



**Management's Discussion & Analysis**  
**Fiscal Year 2021**

# Management's Discussion and Analysis

March 22, 2022

## Basis of Presentation

This Management's Discussion and Analysis of the financial position and results of operations ("MD&A") is the responsibility of management and has been reviewed and approved by Crescita's board of directors (the "Board of Directors"). This MD&A has been prepared in accordance with the requirements of the Canadian Securities Administrators ("CSA"). While the Board of Directors is ultimately responsible for approving the MD&A, it carries out this responsibility mainly through the oversight of its Audit Committee, which has been appointed by the Board of Directors and is composed entirely of independent and financially literate directors.

Throughout this document, Crescita Therapeutics Inc. is referred to as "Crescita", "we", "our" or "Company". This MD&A provides information that management believes is relevant to an assessment and understanding of the consolidated results of operations, cash flows and financial condition of the Company. The following information should be read in conjunction with Crescita's Consolidated Audited Financial Statements and the notes thereto for the years ended December 31, 2021 and 2020 (the "2021 Consolidated Financial Statements") which have been filed on the System for Electronic Document Analysis and Retrieval ("SEDAR"). Crescita's accounting policies are in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB"). Additional information relating to the Company, including its most recently filed Annual Information Form ("AIF"), can be found on the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

## Materiality of Disclosures

This MD&A includes information we believe is material to investors. We consider something to be material if it results in or would reasonably be expected to result in a significant change in the market price or value of our shares, or if it is likely that a reasonable investor would consider the information important in making an investment decision.

All amounts in this MD&A are expressed in thousands of Canadian dollars ("CAD"), unless otherwise noted. This MD&A contains "forward-looking information". Refer to *Forward-looking Statements*.

The Company uses non-IFRS and key financial measures in this MD&A. Refer to the *Non-IFRS and Key Financial Measures*, and the *EBITDA and Adjusted EBITDA Reconciliation* sections of this MD&A.

## Highlights and Key Business Developments

### Financial Highlights

Fiscal 2021 vs. Fiscal 2020	Q4-21 vs. Q4-20
<ul style="list-style-type: none"><li>Revenue was \$16,769, up \$1,129</li><li>Gross profit was \$10,014, down \$1,259</li><li>Operating expenses were \$10,733, up \$1,015</li><li>Adjusted EBITDA<sup>1</sup> was \$932, down \$2,269</li><li>Ending cash of \$11,331, down \$2,950</li></ul>	<ul style="list-style-type: none"><li>Revenue was \$7,562, up \$4,771</li><li>Gross profit was \$4,651, up \$3,063</li><li>Operating expenses were \$3,536, up \$1,220</li><li>Adjusted EBITDA<sup>1</sup> was \$1,585, up \$2,031</li></ul>

<sup>1</sup> Adjusted EBITDA is a non-IFRS measure. Refer to the *Non-IFRS and Key Financial Measures*, and the *EBITDA and Adjusted EBITDA Reconciliation* sections of this MD&A.

## Key Business Developments

For the year ended December 31, 2021 and up to the date of this MD&A:

### Licensing Agreement for Pliaglis® with Egis Pharmaceuticals PLC

In December, we signed an exclusive commercialization and development license agreement with Egis Pharmaceuticals PLC (“Egis”), a pharmaceutical company in Central Eastern Europe (“CEE”) for the rights to Pliaglis in eight countries comprising: Hungary, Bulgaria, Czech Republic, Slovakia, Poland, Russia, Latvia and Lithuania (the “Egis Territories”).

Under the terms of the agreement, Crescita received an upfront payment of \$0.9 million (€0.7 million) and is eligible for further cumulative sales and regulatory milestone payments over the term of the agreement. Egis will sell Pliaglis through its own commercial infrastructure in CEE and Russia, where the company is well established. Crescita will be the exclusive supplier of Pliaglis and will also provide regulatory support to Egis in seeking approval for Pliaglis in the Egis Territories. Egis expects to launch Pliaglis in Poland in early 2023 and will submit the requisite regulatory filings as soon as practicable to ensure that Pliaglis is launched promptly in the other territories. Refer to *Risks Related to the Company’s Business – Scope of International Operations*.

### Appointment of Deborah Shannon-Trudeau to the Board of Directors

The Board appointed Mrs. Deborah Shannon-Trudeau as a director effective November 10. Mrs. Trudeau has over 30 years’ experience in strategy, business development, commercial and manufacturing operations. Formerly, she was Senior Vice-President Licensing and International Business at Trudeau Corporation, a privately held company specializing in the design, development, and distribution of its own branded kitchenware products where she pioneered the development of licensing and strategic partnerships.

Mrs. Trudeau is Vice-Chair of the Board and Chair of the Governance Committee of the Royal Canadian Mint. In parallel, she serves on the Board of CORIM – Conseil des relations internationales de Montréal. She serves as a Director on the Board of Governors at St. Mary’s Hospital and served as Vice President of the Board of the Community Foundation of Greater Montreal where she continues to be involved in its development. In 2018, Mrs. Trudeau became the second Canadian to serve for a two-year term as Global President and Chair of the Board of the International Women’s Forum (“IWF”), headquartered in Washington D.C., an organization counting more than 7,500 women leaders active in 33 countries with a purpose to advance women’s leadership. A dedicated IWF advocate for many years, she has served as a mentor/sponsor to many young women professionals and continues to serve on the Global Board of IWF as Director Emeritus. A graduate of Queen’s University in Health Sciences, Mrs. Trudeau was recognized as a Canadian Diversity Champion by Women of Influence and as a Women’s Executive Network Top 100 honoree.

### Credit Facility Amendment

In September, we amended our existing revolving demand operating credit facility (the “Facility”) for a temporary increase in the available amount from \$3.5 million to \$6.0 million until April 30, 2022. The temporary increase of \$2.5 million provides Crescita with additional financial flexibility to fund increases in production volumes in the Manufacturing and Services segment. Refer also to *Outlook and Liquidity Update*.

### Distribution Agreement with Obagi Cosmeceuticals LLC

In September, we entered into a distribution agreement with Obagi Cosmeceuticals LLC (“Obagi”) for the exclusive rights to promote, distribute and sell the Obagi Medical® product line in Canada. The Obagi Medical line provides skincare products formulated to minimize signs of aging, address dark spots, hyperpigmentation, fine lines and wrinkles and to protect and enhance skin tone and texture. We expect to launch the Obagi line nationwide through our existing sales network in the first half of 2022.

### Acquisition of Minority Interest in The Best You®

In September, we completed the acquisition of a minority interest in Akyucorp Ltd. d/b/a The Best You, a privately held network of six medical aesthetic clinics in Ontario (“The Best You”). In consideration for the minority interest, Crescita issued 470,128, or 2.2%, of its Class A common shares outstanding at that time (the “Common Shares”), at a price of \$0.70 per Common Share for total consideration of \$330.

To support The Best You's growth strategy, we also invested in a secured convertible promissory note (the "Convertible Note") with an initial principal amount of \$500 that could reach \$1,250, contingent on certain events and conditions being met. The Convertible Note bears interest at variable rates up to 12% based on the annual volume of products purchased by The Best You from the Company. It is convertible at Crescita's option into an additional equity interest in The Best You at any time following July 31, 2023 or upon the occurrence of certain events, and mandatorily convertible should The Best You achieve a specified level of financial performance.

The Best You clinics, together with their affiliated physicians and specialists, provide private pay cosmetic procedures such as neurotoxin injections, dermal fillers, Limitless Hair Removal™, and platelet-rich plasma ("PRP") procedures. The Best You clinics carry a full range of skincare and dermatology products and offer popular cosmetic surgery procedures, including liposuction, breast augmentations, face lifts and blepharoplasty. In addition to aesthetic services, The Best You clinics also provide skin cancer screening and surgical treatments covered by the Ontario Health Insurance Plan via its SkinCancerCare.ca network.

#### **Licensing Agreement for Pliaglis with STADA MENA DWC-LLC**

In August, we signed an exclusive commercialization and development license agreement with STADA MENA DWC-LLC ("STADA"), a subsidiary of STADA Arzneimittel AG, a specialty pharma, generics and consumer healthcare group, for the exclusive rights to Pliaglis in 15 countries in the Middle East and North Africa ("MENA") region, comprising: Saudi Arabia, the United Arab Emirates ("UAE"), Kuwait, Oman, Qatar, Bahrain, Jordan, Lebanon, Egypt, Algeria, Morocco, Tunisia, Iraq, Libya and Yemen (the "STADA Territories").

Under the terms of the agreement, Crescita received an upfront payment and will be the exclusive supplier of Pliaglis. Crescita will also provide regulatory support to STADA for seeking approval for Pliaglis in the STADA Territories. STADA has begun filing initial regulatory submissions in several countries and additional submissions will be made over the coming months.

#### **Expansion of Production Volumes within the Manufacturing and Services Segment**

In July, we received firm purchase orders of approximately \$7 million within our Manufacturing and Services segment, representing a significant increase in production and sales volume over the next twelve months. The increase in volume is a result of our customers ordering products to support anticipated launches into new key markets and therefore may not be representative of future orders. We are allocating the required cash for capital investments, inventory acquisition, and the addition of key staff to fulfill the purchase orders.

#### **Licensing Agreement for Pliaglis with Croma Pharma GmbH**

In June, we signed an exclusive commercialization and development license agreement with Croma Pharma GmbH ("Croma"), a globally acclaimed pharmaceutical company with specializations in medical aesthetics, ophthalmology, and orthopaedics for the rights to Pliaglis in nine countries including Germany, the United Kingdom, Ireland, Switzerland, Brazil, Romania, Belgium, the Netherlands and Luxembourg (the "Croma Territories").

Crescita received an upfront payment and is eligible to receive a combination of cumulative sales and other milestone payments for a total of €1,250 over the term of the agreement with a potential for further cumulative sales milestones based on tranches of incremental sales. Crescita will be the exclusive supplier of Pliaglis. Croma expects to launch Pliaglis in most of the Croma Territories in 2022 and will promote Pliaglis directly to physicians through its sales network consisting of approximately 130 members.

#### **Expansion of our Senior Leadership Team**

Mr. François Lafortune joined Crescita's senior leadership team as Executive Vice-President and General Manager on May 10. This new senior management position is intended to drive growth within our Commercial Skincare and Manufacturing and Services segments. Mr. Lafortune brings strong collaborative leadership to the role as well as strategic domestic and international managerial experience in the cosmetics industry. Mr. Lafortune has been a long-time lecturer at the Hautes Études Commerciales business school of the Université de Montréal and was Vice-President of Marketing for Groupe Marcelle Cosmetics, General Manager of the Luxury Brands Division of L'Oréal Turkey and Marketing Director for L'Oréal's Europe Region.

### **Canadian launch of New Cellular Treatment Factor®**

In April, we launched New Cellular Treatment Factor (“NCTF”), a skin revitalization solution primarily used for the improvement of skin quality and fine lines. NCTF represents a key opportunity for us to take advantage of the increasing popularity of minimally invasive and non-invasive aesthetic procedures and to strengthen our presence in the rapidly growing Canadian medical aesthetics market.

### **Filing of Application for New Medical Device Licence by FILLMED for ART FILLER®**

On January 21, we announced that Laboratoires FILLMED (“FILLMED”) submitted its application to Health Canada for a new Medical Device License (“MDL”) for the ART FILLER range, an exclusive collection of hyaluronic acid-based (“HA”) fillers, as a Class III medical device. Due to the COVID-19 pandemic, review time by Health Canada has been longer than expected, however, we still anticipate launching the ART FILLER range in the second half of 2022, promptly after its anticipated approval by Health Canada. In early 2020, we announced that we entered into an exclusive distribution and promotion agreement with FILLMED for the distribution of the ART FILLER injectables range and NCTF in Canada.

## **Forward-looking Statements**

*This MD&A contains “forward-looking statements” within the meaning of applicable securities laws. Forward-looking statements can be identified by words such as: “anticipate”, “intend”, “plan”, “goal”, “seek”, “believe”, “project”, “estimate”, “expect”, “strategy”, “future”, “likely”, “may”, “should”, “will” and similar references to future periods. Examples of forward-looking statements include, but are not limited to, statements regarding the Company’s objectives, plans, goals, strategies, growth, performance, operating results, financial condition, our belief that we have sufficient liquidity to fund our business operations during the upcoming fiscal year, strategy for customer retention, growth, product development, market position, financial results and reserves, strategy for risk management, business prospects, opportunities and industry trends, the expected impact of, and responses taken by the Company with respect to, the COVID-19 pandemic, and similar statements concerning anticipated future events, results, circumstances, performance or expectations. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of the Company’s control. Crescita’s actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, readers should not unduly rely on any of these forward-looking statements. Important factors that could cause Crescita’s actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, economic and market conditions, the impact of the COVID-19 pandemic and the response thereto of governments and consumers, the Company’s ability to execute its growth strategies, reliance on third parties for clinical trials, marketing, distribution and commercialization, the impact of changing conditions in the regulatory environment and product development processes, manufacturing and supply risks, increasing competition in the industries in which the Company operates, the Company’s ability to meet its debt commitments, the impact of unexpected product liability matters, the impact of litigation involving the Company and/or its products, the impact of changes in relationships with customers and suppliers, the degree of intellectual property protection of the Company’s products, the degree of market acceptance of the Company’s products, developments and changes in applicable laws and regulations, as well as other risk factors described from time to time in the reports and disclosure documents filed by Crescita with Canadian securities regulatory agencies and commissions, including the sections entitled “Risk Factors” in this MD&A and the Company’s AIF dated March 22, 2022. As a result of the foregoing and other factors, no assurance can be given that future results, levels of activity or achievements indicated in any forward-looking statements will actually be achieved. Any forward-looking statement made by the Company in this MD&A is based only on information currently available to management and speaks only as of the date on which it is made. Except as required by applicable securities laws, Crescita undertakes no obligation to publicly update any forward-looking statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments or otherwise.*

## Non-IFRS and Key Financial Measures

We report our financial results in accordance with IFRS. However, we use certain non-IFRS financial measures to assess our Company's performance. We believe these to be useful to management, investors, and other financial stakeholders in assessing Crescita's performance.

The non-IFRS measures used in this MD&A do not have any standardized meaning prescribed by IFRS and are therefore not comparable to similar measures presented by other issuers. These measures should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with IFRS.

The following are the non-IFRS and key financial measures used by management alongside their respective definitions:

<b>Profitability</b>	<ul style="list-style-type: none"> <li>• <b>EBITDA (non-IFRS)</b> – is defined as earnings before interest, income taxes, depreciation, and amortization. A reconciliation of EBITDA to its closest IFRS measure can be found under the <i>EBITDA and Adjusted EBITDA Reconciliation</i> sections of this MD&amp;A.</li> <li>• <b>Adjusted EBITDA (non-IFRS)</b> – is defined as earnings before interest, income taxes, depreciation and amortization, share of (profit) losses of associates, other (income) expenses, share-based compensation costs, goodwill and intangible asset impairment, and foreign exchange (gains) losses, as applicable. Management believes that Adjusted EBITDA is an important measure of operating performance and cash flow and provides useful information to investors as it highlights trends in the underlying business that may not otherwise be apparent when relying solely on IFRS measures. A reconciliation of Adjusted EBITDA to its closest IFRS measure can be found under the <i>EBITDA and Adjusted EBITDA Reconciliation</i> sections of this MD&amp;A.</li> <li>• <b>Net income (loss) before income taxes</b> – is a measure of income or loss generated by the Company during the period.</li> </ul>
<b>Liquidity</b>	<ul style="list-style-type: none"> <li>• <b>Cash provided by (used in) operating activities</b> – is a measure of cash generated from or used in managing our day-to-day business operations. We believe that operating cash flow is indicative of financial flexibility, allowing us to execute our growth strategy.</li> </ul>

## Reporting Segments

We have three reportable segments: (i) Commercial Skincare; (ii) Licensing and Royalties; and (iii) Manufacturing and Services.

### Commercial Skincare

The Commercial Skincare (“Commercial”) reportable segment manufactures and sells branded non-prescription skincare products in both the Canadian and international markets. It also commercializes Pliaglis and NCTF in Canada. Branded non-prescription products manufactured by the Company include: Laboratoire Dr Renaud® (“LDR”), Pro-Derm® and Alyria®. These premium skincare lines provide solutions for a wide range of skin concerns such as aging, acne, hydration, pigmentation, and rosacea.

In Canada, our sales force calls on aesthetic spas, medispas as well as medical aesthetic clinics using a business to business (“B2B”) model, while some of our brands are also sold directly to consumers through our online platforms. International markets include the U.S., South Korea and Malaysia, where some of our brands are sold by distribution partners, including through e-commerce.

### Licensing and Royalties

The Licensing and Royalties (“Licensing”) reportable segment derives revenue from licensing the intellectual property related to Pliaglis, our lead prescription product, or for the use of our transdermal delivery technologies, Multiplexed Molecular Penetration Enhancers™ (“MMPE”) and DuraPeel™, on either an exclusive or non-exclusive basis. The Licensing segment may also leverage our in-house research and development (“R&D”) capabilities for the development of new topical products combining our technologies and various selected molecules in order to fuel future licensing agreements in the non-prescription skincare market. The key revenue streams in the Licensing segment include upfront and pre and post-commercialization milestone payments, royalties determined using the agreed-upon formulas as described in each respective licensing agreement, and product sales under supply agreements with the Company’s licensing partners.

### Manufacturing and Services

The Manufacturing and Services (“Manufacturing”) reportable segment includes two main revenue streams: 1) revenue from the sale of topical products manufactured to client specifications under our contract development and manufacturing organization (“CDMO”) infrastructure; and 2) revenue from product development services. Clients in the Manufacturing segment use our CDMO services to manufacture topicals either under a private label or a brand name and may use a combination of Crescita’s existing formulations or novel formulations, with or without the utilization of our transdermal delivery technologies.

Refer to the *Revenue by Segment* and *Gross Profit by Segment* sections of this MD&A and to Note 6 - *Segmented Information* of our 2021 Consolidated Financial Statements.

## Impact of COVID-19

On March 11, 2020, the World Health Organization declared the outbreak of COVID-19 a global pandemic (the “Pandemic”). The Pandemic resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, border shutdowns, self-imposed quarantine periods, restrictive social measures and the sporadic closure of non-essential businesses, have caused material disruptions to businesses and the global economy.

As a result of the far-reaching impacts of the Pandemic in 2021, we have seen and may continue to see disruptions to our operations and performance. We sell our dermocosmetic products mainly through a direct sales force that meets face-to-face with spa and medspa owners as well as physicians. Such establishments have been considered non-essential by public health authorities throughout the Pandemic and have therefore been subject to prolonged closures in 2020 and 2021. While vaccination rates have increased in Canada, there remains a risk of lower product sell-through, due to potential closures, should governments reintroduce strict sanitary measures due to COVID-19 variants of concern. In addition, with most services offered in aesthetic spas and medspas being discretionary, the performance of our business is closely tied to fluctuations in consumer disposable income, evolving consumer behaviors and has been impacted by the Pandemic. The Pandemic has led to a strong acceleration in e-commerce sales across many industries, including ours. We have invested in our capabilities since 2020 and continue to add resources and investments as required to support profitable sales growth in this area.

In addition, the cost of inflation within our supply chain remains at elevated levels, and further cost increases could have a significant impact on our cost of sales and gross profit margins. We are actively assessing measures to mitigate these costs and operational disruptions, including: (i) operational efficiencies; (ii) readying additional suppliers; (iii) increasing inventory of core materials due to extended lead times; and (iv) pricing action.

In response to the negative economic impact of COVID-19, various government programs have been announced to provide financial relief to affected businesses. We determined that we qualified for the Canada Emergency Wage Subsidy (“CEWS”) and the Canada Emergency Rent Subsidy (“CERS”) programs under the COVID-19 Economic Response Plan in Canada. For the years ended December 31, 2021 and 2020 we recognized payroll subsidies of \$1,106 and \$1,024, respectively under the CEWS program and \$252 and \$34, respectively under the CERS program.

We also implemented safety protocols to ensure the health and wellness of our employees and business partners, which continues to be a top priority.

## Outlook and Liquidity Update

Our objectives when managing our liquidity and capital structure are to maintain enough cash to fund our operations, including organic growth initiatives, to pursue strategic acquisitions as part of our growth strategy, and to meet contractual obligations as they become due. As of December 31, 2021, Crescita had working capital (defined as current assets minus current liabilities) of \$13,367, including a cash balance of \$11,331, and an accumulated deficit of \$(41,475). Our cash and other current assets at December 31, 2021 were sufficient to meet our current accounts payable, accrued liabilities and other obligations for at least the next twelve months. In addition, we currently have further liquidity available of up to \$6,000, subject to margin requirements, under our revolving credit facility (the "Facility") which was temporarily increased by \$2,500 until April 30, 2022. Based on our accounts receivables and inventory values at year-end, the total amount available under the Facility was \$2,924. The Facility bears no financial covenants, and no amounts have yet been drawn.

Our ability to generate sufficient revenue to reach profitability depends on the successful implementation of our growth strategy. The emergence of the COVID-19 pandemic, causing the slowdown of the worldwide economy, could adversely impact our ability to carry out our plans. The ability to raise additional financing for future activities may be impaired, or such financing may not be available on favourable terms, due to conditions beyond our control. This exposure is discussed in more detail in the *Risks Factors* section of this MD&A, and in our most recently filed AIF for the 2021 fiscal year. The evolution of the Pandemic is dynamic and the ultimate duration and magnitude of its impact on the economy, capital markets and our financial position cannot be reasonably estimated at this time.

## Normal Course Issuer Bid

On December 15, 2021, the Company announced that the TSX approved the renewal of its normal course issuer bid ("NCIB"), enabling it to purchase up to 1,000,000 Common Shares for cancellation from December 17, 2021, to December 16, 2022. Under its previous two NCIBs, ended on November 29, 2021 and June 27, 2020, the Company could also purchase up to 1,000,000 Common Shares.

In connection with each of its NCIBs, the Company adopted an automatic securities purchase plan ("ASPP") that contains strict parameters regarding how its Common Shares may be repurchased during times when it would ordinarily not be permitted to purchase Common Shares due to regulatory restrictions or self-imposed blackout periods. Such purchases are executed by the broker on parameters established by the Company prior to the preestablished ASPP period.

<b>For the years ended December 31,</b>	<b>2021</b>	<b>2020</b>
<i>In 000's of CAD, except number of shares and average price</i>	<b>\$</b>	<b>\$</b>
Common Shares repurchased for cancellation <sup>1</sup>	<b>152,904</b>	84,188
Weight average purchase price per share	<b>0.66</b>	0.81
Total purchase price	<b>101</b>	68

<sup>1</sup> The amount of 152,904 for the year ended December 31, 2021 includes 17,080 Common Shares cancelled subsequent to year end.

## Outstanding Share Data

The following table provides the designation and number of each class and series of voting, equity, or convertible securities of Crescita, outstanding:

	As at March 21, 2022
Common shares	20,903,472
Stock options <sup>1</sup>	3,096,993
Convertible debentures <sup>2</sup>	1,000,000
Warrants	496,000

<sup>1</sup> This amount includes 2,128,618 options which have vested.

<sup>2</sup> The debentures are convertible into common shares at the option of the holder at a price of \$1.00 per share. The convertible debentures mature on June 30, 2022.

## Selected Yearly Financial Information

<i>In thousands of CAD, except per share data and number of shares</i>	2021	2020	2019
<b>Operations</b>	\$	\$	\$
Revenues	16,769	15,640	22,337
Cost of goods sold	6,755	4,367	5,801
<b>Gross profit</b>	<b>10,014</b>	<b>11,273</b>	<b>16,536</b>
<b>Gross margin</b>	<b>59.7%</b>	<b>72.1%</b>	<b>74.0%</b>
Operating expenses	10,733	9,718	11,568
<b>Operating profit (loss)</b>	<b>(719)</b>	<b>1,555</b>	<b>4,968</b>
Interest (income) expense, net	54	(39)	403
Impairment of intangible assets	-	1,918	-
Other (income) expenses	-	(668)	1,274
Foreign exchange (gain) loss	244	(176)	111
<b>Total other (income) expenses</b>	<b>298</b>	<b>1,035</b>	<b>1,788</b>
Share of profit of associate	8	-	-
<b>Income (loss) before income taxes</b>	<b>(1,009)</b>	<b>520</b>	<b>3,180</b>
Deferred income tax expense	96	483	1,325
<b>Net income (loss)</b>	<b>(1,105)</b>	<b>37</b>	<b>1,855</b>
Adjusted EBITDA <sup>1</sup>	932	3,201	6,984
Earnings per share			
Basic	\$ (0.05)	\$ -	\$ 0.09
Diluted	\$ (0.05)	\$ -	\$ 0.09
Weighted average number of common shares outstanding			
Basic	20,755,290	20,661,477	20,941,690
Diluted	20,755,290	20,969,205	22,496,719
<b>Balance Sheet (As at December 31)</b>			
Cash and cash equivalents	11,331	14,281	9,268
Total assets	28,923	26,831	26,837
Total non-current financial liabilities <sup>2</sup>	1,672	1,080	1,386
Total liabilities	8,397	5,698	5,729
Total equity	20,526	21,133	21,108

<sup>1</sup> Adjusted EBITDA is a non-IFRS measure. Refer to the *Non-IFRS and Key Financial Measures*, and the *EBITDA and Adjusted EBITDA Reconciliation* sections of this MD&A.

<sup>2</sup> Non-current financial liabilities are defined as the sum of the long-term portions of convertible debentures, other obligations and lease obligations. On March 15, 2021, the Company amended the lease for its manufacturing and office facility resulting in an adjustment of \$1,944 to the lease obligation. As at December 31, 2021, convertible debentures totaling \$976 were presented as part of current liabilities given a maturity date of June 30, 2022.

# Corporate Overview

## About Crescita

Crescita (TSX: CTX and OTC US: CRRTF) is a growth-oriented, innovation-driven Canadian commercial dermatology company with in-house R&D and manufacturing capabilities. The Company offers a portfolio of high-quality, science-based non-prescription skincare products and early to commercial stage prescription products. In addition, we own multiple proprietary transdermal delivery platforms that support the development of patented formulations to facilitate the delivery of active ingredients into or through the skin.

Our non-prescription portfolio includes a wide variety of premium quality dermocosmetic products. To qualify as a dermocosmetic, a product must contain active ingredients whose effectiveness against a specific skin concern has been proven through clinical studies. Our dermocosmetic products include facial creams, cleansers, exfoliants, masks, serums and suncare, that each serve a different and personalized consumer need. The portfolio's range is designed to address preventive care to the first signs of aging, as well as all primary aesthetic skin concerns.

Our products serve two sub-sets of the skincare market: (i) aesthetics and (ii) medical aesthetics.

- (i) Professional aestheticians use our skincare products to target well-known and common skin concerns, such as mild acne, aging, dehydration, pigmentation, sensitivity, and rosacea. The spa environment provides non-invasive skincare solutions to consumers.
- (ii) Medical aesthetics is a niche market between the cosmetic industry and plastic surgery and includes medical treatments that are focused on improving patients' cosmetic appearance. Qualified doctors and nurses typically perform both non-invasive and minimally invasive procedures or skincare treatments such as chemical peels, advanced retinol facials, microdermabrasion, HA and neurotoxin injections, and various laser and device treatments. Our primary medical aesthetic brands are Pro-Derm, Alyria, and NCTF. In addition, we market Pliaglis, our lead prescription product, in the Canadian physician-dispensed skincare market through our own sales force.

Our national sales force calls on aesthetic practitioners, medical aesthetic clinics and medispas across Canada. In addition, our skincare brands are sold in certain Asian markets, such as Malaysia and South Korea through international distributors, as well as through e-commerce platforms.

Pliaglis utilizes our proprietary phase-changing topical cream Peel technology – refer to *Transdermal Delivery Technologies*. Pliaglis is a topical local anesthetic cream that provides safe and effective local dermal analgesia on intact skin prior to superficial dermatological procedures. The product is currently approved in 27 countries, and licensed in 40 countries, including: the U.S., Italy, Spain, Brazil and Austria, where Pliaglis is currently sold by commercial partners.

In addition, our expertise in topical product formulation and development can be leveraged in combination with our patented transdermal delivery technologies to develop and manufacture creams, liquids, gels, ointments, and serums under our CDMO infrastructure. We provide our services to several North American clients under full cGMP (“Current Good Manufacturing Practice”) conditions. We deliver turnkey solutions, integrating production with in-house R&D, supply chain, and quality control functions. Our integrated approach aims to simplify our clients' supply chain to maximize value, ensuring timely and cost-effective product launches. We run our operations from our head office located in the heart of the Biotech City in Laval, Québec, including a 50,000 square-foot production facility where we also manufacture the majority of our non-prescription skincare products. Formulations manufactured by or for Crescita include cosmetics, natural health products (“NHP”) and products with Drug Identification Numbers (“DIN”). We maintain a registered office located at 6733 Mississauga Road, Suite 800, Mississauga, Ontario, L5N 6J5.

## Vision and Growth Strategy

Our vision is to become a Canadian leader in innovative, science-based skincare solutions, providing improved outcomes for all our clients' skincare concerns.

Our corporate growth strategy is comprised of four pillars, each of which is based on the fundamentals of our business model. Together, we refer to these as our "Four-Pillar Growth Strategy."

- Pillar 1: Organic Growth
- Pillar 2: Strategic Acquisitions and/or In-licensing Agreements
- Pillar 3: Strategic Out-licensing of Assets
- Pillar 4: Contract Development and Manufacturing Services

### **Pillar 1: Organic Growth**

The first pillar focuses on generating revenue growth from existing commercial activities within our non-prescription and prescription portfolios mainly through the introduction of product innovations and line extensions, which may leverage our patented transdermal delivery technologies, MMPE and DuraPeel, the expansion of our distribution channels as well as expanding into new geographic markets. Our in-house R&D and innovation function plays an important role in fueling new product development and innovations based on formulation expertise and market intelligence. We have strengthened our commercial skincare business by investing significant resources starting in the second half of 2021. We believe that these investments, primarily the addition of skilled individuals in the areas of sales and marketing as well as an increase in digital marketing spend, will help us achieve our organic growth ambitions by creating an ecosystem where we connect and engage directly with potential consumers using various forms of digital communication.

### **Pillar 2: Strategic Acquisitions and/or In-licensing Agreements**

The second pillar focuses on the acquisition of dermatology and/or skincare companies or assets, offering product or services portfolios which are complementary to our own. We also remain open to acquiring niche commercial stage prescription dermatology products, however, all the assets or businesses we review must be strategic in the context of our growth plan. We are continuously evaluating and negotiating a variety of potential transactions and other business opportunities, including potential acquisitions, that could expand our product offering and distribution channels, some of which may be material. A number of negotiations for potential transactions may be in progress at varying stages at any given time, all of which remain subject to the approval of the Board of Directors. There can be no assurance that any of these negotiations will result in a binding transaction. See *Risks Related to the Company's Business*.

### **Pillar 3: Strategic Out-licensing of Assets**

The third growth pillar focuses on: (i) out-licensing our products, including our lead prescription product, Pliaglis, in markets where we have no commercial presence, and (ii) out-licensing our patented transdermal delivery technologies, MMPE and DuraPeel to partners looking for a differentiating factor for topical dermatology or dermocosmetic product development. These technologies have already been tested with several active ingredients, and in those cases, have demonstrated significantly increased skin permeation of the active ingredient versus the control vehicle. We believe that these technologies could be used with many other molecules and could potentially increase the efficacy of certain topical products currently sold. The Company plans to further leverage its in-house R&D and innovation function to develop products intended for out-licensing which may use MMPE and DuraPeel.

### **Pillar 4: Contract Development and Manufacturing Services**

The fourth growth pillar aims to generate revenue by: (i) providing customers with product development and manufacturing services by leveraging our in-house R&D and formulation expertise and, (ii) increasing the utilization of our manufacturing facility. By increasing our plant's manufacturing volumes, we generate top line revenue and improve gross margins. Our fully integrated CDMO infrastructure allows Crescita to provide clients with the support activities required to bring their products to market rapidly and efficiently. We are actively seeking new customers and forging partnerships to become a third-party CDMO of choice by offering our customers high quality, cost-effective services from our 50,000-square foot facility. Our manufacturing capabilities range from laboratory to pilot batches to scale-ups. We deliver innovative turnkey manufacturing of skin care products which integrate production with in-house research & development ("R&D"), supply chain management, regulatory and quality assurance and quality control functions.

## Strategic Focus and Business Outlook

Our Four-Pillar Growth Strategy guides our overall strategic initiatives and resource allocation decisions. The success of the strategy depends on management's effective execution of initiatives in each of the pillars. Business development remains the key driver through all our pillars. The execution of accretive collaborative arrangements and acquisitions continue to be critical components of our growth strategy.

The dermocosmetic industry is a mature industry and the competitive landscape has historically made the potential for organic growth modest, especially under the traditional B2B model. With a strong balance sheet, we are investing further in our commercial skincare infrastructure to grow organically. Our commercial focus will be in three main areas: (1) expand our presence in the medical aesthetics space to capitalize on various growth trends in this market, including the higher adoption of minimally invasive & non-invasive aesthetic procedures and heightened awareness through the proliferation of social media; (2) increase our Canadian market share in the spa and medspa markets through improved sales and marketing strategies; and (3) continue executing our business-to-consumer ("B2C") model by engaging directly with the consumers of our brands. The Pandemic has brought fundamental changes to the way consumers discover and purchase cosmetic products, and as a result, has accelerated the implementation of our digital strategy, which aims to build and foster a digital ecosystem that will allow us to develop greater consumer knowledge about skincare, their preferences and drive brand loyalty.

To supplement organic growth initiatives, we are also actively pursuing additional production volumes through partnerships in our Manufacturing segment, in-licensing novel products to enhance our product offering in both the aesthetics and medical aesthetics markets, all of which will help us expand our geographic presence and enable us to better compete in our industry.

In 2022, we intend to pursue our growth through the following strategic initiatives:

- (i) Broaden brand presence across Canada through new client acquisition with an improved sales approach and market segmentation strategies;
- (ii) Continue our digital initiatives by improving marketing plans for both the e-commerce and B2C channels, with better targeted innovations, tailored promotional offers, and loyalty incentives, to position our brands as leaders in the Canadian dermocosmetic market;
- (iii) Grow our medical aesthetic business by continuing to gain traction with NCTF and successfully execute the anticipated launch of the exclusive ART FILLER range of injectables across Canada;
- (iv) Increase our CDMO customer base to generate revenue and improve our plant's utilization through additional production volumes;
- (v) Pursue strategic acquisitions allowing us to access specific niche dermocosmetic markets, enhance product capabilities and offerings, or expand our market presence.

With a robust portfolio of assets and a dedicated management team in place, we are well-positioned to execute our vision and commercial growth strategy in 2022 and beyond.

## Competitive Conditions

### Non-prescription Skincare Products

The dermocosmetic industry is mature and is subject to intense competition. Our direct competition consists of both Canadian and international premium skincare brands which are mostly independently founded and owned, and that market and sell their products directly to spas, medical aesthetic spas and medical clinics. Some of these competitors are longstanding, have established brands and command a significant share of the market.

The global skincare industry is subject to shifts in consumer trends, preferences, and consumer spending. Our revenue and operating results depend, in part, on our ability to respond to such changes in a timely manner. Our ability to excel in this highly competitive landscape relies on the timely introduction of an innovative and on-trend product portfolio, as well as our capacity to build and foster strong relationships with the professional aestheticians and healthcare professionals who use and sell our products, as they will ultimately be the ambassadors of our brands. We believe that our brands offer a unique, high quality product portfolio that has an ability to stay on-trend through our ongoing product innovation cycle. Our in-house product development team, including dermocosmetic formulation experts, works closely with our brand managers, sales, regulatory and manufacturing teams to allow for a seamless process to bring a product from idea to shelves.

Consumer awareness of our brands, their perception of our value proposition, the effectiveness and reach of our marketing and promotional activities, amongst other factors, all have a direct impact on our ability to be successful. Some of the major competitors in the skincare industry invest substantially in the promotion of their brands, which, combined with their extensive marketing experience and know-how, allows them to achieve and maintain stronger brand awareness among target consumers. Furthermore, due to their critical mass, such competitors typically have access to favourable terms with regard to marketing, manufacturing, distributing and selling their products, which provides a notable competitive advantage.

We differentiate ourselves from other dermocosmetic companies through what we believe to be our unique competitive strengths:

- Expertise in skin-sciences, with the ability to combine our in-house transdermal delivery technologies with new and existing formulations to introduce innovation into the market;
- Over 250 science-based product formulations, providing the agility to adapt to changing customer preferences;
- In-house R&D and manufacturing facilities for rapid formulation development;
- A fully integrated sales and marketing infrastructure focused on rapid commercialization.

### Prescription Drug Products

The pharmaceutical industry is characterized by evolving technology and intense competition. Many companies, including major pharmaceutical and specialized biotechnology companies, are engaged in activities focused on medical conditions that are the same as or similar to those targeted by Crescita. Competition from pharmaceutical, chemical and biotechnology companies, as well as universities and research institutes, is intense and is expected to increase. Many of these organizations engage in substantially more R&D, have greater experience in manufacturing, marketing, and possess greater financial and managerial resources. The Company's branded products may also face competition from generic versions and our success depends upon maintaining our competitive position in the R&D and commercialization of our products.

Pliaglis faces competition from other topically applied local anesthetic drug products such as compounded anesthetic creams that are available from certain compounding pharmacies and other prescription anesthetic creams such as EMLA cream. The American Society of Plastic Surgeons reports that of the over 15 million cosmetic procedures performed in the U.S. each year, 13.4 million (89%) were nonsurgical.<sup>1</sup>

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<sup>1</sup> Jack, M. MD, Pozner, J. MD, Plastic and Reconstructive Surgery Journal, Putting it All Together: Recommendations for Pain Management in Nonsurgical Facial Rejuvenation, <https://pubmed.ncbi.nlm.nih.gov/>

While there are many types of anesthesia used to decrease the pain associated with superficial dermatologic, aesthetic, and laser procedures, the most used are EMLA (lidocaine 2.5% and prilocaine 2.5%), and BLT cream (Benzocaine 20%, Lidocaine 8% and Tetracaine 4%), a compounded topical anesthetic cream.<sup>2</sup>

Compounding is the process by which the pharmacist or doctor combines, mixes or alters pharmaceuticals or other active ingredients to create a custom-made medication in accordance with a prescription. Pliaglis also faces competition from L.M.X 4 and L.M.X 5 sold under the brand names Maxilene 4 and Maxilene 5 in Canada that contain lidocaine in concentrations of either 4% or 5%, non-prescription strengths, and that are available over the counter.

None of the competitors mentioned above offer the unique benefits provided by Pliaglis, including its self-occluding properties due to the utilization of the Company's proprietary *Peel* technology, and the highest concentrations of lidocaine and tetracaine ever approved by the U.S. Food and Drug Administration ("FDA") and Health Canada. Refer to *Prescription Product Portfolio*. Management believes that the global market for skin anesthesia is not adequately fulfilled and that Pliaglis addresses an unmet need in this market.

## Non-Prescription Skincare Product Portfolio

### Laboratoire Dr Renaud

Founded over 70 years ago, Laboratoire Dr Renaud is a pioneer in the cosmetics industry. The product line was founded in France in 1947 by Dr. Louis Raymond Renaud, a well-known French dermatologist and was proudly launched as a Canadian brand in Montreal in 1963. Laboratoire Dr Renaud is inspired by nature to develop personalized solutions to address daily skin concerns such as: aging, acne, rosacea, pigmentation, dehydration, and sensitivity. With research and innovation at the heart of the brand, Laboratoire Dr Renaud's skincare solutions represent the perfect synergy of science and aesthetics. Products are designed according to the principles of biomimicry which imitate natural processes, making them extremely compatible with the skin. Crescita owns the trademark rights for the skincare line in North America, certain South American countries, and the Pacific Rim as well as the worldwide rights for the formulations. Virtually all the LDR products are manufactured at the Company's Laval manufacturing facility and can be purchased either through a professional aesthetician or through our e-commerce platform.

### Pro-Derm

Pro-Derm is a line of high-quality dermocosmetic products sold to physicians operating medispas and medical aesthetic clinics. Pro-Derm products are used in conjunction with anti-aging medical procedures both pre and post treatment, such as dermal filler injections for lines and wrinkles, facial peels, laser treatments, aesthetic surgery as well as to prevent the undesired effects of aging. Developed by a Canadian team of chemists and a dermatologist, the products are designed to achieve and maintain healthy-looking skin and to optimize cosmetic procedures offered by physicians. By offering a range of clinically proven effective ingredients, Pro-Derm combines the benefits of both cosmetic and pharmaceutical products. Our formulas are free from parabens, dyes, perfumes, alcohol, mineral oils, and other harsh chemicals, as well as from ingredients of animal origin. Crescita owns the trademark rights for Canada and the worldwide formulations and marketing rights for Pro-Derm. Virtually all the Pro-Derm products are manufactured at our Laval manufacturing facility and can be purchased either through a medispa, a medical aesthetic clinic or through our e-commerce platform.

### Alyria

Alyria is a comprehensive dermocosmetic skincare line developed using scientific research to target major skincare concerns. Alyria offers a complete regimen to help patients achieve healthier-looking skin. Alyria products are sold by physicians operating medispas and medical aesthetic clinics and use therapeutic concentrations of high-quality ingredients, delivered through advanced skin optimizing systems. Alyria's portfolio is complementary to our Pro-Derm line and can be purchased throughout Canada in various medispas and medical clinics. Crescita owns the trademark rights for Canada, Europe, certain South American countries, and the U.S. In addition, Crescita owns the worldwide marketing rights for Alyria as well as the rights to the product formulations, which are, in some cases, on a non-exclusive basis.

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<sup>2</sup> Zdybski, J. MD, Dermatology Online, Topical Anesthesia in Cosmetic Dermatological Procedures, <http://www.odermatol.com/>

### **New Cellular Treatment Factor**

NCTF 135 HA is a skin revitalization solution primarily used for the improvement of skin quality and fine lines. Comprising hyaluronic acid and more than 50 key ingredients including amino acids, vitamins, co-enzymes, and minerals, NCTF is a hydration booster providing the essential ingredients for skin health. Suitable for all generations, it specifically targets age-related skin changes such as dryness, dullness, uneven complexion, dilated pores, and wrinkles. Since 1978, NCTF has been a leader in skin revitalization with over 4 million bottles sold around the world annually. We launched NCTF in the Canadian medical aesthetic market in April 2021.

### **ART FILLER**

ART FILLER is an exclusive collection of hyaluronic acid-based fillers designed to smooth-out superficial to deep wrinkles, plump up the lips and create/restore the volumes and contours of the face. Developed, manufactured, and launched in 2016 by FILLMED, the ART FILLER range benefits from the Tri-Hyal<sup>®</sup> technology, an innovation in the R&D space. The gels are made of non-animal origin hyaluronic acid and feature an optimized equilibrium between free hyaluronic acid, long chains and very long chains of hyaluronic acid. Each product of the range has been developed with consideration of a precise treatment objective. The high performance and the tolerance of ART FILLER have been proven through a unique study combining clinical evaluations and instrument-based measurements over an 18-month period. We are expecting to launch the ART FILLER range in the Canadian medical aesthetic market in the second half of 2022, following its anticipated approval by Health Canada.

## **Prescription Product Portfolio**

### **Pliaglis<sup>®</sup>**

Pliaglis is a topical local anesthetic cream that provides safe and effective local dermal analgesia on intact skin prior to superficial dermatological procedures. The formulation contains a eutectic mixture of 7% lidocaine and 7% tetracaine that utilizes our proprietary phase-changing topical cream *Peel* technology. The *Peel* technology consists of a drug-containing cream which, once applied to a patient's skin, dries to form a pliable layer that releases the active ingredients into the skin. Pliaglis is applied to intact skin for 20 to 30 minutes prior to superficial dermatological procedures such as dermal filler injections, non-ablative laser facial resurfacing, or pulsed-dye laser therapy and 60 minutes prior to procedures such as laser-assisted tattoo removal. Following the application period, the pliable layer is easily removed from the skin allowing the procedure to be performed with minimal to no pain. In clinical studies, the mean duration of anesthesia has been shown to be in the range of 7 to 9 hours after the application of Pliaglis.

The product is currently approved in 27 countries, and licensed in 40 countries, including the U.S., Italy, Spain, Brazil and Austria where Pliaglis is sold by commercial partners. As countries having the highest strategic priority have already been licensed in 2020 and 2021, Crescita will focus on providing regulatory support to its strategic international partners to ensure the timely approval and successful launch of Pliaglis in the various rest-of-world ("ROW") countries. Refer to *Key Business Developments and Significant Partnerships*.

### **Enhanced Formulation of Pliaglis<sup>®</sup>**

The Company developed alternate enhanced formulations of Pliaglis with extended patent protection through 2031 in multiple jurisdictions. The alternate formulations also contain 7% lidocaine and 7% tetracaine but possess improved application and removal properties compared to the original formulation of Pliaglis.

On March 31, 2020, the USPTO granted U.S. Patent No. 10,603,293 for *Solid-Forming Anesthetic Formulations for Pain Control*, which covers both Pliaglis and enhanced formulations of Pliaglis through January 14, 2031. The new patent was listed in a publication called *Approved Drug Products with Therapeutic Equivalence Evaluations* (commonly known as the "Orange Book"), on April 14, 2020 by Taro Pharmaceuticals Inc. ("Taro"), our licensing partner in the U.S. The Orange Book identifies drug products approved on the basis of safety and effectiveness by the FDA under the Federal Food, Drug, and Cosmetic Act and related patent and exclusivity information.

On August 25, 2020, the USPTO granted U.S. Patent No. 10,751,305 for *Solid-Forming Topical Formulations for Pain Control*, which covers enhanced formulations of Pliaglis through January 14, 2031. The new patent was listed in the FDA's Orange Book by Taro on September 21, 2020.

## Transdermal Delivery Technologies

Crescita has multiple drug delivery platforms supporting the development of patented formulations that deliver active ingredients into or through the skin.

### Peel and DuraPeel

The Peel and DuraPeel technologies are self-occluding, film-forming cream/gel formulations that provide extended-release delivery of the active ingredients to the site of application. The cream/gel contains a drug that, when applied to a patient's skin, forms a pliable layer that releases the active ingredient into the skin for up to 12 hours. The benefits of the Peel and DuraPeel technologies include proven compatibility with a variety of active pharmaceutical ingredients ("APIs"). A self-occluding film reduces product transference risk, provides fast drying time, facilitates easy application and removal, and enables application to large and irregular skin surfaces.

While the Peel technology typically involves a single solvent that dries to form a pliable film, the DuraPeel technology involves a two-solvent system which includes: 1) a volatile solvent component that dries to form a self-occluding film and 2) a non-volatile solvent component that remains in the formulation to facilitate prolonged release of the active ingredient from the formulation into the skin.

Peel technology patents have been issued in 22 countries including the U.S., with the latest expiring in 2031. In addition, a patent application is pending in the U.S. DuraPeel patents have been issued in Australia, Canada, Japan, and in the U.S. with the latest expiry in 2027. The European patent application is pending.

### MMPE

The MMPE technology uses synergistic combinations of certain specific pharmaceutical excipients included on the FDA's Inactive Ingredients Database ("IID") for improved topical delivery of active ingredients into or through the skin. The benefits of this technology include the potential for increased penetration of APIs with the possibility of improved efficacy, lower API concentration and/or reduced dosing. Issued U.S. patents provide intellectual property protection through March 6, 2027. A European patent (validated in Germany, France, Ireland, Spain, Italy and the United Kingdom) was issued with term to 2036. In addition, applications are pending in Australia, Canada, Mexico (allowed), New Zealand, and in the U.S., with the latest expiry date in 2036.

## Product Candidates in Co-Development

In April 2014, Crescita entered into a joint venture with Ferndale Laboratories Inc. and a leading U.S. contract research organization (a "CRO" and together the "Development Partners") to develop and formulate two topical dermatology product candidates (the "Product Candidates") utilizing our patented MMPE technology. Under this agreement (the "Original Joint Venture Agreement"), upon completion of the formulations, the Development Partners would oversee and fund the formulations' advancement through Phase 2 clinical studies, after which, it was anticipated that the Product Candidates would be made available for licensing. However, in 2019, we amended the Original Joint Venture Agreement, including a financial commitment from Crescita to fund our proportionate share of the Phase 3 clinical development costs for CTX-101 to maintain our anticipated share of future licensing proceeds.

### CTX-101

CTX-101 is a topical formulation utilizing a corticosteroid in combination with our patented MMPE technology to treat plaque psoriasis. On February 11, 2020, we announced positive topline results from two pivotal Phase 3 clinical trials for CTX-101. The two Phase 3 multi-centre, randomized, vehicle-controlled, double-blind, parallel group trials were conducted in the U.S. using the same study design.

Both studies met the primary endpoint demonstrating that a statistically significant greater number of patients achieved the Investigator's Global Assessment ("IGAs") treatment success ( $p < 0.001$ ) at the end of study. The IGA score is a static evaluation by the investigator of the overall assessment of the patient's disease status within the designated treatment area.

These results are based on the Intention to Treat population and study results in the Per Protocol population were also highly significant as were key secondary endpoints for both studies. Our Development Partners are completing the preparation of the New Drug Application (“NDA”) for submission to the FDA and have advanced multiple licensing discussions at varying stages. With the current reimbursement challenges for dermatology products in the U.S., securing a licensing partner has taken longer than expected.

Two U.S. patents claiming certain combinations of particular molecular penetration enhancers together with active drugs in topical formulations were issued on January 1, 2013, as U.S. Patent No. 8,343,962, and May 9, 2017, as U.S. Patent No. 9,642,912. In addition, European Patent No. 3528818 with term to 2036 was issued on September 15, 2021, and validated in Germany, France, Ireland, Spain, Italy and the United Kingdom. As well, patent applications are pending in Australia, Canada, Mexico (allowed), New Zealand, and the U.S., with anticipated term through 2036.

### **CTX-102**

CTX-102 is a topical formulation also utilizing our patented MMPE technology to treat an undisclosed dermatological skin condition. Initial formulation development efforts for CTX-102 were completed in Q2-18, while an Investigational New Drug (“IND”) application update was filed on June 25, 2018, including details on the formulations to be evaluated in the first planned Phase 1 vasoconstrictor assay (“VCA”) study. The IND update was accepted by the FDA and the initial Phase 1 VCA study designed to evaluate the relative potency of several formulations was completed in Q1-19. The results of the Phase 1 VCA study were encouraging, and a successful pilot Phase 2 study was recently completed, providing encouraging feedback on the safety, user response and clinical efficacy of the lead formulation. We are now working with our Development Partners to evaluate the next steps of the development program.

In addition to U.S. patent No. 8,343,962, U.S. patent No. 9,642,912 and European Patent no. 3528818 (validated in Germany, France, Ireland, Spain, Italy and the United Kingdom) which pertain to both CTX-101 and CTX-102, U.S. Patent No. 10,945,952 was granted March 16, 2021, for *Rinse-Off Compositions and Uses Thereof for Delivery of Active Agents* with term to March 16, 2040. Patent applications are also pending in Canada, Europe, Japan and the U.S. with anticipated term through 2040.

## Pipeline Products

### Non-Prescription Skincare Products

The non-prescription skincare business requires that the product lines be rejuvenated from time-to-time with the introduction of new product offerings and innovations, which in some cases utilize our patented transdermal delivery technologies. Crescita has established a multi-disciplinary product development committee that screens and identifies new products to be developed or existing products to be upgraded. These new products are selected based on sales and marketing trends, but also include regulatory, manufacturing and cost considerations. The products under development are usually kept confidential for competitive reasons.

### Prescription Drug Products

Crescita has a portfolio of development and commercial stage products and proprietary platform technologies, which include MMPE and DuraPeel. The following table summarizes the Company's key prescription drug products and product candidates and associated intellectual property.

Product	Therapeutic Area	Stage of Development	Intellectual Property <sup>2</sup>
Pliaglis and enhanced formulations of Pliaglis (U.S.)	Local anesthesia prior to superficial dermatological procedures	Commercial	Three Orange Book listed U.S. patents covering Pliaglis and/or enhanced formulations expiring in 2031. Application pending in the U.S. through 2031.
Pliaglis and enhanced formulations of Pliaglis (ROW)	Local anesthesia prior to superficial dermatological procedures	Commercial	Patents granted for enhanced formulation in AU, BR, CA, CN, AT, BE, CH, DE, ES, FR, GB, GR, IT, LU, NL, PL, TR, HK, JP, MX, and RU, with latest expiring in 2031.
CTX-101 <sup>1</sup>	Plaque Psoriasis	Phase 3	Patents granted in the U.S. expiring in 2027. Patents granted in DE, FR, IE, GB, ES and IT expiring in 2036. Applications pending in AU, CA, MX (allowed), NZ, and U.S. through 2036.
CTX-102 <sup>1</sup>	Dermatological skin treatment	Phase 1	Patents granted in the U.S. expiring in 2027. Patent granted in DE, FR, IE, GB, ES and IT expiring in 2036. Applications pending in AU, CA, MX (allowed), NZ, and U.S. through 2036. U.S. patent for CTX-102 granted through 2040. Applications pending in CA, EP, JP and U.S. through 2040.
Dermatology products utilizing MMPE <sup>3</sup>	Prescription treatments of skin diseases	Pre-clinical	Patent granted in the U.S. expiring in 2027.

1. CTX-101 and CTX-102 are topical products in co-development with the Company's Development Partners which utilize our MMPE technology.
2. Country abbreviations defined as follows: Australia (AU), Brazil (BR), Canada (CA), China (CN), Austria (AT), Belgium (BE), Switzerland (CH), Germany (DE), Spain (ES), France (FR), Great Britain (GB), Greece (GR), Ireland (IE), Italy (IT), Luxembourg (LU), Netherlands (NL), Poland (PL), Turkey (TR), Hong Kong (HK), Japan (JP), Mexico (MX), Russian Federation (RU), United States (U.S.), Rest of World (ROW), Europe (EP).
3. Crescita licensed the MMPE technology to a U.S.-based, major dermatological CRO. The licensee, in this case, will oversee and fund the total cost of the development program.

## Significant Partnerships

### Licensing Agreement with Cantabria Labs

In April 2019, we entered into a commercialization license agreement with Cantabria Labs Inc. (“Cantabria” and the “Cantabria Agreement”) for an initial term of 15 years, granting Cantabria the exclusive rights to sell and distribute Pliaglis in Italy, Portugal, France, and Spain (the “Territories”). Under the Cantabria Agreement, we are eligible to receive double-digit royalties on the net sales of Pliaglis in the Territories, with minimum guaranteed sales-based royalties per year, and milestones related to the launch and sales performance of Pliaglis in each of the Territories. In addition, the parties agreed that Cantabria would transfer the manufacturing of Pliaglis to its centre for sustainable production in Spain and that Cantabria would supply the product to Crescita outside the Territories.

During Q4-20, Cantabria launched Pliaglis in Spain, which entitled Crescita to a milestone payment of \$78 (€50). Cantabria is promoting Pliaglis through its field force, calling on physicians such as aesthetic doctors and dermatologists, similarly to the sales approach in Italy. Cantabria is evaluating the market conditions to launch Pliaglis in Portugal and France.

In Q1-20, Cantabria successfully completed the transfer of the manufacturing process and analytical test methods for Pliaglis to its manufacturing facility in Santander, Spain. A manufacturing site variation application seeking approval for Cantabria’s facility to manufacture Pliaglis for the European market was submitted to the European Union (“E.U.”) member states and was approved on June 24, 2020. The approval allows Cantabria’s manufacturing facility to be the supplier of Pliaglis in Europe. In connection with the approval, we revised our estimate of the present value of future minimum guaranteed sales-based royalties to be received under the contract, recognizing incremental licensing revenue of \$413 in Q2-20.

### Licensing Agreement with Taro Pharmaceuticals Inc.

In April 2017, we entered into a development and commercialization license agreement with Taro Pharmaceuticals Inc., a subsidiary of Taro Pharmaceutical Industries Ltd. (the “Original Taro Agreement”). Under the terms of the Original Taro Agreement, Crescita granted Taro an exclusive license to sell and distribute Pliaglis and an enhanced formulation of Pliaglis in the U.S. market.

In July 2020, we entered into an amendment to the Original Taro Agreement (the “Taro Amendment”). The Taro Amendment entitled Crescita to a one-time total cash payment of \$5,151 (US\$3,855) in Q3-20, largely representing a royalty adjustment to past sales as well as an upward modification of future royalty payments. The parties also agreed to certain modifications of non-financial clauses, which resulted in the recognition of Other Income of \$668 (US\$500) which was also recognized in Q3-20. Under the Taro Amendment, royalties are now calculated using a higher double-digit flat rate in lieu of a series of tiered double-digit rates as prescribed under the Original Taro Agreement.

Pliaglis sales continue to be affected, in part, by certain restrictive amendments to U.S. managed care. Pliaglis and an authorized generic form of the branded “Pliaglis” are sold by third-party distributors directly to pharmacy chains. While management cannot determine the isolated impact of the restrictive amendments on product sales, it has become apparent that these, as well as the unknown impact of COVID-19 have both contributed to the decrease in Pliaglis sales in the U.S. Under the terms of the Original Taro Agreement, we are entitled to minimum annual royalties in the amount of US\$1,000 per Taro fiscal year, which spans from April 1 to March 31, in periods where Taro does not reach sales targets. Taro is also entitled to terminate the agreement without penalty, subject to a six-month notice period. During the year ended December 31, 2021, the Company recognized minimum annual guaranteed royalties of \$2,085 (US\$1,637).

Taro has advised us that it is still committed to commercializing Pliaglis and that it is seeking to address its strategy for the United States. However, we have no certainty as to how Pliaglis sales will evolve.

## Results of Operations

### Fluctuations in Operating Results

Crescita's results of operations have fluctuated significantly from period-to-period in the past and are likely to do so in the future. Crescita anticipates that its quarterly and annual results of operations will be impacted for the foreseeable future by several factors including the COVID-19 pandemic, the timing and amount of product sales, royalties, milestone and upfront payments received pursuant to current and future collaboration and licensing arrangements and the progress and timing of expenditures related to product development efforts. Due to these fluctuations, Crescita believes that the period-to-period comparisons of its operating results are not necessarily an adequate indicator of future performance.

### Foreign Exchange Rates

Through its international operations, Crescita is exposed to changes in foreign currency rates. Accordingly, as prescribed by IFRS, we value assets, liabilities and transactions measured in foreign currencies using various exchange rates. We report all amounts in Canadian dollars, unless otherwise noted. Refer to *Financial Instruments and Risk Management - Currency Risk* for a further discussion on the impact of foreign currency fluctuations on our results of operations.

Average rates	Three months ended December 31,		Twelve months ended December 31,	
	2021	2020	2021	2020
U.S. dollar	1.2600	1.3030	1.2537	1.3412
Euro	1.4409	1.5536	1.4833	1.5296

Spot rates	As at December 31,	
	2021	2020
U.S. dollar	1.2678	1.2732
Euro	1.4391	1.5608

### Revenue by Segment

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Commercial skincare	7,469	6,704	765
Licensing and royalties	3,967	7,224	(3,257)
Manufacturing and services	5,333	1,712	3,621
<b>Total revenue</b>	<b>16,769</b>	<b>15,640</b>	<b>1,129</b>

For the year ended December 31, 2021, total revenue was \$16,769 compared to \$15,640 in the prior year, representing a net increase of \$1,129. Please refer to segment narratives below for further details on the reasons explaining this year-over-year variance.

#### Commercial Skincare

Commercial Skincare sales for the year ended December 31, 2021 were \$7,469 compared to \$6,704 for the year ended December 31, 2020, representing an increase of \$765. The increase was mainly driven by higher product sales, resulting in part from the recovery of customer demand following extended periods of Pandemic-related closures in 2020. E-commerce sales also grew, mainly due to the impact of heightened digital marketing initiatives throughout the year, as we continued to invest in our digital presence, as well as due to the successful launch of NCTF, partly offset by lower exports to Asian markets.

## Licensing and Royalties

For the year ended December 31, 2021, Licensing and Royalties revenue was \$3,967 compared to \$7,224 for the year ended December 31, 2020, representing a decrease of \$3,257. In 2021, we recorded: 1) product sales and royalties including minimum guaranteed royalties of \$2,563 under our licensing agreements with Taro, Cantabria, and Pelpharma Handels GmbH ; and 2) \$1,404 in upfront and milestone payments from our licensing agreements with Egis, STADA and Croma. Other than minimum guaranteed royalties, no royalties were recognized for Pliaglis in the U.S. during the year.

In 2020, we had the following revenue streams: 1) \$4,483 as part of the Taro Amendment; 2) \$2,069 in royalties on the global Pliaglis sales; 3) \$413 under the Cantabria Agreement following a revision to the net present value of future guaranteed minimum royalties; 4) \$181 in upfront payments from licensing agreements for Pliaglis; and 5) \$78 (€50) in sales milestone triggered by the first commercial sale of Pliaglis in Spain.

## Manufacturing and Services

Manufacturing and Services revenue for the year ended December 31, 2021 was \$5,333 compared to \$1,712 for the year ended December 31, 2020. The year-over-year increase of \$3,621 was mainly driven by additional purchase orders from new and existing clients, combined with the impact of COVID-19 on our Manufacturing segment in the prior year. The timing and value of third-party manufacturing contracts may vary from period to period depending on our clients' commercial activities and may not be recurring in nature.

## Revenue Distribution

The following tables provide additional information regarding our revenue mix by geography and reportable segment for the years ended December 31, 2021 and 2020:

### By Geography (based on client's billing address)

For the years ended December 31,	2021	2020
Canada	57%	81%
U.S.	29%	9%
ROW	14%	10%
	100%	100%

### By Segment

For the years ended December 31,	2021	2020
Commercial Skincare	44%	43%
Licensing and Royalties	24%	46%
Manufacturing and Services	32%	11%
	100%	100%

## Major Customers

Under IFRS 8 – *Operating Segments*, major customers are those that account for greater than 10% of a company's consolidated revenue. For the year ended December 31, 2021, we had two major customers in the Manufacturing and Licensing segments that accounted for 33% of our total revenue, and one major customer in the Licensing segment that accounted for 41% of our total revenue for the year ended December 31, 2020.

## Gross Profit by Segment

Gross profit is calculated by subtracting the cost of goods sold (“COGS”) from revenue, either on a consolidated or on a by segment basis. Gross margin, as reported below and elsewhere in this MD&A, is an expression of gross profit as a percentage of revenue, either on a consolidated or by segment basis. COGS primarily includes: the costs associated with manufacturing and packaging our products, provisions for inventory obsolescence, freight-in costs, the cost of products purchased from third parties, and costs for the development of formulas under our CDMO services.

For the years ended December 31, <i>In thousands of CAD</i>	2021	2020	Change
	\$	\$	\$
Revenue	16,769	15,640	1,129
Cost of goods sold	6,755	4,367	2,388
<b>Gross profit</b>	<b>10,014</b>	<b>11,273</b>	<b>(1,259)</b>
<i>Gross margin %</i>	<b>59.7%</b>	72.1%	-12.4%

For the year ended December 31, 2021, gross profit was \$10,014, representing a gross margin of 59.7%, compared to \$11,273 and 72.1%, respectively, for the year ended December 31, 2020. The decreases in gross profit of \$1,259 was mainly due to the drop in high-margin licensing revenue year-over-year, partly offset by the growth in our Commercial and Manufacturing segments and the benefit of wage and rent subsidies under the CEWS and CERS programs. The decrease in gross margin of 12.4% was mainly driven by the decrease in high-margin licensing revenue and the unfavourable revenue mix with higher Manufacturing segment revenue year-over-year, offset in part by the benefit of higher manufacturing volumes.

### Commercial Skincare

For the years ended December 31, <i>In thousands of CAD</i>	2021	2020	Change
	\$	\$	\$
Revenue	7,469	6,704	765
Cost of goods sold	3,099	3,241	(142)
<b>Gross profit</b>	<b>4,370</b>	<b>3,463</b>	<b>907</b>
<i>Gross margin %</i>	<b>58.5%</b>	51.7%	6.8%

For the year ended December 31, 2021, gross profit in the Commercial segment was \$4,370, representing a gross margin of 58.5%, compared to \$3,463 and 51.7% for the year ended December 31, 2020. The increases in gross profit and gross margin of \$907 and 6.8% were mainly driven by the increase in segment revenue, favorably product mix, the benefit of wage and rent subsidies under the CEWS and CERS programs, and the benefit of higher manufacturing volumes, partly offset by incremental obsolescence charges.

### Licensing and Royalties

For the years ended December 31, <i>In thousands of CAD</i>	2021	2020	Change
	\$	\$	\$
Revenue	3,967	7,224	(3,257)
Cost of goods sold	116	-	116
<b>Gross profit</b>	<b>3,851</b>	<b>7,224</b>	<b>(3,373)</b>
<i>Gross margin %</i>	<b>97.1%</b>	100.0%	-2.9%

For the year ended December 31, 2021, gross profit in the Licensing segment was \$3,851, representing a gross margin of 97.1%, compared to \$7,224 and 100.0% for the year ended December 31, 2020. The decreases in gross profit and gross margin of \$3,373 and 2.9%, respectively, were primarily driven by the decrease in full-margin licensing revenue related to Pliaglis, compounded by the incremental COGS from supplying Pliaglis under our Austria licensing agreement.

## Manufacturing and Services

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Revenue	5,333	1,712	3,621
Cost of goods sold	3,540	1,126	2,414
<b>Gross profit</b>	<b>1,793</b>	<b>586</b>	<b>1,207</b>
<i>Gross margin %</i>	<b>33.6%</b>	<b>34.2%</b>	<b>-0.6%</b>

For the year ended December 31, 2021, gross profit in the Manufacturing segment was \$1,793, representing a gross margin of 33.6%, compared to \$586 and 34.2%, respectively, for the year ended December 31, 2020. The increase in gross profit of \$1,207 was primarily due to higher segment revenue, while the slight decrease in gross margin of 0.6% was mainly related to revenue mix. Government subsidies and the benefit of higher manufacturing volumes also had a positive impact on both gross profit and gross margin for the year ended December 31, 2021.

The gross margins generated by our Manufacturing segment are dependent on the specific terms of each agreement and vary by customer. The timing of customer orders and the mix of customers will continue to have an impact on our margins.

## Operating Expenses

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Research and development	634	1,101	(467)
Selling, general and administrative	8,720	7,126	1,594
Depreciation and amortization	1,379	1,491	(112)
<b>Total operating expenses</b>	<b>10,733</b>	<b>9,718</b>	<b>1,015</b>

For the year ended December 31, 2021, total operating expenses were \$10,733 compared to \$9,718 for the year ended December 31, 2020, representing a net increase of \$1,015. The increase was mainly driven by higher selling, general and administrative (“SG&A”) expenses of \$1,594, largely reflecting investments in advertising and promotion to grow our brands and in various key positions across the sales, marketing and digital marketing departments. These additional costs were partly offset by lower R&D spend of \$467, primarily reflecting the Company’s proportionate funding of clinical development activities related to CTX-101 in Q2-20, and to a lesser extent, lower depreciation expense of \$112.

## Research and Development

R&D expenses are mainly composed of employee compensation costs, clinical trial costs, clinical manufacturing and scale-up costs and other third-party laboratory testing and service fees. In the normal course of business, we allocate a significant part of our R&D resources to the rejuvenation of our non-prescription skincare lines through product development and product reformulations, as well as to support business activities in our Manufacturing and Licensing segments.

Product portfolio rejuvenation and innovation activities are ongoing and are a key success factor for Crescita, allowing us to remain competitive in our product offerings. To a lesser extent, the Company also incurs formulation development and clinical costs related to our prescription product candidates such as CTX-101 and CTX-102. R&D expenditures vary depending on the stage of development of products and product candidates in Crescita's pipeline and management's allocation of Crescita's internal resources to these activities and to each product specifically.

For the year ended December 31, 2021, R&D expenses were \$634 compared to \$1,101 for the year ended December 31, 2020. The year-over-year decrease of \$467 largely reflects our proportionate funding of clinical development activities related to CTX-101 in Q2-20, which did not repeat, partly offset by a return to pre-COVID level headcount-related costs in the current year, following temporary layoffs and salary reductions implemented in response to the Pandemic in 2020.

### Selling, General and Administrative

For the year ended December 31, 2021, SG&A expenses were \$8,720 compared to \$7,126, representing an increase of \$1,594 year-over-year. The increase was mainly reflective of a return to a pre-pandemic level of headcount-related costs, investments in advertising and promotion spend to grow our brands and in various key positions across the organization. During the year ended December 31, 2021, we recognized the benefit of \$777 in wage subsidies under the CEWS program, compared to \$722 for the year ended December 31, 2020. In Q2-20, we initiated cash conservation measures including temporary layoffs and salary reductions in response to the Pandemic.

### Depreciation and Amortization

For the year ended December 31, 2021, depreciation and amortization expense was \$1,379 compared to \$1,491 for the year ended December 31, 2020. The year-over-year decrease of \$112 is primarily due to the revision to the periodic amortization expense for intangibles following the recognition of an impairment charge of \$1,918 in Q2-20.

## Other (Income) Expenses

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Interest expense	236	252	(16)
Interest income	(182)	(291)	109
Foreign exchange (gain) loss	244	(176)	420
Impairment of intangible assets	-	1,918	(1,918)
Taro Amendment	-	(668)	668
<b>Total other (income) expenses</b>	<b>298</b>	<b>1,035</b>	<b>(737)</b>

### Interest

For the year ended December 31, 2021, interest expense was \$236 compared to \$252 for the year ended December 31, 2020. The year-over-year decreases of \$16 was primarily related to interest accretion.

For the year ended December 31, 2021, interest income was \$182 compared to \$291 for the year ended December 31, 2020, representing a decrease of \$109 year-over-year, primarily due to lower market interest rates. The Company earns interest on its cash balances and short-term investments and records interest accretion on the contract asset recognized under the Cantabria Agreement. Refer to Note 9 – *Contract Assets* to our 2021 Consolidated Financial Statements.

### Foreign Exchange (Gain) Loss

For the year ended December 31, 2021, we recorded a net foreign currency loss of \$244 compared to a net foreign currency gain of \$176 for the year ended December 31, 2020.

These currency variances are primarily driven by the timing of payments and settlements of foreign currency denominated balances, and the revaluation of certain balance sheet items including the contract asset in the amount of \$1,880 related to the Cantabria Agreement denominated in euros.

### Impairment of Intangible Assets

In Q2-20, we recognized an impairment charge of \$1,918, following an update to our impairment assessment. The impairment charge was mainly to reflect the projected impact on our long-term forecasts of the pandemic-driven decrease in demand for our non-prescription skincare products and contract manufacturing and development services. At December 31, 2020 and 2021, we updated our impairment test and concluded that no further impairment charge was required. Refer to Note 12 – *Intangible Assets* to our 2021 Consolidated Financial Statements.

### Taro Amendment

As part of the Taro Amendment concluded in Q3-20, the Company recognized \$668 (US\$500) in connection with the termination of a non-financial clause regarding the supply of Pliaglis outside the U.S.

## Net Income (Loss) and Earnings per Share

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD, except number of shares and per share data</i>	\$	\$	\$
Income (loss) before income taxes	(1,009)	520	(1,529)
Deferred income tax expense	96	483	(387)
<b>Net income (loss)</b>	<b>(1,105)</b>	<b>37</b>	<b>(1,142)</b>
Weighted average number of common shares outstanding			
Basic	20,755,290	20,661,477	93,813
Diluted	20,755,290	20,969,205	(213,915)
Earnings per share			
Basic	\$ (0.05)	\$ -	\$ (0.05)
Diluted	\$ (0.05)	\$ -	\$ (0.05)

### Income (loss) before Income Taxes

For the year ended December 31, 2021, the Company reported a loss before income taxes of \$1,009 compared to income before taxes of \$520 for the year ended December 31, 2020. The year-over-year decrease of \$(1,529) was mainly attributable to: 1) the aggregate impact of the Taro Amendment of \$5,151 in Q3-20 which did not repeat; 2) higher SG&A expenses of \$1,594 in the current year; 3) an increase in the net foreign exchange loss of \$420, partly offset by 1) the net overall increase in gross profit of \$3,224 across all segments excluding the impact of the Taro Amendment; 2) the impairment charge of \$1,918 taken in Q2-20 which did not repeat; and 3) the decreases in R&D and depreciation and amortization expenses of \$467 and \$112, respectively.

### Deferred Income Tax Expense

Deferred income tax expense for the year ended December 31, 2021 was \$96 compared to \$483 for the year ended December 31, 2020.

### Net Income

For the year ended December 31, 2021, net loss was \$1,105 compared to net income of \$37 reported for the year ended December 31, 2020. The year-over-year decrease of \$1,142 was mainly caused by the same factors as identified above under the section entitled *Income (loss) before Income Taxes*.

## Weighted Average Number of Common Shares Outstanding

In September, the Company issued 470,128 Common Shares at a price of \$0.70 per Common Share in connection with the minority interest acquired in The Best You (Refer to *Key Business Developments*). The basic and diluted weighted average number of common shares outstanding are further affected by the shares purchased for cancellation under the Company's NCIB. The diluted weighted average number of common shares outstanding for the periods is further impacted by the number of options and warrants that are "in the money" and the effect of convertible debentures, when such impact is dilutive.

## EBITDA and Adjusted EBITDA Reconciliation

The following table provides a reconciliation between net income, as reported in accordance with IFRS, and EBITDA and Adjusted EBITDA, for the fiscal years ended December 31, 2021 and 2020. Refer to the section entitled *Income (loss) before Income Taxes* for details.

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Net income (loss)	(1,105)	37	(1,142)
<b>Adjust for:</b>			
Depreciation and amortization	1,379	1,491	(112)
Interest (income) expense, net	54	(39)	93
Deferred income tax expense	96	483	(387)
<b>EBITDA</b>	<b>424</b>	<b>1,972</b>	<b>(1,548)</b>
<b>Adjust for:</b>			
Share of profit of an associate	(8)	-	(8)
Share-based compensation	272	155	117
Foreign exchange (gain) loss	244	(176)	420
Impairment of intangible assets	-	1,918	(1,918)
Taro Amendment	-	(668)	668
<b>Adjusted EBITDA</b>	<b>932</b>	<b>3,201</b>	<b>(2,269)</b>

## Liquidity and Capital Resources

### Consolidated Statement of Cash Flows

For the years ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Net income (loss)	(1,105)	37	(1,142)
<b>Items not involving cash flows</b>	<b>974</b>	<b>3,989</b>	<b>(3,015)</b>
Cash from operations	(131)	4,026	(4,157)
Net change in non-cash working capital	(1,466)	1,582	(3,048)
Cash provided by (used in) operating activities	(1,597)	5,608	(7,205)
Cash used in investing activities	(846)	(59)	(787)
Cash used in financing activities	(500)	(476)	(24)
Effect of foreign exchange rates on cash and cash equivalents	(7)	(60)	53
Net change in cash and cash equivalents during the year	(2,950)	5,013	(7,963)
Cash and cash equivalents beginning of the year	14,281	9,268	5,013
<b>Cash and cash equivalents, end of the year</b>	<b>11,331</b>	<b>14,281</b>	<b>(2,950)</b>

## Operating Activities

For the year ended December 31, 2021, cash used in operating activities was \$1,597 compared to cash provided by operating activities of \$5,608 for the year ended December 31, 2020. The year-over-year decrease of \$7,205 was mainly driven by the unfavorable movement in non-cash working capital items of \$3,048 and the decrease in cash from operations of \$4,157.

The net change in non-cash working capital of \$(1,466) for the year ended December 31, 2021 was mainly driven by the increase in accounts receivable related to the timing of collections and the increase in inventories to meet planned demand, partly offset by higher accounts payable. The net change in non-cash working capital of \$1,582 for the year ended December 31, 2020 was mainly driven by a decrease in accounts receivable related to the timing of collections. Working capital inflows and outflows will always have an impact on the cash flow from operating activities.

## Investing Activities

For the year ended December 31, 2021, the Company invested \$846 compared to \$59 invested for the year ended December 31, 2020. In 2021, we purchased a secured convertible promissory note with an initial principal amount of \$500 in connection with the minority interest acquisition in The Best You and invested in equipment in our plant and laboratories to support the growth in our Manufacturing Segment.

## Financing Activities

For the year ended December 31, 2021, cash used in financing activities totaled \$500 compared to \$476 for the year ended December 31, 2020, representing a year-over-year decrease of \$24. During fiscal 2021, the Company paid: 1) \$349 in principal under its lease for its manufacturing and office facility, compared to \$358 in 2020; 2) \$101 for the purchase for cancellation of 152,904 Common Shares, compared to \$68 for the purchase for cancellation of 84,188 Common Shares in 2020; and 3) \$50 in connection with the acquisition of the Alyria product line, compared to \$50 in 2020.

## Financial Instruments and Risk Management

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1 - determined by reference to quoted prices in active markets for identical assets and liabilities.

Level 2 - include those where valuations are determined using inputs other than quoted prices for which all significant outputs are observable, either directly or indirectly.

Level 3 - valuations are those based on inputs that are unobservable and significant to the overall fair value measurement.

The following table provides the fair value measurement hierarchy of the financial instruments measured at fair value subsequent to initial recognition in the Consolidated Statements of Financial Position as at:

	December 31, 2021			December 31, 2020		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
<b>Recurring fair value measurements</b>						
Convertible note – The Best You	-	-	513	-	-	-

## Valuation Methods and Assumptions

Assets and liabilities are classified based on the lowest level of input that is significant to the fair value measurements. The Company reviews the fair value hierarchy classification on a quarterly basis. Changes to the ability to observe valuation inputs may result in a reclassification of levels for certain securities within the fair value hierarchy. The Company did not have any transfer of assets and liabilities between Level 1, Level 2 and Level 3 of the fair value hierarchy during the years ended December 31, 2021 and 2020.

The Company has determined the estimated fair values of its financial instruments based on appropriate valuation methodologies.

However, considerable judgment is required to develop these estimates. Accordingly, these estimated values are not necessarily indicative of the amounts the Company could realize in a current market exchange. The estimated fair value amounts can be materially affected by the use of different assumptions or methodologies.

Level 3 assets include the convertible note receivable from The Best You. The fair value of the convertible note is revalued at each reporting period based on management's best estimate using the discounted cash flow method. Refer to Note 13 – *Investment in Associate and Convertible Note* to our 2021 Consolidated Financial Statements.

The fair values of the Company's non-current obligations, which are presented at amortized cost using the effective interest method, have been estimated using rates currently available to the Company for obligations with similar terms and remaining maturities. The fair values of these instruments approximate their carrying values and would be classified as Level 2.

### **Risk Factors**

The following is a discussion of liquidity, credit and market risks and related mitigation strategies that have been identified. This is not an exhaustive list of all risks nor will the mitigation strategies eliminate all risks listed.

#### **Liquidity Risk**

The Company anticipates that its current cash, the amount available under its revolving credit facility and the revenue it expects to generate from product sales, upfront, milestone and royalty payments related to licensing its products and/or its transdermal delivery technologies, will be sufficient to fund its committed obligations and expected level of expenses for at least the next twelve months. Additional funding may be required for the development of new products and/or for future acquisitions.

The Company's exposure to liquidity risk is dependent on the sales growth and profitability of its operations which may be impacted by the status of competitive products and the success of the Company in developing and maintaining markets for its products. In addition, a number of other factors will have an impact on liquidity risk including the COVID-19 pandemic, the level of R&D expenditures for product candidates, costs associated with maintaining regulatory approvals, the timing of payments received or made under licensing arrangements and the acquisition costs of licenses for new products or technologies.

#### **Credit Risk**

Credit risk is the risk of financial loss to the Company if the counterparty to a financial instrument fails to meet its contractual obligations. Financial instruments that may be subject the Company to credit risk consist of cash, amounts receivable from customers including contract assets, and its convertible note. The Company manages its exposure to credit risk by holding cash on deposit in major financial institutions. The Company's accounts receivables are subject to normal industry risks in each geographic region where the Company operates. However, the Company has updated its expected credit losses on the entire accounts receivable balance as at December 31, 2021, in order to adjust for the potential impact of the COVID-19 pandemic on the collectability of its accounts receivable, which did not result in any significant impact. In addition, the Company is exposed to credit-related losses on sales to its customers outside North America, including its contract asset related to the Cantabria Agreement, due to potentially higher risks of enforceability and collectability.

As at December 31, 2021, 5% of accounts receivables related to customers outside North America and the E.U. (December 31, 2020 - 15%).

The contract assets totaling \$3,159 at December 31, 2021 are related to the Cantabria Agreement and the licensing agreement with Taro, and are denominated in euros and U.S. dollars, respectively. The contract assets in the amount of \$2,124 at December 31, 2020 are related to the Cantabria Agreement and are denominated in euros. Refer to Note 9 – *Contract Assets* to our 2021 Consolidated Financial Statements.

As at December 31, 2021, the Company had three customers that accounted for approximately 66% of the total accounts receivable (one customer that accounted for approximately 17% as at December 31, 2020).

Pursuant to their collective terms, accounts receivables were aged as follows:

<i>In thousands of CAD</i>	December 31, 2021	December 31, 2020
Current	1,271	791
0-30 days past due	706	251
31-60 days past due	116	50
61-90 days past due	23	16
Over 90 days past due	70	43
	<b>2,186</b>	<b>1,151</b>
Allowance for doubtful accounts	<b>(79)</b>	<b>(79)</b>
<b>Total accounts receivable</b>	<b>2,107</b>	<b>1,072</b>

### Interest Rate Risk

The Company's practice is to minimize interest rate cash flow risk exposures on its financing. The Company is currently not exposed to interest rate variability as its convertible debt instruments bear a fixed interest rate of 9% per year and it had not drawn any amounts on its Facility as at December 31, 2021.

### Currency Risk

The Company operates internationally, which gives rise to a risk that earnings and cash flows may be adversely affected by fluctuations in foreign currency exchange rates. The Company is primarily exposed to the U.S. dollar and euro, but also transacts in other foreign currencies.

The significant balances in foreign currencies were as follows:

<i>In thousands of CAD dollars</i>	Euro (€)		U.S. Dollars	
	December 31, 2021	December 31, 2020	December 31, 2021	December 31, 2020
Cash and cash equivalents	728	110	864	808
Accounts receivable	99	115	1,136	96
Other current assets	3	62	-	9
Contract assets	1,306	1,361	1,000	-
Accounts payable and accrued liabilities	<b>(136)</b>	<b>(82)</b>	<b>(2,008)</b>	<b>(1,162)</b>
	<b>2,000</b>	<b>1,566</b>	<b>992</b>	<b>(249)</b>

Based on the aforementioned net exposure as at December 31, 2021, and assuming that all other variables remain constant, a 10% appreciation or depreciation of the Canadian dollar against the U.S. dollar would have an effect of \$126 on total comprehensive income (loss) and a 10% appreciation or depreciation of the Canadian dollar against the euro would have an effect of \$288 on total comprehensive income (loss).

In terms of the euro, the Company has four exposures: (i) its euro-denominated cash held in its Canadian operations; (ii) the cost of purchasing raw and packaging materials priced in euros or sourced from European suppliers; (iii) upfronts, royalties and milestones from licensing agreements for Pliaglis or for its transdermal delivery technologies; and (iv) its net investment and net cash flows in its European operations.

In terms of the U.S. dollar, the Company has five exposures: (i) its U.S. dollar-denominated cash held in its Canadian operations; (ii) the cost of purchasing raw and packaging materials priced in U.S. dollars or sourced from U.S. suppliers; (iii) upfronts, royalties and milestones from licensing agreements for Pliaglis or for its transdermal delivery technologies; (iv) its net investment and net cash flows in its U.S. operations; and (v) revenues generated in U.S. dollars from its product sales to U.S. customers.

## Commitments

We have commitments under a lease for the rental of our manufacturing and office facility. This lease is accounted for entirely on the Consolidated Statement of Financial Position under IFRS 16 – *Leases*. Refer to Note 3 – *Summary of Significant Accounting Policies* in the Company's 2021 Consolidated Financial Statements. In 2021, we entered into a lease amendment mainly to extend the lease term period by five years until September 30, 2026. Refer to Note 15 – *Lease Obligation* to our 2021 Consolidated Financial Statements.

## Off-Balance Sheet Arrangements

Crescita does not have any off-balance sheet arrangements.

## Guarantees

The Company periodically enters into research, licensing, distribution, or supply agreements with third parties that include indemnification provisions that are customary in the industry. These guarantees generally require the Company to compensate the other party for certain damages and costs incurred as a result of third-party intellectual property claims or damages arising from these transactions. In some cases, the maximum potential amount of future payments that could be required under these indemnification provisions is unlimited. These indemnification provisions generally survive termination of the underlying agreements. The nature of the intellectual property indemnification obligations prevents the Company from making a reasonable estimate of the maximum potential amount it could be required to pay. Historically, the Company has not made any indemnification payments under such agreements and no amounts were accrued in the results presented for the year ended December 31, 2021.

## Capability to Deliver Results

The Company will need to spend resources to research, develop, manufacture and commercialize its products and technologies. Crescita may finance these activities through existing cash, revenue generated from product sales to its customers, royalty, upfront and milestone payments, licensing and co-development agreements for other new drug candidates or of its existing products in territories where they are not currently licensed or sold, by drawing on its Facility, by raising funds in the capital markets or by incurring debt.

Despite the COVID-19 impact outlined earlier in this MD&A, we believe that we have sufficient capital resources from our cash and investment accounts and revolving credit facility to support our ongoing business operations and to execute our Four-Pillar Growth Strategy.

Crescita is dependent on its sales force for the marketing and sale of its products to its Canadian customers. In certain foreign jurisdictions, Crescita relies on its commercial partners to market and sell its products. Management believes that it has appropriate in-house personnel with the experience and expertise to market and sell its existing products and to develop its pipeline. To execute the current business plan, Crescita may selectively add key personnel and in the future, may need to hire additional staff as activities expand. In addition, market acceptance of the Company's products by consumers, physicians or patients will depend on distribution channels accepting the product for sale.

## Fourth Quarter Results

<i>In thousands of CAD, except per share data and number of shares</i>		2021	2020	Change
<b>Operations</b>		\$	\$	\$
Commercial skincare		2,270	2,079	191
Licensing and royalties		2,367	359	2,008
Manufacturing and services		2,925	353	2,572
Revenues		7,562	2,791	4,771
Cost of goods sold		2,911	1,203	1,708
<b>Gross profit</b>		<b>4,651</b>	<b>1,588</b>	<b>3,063</b>
<b>Gross margin</b>		<b>61.5%</b>	<b>56.9%</b>	<b>4.6%</b>
Research and development		171	325	(154)
Selling, general and administrative		3,018	1,743	1,275
Depreciation and amortization		347	248	99
Operating expenses		3,536	2,316	1,220
<b>Operating profit (loss)</b>		<b>1,115</b>	<b>(728)</b>	<b>1,843</b>
Interest (income) expense, net		14	(29)	43
Foreign (gain) exchange loss		70	(11)	81
Share of profit of associate		8	-	(8)
Income (loss) before income taxes		1,039	(688)	1,727
Deferred income tax (recovery) expense		96	(96)	192
<b>Net income (loss)</b>		<b>943</b>	<b>(592)</b>	<b>1,535</b>
Adjusted EBITDA <sup>1</sup>		1,585	(446)	2,031
Earnings per share				
	Basic	\$ 0.04	\$ (0.03)	\$ 0.07
	Diluted	\$ 0.04	\$ (0.03)	\$ 0.07
Weighted average number of common shares outstanding				
	Basic	21,016,282	20,648,448	367,834
	Diluted	22,295,112	20,648,448	1,646,664

<sup>1</sup> Adjusted EBITDA is a non-IFRS measure. Refer to the *Non-IFRS and Key Financial Measures*, and the *EBITDA and Adjusted EBITDA Reconciliation* sections of this MD&A.

## Results of Operations

### Revenue by Segment

For the three months ended December 31, 2021, total revenue was \$7,562 compared to \$2,791 for the three months ended December 31, 2020, representing a year-over-year increase of \$4,771 across all our segments. Our Manufacturing segment posted the most notable increase with \$2,572 year-over-year, due to higher production volumes. Revenue from our Licensing segment grew by \$2,008, mainly as a result of the recognition of minimum guaranteed royalties and a significant upfront payment in Q4-21 related to a Pliaglis licensing agreement in the ROW. Revenue from our Commercial segment increased by \$191 primarily due to incremental NCTF sales and the growth of our brands in the Canadian market.

### Commercial Skincare

Commercial Skincare sales for the three months ended December 31, 2021 were \$2,270 compared to \$2,079 for the three months ended December 31, 2020, representing an increase of \$191. The increase was mainly driven by incremental sales of NCTF launched in 2021 and an increase in domestic sales from our lead aesthetic brand, LDR, partly offset by lower export revenue in Asian markets.

## Licensing and Royalties

For the three months ended December 31, 2021, Licensing and Royalties revenue was \$2,367, compared to \$359 for the three months ended December 31, 2020, representing an increase of \$2,008. The increase was mainly driven by the recognition of minimum guaranteed royalties of \$1,279 (US\$1,000) under our agreement with Taro for Pliaglis in the U.S. and an upfront payment of \$932 (€650) in connection with the licensing agreement with Egis in Q4-21.

## Manufacturing and Services

Manufacturing and Services revenue for the three months ended December 31, 2021, was \$2,925 compared to \$353 for the three months ended December 30, 2020. The year-over-year increase of \$2,572 was mainly driven by additional purchase orders from new and existing clients, combined with the impact of COVID-19 on our Manufacturing segment in the prior year.

## Gross Profit by Segment

For the three months ended December 31, <i>In thousands of CAD</i>	2021	2020	Change
	\$	\$	\$
Revenue	7,562	2,791	4,771
Cost of goods sold	2,911	1,203	1,708
<b>Gross profit</b>	<b>4,651</b>	<b>1,588</b>	<b>3,063</b>
<i>Gross margin %</i>	<b>61.5%</b>	56.9%	4.6%

For the three months ended December 31, 2021, gross profit was \$4,651, representing a gross margin of 61.5%, compared to \$1,588 and 56.9%, respectively, for the three months ended December 31, 2020. The year-over-year increases in gross profit and gross margin of \$3,063 and 4.6% were primarily due to the increase in high margin licensing revenue and higher manufacturing volume.

## Commercial Skincare

For the three months ended December 31, <i>In thousands of CAD</i>	2021	2020	Change
	\$	\$	\$
Revenue	2,270	2,079	191
Cost of goods sold	897	1,041	(144)
<b>Gross profit</b>	<b>1,373</b>	<b>1,038</b>	<b>335</b>
<i>Gross margin %</i>	<b>60.5%</b>	49.9%	10.6%

For the three months ended December 31, 2021, gross profit in the Commercial Skincare segment was \$1,373, representing a gross margin of 60.5%, compared to \$1,038 and 49.9%, respectively, for the three months ended December 31, 2020. The increases in gross profit and gross margin of \$335 and 10.6% were mainly attributable to higher segment revenue, favourable product mix, as well as the benefit of higher manufacturing volumes year-over year.

## Licensing and Royalties

For the three months ended December 31, <i>In thousands of CAD</i>	2021	2020	Change
	\$	\$	\$
Revenue	2,367	359	2,008
Cost of goods sold	-	-	-
<b>Gross Profit</b>	<b>2,367</b>	<b>359</b>	<b>2,008</b>
<i>Gross Margin %</i>	<b>100.0%</b>	100.0%	0.0%

For the three months ended December 31, 2021, gross profit in the Licensing and Royalties segment was \$2,367, compared to \$359 for the three months ended December 31, 2020, while the gross margin remained flat at 100.0% year-over-year. The increase in gross profit of \$2,008 was due to higher segment revenue.

### Manufacturing and Services

For the three months ended December 31, <i>In thousands of CAD</i>	2021 \$	2020 \$	Change \$
Revenue	2,925	353	2,572
Cost of goods sold	2,014	162	1,852
<b>Gross profit</b>	<b>911</b>	<b>191</b>	<b>720</b>
<i>Gross margin %</i>	<b>31.1%</b>	<b>54.1%</b>	<b>-23.0%</b>

For the three months ended December 31, 2021, gross profit in the Manufacturing and Services segment was \$911, representing a gross margin of 31.1%, compared to \$191 and 54.1%, respectively, for the three months ended December 31, 2020. The increase of \$720 in gross profit was mainly driven by the increase in segment revenue, while the decrease in gross margin of 23.0% was primarily related to high margin CDMO sales in Q4-20 which did not repeat, partly offset by the benefit of higher manufacturing volumes.

### Research and Development

R&D expenses for the three months ended December 31, 2021 were \$171 compared to \$325 for the three months ended December 31, 2020. The year-over-year decrease of \$154 was mainly a result of lower expenses pertaining to CTX-101.

### Selling, General and Administrative

SG&A expenses for the three months ended December 31, 2021 were \$3,018 compared to \$1,743 for the three months ended December 31, 2020, representing an increase of \$1,275. The increase was mainly driven by higher headcount-related and advertising and promotion costs as we invest in our business.

### Interest

For the three months ended December 31, 2021, the Company recorded a net interest expense of \$14, compared to net interest income of \$29 for the three months ended December 31, 2020. The net variance of \$43 was primarily related to interest accretion.

### Income (loss) before Income Taxes

For the three months ended December 31, 2021, the Company reported income before income taxes of \$1,039 compared to a loss before income taxes of \$688 for the three months ended December 31, 2020. The year-over-year increase of \$1,727 was mainly attributable to higher gross profit across our segments of \$3,063, partly offset by higher SG&A expenses of \$1,275.

## EBITDA and Adjusted EBITDA Reconciliation

The following table provides a reconciliation between net loss, as reported in accordance with IFRS, and EBITDA and Adjusted EBITDA, for the three months ended December 31, 2021 and 2020. Refer to the section entitled *Income (loss) before Income Taxes* for details.

For the three months ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Net income (loss)	943	(592)	1,535
<b>Adjust for:</b>			
Depreciation and amortization	347	248	99
Interest, net	14	(29)	43
Deferred income tax (recovery) expense	96	(96)	192
<b>EBITDA</b>	<b>1,400</b>	<b>(469)</b>	<b>1,869</b>
<b>Adjust for:</b>			
Share of profit of an associate	(8)	-	(8)
Share-based compensation	123	34	89
Foreign exchange (gain) loss	70	(11)	81
<b>Adjusted EBITDA</b>	<b>1,585</b>	<b>(446)</b>	<b>2,031</b>

## Consolidated Statement of Cash Flows

For the three months ended December 31,	2021	2020	Change
<i>In thousands of CAD</i>	\$	\$	\$
Net income (loss)	943	(592)	1,535
<b>Items not involving cash flows</b>	<b>(493)</b>	<b>454</b>	<b>(947)</b>
Cash from operations	450	(138)	588
Net change in non-cash working capital	(919)	706	(1,625)
Cash provided by (used in) operating activities	(469)	568	(1,037)
Cash used in investing activities	(222)	-	(222)
Cash used in financing activities	(194)	(94)	(100)
Effect of foreign exchange rates on cash and cash equivalents	(20)	(49)	29
Net change in cash and cash equivalents during the period	(905)	425	(1,330)
Cash and cash equivalents beginning of the period	12,236	13,856	(1,620)
<b>Cash and cash equivalents, end of the period</b>	<b>11,331</b>	<b>14,281</b>	<b>(2,950)</b>

Cash used in operating activities was \$469 for the three months ended December 31, 2021, compared to cash provided by operating activities of \$568 for the three months ended December 31, 2020. The year-over-year decrease of \$1,037 was mainly a result of the unfavourable movement of \$1,625 in non-cash working capital items year-over-year, partly offset by the increase in cash from operations of \$588. The net change in non-cash working capital items reflects investments of \$919 in Q4-21, compared to a recovery of \$706 in Q4-20. The net variance in non-cash working capital items year-over-year is primarily a function of the timing of revenue collections. Working capital inflows and outflows will always have an impact on the cash flow from operating activities.

Cash used in investing activities totaled \$222 for the three months ended December 31, 2021, compared to \$nil for the three months ended December 31, 2020, representing mainly investments in equipment in our plant and laboratories to support the growth in our Manufacturing segment.

For the three months ended December 31, 2021, the amount of \$194 used in financing activities is comprised of: \$89 for payments of principal under the Company's lease for its manufacturing and office facility, \$55 for repurchases for cancellation of 85,492 Common Shares, and \$50 in connection with the acquisition of the Alyria product line. For the three months ended December 31, 2020, the Company paid \$94 in principal under its lease for its manufacturing and office facility.

## Eight Quarter Summary - Selected Financial Information

As at and for the three months ended,	Dec. 31, 2021	Sep. 30, 2021	Jun. 30, 2021	Mar. 31, 2021	Dec. 31, 2020	Sep. 30, 2020	Jun. 30, 2020	Mar. 31, 2020
<i>In thousands of CAD except per share data and number of shares</i>	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenue by Segment</b>								
Commercial Skincare	2,270	1,563	1,869	1,767	2,079	1,782	1,304	1,539
Licensing and Royalties <sup>1</sup>	2,367	319	475	806	359	4,999	413	1,453
Manufacturing and Services	2,925	1,111	605	692	353	520	16	823
Revenue	7,562	2,993	2,949	3,265	2,791	7,301	1,733	3,815
<b>Profitability</b>								
Gross profit	4,651	1,525	1,722	2,116	1,588	6,129	1,092	2,464
Total operating expenses	3,536	2,385	2,399	2,413	2,316	2,259	2,318	2,825
Net income (loss)	943	(900)	(712)	(436)	(592)	4,208	(3,085)	(494)
Adjusted EBITDA <sup>2</sup>	1,585	(471)	(269)	87	(446)	4,316	(781)	112
<b>Share information</b>								
Earnings per share								
Basic	\$ 0.04	\$ (0.04)	\$ (0.03)	\$ (0.02)	\$ (0.03)	\$ 0.20	\$ (0.15)	\$ (0.02)
Diluted	\$ 0.04	\$ (0.04)	\$ (0.03)	\$ (0.02)	\$ (0.03)	\$ 0.19	\$ (0.15)	\$ (0.02)
Weighted average number of common shares outstanding								
Basic	21,016	20,761	20,613	20,627	20,648	20,648	20,648	20,700
Diluted	22,295	20,761	20,613	20,627	20,648	21,796	20,648	20,700
<b>Financial Position</b>								
Cash and cash equivalents	11,331	12,236	13,083	13,944	14,281	13,856	9,265	9,334
Total assets	28,923	28,023	27,740	28,696	26,831	27,791	23,472	26,607
Total non-current financial liabilities <sup>3</sup>	1,672	1,796	1,879	2,900	1,080	1,123	1,196	1,270

<sup>1</sup> Revenue for Q3-20 included \$4,483 received as part of the Taro Amendment.

<sup>2</sup> Adjusted EBITDA is a non-IFRS measure. Refer to the *Non-IFRS and Key Financial Measures*, and the *EBITDA and Adjusted EBITDA Reconciliation* sections of this MD&A.

<sup>3</sup> Non-current financial liabilities are defined as the sum of the long-term portions of convertible debentures, other obligations, and lease obligations. On March 15, 2021, the Company amended the lease for its manufacturing and office facility resulting in an adjustment of \$1,944 to the lease obligation. As at December 31, 2021, convertible debentures totaling \$976 were presented as part of current liabilities given a maturity date of June 30, 2022.

## Critical Accounting Policies and Estimates

The Company's significant accounting policies are described in Note 3 – *Summary of Significant Accounting Policies* of the 2021 Consolidated Financial Statements. The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and equity, the accompanying disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as the reported amounts of revenue and expenses during the reporting periods.

Management has identified key areas of judgments, estimations or use of managerial assumptions that it believes are most critical to understanding the consolidated financial statements. These accounting estimates are considered critical because they require management to make subjective and/or complex judgments that are inherently uncertain and because they could have a material impact on the presentation of our consolidated financial condition and/or results of operations. The Company's actual results could differ from these estimates and such differences could also be material. These key areas are disclosed in Note 5 - *Use of Estimates and Judgments* to the Company's 2021 Consolidated Financial Statements.

### Impairment of Non-Financial Assets

The Company reviews the carrying value of non-financial assets for potential impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable. The impairment test on a cash generating unit ("CGU") is carried out by comparing the carrying amount of the CGU and its recoverable amount. The recoverable amount of a CGU is the higher of its fair value less costs to sell and its value in use. The recoverable amount has been determined by management using fair value less costs to sell model. This complex valuation process entails the use of methods, such as the discounted cash flow method which requires numerous assumptions to estimate future cash flows. The recoverable amount is impacted significantly by the discount rate used in the discounted cash flow model, as well as the quantum and timing of expected future cash flows and the long-term growth rate.

The temporary closures of personal care service businesses in connection with COVID-19, including spas and medispas, during prolonged periods throughout the 2020 fiscal year was identified as a triggering event for purposes of testing intangible assets for impairment. At that time, the Company updated its assessment mainly to reflect the pandemic-driven decrease in demand for its non-prescription skincare products and contract manufacturing services, resulting in an impairment charge being taken in the amount of \$1,918. In 2021, despite the signs of recovery in demand observed, COVID-19 continued to have an impact on the Company's operations and performance. As a result, the Company carried out a similar impairment analysis in the current year. Refer to Note 12 - *Intangible Assets* in our 2021 Consolidated Financial Statements for details.

### Multiple elements in out-licensing agreements

The Company enters into licensing and collaboration agreements for product development, licensing, supply and distribution for its commercial products, patented technologies, and product pipeline. Each agreement is distinct and could contain specific clauses that may lead to different accounting conclusions. The terms of the agreements may include non-refundable upfronts and licensing fees, pre and post-commercialization milestone payments, royalties and minimum future royalties on any future product sales derived from such collaborations, and product sales under supply agreements. Management analyzes each agreement to identify all performance obligations, determine and allocate the transaction price on a relative stand-alone selling price basis and recognize revenue on the achievement of revenue recognition criteria. The non-standard nature of these agreements gives rise to the risk that revenues could be misstated due to the complexity of the multi-element licensing and collaboration contracts.

### Inventory Valuation

The Company values at the lower of cost, where cost is determined on a standard cost basis (which approximates the actual cost on a first-in, first-out basis), and replacement cost for raw materials and packaging, and the lower of cost and net realizable value for finished goods. In determining net realizable value, the Company considers such factors as yield, shelf life and expiry of finished goods, turnover or aging, expected future demand and historic experience. A change in the underlying assumptions related to these factors could affect the valuation of inventory and have a corresponding effect on the cost of sales and profit or loss.

Management reviews the carrying value of inventories at each reporting date. As part of the review, management is required to make certain assumptions when determining expected realizable values and estimates an allowance for obsolescence based on product life and forecasted sales. Any write downs in value may be reversed if the circumstances which caused them cease to exist. Refer to Note 7 - *Inventories*, to our 2021 Consolidated Financial Statements, for details on inventory write downs.

### **Share-based Payments**

The Company measures the cost of share-based payments, either equity or cash-settled, by reference to the fair value of the equity instrument or underlying equity instrument at the date on which they are granted. In addition, cash-settled share-based payments are revalued to fair value at every reporting date.

Estimating fair value for share-based payments requires management to determine the most appropriate valuation model for a grant, which is dependent on the terms and conditions of each grant. In valuing certain types of share-based payments, such as incentive stock options and share appreciation rights ("SARs"), the Company uses the Black-Scholes option pricing model.

Several assumptions are used in the underlying calculation of fair values of the Company's stock options and SARs using the Black-Scholes option pricing model, including the expected life of the option, stock price volatility and forfeiture rates. Details of the assumptions used are included in Note 21, *Share-based Compensation and Other Share-based Payments*, to our 2021 Consolidated Financial Statements.

### **Valuation of Deferred Income Tax Assets**

Management uses estimates when determining income tax provisions and deferred income tax assets. Significant judgment is required to determine the probable future taxable profits that will be available against which deductible temporary differences and unused tax losses can be utilized. Such estimates are made as part of the budget process by jurisdiction on an undiscounted basis. Management also exercises judgment to determine the extent to which realization of future taxable benefits is probable, considering factors such as the number of years to include in the forecast period, the history of taxable profits and availability of prudent tax planning strategies. Changes in market conditions, changes in tax legislation, patent challenges and other factors could adversely affect the probable future taxable profits. The carrying amount of deferred income tax assets is reassessed at each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to utilize all or part of the deferred income tax assets. Unrecognized deferred income tax assets are reassessed at each reporting period and are recognized to the extent that it is probable that there will be sufficient taxable income for the asset to be recovered.

# Management's Responsibility for Financial Reporting

## Disclosure Controls and Procedures and Internal Control Over Financial Reporting

Disclosure controls and procedures ("DCP") are designed to provide reasonable assurance that information required to be disclosed by the Company in its filings under Canadian securities legislation is recorded, processed, summarized, and reported in a timely manner. The system of DCP includes, among other things, the Company's Corporate Disclosure and Code of Conduct and Business Ethics policies, the review and approval procedures of the Corporate Disclosure Committee and continuous review and monitoring procedures by senior management.

Management, under the supervision of the CEO and the CFO, have designed, or caused to be designed, internal controls over financial reporting ("ICFR") in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

Due to their inherent limitations, DCP and ICFR may not prevent or detect all misstatements, errors, and fraud. In addition, the design of any system of control is based upon certain assumptions about the likelihood of future events and there can be no assurance that any design will succeed in achieving its stated goals under all future events, no matter how remote, or that the degree of compliance with the policies or procedures may not deteriorate. Accordingly, even effective DCP and ICFR can only provide reasonable, not absolute, assurance of achieving the control objectives for financial and other reporting.

The Company evaluated the effectiveness of its DCP and ICFR, supervised by and with the participation of the CEO and the CFO as of December 31, 2021. The CEO and the CFO concluded that, based on this evaluation, the Company's disclosure controls and procedures and internal controls over financial reporting were adequate and effective, at a reasonable level of assurance.

## Risk Factors

The following specific risk factors could materially affect our business. An investor should carefully consider these risks when deciding whether to make an investment in the securities of Crescita, together with other information contained in this MD&A and the Company's other continuous disclosure documents. Additional risks and uncertainties not presently known to the Company or that the Company believes to be immaterial may also adversely affect the Company's business. Upon the occurrence of any one or more of the following risks, the Company's business, financial condition, results of operations and consequently, the price of our Common Shares, could be seriously affected.

### ***Risks Related to the Company's Business***

#### **Ability to Implement the Company's Growth Strategy**

The Company's strategy is to increase revenue through its Four-Pillar Growth Strategy (as described in *Corporate Overview*). To successfully execute this strategy, the Company must develop and implement effective marketing campaigns for its commercial products to grow organically, and aggressively pursue and successfully close business development opportunities to secure strategic acquisitions and/or licensing agreements. The Company must also expand its product offering either by introducing innovative products or by in-licensing complementary products or assets. The inability to do so may limit the overall growth of the Company's business and hinder its cash flow.

#### **Acquisition and Integration of Complementary Assets or Businesses**

The Company plans to continue to pursue and evaluate product or business acquisitions that could complement or expand its existing business under its Four-Pillar Growth Strategy. However, it may not be able to identify appropriate acquisition candidates. If an acquisition candidate is identified, the Company will conduct business, legal and financial due diligence with the objective of identifying and evaluating material risks involved in any acquisition. Despite its best efforts, the Company may not detect and or evaluate all such risks.

Crescita may enter into negotiations for an acquisition but determine not to, or be unable to, complete any particular acquisition or other arrangement, which could divert management's attention from the ongoing development of the Company's business, and result in substantial out-of-pocket costs, and other adverse consequences. For example, the market price of the Company's Common Shares may reflect a market assumption that such transactions will occur, and a failure to complete such transactions could result in a general negative perception by the market leading to a decline in the price of its Common Shares. In addition, significant transaction costs may be payable by the Company whether or not such transactions are completed.

Should an acquisition occur, the Company may not be able to successfully integrate the businesses, products, technologies, or personnel that are acquired, or may potentially lose key employees, particularly those of the acquired organizations, all of which may harm its business. Moreover, the Company may never realize the anticipated benefits of an acquisition or forecasted sales.

These acquisitions and other arrangements, even if successfully integrated, may fail to further the Company's business strategy as anticipated or to achieve anticipated benefits and success, expose it to increased competition or challenges with respect to its products or geographic markets, and expose it to additional or unexpected liabilities associated with an acquired business, product, technology or other asset or arrangement.

In connection with an acquisition, the Company may acquire goodwill and other long-lived assets that are subject to value impairment tests, which could result in future value impairment charges. Finally, to the extent the Company issues Common Shares or other rights to finance any acquisition, existing Company shareholders may be diluted.

### **Reliance on Third Parties for the Marketing and Commercialization of our Prescription Products**

The Company relies on marketing arrangements, including joint ventures, licensing or other third-party arrangements to distribute its products in jurisdictions where it lacks geographic presence, resources or expertise. Even if acceptable and timely marketing arrangements are available, the products may not be accepted, or sales may not grow even if initially accepted.

The Company has minimal or no influence on the sales and marketing activities for Pliaglis in the jurisdictions which have been licensed to its commercial partners, as these decisions are or will be made independently by them in each of the territories, when the product gains regulatory approval or is launched. There can be no assurance that the Company's partners will dedicate the necessary resources to successfully market and distribute the Company's products and maximize sales. Our licensing partners may make marketing and other commercialization decisions without our input and may not perform in the anticipated manner. As a result, many of the variables that may affect the Company's results of operations, financial condition and cash flows may not be exclusively within its control. In addition, under these arrangements, disputes could arise with respect to payments that the Company or its partners believe are due under distribution or marketing agreements, or a partner or distributor may develop or distribute products that compete with the Company's products or terminate the relationship.

Moreover, the Company depends on its partners and licensees to comply with all legislation and regulation relating to selling the Company's products in their respective jurisdictions. If any of the Company's partners fails to comply, this could have a material impact on the cash flows of the Company.

### **License Revenue from a Limited Number of Distribution Agreements**

The Company currently generates licensing revenue from a limited number of distribution agreements, which is entirely derived from royalties earned on the global sales of Pliaglis, as well as from sales and development milestones under the various arrangements. The Company earned \$3,967 in licensing revenue during fiscal 2021, representing 24% of the Company's consolidated revenues. There can be no assurance that the Company's partners' sales and marketing efforts will be successful, or that they will continue to allocate the same level of resources to promote the product and that pharmacies and medical clinics will continue to purchase the product for resale to their own customers. A decrease in our partners' sales, marketing efforts or the loss of a significant partner in a territory could have a materially negative impact on the Company's business conditions and results of operations.

## **Sales, Marketing and Distribution of Skincare Products**

To successfully commercialize its skincare products, the Company must devote sufficient resources to develop and maintain an effective sales, marketing and distribution infrastructure or enter collaborations to perform some or all these activities on behalf of the Company. The Company may be unable to devote the resources necessary to develop and maintain suitable sales, marketing and distribution infrastructure. The Company distributes its skincare products primarily through a network of professional aestheticians, spas, medispas, medical clinics, international distributors and e-commerce platforms. The Company's business would be harmed if any of its customers or distributors became unable or unwilling to distribute the Company's skincare products on terms commercially favourable to the Company. Distribution partners could decide to change their policies or fees, or both, in the future. This could result in their refusal to distribute certain products, or cause higher product distribution costs, lower margins, or the need to find alternative methods of distributing products. Such alternative methods may not exist or may not be economically viable.

Factors that may inhibit the Company's efforts to grow or maintain an internal sales, marketing and distribution infrastructure or its ability to successfully commercialize its skincare products include:

- lack of sufficient financial resources;
- inability to recruit or retain effective sales and marketing personnel;
- inability of marketing and sales personnel to generate and secure demand for its skincare products;
- lack of complementary products, which may put us at a competitive disadvantage relative to companies with more extensive product lines; and
- unforeseen costs and expenses associated with maintaining and expanding a sales and marketing team.

## **Non-prescription Skincare Products Adversely Affected by Factors Impacting our Customers' Businesses**

The Company primarily operates using a business-to-business-to-consumer business model. Factors that adversely impact our customers' businesses may have an adverse effect on our business, prospects, results of operations, financial condition, and cash flows. These factors may include, but are not limited to:

- A reduction in consumer traffic and demand for our products at spas or medispas due to economic downturns or changes in consumer preferences;
- Credit risks associated with the financial condition of our customers;
- The effect of consolidation or weakness in the wellness and spa industry, including the closure of customer doors and the resulting uncertainty;
- The changing purchasing habits from spas and retail outlets to online and social media platforms; and
- Inventory reduction initiatives and other factors affecting customer buying patterns, including any reduction in retail space committed to skincare products and retailer practices used to control inventory shrinkage.

## **E-Commerce and the Use of Social Media**

In 2020, the Company launched its first e-commerce platform selling its lead aesthetic brand, Laboratoire Dr Renaud directly to consumers. In 2021, the Company added additional resources to build its online presence and will continue to do so in the future.

The usability of, confidentiality of, and customer experience provided by, our online shopping platform is critical to the success and growth of our e-commerce business. Some of our competitors already have e-commerce businesses that are substantially larger and more developed than ours. Moreover, e-commerce is a rapidly changing channel and many of our competitors update their e-commerce business on an ongoing basis to match consumer preferences.

Any extended software disruption of our e-commerce business or a failure on our part to maintain the privacy of customer data and provide an attractive, effective, reliable, user-friendly e-commerce business could expose us to fraudulent transactions, place us at a competitive disadvantage, result in the loss of sales or harm our reputation with customers and could have a material adverse effect on our growth, our business and our results of operations.

In addition, we use the internet and social media networks including Facebook and Instagram to reach consumers and provide education about our products and on important topics related to skincare. Negative commentary regarding us or our products may be posted on our social media platforms which could have an adverse effect on our reputation or business. Our target consumers often value readily available information and often act on such information without further investigation and without regard to its accuracy. The harm may be immediate without affording us an opportunity for redress or correction.

Lastly, an increase in the use of social media for product promotion and marketing may cause an increase in the burden on us to monitor compliance of such materials and increase the risk that such materials could contain problematic product or marketing claims in violation of applicable regulations. The inability of or failure by us to timely or properly monitor all product promotion conducted online or through social media or elsewhere may also subject us to regulatory action, lawsuits, liability, fines, or other penalties and have a material adverse effect on our business, financial condition or results of operations.

### **Potential Product Safety, Efficacy and Liability Concerns**

The Company's success depends, in part, on the quality, efficacy and safety of its marketed and commercialized products. If products are found or alleged to be defective or unsafe, whether or not scientifically justified, or if they fail to meet consumer or regulatory standards, the Company could lose sales, be forced to recall or withdraw its products, or become subject to labeling revisions, any of which could have a material adverse effect on the business, prospects, results of operations, financial condition or cash flows. The Company may also be subject to product liability claims associated with the use of its products and there can be no assurance that liability insurance will continue to be available on commercially reasonable terms or at all. Product liability claims might also exceed the amounts or fall outside of such coverage. Product liability claims against the Company, regardless of their merit or potential outcome, could be costly and divert management's attention from other business matters or adversely affect its reputation and the demand for its products.

In addition, certain drug and skincare retailers and distributors require minimum liability insurance as a condition of purchasing or accepting products for retail or wholesale distribution. Failure to satisfy such insurance requirements could impede the ability of the Company or its potential partners in achieving broad retail distribution of its products, resulting in a material adverse effect on the Company.

### **Personnel**

The Company is highly dependent upon a relatively small group of key personnel and other skilled staff for its sales, marketing, manufacturing, scientific research and development departments and executive management teams. The loss of the services of one or more of the Company's skilled staff or senior executive officers could have a material adverse effect on the Company, its operations and its ability to execute its strategy successfully. The Company's anticipated growth may require additional expertise and the addition of new qualified personnel. The Company faces intense competition for such personnel. It may not be able to attract and retain the qualified personnel necessary for the development and growth of its business. The Company does not maintain "key-person" insurance on any of our key employees.

In addition, from time to time, Crescita may enlist the help of temporary workers through various third-party agencies in fulfilling its manufacturing mandates. The Company has observed an increase in manufacturing volumes in 2021, which it anticipates may continue, and in turn, may increase its reliance on third-party agencies. Such third-party agencies may not be able to supply adequately trained manufacturing and packaging staff on a timely basis or at all, given the intense competition for such workers and the overall shortage of personnel in the current labour market.

## **Reimbursement, U.S. Formulary Listing and Product Pricing for Prescription Drug Products**

There can be no assurance that Pliaglis will receive reimbursement coverage in any jurisdiction. In the U.S., Canada and other countries, sales of Pliaglis will depend, in part, upon the availability of reimbursement from third-party payers, which include government health authorities, managed care organizations and other private health insurers. Increasingly, government and other third-party payers are attempting to contain expenditures for new therapeutic products by limiting or refusing coverage, limiting reimbursement levels, imposing high co-pays, requiring prior authorizations, and implementing other measures. Inadequate coverage or reimbursement could adversely affect market acceptance of Pliaglis.

Moreover, the trend toward managed healthcare in the U.S., the growth of organizations such as health maintenance organizations and reforms to healthcare and government insurance programs, could significantly influence the purchase of healthcare services and products, resulting in lower prices and reduced demand for Pliaglis. Furthermore, even after approval for reimbursement for the Company's products is obtained from private health coverage insurers or government health authorities, it may be removed at any time. In addition, managed care organizations and pharmacy benefit managers in the U.S. typically develop formularies to reduce their cost for medications. Due to their lower costs, generic products are often favored. The breadth of the products covered by formularies varies considerably from one managed care organization to another, and many formularies include alternative and competitive products for treatment of particular medical conditions.

In some countries, particularly the countries of the E.U., the pricing of prescription pharmaceuticals is subject to government control. In these countries, pricing negotiations with governmental authorities can take considerable time and potentially delay the introduction of a product to the market. To obtain reimbursement or pricing approval in some countries, the Company may be required to conduct a clinical trial that compares the cost effectiveness of its product candidate to other available therapies. If reimbursement of the Company's product is unavailable or limited in scope or amount, or if pricing is set at unsatisfactory levels, its business could be adversely affected. In addition, any country could pass legislation or change regulations affecting the pricing of pharmaceuticals before or after a regulatory agency approves any of its product candidates for marketing in ways that could adversely affect the Company.

## **Manufacturing and Supply Risks**

The Company purchases key raw materials necessary for the manufacture of its products from a limited number of suppliers around the world and, in the case of Pliaglis, relies on licensing partners to manufacture the product. There are a limited number of manufacturing facilities qualified and approved to manufacture Pliaglis for the various territories where it is commercialized. A disruption in supply or inability to manufacture and supply the product at one of the qualified facilities could adversely impact the ability of Crescita and our licensing partners to commercialize the product.

Increases in the costs of goods, interruptions in supply of product or lapses in quality could adversely impact the Company's margins, profitability and cash flows. The Company is reliant on its third-party contract manufacturing organizations ("CMOs") and suppliers of raw materials and manufacturing components to maintain their facilities in compliance with various countries' regulatory authorities. If the CMO or suppliers fails to maintain compliance with regulatory authorities, they could be ordered to cease manufacturing, which would have a material adverse impact on the Company's business, results of operations, financial condition, and cash flows.

If the relationships with the CMOs or any of the single-sourced suppliers is discontinued or, if any manufacturer is unable to supply or produce required quantities of product on a timely basis or at all, or if a supplier ceases production of an ingredient or component, the operations would be negatively impacted, and the business would be harmed.

The Company will be reliant on Taro and Cantabria to maintain the facilities at which they manufacture Pliaglis in compliance with Therapeutic Products Directorate ("TPD"), FDA, European Medicines Agency ("EMA"), state and local regulations and other regulatory agencies. If they fail to maintain compliance with FDA, EMA or other critical regulations, they could be ordered to cease manufacturing, which would have a material adverse impact on the Company's business, results of operations, financial condition and cash flows. In addition to FDA regulations, violation of standards enforced by the Environmental Protection Agency ("EPA"), the Occupational Safety and Health Administration ("OSHA") and their counterpart agencies at the state level, could slow down or curtail operations of Taro and Cantabria.

In addition, the FDA and other regulatory agencies require that raw material manufacturers comply with all applicable regulations and standards pertaining to the manufacture, control, testing and use of the raw materials as appropriate. For the APIs or critical raw materials depending on the drug product, this means compliance to cGMPs for APIs and submission of all data related to the manufacture, control and testing of the API for quality, purity, identity and stability, as well as a complete description of the process, equipment, controls and standards used to produce the API. This is usually submitted to the FDA in the form of a drug master file (“DMF”) by the manufacturer and referenced by the sponsor of the New Drug Application (“NDA”). The DMF information and data is reviewed by the FDA as a critical component of the approval of the NDA.

As a result, in the case where only one supplier of a particular API or critical raw material meets all the FDA’s (or other regulatory agencies’) requirements and has a DMF (or similar filing) on file with the FDA, the Company will be at risk should a supplier violate cGMPs, fail an FDA inspection, terminate access to its DMF, be unable to manufacture product, choose not to supply the Company or decide to increase prices. Pliaglis contains the APIs lidocaine and tetracaine and in the past the form of tetracaine used in the product has, at times, been difficult to procure.

In addition, the Company could be subject to various import duties applicable to both finished products and raw materials and it may be affected by other import and export restrictions, as well as developments with an impact on international trade. Under certain circumstances, these international trade factors could affect manufacturing costs, which will in turn affect the Company’s margins, as well as the wholesale and retail prices of manufactured products.

### **Concentration of Manufacturing Capacity**

The Company manufactures most of its products, including both cosmetic (NHP) and DIN products, as well as all the products for its CDMO business at its facility in Laval, Québec. This exposes the Company to the following risks, any of which could delay or prevent the commercialization of its products or cause the failure of delivery of products to clients under any of its third-party manufacturing contracts, resulting in higher costs or depriving the Company of potential revenues:

- the Company may encounter difficulties in achieving volume production, quality control and quality assurance, as well as relating to shortages of qualified personnel. Accordingly, the Company might not be able to manufacture enough quantities to meet commercial demand for its products and demands under new and existing CDMO agreements;
- the Company’s manufacturing facilities are required to undergo satisfactory cGMPs inspections prior to regulatory approval and are obliged to operate in accordance with Health Canada and other nationally mandated cGMPs, which govern manufacturing processes, stability testing, record keeping and quality standards. Failure to establish and follow cGMPs and to document adherence to such practices, may lead to significant delays in the availability of products manufactured by the Company; and
- changing manufacturing locations would be difficult and the number of potential manufacturers is limited. For some products, changing manufacturers generally requires re-validation of the manufacturing processes and procedures in accordance with E.U. and other nationally mandated cGMPs. Such re-validation would be costly and time consuming. It would be difficult or impossible to quickly find replacement manufacturers on acceptable terms, if at all.

The Company’s manufacturing facilities are subject to periodic unannounced inspection by Health Canada and other government agencies, and may be subject to inspection by local, provincial and federal authorities from various jurisdictions to ensure strict compliance with cGMPs and other government regulations. If the Company or a regulatory agency discovers issues with a product, such as adverse events of unanticipated severity or frequency, or problems with the facility where the product is manufactured, a regulatory agency may impose restrictions relative to that product or the manufacturing facility, including requiring recall or withdrawal of the product from the market or suspension of its manufacturing license. Failure by the Company to comply with applicable regulations could also result in sanctions being imposed on it, including fines, injunctions, civil penalties, failure of the government to grant review of submissions or market approval of products, delays, suspension or withdrawal of approvals and criminal prosecutions, any of which could materially adversely affect the Company’s business.

### **Reliance on Third Parties for Warehousing, Distribution and Logistics Services**

The Company relies on third parties to provide distribution and logistics services, including the warehousing of finished goods. If the third parties cease to be able to provide the Company with these services or do not provide these services in a timely or professional manner, or in accordance with the applicable regulatory requirements, or if contracts with such third parties are terminated for any reason, the Company may not be able to successfully manage the logistics associated with distributing and selling its products which could result in a delay or interruption in delivering products to its customers and could impact product sales and revenues or the Company's ability to integrate new products into its business, any of which could have a material adverse effect on the Company's business, financial condition and results of operations. Such third parties' failure to comply with the applicable regulatory requirements could also subject the Company to regulatory action.

In addition, the supply of the Company's products to its customers (or, in some cases, supply from the Company's contract manufacturers to the Company) is subject to and dependent upon the use of transportation services and third-party distribution facilities. Such supply chain logistics result in the Company not being in control of its products at all times, while maintaining liability for such products.

Moreover, transportation services or third-party distribution facilities may be disrupted (as a result of weather conditions or due to technical, labour or other difficulties or conditions), any of which could have a material adverse effect on the Company's business, financial condition and results of operations.

### **Shortening Life Cycles and our Ability to Manage Inventory**

The competitive nature of the skincare industry and rapidly changing consumer preferences require constant product innovation and have led to the shortening of product life cycles. As a result, the Company monitors inventories based on forecasted demand, the estimated market value and shelf life of inventory and historic experience. If the Company misjudges consumer preferences or demands or future sales do not reach forecasted levels, the Company could have excess inventory that may not be needed, may need to be held for a long period-of-time, written down, sold at prices lower than expected or discarded. If the Company is not successful in managing inventory, the business, results of operations, financial condition or cash flows could be adversely affected.

### **Need for Additional Financing**

At December 31, 2021, the Company had cash and cash equivalents of \$11,331, as well as up to an additional \$2,924 available under its revolving credit facility, of which no amounts were drawn at year-end. During fiscal 2022, the Company expects to continue incurring expenses and making certain strategic investments as it executes its Four-Pillar Growth Strategy and pursues potential development programs to advance its product pipeline. Additional funding may be required for the development of new products or for future potential acquisitions. Unexpected increases in the Company's costs and expenses due to operational decisions taken by management or factors beyond the Company's control could cause its cash resources to be depleted and profitability may not be achieved.

There can be no assurance that the Company will have enough capital to fund its ongoing operations or develop or commercialize any further products or make product acquisitions without future financings. In addition, the credit ratings that the Company might obtain in connection with any debt financing may make securing debt financing prohibitive. There can be no assurance that additional debt or equity financing will be available on acceptable terms or at all.

If adequate funds are not available, the Company may have to substantially reduce or eliminate planned expenditures, terminate or delay clinical trials for its product candidates, curtail product development programs designed to expand the product pipeline or discontinue certain operations, all of which would have a materially adverse effect on the Company's financial position, results of operations and cash flows.

### **Inability to Achieve Recurring Profitability**

The Company had an accumulated deficit of \$(41,475) as at December 31, 2021. The Company has incurred losses in the past and may continue to incur losses in the future as a result of its inability to identify and secure recurring revenue streams from its licensing arrangements or from organic growth of its core businesses, or due to increased operating costs including the costs of operating as a public company. There is no guarantee that Crescita will be able to achieve recurring profitability in the future. Crescita has never paid a dividend on its common shares and does not expect to do so in the foreseeable future. The Company's inability to achieve and maintain profitability could depress the market price of its shares and could impair its ability to raise capital, expand its business and product pipeline and continue its business operations.

### **Inability to Meet Debt Commitments**

As at the date of this MD&A, the Company had no long-term debt obligations, but had \$976 in convertible debentures outstanding on its balance sheet. The Company may incur future debt obligations that might subject it to restrictive covenants that could affect its financial and operational flexibility. Further, any restrictions governing the Company's indebtedness may prevent it from taking actions in the best interest of its business and may make it difficult for Crescita to execute its business strategy successfully or effectively compete with companies that are not similarly restricted.

### **Disease Outbreaks**

The occurrence of an illness that leads to or is anticipated to lead to a local, regional, or national outbreak or epidemic, or to an international outbreak or pandemic, such as Middle East Respiratory Syndrome ("MERS-CoV"), Severe Acute Respiratory Syndrome ("SARS"), Ebola ("EVD"), H1N1 influenza virus, avian flu, or most notably, the recent novel coronavirus ("COVID-19"), or any similar illness, could affect our business.

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in governments worldwide, including the Canadian Federal and Provincial governments, enacting emergency measures to combat the spread of the virus. These measures, which included the implementation of travel restrictions, self-imposed quarantine periods, temporary closures or restrictions of non-essential businesses, limitations on public gatherings, and social distancing guidelines, have caused material disruption to businesses globally and in Canada resulting in an economic slowdown. The ongoing COVID-19 pandemic, including the emergence of new variants such as Delta and Omicron in 2021, and the rapidly evolving reaction of governments and the public in an effort to contain the spread of COVID-19 (and variants thereof) and/or address its impacts have intensified and have had significant direct and indirect effects on businesses and commerce generally, including disruption to supply chains, employee base, facilities closures and production suspensions, and significantly increased demand for certain goods and services, such as pandemic-related medical services and supplies, alongside decreased demand for others, such as retail, hospitality, travel and elective surgery.

We sell our dermocosmetic products mainly through a direct sales force that meets face-to-face with spa and medspa owners as well as physicians. Such establishments have been considered non-essential by public health authorities throughout the pandemic and have therefore been subject to prolonged closures in 2020 and 2021. While vaccination rates have increased in Canada, there remains a risk of lower product sell-through, due to potential closures, should governments reintroduce strict sanitary measures due to COVID-19 variants of concern.

Companies are still taking precautions, such as requiring employees to work remotely, imposing travel restrictions and temporarily closing businesses. As a result of increased remote working arrangements due to a pandemic, the exposure to, and reliance on, networked systems and the internet has increased. This can lead to increased risk and frequency of cybersecurity incidents (see "*Security and Cyber Security Breaches*").

The extent and duration of the pandemic, the reactions of governments, and the public to that pandemic and the associated disruption to business and commerce generally, and the extent to which these may impact our business, financial condition, cash flows and results of operations in particular, will depend on future developments which are highly uncertain and many of which are outside our control and cannot be predicted with confidence.

Such developments include the ultimate geographic spread and duration of the pandemic, the availability and effectiveness of vaccines for COVID-19, vaccine hesitancy, the extent and duration of a resurgence of the COVID-19 virus and variant strains thereof, including the Delta and Omicron variants, new information which may emerge concerning the severity of COVID-19, the effectiveness and intensity of measures to contain COVID-19 and/or address its impacts, and the economic impact of the pandemic and the reactions to it. Such developments, among others, depending on their nature, duration and intensity, could have a significant adverse effect on our business, financial condition, cash flows and results of operations and could cause the market value of our common shares and/or debt securities to decline and may exacerbate other risk factors disclosed in this MD&A.

### **Security and Cyber Security Breaches**

The Company has implemented security protocols and systems with the intent of maintaining the physical and electronic security of its operations and protecting its confidential information and information related to identifiable individuals against unauthorized access. Despite the implementation of security measures, the Company's information systems and those of its contractors and consultants on which we rely, are vulnerable to damage from computer viruses, unauthorized access, natural disasters, terrorism, war and telecommunication electrical failures, cyber-attacks or cyber-intrusions over the internet, and attachments to emails. Cyber-attacks are increasing in frequency, sophistication and intensity and are made by groups and individuals with a wide range of motives and expertise. Cyber-attacks could include the deployment of harmful malware, ransomware, denial-of-service attacks, worms, social engineering, improper modification of information, fraudulent "phishing" e-mails and other means to affect service reliability or threaten data confidentiality, integrity, or availability.

Techniques used in these attacks are often highly sophisticated, change frequently and may be difficult to detect for long periods of time. Unauthorized physical access to one of the Company's facilities, cyber-attacks, or electronic access to its information systems could result in, among other things, unfavourable publicity, litigation by affected parties, damage to sources of competitive advantage, disruptions to its operations, loss of proprietary information, customer information and customers, financial obligations for damages related to the theft or misuse of such information and costs to remediate such security vulnerabilities, any of which could have a substantial impact on the Company's results of operations, financial condition or cash flows.

### **Hazardous Materials and Environmental Laws**

The Company's products involve the use of potentially hazardous materials, and as a result, it is exposed to potential liability claims and costs associated with complying with laws regulating hazardous waste. Product development and manufacturing activities involve the use of hazardous materials, including chemicals, and are subject to federal, provincial and local laws and regulations governing the use, manufacture, storage, handling and disposal of hazardous materials and waste products. Accidental injury or contamination from these materials may occur. In the event of an accident, the Company could be held liable for any damages, which could exceed its available financial resources. In addition, the Company may be required to incur significant costs to comply with environmental laws and regulations in the future.

### **Impact of Natural Disasters or Other Events that Disrupt our Business Operations**

Natural disasters, pandemics or similar events, such as influenza or other pandemic illnesses, blizzards, fires or explosions or large-scale accidents or power outages, could disrupt the Company's supply chains, markets for its products and its operations or otherwise have a material adverse effect on the Company's business, results of operations, financial condition and prospects. If a disaster, power outage or similar event occurred that prevented us from using all or a significant portion of the Company's facilities or those of its business partners, or that damaged the Company's infrastructure or that otherwise disrupted operations, it may impede our business or operations for a substantial period-of-time.

### **Scope of International Operations**

The Company conducts business internationally, including in the U.S., Europe and Asia, to research, develop, market, distribute or manufacture certain of its products and potential products. The Company may expand such operations in the future. Participation in international markets requires resources and management's attention and subjects the Company to business risks, including the following:

- unique regulatory requirements for approval of its product candidates;
- dependence on local distributors;
- cultural and language differences;
- longer payment cycles and problems in collecting accounts receivable;
- adverse changes in trade and tax regulations;
- absence or substantial lack of legal protection for intellectual property rights;
- difficulty in managing widespread operations including limited access to qualified personnel;
- political and economic instability;
- increased costs and complexities associated with financial reporting;
- currency risks; and
- inflationary pressures.

Similarly, adverse economic conditions impacting the Company's customers or uncertainty about global economic conditions could cause purchases of its products to decline, which could adversely affect the Company's revenues and operating results. The occurrence of any of these or other international factors may cause the Company's international operations to be unsuccessful, could lower the prices at which it can sell its products or otherwise have an adverse effect on its operating results.

### ***Russia-Ukraine Military Conflict***

In February, 2022, Russian military forces invaded the Ukraine. This ongoing military conflict has provoked strong reactions from the United States, the United Kingdom, the European Union and various other countries around the world, including the imposition of broad financial and economic sanctions against Russia, which may have far reaching effects on the global economy. While the precise effects of the ongoing military conflict and the retaliatory measures that have been taken, or could be taken in the future, remain uncertain, they have already resulted in significant volatility in financial markets, a rise in energy and commodity prices globally, and created worldwide security concerns that could have a lasting impact on regional and global economies.

Crescita has a commercialization and development license agreement for eastern Europe with Egis Pharmaceuticals PLC for the exclusive right to market Pliaglis in the following territories: Hungary, Bulgaria, Czech Republic, Slovakia, Poland, Latvia, Lithuania, and Russia. At this time, Egis has not made any regulatory submissions for Russia, and it is uncertain as to if and when, further steps will be taken by our partner to commercialize Pliaglis in Russia. As for the other territories covered in the agreement, they may be affected by supply chain and inflation concerns as a result of their proximity to the conflict area.

### **Taxation**

The Company operates both locally and outside of Canada. As such, it is subject to the tax laws and regulations of Canadian federal, provincial and local governments, the U.S. and certain other jurisdictions.

Significant judgment will be required in determining the Company's provision for income taxes and claims for investment tax credits ("ITCs") related to qualifying SR&ED expenditures in Canada. Various internal and external factors may have favourable or unfavorable effects on future provisions for income taxes and the Company's effective income tax rate. These factors include, but are not limited to, changes in tax laws, regulations and/or rates, results of audits by tax authorities, changing interpretations of existing tax laws or regulations, changes in estimates of prior years' items, future levels of R&D spending and changes in overall levels of income before taxes. Furthermore, new accounting pronouncements or new interpretation of existing accounting pronouncements can have a material impact on the Company's effective income tax rate.

The Company could be impacted by certain tax treatments for various revenue streams in different tax jurisdictions. The Company may be subject to withholding taxes on certain of its revenue streams. The withholding tax rates that were used were based on the interpretation of specific tax acts and related treaties. If a tax authority has a different interpretation from the Company's, it could potentially impose additional taxes, penalties, or fines. This would potentially reduce the amounts of revenue ultimately received by the Company.

### **Losses Caused by Fluctuations in Foreign Currency Exchange Rates**

Foreign exchange risk exists when the Company receives or makes payments in foreign currencies, such as in U.S. dollars and in Euros. To that extent, fluctuations in the exchange rate of the Canadian dollar relative to other currencies could result in the Company realizing a lower than anticipated profit margin on sales of its products and product candidates than at the time of entering into such commercial agreements. Fluctuations in the value of the Canadian dollar against these foreign currencies can lead to adverse material effects on the Company's financial condition and results of operations and cash flows.

### **Litigation and Regulation**

The Company may in the future become party to litigation, regulatory proceedings or other disputes. These potential claims include but are not limited to product liability, class action lawsuits, patent infringement, personal injury, breach of contract and lost profits or other consequential damage claims.

A significant judgment against the Company or the imposition of a significant fine or penalty or a finding that the Company has failed to comply with laws or regulations or a failure to settle any dispute on satisfactory terms, could have a significant adverse impact on the Company's ability to continue operations. Additionally, lawsuits and investigations can be expensive to defend, whether or not the lawsuit or investigation has merit, and the defense of these actions may divert the attention of the Company's management and other resources that would otherwise be engaged in running the Company's business.

## ***Risks Related to our Industry***

### **Competition**

#### ***Non-Prescription Skincare Products***

The skincare industry is highly competitive and can change rapidly due to consumer preferences and industry trends. Competition in the skincare industry is based on brand strength, pricing and assortment of products, point of sale presence and visibility, innovation, perceived value, product availability and order fulfillment, service to the consumer, promotional activities, advertising, special events, new product introductions, e-commerce and mobile commerce initiatives and other activities. It is difficult to predict the timing and scale of the Company's competitors' actions in these areas. The Company's success depends on its products' appeal to a broad range of consumers whose preferences cannot be predicted with certainty and are subject to change, and on its ability to anticipate and respond in a timely and cost-effective manner to market trends through product innovations, product line extensions and marketing and promotional activities. As product life cycles shorten, the Company must continually work to develop, produce, and market product innovations and maintain and enhance the recognition of our brands.

Net revenues and margins on cosmetic products tend to decline as they advance in their life cycles, so net revenues and margins could suffer if the Company does not successfully and continuously develop new products. This risk is further compounded by the rapidly increasing use and proliferation of social and digital media by consumers, and the speed with which information and opinions are shared. Constant product innovation also can place a strain on our financial and personnel resources. The Company may incur expenses in connection with product innovation and development, marketing and advertising that are not subsequently supported by a sufficient level of sales. These factors, as well as new product risks, could have an adverse effect on our business, prospects, results of operations, financial condition or cash flows.

#### ***Prescription Drug Products***

The pharmaceutical industry is characterized by evolving technology and intense competition. The Company is engaged in areas of research where developments are expected to continue at a rapid pace. Many companies, including major pharmaceutical and specialized biotechnology companies, are engaged in activities focused on medical conditions that are the same as or similar to those targeted by the Company.

The Company's success depends upon maintaining its competitive position in product development and formulation as well as its speed in commercializing its products. Competition from pharmaceutical, chemical and biotechnology companies, as well as universities and research institutes, is intense and is expected to increase. Many of these organizations have substantially greater product development, experience in manufacturing, marketing, financial and managerial resources and they represent significant competition. If the Company fails to compete successfully in any of these areas, its business, results of operations, financial condition and cash flows could be adversely affected.

The intensely competitive environment of the branded products business requires an ongoing, extensive search for medical and technological innovations and the ability to market products effectively, including the ability to communicate the effectiveness, safety and value of branded products for their intended uses to healthcare professionals in private practice, group practices and managed care organizations. There can be no assurance that the Company and its drug development partners will be able to successfully develop medical or technological innovations or that the Company and its licensing partners will be able to effectively market the Company's existing products or any future products.

Additionally, the Company competes to acquire the intellectual property assets that are required to continue to develop and broaden its product portfolio. In addition to in-house product development efforts, the Company seeks to acquire rights to new intellectual property through corporate acquisitions, asset acquisitions, licensing and joint venture arrangements. Competitors with greater resources may acquire assets that the Company seeks, and even if the Company is successful, competition may increase the acquisition price of such assets. The Company's growth may be limited if it fails to compete successfully.

#### **Competition from Generic Products**

The Company's branded prescription products may face competition from generic versions, which are generally significantly cheaper than the branded version. In the U.S. and Canada, even if customers have a prescription for our product, a generic version where available, may be required or encouraged in preference to the branded version under third-party reimbursement programs. In addition, a pharmacist may recommend a less expensive product even if that product is less effective or designed for conditions different from what the customer is seeking to treat.

If sales of any of the Company's products that no longer enjoy market exclusivity or are not sufficiently protected by associated intellectual property were to increase substantially, competitors may be more likely to develop generic formulations that compete directly with such products. Generic competition with the Company's branded products would be expected to have a material adverse effect on net sales and profitability of the branded product and of the Company.

Additionally, generic competitors may attempt to market, sell or use generic versions of the Company's products for which the Company has an exclusive license. Where such generic competition emerges, the Company will take all appropriate legal steps to enforce its rights and/or commercial steps to protect its market share, but there can be no guarantee that the Company's market share for such products will not be negatively impacted.

#### **New Product Launches May Fail to Achieve Market Acceptance**

Our industry requires that our product lines be rejuvenated from time-to-time with new product offerings and product innovations. Crescita has established a multi-disciplinary product development committee that screens and validates new products to be developed or existing products to be upgraded.

Nonetheless, each new product launch involves risks. For example, the acceptance of new product launches and sales to our network of professional aesthetic and medical aesthetic practitioners, consumers and / or physicians may not be as high as we anticipate, due to lack of acceptance of the products themselves or their price, or limited effectiveness of our marketing strategies. If any product commercialized by the Company does not provide a treatment regimen that is as beneficial as the current standard of care or otherwise does not provide consumer or patient benefits, there is the potential that it will not achieve market acceptance. In addition, our ability to launch new products may be limited by delays or difficulties affecting the ability of our suppliers or manufacturers to timely manufacture, distribute and ship new products or displays for new products or changes in regulatory requirements.

Sales of new products may be affected by inventory management and we may experience product shortages. We may also experience a decrease in sales of certain existing products as a result of newly-launched products. Any of these occurrences could delay or impede our ability to achieve our sales objectives, which could have a material adverse effect on our business, financial condition and results of operations.

As part of our ongoing growth strategy we expect to continue to introduce new products and innovations in our traditional product categories, while also expanding our product launches into adjacent categories in which we may have little to no operating experience, such as injectable neurotoxins, fillers, microneedling devices and mesotherapy. The success of product launches in adjacent product categories could be hampered by our relative inexperience operating in such categories, failure to establish new buyer relationships, the strength of our competitors or any of the other risks referred to above. Furthermore, any introduction of new products or expansion into new product categories may prove to be an operational and financial constraint which inhibits our ability to successfully accomplish such introduction or expansion. New product launches may also encounter difficulties in manufacturing or packaging leading to lower-than-expected margins. Our inability to introduce successful products in our traditional categories or in adjacent categories could limit our future growth and have a material adverse effect on our business, financial condition and results of operations.

## **Obtaining Government and Regulatory Approval**

### **Non-Prescription Skincare Products**

There are numerous categories of non-prescription skincare products in the U.S., Canada and in other regions around the world and the classification and regulatory requirements vary by jurisdiction. Some categories of products require a license and others can be sold without prior authorization. There is a risk that the regulatory authorities may not agree with the Company's classification of a given product nor allow it to be marketed based on the regulatory status, product labeling or marketing claims. Regulatory authorities also have the ability to inspect the related manufacturing facilities and can restrict product supply if the facility is deemed to not comply with relevant regulations. Any delay or failure to obtain regulatory approvals or to ensure compliance with relevant regulations for marketed products could adversely affect the Company's business, financial condition and operational results. Non-prescription skincare companies may also be subject to additional regulations covering occupational safety, manufacturing and laboratory practices, environmental protection and hazardous substance control. They may also be subject to existing and future local, provincial, state, federal and foreign regulation.

### **Canada**

All cosmetics sold in Canada must contain appropriate ingredients, be safe to use, and must not pose health risks. They must also meet the requirements of the *Food and Drugs Act* and the *Cosmetic Regulations* which require that cosmetics sold in Canada be manufactured, prepared, preserved, packed, and stored under sanitary conditions. It is the manufacturer's responsibility to ensure that the products meet the requirements for cosmetics under the *Food and Drugs Act* and the *Cosmetic Regulations*. The manufacturer and importer must notify Health Canada that it is selling the product and provide a list of the product's ingredients.

Health Canada assesses all NHPs before allowing them to be sold in Canada. They also check that NHPs are properly manufactured (without contamination or incorrect ingredients) and perform post-market monitoring to make sure that NHP Regulations are being followed. If the product is found to be unacceptable for sale in Canada, Health Canada will take appropriate compliance and enforcement actions as deemed appropriate and the product may be referred to the Health Products and Food Branch ("HPFB") Inspectorate. Non-compliance with applicable requirements can result in fines and other judicially imposed sanctions including product seizures, injunction actions and criminal prosecutions.

### **United States**

Cosmetic products (most non-prescription skincare products) and ingredients typically do not require FDA approval before they are marketed, but the FDA monitors the safety and marketing claims of marketed cosmetic products. The FDA can inspect manufacturing facilities to determine if proper controls and practices are being followed and they also work with U.S. Customs and Border Protection to examine imported cosmetics. If the FDA believes that a cosmetic product may not comply with the regulations, they can ask a federal court to issue an injunction, request that U.S. marshals seize the products, initiate criminal action, refuse entry of an imported cosmetic, or request that a company recall a product. Failure to comply with

regulatory requirements could have a material adverse effect on the Company's business, financial condition and operational results.

### **Additional Regulatory Considerations**

Additional local, provincial, state, federal and foreign regulations may apply in various territories around the world. Any delays in obtaining, or failure to obtain regulatory approvals or to maintain proper compliance with relevant regulations in Canada, the U.S., the E.U. or other foreign countries, may significantly delay the development and commercialization of the Company's products and the receipt of revenues from the sale of its products.

### **Prescription Drug Products**

The research, testing, manufacturing, packaging, labeling, approval, storage, selling, marketing, and distribution of prescription drug products are subject to extensive regulation in the U.S. by the FDA, in Canada by the TPD and by similar regulatory authorities in the E.U. and elsewhere. Despite the time and expense exerted by the Company, failure can occur at any stage. The drug development process is time-consuming, may involve significant delays despite the Company's best efforts and can require substantial cash resources. Even after initial approval has been obtained, further research, including post-marketing studies and surveillance programs may be required. Moreover, regulations are subject to change and the Company cannot predict its ability to meet new or changing regulations. There is also a risk that the Company's products may be subject to recalls if there are product manufacturing or quality issues or be withdrawn from the market due to non-compliance with regulatory requirements.

There can be no assurance that the Company's products will prove to be safe and effective in clinical trials or receive the requisite regulatory approval in any market. Any delay or failure to obtain regulatory approvals could adversely affect the Company's business, financial condition and operational results. Pharmaceutical companies are also subject to additional regulations covering occupational safety, manufacturing and laboratory practices, environmental protection and hazardous substance control. They may also be subject to existing and future local, provincial, state, federal and foreign regulation. Failure to obtain necessary regulatory approvals, the restriction, suspension or revocation of existing approvals or any other failure to comply with regulatory requirements, could have a material adverse effect on the Company's business, financial condition and operational results.

### **United States**

The FDA has substantial discretion in the drug approval process. The FDA may delay, limit or deny approval of a drug candidate for many reasons. The process of receiving FDA approval has become more difficult with the requirement to submit a Risk Evaluation and Mitigation Strategy ("REMS") for certain drug products. Even once drug candidates are approved, these approvals may be withdrawn if compliance with regulatory standards is not maintained. In addition, the FDA has the authority to regulate the claims the Company's partners make in marketing its prescription drug products to ensure that such claims are true, not misleading, supported by scientific evidence and consistent with the product's approved labelling.

Failure to comply with applicable requirements can result in fines, suspensions or withdrawal of approvals, product seizures and injunctions against the manufacture, holding, distribution, marketing and sale of a product, and both civil and criminal sanctions.

### **Canada**

The TPD may deny issuance of a Notice of Compliance ("NOC") for a New Drug Submission ("NDS") if applicable regulatory criteria are not satisfied or they may require additional testing. Product approvals may be withdrawn if compliance with regulatory standards is not maintained. The TPD may require further testing and surveillance programs to monitor a pharmaceutical product which has been commercialized. Non-compliance with applicable requirements can result in fines and other judicially imposed sanctions including product seizures, injunction actions and criminal prosecutions.

## ***Risks Related to Research & Development Activities***

### **Risk Related to Clinical Trials**

The Company and its drug development partners must demonstrate, through preclinical studies and clinical trials, that the product being developed is safe and efficacious before obtaining regulatory approval for the commercial sale of the product. The results of preclinical studies and previous clinical trials are not necessarily predictive of future results and the Company's current product candidates may not have favourable results in later testing or trials. Preclinical tests and Phase 1 and Phase 2 clinical trials are primarily designed to test safety, to study pharmacokinetics and pharmacodynamics and to understand the side effects of products at various doses and schedules. Success in preclinical or animal studies and early clinical trials does not ensure that later large-scale efficacy trials will be successful and such success is not necessarily predictive of final results. Favourable results in early trials may not be repeated in later trials and positive interim results do not ensure success in final results. Even after the completion of Phase 3 clinical trials, the FDA, TPD, EMA or other regulatory authorities may disagree with the clinical trial design and interpretation of data and may require additional clinical trials to demonstrate the efficacy of product candidates.

Several companies in the biotechnology and pharmaceutical industries have suffered significant setbacks in advanced clinical trials, even after achieving promising results in earlier trials and preclinical studies. In many cases where clinical results were not favourable, were perceived negatively or otherwise did not meet expectations, the share prices of these companies declined significantly. Failure to complete clinical trials successfully and to obtain successful results on a timely basis could have an adverse effect on the Company's future business and the price of its common shares.

The Company's prospects could also suffer if it, or any of its drug development partners, fails to develop and maintain sufficient levels of patient enrolment in its current or future clinical trials. Delays in planned patient enrolment may result in increased costs, and/or delays or termination of clinical trials, which could materially harm the Company's prospects.

### **Reliance on Third Parties to Conduct Clinical and Preclinical Studies**

The Company and its drug development partners rely on third parties such as CROs, medical institutions and clinical investigators to enroll qualified patients, conduct, supervise and monitor its clinical trials, conduct preclinical studies and complete Chemistry, Manufacturing, and Control ("CMC") work. The reliance on these third parties for clinical development activities reduces its control over these activities. The reliance on these third parties, however, does not relieve the Company or its drug development partners of their regulatory responsibilities, including ensuring that its clinical trials are conducted in accordance with Good Clinical Practices ("GCPs") and that its preclinical studies are conducted in accordance with Good Laboratory Practices ("GLPs"). Furthermore, these third parties may have relationships with other entities, some of which may be competitors. In addition, they may not complete activities on schedule or may not conduct preclinical studies or clinical trials in accordance with regulatory requirements or the Company's trial design. If these third parties do not successfully carry out their contractual duties or meet expected deadlines, the Company's ability to obtain regulatory approvals for product candidates may be delayed or prevented.

### **Inability to Achieve Drug Development Goals**

From time-to-time, the Company sets targets and makes public statements regarding its expected timing for achieving drug development goals. These include targets for the commencement and completion of preclinical and clinical trials, studies and tests and anticipated regulatory filing and approval dates. These targets are set based on a number of assumptions that may not prove to be accurate. The actual timing of these forward-looking events can vary dramatically from the Company's estimates or they might not be achieved at all, due to factors such as delays or failures in clinical trials or preclinical work, scheduling changes at CROs, the need to develop additional data required by regulators as a condition of approval, the uncertainties inherent in the regulatory approval process and delays in achieving manufacturing or marketing arrangements necessary to commercialize product candidates, including out-licensing of product candidates if the Company deems this necessary and limitations are placed on the funds available to the Company. If the Company does not meet these targets, including those which are publicly announced, the ultimate commercialization of its products may be delayed and, as a result, its business could be harmed.

The Company has several product candidates that are at different stages of development and for which additional preclinical and clinical testing are underway or anticipated in the near future. There can be no assurance that preclinical or clinical testing of the Company's product candidates will yield sufficiently positive results to enable progress toward commercialization and any such trials will take significant time to complete. Unsatisfactory results may prompt the Company to reduce or abandon future testing or commercialization of particular product candidates and this may have a material adverse effect on the Company.

Due to the inherent risk associated with product development efforts in the pharmaceutical industry, particularly with respect to new drugs, the Company's product development expenditures may not result in the successful introduction of government approved new pharmaceutical products. Also, after submitting a drug candidate for regulatory approval, the regulatory authority may require additional studies, and as a result, the Company may be unable to reasonably predict the total R&D costs to develop a particular product.

## ***Risks Related to our Intellectual Property***

### **Patents, Trademarks and Proprietary Technology**

There can be no assurance as to the breadth or degree of protection that existing or future patents or patent applications may afford the Company or that any patent applications will result in issued patents or that the Company's patents or trademarks will be upheld if challenged. It is possible that the Company's existing patent or trademark rights may be deemed invalid. Although the Company believes that its products do not, and will not, infringe valid patents or trademarks or violate the proprietary rights of others, it is possible that use, sale or manufacture of its products may infringe on existing or future patents, trademarks or proprietary rights of others. If the Company's products infringe the patents or proprietary rights of others, the Company may be required to stop selling or making its products, may be required to modify or rename its products or may have to obtain licenses to continue using, making or selling them. There can be no assurance that the Company will be able to do so in a timely manner, upon acceptable terms and conditions, or at all. The failure to do any of the foregoing could have a material adverse effect upon the Company. In addition, there can be no assurance that the Company will have sufficient financial or other resources to enforce or defend a patent infringement or proprietary rights violation action. Moreover, if the Company's products infringe patents, trademarks or proprietary rights of others, the Company could, under certain circumstances, become liable for substantial damages which could also have a material adverse effect.

Regardless of the validity of the Company's patents, there can be no assurance that others will be unable to obtain patents or develop competitive non-infringing products or processes that permit such parties to compete with the Company. The Company may not be able to protect its intellectual property rights throughout the world as filing, prosecuting and defending patents and trademarks on all of the Company's product candidates, products and product names, when and if they exist, in every jurisdiction would be prohibitively expensive and can take several years. Competitors may manufacture, sell or use the Company's technologies and use its trademarks in jurisdictions where the Company or its partners have not obtained patent and trademark protection. These products may compete with the Company's products, when and if it has any, and may not be covered by any of its or its partners' patent claims or other intellectual property rights.

The laws of some countries do not protect intellectual property rights to the same extent as the laws of Canada and the U.S. and many companies have encountered significant problems in protecting and defending such rights in foreign jurisdictions. The legal systems of certain countries, particularly certain developing countries, do not favour the enforcement of patents, trademarks and other intellectual property protection, particularly those protections relating to biotechnology and pharmaceuticals, which could make it difficult for the Company to stop the infringement of its patents. Proceedings to enforce patent rights in foreign jurisdictions could result in substantial cost and could divert efforts and attention from other aspects of the business.

The pre-trial discovery process, the trial and the appeals process in patent litigation can take several years. The Company could commence a lawsuit against a third party for patent infringement or a lawsuit could commence against the Company with respect to the validity of its patents or any alleged patent infringement by the Company. The cost of such litigation, as well as the ultimate outcome of such litigation, whether or not the Company is successful, could have a material adverse effect on its business, results of operations, financial condition and cash flows.

### **Ability to Protect Know-How and Trade Secrets**

The ability of the Company to maintain the confidentiality of its expertise and trade secrets is essential to its success. Disclosure and use of the Company's expertise and trade secrets, not otherwise protected by patents, are generally controlled under agreements with the parties involved. There can be no assurance however, that all confidentiality agreements are legally enforceable or will be honoured, that others will not independently develop equivalent or competing technology, that disputes will not arise over the ownership of intellectual property or that disclosure of the Company's trade secrets will not occur. To the extent that consultants or other research collaborators use intellectual property owned by others while working with the Company, disputes may also arise over the rights to related or resulting expertise or inventions.

### ***Risks Related to Operating as a Public Company***

#### **Compliance with Laws and Regulations Affecting Public Companies**

Any future changes to the laws and regulations affecting public companies, may cause the Company to incur increased costs as it evaluates the implications of new rules and implements any new requirements. Delays or a failure to comply with the new laws, rules and regulations could result in enforcement actions, the assessment of other penalties and civil suits.

Any new laws and regulations may make it more expensive for the Company to provide indemnities to the Company's officers and directors and may make it more difficult to obtain certain types of insurance, including liability insurance for directors and officers. Accordingly, the Company may be forced to accept reduced policy limits and coverage or incur substantially higher costs to obtain the same or similar coverage. The impact of these events could also make it more difficult for the Company to attract and retain qualified persons to serve on its Board of Directors or as executive officers. The Company may be required to hire additional personnel and utilize additional outside legal, accounting and advisory services, all of which could cause general and administrative costs to increase beyond what the Company currently has planned. The Company is continuously evaluating and monitoring developments with respect to these laws, rules and regulations and it cannot predict or estimate the amount of the additional costs it may incur or the timing of such costs.

The Company is required annually to review and report on the effectiveness of its internal control over financial reporting and disclosure controls and procedures in accordance with National Instrument 52-109 – *Certification of Disclosure in Issuers' Annual and Interim Filings* of the Canadian Securities Administrators. The results of this review are reported in the Company's Management's Discussion and Analysis of Results of Operations and Financial Condition for fiscal 2021. The Company's CEO and CFO are required to report on and certify the effectiveness of the Company's internal control over financial reporting.

Management's review is designed to provide reasonable assurance, not absolute assurance, that all material weaknesses existing within the Company's internal controls are identified. Material weaknesses represent deficiencies existing in the Company's internal controls that may not prevent or detect a misstatement occurring which could have a material adverse effect on the quarterly or annual financial statements of the Company.

In addition, management cannot provide assurance that the remedial actions being taken by the Company to address any material weaknesses identified will be successful, nor can management provide assurance that no further material weaknesses will be identified within its internal controls over financial reporting in future years. If the Company fails to maintain effective internal controls over its financial reporting, there is the possibility of errors or omissions occurring or misrepresentations in the Company's disclosures which could have a material adverse effect on the Company's business, its financial statements and the value of the Company's common shares.

#### **Public Company Requirements May Strain Resources**

As a public company, the Company is subject to the securities laws of the jurisdictions in which it is a reporting issuer and the listing requirements of the TSX. The ever-increasing obligations of operating as a public company will require significant expenditures and will place additional demands on management as the Company complies with the reporting requirements of a public company. The Company may need to hire additional accounting, financial and legal staff with appropriate public company experience and technical accounting and regulatory knowledge.

In addition, actions that may be taken by significant shareholders may divert the time and attention of the Company's Board of Directors and management from its business operations. Campaigns by significant investors to effect changes at publicly traded companies have increased in recent years. If a proxy contest were to be pursued by any of the Company's shareholders, it could result in substantial expense to the Company and consume significant attention of management and the Board of Directors. In addition, there can be no assurance that any shareholder will not pursue actions to effect changes in the management and strategic direction of the Company, including through the solicitation of proxies from the Company's shareholders.

## ***Risks Related to our Common Shares***

### **Quarterly Fluctuations**

The Company's quarterly and annual operating results have fluctuated in the past and are likely to fluctuate in the future. These fluctuations could cause the price of the Company's common shares to decline. The nature of the Company's business involves variable factors, such as the timing of launch and market acceptance of the Company's products, the timing and costs associated with product development and regulatory submissions of our products, the costs of maintaining manufacturing facilities operating below capacity and the costs associated with public company and other regulatory compliance. As a result, in some future quarters or years, the Company's clinical, financial or operating results may not meet the expectations of securities analysts and investors which could result in a decline in the price of the Company's common shares.

### **Volatility of Share Price**

Market prices for securities, including those of the Company, have been historically volatile and subject to substantial fluctuations. The stock market experiences significant price and volume fluctuations unrelated to the operating performance of particular companies. Future announcements concerning the Company or its competitors, including the results of testing, technological innovations, new commercial products, marketing arrangements, government regulations, developments concerning regulatory actions affecting the Company's products and its competitors' products in any jurisdiction, developments concerning proprietary rights, litigation, additions or departures of key personnel, cash flow, public concerns about the safety of the Company's products and economic conditions and political factors in the U.S., the E.U., Canada or other regions may have a significant impact on the market price of the common shares. In addition, there can be no assurance that the common shares will continue to be listed on the TSX.

The market price of the Company's common shares could fluctuate significantly for many other reasons, including for reasons unrelated to the Company's specific performance, such as reports by industry analysts, investor perceptions, or negative announcements by our customers, competitors or suppliers regarding their own performance, as well as general economic and industry conditions. In addition, when the market price of a company's shares drops significantly, shareholders may pursue securities class action lawsuits against the company. A lawsuit against the Company could result in substantial costs and could divert the time and attention of the Company's management and other resources.

### **Dilution from further Equity Financing and Declining Share Price**

If the Company raises additional funding or completes an acquisition or merger by issuing additional equity securities, such issuance may substantially dilute the interests of shareholders of the Company and reduce the value of their investment. The market price of the Company's common shares could decline as a result of issuances of new shares or sales by existing shareholders of common shares in the market or the perception that such sales could occur. Sales by shareholders might also make it more difficult for the Company itself to sell equity securities at a time and price that it deems appropriate.

## Litigation

From time-to-time, during the ordinary course of business, Crescita may be threatened with, or named as, a defendant in various legal proceedings including lawsuits based upon product liability, personal injury, breach of contract and lost profits or other consequential damage claims. Although the outcome of such matters is not predictable with assurance, the Company has no reason to believe that the disposition of any such current matter could reasonably be expected to have a material adverse effect on the Company's financial position, results of operations or the ability to carry on any of its business activities.

## Additional Information

Additional information relating to the Company, including our most recently filed AIF, can be found on SEDAR at [www.sedar.com](http://www.sedar.com).