



**HARBORSIDE INC.**

**Management's Discussion and Analysis**

For the Year Ended December 31, 2021

(Expressed in United States Dollars)

April 27, 2022

# HARBORSIDE INC.

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This Management's Discussion and Analysis ("MD&A") of the financial condition and results of operations of Harborside Inc. ("Harborside" or the "Company") is for the year ended December 31, 2021 ("Fiscal 2021"). It is supplemental to, and should be read in conjunction with, the consolidated financial statements of Harborside for the years ended December 31, 2021 and 2020 (the "2021 Financial Statements"). The 2021 Financial Statements and the financial information contained in this MD&A have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and the IFRS Interpretations Committee ("IFRIC"). In the opinion of management, all adjustments considered necessary for a fair presentation have been included. In preparing this MD&A, management has taken into account information available up to April 27, 2022. Unless otherwise indicated, all figures presented in this MD&A are expressed in United States Dollars ("\$" or "USD"). All references to "C\$" or "CAD" pertain to Canadian Dollars. Unless the context otherwise requires, references in this MD&A to the "Company", "Harborside", "we", "us" or "our" refers to Harborside Inc. and its subsidiaries.

This MD&A has been prepared with reference to the MD&A disclosure requirements of National Instrument 51-102 – Continuous Disclosure Obligations of the Canadian Securities Administrators ("CSA") and Staff Notice 51-352 (Revised) – Issuers with US Marijuana Related Activities (the "Staff Notice").

### Cautionary Note Regarding Forward-Looking Statements

This MD&A contains "forward-looking information" and "forward-looking statements" within the meaning of applicable Canadian securities laws and United States securities laws ("forward-looking statements"). All statements, other than statements of historical fact, made by the Company that address activities, events or developments that the Company expects or anticipates will or may occur in the future are forward-looking statements. Forward-looking statements are often identified by words such as "may", "would", "could", "should", "will", "intend", "plan", "seek", "anticipate", "believe", "estimate", "expect" or similar words and expressions. Examples of forward-looking statements include, among others, statements relating to information set out in this MD&A under the headings "Outlook and Growth Strategy", "Projected Revenue Guidance", "COVID-19 Strategy", "Working Capital and Liquidity Outlook", and "Subsequent Events" and statements and information regarding: the effects of the novel coronavirus ("COVID-19") on the Company's operations and financial condition; future financial position and results of operations, strategies, plans, objectives, goals and targets; future developments in the markets where the Company participates or is seeking to participate; the timing of and closing of the acquisition of an additional 29.9% interest in FGW (as defined herein); the potential divestiture of the Terpene Station Dispensary (as defined herein) in Eugene, Oregon; potential future legalization of adult-use and/or medical cannabis under United States federal law; expectations of market size and growth in the United States ("U.S.") and the states in which the Company operates; expectations regarding the Company's position in the California cannabis sector following the Mergers (as defined herein); expectations of improved efficiencies, financial flexibility, future product offerings and integration opportunities; comparisons of the Company to other cannabis issuers in California; the ability of the board of directors of the Company (the "Board") to oversee the Company's business strategy following completion of the Urbn Leaf Acquisition (as defined herein) and the Loudpack Acquisition (as defined herein) and safeguard the interests of all shareholders and preserve and enhance shareholder value; expectations regarding the evolution of the regulatory landscape for cannabis and cannabis derivative products; the competitive conditions of the cannabis industry and the competitive and business strategies of the Company following completion of the Urbn Leaf Acquisition and Loudpack Acquisition; expectations that increased scale and vertical integration will drive margin expansion; and, expectations for other economic, business, regulatory and/or competitive factors related to the Company or the cannabis industry generally and other events or conditions that may occur in the future. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based on management's current beliefs, expectations or assumptions regarding the future of the business, future plans and strategies, operational results and other future conditions of the Company. Although the Company believes that the expectations, estimates, and projections reflected in such forward-looking statements are reasonable, such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause actual results, performance, or achievements to differ materially from those suggested by the forward-looking statements. Accordingly, actual results could differ materially from those expressed or implied in the forward-looking statements. On this basis, readers are cautioned not to place undue reliance on such forward-looking statements.

Factors which could cause actual results to differ materially from those indicated in forward-looking statements include, but are not limited to: the expectations and assumptions that the Company's strategies are based on; the impact of the COVID-19 pandemic on the Company's strategies and operations; the unfavorable tax treatment of cannabis businesses and the disallowance of certain tax deductions to the Company; litigation risks; the consolidation and expansion of the Company's retail footprint in the Bay Area, elsewhere within California or in other geographic locations; the scale and improvement of the Company's cannabis cultivation, production and/or manufacturing capabilities; expansion of the Company's wholesale and business-to-business sales of its cannabis products; launching of new branded products; the success in establishing the Company's position as one of California's premier vertically integrated cannabis companies; the Company's ability to manage the disruptions and volatility in the global capital markets due to COVID-19; and the Company's ability to meet its working capital needs and financial covenants, including the cost and potential impact of complying with existing and proposed laws and regulations; as well as those other risks and uncertainties referenced in this MD&A under the heading "Risk Factors".

The discussion of risk factors in this MD&A has been updated to include discussion of risks related to the current pandemic caused by the continued spread of COVID-19. The nature and scope of the pandemic and its impact are constantly evolving and it is difficult for management to identify all risks, or quantify those identified, or to assess their impact on particular financial measures and operating results at the current time. Nevertheless, the discussion under "Risk Factors" identifies areas of negative potential impact that may be caused by the pandemic.

Readers are cautioned that the foregoing lists of risks, uncertainties and other factors are not exhaustive. The forward-looking statements contained in this MD&A are made as of the date hereof and are presented for the purpose of assisting investors and others in understanding Harborside's financial position and results of operations, as well as its objectives and strategic priorities, and may not be appropriate for other purposes. The Company undertakes no obligation to publicly update or revise any forward-looking statements or any other documents filed with Canadian securities regulatory authorities, whether as a result of new information, future events or otherwise, except in accordance with applicable securities laws. The forward-looking statements are expressly qualified by this cautionary statement.

This MD&A contains future-oriented financial information and financial outlook information (collectively, "FOFI") about the Company's prospective results of operations, production and production efficiency, commercialization, revenue and cash on hand, all of which are subject to the same assumptions, risk factors, limitations, and qualifications as set forth in the above paragraph. FOFI contained in this MD&A was approved by management as of the date of this MD&A and was provided for the purpose of providing further information about the Company's future business operations. The Company disclaims any intention or obligation to update or revise any FOFI contained in this MD&A, whether as a result of new information, future events or otherwise, unless required pursuant to applicable law. Readers are cautioned that the FOFI contained in this MD&A should not be used for purposes other than for which it is disclosed herein.

#### **Use of Non-IFRS Financial Measures**

This MD&A contains references to "Adjusted EBITDA", "Adjusted Gross Profit" and "Adjusted Gross Margin", which are non-IFRS financial measures. These non-IFRS financial measures are not recognized under IFRS and, accordingly, users are cautioned that these measures should not be construed as alternatives to net income determined in accordance with IFRS. The non-IFRS measures presented may not be comparable to similar measures presented by other issuers.

Adjusted EBITDA is a measure of the Company's overall financial performance and is used as an alternative to earnings or income in some circumstances. Adjusted EBITDA is essentially net income (loss) with interest, taxes, depreciation and amortization, non-cash adjustments and other unusual or non-recurring items added back. Adjusted EBITDA can be used to analyze and compare profitability among companies and industries, as it eliminates the effects of financing and capital expenditures. Adjusted EBITDA is often used in valuation ratios and can be compared to enterprise value and revenue. The term Adjusted EBITDA does not have any standardized meaning according to IFRS and therefore may not be comparable to similar measures presented by other companies.

Adjusted Gross Profit and Adjusted Gross Margin exclude the changes in fair value less costs to sell (“FVLCS”) of the Company’s biological assets. Management believes these measures provide useful information as they represent the gross profit based on the Company’s cost to produce inventories sold while removing fair value measurements which are tied to changing inventory levels, as required by IFRS.

There are no comparable IFRS financial measures presented in the 2021 Financial Statements. Reconciliations of the supplemental non-IFRS financial measures are presented in this MD&A. The Company provides the non-IFRS financial measures as supplemental information and in addition to the financial measures that are calculated and presented in accordance with IFRS. These supplemental non-IFRS financial measures are presented because management believes such measures provide information which is useful to shareholders and investors in understanding its performance and which may assist in the evaluation of the Company’s business relative to that of its peers. However, such measures should not be considered superior to, as a substitute for or as an alternative to, and should only be considered in conjunction with, the most comparable IFRS financial measures.

### **Additional Information**

Additional information relating to Harborside can be found on the Company’s SEDAR profile at [www.sedar.com](http://www.sedar.com), or its website at [www.investharborside.com](http://www.investharborside.com).

### **Overview of the Company**

Harborside, through its affiliated entities, is a fully licensed, vertically integrated cannabis company, with its business consisting of three primary segments: (i) retail sales, (ii) wholesale sales (including branded product sales of consumer packaged goods), and (iii) cultivation, processing and manufacturing. The Company services the adult-use and medical markets. The Company operates in and/or has ownership interests in California and Oregon, pursuant to state and local laws and regulations, and is focused on building and maintaining its position as one of California’s premier vertically integrated cannabis companies.

The Company’s subordinate voting shares (“SVS”) are listed on the Canadian Securities Exchange (the “CSE”) under the trading symbol “HBOR” and on the OTCQX Best Market under the trading symbol “HBORF”. The Company’s registered office is located at 181 Bay Street, Suite 1800, Toronto, Ontario, M5J 2T9, Canada. The Company’s head office is located at 1295 W Morena Blvd, San Diego California, 92110.

### **Retail Dispensaries**

Harborside’s retail dispensaries serve both adult-use and medical cannabis customers. The Company’s retail presence was initially established in 2006, and today includes the following:

- four owned Harborside branded retail dispensaries in California located in Oakland, San Jose, San Leandro and Desert Hot Springs;
- eight owned Urbn Leaf branded retail dispensaries in California located in Bay Park, San Ysidro, Grover Beach, Seaside, La Mesa, Grossmont, San Jose and Vista (see “Subsequent Events” for details);
- a 21% interest in FGW Haight, Inc. (“FGW”), a company with the conditional use approval necessary to operate a retail cannabis dispensary in the Haight Ashbury area of San Francisco. The Company expects to open the Harborside-branded San Francisco dispensary during the second quarter of 2022. Upon receipt of certain regulatory approvals and conversion of the convertible note issued to the Company on closing of the FGW acquisition (the “FGW Note”), the Company’s ownership interest will increase to 50.1%. On February 15, 2022, the Company entered into a definitive share purchase agreement (the “Subsequent FGW Agreement”) to acquire an additional 29.9% interest in FGW which, when consummated, will increase the ownership of FGW to 80%, subject to obtaining regulatory approval and converting the FGW Note (see “Subsequent Events” for details);
- operates retail delivery services which (a) cover the greater San Francisco Bay Area of California from its Harborside branded retail stores in Oakland and San Jose; (b) cover the Grover Beach and San Ysidro areas from its Urbn Leaf branded stores in each of these areas; and (c) include a partnership with a third party for delivery services in the greater San Diego area (see “Subsequent Events” for details); and,
- owns one dispensary located in Eugene, Oregon that operates under the Terpene Station brand.

The dispensary located in Desert Hot Springs includes one of a handful of permitted cannabis drive-thru order and pick up services in southern California and was formerly operated under a management services agreement with Accucanna, LLC (“Accucanna”), the dispensary license holder. On September 2, 2021, the Company acquired 100% of the issued and outstanding equity interest of Accucanna, together with the real property related to the Desert Hot Springs dispensary

(collectively, the “DHS Acquisition”). The Company did not control Accucanna prior to completion of the DHS Acquisition.

### **Cultivation, Wholesale and Distribution**

Harborside operates a cultivation and production facility in Salinas, California (the “Salinas Production Campus”), which covers an area of approximately 47 acres, of which approximately 11 acres is devoted to five light deprivation greenhouses containing approximately 200,000 total square feet (“sq. ft.”) of licensed cannabis cultivation. The cultivation operation includes approximately 155,000 sq. ft. of canopy space allocated to flowering plants and 45,000 sq. ft. of canopy allocated to nursery space. The greenhouses utilize advanced lighting, HVAC and fertigation controls, and one greenhouse additionally features Dutch Venlo technologies, providing approximately one acre of growing space in a facility that is equipped with solid glass roof paneling, a customizable automated LED lighting system, radiant heated floors, computerized environmental controls and automated fertigation systems. The Salinas Production Campus also includes approximately 20,000 sq. ft. of building space allocated to processing, product distribution, warehousing, storage and offices. On June 30, 2021, the Company announced that it had completed certain upgrades to the Salinas Production Campus, including, among other things, the installation of blackout curtains, supplemental LED grow lights, and the incorporation of a state-of-the-art environmental control system. The Company is expecting these improvements to result in increases in yield and output at the Salinas Production Campus. All cannabis flower grown at the Salinas Production Campus is cultivated using sustainable practices and the facility adheres to California’s rigorous horticulture and harvesting standards. The Salinas Production Campus also processes and distributes branded cannabis products in various consumer formats under the Harborside Farms and KEY brands. These products are sold at the Company’s Harborside-branded retail dispensaries along with other retail dispensaries, delivery services and distributors (collectively, “Retailers”) throughout California.

On July 2, 2021, the Company acquired 100% of the issued and outstanding shares of Sublimation Inc. (“Sublime”), a cannabis manufacturing and distribution company located in Oakland, California (the “Sublime Acquisition”). Sublime is well known in California for its “Fuzzies” branded regular and infused pre-rolls, flower and edibles as well as other cannabis products, including vapes, which are sold in Harborside retail dispensaries and to Retailers throughout the state. The Company has distribution hubs in both San Jose and Los Angeles, California. Harborside is leveraging the existing statewide Sublime product distribution network to sell Harborside Farms and KEY branded products alongside the Fuzzies and Sublime brands, thereby gaining synergies and economies of scale.

On April 4, 2022, the Company completed the acquisition of 100% of the issued and outstanding equity interest of LPF JV Corporation (“Loudpack”) (see “Subsequent Events” for details). In addition to its statewide wholesale distribution capabilities, Loudpack owns and operates a facility in Greenfield, California which includes approximately 30,000 sq. ft. of light deprivation greenhouse cultivation and approximately 55,000 sq. ft. of manufacturing and processing along with distribution, storage and office space (the “Greenfield Campus”). The Greenfield Campus is capable of manufacturing and processing all of the products Loudpack offers, and also produces approximately 7,000 pounds of dry trimmed flower per year. Loudpack has permits to develop approximately 60,000 sq. ft. of additional cultivation, manufacturing, processing, distribution and dispensary space at the Greenfield Campus and owns undeveloped land within one mile of the Greenfield Campus where it is locally permitted to develop approximately 400,000 sq. ft. of cultivation, manufacturing, processing and distribution space. The Company currently has no plans for additional development at any of the Loudpack owned properties.

The Greenfield Campus is one of the largest cannabis manufacturing facilities in California, from which Loudpack produces and distributes five cannabis brands, being (i) Loudpack branded cannabis, pre-roll products and concentrates, (ii) Smokiez branded edibles, (iii) King Roll cannabis and pre-roll products, (iv) Dimebag branded cannabis and pre-roll products, and (v) King Pen branded cannabis batteries and vape products. The Company expects to gain significant synergies and economies of scale from the Loudpack Acquisition.

## Corporate Organization

The 2021 Financial Statements have been prepared on a consolidated basis and incorporate the accounts of the Company and its subsidiaries, as follows:

Name	Jurisdiction	Purpose	Percentage	Percentage
			Owned (%)	Owned (%)
			2021	2020
Harborside Inc.	Ontario, Canada	Parent	100	100
Accucanna LLC	California, U.S.	Operating Company	100	-
Accucanna RE, LLC	California, U.S.	Operating Company	100	-
Encinal Productions RE, LLC	California, U.S.	Operating Company	100	-
FGW Haight Inc.	California, U.S.	Operating Company	21	21
FLRish Farms Cultivation 2, LLC	California, U.S.	Operating Company	100	100
LGC LOR DIS 1, LLC	Oregon, U.S.	Operating Company	100	100
LGC LOR DIS 2, LLC	Oregon, U.S.	Operating Company	100	100
Patients Mutual Assistance Collective Corporation	California, U.S.	Operating Company	100	100
San Jose Wellness Solutions Corp.	California, U.S.	Operating Company	100	100
San Leandro Wellness Solutions Inc.	California, U.S.	Operating Company	100	100
Savature Inc.	California, U.S.	Operating Company	100	100
Sublime Machining Inc.	California, U.S.	Operating Company	100	-
FLRish Farms Management & Security Services, LLC	California, U.S.	Management Company	100	100
FLRish, Inc.	California, U.S.	Management Company	100	100
FLRish Retail Management & Security Services, LLC	California, U.S.	Management Company	100	100
Accucanna Holdings Inc.	California, U.S.	Holding Company	100	-
FFC1, LLC	California, U.S.	Holding Company	100	100
FLRish Farms Cultivation 7, LLC	California, U.S.	Holding Company	-	100
FLRish Flagship Enterprises, Inc.	California, U.S.	Holding Company	-	100
FLRish IP, LLC	California, U.S.	Holding Company	100	100
FLRish Retail Affiliates, LLC	California, U.S.	Holding Company	-	100
FLRish Retail JV, LLC	California, U.S.	Holding Company	-	100
FLRish Retail, LLC	California, U.S.	Holding Company	100	100
Haight Acquisition Corporation	Delaware, U.S.	Holding Company	100	100
LGC Holdings USA, Inc.	Nevada, U.S.	Holding Company	100	100
LGC Real Estate (Colorado), LLC	Nevada, U.S.	Holding Company	-	100
LGC Real Estate Holdings, LLC	Nevada, U.S.	Holding Company	-	100
LGC Operations, LLC	Nevada, U.S.	Holding Company	-	100
Lineage GCL California, LLC	California, U.S.	Holding Company	100	100
Lineage GCL Oregon Corporation	Oregon, U.S.	Holding Company	100	100
Oakland Machining Supply SLB LLC	California, U.S.	Holding Company	100	-
SaVaCa, LLC	California, U.S.	Holding Company	100	100
Sublimation Inc.	Delaware, U.S.	Holding Company	100	-
Unite Capital Corp.	Ontario, Canada	Holding Company	100	100

## Outlook and Growth Strategy<sup>1</sup>

As the regulated California market continues to develop, management sees strong potential growth in well-known retail platforms, as well as branded packaged goods that are highly trusted by consumers and focused on specific consumer demographics. The Company's portfolio of brands are positioned for growth in the area of consumer branded products, including those which are expected to be sold at wholesale to other Retailers throughout California.

### *Strategies*

The business objectives that the Company intends to accomplish in the upcoming 12-month period are as follows:

- expand its vertical integration efforts and overall retail footprint throughout California by acquiring other California focused companies and brands;
- continue to increase the sell-through of in-house brands across its owned retail store footprint;
- improve its cannabis cultivation efficiencies and yields;
- utilize owned cultivation facilities to improve margins on branded products produced in-house, including those sold under the portfolio of brand names controlled by the Company;
- continue to streamline its manufacturing/processing capabilities;
- expand the wholesale distribution of its owned branded products to other California Retailers;
- shift more of its cultivation output from bulk cannabis products to branded flower and products;
- increase the number of branded cannabis product offerings, including non-flower cannabis products; and
- create (or acquire) new California centric brands.

Through a review of Harborside's existing retail dispensaries, management is exploring the potential divestiture of the Terpene Station Dispensary in Eugene, Oregon as part of the Company's continued efforts to focus on the California market. As of the date of this MD&A, the Company has not entered into any agreements, binding or non-binding, to divest the Terpene Station Dispensary. Further, the Company has not established a definitive timeline to complete such divestiture, and no decisions related to the divestiture have been reached at this time. There can be no assurance any transactions might be pursued by the Company as a result of its intention to potentially divest the Terpene Station Dispensary. The Company does not intend to comment further with respect to the divestiture unless and until it determines that additional disclosure is appropriate in accordance with the requirements of applicable securities laws.

The Company is considering whether to relocate its dispensary in San Leandro as part of its plan to obtain a long-term lease in a location that will provide better visibility to customers while lowering operating costs. The Company has secured a lease extension at its current location. The Company does not intend to comment further with respect to the relocation unless and until it determines that additional disclosure is appropriate in accordance with the requirements of applicable securities laws.

### *Assumptions and expectations*

The Company's strategies are based on several primary market assumptions and expectations, including:

- ongoing cannabis legalization efforts across the U.S. will contribute to the industry's growth momentum, and California will continue to represent the single largest state market;
- legalized adult-use and medical cannabis consumption will continue to increase as branded and manufactured products become increasingly popular and cannabis use becomes more widely acceptable and prevalent;
- the cultivation and sales of non-branded bulk cannabis are likely to become commoditized;
- trusted brands and diversified manufactured products, offering value propositions to a range of consumer demographics, will win market share;
- California will provide an efficient base to service an interstate commerce market when available, and,
- vertical integration will create efficiencies for the Company, reduce costs and improve profits by improving business operations in today's regulatory environment.

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<sup>1</sup> This section contains forward-looking statements and is based on a number of risks and assumptions, including those described under "Assumptions and Expectations". See "Cautionary Note Regarding Forward-Looking Statements".

In management's view, due to a patchwork of differing laws and the inability to ship products across state lines, it has historically been difficult to scale a cannabis business across multiple states. Given the geographic and economic size of the California cannabis market compared to the market in other U.S. states and the difficulty of operating in multiple states, Harborside intends to consolidate and increase its market share in the state of California.

While the Company has invested significantly to scale its cultivation operations, management believes that unbranded wholesale cannabis flower prices are being negatively impacted by commoditization as production capacity increases across California. As such, scale alone will not be sufficient to mitigate this risk and developing trusted branded products will be necessary to retain customer loyalty, grow market share, and protect operating margins as the wholesale price of unbranded flower decreases. For this reason, the Company will consider investment opportunities to enhance its branded product offerings. The strategy will likely focus on the wellness aspects of the products, and initially target cost-conscious market demographics by emphasizing value.

In addition, Harborside recognizes that consumer purchasing habits are gradually trending in favor of manufactured products over flower and expects this trend to continue as new product categories are created and existing manufactured products are improved. Given this trend for manufactured and branded products, the Company will prioritize development of manufactured products under its own brands, offered for sale through its own retail operations as well as through other Retailers in the state of California.

#### *Strategic acquisitions*

Harborside continues to pursue growth opportunities to expand its presence in the California cannabis market. The Company intends to make announcements on potential acquisitions if any definitive agreements are reached with interested parties.

#### *COVID-19*

The novel strain of coronavirus commonly referred to as "COVID-19" was identified in December 2019, and has since spread globally, including to every state in the United States. The outbreak of COVID-19 has severely impacted global economic activity and caused significant volatility and negative pressure in financial markets. The global impact of the outbreak has been rapidly evolving and many countries including Canada and the United States, have reacted by instituting quarantines, mandating business and school closures and restricting travel. As a result, the COVID-19 pandemic is negatively impacting many industries directly or indirectly, including the regulated cannabis industry. The Company has taken responsible measures with respect to the COVID-19 pandemic to maximize the safety of employees working at its facilities and continues to closely monitor the impacts of COVID-19, with a focus on the health and safety of both its employees and customers and business continuity. Because the state of California designated the cannabis industry as essential in its governing COVID policies, the industry avoided the significant adverse impact that cannabis businesses incurred in other states. However, given the uncertainties associated with the COVID-19 pandemic, including those related to the distribution and acceptance of the vaccines and their effectiveness with respect to new variants of the virus, disruptions to the global and local economies due to related stay-at-home orders, quarantine policies and restrictions on travel, trade and business operations and a reduction in discretionary consumer spending, the Company is unable to estimate the future impact of the COVID-19 pandemic on the business, financial conditions, results of operations, and/or cash flows.

#### ***Recent Developments***

On January 15, 2021, Greg Sutton resigned as Chief Operating Officer of Cultivation and Manufacturing of Harborside.

On February 18, 2021, the Company closed its upsized brokered private placement (the "Offering") of units ("Units") of Harborside at a price of C\$2.55 per subordinate share voting unit, comprised of one subordinate voting share ("SVS") and one SVS purchase warrant (each, an "SVS Warrant"), and C\$255.00 per multiple voting share unit, comprised of one multiple voting share ("MVS") and one MVS purchase warrant (each, an "MVS Warrant") for aggregate gross proceeds of approximately C\$35.1 million. All MVS and MVS Warrants are subject to the Mandatory Conversion that occurred on March 31, 2022 (see "Subsequent Events" for details).

On February 26, 2021, the Company was named "Best Curbside Pick-up" for dispensaries by readers in East Bay Express' Best of the East Bay 2021. In addition, Harborside also placed as a top 3 finalist for the Best Cannabis Delivery category in the Desert Sun's "Best of the Desert" 2020 competition.



On February 26, 2021, the Company redeemed all of its issued and outstanding Series B special shares and all of its issued and outstanding Series C special shares at a redemption price of C\$0.000001 per share in accordance with the Company's Articles. No compensation was paid to any holder pursuant to the Articles of the Company, which provide that no payment shall be made and no compensation shall be provided for any payment to a holder that is less than \$1.00.

On March 8, 2021, the Company, through one of its subsidiaries, purchased \$5 million of 15% senior secured convertible debentures of Loudpack (the "Loudpack Debentures"). The Loudpack Debentures mature on December 31, 2022, bear interest at a rate of 15% and are secured by first and second priority liens on assets of Loudpack and its subsidiaries, as well as joint and several guarantees provided by direct and indirect subsidiaries of Loudpack and certain of its members (see "Subsequent Events" for details).

On March 19, 2021, the Company entered into a \$12 million senior secured revolving credit facility with a federally regulated commercial bank, as amended on July 2, 2021 and December 6, 2021 (the "Facility"), which features an initial nominal interest rate of 5.75%. In conjunction with the Roll Up Financing (as defined herein), the Company repaid and terminated the Facility on February 10, 2022 (see "Subsequent Events" for details).

On May 3, 2021, the Company announced that its San Leandro Wellness Solutions Inc. ("SLWS") dispensary in San Leandro, California would be transitioning from medical to adult-use retail sales as part of an agreement with the landlord of the property which provided authorization for adult-use sales and upon approval from the California Department of Cannabis Control (the "DCC"). The agreement with the landlord also provided a six-month lease extension, which was expected to give Harborside sufficient time to finalize the build out on a new retail dispensary location in San Leandro. On May 13, 2021, the Company announced that it had received approval from the DCC to commence adult-use retail sales and began selling to adult use consumers at its SLWS dispensary.

On July 2, 2021, as part of its objective to expand the wholesale distribution of its branded consumer packaged goods to other Retailers throughout California, the Company completed the Sublime Acquisition. Total purchase consideration for the Sublime Acquisition was approximately \$44.7 million, which was comprised of (a) approximately \$38.4 million payable in MVS, representing 207,579.66 MVS; (b) approximately \$5.4 million in cash and settlement of debt; and (c) approximately \$930,000 attributable to a working capital surplus, reduced for accounting purposes by approximately \$70,000 for the settlement of receivables and payables from pre-existing relationships. In addition, concurrent with the closing of the Sublime Acquisition, the Company granted stock options to purchase an aggregate of 536,875 SVS to certain employees of Sublime, who are now employees of the Company. Each stock option is exercisable into one SVS of the Company at an exercise price of C\$1.78 for five years from the date of grant, subject to vesting conditions. In addition, the Company assumed the outstanding options of Sublime upon closing of the Sublime Acquisition, with such number of underlying SVS to be issuable upon exercise of such options to be reasonably determined by the Board in accordance with the provisions of the definitive agreement relating to the Sublime Acquisition. All MVS are subject to the Mandatory Conversion that occurred on March 31, 2022 (see "Subsequent Events" for details).

On July 19, 2021, the Company announced that Peter Bilodeau had resigned as Interim Chief Executive Officer ("CEO") of Harborside. Concurrently, Matt Hawkins, the Chairman of the Board, assumed the position of Interim CEO and Ahmer Iqbal, former CEO of Sublime, was appointed as Chief Operating Officer of Harborside. Mr. Hawkins was replaced by Ed Schmults on March 1, 2022, upon the closing of the Urbn Leaf Acquisition (see "Subsequent Events" for details).

On September 2, 2021, the Company completed the DHS Acquisition for total consideration of approximately \$6.3 million, which was comprised of: (a) approximately \$1.5 million payable through the issuance of 15,793.40 MVS and \$784,646 payable in cash for the equity interest of Accucanna; (b) approximately \$2.6 million payable in cash for the property related to the Desert Hot Springs dispensary; and (c) approximately \$366,000 for the conversion of a call option and approximately \$1.0 million for the settlement of receivables and payables from pre-existing relationships. All MVS are subject to the Mandatory Conversion that occurred on March 31, 2022 (see "Subsequent Events" for details).

On September 15, 2021, the Company entered into a strategic research agreement with Utah State University ("USU"), working with Dr. Bruce Bugbee and USU's Plant Physiology Laboratory. This research is focused on crop steering to increase yield per square foot while reducing cycle time and carbon footprint.

On September 27, 2021, the Company announced that, subject to shareholder approval, it intended to amend its articles (the "Amendment") to remove conversion restrictions placed on the MVS. The Company anticipates that this change would eventually result in more than 50% of the Company's issued and outstanding SVS being directly or indirectly owned

by shareholders of record domiciled in the U.S., which would have the effect of the Company no longer meeting the definition of “foreign private issuer” under U.S. securities laws and the Company would be required to register under the Securities Exchange Act of 1934, as amended (the “Transition”). If and when the Transition is completed, the Company will be subject to the U.S. Securities and Exchange Commission’s reporting requirements applicable to U.S. domestic companies. The SEC’s reporting requirements will necessitate, among other things, the Company’s financial statements and financial data to be presented under U.S. GAAP. The Company received shareholder approval for the Amendment on February 22, 2022, and has established a task force of internal and external resources to manage the Transition.

On October 12, 2021, the Company announced plans to install an onsite renewable energy microgrid that is expected to include 3.4 MW of single axis tracker solar panels and 4.5 MWh of battery storage tied to advanced system and load management controls (the "Project") at the Company's Salinas Production Campus. Upon its expected completion in the second half of 2022, the cutting-edge microgrid energy system is expected to produce approximately 8,600,000 kWh of electricity each year, which is enough clean renewable energy to offset up to 100% of the Company's current power consumption at the Salinas Production Campus and is anticipated to enable the Company to avoid purchasing carbon offset credits which, beginning in 2023, would otherwise be required by California regulations. According to figures provided by the US Environmental Protection Agency's greenhouse gas equivalencies calculator, the Project will negate approximately 6,095 tons of atmospheric CO2 emissions annually, which is the same carbon offset as approximately 11.7 square miles (7,467 acres) of forest and is equivalent to avoiding more than 15.3 million miles of passenger car driving each year.

On November 4, 2021, following the recommendation of the audit committee and in anticipation of the Transition, the Company announced that the Company’s board of directors accepted the resignation of MNP LLP as the auditor of the Company effective October 26, 2021 and approved the appointment of Armanino LLP as successor auditor effective October 27, 2021.

On November 29, 2021, the Company entered into a definitive agreement to acquire 100% of both Urbn Leaf and Loudpack. The aggregate consideration for the transactions was to be met through the issuance of 151,427,786 SVS and the assumption and restructuring of debts and other obligations as well as the issuance of 2,000,000 warrants, each warrant entitling the holder thereto to acquire one SVS at an exercise price of \$2.50 per SVS. The Urbn Leaf Acquisition closed on March 1, 2022 and was met through the issuance of 60,000,000 SVS and the restructuring and assumption of debt. The Loudpack Acquisition closed on April 4, 2022 and was met through the issuance of 90,752,140 SVS, 2,000,000 warrants, the restructuring and assumption of approximately \$50 million of debt and cash consideration of \$5 million (see “Subsequent Events” for details).

On November 29, 2021, in connection with the Urbn Leaf Acquisition and Loudpack Acquisition, the Company announced that it had signed a non-binding term sheet with Pelorus Fund REIT, LLC (“Pelorus”) for a total of approximately \$77,300,000 of debt financing (the "Roll Up Financing") to be used primarily to retire certain existing loans and provide additional working capital to the Company, Urbn Leaf and Loudpack. The Roll Up Financing contains a nominal interest rate of 10.25%, along with specified origination, closing and other transaction fees, and is secured by certain real estate assets, cannabis licenses, and other assets of the Company, Urbn Leaf and Loudpack. It is also subject to debt service ratio requirements, interest reserves, certain cross-corporate guarantees and defaults, subordination agreements and intercreditor agreements, along with a general corporate guaranty from the Company.

The Roll Up Financing was funded in two tranches, with the first occurring on February 10, 2022, prior to closing on the acquisitions of Urbn Leaf and Loudpack, and the second tranche funded in conjunction with the close of the Loudpack Acquisition. The first tranche was funded in three separate loans, one to each of Urbn Leaf, Loudpack and the Company. The Company received approximately \$15.5 million, Loudpack received approximately \$16.4 million, and Urbn Leaf received approximately \$13.5 million of the aggregate funds under the first tranche. From its share of the proceeds of the Roll Up Financing, the Company repaid the \$12.0 million outstanding under the Company’s Facility. The second tranche was disbursed to the Company on April 8, 2022, following the close of the Company’s acquisitions of Loudpack and Urbn Leaf (see “Subsequent Events” for details).

On November 29, 2021, in connection with the proposed acquisitions of Urbn Leaf and Loudpack, the Company announced that it expected to complete a private placement offering of units of Harborside (“Nov. Units”) at a price of C\$0.79 per Nov. Unit for aggregate proceeds of up to approximately \$10,000,000 (the “Private Placement”). Each Nov. Unit was to be comprised of one SVS and one SVS purchase warrant, with each such warrant entitling the holder thereof to acquire one SVS at an exercise price of C\$0.79 per SVS for a period of 60 months from the closing of the Private Placement, subject to adjustment and acceleration in certain events. To the extent the acquisitions of Urbn Leaf and Loudpack were completed, the proceeds from the Private Placement were to be used for growth capital, general corporate and working capital purposes. On February 10, 2022, the Company announced that with the closing of the Roll Up Financing and the Company’s access to an additional \$31.9 million of working capital after closing the Urbn Leaf Acquisition and the Loudpack Acquisition, it had decided to withdraw the Private Placement.

On December 30, 2021, the Company announced the resignation of Michael Dacks from its board of directors, effective December 31, 2021.

## **2021 Outlook**

In a news release dated January 19, 2021, which is available under the Company’s profile at [www.sedar.com](http://www.sedar.com), the Company released certain forward-looking financial projections. In that news release, the Company announced that for 2021, it expected standalone gross revenues of between \$68 to \$72 million. The anticipated increase in revenues for 2021 was expected to be derived from improved retail pricing, along with continued improvements in both flower yields and distribution of wholesale products from the Company’s Salinas Production Campus. In addition, the Company announced that it expected an Adjusted EBITDA in the range of 15% to 17% of revenues for 2021.

In developing the financial guidance, the Company made several assumptions and relied on certain factors and considerations, including: (a) targets were based on historical results, including the prior and current year consolidated results of operations and assuming that no acquisitions were completed; (b) targets were based on improved flower yields and additional cultivation cost improvement plans realized in 2020, and those anticipated to be realized during 2021; (c) both retail and wholesale revenue sustainability and growth would depend on a variety of factors, including among other things, location, competition, legal and regulatory requirements where the company does business; (d) pricing was projected forward using a combination of ongoing and anticipated market trends, as well as recently realized wholesale and retail prices; (e) selling, general and administrative expenses through the end of 2021 were assumed to decrease as a percentage of revenues due to inherent scalability of selling, general and administrative expenses and the cost cutting initiatives; (f) total selling, general and administrative expenses include corporate overhead related to public company compliance and regulatory costs but did not include general and administrative expenses related to merger and acquisition activities; (g) cost of goods sold, before taking into account the impact of fair value changes in biological assets (which are non-cash in nature, and, accordingly, are excluded from calculations of Adjusted EBITDA), were projected based on estimated costs of production and capacity available from a vertically integrated supply chain, noting that gross margin can be influenced by a number of different factors including, among other things, the cost and yield of cannabis cultivation and production, wholesale cannabis prices, and other relevant drivers; and (h) the uncertainty resulting from the COVID-19 pandemic.

On an ongoing basis, the Company reviews its financial forecasts to assess the reasonableness of specific assumptions and broader industry and economic factors. As disclosed in this MD&A, since releasing the above guidance, the Company has engaged in robust M&A activity and strategic growth initiatives to drive shareholder value, including the completion during 2021 of the Sublime Acquisition and DHS Acquisition, and the Urbn Leaf Acquisition and Loudpack Acquisition in 2022 (see “Subsequent Events” for details).

At the same time, the Company has experienced similar market impacts as other cannabis companies operating in California, including a decline in retail revenue that was primarily due to a decrease in retail store foot traffic as consumers began to react to the relaxing of pandemic related restrictions on travel and socializing. In addition, the softening in consumer demand occurred in parallel with a decline in wholesale pricing for bulk products in the California market. Operationally, the Company also implemented a change in its harvest procedures which delayed flower production in Q3 2021 to allow for the adoption of a perpetual harvest schedule beginning in Q4 2021. The Salinas Production Campus also experienced a temporary COVID-19 related supply chain issue with a growing medium (substrate material) which did not meet required specifications and thereby caused a short-term reduction in harvest yields.

As a result of these significant developments, the Company elected to withdraw its previously provided guidance.

## Components of Our Results of Operations

### Revenue

The Company has three revenue streams: retail, wholesale and manufacturing. Approximately 64.2% of the Company's total revenue is derived from company-owned retail dispensaries. Retail revenue includes both adult-use and medical cannabis sales. Approximately 17.5% of the Company's revenue is derived from the sale of bulk flower into the wholesale market and approximately 18.3% is derived from manufacturing operations. Manufacturing revenue includes wholesale product sales to Retailers, white label manufactured products for other third-party businesses (who typically put their own branding on the product) and revenue for distribution of products for other cannabis companies. The Company acquired the manufacturing revenue stream in July 2021 as part of the Sublime Acquisition.

The Company does not experience significant seasonality in its revenue and other important financial performance metrics.

### Gross Profit

Gross profit is calculated as revenue less cost of goods sold ("COGS"). COGS includes the direct costs attributable to the cultivation, production, manufacturing and purchase of the products sold. These costs include the direct cost of labor, seeds, growing material, raw materials and purchased consumer packaged goods, as well as other indirect costs such as utilities and supplies used in the growing process, post-harvests costs, indirect labor for individuals involved in the growing, quality control and inventory processes as well as certain overhead costs related to its' facilities. Additionally, certain other operating expenses, such as inventory management systems, uniforms, information technology and license renewal fees are also allocated to COGS.

In addition to market fluctuations, cannabis costs are affected by various state regulations that limit the sourcing and procurement of cannabis products. The change in regulatory environments may create fluctuations in gross profit over comparative periods. Additionally, biological assets consist of plants in various stages of growth prior to harvest and are measured at FVLCS. Changes within assumptions used to measure biological assets at FVLCS may create fluctuations in gross profit over comparative periods.

### Operating expenses

Operating expenses primarily include general and administrative expenses (as described below), professional fees, M&A and transactional expenses, share-based compensation, allowance for expected credit loss and depreciation and amortization.

For the three months and the years ended December 31, 2021 and 2020, operating expenses were comprised of the following:

<i>\$ in thousands</i>	<b>Three Months Ended</b>		<b>Year Ended</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
General and administrative	\$ 7,270	\$ 5,418	\$ 23,464	\$18,164
Professional fees	287	2,347	6,936	8,936
M&A and transactional expenses	2,377	-	5,608	-
Share-based compensation	277	568	788	1,059
Allowance for expected credit losses	148	25	489	231
Write-down (recovery) of receivables and investments and advances	-	456	(116)	706
Depreciation and amortization	1,041	147	2,164	997
Total operating expenses	<u>\$ 11,400</u>	<u>\$ 8,961</u>	<u>\$ 39,333</u>	<u>\$30,093</u>

### General and administrative expenses ("G&A")

G&A expenses consist mainly of salary and benefits, taxes and licenses, sales and marketing, banking and processing fees, advertising and promotion, travel and entertainment and office and general expenses including technology, insurance and rent and facility expenses.

As a percentage of sales, Management expects G&A costs to decrease as the business continues to grow. Management expects to continue to gain additional synergies, increase operational efficiencies and improve gross margins as it absorbs and more fully integrates recent acquisitions.

For the three months and the years ended December 31, 2021 and 2020, G&A was comprised of the following:

<i>\$ in thousands</i>	<b>Three Months Ended</b>		<b>Year Ended</b>	
	<b>December 31,</b>		<b>December 31,</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
Advertising and promotion	\$ 456	\$ 229	\$ 1,619	\$ 947
Bad debt expense	-	(4)	-	1
Banking and processing fees	298	228	1,128	785
Other general administrative	31	18	112	59
Office and general expenses	1,679	1,296	5,555	4,504
Salaries and benefits	2,287	3,359	11,320	11,219
Sales and marketing	609	-	1,203	-
Taxes and licenses	1,799	227	2,176	385
Travel and entertainment	111	65	351	264
Total general and administrative expenses	<u>\$ 7,270</u>	<u>\$ 5,418</u>	<u>\$ 23,464</u>	<u>\$ 18,164</u>

#### *Non-cash impairment*

The Company is required to assess its goodwill and long-lived assets, including property, plant and equipment and intangible assets for impairment at the end of each reporting period or whenever events or changes in circumstances indicate that the carrying amount of an asset exceeds its recoverable amount.

Based on the softening of the California cannabis industry during the third and fourth quarter of 2021, the Company adjusted its future forecasts as part of the impairment assessment and considered changes in cash flow estimates due to lower flower prices realized during the third and fourth quarter of 2021. While the Company remains optimistic that cannabis legalization will occur, the expected cash flows reflect the current tax and regulatory environment. The issues faced by the Company are not unique as the entire California cannabis industry has been significantly impacted. Impairment charges are an adjustment that do not affect the Company's cash position or cash flow from operating activities. There is no guarantee that further impairment charges either will, or will not, occur in the future.

#### *Other income (expense)*

Other income (expense) consists mainly of reoccurring expenses such as interest income (expense), other income and gains (losses) on derivative instruments, foreign currency, and derivative liabilities on warrants. Also included are expenses such as gains (losses) on extinguishment of debt and provisions.

For the three months and the years ended December 31, 2021 and 2020, other income (expense) consisted of the following:

<i>\$ in thousands</i>	<b>Three Months Ended</b>		<b>Year Ended</b>	
	<b>December 31,</b>		<b>December 31,</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
Interest income (expense), net	\$ (684)	\$ (1,130)	\$ (3,225)	\$ (4,707)
Other income	(145)	299	152	552
Provisions	-	912	5,296	912
Fair value gain in other current assets, derivative liabilities and preferred shares	1,082	52	11,583	67
Gain on debt extinguishment	-	-	128	-
Foreign exchange gain	(16)	1,366	145	1,044
Total other income (expense)	<u>\$ 237</u>	<u>\$ 1,499</u>	<u>\$ 14,079</u>	<u>\$ (2,132)</u>

## Income Taxes

The Company is treated as a United States corporation for United States federal income tax purposes under §7874 of the U.S. Tax Code and is subject to the United States federal income tax on its worldwide income. However, for Canadian tax purposes, the Company is expected, regardless of any application of §7874 of the U.S. Tax Code, to be treated as a Canadian resident company (as defined in the Income Tax Act (Canada) for Canadian income tax purposes. As a result, the Company will be subject to taxation both in Canada and the United States. Notwithstanding the foregoing, it is Management's expectation that the Company's activities will be conducted in such a manner that income from operations will not be subjected to double taxation. As the Company operates in the cannabis industry, the Company is subject to the limits of IRC §280E under which the Company is only allowed to deduct expenses directly related to the sales of product. This results in permanent differences between ordinary and necessary business expenses deemed non-allowable under IRC §280E and a higher effective tax rate than most industries.

## Selected Financial Information

### Selected Quarterly Financial Results

The following table presenting the Company's quarterly results of operations should be read in conjunction with the 2021 Financial Statements and related notes thereto. Operating results for any quarter are not necessarily indicative of results for any future quarters, or for a full year. Selected financial information for the eight most recently completed quarters as at December 31, 2021 are as follows:

<i>\$ in thousands</i>	2021				2020			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
	\$	\$	\$	\$	\$	\$	\$	\$
Retail revenue, net	8,514	9,183	10,962	10,036	10,213	10,682	10,940	10,181
Wholesale revenue, net	1,897	2,811	5,236	2,921	2,845	8,891	5,208	4,457
Manufacturing revenue, net	5,174	5,891	-	-	-	-	-	-
Gross revenue	15,585	17,885	16,198	12,957	13,058	19,573	16,148	14,638
Cultivation taxes	(524)	(439)	(844)	(517)	(462)	(1,167)	(865)	(969)
Net revenue	15,061	17,446	15,354	12,440	12,596	18,406	15,283	13,669
Cost of goods sold - retail	3,602	3,778	4,766	4,522	4,835	5,328	5,339	4,962
Cost of goods sold - wholesale	3,222	1,443	3,588	2,093	1,476	3,530	2,772	3,669
Cost of goods sold - manufacturing	3,402	3,793	-	-	-	-	-	-
Cost of goods sold	10,226	9,014	8,354	6,615	6,311	8,858	8,111	8,631
Gross profit before FVLCS	4,835	8,432	7,000	5,825	6,285	9,548	7,172	5,038
Gross profit	2,261	6,783	8,709	4,589	6,724	8,614	7,596	6,660
Total operating expenses	11,400	11,114	9,020	7,799	8,961	7,830	7,119	6,183
Impairment loss	25,233	-	-	-	3,200	-	-	-
Operating income (loss)	(34,374)	(4,331)	(309)	(3,211)	(5,440)	786	477	477
Other income (expense)	237	8,830	3,637	1,375	1,499	(1,359)	(839)	(1,433)
Income tax benefit (expense)	6,332	(1,821)	(1,658)	(1,075)	(1,457)	(1,841)	(1,386)	(1,431)
Net income (loss)	(27,739)	2,734	1,758	(2,911)	(5,398)	(2,414)	(1,748)	(2,387)
Net income (loss) per share - basic	(0.38)	0.03	0.03	(0.06)	(0.14)	(0.06)	(0.03)	(0.05)
Net income (loss) per share - diluted	(0.38)	0.03	0.03	(0.06)	(0.14)	(0.06)	(0.03)	(0.05)

## Financial Information for the Three Months ended December 31, 2021

The following tables set forth selected consolidated financial information for the periods indicated that are derived from, and should be read in conjunction with, the 2021 Financial Statements and related notes included thereto.

The selected consolidated financial information set out below may not be indicative of the Company's future performance:

<i>\$ in thousands</i>	Three Months Ended December 31, 2021 to 2020 Comparison		Three Months Ended Q4 2021 to Q3 2021 Comparison	
	2021	2020	Q4 2021	Q3 2021
Retail revenue, net	\$ 8,514	\$ 10,213	\$ 8,514	\$ 9,183
Wholesale revenue, net	1,897	2,845	1,897	2,811
Manufacturing revenue, net	5,174	-	5,174	5,891
Gross revenue	15,585	13,058	15,585	17,885
Cultivation taxes	(524)	(462)	(524)	(439)
Net revenue	15,061	12,596	15,061	17,446
Cost of goods sold - retail	3,602	4,835	3,602	3,778
Cost of goods sold - wholesale	3,222	1,476	3,222	1,443
Cost of goods sold - manufacturing	3,402	-	3,402	3,793
Cost of goods sold	10,226	6,311	10,226	9,014
Gross profit before biological asset adjustments	4,835	6,285	4,835	8,432
Gross margin	32.1%	49.9%	32.1%	48.3%
FVLCs of biological asset transformation	(4,489)	1,220	(4,489)	(754)
Realized fair value amounts included in inventory	1,915	(781)	1,915	(895)
Gross profit	2,261	6,724	2,261	6,783
Gross margin	15.0%	53.4%	15.0%	38.9%
Total operating expenses	11,400	8,961	11,400	11,114
Impairment loss	25,233	3,200	25,233	-
Total other income (expense)	237	1,499	237	8,830
Income tax benefit (expense)	6,332	(1,457)	6,332	(1,821)
Net income (loss)	<u>\$ (27,739)</u>	<u>\$ (5,398)</u>	<u>\$ (27,739)</u>	<u>\$ 2,734</u>

### Revenue

During the three months ended December 31, 2021, the Company generated retail revenue of \$8.5 million, wholesale revenue of \$1.9 million and manufacturing revenue of \$5.2 million, for total gross revenue of \$15.6 million, compared to retail revenue of \$10.2 million, wholesale revenue of \$2.8 million and manufacturing revenue of \$nil, for total gross revenue of \$13.1 million during the three months ended December 31, 2020.

The Company's retail, wholesale and manufacturing revenues for the three months ended December 31, 2021 decreased \$0.7 million, \$0.9 million and \$0.7 million, respectively, from the three months ended September 30, 2021. The quarter over quarter decrease in retail revenue was primarily due to a decrease in retail store foot traffic as the California retail market experienced a softening in consumer demand. The quarter over quarter decrease in wholesale revenues was due to a decline in wholesale pricing for bulk products as the California cannabis industry continued to see a softening in demand combined with commoditization of bulk goods due to additional cultivation supply. The quarter over quarter decrease in manufacturing revenue was due primarily to a statewide decline in demand during the quarter.

### COGS and Gross profit

During the three months ended December 31, 2021, COGS for the retail, wholesale and manufacturing operations totalled \$3.6 million, \$3.2 million and \$3.4 million, respectively, compared to COGS for the retail, wholesale and manufacturing operations of \$4.8 million, \$1.5 million and \$nil, respectively, for the three months ended December 31, 2020. Gross profit before biological asset adjustments for the three months ended December 31, 2021 and 2020, was \$4.8 million and \$6.3 million, respectively, for a gross margin of 32.1% and 49.9%, respectively. The gross margin for the wholesale operations during the three months ended December 31, 2021 decreased from the prior year comparative period primarily from an increase in utility costs due to a rate increase combined with higher demand for electric and gas service as the colder months required heating and supplemental lights within the greenhouses; as well as higher staffing costs due to inflation related wage increases, combined with the new perpetual harvest cycle. During Q3 2021, the Company announced plans to install an onsite renewable energy microgrid that is expected to include 3.4 MW of single axis tracker solar panels and 4.5 MWh of battery storage tied to advanced system and load management controls at the Company's Salinas Production Campus. The renewable energy microgrid is expected to help mitigate the cost of increasing energy rates.

During the three months ended December 31, 2021, the Company recorded a decrease in FVLCS of biological asset transformation of \$4.5 million, and a realized fair value gain on amounts included in inventories sold of \$1.9 million, for an overall gross profit of \$2.3 million and gross margin of 15.0%. During the three months ended December 31, 2020, the Company recorded an increase in FVLCS of biological asset transformation of \$1.2 million, and a realized fair value loss of \$0.8 million, for an overall gross profit of \$6.7 million and gross margin of 53.4% year-over-year combined gross margins decreased primarily due to lower wholesale prices for bulk goods, and an increase in expenses for cultivation labor and utilities, combined with less sellable flower production from the Salinas Production Campus compared to the same period in the prior year, the effects of which were partially offset by margin gains from improved pricing and product mix at retail.

Cost of sales for the three months ended December 31, 2021 increased by \$1.2 million compared to the three months ended September 31, 2021. The increase was due to an increase in expenses for electric and gas utilities as the colder months required heating and supplemental lights within the greenhouses, and an increase in labor costs as the Salinas Production Campus experienced higher yields in the current quarter due to the implementation of the new perpetual harvest cycle. Gross profit for the three months ended December 31, 2021 decreased by \$4.5 million compared to the three months ended September 31, 2021 as a result of lower overall sales volumes and lower wholesale prices for bulk goods.

#### *Total operating expenses*

During the three months ended December 31, 2021 and 2020, the Company incurred total operating expenses of \$11.4 million and \$9.0 million, respectively. The year-to-year increase in total operating expenses is primarily related to the following items:

- An increase in general and administrative expenses of \$1.9 million, to \$7.3 million compared to \$5.4 million in the three months ended December 31, 2020, which was primarily attributable to (i) a \$1.0 million increase in penalties and fees on the Company's Q3 state excise tax returns, for which the Company will seek to obtain relief from the state of California; (ii) \$0.8 million increase in advertising, promotion, sales and marketing expenses to support the Company's retail and wholesale sales, including added support for certain brands; (iii) a \$0.3 million increase in taxes and licenses, of which \$0.2 million related to prior period property taxes for the Salinas Production Campus and \$0.1 million related to the regulatory HSR filings associated with the acquisitions of Urbn Leaf and Loudpack; and (iv) \$0.4 million increase in office and general expenses related to: additional rent expense of \$0.1 million for the short term month to month lease extension at the San Leandro dispensary location and \$0.3 million for D&O insurance. The increases in general and administrative expenses were offset by a reduction of \$0.9 million in salaries and benefits due to fewer employees at the end of Q3 2021 as part of the Company's efforts to eliminate redundant functions and increase operational efficiencies.
- An increase in M&A and transaction expenses of \$1.4 million related to M&A and transactional expenses, compared to \$nil in the three months ended December 31, 2020.
- The increases were offset by a decrease in professional fees of \$1.1 million. The higher professional fees for the three months ended December 31, 2020 were primarily related to consulting expenses related to the preparation and filing of the Company's outstanding filings.

#### *Total other income (expense)*

For the three months ended December 31, 2021, other income was \$0.2 million and comprised of a \$1.1 million fair value gain in other current assets, derivative liabilities and preferred shares from the fair value of the conversion option on the convertible note with FGW, the debenture and the Company's derivative liabilities. The increase was offset by \$0.7 million of accrued interest expense related to estimated interest on the uncertain tax liability and \$0.1 million in other expense related primarily to tax penalties incurred on prior year state sales tax liabilities.



### Provision for income taxes

During the three months ended December 31, 2021, the Company recognized a benefit from income taxes of \$6.3 million as a result of changes in the deferred tax liability.

### Net income (loss) attributable to Harborside Inc. (“Net income” or “Net loss”)

Overall, the net loss for the three months ended December 31, 2021 was \$27.7 million (net loss of \$0.38 per share), compared to a net loss attributable to Harborside of \$5.4 million (net loss of \$0.14 per share) for the comparative period in 2020. Net loss attributable to Harborside for the three months ended December 31, 2021 increased by \$30.5 million compared to net income of \$2.7 million for the three months ended September 30, 2021. The increase is primarily due to a non-cash impairment loss recorded against its intangible assets during the three months ended December 31, 2021.

### Selected Annual Information

The following table presenting the Company’s results of operations as at and for the three most recently completed financial years ended December 31 should be read in conjunction with the 2021 Financial Statements and related notes thereto. The Company’s selected financial information as at and for the three most recently completed financial years ended December 31, are summarized as follows:

<i>\$ in thousands</i>	Year Ended December 31,		
	2021	2020	2019
Retail revenue, net	\$ 38,695	\$ 42,016	\$ 38,554
Wholesale revenue, net	12,865	21,401	10,458
Manufacturing revenue, net	11,065	-	-
Service and rental revenue - related party	-	-	441
Gross revenue	62,625	63,417	49,453
Cultivation taxes	(2,324)	(3,463)	(2,111)
Net revenue	60,301	59,954	47,342
Cost of goods sold - retail	16,668	20,464	19,758
Cost of goods sold - wholesale	10,346	11,447	11,269
Cost of goods sold - manufacturing	7,195	-	-
Cost of service and rental revenue - related party	-	-	285
Cost of goods sold	34,209	31,911	31,312
Gross profit before biological asset adjustments	26,092	28,043	16,030
Gross margin	43.3%	46.8%	33.9%
FVLCS of biological asset transformation	(3,845)	4,175	(4,159)
Realized fair value amounts included in inventory	95	(2,623)	2,945
Gross profit	22,342	29,594	14,816
Gross margin	37.1%	49.4%	31.3%
Total operating expenses	39,333	30,093	35,843
Impairment loss	25,233	3,200	36,924
Total other income (expense)	14,079	(2,132)	12,512
Income tax benefit (expense)	1,778	(6,115)	(4,018)
Net income (loss)	<u>\$ (26,158)</u>	<u>\$ (11,946)</u>	<u>\$ (49,457)</u>

### Revenue

During the year ended December 31, 2021, the Company generated retail revenue of \$38.7 million, wholesale revenue of \$12.9 million and manufacturing revenue of \$11.1 million, for total gross revenue of \$62.7 million, compared to retail revenue of \$42.0 million, wholesale revenue of \$21.4 million and manufacturing revenue of \$nil, for total gross revenue of \$63.4 million for the year ended December 31, 2020.

Retail revenue was supported by additional consumer options like curbside and in-store pickup, improved in-store merchandising and a focus on selling more items that were produced directly by the Company. However, results were dampened by decreased in-store foot traffic in California.

The year-over-year decrease in wholesale revenues for the year ended December 31, 2021 was primarily due to lower average prices for bulk products in California as the entire market experienced softer demand for bulk flower. This was combined with lower-than-expected flower yields from the Salinas Production Campus. Flower yields during the year were negatively impacted by several factors, including: a Q1 2021 weather event which damaged the roof over a portion of the flower canopy and caused a temporary infestation of non-beneficial insects; a delay in completing the planned greenhouse capital improvements until Q2 2021 due to COVID-19 related supply chain disruptions; a planned delay in harvests during Q3 2021 so that the Company could adopt a perpetual harvest schedule beginning in Q4 2021; and, an issue with the quality of the growing medium (substrate material) caused by a temporary COVID-19 related supply chain problem. Despite the aforementioned challenges, management continues to expect overall improvements in harvest yield and flower quality at the Salinas Production Campus from the ongoing operational improvements being made.

#### *COGS and Gross profit*

During the year ended December 31, 2021, before considering adjustments related to biological assets, cost of goods sold for retail, wholesale and manufacturing operations totalled \$16.7 million, \$10.3 million and \$7.2 million, respectively, compared to cost of goods sold for retail, wholesale and manufacturing operations of \$20.5 million, \$11.4 million and \$nil, respectively, for the year ended December 31, 2020. Gross profit before biological asset adjustments for the years ended December 31, 2021 and 2020, was \$26.1 million and \$28.0 million, respectively, for a gross margin of 43.3% and 46.8%, respectively. During the years ended December 31, 2021 and 2020, the Company recorded a gain (loss) from biological asset adjustments of (\$3.8) million and \$1.6 million, respectively, for an overall gross profit of \$22.3 million and \$29.6 million, respectively, and gross margin of 37.1% and 49.4%, respectively. Year-over-year combined gross margins decreased primarily due to lower wholesale prices for bulk goods, less sellable flower production from the Salinas Production Campus, and increased discounts related to the Company's wholesale distribution operation, the effects of which were partially offset by the margin gains provided by improved pricing and product mix at retail. During the year ended December 31, 2021, the Company completed the move of its processing and packaging operations from the Salinas Production Campus to the Sublime manufacturing facility in Oakland, and also moved Sublime's distribution operations to San Jose to increase efficiencies in its distribution operations. Management expects to achieve synergies, increase operational efficiencies, and improve gross margins as it absorbs and more fully integrates the recent acquisitions. The Company also reduced overall headcount as part of its ongoing drive for additional efficiencies across the business.

#### *Total operating expenses*

During the years ended December 31, 2021 and 2020, the Company incurred total operating expenses of \$39.3 million and \$30.1 million, respectively. The year-to-year increase in total operating expenses was primarily related to the following items:

- An increase in general and administrative expenses of \$5.3 million, to \$23.5 million compared to \$18.2 million in the year ended December 31, 2020, which was attributable to (i) an increase of \$0.7 million in advertising, promotion, sales and marketing expenses to support the Company's retail and wholesale sales, including added support for certain brands; (ii) an increase of \$1.8 million in taxes and licenses related to the following items: \$1.0 million in penalties and fees incurred on the Company's Q3 state excise tax returns, for which the Company will seek to obtain relief from the state of California, \$0.3 million in past property taxes related to the Salinas Production Campus and \$0.1 million related to the regulatory HSR filings required prior to the acquisitions of Urbn Leaf and Loudpack; (iii) \$1.0 million in general office expenses related to Sublime and Accucanna subsequent to the Sublime Acquisition and DHS Acquisition; (iv) additional rent expense of \$0.2 million related to the short term lease extension at the San Leandro dispensary location; and (v) an increase of \$0.3 million in banking and processing fees related to the warrants issued in conjunction with the Facility.
- M&A and transactional expenses of \$5.6 million compared to \$nil in the year ended December 31, 2020 incurred in relation to the Facility, the Offering, the Sublime Acquisition, the DHS Acquisition, the Roll Up Financing, the Urbn Leaf Acquisition and the Loudpack Acquisition.

#### *Total other income (expense)*

For the year ended December 31, 2021, other income was \$14.1 million and consisted of (i) an \$11.6 million fair value gain in other current assets, derivative liabilities and preferred shares from the fair value of the conversion option on the convertible note with FGW, the debenture and the Company's derivative liabilities; (ii) a \$5.3 million gain from a revision to management's estimate of the uncertain tax liability on prior year tax returns related to the impact of Internal Revenue Code §280E; (iii) a \$0.1 million gain on debt extinguishment related to the pay down of obligations owed to CFP Fund I,

LLC (the “CFP Loan”); (iv) \$0.2 million in other income related primarily to a decrease in accrued sales taxes, offset by expenses related to legal settlements and tax penalties associated with quarterly sales tax liabilities; and (v) a \$3.2 million increase in accrued interest expense related to estimated interest on the uncertain tax liability.

*Provision for income taxes*

During the year ended December 31, 2021, the Company recorded a benefit from income taxes of \$1.8 compared to a provision for income tax of \$6.1 million for the year ended December 31, 2020. The benefit from income taxes was a result of changes in the expense for the deferred tax liability.

*Net income (loss)*

Overall, net loss attributable to Harborside for the year ended December 31, 2021 was \$26.2 million (net loss of \$0.38 per share), compared to a net loss attributable to Harborside of \$11.9 million (net loss of \$0.28 per share) for the comparative period in 2020. The increase was primarily due to a non-cash impairment loss recorded against its intangible assets.

**Reconciliation of Non-IFRS Measures**

The following information provides reconciliations of the supplemental non-IFRS financial measures, compared to the most directly comparable financial measures calculated and presented in accordance with IFRS. The Company has provided the non-IFRS financial measures, which are not calculated or presented in accordance with IFRS, as supplemental information.

These supplemental non-IFRS financial measures are presented because management has evaluated the financial results of the Company, both including and excluding adjusted items, and believes that the supplemental non-IFRS financial measures presented provide additional perspective and insight when analyzing operating performance. These supplemental non-IFRS measures should not be considered superior to, a substitute for, or as an alternative to and should be read in conjunction with the IFRS financial measures presented.

*Adjusted Gross Profit & Adjusted Gross Margin*

Adjusted Gross Profit and Adjusted Gross Margin exclude the fair value adjustments of biological assets.

	Three months ended December 31, 2021	Three months ended December 31, 2020	Year ended December 31, 2021	Year ended December 31, 2020
	\$	\$	\$	\$
<b>Net Revenue</b>	<b>15,060,286</b>	12,595,320	<b>60,300,935</b>	59,953,717
<b>Gross Profit</b>	<b>2,260,326</b>	6,722,582	<b>22,341,924</b>	29,594,208
Adjusted for:				
Net effect of change in fair value less cost to sell of biological asset transformation	<b>4,488,876</b>	(1,219,932)	<b>3,845,228</b>	(4,174,784)
<b>Adjusted Gross Profit</b>	<b>6,749,202</b>	5,502,650	<b>26,187,152</b>	25,419,424
<b>Adjusted Gross Margin</b>	<b>44.8%</b>	43.7%	<b>43.4%</b>	42.4%

After adjusting for the net effect of the change in fair value less cost to sell of biological asset transformation, the Adjusted Gross Profit for the three months and year ended December 31, 2021 was \$6.7 million and \$26.2 million, respectively, compared to \$5.5 million and \$25.4 million, respectively, for the three months and year ended December 31, 2020. The Adjusted Gross Margin for the three months and year ended December 31, 2021 was 44.8% and 43.4%, respectively, and 43.7% and 42.4%, respectively, for the three months and year ended December 31, 2020. The increase in adjusted gross margin was primarily due to margin gains from improved pricing and retail product mix.

*Adjusted EBITDA & Adjusted EBITDA Margin*

“Adjusted EBITDA” is a metric used by management which is net income (loss) adjusted for interest, provisions for income taxes, other non-cash items including depreciation and amortization, share-based compensation, the non-cash effects of accounting changes in biological assets, derivative liabilities, and other extraordinary and non-recurring items. “Adjusted EBITDA Margin” is Adjusted EBITDA as a percentage of reported net revenue.

As reflected in the following table, after adjusting for depreciation and amortization, interest, provisions for income taxes, other non-cash and extraordinary non-recurring items, share-based compensation, the non-cash effects of accounting changes in biological asset adjustments and derivative liabilities, the Adjusted EBITDA for the three months and year ended December 31, 2021 was (\$2.8) million and \$0.8 million, respectively. During the three months and year ended December 31, 2020, the Adjusted EBITDA was \$0.7 million and \$7.4 million, respectively. The Adjusted EBITDA Margin for the three months and year ended December 31, 2021 was (18.3%) and 1.4%, respectively, and 5.6% and 12.3%, respectively, for the three months and year ended December 31, 2020.

	Three Months Ended December 31,		Year Ended December 31,	
	2021	2020	2021	2020
<b>Net income (loss) attributable to Harborside Inc.</b>	\$ (27,739,274)	\$ (5,397,824)	\$ (26,158,466)	\$ (11,946,690)
Adjusted for:				
Biological assets adjustments	2,573,759	(438,544)	3,749,811	(1,551,657)
Share-based compensation	276,971	567,860	787,743	1,058,671
Write-down (recovery) of receivables and investments and advances	-	456,083	(116,000)	706,363
Impairment loss	25,233,195	3,200,339	25,233,195	3,200,339
Depreciation and amortization	1,041,122	147,074	2,164,207	996,729
Depreciation included in COGS	490,813	492,843	2,065,015	2,023,820
Interest expense	683,577	1,129,958	3,224,558	4,707,664
Provisions	-	(912,003)	(5,295,602)	(912,003)
Fair value change in other assets, derivative liabilities and preferred shares	(1,082,002)	(52,162)	(11,582,676)	(67,389)
Foreign exchange (gain) loss	16,428	(1,365,452)	(144,493)	(1,044,287)
Non-recurring expenses	564,173	1,425,950	3,071,794	4,082,577
Non-recurring expenses - M&A and transactional expenses	1,521,812	-	5,607,925	-
Income tax benefit (expense)	(6,333,202)	1,456,990	(1,778,108)	6,115,132
<b>Adjusted EBITDA</b>	\$ (2,752,628)	\$ 711,112	\$ 828,903	\$ 7,369,269
<b>Adjusted EBITDA Margin</b>	<b>-18.3%</b>	<b>5.6%</b>	<b>1.4%</b>	<b>12.3%</b>

## Summary of Significant Accounting Policies

See Note 2, *Summary of Significant Accounting Policies* in the 2021 Financial Statements for the Company's disclosures on the significant accounting policies. The significant accounting policies applied in the preparation of the 2021 Financial Statements have been applied consistently to all periods presented in the Company's 2021 Financial Statements.

The Company had a new accounting policy related to inventories and revenue recognition for manufacturing revenue for the acquired operations as described in Note 2 to the 2021 Financial Statements.

## New, Amended, and Future Pronouncements

The Company has implemented all applicable IFRS standards recently issued by the IASB. Pronouncements that are not applicable or where it has been determined do not have a significant impact to the Company have been excluded herein.

The Company is currently assessing the impact that adopting the new standards or amendments will have on its consolidated financial statements. No material impact is expected upon the adoption of the following new standards issued but not yet effective:

### *Amendments to IAS 1 - Classification of Liabilities as Current or Non-current*

The amendment clarifies the requirements relating to determining if a liability should be presented as current or non-current in the statement of financial position. Under the new requirement, the assessment of whether a liability is presented as current or non-current is based on the contractual arrangements in place as at the reporting date and does not impact the amount or timing of recognition. The amendment applies retrospectively for annual reporting periods beginning on or after January 1, 2023 (extended from January 1, 2022), with earlier application permitted.

### *IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgments (Amendments)*

In February 2021, the IASB issued amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgments. The amendments help entities provide accounting policy disclosures that are more useful to primary users of financial statements by:

- Replacing the requirement to disclose "significant" accounting policies under IAS 1 with a requirement to disclose "material" accounting policies. Under this, an accounting policy would be material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that primary users of general purpose financial statements make on the basis of those financial statements.
- Providing guidance in IFRS Practice Statement 2 to explain and demonstrate the application of the four-step materiality process to accounting policy disclosures.

The amendments shall be applied prospectively. The amendments to IAS 1 are effective for annual periods beginning on or after January 1, 2023, with earlier application permitted.

### *IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors (Amendment)*

In February 2021, the IASB issued amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments introduce a new definition of 'accounting estimates' to replace the definition of 'change in accounting estimates' and also include clarifications intended to help entities distinguish changes in accounting policies from changes in accounting estimates. The amendments are effective for annual periods beginning on or after January 1, 2023, with earlier application permitted.

### *IAS 12 Income Taxes (Amendment)*

In May 2021, the IASB issued amendments to the recognition exemptions under IAS 12 Income Taxes. The amendments narrowed the scope of the recognition exemption to require an entity to recognize deferred tax on initial recognition of particular transactions, to the extent that transaction gives rise to equal amounts of deferred tax assets and liabilities. These amendments apply to transactions for which an entity recognizes both an asset and liability, for example leases and decommissioning liabilities. The amendments are effective for annual periods beginning on or after January 1, 2023 with earlier application permitted.

### *IAS 41 Agriculture*

As part of its 2018-2020 annual improvements to IFRS standards process, the IASB issued amendments to IAS 41. The amendment removes the requirement in paragraph 22 of IAS 41 for entities to exclude taxation cash flow when measuring fair value of a biological assets using a present value technique. This will ensure consistency with the requirements in IFRS 13. The amendment is effective for annual periods beginning on or after January 1, 2022.

## **Critical Accounting Estimates and Judgments**

The preparation of the Company's consolidated financial statements in conformity with IFRS, requires management to make judgments, estimates and assumptions that affect the application of policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised in any future periods affected. Significant judgments, estimates, and assumptions that have the most significant effect on the amounts recognized in the consolidated financial statements are described below.

### *Business combination*

In a business acquisition, substantially all identifiable assets, liabilities and contingent liabilities acquired are recorded at the acquisition date at their respective fair values. The date on which the acquirer obtains control of the acquiree is generally the date on which the acquirer legally transfers the consideration, acquires the assets and assumes the liabilities of the acquiree - the closing date. However, the acquirer might obtain control on a date that is either earlier or later than the closing date. Management exercises judgment in considering all pertinent facts and circumstances in identifying the acquisition date.

The Company examines three elements to determine whether control exists. When all of these three elements of control are present, then an investor is considered to control an investee and consolidation is required. When one or more of the elements is not present, an investor will not consolidate but instead be required to determine the nature of its relationship with the investee. The Company exercises its judgment when determining control over an investee, when it has all of the following attributes: power over the investee, such as the ability to direct relevant activities of the investee; exposure, or rights, to variable returns from its involvement with the investee, such as returns that are not fixed and have the potential to vary with performance of the investee; and the ability to use its power over the investee to affect the amount of the investor's returns, such as identifying the link between power and returns.

Classification of an acquisition as a business combination or an asset acquisition depends on whether the assets acquired constitute a business, which can be a complex judgment. Whether an acquisition is classified as a business combination, or an asset acquisition can have a significant impact on the entries made at and after acquisition. In determining the fair value of all identifiable assets, liabilities and contingent liabilities acquired, the most significant estimates relate to contingent consideration and intangible assets. Contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination.

Management exercises judgment in estimating the probability and timing of when contingent securities are expected to be issued which is used as the basis for estimating fair value. For any intangible asset identified, depending on the type of intangible asset and the complexity of determining its fair value, an independent valuation expert or management may develop the fair value, using appropriate valuation techniques which are generally based on a forecast of the total expected future net cash flows. The evaluations are linked closely to the assumptions made by management regarding the future performance of these assets and any changes in the discount rate applied. Purchase consideration also includes consideration of any pre-existing relationships that are effectively settled as a result of the acquisition at their fair values.

#### *Fair value of biological assets and inventories*

Determination of the fair value of biological assets and inventories requires management to make assumptions about how market participants assign fair values to these assets. These assumptions primarily relate to the level of effort required to bring cannabis up to the point of harvest, costs to convert the harvested cannabis to finished goods, sales price, risk of loss, expected future yields from the cannabis plants and estimating values during the growth cycle.

The valuation of biological assets at the point of harvest is the cost basis for all cannabis-based inventories and thus any critical estimates and judgments related to the valuation of biological assets are also applicable for inventories.

Significant assumptions used in determining the fair value of biological assets include:

- estimating the stage of growth of cannabis up to the point of harvest;
- pre-harvest and post-harvest costs;
- expected selling prices;
- expected yields for cannabis plants to be harvested, by strain of plant; and
- wastage of plants at various stages.

The valuation of work in process and finished goods also requires the estimate of conversion costs incurred, which become part of the carrying amount for inventories. The Company must also determine if the cost of any inventories exceeds its NRV, such as cases where prices have decreased, or inventories have spoiled or otherwise been damaged. The Company estimates the NRV of inventories, taking into account the most reliable evidence available at each reporting date. The future realization of these inventories may be affected by market-driven changes that may reduce future selling prices. A change to these assumptions could impact the Company's inventory valuation and impact gross profit.

#### *Provision for expected credit losses ("ECL")*

Determining a provision for ECLs for accounts receivable held at amortized cost requires management to make assumptions about the historical patterns for the probability of default, timing of collection and the amount of incurred credit losses, which are adjusted based on management's judgment about whether economic conditions and credit terms are such that actual losses may be higher or lower than what the historical patterns suggest.

#### *Estimated useful lives of depreciation and amortization of property, plant and equipment and intangible assets*

Depreciation and amortization of property, plant and equipment is dependent upon estimates of useful lives which are determined through the exercise of judgment. The assessment of any impairment of these assets is dependent upon estimates of recoverable amounts which take into account factors such as economic conditions, market conditions and the useful lives of assets.

Amortization of intangible assets is dependent upon estimates of useful lives and residual values which are determined through the exercise of judgment. Intangible assets that have indefinite useful lives are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. The assessment of any impairment of these assets is dependent upon estimates of recoverable amounts that take into account factors such as general and industry-specific economic and market conditions.

### *Impairment of long-lived assets*

Long-lived assets, including property, plant and equipment and intangible assets, are reviewed for indicators of impairment at each reporting period or whenever events or changes in circumstances indicate that the carrying amount of an asset exceeds its recoverable amount. The recoverable amount of an asset or a CGU is the higher of its fair value less costs to sell or its value in use. If the carrying amount of an asset or a CGU exceeds its recoverable amount, an impairment charge is recognized immediately in profit or loss for the amount by which the carrying amount of the asset exceeds the recoverable amount.

### *Goodwill impairment*

When determining the recoverable amount of the CGU or CGUs to which goodwill is allocated, the Company relies on a number of different factors, including historical results, business plans, forecasts and market data. Changes in the condition for these judgments and estimates can significantly affect the recoverable amount.

### *Incremental borrowing rate for leases under IFRS 16*

IFRS 16 – *Leases* requires lessees to discount lease payments using the rate implicit in the lease if that rate is readily available. If that rate cannot be readily determined, the lessee is required to use its incremental borrowing rate. As information from the lessor regarding the fair value of underlying assets and initial direct costs incurred by the lessor related to the leased assets is generally not available, the Company uses its incremental borrowing rate when initially recording real estate leases. The Company determines the incremental borrowing rate as the interest rate the Company would pay to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, in a similar economic environment over a similar term.

### *Leases*

Each capitalized lease is evaluated to determine if the Company would exercise any of the renewal options offered. Several material factors are considered in determining if the renewal option would be exercised, such as length of the renewal, renewal rate, and ability to transfer locations.

### *Share-based payment arrangements*

The Company measures the cost of equity-settled transactions with officers and directors by reference to the fair value of the equity instruments at the date at which they are granted. Estimating fair values for share-based payment transactions requires determining the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires determining and making assumptions about the most appropriate inputs to the valuation model including the expected life, volatility, dividend yield and forfeiture rate. Similar calculations are made to value warrants. Such judgments and assumptions are inherently uncertain and changes in these assumptions will affect the fair value estimates.

### *Compound financial instruments*

The conversion feature and the warrants component of convertible debentures and convertible notes payable, and warrants denominated and exercisable in a foreign currency, are accounted for as derivative liabilities as their fair value is affected by changes in the fair value of the Company's SVS and in response to the changes in foreign exchange rates. The estimates, assumptions and judgments made in relation to the fair value of derivative liabilities are subject to measurement uncertainty. The conversion feature and warrant component of the convertible debentures and convertible notes payable, and warrants denominated and exercisable in a currency in other than the Company's functional currency, are required to be measured at fair value at each reporting period.

The valuation techniques used to determine fair value require inputs that involve assumptions and judgments such as estimating the future volatility of the stock price, expected dividend yield, and expected life. Such judgments and assumptions are inherently uncertain.



### *Income taxes*

Income taxes and tax exposures recognized in the consolidated financial statements reflect management's best estimate of the outcome based on facts known at the reporting date. The Company recognizes a liability when, based on its estimates, it anticipates a future income tax payment. A difference between an expected amount and the final tax outcome has an impact on current and deferred taxes in the period when the Company becomes aware of this difference.

In addition, when the Company incurs losses that cannot be associated with current or past profits, it assesses the probability of taxable profits being available in the future based on its budgeted forecasts. These forecasts are adjusted to take into account certain non-taxable income and expenses and specific rules on the use of unused credits and tax losses. When the forecasts indicate that sufficient future taxable income will be available to deduct the temporary differences, a deferred tax asset is recognized for all deductible temporary differences.

In addition, future changes in tax laws could limit the ability of the Company to obtain tax deductions in future periods. To the extent that future cash flows and taxable income differ significantly from estimates, the ability of the Company to realize the net deferred tax assets recorded at the reporting date could be impacted.

### *Provisions*

The Company recognizes provisions if there is a present obligation (legal or constructive) that has arisen as the result of a past event, it is probable that the Company will be required to settle the obligation and the obligation can be reliably estimated. The Company's provision as at December 31, 2021 and 2020 relates to uncertain tax positions under Internal Revenue Code ("IRC") §280E for Patients Mutual Assistance Collective Corporation ("PMACC") and San Jose Wellness Solutions Corp. ("SJW"). Many of the central issues relating to the interpretations of §280E remain unsettled, and there are critical accounting issues regarding the allocation of expenses to the cost of goods sold (thus avoiding disallowances as deductions under §280E). The Company evaluated these uncertain tax treatments, using a probability-weighted approach to assess the range of possible outcomes as required in its adoption of IFRIC 23 and, although the Company strongly disagrees with the positions taken by the Internal Revenue Service and the finding of the U.S. Tax Court, the Company has determined that a reserve for uncertain tax position should be recorded for all years subject to statutory review. The amount recognized as a provision reflects management's best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

### *Going concern*

At the end of each reporting period, management exercises judgment in assessing the Company's ability to continue as a going concern by reviewing the Company's performance, resources and future obligations. The conclusion that the Company will be able to continue as a going concern is subject to critical judgments of management with respect to assumptions surrounding the short and long-term operating budgets, expected profitability, investment and financing activities and management's strategic planning. The assumptions used in management's going concern assessment are derived from actual operating results along with industry and market trends and are consistent with those used to evaluate impairment of goodwill and intangible assets as at December 31, 2021. Management believes there is sufficient capital to meet the Company's business obligations for at least the next twelve months, after taking into account expected cash flows and the Company's cash position at period-end.

As indicated in Note 19 of the 2021 Financial Statements, the Company has recognized a provision for particular uncertain tax positions which are related to PMACC and SJW. Management has considered, in consultation with outside counsel, that the final amount to be paid is uncertain and the timing of any payments arising from these proceedings or any future proceeding exceeds twelve months from the date that these consolidated financial statements were authorized to be issued. No payments related to any of the provision amounts are expected to be paid until 2023 or later. The Company believes it will have funds in the future to satisfy any such required cash outflows from its operating cash flow performance and other sources of financing. However, it is possible that the Company will need to obtain additional capital to meet these uncertain cash flow requirements and there is no assurance that such capital will be available or available on favorable terms.

Management continues to monitor the Company's operational performance, progress of the tax litigation and appeals process, and its ability to raise funds.

## Working Capital and Liquidity Outlook<sup>2</sup>

### Overview

The Company's primary need for liquidity is to fund the working capital requirements of its business, capital expenditures, debt service and for general corporate purposes. The Company's primary source of liquidity is funds generated by operating activities. The Company also relies on private and/or public financing as a source of liquidity for short-term working capital needs and general corporate purposes. The Company's ability to fund operations, to make planned capital expenditures, to make scheduled debt payments and to repay or refinance indebtedness depends on its future operating performance and cash flows, which are subject to prevailing economic conditions and financial, business and other factors, some of which are beyond management's control.

As at December 31, 2021, the Company had total current assets of approximately \$27.1 million, including cash and restricted cash of approximately \$9.1 million to settle current liabilities of approximately \$70.6 million, for a net working capital deficiency of approximately \$43.5 million compared to current assets of approximately \$19.8 million, including cash and restricted cash of approximately \$10.5 million to settle current liabilities of approximately \$63.5 million, for a net working capital deficiency of approximately \$43.7 million as at December 31, 2020.

The amount of current liabilities as at December 31, 2021 includes provision for an uncertain tax position related to IRC §280E, and the estimated federal income taxes payable as at period-end. The Company does not currently expect any resultant potential liabilities, or any material payments resulting from its IRC §280E provision to be resolved within 12 months of the issuance date of the 2021 Financial Statements. See "Provisions" for additional information.

Management believes there is sufficient capital available to meet short-term business obligations, after taking into account the cash flow requirements from operations, the expected timing of its provision related to IRC §280E and the Company's cash position at period-end.

### Selected Cash Flow Information for the Three Months and Year Ended December 31, 2021

<i>(in thousands)</i>	Three months ended December 31,		Year ended December 31,	
	2021	2020	2021	2020
Net cash (used in) provided by:				
Net Loss	\$ (27,803)	\$ (5,398)	\$ (26,368)	\$ (11,947)
Adjustments for items not involving cash	30,743	1,269	23,877	2,764
Changes in non-cash working capital items	(7,212)	757	(12,794)	8,630
Operating activities	(4,272)	(3,372)	(15,285)	(553)
Financing activities	(409)	(424)	27,707	(1,299)
Investing activities	(433)	(369)	(13,917)	(855)
Effects of foreign exchange on cash and restricted cash	(67)	1,339	127	1,001
Net increase (decrease) in cash and restricted cash	(5,181)	(2,826)	(1,368)	(1,706)
Cash and restricted cash, beginning of period	14,272	13,285	10,459	12,165
Cash and restricted cash, end of period	\$ 9,091	\$ 10,459	\$ 9,091	\$ 10,459

<sup>2</sup> This section contains forward-looking information and is based on a number of risks and assumptions, including those described under "Assumptions and Expectations". See "Cautionary Note Regarding Forward-Looking Statements".

### *Operating activities*

Net cash used in operating activities totaled \$4.3 million for the three months ended December 31, 2021 compared to \$3.4 million for the three months ended December 31, 2020. The increase was primarily due to a decrease in gross margins due to lower wholesale prices for bulk goods, less sellable flower production from the Salinas Production Campus and increases in cost of sales as the result of increases in Q4 2021 for electric and gas utilities as the colder months required heating and supplemental lights. In addition, due to the DHS Acquisition, the Company had increased working capital requirements.

Net cash used in operating activities of \$15.3 million for the year ended December 31, 2021 increased by \$14.7 million compared to the year ended December 31, 2020. The increase in cash used was primarily related to additional costs incurred related to the transactions during the year including the Offering, Facility, Sublime Acquisition, DHS Acquisition, Roll Up Financing and cash used for the acquisitions that closed subsequent to year end. The Company experienced higher expenses in the year related to integration and transaction costs as well as general working capital requirements related to acquisitions. In addition, the following items contributed to the increase in net cash used during the year: a decrease in gross profits due to the softening of the California cannabis market, lower wholesale prices for bulk goods, the increased cost of sales related to wholesale operations and less saleable flower production from the Salinas Production Campus.

### *Financing activities*

Net cash used in financing activities of \$0.4 million during the three months ended December 31, 2021 was comparable to the same period in the prior year. Net cash used was related to cash payments of principal on the lease liabilities.

Net cash provided by financing activities during the year ended December 31, 2021 was \$27.7 million, primarily due to gross proceeds of \$27.6 million (approximately C\$35.1 million) from the Offering, which was offset by cash issuance costs of \$0.7 million. The Company also borrowed \$11.8 million under its Facility, which was offset by the principal repayment of notes payable of \$9.1 million related to the CFP Loan, principal repayment of convertible notes of \$0.5 million and \$0.1 million related to the payoff of a Sublime note and cash payments of principal on lease liabilities of \$1.5 million. The Company also received proceeds of approximately \$0.2 million from the exercise of 1,335,877 stock options during the period. During the year ended December 31, 2020, net cash used in financing activities was \$1.3 million mainly related to cash payments of principal on lease liabilities.

### *Investing activities*

Net cash used in investing activities of \$0.4 million during the three months ended December 31, 2021 was comparable to the same period in the prior year. Net cash used related to purchases of property, plant and equipment to build out the San Francisco dispensary.

Net cash used in investing activities during the year ended December 31, 2021 was \$13.9 million, driven primarily by the purchase of \$5.0 million of 15% senior secured convertible debentures, \$1.0 million related to the purchase of a note receivable, \$0.9 million for the settlement of pre-existing relationships related to the Sublime Acquisition and DHS Acquisition, cash paid (net of cash received) for the Sublime Acquisition and DHS Acquisition of \$0.4 million and \$3.4 million, respectively, as well as investments in property, plant and equipment of \$1.6 million related to the Company's upgrade of one of its greenhouses at the Salinas Production Campus and \$1.2 million to build out the San Francisco dispensary. During the year ended December 31, 2020, net cash used in investing activities was \$0.9 million, of which approximately \$0.8 million was for additions to new property, plant and equipment and \$0.1 million was an advance to a related party.

### Contractual Obligations

In addition to the commitments outlined in Note 12, *Right-of-use Assets and Lease Liabilities*, and Note 28, *Commitments and Contingencies*, of the 2021 Financial Statements, the Company has the following contractual obligations as at December 31, 2021:

	Less than 1 Year	1 to 3 Years	4 to 5 Years	> 5 Years	Total
Accounts payable and accrued liabilities	\$ 23,692,814	\$ -	\$ -	\$ -	\$ 23,692,814
Revolving credit facility	-	11,845,678	-	-	11,845,678
	<u>\$ 23,692,814</u>	<u>\$ 11,845,678</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 35,538,492</u>

Management believes there is sufficient capital to meet short-term business obligations, after taking into account cash flow requirements from operations and the Company's cash position as at period-end.

### Commitments and Contingencies

See Note 28, *Commitments and Contingencies* in the 2021 Financial Statements for the Company's disclosures on commitments and contingencies.

### Off-Balance Sheet Arrangements

As at December 31, 2021 and the date of this MD&A, the Company does not have any off-balance sheet arrangements.

### Related Party Transactions

See Note 27, *Related Party Transactions and Key Management Compensation* in the 2021 Financial Statement for the Company's disclosures on related party transactions.

### Interest of Management and Others in Material Transactions

#### *Sublime Acquisition*<sup>3</sup>

As at July 2, 2021, the closing date of the Sublime Acquisition, Cresco Capital Partners II LLC ("Cresco") beneficially owned, and exercised control or direction over approximately 18.68% of the SVS. On a fully-diluted basis, Cresco owned less than 10.0% of the issued and outstanding SVS and approximately 12.76% of the issued and outstanding SVS on an as-converted and partially-diluted basis. The completion of the Sublime Acquisition resulted in the issuance of 207,579.66 MVS to Sublime shareholders. Cresco was entitled to a minimum of 20,570.25 MVS based on its ownership of the Sublime shares, resulting in a decrease in Cresco's interest in the MVS of approximately 7.43% on a partially diluted basis, provided that (i) such MVS are currently held in trust on behalf of Cresco for 12 months; and (ii) Cresco will be entitled to a substantial number of additional shares under the terms of the lock-up agreements and escrow arrangements amongst the former shareholders of Sublime. Based on its shareholdings as at the closing date of the Sublime Acquisition, and assuming Cresco is only entitled to 20,570.25 MVS, Cresco beneficially owns, and exercises control or direction over, 697,638 SVS, 91,570.25 MVS and 35,500 warrants to purchase MVS, representing approximately 12.84% of the issued and outstanding MVS on a non-diluted basis and approximately 19.39% of the issued and outstanding MVS on a partially-diluted basis, assuming the exercise of the warrants held by Cresco. Based on its shareholdings as at the closing date of the Sublime Acquisition, and assuming the conversion of all of the MVS beneficially owned, or controlled or directed, by Cresco, and that no other securities, including those convertible into, or exercisable for, Harborside's securities, are issued, converted or exercised, Cresco beneficially owns, and exercises control or direction over approximately 22.50% of the SVS, representing an increase in Cresco's interest in the SVS of approximately 3.82%. All MVS are subject to the Mandatory Conversion that occurred on March 31, 2022 (see "Subsequent Events" for details).

CCP Flrish Inc. ("CCPF"), Cresco Capital Partners, LLC ("CCP"), Matt Hawkins and Andrew Sturner, each a "joint actor" (as such term is defined in National Instrument 62-103 – The Early Warning System and Related Take-Over Bid and Insider Reporting Issues) of Cresco, also own, or exercise control or direction over, securities of Harborside. Based on

<sup>3</sup> The information in this section is based on information provided by Cresco to Harborside, and is based on Cresco's shareholdings of Harborside as at the closing date of the Sublime Acquisition.

shareholdings as at the closing date of the Sublime Acquisition, Cresco, together with CCPF, CCP, Mr. Hawkins and Mr. Sturner, owns, or exercises control or direction over as at the closing date of the Sublime Acquisition, an aggregate of 91,570.25 MVS, 1,179,565 SVS, 35,500 warrants to purchase MVS and 463,350 stock options, representing approximately 19.39% of the issued and outstanding MVS on a partially-diluted basis, assuming the exercise of the warrants held by Cresco and approximately 24.40% of the issued and outstanding SVS on a partially-diluted basis, assuming (i) the conversion of all of the MVS beneficially owned, or controlled or directed, by Cresco; (ii) the exercise of the warrants held by Cresco and subsequent conversion into SVS; (iii) the exercise of all stock options owned by Mr. Hawkins and Mr. Sturner; and (iv) that no other securities, including those convertible into, or exercisable for, Harborside's securities, are issued, converted or exercised. All MVS are subject to the Mandatory Conversion that occurred on March 31, 2022 (see "Subsequent Events" for details).

## **Capital Management**

The Company's objectives when managing its capital are to ensure that there are adequate capital resources to safeguard the Company's ability to continue as a going concern, meet capital expenditures required for its continued operations, and to maintain a flexible capital structure which optimizes the cost of capital within a framework of acceptable risk. The Company manages its capital structure and adjusts it as appropriate given changes in economic conditions and the risk characteristics of its underlying assets. To maintain or adjust its capital structure, the Company may issue new shares, issue new debt or acquire or dispose of assets. With the exception of certain restrictive covenants included in various debt instruments, the Company is not subject to externally imposed capital requirements. The Company's Board does not establish quantitative return on capital criteria for management, but rather relies on the management team's expertise to sustain future development of the business.

Management has chosen to mitigate the risk and uncertainty associated with raising additional capital within current economic conditions by:

- (i) minimizing discretionary disbursements;
- (ii) reducing operating expenditures throughout the Company; and
- (iii) exploring alternate sources of liquidity.

Management reviews its capital management approach on an ongoing basis and believes that this approach, given the relative size of the Company, is reasonable. There have been no material changes to the Company's capital management approach during the years ended December 31, 2021 and 2020, respectively.

## **Financial and Risk Management**

The Company is exposed to a variety of financial instrument related risks and is exposed to liquidity risk, credit risk, interest rate risk, foreign exchange risk, equity price risk, asset forfeiture risk and banking risk. Management, in conjunction with the Board, mitigates these risks by assessing, monitoring and approving the Company's risk management processes. See Note 30 in the 2021 Financial Statements for the Company's financial instruments, financial risk factors, and other instruments. The Company's financial risk activities are governed by the appropriate policy and procedures and financial risks are identified, measured and managed in accordance with Company policies and risk appetite.

In addition, the Company noted the following risks specific to the cannabis industry that it is exposed to:

### *Tax risk*

Tax risk is the risk of changes in the tax environment that would have a material adverse effect on the Company's business, results of operations, and financial condition. Currently, state licensed cannabis businesses are assessed a comparatively high effective federal tax rate due to IRC §280E, which bars cannabis businesses from deducting all expenses except their cost of goods sold when calculating federal tax liability. Any increase in tax levies resulting from additional tax measures may have a further adverse effect on the operations of the Company, while any decrease in such tax levies will be beneficial to future operations.

### *Regulatory risk*

Regulatory risk pertains to the risk that the Company's business objectives are contingent, in part, upon the compliance with regulatory requirements. Due to the nature of the industry, regulatory requirements can be more stringent than other industries and may also be punitive in nature. Any delays in obtaining, or failure to obtain regulatory approvals can significantly delay operational and product development and can have a material adverse effect on the Company's business, results of operation, and financial condition.

The Company routinely monitors regulatory changes occurring in the cannabis industry at the city, state, and national levels. Although the general regulatory outlook for the cannabis industry has been moving in a positive direction, unforeseen regulatory changes could have a material adverse effect on the business as a whole.

### **Issued and Outstanding Share Capital**

As at December 31, 2021, the Company had the following securities issued and outstanding on a fully diluted basis, expressed as the number of SVS issuable upon conversion or exercise, as applicable, of such securities:

<b>Designation of Securities</b>	<b>Number of Underlying SVS</b>
Subordinate Voting Shares	39,525,407
Multiple Voting Shares	42,597,073
Options	4,624,152
Restricted Share Units	75,000
Warrants	14,175,900
Broker Warrants	1,138,308
<b>Total Fully Diluted Share Capital</b>	<b>102,135,840</b>

As at the date of this MD&A, the Company has the following securities issued and outstanding on a fully diluted basis, expressed as the number of SVS issuable upon conversion or exercise, as applicable, of such securities:

<b>Designation of Securities</b>	<b>Number of Underlying SVS</b>
Subordinate Voting Shares	235,472,069
Options	20,499,475
Restricted Share Units	3,725,000
Warrants	16,175,900
Broker Warrants	1,138,308
<b>Total Fully Diluted Share Capital</b>	<b>277,010,752</b>

## **Subsequent Events**

### *Roll Up Financing*

On February 10, 2022, the Company closed the first tranche of its Roll Up Financing with Pelorus. Pelorus funded a total of \$45.4 million pursuant to the first tranche of the Roll Up Financing, funded through three separate loans to the Company, Loudpack and Urbn Leaf. The Company received approximately \$15.5 million, Loudpack received approximately \$16.4 million, and Urbn Leaf received approximately \$13.5 million of the aggregate amount funded under the first tranche. From its share of the proceeds of the Roll Up Financing, the Company repaid the \$12.0 million which was previously outstanding under the Facility. The second tranche of the Roll Up Financing was disbursed to the Company on April 8, 2022, following the close of the Company's acquisitions of Loudpack and Urbn Leaf. The Roll Up Financing contains a nominal interest rate of 10.25% and is secured by certain real estate assets, cannabis licenses and other assets of the Company, Urbn Leaf and Loudpack. The Roll Up Financing is subject to debt service ratio requirements, interest reserves, certain cross-corporate guarantees and defaults, subordination agreements and intercreditor agreements, along with a general corporate guaranty from the Company.

### *Repayment and Termination of the Facility*

In conjunction with receiving the funds from the first tranche of the Roll Up Financing, the Company repaid and terminated the Facility on February 10, 2022.

### *Subsequent FGW Agreement*

On February 15, 2022, the Company announced it had entered into the Subsequent FGW Agreement, whereby a further 29.9% interest in FGW would be acquired, subject to certain material closing conditions, including approvals from regulatory authorities. The acquisition of the Subsequent Shares will increase the Company's interest in FGW to 80%. The Company also retains the right of first refusal to purchase, in its discretion, in whole or in part and in one or more closings, the remaining 20% of FGW, subject to regulatory approvals. Pursuant to the Subsequent FGW Agreement, the Company will pay an aggregate purchase price of \$1,300,650 for the Subsequent Shares. The purchase price of the Subsequent Shares will be satisfied in MVS priced at the greater of: (i) the 30-day volume weighted average price of the SVS on the CSE ending on the day prior to closing of the purchase of the Subsequent Shares multiplied by 100; (ii) C\$150 per MVS; or (iii) such other price as may be approved by the CSE. Prior to the closing of the acquisition of the Subsequent Shares, the Subsequent FGW Agreement will be amended to reflect the occurrence of the Mandatory Conversion and the Consolidation, as applicable, and in particular the issuance of SVS instead of MVS as consideration for the Subsequent Shares. All MVS are subject to the Mandatory Conversion (see below).

### *Urbn Leaf Acquisition*

On March 1, 2022, pursuant to the terms of the definitive agreement announced on November 29, 2021, the Company completed the acquisition of Urbn Leaf (the "Urbn Leaf Acquisition"). Pursuant to the terms of the Urbn Leaf Acquisition, Harborside acquired 100% of the equity interests of Urbn Leaf through the issuance of 60,000,000 SVS, and the restructuring and assumption of debt.

In connection with the Urbn Leaf Acquisition, the Company announced the resignation of Matthew Hawkins as interim Chief Executive Officer and the appointment of Ed Schmults as Chief Executive Officer of the Company. Mr. Schmults also joined the Board, filling a vacancy created by the resignation of Alexander Norman.

### *LUX Settlement Agreement*

On March 25, 2022, the Company entered into a settlement agreement with LUX which calls for certain cash payments to be made to the Company in exchange for the release of any claims by the Company.

### *Mandatory Conversion of MVS to SVS*

On March 31, 2022, the Company completed the mandatory conversion of all of its issued and outstanding MVS to SVS (the “Mandatory Conversion”). The Mandatory Conversion has resulted in each holder of MVS being entitled to 100 SVS for each MVS it holds. In addition, all MVS Warrants previously exercisable into MVS, are now exercisable into SVS. In particular, each holder of MVS Warrants is now entitled to receive, upon exercise of the MVS Warrants, one hundred (100) SVS per MVS Warrant at an exercise price of C\$369 per MVS Warrant (not taking into account the Consolidation).

### *Loudpack Acquisition*

On April 4, 2022, pursuant to the terms of the definitive agreement announced on November 29, 2021, the Company completed the acquisition of Loudpack (the “Loudpack Acquisition”). Pursuant to the terms of the Loudpack Acquisition, Harborside acquired 100% of the equity interests of Loudpack through the issuance of 90,752,140 SVS, 2,000,000 warrants, the restructuring and assumption of approximately \$50 million of debt and cash consideration of approximately \$5 million. The warrants issued are exercisable to purchase SVS at a price of \$2.50 per SVS, anytime within five years of the closing date. Harborside has the option to accelerate the expiration date of the warrants in the event that the volume weighted average trading price of the SVS is equal to or greater than \$5.00.

In connection with the Loudpack Acquisition, the Company announced the appointment of Marc Ravner as President of Integration of the Company. Mr. Ravner also joined the Board (see below).

### *Name Change to StateHouse Holdings Inc. and Share Consolidation*

On April 4, 2022, the Company announced that it plans to file articles of amendment to officially be renamed StateHouse Holdings Inc. (the “Name Change”) and to effect the consolidation (the “Consolidation”) of all of its issued and outstanding SVS. Pursuant to the Consolidation, shareholders are expected to receive one post-Consolidation SVS for every six pre-Consolidation, subject to the Company continuing to meet minimum listing requirements of the CSE. The Company has decided to postpone until further notice the implementation of the Name Change and the Consolidation.

### *Changes to the Board of Directors and Appointment of New Officers*

On April 4, 2022, Kevin Albert, Andrew Sturner and Peter Kampian departed from the Board to create vacancies for the new members (the “Resignations”). On the same day, the Company announced that Marc Ravner, Tiffany Liff and Jonathon Roy Pottle had joined the Board, effective immediately, as approved by the shareholders of the Company on February 22, 2022. Mr. Sturner has transitioned into the role of Board observer, alongside Roger Jenkins and Will Senn, who will retain their existing roles as Board observers.

At the same time, the Company also announced that Robert Bacchi had been appointed Chief Technology Officer of the Company.

### *Grant of Incentive Options and RSUs to the Board and Management*

On April 4, 2022, the Company announced that, pursuant to the appointments of Ed Schmults as Chief Executive Officer of the Company, and Will Senn as Chief Corporate Development Officer of the Company, as announced on March 1, 2022 following the Urbn Leaf Acquisition, the Company granted to Mr. Schmults and Mr. Senn: (i) options to purchase an aggregate of 5,758,797 SVS; and (ii) restricted share units representing the right to receive up to an aggregate of 912,599 SVS, subject to the satisfaction of certain vesting conditions. Each such option is exercisable into one SVS at an exercise price of C\$0.70 per SVS for a period of five years following the date of grant.

Following completion of the Loudpack Acquisition, the Company granted (i) options to purchase an aggregate of 10,001,203 SVS; and (ii) RSUs representing the right to receive up to an aggregate of 787,401 SVS, subject to the satisfaction of certain vesting conditions, to certain employees of the Company. In addition, the Company granted RSUs representing the right to receive up to an aggregate of 1,950,000 SVS, subject to the satisfaction of certain vesting conditions, to members of its newly reconstituted Board.

The Company also granted options to purchase up to 50,000 SVS to each of Mr. Albert, Mr. Sturner and Mr. Kampian, for certain advisory and consulting services to be provided to the Company following the Resignations, and options to purchase up to 50,000 SVS to Mr. James Scott, in connection with his role as Chair of the special committee of the Company.



Each option granted is exercisable into one SVS at an exercise price of C\$0.75 per SVS for a period of five years following the date of grant. All options and RSUs were granted in accordance with the Company's equity incentive plan adopted by the Board on January 17, 2022 and approved by shareholders on February 22, 2022.

### *Shares for Debt*

On April 4, 2022, the Company agreed to issue an aggregate of 1,443,493 SVS at a deemed issuance price of approximately C\$0.72 per SVS to settle C\$1,034,647 owing to certain advisors of the Company (the "Indebtedness") for certain advisory services provided to the Company in connection with the Urbn Leaf Acquisition and the Loudpack Acquisition. The Company chose to satisfy the Indebtedness with SVS in order to preserve its cash for development of its business.

### **Disclosure of Internal Controls over Financial Reporting**

Management has established processes to provide them sufficient knowledge to support representations that they have exercised reasonable diligence that (i) the consolidated financial statements 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 is made, as of the date of and for the periods presented by the consolidated financial statements; and (ii) the Company's unaudited condensed interim consolidated financial statements fairly present in all material respects the financial condition, results of operations and cash flows of the Company, as of the date of and for the periods presented. In contrast to non-venture issuers, this MD&A does not include representations relating to the establishment and maintenance of disclosure controls and procedures ("DC&P") and internal control over financial reporting ("ICFR"). In particular, management is not making any representations relating to the establishment and maintenance of: controls and procedures designed to provide reasonable assurance that information required to be disclosed by the Company in its filings or other reports or submitted under securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation; and a process to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. Investors should be aware that inherent limitations on the ability of management of the Company to design and implement on a cost-effective basis DC&P and ICFR may result in additional risks to the quality, reliability, transparency and timeliness of filings and other reports provided under securities legislation.

### **COVID-19 Strategy<sup>4</sup>**

During the pandemic, the Company has been able to maintain operations and expand delivery services to customers located in Oakland, San Jose and the Greater East Bay and Peninsula areas and increase curbside pick-up and/or drive-thru options at all of its retail locations to provide additional fulfilment models that are safe and efficient for employees and customers. Management has not observed any indicators of impairment to assets or a significant change in the fair value of assets due to the COVID-19 pandemic. While the Company has not experienced any failure to secure critical supplies or services, future disruptions in its supply chain are possible and may significantly increase cost. The Company implemented new in-store safety and sanitation protocols in accordance with the guidance of the Centers for Disease Control and Prevention ("CDC") at all locations to better protect the health and safety of both employees and customers. The Company also emphasized its continued efforts to align labor costs with customer demand, cut all non-essential operational expenses, hold off on any non-accretive operational and capital projects and suspend all non-essential supplier contracts. Ensuring that customers continue to have safe and uninterrupted access to its products, as well as maintaining high quality grow, cultivation, production, and manufacturing capabilities, will be critical to the Company's success. The Company is re-assessing its response to the COVID-19 pandemic on an ongoing basis. Due to the rapid developments and uncertainty surrounding COVID-19, it is not possible to predict the impact of these developments on all aspects of the business.

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<sup>4</sup> This section contains forward-looking information and is based on a number of risks and assumptions, including those described under "Assumptions and Expectations". See "Cautionary Note Regarding Forward Looking Statements".

## Risk Factors

The Company's results of operations, business prospects, financial position and achievement of strategic plans are subject to a number of risks and uncertainties and are affected by a number of factors which could have a material adverse effect on the Company's business, financial condition, or future prospects. These risks should be considered when evaluating an investment in the Company and may, among other things, cause a decline in the price of the shares. Refer to the Company's most recent Annual Information Form, filed on SEDAR at [www.sedar.com](http://www.sedar.com), for information on risk factors to which the Company is subject. In addition, see "Cautionary Note Regarding Forward-Looking Information" above.

### Mandated Disclosure for Canadian Companies with U.S. Marijuana-Related Assets

On February 8, 2018, the Canadian Securities Administrators ("CSA") published the Staff Notice, which provides specific disclosure expectations for issuers that currently have, or are in the process of developing, cannabis-related activities in the U.S. as permitted within a particular state's regulatory framework. All issuers with U.S. cannabis-related activities are expected to clearly and prominently disclose certain prescribed information in required disclosure documents. Additional disclosures are required to the extent a reporting issuer is deemed to be directly or indirectly engaged in the U.S. cannabis industry, or deemed to have "ancillary industry involvement", all as further described in the Staff Notice.

Currently, the Company's involvement in the U.S. cannabis industry is "direct" through its operations from the Harborside dispensaries in Oakland, San Jose, San Leandro and Desert Hot Springs, California, the Terpene Station Dispensary in Oregon, the Sublime manufacturing facility in Oakland, California, the Salinas Production Campus, the Greenfield Campus, the Urbn Leaf dispensaries in San Diego (Bay Park), San Diego (San Ysidro), La Mesa, Grossmont, Vista, Grover Beach, Seaside and San Jose, and the distribution centers in San Jose and Los Angeles. Disclosures for issuers with "direct" involvement include, but are not limited to: (i) a description of the nature of a reporting issuer's involvement in the U.S. cannabis industry; (ii) an explanation that marijuana is illegal under U.S. federal law and that the U.S. enforcement approach is subject to change; (iii) a discussion of available guidance from federal authorities or prosecutors regarding the risk of enforcement action in any jurisdiction where the issuer conducts U.S. marijuana-related activities; (iv) a discussion of related risks, such as the risk that third-party service providers could suspend or withdraw services and the risk that regulatory bodies could impose certain restrictions on the issuer's ability to operate in the U.S.; (v) a discussion of the reporting issuer's ability to access public and private capital, including which financing options are and are not available to support continuing operations; (vi) statement about whether and how the reporting issuer's U.S. marijuana-related activities are conducted in a manner consistent with U.S. federal enforcement priorities, including whether legal advice has been obtained regarding (A) compliance with applicable state regulatory frameworks and (B) potential exposure and implications arising from U.S. federal law; (vii) a quantification of the issuer's balance sheet and operating statement exposure to U.S. marijuana related activities; (viii) a summary of the regulations for the U.S. states in which the issuer operates; (ix) an explanation of how the issuer complies with applicable licensing requirements and regulations in those states; (x) a discussion of the issuer's program for monitoring ongoing compliance with cannabis laws in those states and the issuer's internal compliance procedures; (xi) a positive statement indicating that the issuer is in compliance with applicable licensing requirements and regulations in those states; and (xii) a discussion of any non-compliance, citations or notices of violation which may have an impact on the issuer's license, business activities or operations.

As a result of the Company's operations, the Company is therefore subject to the requirements of the Staff Notice and accordingly provides the following disclosures:

*(i) Nature of Harborside's direct involvement in the U.S. cannabis industry*

The Company operates in and/or has ownership interests in California and Oregon, pursuant to state and local law and regulations. Harborside's retail dispensaries serve both adult-use and medical cannabis customers. Harborside-branded retail dispensaries in California are located in Oakland, San Jose, San Leandro and Desert Hot Springs. Harborside also owns a dispensary located in Eugene, Oregon which operates under the Terpene Station brand. The Company also holds a 21% ownership interest in FGW, a company that has the conditional use approval necessary to operate a retail cannabis dispensary and related businesses in the Haight Ashbury area of San Francisco. Under the terms of the Subsequent FGW Agreement, Harborside's ownership interest in FGW is expected to increase to 80%. Following the Urbn Leaf Acquisition, the Company holds a 100% ownership interest in Urbn Leaf, a company that operates retail dispensaries in San Diego (Bay Park), San Diego (San Ysidro), La Mesa, Grossmont, Vista, Grover Beach, Seaside and San Jose and is expected to begin operations on a strategic delivery hub in Redwood City in the 2022 calendar year. Taken together, Harborside's retail dispensaries have over 15 years of operating history, with more than \$420 million of historical sales, and in excess of 300,000 patients and customers served.

Harborside also owns and operates the Salinas Production Campus in Salinas, California, which enables the Company to produce a wide array of cannabis products that can be offered at varying price points, meeting the ever diverse and changing habits of customers and other dispensaries, manufacturers, and distributors. Harborside also operates the Sublime manufacturing/distribution facility in Oakland, California, which produces brands that are sold and shipped to other retailers throughout the state of California. Following the Loudpack Acquisition, the Company also owns the Greenfield Campus, one of the largest cannabis manufacturing facilities in the state of California, which focuses primarily on the creation, production and distribution of consumer packaged products that are sold and shipped to other Retailers throughout the state of California.

The Company also owns or controls a number of different cannabis brands that it uses to sell products at wholesale and retail, including “Harborside”, “Harborside Farms”, “KEY”, “Terpene Station”, “Sublime”, “Fuzzies”, “Urbn Leaf”, “Loudpack”, “King Pen”, “Smokiez”, “King Roll” and “Dimebag”. California is the largest adult-use cannabis market in the U.S.

*(ii) Cannabis is still illegal under U.S. federal law*

While cannabis containing greater than 0.3% THC by volume (“marijuana”) and cannabis-infused products are legal under the laws of several U.S. states (with vastly differing restrictions), presently the concept of “medical”, “retail” or “adult-use” cannabis does not exist under U.S. federal law, which deems all cannabis (other than industrial hemp) federally unlawful. The FCSA classifies marijuana as a Schedule I drug, making enforcement of federal marijuana prohibition a significant risk. Under U.S. federal law, a Schedule I drug or substance has a high potential for abuse, no accepted medical use and a lack of safety for the use of the drug under medical supervision. As such, cannabis-related practices, or activities, including without limitation, the manufacture, importation, possession, use or distribution of cannabis are illegal under U.S. federal law.

The U.S. Supreme Court has ruled in a number of cases that the federal government does not violate the federal constitution by regulating and criminalizing cannabis, even for medical purposes. Therefore, federal laws criminalizing the commercialization and use of cannabis preempt state laws that legalize its use for medicinal purposes by patients and discretionary purposes by adults, and regulate the commercial production, distribution and sale of cannabis. Notwithstanding such federal preemption, 36 states, the District of Columbia, Puerto Rico, U.S. Virgin Islands, and Guam allow their residents to use medical marijuana as of the date of this MD&A. Additionally, 16 states – Alaska, Arizona, California, Colorado, Illinois, Maine, Massachusetts, Michigan, Montana, Nevada, New Jersey, New York, Oregon, South Dakota, Vermont and Washington – and the territories of Guam, Northern Mariana Islands, and the District of Columbia have approved and have implemented or are implementing regulations to legalize cannabis for adult use. The constitutional validity of South Dakota’s voter initiative is currently being challenged in state courts and is pending appeal. Additionally, as of the time of this writing both Virginia and New Mexico legislatures have enacted adult-use legalization legislation, which in each case is awaiting their respective governor’s signature.

*(iii) Available guidance made by federal authorities or prosecutors regarding the risk of enforcement action in the jurisdictions where Harborside operates*

The U.S. Department of Justice (the “DOJ”) has issued official guidance regarding cannabis enforcement in 2009, 2011, 2013, 2014 and 2018 in response to state laws that legalize medical and adult-use cannabis. In each instance, the DOJ has stated that it is committed to the enforcement of federal laws and regulations related to cannabis. However, the DOJ has also recognized that its investigative and prosecutorial resources are limited. As of January 4, 2018, the DOJ has rescinded all federal enforcement guidance specific to cannabis (including the Cole Memo, discussed below) and has instead directed that federal prosecutors should follow the “Principles of Federal Prosecution” originally set forth in 1980 and subsequently refined over time in chapter 9-27.000 of the U.S. Attorney’s Manual. This direction has created broader discretion for federal prosecutors to potentially prosecute state-legal medical and adult-use cannabis businesses, even if they are not engaged in cannabis-related conduct enumerated by the Cole Memo.

Prior to 2018 and per the Cole Memo issued on August 29, 2013, the DOJ acknowledged that certain U.S. states had enacted laws relating to the use of cannabis and outlined the U.S. federal government’s enforcement priorities with respect to cannabis notwithstanding the fact that certain states have legalized or decriminalized the use, sale, and manufacture of cannabis. The Cole Memo was addressed to “All United States Attorneys” from James M. Cole, former Deputy Attorney General of the U.S., indicating that federal enforcement of the applicable federal laws against cannabis-related conduct should be focused on eight priorities, which are to prevent:

1. Distribution of cannabis to minors;
2. Criminal enterprises, gangs, and cartels from receiving revenue from the sale of cannabis;
3. Transfer of cannabis from states where it is legal to states where it is illegal;
4. Cannabis activity from being a pretext for trafficking of other illegal drugs or illegal activity;
5. Violence or use of firearms in cannabis cultivation and distribution;
6. Drugged driving and adverse public health consequences from cannabis use;
7. Growth of cannabis on federal lands; and
8. Cannabis possession or use on federal property.

In particular, the Cole Memo noted that in jurisdictions that have enacted laws legalizing cannabis in some form and that have also implemented strong and effective regulatory and enforcement systems to control the cultivation, distribution, sale and possession of cannabis, conduct in compliance with those laws and regulations is less likely to be a priority at the federal level. Notably, however, the DOJ did not provide specific guidelines for what regulatory and enforcement systems it deemed sufficient under the Cole Memo standard.

On November 14, 2017, Jeff Sessions, then the U.S. Attorney General, made a comment before the House Judiciary Committee about prosecutorial forbearance regarding state-licensed cannabis businesses. In his statement, Mr. Sessions stated that in accordance to the U.S. federal government’s current policy, while states may legalize cannabis for its law enforcement purposes, it remains illegal with regard to federal purposes.

On January 4, 2018, the Cole Memo was rescinded by a one-page memo signed by Mr. Sessions (the “Sessions Memo”). It is the Company’s opinion that the Sessions Memo did not represent a significant policy shift as it does not alter the DOJ’s discretion or ability to enforce federal cannabis laws, but rather provides additional latitude to the DOJ to potentially prosecute state-legal cannabis businesses even if they are not engaged in cannabis-related conduct enumerated by the Cole Memo as being an enforcement priority. The result of the rescission of the Cole Memo is that federal prosecutors are now free to utilize their prosecutorial discretion to decide whether to prosecute cannabis activities despite the existence of state-level laws that may be inconsistent with federal prohibitions; however, discretion is still given to the federal prosecutor to weigh all relevant considerations of the crime, including the deterrent effect of criminal prosecution, and the cumulative impact of particular crimes on the community. No direction was given to federal prosecutors as to the priority they should ascribe to such activities, and resultantly it is uncertain how active federal prosecutors will be in relation to such activities.

Furthermore, the Sessions Memo did not discuss the treatment of medical cannabis by federal prosecutors. Medical cannabis was protected against enforcement by enacted legislation from U.S. Congress in the form of the Rohrabacher-Blumenauer Amendment (as defined herein) which similarly prevents federal prosecutors from using federal funds to impede the implementation of medical cannabis laws enacted at the state level, subject to Congress restoring such funding (see “*U.S. Federal Budget Rider Protections*,” below). Due to the ambiguity of the Sessions Memo in relation to medical cannabis, there can be no assurance that the federal government will not seek to prosecute cases involving cannabis businesses that are otherwise compliant with state law (see “Risk Factors”).

As a result of the Sessions Memo, federal prosecutors may use their prosecutorial discretion to decide whether to prosecute cannabis activities despite the existence of state-level laws permitting such activity. No direction was given to federal prosecutors in the Sessions Memo as to the priority they should ascribe to such cannabis activities, and resultantly it is uncertain how active federal prosecutors will be in relation to such activities. Furthermore, the Sessions Memo did not discuss the treatment of medical cannabis by federal prosecutors. Under the Rohrabacher-Farr Amendment, federal prosecutors are prohibited from expending federal funds against medical cannabis activities that are in compliance with state law. Dozens of U.S. Attorneys across the country have affirmed that their view of federal enforcement priorities has not changed. In Washington, Annette Hayes, U.S. Attorney for the Western District of Washington, released a statement affirming that her office will continue to investigate and prosecute “cases involving organized crime, violent and gun threats, and financial crimes related to marijuana” and that “enforcement efforts with our federal, state, local and tribal partners focus on those who pose the greatest safety risk to the people and communities we serve.” However, in California, at least one U.S. Attorney has made comments indicating a desire to enforce the FCSA: Adam Braverman, Interim U.S. Attorney for the Southern District of California, has been viewed as a potential “enforcement hawk” after stating that the

rescission of the 2013 Cole Memo “returns trust and local control to federal prosecutors” to enforce the FCSA. Additionally, Greg Scott, the Interim U.S. Attorney for the Eastern District of California, has a history of prosecuting medical cannabis activity: his office published a statement that cannabis remains illegal under federal law, and that his office would “evaluate violations of those laws in accordance with our district’s federal law enforcement priorities and resources”. U.S. Attorney General Jeff Sessions resigned on November 7, 2018.

Even though the Cole Memo has been rescinded, the Company will continue to abide by its principles and prescriptions, as well as strictly following the regulations set forth by the current U.S. federal enforcement guidelines and the U.S. states in which the retail cannabis dispensaries operate.

The Strengthening the Tenth Amendment Through Entrusting States (STATES) Act, S. 3032 (2018), which would have protected individuals working in cannabis sectors from federal prosecution, was introduced in June 2018 through bipartisan efforts initiated by then Senator Cory Gardner together with Massachusetts U.S. Senator Elizabeth Warren. Senator Warren won re-election during the 2018 mid-term elections, which suggests she will support the change to federal law regarding cannabis. In addition, constituents of the State of Michigan voted to legalize recreational cannabis, making Michigan the first state in the Midwest U.S. to do so and the 10<sup>th</sup> in the U.S. overall, demonstrating growing sentiment among Americans towards legalization. Voters in the states of Missouri and Utah also approved ballot measures legalizing cannabis for medical use, making their states the 31<sup>st</sup> and 32<sup>nd</sup> to do so.

On December 20, 2018, the 2018 Farm Bill was signed by President Trump, and it permanently removed hemp and hemp derivatives (including CBD and other cannabinoids) from the purview of the FCSA.

William Barr was appointed as the U.S. Attorney General on February 14, 2019. In an April 10, 2019 Senate Appropriations Subcommittee meeting to discuss the Justice Department’s 2020 budget, in response to a question about his position on the proposed STATES Act, Attorney General Barr stated: “Personally, I would still favor one uniform federal rule against marijuana,” “But if there is not sufficient consensus to obtain that then I think the way to go is to permit a more federal approach so states can, you know, make their own decisions within the framework of the federal law. So we’re not just ignoring the enforcement of federal law.” The STATES Act, if it were to pass, would allow states to determine their own approaches to marijuana. Attorney General Barr said the legislation is still being reviewed by his office but that he would “much rather... the approach taken by the STATES Act than where we currently are.” It is unclear what impact this development will have on U.S. federal government enforcement policy. The inconsistency between federal and state laws and regulations is a major risk factor. The newly nominated Attorney General, Merrick Garland, has views that are unclear on this topic. Refer to the discussion under the heading “Mandated Disclosure for Canadian Companies with U.S. Marijuana-Related Assets”.

On September 23, 2019, Attorneys General of 21 states sent another letter to congressional leaders, voicing support for a bipartisan bill that would shield state-legal cannabis programs from federal interference. The letter emphasized that the STATES Act would enable cannabis businesses to access financial services, increasing transparency and mitigating risks associated with operating on a largely cash-only basis. This new letter, led by Attorney General Karl Racine of the District of Columbia, was joined by Attorneys General from Alaska, California, Colorado, Connecticut, Illinois, Iowa, Kentucky, Maine, Maryland, Massachusetts, Michigan, Minnesota, New Mexico, New York, Nevada, Oregon, Pennsylvania, Rhode Island, Vermont, and Washington State.

On November 21, 2019, the House Judiciary Committee voted 24 to 10 in favor of passing the Marijuana Opportunity Reinvestment and Expungement (MORE) Act of 2019. The bill would effectively put an end to cannabis prohibition in the U.S. on the federal level by removing it from Schedule 1 of the FCSA, and past federal cannabis convictions would be expunged. Additionally, if fully passed, the law would allow the Small Business Administration to issue loans and grants to cannabis-related businesses and provide a green light for physicians in the Veterans Affairs system to prescribe medical cannabis to patients, as long as they abide by state-specific laws.

On November 3, 2020, the U.S. held its 2020 presidential election, and adult-use cannabis legalization was approved via ballot measures in four additional states: Arizona, Montana, South Dakota and New Jersey. Additionally, medical cannabis was legalized via ballot measures in Mississippi and South Dakota, which became the first state to legalize medical and recreational cannabis simultaneously. In total, 15 states and Washington, DC have legalized cannabis for adult-use over the age of 21, while 36 states have legalized cannabis for medical use.

On November 4, 2020, the House passed the MORE Act, the first time that either Congressional house voted to de-schedule cannabis from the FCSA and thus decriminalize manufacturing, distribution, and possession. However, the Senate did not act before the end of the 2020 session.

On January 20, 2021, Joseph R. Biden was sworn in as the 46<sup>th</sup> President of the U.S, having announced a goal during his campaign to decriminalize cannabis possession federally; Democrats maintained their House majority and achieved control of the Senate. On March 10, 2021, House Democrats voted 220 to 211 in favor of passing the American Rescue Plan (ARP) Act, a \$1.9 trillion coronavirus relief package, which is among the largest economic stimulus packages in U.S. history. The ARP Act was signed by President Biden on March 11, 2021. While cannabis companies will likely see increased sales resulting from this third round of federal stimulus payments in the U.S., some industry experts have claimed that cannabis companies may be ineligible for certain small business credit initiatives outlined in the relief package.

In March 2021, New York became the 16<sup>th</sup> state to legalize adult-use cannabis, both doing so through legislative action. In the same month, Senate Majority Leader Chuck Schumer of New York, and Senators Ron Wyden (OR) and Cory Booker (NJ) met with cannabis industry advocates including the National Cannabis Industry Association and the Minority Cannabis Business Association to announce their intention to introduce legislation in the U.S. Senate that would legalize, tax and regulate commercial cannabis activity at the federal level. While President Biden has supported decriminalization of possession and has not expressed support for de-scheduling cannabis, Vice President Harris was one of the original sponsors of the MORE Act while she was still serving in the U.S. Senate, and has publicly stated her support for cannabis de-scheduling. Senate Majority Leader Schumer has indicated the Senate leadership's willingness to champion full cannabis legalization even without the support of President Biden. However, the legislation has not yet been introduced, and its passage is not assured, notwithstanding Democratic control of the federal executive and legislature. As such, such statements of support for de-scheduling do not materially affect the likelihood of federal enforcement of current cannabis laws against the Company or any other state-licensed cannabis enterprise.

While newly appointed U.S. Attorney General Merrick Garland had previously commented that he would deprioritize enforcement of low-level cannabis crimes such as possession, and that federal reforms are closely tied to the larger issue of social justice for minorities, Attorney General Garland has yet to offer further clarity on how he will enforce federal law or how to deal with states that have legalized medical or recreational cannabis. While bipartisan support is gaining traction on decriminalization and reform, there is no imminent timeline on any potential legislation. There is no guarantee that the Biden Presidential administration will not change its stated policy regarding the low-priority enforcement of U.S. federal laws that conflict with state laws.

On April 1, 2021, the House passed the latest iteration of the MORE Act.

**Any increase in the U.S. federal government's enforcement of current U.S. federal law could cause adverse financial impact and remain a significant risk to the Company's business, which could in turn have an impact on the Company's operations or financial results. A change in its enforcement policies could impact the ability of the Company to continue as a going concern** (see "Risk Factors").

#### U.S. Federal Budget Rider Protection

The U.S. Congress has passed appropriations bills (at various times, the "Rohrabacher-Farr Amendment," the "Leahy Amendment" and the "Joyce Amendment," hereinafter the "Budget Rider Protections") each of the last several years to prevent the federal executive branch (and specifically the DOJ) from using congressionally appropriated funds to enforce the FCSA against regulated medical cannabis businesses operating in compliance with state and local laws, which effectively allows states to implement their own laws that authorize the use, distribution, possession, or cultivation of medical cannabis. The Budget Rider Protections were first introduced in 2014 and has been reaffirmed annually since then as an amendment to omnibus appropriations bills, which by their nature expire at the end of a fiscal year or other defined term. On September 30, 2021, the amendment was renewed through the signing of a stopgap spending bill, effective through December 3, 2021. It should be noted that this amendment does not apply to adult-use cannabis.

U.S. courts have construed these appropriations bills to prevent the federal government from prosecuting individuals when those individuals comply with applicable state law. However, because this conduct continues to violate U.S. federal law, U.S. courts have observed that should Congress at any time choose to appropriate funds to fully prosecute the FCSA, any individual or business – even those that have fully complied with applicable state law – could be prosecuted for violations of U.S. federal law. Therefore, until Congress amends the FCSA regarding cannabis, enforcement of U.S. federal law remains a significant risk. Any increase in the U.S. federal government’s enforcement of current U.S. federal law could cause adverse financial impact and remain a significant risk to the Company’s business, which could in turn have an impact on the Company’s operations or financial results. A change in its enforcement policies could impact the ability of the Company to continue as a going concern (see “Risk Factors” in the Company’s MD&A for the year ended December 31, 2020).

#### Other statements made by U.S. federal authorities or prosecutors

In February 2018, former U.S. Attorney Billy Williams told a gathering that included Oregon Governor Kate Brown, law enforcement officials and representatives of the cannabis industry that Oregon has an “identifiable and formidable overproduction and diversion problem.” In May 2018, Attorney Williams issued a memorandum spelling out five U.S. federal enforcement priorities for illegal cannabis operations that violate U.S. federal laws, with the first priority to crack down on the leakage of surplus cannabis into bordering states where cannabis is still illegal. The memo also stated that U.S. federal prosecutors will also target keeping cannabis out of the hands of minors, any crimes that involve violence or firearm violations or organized crime, and cultivation that threatens to damage U.S. federal lands through improper pesticide and water usage.

To the knowledge of the Company’s management, there have not been any additional statements or guidance made by U.S. federal authorities or prosecutors regarding the risk of enforcement action in California or Oregon, the state jurisdictions within which Harborside operates.

- (iv) Related risks, including disruption of third-party provided services and the imposition of certain restrictions by regulatory bodies on Harborside’s ability to operate in the U.S.*

#### Asset forfeiture risk

As the cannabis industry remains illegal under U.S. federal law, any property owned by participants in the cannabis industry which is used in the course of conducting such business, or the proceeds of such business could be subject to seizure by law enforcement and subsequent civil asset forfeiture. Even if the owner of the property were never charged with a crime, the property in question could still be seized and subject to an administrative proceeding by which, with minimal due process, it could be subject to forfeiture.

#### Unfavorable tax treatment of cannabis businesses

Under §280E of the U.S. Tax Code, no deduction or credit shall be allowed for any amount paid or incurred during the taxable year in carrying on any trade or business if such trade or business (or the activities which comprise such trade or business) consists of trafficking in controlled substances (within the meaning of Schedule I and II of the FCSA) which are prohibited by federal law or the law of any state in which such trade or business is conducted. This provision has been applied by the IRS to cannabis operations, prohibiting them from deducting expenses directly associated with the sale of cannabis. §280E therefore has a significant impact on the Company’s retail sale of cannabis. A result of §280E is that an otherwise profitable business may, in fact, operate at a loss, after taking into account its U.S. income tax expenses.

#### Limited trademark protections

Due to the current illegality of cannabis sale or distribution under U.S. federal law, the Company is not able to register any U.S. federal trademarks for its cannabis products. Because producing, manufacturing, processing, possessing, distributing, selling, and using cannabis is a crime under the FCSA, the U.S. Patent and Trademark Office will not permit the registration of any trademark that identifies cannabis products. As a result, the Company likely will be unable to protect its cannabis product trademarks beyond the U.S. states in which it conducts business. The use of its trademarks outside the states in which it operates by one or more other persons could have a material adverse effect on the value of such trademarks, and growth of the Company’s business into other states may be adversely impacted by the Company’s inability to pursue U.S. federal trademark registration.

### Reliance on third-party service providers

Third-party service providers to the Company may withdraw or suspend their service to the Company under threat of criminal prosecution. Since under U.S. federal law the possession, cultivation, and transfer of cannabis and any related drug paraphernalia is illegal, companies that provide goods and/or services to companies engaged in cannabis-related activities may, under threat of federal civil and/or criminal prosecution, suspend or withdraw their services.

### Customs and Border Protection

Foreign investors in the Company and the Company's non-U.S. citizen directors, officers and employees may be subject to travel and entry bans into the U.S. by CBP. Media articles in 2018 reported that certain Canadian citizens had been rejected for entry into the U.S. due to their involvement in the cannabis sector.

The majority of persons traveling across the Canadian and U.S. border do so without incident, whereas some persons are simply barred entry one time. The U.S. Department of State and the Department of Homeland Security have indicated that the U.S. has not changed its admission requirements in response to the legalization in Canada of recreational cannabis, but anecdotal evidence indicates that the U.S. may be increasing its scrutiny of travelers and their cannabis related involvement.

Admissibility to the U.S. may be denied to any person working or "having involvement in" the cannabis industry, according to CBP. Inadmissibility in the U.S. implies a lifetime ban for entry as such designation is not lifted unless an individual applies for and obtains a waiver. Note that while the CBP previously publicized the foregoing policy on its website during the Trump Administration, the agency appears to have archived the webpage.

#### *(v) Ability to access public and private capital, and available financing options to support continuing operations*

U.S. federal anti-money laundering laws prohibit the deposit of returns from "specified unlawful activities" (including cannabis sales) into federally and state-chartered banks. The Company is subject to a variety of laws and regulations domestically and in the U.S. that involve money laundering, financial recordkeeping and proceeds of crime, including the Bank Secrecy Act, as amended by Title III of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act), Sections 1956 and 1957 of U.S.C. Title 18 (the Money Laundering Control Act), the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* (Canada), as amended and the rules and regulations thereunder, the *Criminal Code* (Canada) and any related or similar rules, regulations or guidelines, issued, administered or enforced by governmental authorities in the U.S. and Canada.

The SAFE Banking Act was passed by the U.S. House of Representatives on September 25, 2019 and reintroduced in the House and Senate in March 2021. This bill generally prohibits a federal banking regulator from penalizing a depository institution under federal money-laundering laws for providing banking services to a legitimate cannabis-related business. Specifically, the bill prohibits a federal banking regulator from (i) terminating or limiting the deposit insurance or share insurance of a depository institution solely because the institution provides financial services to a legitimate cannabis-related business; (ii) prohibiting or otherwise discouraging a depository institution from offering financial services to such a business; (iii) recommending, incentivizing, or encouraging a depository institution not to offer financial services to an account holder solely because the account holder is affiliated with such a business; (iv) taking any adverse or corrective supervisory action on a loan made to a person solely because the person either owns such a business or owns real estate or equipment leased or sold to such a business; or (v) penalizing a depository institution for engaging in a financial service for such a business.

As specified by the bill, a depository institution or a Federal Reserve bank shall not, under federal law, be liable or subject to forfeiture for providing a loan or other financial services to a legitimate cannabis-related business.

Notwithstanding that a majority of states have legalized medical cannabis, and the U.S. House's passage of the SAFE Banking Act, the SAFE Banking Act has not been enacted into law, and there has been no change in U.S. federal banking laws related to the deposit and holding of funds derived from activities related to the cannabis industry. Given that the U.S. federal government maintains sole jurisdiction over federally-chartered banks and financial institutions, and that federal law provides that the production and possession of cannabis is illegal under the FCSA, federally-chartered banks cannot accept funds for deposit from businesses involved with the cannabis industry. To date, fewer than 800 banks and credit unions in the U.S. offer financial services to the cannabis industry.



(vi) *Harborside's U.S. marijuana-related activities are conducted in a manner consistent with U.S. federal enforcement priorities, with legal advice regarding (a) compliance with applicable state regulatory frameworks and (b) potential exposure and implications arising from U.S. federal law*

As discussed above, and notwithstanding the rescission of the Cole Memo, Harborside continues to conduct its operations in compliance with the DOJ's most recent expression of U.S. federal enforcement priorities as set forth in the Cole Memo, which in turn presumes compliance with applicable state cannabis laws and regulations as an underlying premise for non-enforcement. In addition to employing in-house legal counsel, Harborside utilizes outside legal counsel to advise the Company on compliance with applicable state regulatory frameworks in the states where its retail dispensaries and production facilities conduct operations, as well as potential exposure and implications arising from developments in U.S. federal law. See the discussion further below for additional detail on how Harborside conducts its operations in full compliance with applicable local and state cannabis laws and regulations in Oregon and California.

*Harborside's balance sheet and operating statement exposure to U.S. marijuana related activities*

The following represents the approximate portion of certain assets on Harborside's consolidated statements of financial position that pertain to U.S. cannabis activities as at December 31, 2021:

<b>Statement of Financial Position Line Items</b>	<b>Percentage (%) which related to holdings with U.S. cannabis-related activities</b>
Cash	88%
Restricted cash	100%
Accounts receivable, net	90%
Inventories	100%
Biological assets	100%
Prepaid expenses	93%
Note receivable	100%
Other current assets	100%
Investments and advances	100%
Property, plant and equipment, net	100%
Right-of-use assets	100%
Deposits and other assets	100%
Intangible assets	100%
Goodwill	100%

The following represents the approximate operating exposure on Harborside’s consolidated statements of income (loss) and comprehensive income (loss) that pertain to U.S. cannabis activities for the year ended December 31, 2021:

<b>Statement of Income (Loss) and Comprehensive Income (Loss) Line Items</b>	<b>Percentage (%) which related to holdings with U.S. cannabis-related activities</b>
Retail revenue, net	100%
Wholesale revenue, net	100%
Manufacturing revenue, net	100%
Cost of goods sold – retail	100%
Cost of goods sold – wholesale	100%
Cost of goods sold – manufacturing	100%
Changes in fair value less costs to sell of biological assets transformation	100%
Realized fair value amounts included in inventory sold	100%
General and administrative expenses	94%
Professional fees	60%
Share-based compensation	100%
Allowance for expected credit losses	100%
Write-downs (recovery) of receivables and investments and advances	100%
Depreciation and amortization	100%
Interest income (expense), net	100%
Other income (expense)	100%
Provisions	100%
Fair value gain in other current assets, derivative liabilities and preferred shares	100%
Foreign exchange gain (loss)	-

*Summary of applicable state regulations in California and Oregon*

Regulations differ significantly amongst the U.S. states. Some states only permit the cultivation, processing and distribution of medical cannabis and cannabis-infused products. Some others also permit the cultivation, processing, and distribution of cannabis and cannabis-infused products for adult use purposes. The following sections present an overview of state-level regulatory conditions for the cannabis industry in which the Company’s retail dispensaries have an operating presence:

California

California passed the first medical cannabis law in U.S., the California Compassionate Use Act (“CUA”), through Proposition 215 in 1996. The CUA created a legal defense to criminal prosecution for the use, possession, and cultivation of cannabis by patients with a valid physician’s recommendation.

California then adopted Medical Marijuana Program Act (*aka* Senate Bill 420) in 2003, establishing not-for-profit medical cannabis patient collectives and retail dispensaries, a limited immunity from arrest for medical cannabis patients and collectives, and a voluntary patient ID card system.

In September of 2015, the California state legislature (the “Legislature”) passed three bills collectively known as the “Medical Cannabis Regulation and Safety Act” (“MCRSA”). MCRSA established a licensing and regulatory framework for medical cannabis businesses in California (which is still reflected in the successor laws discussed below) and permitted the formation and operation of for-profit cannabis businesses for the first time. The licensing system features multiple license types for storefront and delivery retailers, extraction facilities, infused products manufacturers, cultivation facilities, testing laboratories, transportation companies, and distributors. Extraction facilities require either a volatile solvent or non-volatile solvent manufacturing license, depending on their specific extraction methodology. Multiple agencies oversee different aspects of the program and businesses require both a state license and local approval to operate.

On November 8, 2016, California residents voted to approve the “Control, Regulate and Tax Adult Use of Marijuana Act” (“AUMA”) to tax and regulate cannabis for all adults 21 years of age and older.

On June 27, 2017, the Legislature passed state Senate Bill No. 94, also known as the “Medicinal and Adult-Use Cannabis Regulation and Safety Act” (“MAUCRSA”), which amalgamated the MCRSA and AUMA frameworks to provide a single uniform statute governing both medical and adult-use cannabis businesses, and authorizing the adoption of regulations, a licensing regime, and state taxes for cannabis businesses in the state. On November 16, 2017, the state introduced initial “emergency” regulations proposed by the BCC (within the California Department of Consumer Affairs), the Manufactured Cannabis Safety Branch (within the California Department of Public Health (“MCSB”)) and CalCannabis (within the California Department of Food and Agriculture (“CalCannabis,”) and together with the BCC and MCSB, the “Licensing Agencies”), which were ultimately adopted. The regulations built on MCRSA and AUMA and reinforced compliance with local laws as a prerequisite to compliance with the state regulations. On January 1, 2018, the new state regulations took effect, and the first legal adult-use cannabis businesses opened in California.

In 2020, Governor Newsom proposed to simplify the regulatory structure by merging the Licensing Agencies into a single, new state department, the Department of Cannabis Control (“DCC”). Effective July 12, 2021, all licensed cannabis businesses in California are regulated by the DCC.

MAUCRSA requires anyone engaged in “commercial cannabis activity”, which includes the cultivation, possession, manufacture, distribution, processing, storing, laboratory testing, packaging, labeling, transportation, delivery, or sale of cannabis and cannabis products, to be licensed (on an annual basis) to perform such activity. To legally operate a medical or adult-use cannabis business in California, cannabis operators must obtain both a state license and local approval. Local authorization is a prerequisite to obtaining the state license, and local governments are permitted to prohibit or otherwise regulate the types and number of cannabis businesses allowed in their locality. The state license approval process is not competitive and there is no limit on the number of state licenses an entity may hold. Vertical integration across multiple license types is allowed under MAUCRSA, although testing laboratory licensees may not hold any licenses other than a laboratory license.

In response to the spread of COVID-19, on March 19, 2020, Governor Newsom issued Executive Order N-33-20 directing all residents immediately to stay home and remain sheltered, except as needed to maintain continuity of operations of essential critical infrastructure sectors and additional sectors as the State Public Health Officer (the “SPHO”) may designate as critical to protect the health and well-being of all Californians. In accordance with this order, the SPHO designated a list of Essential Critical Infrastructure Workers, which included cannabis workers. In addition, cannabis operations were also deemed essential and encouraged to remain open under the various shelter-in-place orders issued by the applicable local county health officers.

## Oregon

In 1998, Oregon voters passed a limited non-commercial patient/caregiver medical cannabis law with an inclusive set of qualifying conditions. In 2013, Oregon enacted House Bill 3460 to create a regulatory structure for existing unlicensed medical cannabis storefront dispensaries. On June 30, 2015, Oregon enacted House Bill 3400, which improved on the existing regulatory structure for medical cannabis businesses and created a licensing process for cultivators and processors. The Oregon Health Authority (“OHA”) is the state agency that licenses and regulates medical cannabis businesses. The medical cannabis regulatory framework is referred to as the Oregon Medical Marijuana Program.

In November of 2014, Oregon voters passed Measure 91, the “Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act,” creating a regulatory and licensing system for adult-use retail cannabis stores and permitting home cultivation of cannabis. The Oregon Liquor and Cannabis Commission (the “OLCC”) licenses and regulates adult-use cannabis businesses. On October 15, 2015, the OLCC published draft recreational cannabis rules, which were adopted on June 29, 2016, as OLCC Division 25 of the Oregon Administrative Rules (“OAR Division 25”). These rules have been updated on a regular basis, due to administrative prerogative and legislative changes. Currently licensed cannabis companies in Oregon are not subject to residency requirements. OAR Division 25 will continue to evolve, subject to OLCC’s review and approval. Local governments may restrict – through reasonable time, place, and manner restrictions – or, under certain conditions, wholly prohibit the establishment of medical dispensaries or processing sites or any adult-use marijuana business within their jurisdiction.

In Oregon, there are six types of commercial cannabis licenses: producer (cultivation), processor (manufacture), wholesaler, retailer (dispensary), laboratory (testing), and research. Extracted oils, edibles, and flower products are permitted. Wholesaling and delivery are also permitted.

Until recently, Oregon law did not limit the number of adult-use cannabis business licenses. The passage of SB 218 in 2019 immediately prohibited the issuance of producer licenses for new applications that were submitted after June 15, 2018. SB 218 will be repealed on January 2, 2022. Also, in late May 2018, OLCC announced a “moratorium” on the processing of new applications of all license types submitted after June 15, 2018 – purportedly until it fully processes the backlog of applications submitted up to and on June 15, 2018 – although, with the exception of producer applications pursuant to SB 218, it continues to accept new applications. License renewals, changes of ownership of licenses, changes of location, and changes in financial interests in licenses remain unaffected by SB 218 or the moratorium.

Like California licensees, holders of cannabis licenses in Oregon are subject to a detailed regulatory scheme encompassing security, staffing, sales, manufacturing standards, testing, inspections, storage, inventory, advertising and marketing, product packaging and labeling, records and reporting, transportation and delivery, tracking of commercial cannabis activity and movement of cannabis and cannabis products across the supply chain, maintaining adequate controls against the diversion, theft, and loss of cannabis or cannabis products, and more. As with all jurisdictions, the full regulations, as promulgated by each applicable licensing agency, should be consulted for further information about any particular operational area.

Similar to California, Governor Brown also deemed cannabis an essential business in Oregon and has allowed cannabis operators to remain open during the COVID-19 pandemic.

*(vii) How Harborside complies with applicable licensing requirements and regulations in California and Oregon*

The Company is duly licensed and permitted to cultivate, manufacture, distribute, sell and deliver wholesale and retail cannabis and cannabis products pursuant to state and local laws and regulations. Harborside files all ownership disclosures, reports, notices and other submissions to the applicable licensing agencies required to maintain its current licenses and permits in good standing, and pays any licensing and permitting fees due in connection therewith.

The Company’s cannabis goods are all produced in full compliance with all applicable state laws and regulations. The goods are tested for potency and safety by independent laboratories licensed by the DCC, and all other consumer protection and youth access-prevention laws are adhered to, including but not limited to state packaging, labeling, marketing and advertising laws. All applicable local and state cannabis taxes are paid and remitted to the applicable taxing authorities.

In order to satisfy regulations intended to prevent diversion to the illicit market, the Company employs inventory control and reporting systems that document the present location, amount, and a description of all cannabis goods at all Harborside entities. All cannabis goods are tracked from seed to shelf using METRC, and other integrated systems adopted by the Company. Cannabis inventory is regularly manually reconciled against METRC according to the regulations. The Company performs regular monthly manual inventory reconciliations.

Additionally, the Company has undertaken extensive measures to ensure the security of the Company, its facilities, its inventory, its staff and its customers, and its community. Every licensed facility has strict access control, thorough camera coverage, and burglar alarms. These controls are supported by on-site security in certain instances.

Finally, the Company employs an in-house Quality and Compliance (“QC”) team to ensure compliance with all other applicable state and local regulations by individual employees and Harborside entities, and the Company as a whole. The QC team’s compliance work is discussed in further detail below.

*Harborside’s program for monitoring ongoing compliance with California and Oregon cannabis laws and Harborside’s internal compliance procedures*

The Company’s compliance program includes an in-house QC team dedicated to ensuring compliance with applicable local, U.S. state and federal laws on an ongoing basis. The Company presently employs two individuals on its QC team, and several additional employees whose job function includes some aspect of compliance. The QC team is tasked with carrying out various compliance-related tasks, including:

- ongoing review of Company’s policies, procedures, and controls to ensure alignment with local and state rules and regulations;
- ongoing training on the Company’s policies, procedures and controls, local and state rules and regulations, and the basic elements of the QC program for all staff (with supplemental trainings tailored for staff with specialized job functions, on an as needed basis);
- monthly internal audits of Company processes and procedures; and

- facility inspections to ensure compliance with the Company's policies, procedures and controls, and applicable local and state rules and regulations.

The QC team monitors state and federal law through routine review of regulatory websites, communication with regulatory authorities, and subscription to numerous industry resources that are focused on legal and compliance related issues. As rules or regulations are adopted, the QC team updates policies and procedures as appropriate and disseminates written guidance to all Harborside entities.

The Company also employs government relations professionals to help monitor the changing landscape of state and local law, while employing external legal counsel that assist in the monitoring, notification, and interpretation of any changes in the jurisdictions in which it operates. Such counsel regularly provides legal advice to the Company on maintaining compliance with state and local laws and regulation and the Company's legal and compliance exposures under U.S. federal law.

*(viii) Confirmation that Harborside is in compliance with applicable licensing requirements and regulations in California and Oregon*

As of the date of this MD&A, Harborside is in compliance with applicable licensing requirements and regulations in both California and Oregon.

*(ix) Non-compliance, citations, or notices of violation which may have an impact on Harborside's license, business activities or operations.*

As of the date of this MD&A, the Company has not received any notices of violation, denial or non-compliance from any U.S. state authorities imposing any material restriction and/or fines on Harborside's operations.

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

Management is responsible for all information contained in this MD&A. The Company's consolidated financial statements have been prepared in accordance with IFRS and include amounts based on management's informed judgments and estimates. The financial and operating information included in this MD&A is consistent with that contained in the 2021 Financial Statements in all material aspects.

#### **Approval**

The Audit Committee has reviewed the 2021 Financial Statements and this MD&A with management of the Company. At the recommendation of the Audit Committee, the Board of the Company has approved the 2021 Financial Statements and the disclosures contained in this MD&A.

**April 27, 2022**

Edward M. Schmults  
CEO and Director