The Company's accounts payable are subject to normal trade terms.

(c) Market Risk

The Company is exposed to the following market risks:

(i) Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to interest rate risk from its secured loans and convertible debentures. The Company's interest rates on these loans are fixed and the sensitivity of the Company's loss before tax to a reasonably possible change in market interest rates is considered minimal.

(ii) Foreign Exchange Risk

While the Company's functional currency is the Canadian dollar, major purchases could be transacted in Canadian dollars or United States dollars. As at June 30, 2023, the Company does not hold foreign currency balances.

(iii) Price Risk

The Company is exposed to price risk with respect to cannabis prices. The Company closely monitors cannabis prices to determine the appropriate course of action to be taken by the Company.

(d) Sensitivity Analysis

The Company may hold balances in United States dollars that give rise to foreign exchange risk. Based on management's knowledge and experience of the financial markets, the Company does not believe there would be any material movements as a result of changes in interest rates.

## **OFF-BALANCE SHEET ARRANGEMENTS**

Other than as described in the Annual Financial Statements and June 2023 Financial Statements, the Company is not aware of any off-balance sheet arrangements.

## **COMMITMENTS AND CONTINGENCIES**

Other than as described in the Annual Financial Statements and June 2023 Financial Statements, the Company has no additional commitment disclosure.

## **OUTSTANDING SHARE DATA**

Common Shares, restricted share units, warrants and stock options of the Company which were outstanding as at June 30, 2023, June 30, 2022, and June 30, 2021 were as follows:

	June 30, 2023	June 30 2022	June 30, 2021
Common shares	158,916,363	120,857,317	140,597,633
Warrants	9,411,504	15,289,504	17,109,517
Stock options	1,733,380	2,622,068	3,113,833
Restricted share units	-	-	2,211,342
<b>Fully diluted</b>	<b>170,061,247</b>	<b>138,768,889</b>	<b>163,032,325</b>

As of the date of this MD&A the Company has 158,916,363 Common Shares, 9,411,504 warrants, 1,733,380 stock options and no restricted share units outstanding.

### **PROPOSED TRANSACTIONS**

There are no proposed transactions that will materially affect the Company.

### **ACCOUNTING POLICIES, CRITICAL JUDGEMENTS AND ACCOUNTING ESTIMATES**

The preparation of the Company’s June 2023 Financial Statements in conformity with IFRS, requires management to make judgments, estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and other items in net earnings or loss, and the related disclosure of contingent assets and liabilities, if any. Critical judgments and estimates represent estimates made by management that are, by their very nature, uncertain. The Company evaluates its estimates on an ongoing basis. Such estimates are based on historical experience and on various other assumptions that the Company believes are reasonable under the circumstances, and these estimates form the basis for making judgments about the carrying values of assets and liabilities and the reported amounts of revenues and other items in net earnings or loss that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions. Summaries of the significant accounting policies applied, and significant judgments, estimates and assumptions made by management in the preparation of its financial statements are provided in Notes 2 and 3 to the 2021 Audited Financial Statements and Notes 2 and 3 to the March 2023 Financial Statements.

### **INTERNAL CONTROLS AND PROCEDURES**

In connection with exemption orders issued in November 2007 by each of the securities commissions across Canada, the Chief Executive Officer and Chief Financial Officer of the Company will file a Venture Issuer Basic Certificate with respect to the financial information contained in the June 2023 Financial Statements and in the accompanying MD&A.

In contrast to the certificate that would be issued in accordance with the Canadian Securities Administrators’ National Instrument 52-109, - *Certification Of Disclosure In Issuers’ Annual And Interim Filings (“NI-52-109)* the Venture Issuer Basic Certification includes a “Note to Reader” stating that the Chief Executive Officer and Chief Financial Officer do not make any representations relating to the establishment and maintenance of disclosure controls and procedures and internal control over financial reporting as defined in NI 52-109.

Notwithstanding the filing of a Venture Issuer Basic Certificate, the Company makes significant efforts to maintain disclosure controls and procedures designed to ensure that information required to be disclosed in the reports filed or submitted is accumulated and communicated to management, including the Chief

Executive Officer and Chief Financial Officer of the Company, as appropriate, to allow timely decisions regarding required disclosure.

### **RISK FACTORS**

The risks faced by the Company are described in the Company's Annual Management Discussion and analysis under the heading "Risk Factors" which is available for viewing and download on the Company's SEDAR profile at [www.sedar.com](http://www.sedar.com). These business risks should be considered by interested parties when evaluating the Company's performance and its outlook.

### **SUBSEQUENT EVENTS:**

No subsequent events were noted as of the period end, June 30, 2023, or as of the report date of the June 2023 Financial Statements

### **ADDITIONAL INFORMATION**

Other additional information relating to the Company may be found at [www.sedar.com](http://www.sedar.com).

Toronto, Ontario

October 27, 2023