

## **MANAGEMENT'S DISCUSSION AND ANALYSIS FOR THE THREE MONTHS ENDED MARCH 31, 2020**

HLS Therapeutics Inc. (“**HLS**” or the “**Company**”) was formed on March 12, 2018 by the amalgamation of HLS Therapeutics Inc. (“**former HLS**”) and Automodular Corporation (“**AMD**”). The following management’s discussion and analysis (“**MD&A**”) should be read in conjunction with the unaudited condensed interim consolidated financial statements of HLS for the three months ended March 31, 2020 and the audited consolidated financial statements and MD&A for the year ended December 31, 2019. References to “**HLS**” and the “**Company**” in this MD&A also refer to former HLS, as the context requires.

This discussion is presented as of May 6, 2020 and is current to that date unless otherwise stated.

The financial information presented in this MD&A is derived from the above noted financial statements prepared in accordance with International Financial Reporting Standards (“**IFRS**”), with the exception of the Selected Quarterly Information. All amounts are in thousands of United States (“**U.S.**”) dollars unless otherwise stated.

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

This MD&A contains forward-looking statements within the meaning of applicable securities laws. The use of any of the words “**expect**”, “**anticipate**”, “**continue**”, “**estimate**”, “**objective**”, “**ongoing**”, “**may**”, “**will**”, “**project**”, “**should**”, “**believe**”, “**plans**”, “**intends**”, “**potential**” and similar expressions are intended to identify forward-looking statements or information. More particularly and without limitation, this MD&A contains forward-looking statements and information concerning: statements with respect to future prospects for Company products, including Absorica<sup>®</sup>, Clozaril<sup>®</sup>, PERSERIS<sup>™</sup>, Trinomia<sup>®</sup> and Vascepa<sup>®</sup>; statements with respect to HLS’s pursuit of additional product and pipeline opportunities in certain therapeutic markets; and HLS’s anticipated cash needs and its need for additional financing.

The forward-looking statements and information included in this MD&A are based on certain key expectations and assumptions made by HLS and although HLS believes that the expectations and assumptions on which such forward-looking statements and information are based are reasonable, undue reliance should not be placed on the forward-looking statements and information because HLS can give no assurance that they will prove to be correct. Since forward-looking statements and information address future events and conditions, by their very nature they involve inherent risks and uncertainties. Actual results could differ materially from those currently anticipated due to a number of factors and risks. Factors and risks which could cause actual results or events to differ materially from those expressed in its forward-looking statements are discussed below and in HLS’s materials filed with the Canadian securities regulatory authorities from time to time, including, without limitation, the Company’s Annual Information Form dated March 18, 2020, which has been filed on SEDAR and can be accessed at [www.sedar.com](http://www.sedar.com).

The forward-looking statements and information contained in this MD&A are made as of the date hereof and HLS undertakes no obligation to update publicly or revise any forward-looking statements or information, whether as a result of new information, future events or otherwise, except as required by applicable securities laws.

## CAUTIONARY NOTE REGARDING NON-IFRS MEASURES

This MD&A refers to certain non-IFRS measures. These measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of HLS's results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of HLS's financial information reported under IFRS. HLS uses non-IFRS measures to provide investors with supplemental measures of its operating performance and thus highlight trends in its core business that may not otherwise be apparent when relying solely on IFRS financial measures. HLS also believes that securities analysts, investors and other interested parties frequently use non-IFRS measures in the evaluation of issuers. HLS's management also uses non-IFRS measures in order to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess HLS's ability to meet its future debt service, capital expenditure and working capital requirements.

In particular, management uses Adjusted EBITDA as a measure of HLS's performance. To reconcile net loss for the year with Adjusted EBITDA, each of (i) "stock-based compensation", (ii) "amortization and depreciation", (iii) "acquisition and transaction costs", (iv) "finance and related costs", and (v) "recovery of income taxes" appearing in the Selected Consolidated Financial Information presented below are added to net loss for the period to determine Adjusted EBITDA. Adjusted EBITDA does not have any standardized meaning prescribed by IFRS and is not necessarily comparable to similar measures presented by other companies. Adjusted EBITDA should not be considered in isolation or as a substitute for net income (loss) prepared in accordance with IFRS as issued by the IASB.

	Three months ended	
	March 31,	
	2020	2019
Net income (loss) for the period	154	(3,703)
Stock-based compensation	(164)	597
Amortization and depreciation	8,559	8,118
Acquisition and transaction costs	89	421
Finance and related costs	(1,490)	3,217
Income tax recovery	(1,079)	(393)
Adjusted EBITDA	6,069	8,257

## OVERVIEW

HLS is a Canadian-based North American-focused specialty pharmaceutical company focused on clinically differentiated pharmaceutical products in the specialty central nervous system ("CNS") and cardiovascular ("CV") markets. The following is a discussion of the Company's products.

### Clozaril and CSAN Pronto

As at March 31, 2020, HLS's lead product is Clozaril (an atypical antipsychotic indicated in the management of symptoms of treatment-resistant schizophrenia) for the Canadian and U.S. markets. Clozaril continues to lead the market for treatment-resistant schizophrenia in Canada, with a large part of this leadership attributed to the superior service and support provided by the dedicated resources of the Clozaril Support and Assistance Network (CSAN®). The Company continues to improve and enhance the CSAN service. On October 17, 2019, the Company announced that Health Canada granted a medical device license to the

Athelas One capillary point-of-care medical device, to be commercialized in Canada as CSAN® Pronto™. This system was designed to enhance and simplify the mandatory safety blood monitoring process for patients that are prescribed Clozaril. HLS has the exclusive Canadian rights to the device in the field of schizophrenia.

### **Vascepa**

In 2017, the Company entered into a license agreement with Amarin Corporation plc (“Amarin”) to register, commercialize and distribute Vascepa (icosapent ethyl) capsules in Canada. Since then, several milestones have been achieved:

- In 2018, Amarin announced that its REDUCE-IT™ Cardiovascular Outcomes Study of Vascepa capsules met its primary endpoint, demonstrating an approximately 25% relative risk reduction, to a high degree of statistical significance ( $p < 0.001$ ), in the primary endpoint composite of the first occurrence of major adverse CV events (“MACE”), including CV death, nonfatal myocardial infarction, nonfatal stroke, coronary revascularization, or unstable angina requiring hospitalization. Following release of these results, the Company paid Amarin a \$2.5 million milestone payment in 2018.
- Also, in 2018, Amarin presented more granular results of the REDUCE-IT Cardiovascular Outcomes Study in which Vascepa, taken as an add-on to a statin in a population presenting a residual cardiovascular risk, demonstrated a 20% reduction in cardiovascular death, a 31% reduction in heart attacks and a 28% reduction in strokes among other results when compared to a placebo add-on to a statin.
- On March 29, 2019, the Company announced that Health Canada had granted priority review status for Vascepa. This priority approval process could reduce the time to approval for Vascepa by more than four months in recognition of the potential that Vascepa could address a serious, life-threatening condition for which there is no other treatment in market and that there is substantial evidence of the clinical effectiveness of the treatment.
- On April 29, 2019, the Company announced that it had filed a New Drug Submission with Health Canada for Vascepa.
- On December 30, 2019, Health Canada approved Vascepa in Canada to reduce the risk of cardiovascular events (cardiovascular death, non-fatal myocardial infarction, non-fatal stroke, coronary revascularization, or hospitalization for unstable angina) in statin-treated patients with elevated triglycerides who are at high risk of cardiovascular disease or diabetes and at least one other cardiovascular risk factor. Following approval by Health Canada, the Company paid Amarin a \$2.5 million milestone payment in 2019.
- On January 6, 2020, the Company learned that Vascepa (icosapent ethyl) was added to Health Canada’s Register of Innovative Drugs and as a result it will benefit from data protection for a period of eight years, in addition to any other intellectual property rights. Following confirmation of data protection, the Company paid Amarin a \$3.75 million milestone payment in the first quarter of 2020.
- The Company started commercial distribution of Vascepa in Canada on February 7, 2020 ensuring that Vascepa was broadly available to all Canadian pharmacies through their usual pharmaceutical wholesalers within two weeks. In the first quarter of 2020, the Company purchased \$7.2 million of Vascepa inventory, all of which was paid for in the second quarter. At the discretion of management, a portion of this inventory may be used for promotional activities.

## **Other products**

On May 8, 2019, the Company entered into an exclusive agreement to register and commercialize PERSERIS, a novel long-acting subcutaneous injectable containing risperidone for the treatment of schizophrenia, that, if approved, will complement the Company's CNS portfolio in Canada. On January 23, 2020, the Company announced that PERSERIS had been accepted for review by Health Canada.

In 2017, the Company entered into a license agreement to commercialize and distribute Trinomia in Canada contingent on achieving certain regulatory milestones. Trinomia is a second product related to the treatment of cardiovascular disease and, if approved, will be complementary to Vascepa. In early fiscal 2020, Trinomia was accepted for review by Health Canada.

HLS also holds the U.S. marketing rights to Absorica (a commercial stage dermatology product) which, in effect, provides HLS with income based on U.S. sales of Absorica by a third party.

HLS intends to pursue additional product and pipeline opportunities in the central nervous system and cardiovascular therapeutic markets, and potentially in other therapeutic areas, through targeted business development efforts.

## **Global pandemic**

In early 2020, the coronavirus ("COVID-19") was confirmed in multiple countries throughout the world and on March 11, 2020, the World Health Organization declared a global pandemic. Since mid-March, the Company and its employees have been observing social distancing practices and working from home where possible, consistent with local public health requirements and official closures.

As a result of the continued and uncertain economic and business impact of the COVID-19 pandemic, the Company has reviewed the estimates, judgments and assumptions used in the preparation of its financial statements, including with respect to the determination of whether indicators of impairment exist for its tangible and intangible assets and the credit risk of its counterparties.

Although the Company has determined that no significant revisions to such estimates, judgments or assumptions were required for the first quarter of fiscal 2020, revisions may be required in future periods. Any such revision (due to COVID-19 or otherwise) could have a material impact on the Company's results of operations and financial condition. Further, in the event that such a material impact were to occur, the Company may need to consider requesting modifications to the covenants in its credit facility and there can be no assurance that such modifications would be provided.

While the Company believes the current conditions related to the COVID-19 pandemic to be temporary, the situation is dynamic and the impact of COVID-19 on its results of operations and financial condition cannot be reasonably estimated at this time. The Company continues to evaluate the situation and monitor any impacts or potential impacts to its business.

See the "Risk Management" section of this MD&A for a further discussion of the COVID-19 pandemic.

## **KEY PERFORMANCE INDICATORS**

HLS measures the success of its strategies using several key performance indicators. These include Revenue, and Adjusted EBITDA, as described above. HLS believes these are important measures as they allow the company to evaluate its operating performance and identify financial and business trends relating to its financial condition and results of operations.

## SELECTED CONSOLIDATED FINANCIAL INFORMATION

	Three months ended March 31,	
	2020	2019
<b>Revenue</b>	13,890	13,172
<b>Expenses</b>		
Cost of product sales	819	387
Selling and marketing	3,616	1,193
Medical, regulatory and patient support	1,246	1,213
General and administrative	2,140	2,122
Adjusted EBITDA <sup>(1)</sup>	6,069	8,257
Stock-based compensation	(164)	597
Amortization and depreciation	8,559	8,118
Operating income (loss)	(2,326)	(458)
Acquisition and transaction costs	89	421
Finance and related costs, net	(1,490)	3,217
Loss before income taxes	(925)	(4,096)
Income tax recovery	(1,079)	(393)
<b>Net income (loss) for the period</b>	154	(3,703)
<b>Net income (loss) per share:</b>		
Basic and diluted	\$0.00	\$(0.14)
	<b>As at</b>	<b>As at</b>
	<b>March 31, 2020</b>	<b>December 31, 2019</b>
Cash and cash equivalents	41,649	47,078
Total assets	306,408	319,671
Total long-term debt and financial liabilities	87,060	91,822
Total shareholders' equity	169,492	178,199

<sup>(1)</sup> See "Cautionary Note Regarding Non-IFRS Measures" section of this MD&A.

## RESULTS OF OPERATIONS

The following section provides management's analysis of operating results, including key performance indicators.

### Revenue

	Three months ended March 31,	
	2020	2019
<b>Product sales</b>		
Canada	7,479	6,387
United States	4,147	4,275
	11,626	10,662
<b>Royalty revenue</b>	2,264	2,510
	13,890	13,172

Product sales for the first quarter of 2020 increased by 9.0% year-over-year as a result of growth in the Company's Clozaril business in Canada and the initial sales of Vascepa in Canada, which were partially offset by a 3.0% decline in the Company's Clozaril business in the United States market.

In the Canadian market where Clozaril and the CSAN patient support program are supported by a comprehensive network of HLS employees, Clozaril continues to be the market-leading treatment for treatment-resistant schizophrenia with a growing number of patients. Through March 2020, the number of Clozaril patients in Canada grew by 3.1% year-over-year.

Clozaril net sales in Canada for the first quarter of 2020 were up 11.5% from same period in the prior year. This increase Clozaril product sales is despite the impact of a 1.4% reduction in the average exchange rate over the year on the translation of Canadian results to U.S. dollars. The Canadian Clozaril year-over-year business growth is in part due to historical trade inventory impacts that resulted in lower sales in the comparison period. Also, the global pandemic resulting from the spread of the COVID-19 novel coronavirus may have resulted in higher demand for Clozaril in Canada in the last two weeks of March 2020 in anticipation of additional patient requests for longer prescription refills.

On October 17, 2019, the Company announced that a point-of-care blood-testing device integrated with the Company's CSAN patient support program and to be marketed as CSAN Pronto had been granted a medical device license by Health Canada. In Canada, the blood monitoring process for patients that have been prescribed Clozaril requires 39 venous blood draws in the first year of treatment, which has been cited as a barrier to utilization of the medication. CSAN Pronto is designed to enhance and simplify the mandatory blood monitoring process for Canadian patients prescribed Clozaril as it will require only a drop of blood from a finger prick and it will return test results in minutes compared with the inconvenience and delay of a laboratory test.

The Company subsequently introduced CSAN Pronto into the Canadian market and is working with leading mental health institutions across Canada to make this new blood testing system available to Clozaril patients. However, this roll-out is being impacted by the COVID-19 pandemic as the Company's activities are limited to those that are suitable in the current environment. HLS has the exclusive Canadian rights to this device in the field of schizophrenia.

For the United States market, in 2019, the Company conducted a pilot program with Athelas, the developer and manufacturer of the Athelas One medical device (known as CSAN Pronto in Canada) to evaluate the potential for the blood testing system for clozapine patients. The Company is working with

Athelas to progressively extend this program, the Refractory Schizophrenia Assistance Program (“RSAP”), to selected regions and settings of care.

Clozaril product sales in the United States market for the first quarter of 2020 declined \$0.1 million or 3% compared to the same period year ago. Clozaril unit volumes and gross sales in the first quarter of 2020 were up modestly from the same period in the prior year, attributable to the initial results from the RSAP program. This growth was offset by small increases in distribution fees and government programs and the Company’s decision to terminate sales of an authorized generic due to the depressed generic pricing environment. Product sales in the prior period benefited from \$0.1 million more favorable gross-to-net adjustments in the prior period.

During the first quarter of 2020, the U.S. marketer of Absorica introduced Absorica LD, a line extension to Absorica. Absorica royalty revenue was \$2.3 million in the first quarter of 2020, which includes royalties on initial sales of the new product, compared with \$2.5 million in the same period in 2019. Looking forward, the Company still expects that the economic life of its marketing rights will terminate by the end of 2020.

### Operating expenses

	Three months ended	
	March 31,	
	2020	2019
Cost of product sales	819	387
Selling and marketing	3,616	1,193
Medical, regulatory and patient support	1,246	1,213
General and administrative	2,140	2,122
	7,821	4,915

The cost of product sales for Clozaril increased in the current period as a result of volume increases and additional costs related to expanding the product line-up to facilitate more dosing options. Cost of product sales for the first quarter of 2020 also include the costs associated with the initial sales of Vascepa in Canada including sales royalties.

Selling and marketing activities increased by \$2.4 million for the first quarter of 2020 relative to the same period in the prior year, reflecting additional costs to support the introduction of Vascepa in Canada including the Vascepa salesforce expansion at the start of the 2020. Medical, regulatory and patient support activities and general and administrative costs were stable relative to the same periods in the prior year.

### Adjusted EBITDA <sup>(1)</sup>

	Three months ended	
	March 31,	
	2020	2019
Adjusted EBITDA <sup>(1)</sup>	6,069	8,257

<sup>(1)</sup> See “Cautionary Note Regarding Non-IFRS Measures” section of this MD&A.

Adjusted EBITDA for the first quarter of 2020 decreased by \$2.2 million compared to the prior year due to the increase in selling and marketing costs, primarily to support the Vascepa launch in Canada, as well as the higher cost of product sales, which were partially offset by the higher revenues from Clozaril and the initial sales of Vascepa in Canada.

### **Stock-based compensation**

Stock-based compensation relates to the Company's Performance Share Unit plan and Stock Option plan. A decrease to the Company's stock price in the first quarter of fiscal 2020 resulted in a decrease to the expense related to the Performance Share Unit plan.

### **Amortization and depreciation**

Amortization and depreciation is almost entirely related to the intangible assets acquired in the Clozaril and Absorica acquisitions. Amortization of the intangible asset related to Vascepa commenced in the first quarter of fiscal 2020.

### **Finance and related costs, net**

Finance and related costs consist primarily of interest on the senior secured term, accreted interest related to debt issuance costs and long-term purchase consideration, and fair value adjustments related to financial instruments.

Interest on the senior secured term loan for the first quarter decreased from \$1.6 million in fiscal 2019 to \$1.2 million in fiscal 2020. The reduction is due to both a lower principal balance and a lower interest rate in fiscal 2020.

A decrease in the Company's share price in the first quarter of fiscal 2020 resulted in a decrease in the fair value of the Company's lender warrants, and a fair value adjustment income of \$6.1 million. The net settlement feature of the lender warrants dictates that they be treated as a liability with changes in fair value being recorded in the consolidated statement of net income (loss).

In fiscal 2019, the Company entered into a swap agreement to fix the LIBOR portion of the rate at 1.453% for the remainder of the loan agreement. A decrease in the LIBOR in the first quarter of fiscal 2020 resulted in a fair value adjustment expense of \$3.4 million.

## **LIQUIDITY AND CAPITAL RESOURCES**

### **Base shelf prospectus**

On May 6, 2020, the Company's Board of Directors approved the filing of a preliminary short-form base shelf prospectus. Upon issuance of a receipt for the corresponding final base shelf prospectus, the base shelf prospectus would enable the Company to raise up to C\$250.0 million over the 25-month period that the base shelf prospectus is effective.

### **Capital structure**

The Company's strategy is to acquire rights to late stage, post-clinical and commercial stage branded pharmaceutical products for the North American market. This includes acquisition or in-licensing of soon-to-be fileable or promotional stage branded pharmaceutical products in selected therapeutic areas and the acquisition of select established pharmaceutical products that meet certain financial criteria. This may occur through direct rights acquisitions or through the acquisition of specialty pharmaceutical companies. To execute this strategy, the Company may need to access the additional capacity under its senior secured term loan facility or seek other sources of financing.

The Company financed its initial acquisitions through a portion of the net proceeds of each of (i) a subscription receipt financing of \$170.0 million, (ii) a common share financing of \$30.0 million, and (iii) a senior secured term facility.

### *Senior secured term loan*

On August 15, 2018, the Company entered into a senior secured term loan with a syndicate of bank lenders.

The new senior secured term loan is with a syndicate of bank lenders co-led by JPMorgan Chase Bank, N.A. and Silicon Valley Bank. The principal amount of the new senior secured term loan was \$100.0 million. In addition, there is a \$25.0 million revolving facility that is undrawn at March 31, 2020. The Company may also request to be provided with incremental loans, for a maximum additional loan amount of \$100.0 million to support acquisitions and other growth opportunities. The maturity date is August 15, 2023. Interest on the new senior secured term loan accrues at a rate per annum equal to the sum of LIBOR plus a range of 2.75% to 3.25% depending on the leverage ratio of the Company at the time. In fiscal 2019, the Company entered into a swap agreement to fix the LIBOR portion of the rate at 1.453% for the remainder of the loan agreement.

Under the terms of the new senior secured term loan, the lenders have security over substantially all the assets of the Company.

The Company will be required to repay principal starting at 5% of the principal amount in the first full year and increasing to 10% in the fifth year of the term. The Company may also be required to make additional payments from surplus cash flows or the Company could choose to repay some or all of the amount outstanding at any time during the term.

Under the terms of the new senior secured term loan, the Company is required to comply with financial covenants related to the maintenance of liquidity and coverage ratios. As at March 31, 2020, the Company was in compliance with all covenants.

The terms of the new senior secured term loan permit the Company, under certain conditions, to pay a dividend.

As at March 31, 2020, the principal debt balance outstanding under the new senior secured term facility was \$92.4 million.

### *Equity*

In the first quarter of fiscal 2020, a quarterly dividend of C\$0.05 per common share was declared on March 18.

On May 6, 2020, the Company's Board of Directors declared a dividend of C\$0.05 per outstanding common share to be paid on September 15, 2020, to shareholders of record as of July 31, 2020.

### **Cash flow**

Cash flow from operating activities was \$5.3 million for fiscal 2020 compared with \$8.3 million in fiscal 2019. The decrease is attributable to the expenses associated with the launch of Vascepa in the first quarter of fiscal 2020.

Investing activities for the current period relate to the recent acquisitions of PERSERIS, Trinomia and Vascepa rights, as well as an ongoing quarterly payment associated with the acquisition of the Absorica marketing rights. The prior year includes the quarterly payment associated with the Absorica acquisition.

Financing activities in the current year include the proceeds from the exercise of warrants, a quarterly dividend payment and a quarterly repayment of the senior secured term loan. Financing activities in the prior year include dividend and debt payments.

## Financial position

As at March 31, 2020, the Company has cash of \$41.6 million and positive working capital. The Company believes that its cash balances and cash flow from operations will be sufficient to fund its operating activities for the ensuing twelve-month period. In addition, the currently undrawn revolver facility is available to the Company if needed.

Working capital items such as accounts receivable and provisions experienced fluctuations quarter-over-quarter related to seasonality and timing during 2020. However, these fluctuations were within normal ranges. Inventory and accounts payable balances increased from year end due in large part to the purchase of Vascepa inventory. Over the ensuing twelve-month period, the Company expects increases in all of these working capital items to reflect the growth in business requirements following the introduction of Vascepa in Canada in the first quarter of 2020.

Debt and other financial liabilities continue to decrease as the Company repays its senior secured term loan and settles its acquisition-related obligations.

## RELATED PARTY TRANSACTIONS

The following table sets out the compensation of the Company's key management personnel:

	Three months ended	
	March 31,	
	2020	2019
Short-term benefits	727	695
Stock-based compensation	(109)	283

## COMMITMENTS

There have been no material changes in the commitments undertaken by the Company since the year ended December 31, 2019.

## OFF-BALANCE SHEET ARRANGEMENTS AND DERIVATIVE FINANCIAL INSTRUMENTS

The Company has entered an interest rate swap and foreign currency forward contracts to manage exposure to fluctuations in interest rates and the value between the Canadian dollar and the United States dollar. As at March 31, 2020, the fair value of the interest rate swap is a liability of \$3.1 million, while the fair value of the foreign exchange forward contracts is an asset of \$0.7 million, both of which are recognized on the balance sheet.

The Company has not entered into any off-balance sheet arrangements.

## SELECTED QUARTERLY INFORMATION

	2019 Q2	2019 Q3	2019 Q4	2020 Q1
Product sales				
Canada	6,898	6,851	7,023	7,479
United States	4,495	4,257	4,406	4,147
	11,393	11,108	11,429	11,626
Royalty revenue	2,232	2,318	2,508	2,264
Revenues	13,625	13,426	13,937	13,890
Adjusted EBITDA <sup>(1)</sup>	8,105	8,045	7,236	6,069
Net income (loss)	(1,631)	(1,998)	(12,220)	154

  

	2018 Q2	2018 Q3	2018 Q4	2019 Q1
Product sales				
Canada	7,772	7,130	8,065	6,387
United States	4,732	5,584	4,909	4,275
	12,504	12,714	12,974	10,662
Royalty revenue	3,801	2,569	3,687	2,510
Revenues	16,305	15,283	16,661	13,172
Adjusted EBITDA <sup>(1)</sup>	11,039	10,274	11,191	8,257
Net income (loss)	(563)	(19,736)	369	(3,703)

<sup>(1)</sup> See “Cautionary Note Regarding Non-IFRS Measures” section of this MD&A.

In the third quarter of fiscal 2018, the Company incurred debt refinancing costs of \$19.0 million in connection with the repayment of its original senior secured term loan.

In the fourth quarter of fiscal 2019, the Company recorded an expense of \$8.9 million related to the revaluation of its outstanding lender warrants.

## OUTSTANDING SHARE DATA

As at May 6, 2020, the Company had: 31,739,625 common shares outstanding; 3,654,736 preferred shares outstanding; 2,479,871 stock options outstanding (resulting in a maximum issuance of 2,479,871 common shares); 1,118,875 warrants outstanding (resulting in a maximum issuance of 1,118,875 common shares); and 65,000 equity-settled performance share units outstanding (resulting in a maximum issuance of 65,000 common shares).

## RISK MANAGEMENT

The Company has exposure to credit risk, liquidity risk and market risk. The Company’s Board of Directors has the overall responsibility for the oversight of these risks and reviews the Company’s policies on an ongoing basis to ensure that these risks are appropriately managed, including through the use of financial instruments where appropriate. Further discussion of the management of such risks is included in note 15 to the audited consolidated financial statements for the year ended December 31, 2019.

## **COVID-19 Pandemic**

As previously discussed, the Company's business may be negatively impacted by the COVID-19 pandemic, which has created, and continues to create, significant societal and economic disruptions. The changing and rapidly-evolving effects of the COVID-19 pandemic – the duration, extent and severity of which are currently unknown – on investors, businesses, the economy, government bodies, society and the financial markets could, among other things, add volatility to the global stock markets and change interest rate environments. The COVID-19 pandemic and measures to prevent its spread may negatively impact the Company, its customers, counterparties, employees, third-party service providers and other stakeholders, as applicable, in a number of ways, including, but not limited to, by: (i) adversely affecting the business operations of the Company, including access to its products by patients, the Company's planned sales and marketing processes for its approved products and the Company's ability to source, evaluate and pursue acquisition opportunities; (ii) disrupting the Company's supply chain, including the manufacture and/or delivery of its products by third-party manufacturers on which the Company relies; (iii) adversely affecting local, national or international economies and employment levels; (iv) causing business interruptions, including as a result of steps taken by the Company in compliance with government recommendations and orders, such as requiring employee to work remotely, which may cause strain on such existing resources as information technology systems, and suspension of all non-essential travel; (v) disrupting public and private infrastructure, including communications and financial services, which could disrupt the Company's normal business operations; (vi) adversely affecting the Company's ability to comply with the covenants in its credit facility or requiring modifications to such covenants, for which there can be no assurance that such modifications would be provided; (vii) disrupting health care delivery; (viii) disrupting operations at Health Canada, which may result in delays in reviews and approvals, including with respect to products for which the Company has made or may make new drug submissions; (ix) disrupting operations at public or private payors and related agencies, such as CADTH, PMPRB, pCPA, which may result in delays in gaining access or reimbursement with respect to products for which the Company has made or may make submissions. At this point, the extent to which the COVID-19 pandemic will or may impact the Company is uncertain and these factors are beyond the Company's control; however, any of these events, in isolation or in combination, could have a material adverse effect on the Company's business, results of operations and financial condition and the market price of the Company's securities.

For a discussion of the additional risks and uncertainties facing the Company, please see the Company's Annual Information Form ("AIF") dated March 18, 2020 filed on SEDAR.

## **SIGNIFICANT ACCOUNTING POLICIES AND SIGNIFICANT ESTIMATES, JUDGEMENTS AND ASSUMPTIONS**

A description of the Company's significant accounting policies is included in note 2 of the Company's audited consolidated financial statements for the year ended December 31, 2019 and are unchanged as of the date of this MD&A.

The preparation of the Company's consolidated financial statements requires management to make estimates, judgments and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. A description of the Company's significant estimates, judgments and assumptions is included in note 3 of the Company's audited consolidated financial statements for the year ended December 31, 2019 and are unchanged as of the date of this MD&A.

## **CONTROLS AND PROCEDURES**

### **Disclosure controls and procedures**

The Company's management is responsible for establishing and maintaining disclosure controls and procedures, as defined in National Instrument 52-109 – *Certification of Disclosure in Issuers' Annual and Interim Filings* ("NI 52-109") and have designed such disclosure controls and procedures to provide reasonable assurance that material information with respect to the Company is made known to them and information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation.

### **Internal controls over financial reporting**

The Company's management is responsible for establishing and maintaining internal controls over financial reporting ("ICFR"), as defined in NI 52-109 and have designed such ICFR to provide reasonable assurance regarding the reliability of financial reporting for external purposes in accordance with IFRS.

The control framework the Company's management used to design the Company's ICFR is set forth in *Internal Control – Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO").

There have been no changes in the Company's ICFR during the three months ended March 31, 2020 that have materially affected, or are reasonably likely to materially affect, the Company's ICFR.

## **ADDITIONAL INFORMATION**

Additional information relating to the Company, including the Annual Information Form, can be found in SEDAR at [www.sedar.com](http://www.sedar.com).