

Management's Discussion and Analysis of Financial Condition
And Results of Operations of



ELSE NUTRITION HOLDINGS INC.

For the year ended December 31, 2023

(Expressed in Canadian Dollars in Thousands)

April 1, 2024

MANAGEMENT’S DISCUSSION AND ANALYSIS

The following management’s discussion and analysis (“**MD&A**”) is a review of the results of operations, current financial position and outlook of Else Nutrition Holdings Inc. (referred to herein as the “Company”, “**Else**”, “**we**”, “**us**” or “**our**”). Unless otherwise noted, reference to the Company includes its subsidiaries. This MD&A should be read in conjunction with the Company’s audited annual consolidated financial statements for the year ended December 31, 2023 (the “**Financial Statements**”) and the Company’s annual information form dated as of April 1, 2024 for the year ended December 31, 2023 (the “**AIF**”).

The financial information contained in this MD&A and in our Financial Statements have been prepared in accordance with International Financial Reporting Standards (“**IFRS**”) as issued by the International Accounting Standards Board. Unless otherwise noted, all dollar amounts are expressed in thousands of Canadian dollars except with respect to share amounts.

See “*Forward-Looking Information*” and “*Risk Factors*” for a discussion of the uncertainties, risks and assumptions associated with these statements. Actual results may differ materially from those indicated or underlying forward-looking information as a result of various factors, including those referred to under the heading “*Risk Factors*” and elsewhere in this MD&A.

Additional information relating to our Company, including the AIF, is available on SEDAR+ at www.sedarplus.com or the Company’s website at www.elsenutrition.com.

DESCRIPTION OF BUSINESS

The Company was incorporated on July 18, 2011 under the *Business Corporations Act* (British Columbia) under the name ASB Capital Inc. and was classified as a Capital Pool Company, as such term is defined in Policy 2.4 - *Capital Pool Companies* (“**Policy 2.4**”) of the TSX Venture Exchange (“**TSX-V**”). The Company’s head office is located at 6 Hanechoshet St., Tel Aviv, Israel, 6971070 and its registered and records office is located at Suite 1200 – 750 West Pender Street, Vancouver, British Columbia, V6C 2T8. The Company also maintains an office in British Columbia at 1048 165th Street, Surrey, British Columbia, V4A 9A2. The Company’s website is www.elsenutrition.com. Information contained on the Company’s website is not incorporated into this MD&A.

On June 12, 2019, the Company completed a reverse take-over transaction with Else Nutrition GH Ltd. (“**Else GH**”) by way of a share exchange, (the “**Transaction**” or “**RTO**”). Upon the completion of the Transaction, the Company changed its name from ASB Capital Inc. to Else Nutrition Holdings Inc. In connection with the Transaction Else GH became a wholly owned subsidiary of the Company.

Prior to the Transaction, the Company was classified as a Capital Pool Company as defined in the TSX-V Policy 2.4 with its shares listed on the NEX trading board of the TSX-V. Upon completion of the Transaction, the Company’s shares began trading on the TSX-V as a Tier 2 ‘Technology’ company on June 18, 2019 under the trading symbol ‘BABY’. The Transaction represented the qualifying transaction of the Company under the policies of the TSX-V.

Effective December 10, 2019, the Company’s common shares were listed on the OTCQB International Market under the trading symbol ‘BABYF’. The OTCQB International Market is a U.S. market operated

by the OTC Markets Group. The Company upgraded its OTCQB listing to the OTCQX® Best Market as of July 24, 2020.

On June 12, 2020, the Company’s common shares were also listed on the Frankfurt Stock Exchange (FSE) under the trading symbol ‘OYL’.

On January 25, 2022, the Company’s common shares and warrants commenced trading on the Toronto Stock Exchange (“**TSX**”) under the trading symbols of ‘BABY’, ‘BABY.WT’ and ‘BABY.WT.A’. The warrants listed for trading under the symbol ‘BABY.WT’ expired on October 6, 2022.

The Company is a developer of innovative food products and formula nutrition for infants, toddlers, kids, and adults. It currently has seven product lines that are either commercialized or in development. Five of these product lines are the proprietary 100% plant-based non-dairy and non-soy nutrition products (collectively, “**Else Formula**”): (i) plant-based baby formula products for the ‘infant formula’ market (between 0 to 1 year old); (ii) plant-based formula products for the ‘toddler nutrition’ market (between 1 to 3 years old); (iii) the ‘kids nutrition’ market (3-12 years old); (iv) the ‘adult nutrition’ market; and (v) complementary food products for babies (6 months and older). These five products lines are intended to be 100% plant-based, clean-label, non-GMO, natural, and gluten, dairy, and soy free alternatives to baby, toddler, kids, and adult nutrition and foods. Most of the products are organic.

The Company also operates and generates revenue from two product lines which were acquired by the Company from Golden Heart F.M.C.G. Ltd. and are comprised of the following:

- 1) ‘baby snacks’ – vegan-friendly snack products for the baby and toddler food market; and
- 2) ‘baby feeding accessories’ – baby feeding bottles and teats (sterile and non-sterile).

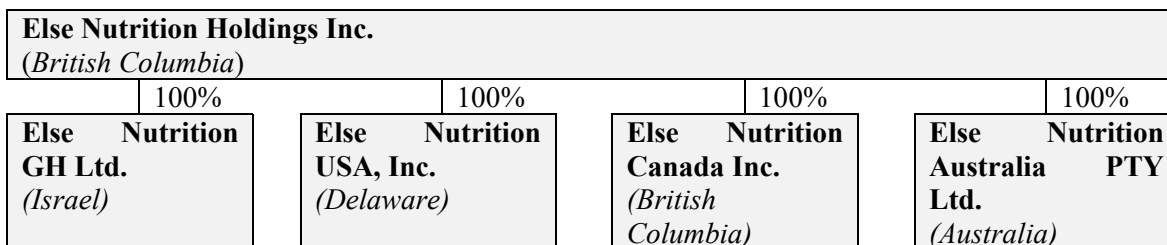
See the heading “*Overall Performance*” below for additional information with respect to each product line.

On January 23, 2020, Else Nutrition USA, Inc. (“**Else Nutrition USA**”), a private company, was incorporated in the State of Delaware as a wholly-owned subsidiary of the Company.

On January 25, 2022, Else Nutrition Canada Inc., a private company, was incorporated in the Province of British Columbia as a wholly-owned subsidiary of the Company.

On December 7, 2022, Else Nutrition Australia PTY Ltd., a private company, was incorporated in Australia as a wholly-owned subsidiary of the Company.

The chart below sets out the intercorporate relationship between the Company, Else GH, Else Nutrition USA, Else Nutrition Canada Inc., and Else Nutrition Australia PTY Ltd.:



Commercial Highlights

International Patents Portfolio and Regulatory Assessments

As of the date of this MD&A, through its subsidiary, Else GH, the Company holds international patent applications under the Patent Cooperation Treaty WO/2014/125485 non-dairy formulae and WO/2021/234715 - nut and non-dairy components having reduced trace element content, compositions comprising them and processes for their production, and WO/2023/152741 non-dairy formulae for use in improving growth and tolerance in a subject in need thereof.

Under WO/2014/125485, the Company obtained intellectual property protection for its product composition through 36 granted patents in 20 countries (including Australia, Eurasia [eight jurisdictions], Israel, Korea, Japan, Mexico, Ukraine, the United States, South Africa, India, Chile, New Zealand and Canada) with additional 45 patent applications pending in 44 countries (including, Australia, Brazil, Canada, China, Hong Kong, Europe [will be designated in all 37 European countries], Korea, Israel, Mexico, and the United States). The patents are valid through 2034, and cover non-dairy almond-based formulas used for the preparation of infant or toddler formula and other types of supplemental or functional food for other age groups, involving a composition comprising almond and at least one non-dairy component comprising all essential amino acids for use in the nutrition of an infant and/or a toddler and for use in whole balance nutrition of a subject, whether an infant, toddler, child, adolescent, adult, elderly person at any health or physical condition. The WO/2021/234715 patent application is directed to plant-based components, having reduced trace element contents, food products and nutritional compositions comprising them and methods for their preparation. This patent application is pending for examination in 21 countries. The WO/2023/152741 patent application covers different uses and benefits supported in our studies. This application is still in the international phase of examination.

For additional information on the scope of the patents, refer to the heading “Intellectual Property and Proprietary Protection” in the Company’s AIF, which is accessible on the Company’s SEDAR+ profile.

Trademarks

The Company holds a registered “ELSE” trademark in 63 countries (including Albania, Armenia, Australia, Azerbaijan, Bosnia and Herzegovina, Brazil, Bhutan, Belarus, Canada, Switzerland, Colombia, Cuba, European Union [27 countries], UK, Iceland, India, Japan, Korea, Liechtenstein, Mexico, Monaco, Moldova, Montenegro, Republic of North Macedonia, Mongolia, Malaysia, Norway, New Zealand, Philippines, Serbia, Russian Federation, Singapore, San Marino, Turkey, Turkmenistan, Ukraine, Switzerland).

The Company holds a registered trademark for “ELSE NUTRITION” in the U.S. and Turkey.

Strategic Marketing and Distribution Partnerships

In March 2023, the Company announced that its products are now listed in over 11,000 retail stores in North America, up from approximately 1,200 retail stores at the beginning of 2022. Also in March 2023, the Company successfully rolled out toddler and kids shake SKUs (stock-keeping units) to Canada’s largest retailer at over 440 locations.

On April 26, 2023, the Company announced that its baby Super Cereal and Else Toddler Organic products are available at over 7,000 locations of the largest pharmacy chain in the United States.

In May 2023, the Company announced that it expanded its distribution in the Canadian market with Canada's second-largest food retailer stocking key Else products in over 600 locations. The rollout includes Else toddler formula, kids shake (vanilla and chocolate), and the baby Super Cereal. The Company also announced that Walmart added both Toddler Organic and Toddler Omega to its shelves in the U.S. Also in May 2023, the Company announced that it expanded its distribution of the Else toddler formula in the Canadian market (including Quebec) with Canada's largest pharmacy, on the shelf at over 900 locations across 11 provinces and territories.

In June 2023, the Company announced that its products are available in more than 10,000 stores in the United States. The expansion into over 10,000 stores in the United States marks a milestone for the Company, reflecting the increasing demand for its products among health-conscious parents. Additionally, with the 2,500 stores in Canada, the Company's products are available in more than 12,500 stores in North America.

On June 21, 2023, the Company announced that four of its products (Else kids vanilla, Else kids cocoa, Else toddler organic, and Else toddler omega) were officially approved for U.S. federal insurance billing under the Center for Medicare & Medicaid Services (HCPCS codes B4160 and B4158, respectively). The codes are used to facilitate the processing of health insurance claims covered by Medicare and other insurers.

On July 25, 2023, the Company announced that it expanded its distribution in the Midwestern United States market by partnering with Schnucks, a supermarket chain in the region. Else Toddler Organic is now available on the shelves at an estimated 110 Schnucks locations across Missouri, Illinois, Indiana and Wisconsin.

On September 11, 2023, the Company announced the introduction of its first-ever Ready-To-Drink (RTD) Kids Nutritional Shakes in vanilla and chocolate flavors for the Canadian market.

On October 11, 2023, the Company announced that the first commercial production run of its innovative Ready-To-Drink (RTD) Kids' Nutritional Shakes will commence in late October 2023, producing for both the U.S. and Canadian markets. The first-of-its-kind, whole plant-based RTD products are set to be shipped to over 400 leading stores in the U.S., over 200 leading grocery locations in Canada, and a major international online natural marketplace by the end of December 2023, for sale in the first quarter of 2024. The broad retail distribution in respective regional markets will mark first-to-market listing programs and represents a significant step forward in Company's market penetration.

On November 6, 2023, the Company announced the launch of its highly acclaimed, Plant-Based Complete Nutrition Toddler Drink in the United Kingdom, cementing its presence through partnerships with leading UK distributors, and on Amazon.uk

On November 16, 2023, the Company announced that it launched its product range in Whole Foods Canada.

On December 20, 2023, the Company announced that it launched its RTD Kids Shakes at walmart.com (Walmart online store in the U.S.).

On January 9, 2024, the Company announced that its toddler organic, toddler omega, and vanilla kids shakes and chocolate kids shakes are available for sale in 156 Giant stores in the U.S.

On January 10, 2024, the Company announced that its RTD kids nutritional shakes are available for purchase online in Canada through Costco.ca (Costco's online store in Canada), one of Canada's largest online retail platforms in both vanilla and chocolate flavors.

On January 16, 2024, the Company announced that it launched its RTD Kids Nutritional Shakes at over 100 Metro Ontario Inc. stores in Canada.

On January 25, 2024, the Company announced that its RTD kids nutritional shakes are available for purchase at Wegmans, a prominent supermarket chain with over 100 stores throughout the Northeastern United States, in both chocolate and vanilla flavors, being the first brick-and-mortar retail partner in the United States. The same retailer also started selling Else's Toddler Organic and Toddler Omega products.

On March 12, 2024, the Company announced that its full product line will be available to Meijer.

On March 20, 2024, the Company announced that its kids and toddler product lines are expected to be available by the end of the second quarter at H-E-B Fresh Foods.

Production Facility

In March 2023, the Company announced that it began manufacturing in a second powder production facility in the U.S. and began manufacturing in its first commercial production facility in Europe. Until March 2023 the Company had one powder manufacturing plant that supported its sales in North America and globally. The addition of the two new production facilities allowed the Company to satisfy the fast-growing retail demand from brick-and-mortar retailers, online sales from Amazon, and the Company's e-store. In January and February 2023, the Company performed two commercial production campaigns in the U.S., resolving many out-of-stock issues at that time. In March 2023, the Company performed three additional production campaigns, two in the U.S. and one in Europe, resolving all remaining out-of-stock issues.

On September 5, 2023, the Company announced that it started commercial production at a new U.S. facility in the Midwest, which will be able to support the Company's manufacturing demand in the coming years for the North American market. It is expected that the new U.S. production facility will lower costs while improving product quality. The Company completed production tests and scaleup in July 2023 and ran the first commercial production of its lead product, Toddler Organic, in August 2023. In the coming months, the Company intends to complete trials for the rest of its products in North America and enter a long-term supply agreement. It is expected that the cost reduction will impact the Company's cash flow, and the Company's cost of goods towards the end of 2023, as inventory from the previous plant is depleted. The quality of the product is also expected to improve at the new facility, as the product will be easier to package and dissolve better when mixed with water.

In March 2024, the Company entered into an agreement with a U.S. based company that manufactures powder products. Pursuant to the agreement, the Company's toddler and kids nutritional powder products will be manufactured at this company's production facility, which is expected to reduce the Company's manufacturing costs by 50% as well as secure essential powder production capacity to meet the Company's growing demand for its toddler and kids nutritional powder products. In addition, this production facility utilizes a breakthrough, low-heat manufacturing process designed to better preserve the powder's nutrient content and to improve the solubility and texture of the products.

Distribution

On November 13, 2023, the Company entered into a letter of intent with Danone SA ("Danone"), a world-leading company specializing in fresh dairy products as well as plant-based, water and specialized nutrition. The letter of intent provides for a multistage collaboration, subject to the finalization of certain commercial terms. At the first stage of the collaboration, the Company and Danone will enter into a license agreement, pursuant to which the Company's products will be manufactured, marketed, and commercialized by

Danone. In addition to the first stage, the parties shall negotiate other opportunities beyond product commercialization. As of the date of this MD&A, the letter of intent has expired and the parties are in the process of extending it for an additional binding period.

Corporate Highlights

On July 11, 2023, the Company announced that its kids nutritional shakes, in chocolate and vanilla flavours, were approved by the Arizona women, infants, and children program, and on July 18, 2023, the Company announced that the same products, along with the Toddler Nutrition Formula products, were approved by the Oklahoma women, infants and children program. These approvals will increase access and availability of plant-based nutrition products to children in Arizona, Oklahoma, and across the United States. Children with qualifying medical conditions and a physician’s prescription may benefit from Else kids plant-based nutrition, designed to cater to dietary issues such as severe food allergies, gastrointestinal disorders, immune system disorders and medically diagnosed nutrient deficiencies.

Key Person Warrant Amendment

At the Company’s annual general meeting of shareholders held on June 29, 2023, shareholders approved the amendment of an aggregate of 31,801,492 outstanding share purchase warrants of the Company, held by certain key persons of the Company, which extends the date by which certain earn-out events must be met from June 12, 2025 to June 12, 2027. Further information regarding the key person warrant amendment is available in the management information circular of the Company dated May 8, 2023 and available on SEDAR+ at www.sedarplus.com.

November 2023 Unit Offering

On November 21, 2023, the Company closed its public offering of units for aggregate gross proceeds of approximately \$5,005,000 through the issuance of 13,000,000 units at a price of \$0.385 per unit. Each unit consists of one common share and one common share purchase warrant.

A.G.P. Canada Investments ULC acted as the sole agent and bookrunner in connection with the November 2023 Unit Offering and received a cash commission equal to 7% of the proceeds raised and 650,000 common share purchase warrants exercisable at \$0.485 per share until November 21, 2026. The units were offered pursuant to a supplement to the short form base shelf prospectus dated November 21, 2023 which was filed in all provinces of Canada, except Quebec.

Additional information with respect to the terms of the securities issued upon the closing of the November 2023 Unit Offering is provided under the heading “*Outstanding Share Data*” below and in the Company’s press releases dated November 16, 2023, November 20, 2023 and November 21, 2023.

OVERALL PERFORMANCE

The Company continues to generate revenue from its baby snacks and baby accessories product lines. Since the third fiscal quarter in 2020, the Company has been generating revenue from its Else Nutrition Toddler Formula line. See “*Else Formula – Toddlers*”. During the second quarter of 2021, the Company launched its protein shake under the Else Formula Kids nutrition product line. See “*Else Formula – Kids*”. Since its third fiscal quarter in 2020, the Company has entered into distribution agreements with various brick-and-mortar and online retailers to increase its sales flow and customer base. See the heading “*Distribution Partnerships*” for more information.

Currently, consumers may purchase Else Nutrition formula products online or in-person at various brick-and-mortar retail chains located across the U.S and Canada. See the headings “*Commercial Highlights - Distribution Partnerships*” and “*Overall Performance – Toddlers*” for a description of these channels. On October 8, 2021, the Company announced that it received a U.S. notice of allowance on the composition of its proprietary formulation, for use in functional food.

The Company plans to continue expanding its marketing and sales endeavors in the Canadian, United States, European, Australian, and Israeli markets. The Company launched sales in Canada on Amazon.ca and in natural food, grocery, and drug retail stores during the third quarter of 2022. The Company launched its own Canadian online e-store in the second quarter of 2023. In the near future, the Company also intends to expand its customer base beyond the North American market by partnering with local distributors in other jurisdictions as well as international online e-commerce platforms. With respect to the European marketplace, the Company launched the sale of its toddler product in the fourth quarter of 2023 in the UK, and plans to expand to additional markets such as Germany, France, Italy, Spain, the Netherlands, and Sweden. In the UK the Company plans to start selling on Amazon and via natural food distributors, and later at Grocery and Drug retailers. The Company also entered the Australian market in the first quarter of 2024. The initial launch was via Amazon to be followed by other online retailers, independent stores and later also in drug and grocery chains. The Australian market may also be a gateway to the Chinese market following a successful launch and branding. The Company decided to pause its efforts to penetrate the Chinese market via e-commerce due to the current financial market situation, and the high-cost estimation for market penetration via e-commerce in the upcoming years.

The Company intends to maintain responsibility for the designs of the product packaging for its branded line of products. Product packaging design will be localized by the geographic market and the local language. The design, size and availability of the respective products may differ between various markets.

The Company has funded its operations with proceeds from revenue as well as equity financings, and it expects to seek additional funding through equity or debt financings and partnership collaborations to finance its product development, the Else Formula product portfolio, and corporate growth. However, if the Company’s product development and commercial activities do not show positive progress, or if the capital markets generally or with respect to the food tech and “better for you” sectors or development stage companies are unfavorable, the Company’s ability to obtain additional funding may be adversely affected.

The Company has experienced delays in certain research and development milestones throughout 2023. During 2022-2023 the continuous infant formula shortage crisis in the U.S. (in which multiple recall events of leading infant nutrition brands occurred) posed another delay in the Company’s ability to start the clinical growth study. This was a result of the company’s inability to source a control formula for the study’s comparator arm and the overload of work the FDA faces with the enforcement discretion to allow infant formula brands from outside the U.S. to be marketed in the U.S. as part of the crisis management. Therefore, the Company expects ongoing delays in FDA reviewing process and long waiting times for input and responses required to execute next steps bringing the infant formula to market.

The Company experienced transportation delays and cost increases due to the global supply chain crisis. Both delays and cost increases impacted the Company’s sales and gross profit margin.

The Company continues to monitor its spending and will amend its plans based on business opportunities that may arise in the future. Management regularly monitors economic conditions and estimates their impact on the Company’s operations and incorporates these estimates in both short-term operating and longer-term strategic decisions.

Else Formula

The Company successfully launched its toddler (12-36 months old) product in August 2020 and continues to undertake efforts towards successfully commercializing the Else product lines geared towards the infant (0-12 months old) market segment. Under its kids nutrition product line (2 years+) the Company successfully launched two products in June 2021. In March 2022 the Company launched its new Toddler Omega product line and in April 2022 the Company launched its Super Cereal line of products for babies over the age of 6 months. In November 2023, the Company launched a ready-to-drink liquid version of the Else Formula kids products for both U.S. and Canadian markets.

As of the date of this MD&A, management intends to expand the intended market segment also to include adult nutrition. In addition, the Company plans to develop, on the base of the Else IP, a series of plant-based, clean-label, whole-balanced meal products in different food categories. Finally, the Company is planning to commercialize in the U.S. and Canada a line of Ready To Drink (RTD) products adults (2024).

Toddlers

The Company has executed its strategy to implement a number of e-commerce and brick-and-mortar distribution channels in the U.S., Canada, United Kingdom and Australia. The Else Formula toddler nutrition product line began generating revenue during the second quarter of 2020 and was first launched in the United States and Canadian markets on August 2020. During the third quarter of 2023, the Company launched in the United Kingdom and during the first quarter of 2024 in Australia both via online channels. See also the heading “*Commercial Highlights - Distribution Partnerships*” above.

Toddler Omega

Following the success of the strong market response to its Organic Plant-Based Complete Nutrition for Toddlers, the Company formulated Else™ Toddler Omega, its first Else toddler product to have added Omega 3 and Omega 6 fatty acids that support brain and eye development, designed to optimize essential fatty acids, making it complete and balanced. The product was launched on Amazon.com on March 2022, and on the Company’s e-store on May 2022, followed by retail distribution in select retail outlets. In 2023 this product is already offered by several online and brick-and-mortar U.S. retailers.

With essential Omega 3 and Omega 6 fatty acids for brain development, high-quality plant-based protein from almonds, buckwheat and supplemented with additional free amino acids and over 20+ vitamins and minerals, Else™ Toddler Omega is a complete and balanced plant-based, clean-label, non-GMO, soy-free, gluten-free, non-organic nutritional drink for toddlers aged 12-36 months. It is designed to support a toddler’s growth and development, as well as promote natural digestion, through its combination of whole food ingredients: almond, buckwheat, and tapioca.

As some of its ingredients are non-organic, the product is also priced to attract a wider audience and is already selling very strongly.

Infants

The Else Formula offered in the ‘infant formula’ product category, refers to a manufactured substitute for breast milk for feeding babies under 12 months. Currently, the infant formula has been commercially produced, however it is still in the research and development stage in terms of regulatory approval. The “pilot stage”, where among other things, a pilot batch manufactured for testing the product’s sensory and physical characteristics and for production efficiency, has been completed and further improvements were evaluated. Developments and improvements of the infant formula ingredients were made in lab and pilot

scale. On October 13, 2021, the Company announced that it completed the first commercial trial run of its infant formula for infants between the ages of 0-12 months.

One year after commencing this initiative, the Company finished developing a proprietary production process for its Else Formula infant product line in February 2021, pending certain patent applications.

As of the date of this MD&A, the Company is working to obtain GRAS (Generally Recognized as Safe) status for its ingredients, and has conducted two preclinical safety studies which demonstrated proper growth, similar to dairy-based infant formula, in a neonatal preclinical model, as well as the quality of the infant formula protein. The first preclinical study examined proper growth, similar to dairy-based infant formula, in a neonatal preclinical model, which is a key first step on the approval path with the FDA, as well as with other regulatory authorities, to demonstrate safety and nutrient bioavailability of the infant formula and its ingredients. The results of the study have been presented in two key scientific meetings focused on pediatric nutrition and were also recently published in scientific peer-reviewed journals. The second study demonstrated the quality of the infant formula protein in a preclinical model as part of the FDA requirements from new infant formula to be marketed in the U.S.

In February 2023, the Company announced that the Institutional Review Board (the ethical committee) approved the infant growth study protocol for the testing of the Else Infant Formula.

As a final step before initiating the study, the Company has now submitted the preclinical studies results as well as the infant growth study protocol to the FDA for review and is in discussion with the FDA for the infant formula optimization prior to the clinical study initiation, in parallel to continuously seeking for a comparator formula which is currently unavailable due to the continuous infant formula shortage followed by several recent product recalls in the U.S.

In addition, the Company is also seeking to approve the suitability of its ingredients as protein sources for infant and follow-on formula in different countries such as Europe. The Company plans to use the data generated in current processes for regulatory approval in additional territories in the future.

Complementary Nutrition for Babies – Super Cereal

The Company has launched a line of Super Cereal products in four (4) flavors for use by babies from 6 months and older as complementary nutrition under the baby food regulation. This Super Cereal product line is the first U.S. baby cereal line to receive the clean label purity award certification, which ascertains it is safe of heavy metals, contaminants, and pesticides. As expected, this new line of products was launched in the U.S. during the second quarter of 2022 on amazon.com and on Else's own website, and already in many stores around the U.S. This product is also available for purchase in Canada, online and in-stores.

Kids

The research and development and commercial scale-up of the Else Formula powdered product line for kids ages 2-12 years old was completed in the first quarter of 2021. This product features nutrition shakes for kids based on a composition which is used for the Else Formula.

On June 17, 2021, the Company launched the first two plant protein-based shakes for kids which can be used as a milk alternative, meal replacement, or served alongside meals, mixed into recipes such as smoothies, pancakes and muffins, among others. The shakes based on plant proteins come in two flavors, vanilla and chocolate and are packaged in 16 oz powder cans.

Else e-store and Amazon.com are selling Else Kids products in the U.S. since June 2021, iHerb started to sell Else's Kids products in the U.S. and internationally in October 2021. All other online platforms also started selling Else's Kids products during the fourth quarter of 2021 or early 2022.

On September 21, 2021, the Company announced that it launched two additional new flavors of its complete nutrition shakes for kids, banana chia and mango chia, giving parents even more sustainable, clean-label, whole-food-based options.

On August 2021, the Company announced it has completed its first full-scale commercial trial manufacturing run of its ready-to-drink (RTD) liquid version of the Else Formula kids product line.

The Company launched a ready-to-drink liquid version of the Else Formula kids product in two flavours, vanilla and chocolate, in the fourth quarter of 2023.

Baby Snacks Products

The baby snacks products are currently marketed and sold exclusively in Israel under the HEART brand in many retailers' grocery and drugs stores and/or on their respective online websites. This product line represented about 4% of the Company's revenue in 2023.

The Company's management maintains customer relationships with major grocery and drug retailers through its distributor in Israel. The Company expects to continue to manufacture the baby snacks product line in Israel for the foreseeable future.

The Company will continue its present sales and distribution practices in Israel. In the long-term, the Company may offer the baby snacks products in other markets using major offline and online retail channels, both directly and/or via distributors.

Baby Feeding Accessories Products

The baby feeding accessories product line includes sterile and non-sterile baby feeding bottles and disposable sterile nipples (teats). This product line represented about 7% of the Company's revenue in 2023. Else's baby feeding accessories are tailored to the needs of Israeli institutional customers, particularly maternities. Accordingly, the baby feeding accessories are sold to hospitals, maternities and other institutions clients located in Israel. Distribution of the baby feeding accessories is conducted using third-party warehouse facilities and independent freight service providers. Ordinarily, this product line is manufactured through third-party facilities located in India, United Kingdom and Bulgaria.

SELECTED FINANCIAL INFORMATION

The following tables show selected financial information for the three most recently completed financial years. The selected financial information set out below may not be indicative of the Company's future performance. The information contained in each table should be read in conjunction with the Financial Statements.

<i>(expressed in thousands of Canadian dollars)</i>	Year ended December 31		
	2023 \$	2022 \$	2021 \$
Total revenue	9,361	8,527	4,687
Net loss for the period	(15,609)	(17,614)	(1,618)
Loss per share, basic ⁽¹⁾	(0.13)	(0.16)	(0.02)
Loss per share, diluted ⁽¹⁾	(0.13)	(0.16)	(0.17)
Total current assets	15,127	24,789	31,138
Total non-current assets	942	1,374	1,784
Total current liabilities	3,168	3,369	3,317
Total non-current liabilities	6,180	7,199	2,833
Total equity	6,721	15,595	26,772
Distributions or cash dividends declared per share	-	-	-

Notes:

- (1) Diluted income (loss) per common share is equivalent to the basic income (loss) per common share as the effects of outstanding warrants and options disclosed are anti-dilutive for all periods presented.

RESULTS OF OPERATIONS

The Company recorded a net loss of \$15,609 for the year ended December 31, 2023 and a net loss of 17,614 for the year ended December 31, 2022. The decrease in the net loss of \$2,005 was principally due to the reduce in the Wages and salaries expenses in the amount of \$1,205 and due to reduce in the Advertising expenses in the amount of \$1,577.

The Company also recorded an increase in finance income of \$1,797 for the revaluation of warrants and increase in cogs expenses of \$ 2,230 and a decrease in the gross profit of \$1,396 which was offset by the decrease in the operating expenses of \$4,885.

The table below provides a more detailed break-down of the Company's financial results for the year ended December 31, 2023 compared to the year ended December 31, 2022:

<i>(expressed in thousands of Canadian)</i>	Year ended December 31	
	2023	2022
	\$	\$
Revenue	9,361	8,527
Cost of sales (purchased products)	9,446	7,216
Gross profit	(85)	1,311
Gross profit percentage	(1)%	15%

Operating Expenses		
Employee benefits expense	4,824	6,029
Research & development subcontractors	2,559	2,564
Share-based compensation	353	1,094
Consulting fees	1,022	1,531
Professional fees	1,075	1,054
Advertising	4,378	5,955
Depreciation and amortization	379	496
Investors relations	383	647
Office and miscellaneous	1,953	2,537
Total operating expenses	16,926	21,907
Loss before other expenses	(17,011)	(20,596)
Gain (loss) on foreign exchange	(733)	51
Revaluation of share warrants	4,667	2,870
Revaluation of convertible loan	(2,531)	-
Financial income	62	74
Financial expenses	(63)	(13)
Net loss	(15,609)	(17,614)
Foreign currency translation income	41	825
Comprehensive loss for the year	(15,568)	(16,789)
EBITDA	(16,632)	(20,100)

Fiscal year ended December 31, 2023, compared to December 31, 2022

Revenues

During the year ended December 31, 2023, the Company generated total revenue of \$9,361 (2022 - \$8,527), an increase of \$834.

While the revenues in the e-commerce channels decreased by 34%, the brick and mortar channels increased by 113%. Due to the product shortages we faced in the last three quarters, we made the strategic decision to divert inventory away from e-commerce channels in favor of brick-and-mortar retailers. As a result, our e-commerce customers experienced out of stock on occasions. The Company has been able to maintain inventory of mainly raw ingredients (and work in process) however did not have finished goods (products ready to be sold) due to manufacturing shortages.

Cost of sales of \$9,446 during 2023 (2022 - \$7,219) consists of expenses relating to the manufacturing and distribution of goods sold by the Company, namely the baby snacks and baby feeding accessories, the formula, and costs incurred to prepare for the U.S. toddler nutrition product campaign launch. The increase in the cost of sale is primarily due to an increase in sales of the formula which entails high production costs at this point in time.

Gross Profit

During the year ended December 31, 2023, the Company generated a gross loss percentage of (1)% (2022 – 15%) refers mainly to an increase in powder manufacturing cost which is expected to be reduced during 2024 according to the new agreement executed with a new powder manufacturer.

At this time, the Company's gross profit percentage for the year continues to be significantly lower than the prior year as products sold today by the Company were produced during the second half of 2022 or in the first quarter of 2023. Between the third quarter of 2020 and the first quarter of 2023, the powder manufacturing cost was tripled by the Company's third-party manufacturing facility. This jump in production cost forced the Company to seek new production partners. The price for manufacturing has since returned to normal levels and the Company expects it to impact its cost of goods sold, and as a result, the Company's gross profit margins, in 2024

Operating Expenses

Operating expenses of \$16,926 (2022 - \$21,811) decreased in most of the expense items as a result of the management strategy of cost reduction while increasing efficiency.

Employee benefits expense of \$4,824 (2022 - \$6,029) decreased as a result of reducing the number of employees.

Share-based compensation of \$353 (2022 - \$1,094) consists of the stock options and warrants vested during the 2023 fiscal year. The decrease is due to a reduction in the granted options during 2023 and the termination of employees whose Options became forfeited. See the heading "*Outstanding Share Data*" for further details.

Consulting fees of \$1,022 (2022 - \$1,531) consist of expenses relating to the consulting fees paid to financial, branding, and other strategic advisors of the Company. The reduction in 2023 is mainly related to the termination of the Chinese market consultants.

Professional fees of \$1,075 (2022 - \$1,054) consist of expenses relating to the fees paid to the accountants and lawyers in Canada, Israel, and the United States for ongoing regulatory advice. Remain at the same level of expenses.

Advertising expenses of \$4,378 (2022 - \$5,955) consist of expenses relating to the marketing, branding, and promotion activities of the Company and its products. A material of \$1,577 (26%) as a result of significant progress in making our marketing efforts more efficient was made by implementing a robust measurement system to accurately determine the ROI (return on investment) and ROAS (return on ad spend) of our marketing activities, ceasing any efforts that were not resulting in positive returns.

While reducing the advertising expenses by becoming more efficient the Company has increased the revenues.

Depreciation and amortization of \$379 (2022 - \$496) refer to the amortization of intangibles and depreciation of the Company's property, plant, and equipment. Remain at the same level of expenses.

Investor relations costs of \$383 (2022 - \$647) consist of expenses related to the engagement of investor relations agencies. The decrease in expenses is related to general management's decision to reduce expenses.

Office and miscellaneous costs of \$1,953 (2022 - \$2,441) decreased mainly due to the company's one-time donation last year and one-time uplisting fees to the TSX.

Research and Development

The Company's research and development, and related subcontractors' expenses of \$2,559 in the year ended December 31, 2023 (2022 - \$2,564) consist of expenses relating to the research and development of the Else Formula powdered nutritional drink for infants and toddlers. The majority of the costs were used for product development and scaling up production capacity to onboard our new powder and ready-to-drink manufacturers mainly during the first quarter of 2023.

The following table summarizes the Company's research and development expenses for the Else Formula in the year ended December 31, 2023, compared to the year ended December 31, 2022:

<i>(expressed in thousands of Canadian dollars)</i>	For the year ended December 31	
	2023	2022
	\$	\$
Patents and Intellectual Property Protection	77	144
Raw Materials	548	413
Consulting Fees	422	570
Product development and scale up	1,512	1,437
Total	2,559	2,564

SUMMARY OF QUARTERLY RESULTS

The following table sets out selected financial data in respect of the eight most recently completed quarters of the Company. The data is derived from the Financial Statements and the interim financial statements of the Company filed on SEDAR+ for the respective fiscal periods.

For the period ended	Revenue	Comprehensive Profit (Loss) for the quarter	Basic and diluted Profit (Loss) per share
<i>(expressed in thousands of Canadian dollars)</i>	\$	\$	\$
March 31, 2022	1,601	(6,383)	(0.07)
June 30, 2022	2,308	(1,702)	(0.01)
September 30, 2022	2,226	(3,809)	(0.03)
December 31, 2022	2,392	(4,895)	(0.05)
March 31, 2023	2,914	(7,773)	(0.07)
June 30, 2023	2,372	(3,214)	(0.03)
September 30, 2023	1,713	1,223	0.01
December 31, 2023	2,362	(5,804)	(0.04)

2023 revenues increased by \$834 (9.7%) compared to 2022.

In June 2022 mechanical and quality assurance issues at the Company's third-party US powder manufacturing site caused out-of-stock issues. These issues started to recover only towards the end of Q1 2023. When these issues occurred, the Company decided to short the supply to the e-Commerce customers

and maintain supply to the brick-and-mortar customers. The reason for that decision was to address the risk that failing to supply to brick-and-mortar customers would result in attrition of long-term customers that would be difficult to reverse when compared to e-Commerce customers that are considered less sensitive to out-of-stock issues. The decline in e-commerce revenues started to take effect in Q4 2022 and continued until Q1 2023. The brick & mortar revenues grew in Q3 2022 and continued to grow until the peak when the company entered the additional 10,000 stores in Q1 2023, (including 6000 additional CVS stores and hundreds of Walmart stores). Out-of-stock item inventory was nearly fully replenished by the end of Q1 2023.

After the 10,000 stores initial product orders, which were large orders due to discounting, re-orders were slower pending initial stock being depleted during Q2-Q3 2023. The decrease in US revenues was softened by the existing brick and mortar customers, compared to Canada which represented a launch into a new market launch with new customers.

On the other hand, during the shorting period on the e-Commerce, the Company stopped advertising on Amazon and reduced marketing substantially resulting in the loss of many individual e-Commerce customers. As a result the recovery in e-Commerce revenues is gradual and slower but on track towards gradually returning to former levels.

The comprehensive loss for the quarter ended December 31, 2023, increased by \$5,804 primarily as a result of the revaluation of warrants and revaluation of the convertible loan. During the three months period ended in December 31, 2023 Company recorded profit of \$1,020 and loss of \$2,106, respectively, comparing to the quarter ended at September 30, 2023, the company recorded finance income of \$3,484, and \$2,562, respectively.

The comprehensive income for the quarter ended September 30, 2023, increased by \$4,437 due to three main reasons comparing to the quarter ended June 2023. a decrease of \$454 in advertising expenses, an increased in profit of \$893 due to revaluation of the convertible loan, and increased in the profit due to revaluation of warrants \$2,783 due to the decreasing in the Company stock price.

The comprehensive loss for the quarter ended June 30, 2023 decreased by \$4,559 primarily as a result of the revaluation of warrants.. During three months period ended in June 30, 2023 the Company stock price decreased and as a result, the Company recorded \$1,721 profit comparing to the three months period ended in March 31, 2023, the company recorded \$2,578 loss for revaluating the warrants liability

The decrease in the comprehensive loss for the quarter ended March 31, 2023 is primarily due to revaluation of warrants. During three months period ended in March 31, 2023 the Company stock price has growth therefore the Company recorded \$2,578 expenses at the revaluate of the warrants.

The research & development expense increase mainly due to increase at scale up trails to onboard new manufacturer.

The increase in the comprehensive loss for the quarter ended December 31, 2022 is primarily due to an increase in foreign currency exchange expenses.

The decrease in the quarter ended June 30, 2022 is primarily due to a decrease in the Company's share price resulted in the recording of financing income which reduced the total loss compared to the previous quarter.

The decrease in the quarter ended March 31, 2022 is primarily due to the revaluation of warrants and to exchange rate.

The increase in profit the quarter ended December 31, 2021 is primarily due to the revaluation of warrants. The company share price was higher compared to the third quarter, therefore the company recorded financial income.

For further explanation and analysis of quarterly results, please refer to the Company's Management Discussion and Analysis for each of the respective quarterly periods which are filed on SEDAR+ and available at www.sedarplus.com.

Use of Proceeds

The following table outlines the use of proceeds from the following offerings as of December 31, 2023: (i) June 2019 private placement completed in connection with the RTO; (ii) March 2020 private placement; (iii) October 2020 Unit Offering; (iv) October 2021 Unit Offering; (v) June 2022 Unit Offering; (vi) December 2022 convertible loan and July 2023 convertible loan; and (vii) November 2023 Unit Offering.

	Proposed Use of Net Proceeds (\$)								
	Total	Nov-23	Jul-23	Dec-22	Jun-22	Oct-21	Oct-20	Mar-20	Jun-19
Marketing/Advertising (1)	11,900	2,000	-	-	2,400	1,500	6,000	-	-
Research and development (2)	9,500	500	-	-	2,000	3,000	4,000	-	-
Distribution	1,500	-	-	-	-	-	1,500	-	-
Inventory (3)	3,300	1,000	-	-	1,300	-	1,000	-	-
Production capacity	10,500	-	-	-	-	7,500	3,000	-	-
Other working capital and general corporate purposes (4)	14,501	1,066	-	-	1,043	4,013	8,379	-	-
Additional funds raised (5)	23,011	-	3,112	5,281	-	-	-	7,979	6,639
Total (6)	74,212	4,566	3,112	5,281	6,743	16,013	23,879	7,979	6,639

Notes:

- (1) Presented according to Advertising expenses included in the FS.
- (2) Research and development including Research & development subcontractors and employee benefits expense related to R&D.
- (3) Presented according to inventory increase.
- (4) Presented as a plug number to the total use of proceeds.
- (5) Additional funds raised are related to the following fundings:
 - (i) June 2019 \$7,500 (RTO) - the net proceeds of \$6,639 were proposed mainly to cover outstanding payables, R&D, and commercialization of products, marketing, salaries, and other general and administrative expenses such as auditors, legal, office maintenance and investor relations expenses). See also the filing statement dated May 14, 2019 (section C-6).
 - (ii) March 2020 \$7,979 (Private Placement) – According to the share purchase agreement the use of proceeds was proposed mainly to cover sales and marketing, manufacturing and clinical tests, and general working capital (amounts were not stated).
 - (iii) December 2022 and July 2023 net proceeds from convertible loan.
 - (iiii) November 2023 net proceeds from Unit offering.
- (6) Total use of proceeds is presented according to the net cash used in operating activities.

Use of proceeds from								
<i>The below table is not presented according to accounting standards</i>								
	Total	Q4 2023	Q3 2023	Q2 2023	Q1 2023	2022	2021	Q4 2020⁽⁶⁾
Marketing/Advertising ⁽¹⁾	18,032	1,039	1,013	1,470	856	5,955	6,462	1,237
Research and development ⁽²⁾	10,492	737	519	645	1,626	3,579	2,769	617
Distribution	-	-	-	-	-	-	-	-
Inventory ⁽³⁾	6,110	(1,341)	739	55	1,970	1,364	2,122	1,201
Production capacity (see below) ⁽⁴⁾	-	-	-	-	-	-	-	-
Other working capital and general corporate purposes ⁽⁵⁾	24,337	1,772	1,485	3,863	1,863	10,024	4,410	920
Total⁽⁶⁾	58,971	2,207	3,756	6,033	6,315	20,922	15,763	3,975

Notes:

- (1) Presented according to advertising expenses included in the Financial Statements.
- (2) Research and development including Research and development subcontractors expenses and employees benefits expenses related to R&D.
- (3) Presented according to inventory increase.
- (4) Since RTO date on June 12, 2019, The Company investigated the option to partner with an existing manufacturer to build its own manufacturing line within their operations. The Company received detailed pricing offers and identified a partner, but the scope of the project was unexpectedly increased to be over US\$20,000 (due to many price increases that occurred in 2022) which, given the fast-declining financial environment, was judged to be too risky at that point. In parallel, the Company identified a manufacturer that with a smaller investment can satisfy much of its manufacturing needs in the next 2-3 years for a very competitive manufacturing cost.
- (5) Calculated as a plug number to the total use of proceeds and representing expenses related to salaries, consulting fees, accounting and legal fees, investor relation fees, IT, insurance, traveling and office maintenance.
- (6) Total use of proceeds is presented according to the net cash used in operating activities included in the Financial Statements.

LIQUIDITY AND CAPITAL RESOURCES

The Company's approach to managing its liquidity is to ensure that it has sufficient resources to meet its liabilities as they come due and have sufficient working capital to fund operations for the ensuing fiscal year. As of the date of this MD&A, the Company's financing of operations has been achieved from its sales of baby snacks, baby accessories, the Else Toddler Nutrition product line, and by equity financing, including the issuance and subsequent exercise of share purchase warrants as described in further detail under the heading "*Outstanding Share Data*" below. The Company anticipates that it will require significant funds to support its operations. Management intends on supporting such operations through the continued sales of its product lines and financings in the form of equity and/or debt.

Cash Flows

The fluctuations in the Company's use of cash for the year ended December 31, 2023 and 2022 categorized by operating, investing, and financing activities is reflected in the following table:

<i>(expressed in thousands of Canadian dollars)</i>	Year ended December 31	
	2023	2022
	\$	\$
Cash used in operating activities	(18,311)	(20,911)
Cash provided by (used in) investing activities	(1,126)	170
Cash used in financing activities	7,443	11,689
Exchange rate difference on balance of cash and cash equivalent	361	569
Net decrease in cash and cash equivalents	(11,633)	(8,483)

In 2023, cash used in operating activities was (\$18,311) compared to cash used for operating activities in the amount of (\$20,911) in 2022.

In 2023, provided in investing activities was (\$1,126) compared to cash provided in investing activities in the amount of \$170 during 2022.

In 2023, cash used in financing activities was \$7,443 compared to \$11,689 in 2022.

Working capital represents the Company's current assets less its current liabilities. By the end of 2023, the Company had net working capital of \$11,959, a decrease of \$9,461 from working capital in 2022 which was \$21,420. This decrease is mainly related to cash and cash equivalents.

By the end of 2023, the Company has not yet achieved profitable operations and has an accumulated deficit of \$64,477. Whether, and when, the Company can attain profitability and positive cash flows from its operations remains uncertain. While the Company has been successful in obtaining financing to date, there can be no assurance that it will be able to do so in the future on terms favorable to the Company.

The ability of the Company to arrange additional financing in the future will depend, in part, on the prevailing capital market conditions. Any quoted market for the Company's shares may be subject to market trends generally, notwithstanding any potential success of the Company in creating new revenues, cash flows, or earnings.

Payments Due by Period

Contractual Obligations	Payments Due by Period				
	Total	Less than 1 year	1-3 years	4-5 years	After 5 years
Bank Debt	-	-	-	-	-
Operating Leases ⁽¹⁾	303	194	109	-	-
Other Obligations	-	-	-	-	-
Total Contractual Obligations	303	194	109	-	-

Notes:

- (1) The Company has entered into a non-cancelable operating lease agreement for its offices until July 2025. The Company's car leasing, and lab agreements terminated between November 2022 and August 2023.

OUTSTANDING SHARE DATA

As of the date of this MD&A, the Company has 144,416,158 issued and fully paid common shares, 11,097,866 outstanding incentive stock options, and 68,802,931 warrants issued and outstanding. As of the date of this MD&A, the Company does not have any preferred shares issued and outstanding.

Number Outstanding as of:	April 1, 2024	December 31, 2023
Common shares issued and outstanding	144,416,158	136,094,159
Incentive stock option pool ⁽¹⁾	21,662,424	20,414,124
Founder and key person warrants - 2019 QT ⁽²⁾	31,801,492	31,801,492
Investor Warrants - October 2021 Unit Offering ⁽³⁾	4,024,999	4,024,999
Investor Warrants – June 2022 Unit Offering ⁽⁴⁾	7,004,000	7,004,000
Investor Warrants – November 2023 Unit Offering ⁽⁵⁾	13,000,000	13,000,000
Underwriter Warrants - October 2021 Unit Offering ⁽³⁾	23,255	23,255
Underwriter Warrants – June 2022 Unit Offering ⁽⁴⁾	460,280	460,280
Agent Warrants – November 2023 Unit Offering ⁽⁵⁾	650,000	650,000
Convertible Security Funding Agreement Warrants – December 2022 and July 2023 Convertible Loan ⁽⁶⁾	8,247,129	8,247,129
Amended Convertible Security Funding Agreement Warrants – December 2022 and July 2023 Convertible Loan ⁽⁶⁾	3,591,776	3,591,776
TOTAL	234,881,513	225,311,214

Notes:

- (1) Represents the entire stock option pool, including allocated and unallocated stock options. The total number of issued and outstanding stock options which have been granted from the stock option pool was 11,097,886 as of April 1, 2024. See “*Incentive Stock Options*”. In accordance with the TSX policies, the incentive stock option pool was increased to 15% of the issued and outstanding common shares from 12% of the issued and outstanding common shares after the Company obtained shareholder approval for the increase at its annual general meeting held on June 29, 2023.
- (2) The previously disclosed warrants were issued on June 12, 2019 in connection with the RTO. See the Company’s MD&A for the year ended December 31, 2019 and the Filing Statement dated as of May 14, 2019 for further details.
- (3) See “*October 2021 Unit Offering*”.
- (4) See “*June 2022 Unit Offering*”.
- (5) See “*November 2023 Unit Offering*”.
- (6) See “*December 2022 and July 2023 Convertible Loan*”.

Incentive Stock Options

On November 6, 2023, the Company issued 265,000 incentive stock options to a consultant. The options vested immediately upon grant and all options were exercised at a price of \$0.32 per share on January 24, 2024.

As of the date of this MD&A, an aggregate of 8,983,811 stock options have vested.

The following table presents the changes in the number of stock options and the weighted average exercise prices of the incentive stock options.

For the year ended December 31	2023		2022	
	Number of Options	Weighted average exercise price (\$)	Number of Options	Weighted average exercise price (\$)
Stock options outstanding at beginning of the period	11,148,779	0.96	8,744,600	1.47
Stock options granted during the period	265,000	0.32	3,200,000	0.64
Stock options forfeited during the period	(1,063,394)	1.62	795,821	1.92
Stock options exercised during the period	(175,000)	0.25	-	-
Stock options outstanding at end of the period	10,175,386	1.15	11,148,779	0.96
Stock options exercisable at end of the period	8,614,369	1.21	6,975,834	1.24

Warrants

The following table presents the changes in the number of share purchase warrants and the weighted average exercise prices of the aforementioned share purchase warrants. As of the date of this MD&A, an aggregate of 37,001,439 share purchase warrants have vested.

For the year ended December 31	2023		2022	
	Number of Warrants	Weighted average exercise price (\$)	Number of Warrants	Weighted average exercise price (\$)
Share warrants outstanding at beginning of the period	51,985,094	0.59	46,607,845	0.72
Share warrants granted during the period	17,241,776	0.573	15,711,409	1.19
Share warrants expired during the period	423,939	2.15	8,934,160	2.44
Share warrants exercised during the period	-	-	1,400,000	0.0001
Share warrants forfeited during the period	-	-	-	-
Share warrants outstanding at end of the period	68,802,931	0.58	51,985,094	0.62
Share warrants exercisable at end of the period	37,001,439	1.07	20,183,602	1.51

The following table lists the inputs to the Black and Scholes model used for the fair value measurement of the above warrants:

Warrant Measurements	Fair Value
Dividend yield (%)	-
Expected volatility of the share prices (%)	84.14-92.55
Risk-free interest rate (%)	0.032-0.0368
Expected life of share warrants (years)	2.98-4.89
Share price (\$)	0.22

October 2020 Unit Offering

On October 6, 2020, the Company closed a unit offering (the “**October 2020 Unit Offering**”) through a bought deal of 9,200,000 units, at a price of \$2.25 per unit, for aggregate gross proceeds of approximately \$20,700, including the exercise of the over-allotment option in full. Each unit consisted of one common share of the Company and one-half of one common purchase warrant. Each such warrant entitled the holder to purchase one common share at a price of \$3.25 per share until October 6, 2022.

In connection with the October 2020 Unit Offering, the Company issued to the underwriters an aggregate of 597,920 broker warrants, each broker warrant entitled the holder to purchase one common share at a price of \$2.25 per share until October 6, 2022. As of December 31, 2022, an aggregate of 336,583 broker warrants have been exercised and an aggregate of 261,337 broker warrants have expired.

Concurrent with the October 2020 Unit Offering, the Company issued 2,224,111 units on a private placement basis for additional gross proceeds of approximately \$5,004. Of this total amount, NewH2 subscribed for \$4,000 of units, pursuant to a previously disclosed investor rights agreement dated March 2, 2020 between the Company and NewH2.

At the time of closing the Company recorded an increase in equity in respect of shares, totaling \$18,393 (after deduction of issuance expenses totaling \$5,556) and liability in respect of share for warrants at the amount of \$1,344 (after deduction of issuance expenses totaling \$406). As the exercise price of the warrants is denominated in Canadian dollars while the functional currency of the Company is the NIS the private placement warrants are presented at fair value through profit or loss using the Black & Scholes option pricing model, and the public warrants are measured based on market price.

In October 2022, the warrants expired.

October 2021 Unit Offering

On October 20, 2021, the Company closed a marketed public offering of units (the “**October 2021 Unit Offering**”) for aggregate gross proceeds of approximately \$17,300, including the exercise of the over-allotment option in full. The Company issued 8,050,000 units at a price of \$2.15 per unit, each unit consisting of one common share and one-half of one common share purchase warrant. Each full warrant is exercisable into one common share at a price of \$2.70 per Common Share until October 20, 2026. The warrants are listed and posted for trading on the TSX under the ticker symbol ‘BABY.WT.A’.

The offering was conducted through a syndicate of underwriters led by Stifel Nicolaus Canada Inc. and Canaccord Genuity Corp., as co-lead underwriters and co-bookrunners. On closing, the Company issued an aggregate of 423,940 broker warrants, each warrant entitled the holder to purchase one Common Share at a price of \$2.15 per Common Share until October 20, 2023. In addition, the Company issued 23,255 warrants exercisable at a price of \$2.70 per Common Share until October 20, 2026 to a finder in connection with a portion of the offering.

At the time of closing the Company recorded an increase in equity in respect of its common shares, totaling \$14,076 (after deduction of issuance expenses totaling \$1,461) and liability in respect of warrants at the amount of \$1,605 (after deduction of issuance expenses totaling \$166). As the exercise price of the warrants is denominated in Canadian dollars while the functional currency of the Company is the NIS the warrants are presented at fair value through profit or loss using the Black & Scholes option pricing model.

During the year ended December 31, 2023, the Company recorded other expenses in the amounts of \$144 for the revaluation of liability warrants from the October 2021 public offering. The public warrants with a fair value of \$383 as of December 31, 2023, are classified as level 1 on the fair value hierarchy.

June 2022 Unit Offering

On June 29, 2022, the Company closed a marketed public offering of units (the “**June 2022 Unit Offering**”) for aggregate gross proceeds of approximately \$7,354, including the partial exercise of an over-allotment option. The Company issued 7,004,000 units at a price of \$1.05 per unit, each unit consisting of one common share and one common share purchase warrant. Each warrant is exercisable into one common share at a price of \$1.25 per common share until June 29, 2027.

The offering was conducted through a syndicate of underwriters led by Stifel Nicolaus Canada Inc. On closing, the Company issued an aggregate of 460,280 broker warrants, each warrant entitles the holder to purchase one common share at a price of \$1.05 per Common Share until June 29, 2024.

At the time of closing the Company recorded an increase in equity in respect of its common shares, totaling \$4,449 (after deduction of issuance expenses totaling \$453) and liability in respect of warrants at the amount of \$2,225 (after deduction of issuance expenses totaling \$226). As the exercise price of the warrants is denominated in Canadian dollars while the functional currency of the Company is the NIS the warrants are presented at fair value through profit or loss using the Black & Scholes option pricing model.

Effective as of January 22, 2024, an aggregate of 2,857,142 warrants issued pursuant to the June 2022 Unit Offering were amended such that these warrants are now exercisable at \$0.485 per share until November 21, 2028.

During the year ended December 31, 2023, the Company recorded other income in the amounts of \$695 for the revaluation of liability warrants from the June 2022 Unit Offering. The public warrants with a fair value of \$665 as of December 31, 2023, are classified as level 1 on the fair value hierarchy.

November 2023 Unit Offering

On November 21, 2023, the Company closed a public offering of units (the “**November 2023 Unit Offering**”) for gross proceeds of \$5,005. The Company issued 13,000,000 units at a price of \$0.385 per unit, each unit consisting of one common share and one common share purchase warrant. Each warrant is exercisable into one common share at a price of \$.485 per common share until November 21, 2028.

A.G.P. Canada Investments ULC acted as the sole agent and bookrunner in connection with the November 2023 Unit Offering and received a cash commission equal to 7% of the proceeds raised and 650,000 common share purchase warrants exercisable at \$0.485 per share until November 21, 2026.

At the time of closing the Company recorded an increase in equity in respect of its common shares, totaling \$1,831 (after deduction of issuance expenses totaling \$314) and liability in respect of warrants at the amount of \$2,422 (after deduction of issuance expenses totaling \$418). As the exercise price of the warrants is denominated in Canadian dollars while the functional currency of the Company is the NIS the warrants are presented at fair value through profit or loss using the Black & Scholes option pricing model.

During the year ended December 31, 2023, the Company recorded other income in the amounts of \$752 for the revaluation of liability warrants from the November 2023 Unit Offering. The warrants with a fair value of \$1,690 as of December 31, 2023, are classified as level 1 on the fair value hierarchy.

December 2022 and July 2023 Convertible Loan

On December 19, 2022, the Company entered into a convertible security funding agreement with Lind Global Fund II LP, an entity managed by The Lind Partners, LLC, a New York-based institutional fund manager (together, “**Lind**”). Pursuant to the agreement, Lind agreed to invest up to an aggregate of US\$13,750,000 in the Company.

On December 22, 2022, the Company completed the first tranche closing for net proceeds of US\$4,133,125, after deduction of the original issue discount and closing fee (the “**First Tranche**”). Pursuant to the First Tranche, the Company issued: (i) a convertible security (the “**Initial Convertible Security**”) with a two-year term and a face value of US\$5,100,000; and (ii) 8,247,129 common share purchase warrants exercisable into common shares of the Company for a period of 48 months from the date of issuance at an exercise price of \$1.15 per share.

On July 7, 2023, the Company and Lind entered into an amending agreement pursuant to which: (i) the amount of the Initial Convertible Security was increased by US\$3,000,000 for net proceeds of US\$2,420,012; and (ii) the Company issued to Lind an additional 3,591,776 common share purchase warrants exercisable into common shares of the Company for a period of 48 months from the date of issuance at an exercise price of \$0.9058 per common share. As a result of the increase, the total face value of the Initial Convertible Security was increased from US\$5,100,000 to US\$8,100,000.

The Initial Convertible Security has a 36-month maturity date. Lind can convert 1/20th of the face value each month at a conversion price equal to 85% of the five-day volume weighted average price of the common shares immediately prior to each conversion, subject to a right to increase conversions in certain circumstances. The outstanding face value of the Initial Convertible Security, after 180 days, may be repaid in cash at the discretion of the Company, with a 5% premium (the “**Buy-Back Right**”). Should the Company exercise its Buy-Back Right, Lind would have the option to convert up to 33.3% of the face value of the Initial Convertible Security into common shares.

The Company has the right to draw a further US\$1,250,000 (which may be increased to US\$3,000,000 upon mutual agreement) (the “**Second Draw**”), subject to the terms of the formal agreements, and thereafter an optional follow-on investment of up to US\$6,500,000 (the “**Third Draw**”), upon mutual agreement, in exchange for the issuance of additional convertible securities. Each of the Second Draw and Third Draw, if applicable, will include detached warrants to purchase common shares. The number of warrants issued on the Second Draw and Third Draw will be calculated based on 75% of the amount of the draw divided by the VWAP per the Company’s common shares during the twenty (20) consecutive trading days immediately before the closing date of the Second Draw and the Third Draw. The exercise price of warrants issued on the Second Draw and the Third Draw will be equal to the greater of: (i) the VWAP per share (in Canadian dollars) for the five (5) consecutive trading days immediately before the date of the Second Draw or Third Draw closing as applicable, and (ii) 130% of the VWAP per share (in Canadian dollars) for the twenty (20) consecutive trading days immediately before the date of the Second Draw or Third Draw closing as applicable.

On July 10, 2023, the Company elected to exercise its right to increase the face value of its convertible security by US\$3,000,000 under the convertible security funding agreement with Lind (Second Draw), for additional proceeds of US\$2,500,000 (approximately \$3,231). As a result of the exercise of the increase right, the total face value (principal and accrued interest) of the convertible security was increased from US\$4,590,000 to US\$7,590,000.

The convertible loan is accounted at fair value through profit and loss. During the years ended December 31, 2023 the Company recorded financial expenses in the amounts of \$2,531 for the revaluation of the

convertible loan. The convertible loan with a fair value of \$2,788 as of December 31, 2023, and \$2,807 as of December 31, 2022, are classified as level 3.

During the year ended December 31, 2023, the Company recorded other income in the amount of \$3,365 for the revaluation of liability warrants from the December 2022 and July 2023 convertible loan. The warrants with a fair value of \$545 as of December 31, 2023, and \$2,474 as of December 31, 2022, are classified as level 3.

OFF-BALANCE SHEET ARRANGEMENTS AND PROPOSED TRANSACTION

To the best of management's knowledge, there are no off-balance sheet arrangements or proposed transactions that have or are reasonably likely to have, a current or future effect on the results of operations or financial condition of the Company other than as disclosed in this MD&A.

TRANSACTIONS WITH RELATED PARTIES

Related party transactions are in the ordinary course of operations and measured at the exchange amount, which is the amount of consideration established and agreed by the related parties. Amounts due to or from related parties are non-interest bearing and unsecured. Repayment terms, if any, are determined at the time of the advance.

Key management compensation

Key management includes members of the board of directors and executive officers of the Company. Overall compensation awarded to key management during the year ended December 31, 2023 and 2022 is provided below.

	Year ended December 31	
<i>(expressed in thousands of Canadian dollars)</i>	2023	2022
Management, wages and related, General Administration	826	940
Share-based compensation	203	384

Share based compensation for the year ended December 31, 2023 and 2022 for the directors and officers of the Company consists of the following:

	Year ended December 31	
<i>(expressed in thousands of Canadian dollars)</i>	2023	2022
Hamutal Yitzhak – CEO and Director	25	52
Uriel Kesler – COO and Director	25	52
Michael Azar – CTO	25	52
Sokhie Puar – Director	21	35
Reuben Halevi – VP Sales Operation	19	39
Shay Shamir – CFO and Corporate Secretary	19	39
Satwinder Mann – Director	-	26
Eli Ronen – Director	3	38
Yaki Lutski – Director	-	-
Ofer Barash – former Director	66	51
Total	203	384

Other related party transactions and balances

<i>(expressed in thousands of Canadian dollars)</i>	December 31, 2023	December 31, 2022
	\$	\$
Company controlled by a director ⁽¹⁾	11	9
Salaries payable	67	63

Notes:

- (1) Paid to Sokhie Puar, a director of the Company, for monthly consulting fees of C\$10,500 per month including GST related to Canadian regulatory and capital markets advisory services.

SIGNIFICANT ACCOUNTING POLICIES AND CRITICAL ACCOUNTING ESTIMATES

The Financial Statements are impacted by the significant accounting policies used, and the estimates and assumptions made by management during their preparation. The Company's accounting policies are described in note 2 of the Financial Statements.

CHANGES IN ACCOUNTING POLICIES

From December 31, 2023 to the date of this MD&A, there have been no changes in the Company's accounting policies.

FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS

The Company's financial assets consist of cash, taxes and accounts receivable, inventory and prepaid. The estimated fair values of cash, accounts receivable, and due from related parties approximate their respective carrying values due to the short period to maturity.

Financial instruments measured at fair value are classified into one of three levels in the fair value hierarchy according to the relative reliability of the inputs used to estimate the fair values. The three levels of the fair value hierarchy are:

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices that are observable for the asset or liability either directly or indirectly; and
- Level 3 - inputs that are not based on observable market data.

For 2023 and 2022, the Company's cash, accounts receivable, restricted cash and accounts payable are classified as level 1.

The publicly traded warrants are classified as level 1 and all other warrants and broker warrants with a fair value are classified as level 3 of the fair value hierarchy.

The Company is exposed to a variety of financial instrument-related risks. The Company's board of directors approve and monitor the risk management processes, inclusive of counterparty limits, controlling and reporting structures. The type of risk exposure and the way in which such exposure is managed is provided below.

Liquidity Risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations when they become due. The Company ensures, as far as reasonably possible, it will have sufficient capital in order to meet short-term business requirements, after taking into account cash flows from operations and the Company's holdings of cash. The Company believes that these sources will be sufficient to cover the likely short-term cash requirements.

Interest Rate Risk

Interest rate risk is the risk that future cash flows will fluctuate as a result of changes in market interest rates. The Company is exposed to risks associated with the effects of fluctuations in the prevailing levels of market interest rates. The Company has no significant interest rate risk.

Credit Risk

Credit risk is the risk of a loss in a counterparty to a financial instrument when it fails to meet its contractual obligations. The Company's exposure to credit risk is limited to its cash. The Company limits its exposure to credit risk by holding its cash in deposits with high credit quality financial institutions.

Share Price Risk

The Company's warrant liability is sensitive to market price risk arising from uncertainties about future value of the Company. However, there will be no effect on the cash flow of the Company as the warrants can be only exercised to Company's shares.

FORWARD-LOOKING STATEMENTS

This MD&A, including any information incorporated by reference, contains statements that, to the extent that they are not historical fact, may constitute "forward-looking statements" within the meaning of applicable securities legislation.

Forward-looking statements may include, but are not limited to, statements with respect to:

- financial and other projections, future plans, objectives, performance, revenues, growth, profits or operating expenses;
- the use of available funds and/or net proceeds from the offerings described herein;
- the performance of the Company's business and operations, including expectations regarding its anticipated future gross revenues, profit margins and expenses to be incurred in its operations;
- plans to research, develop, implement, adopt, market and sell new technology or products, including continued research, development and commercialization regarding the Company's products and proposed products;
- estimates and projections regarding the industry in which the Company operates or will operate, including the global baby and toddler food market, infant formula market, nutritional drinks market, and baby feeding accessories market, kids and adult nutritional food and drinks market and expectations relating to trends and the adoption of new products;
- requirements for additional capital and future financing options;
- plans to launch new products, obtain new customers or expand the customer base, and enter into new markets;
- expansion and acceptance of the Company's products in markets across different jurisdictions;

- manufacturing and distribution partnerships and agreements;
- plans related to marketing, distribution and production capacity;
- the timing and possible outcome of regulatory and legislative matters, including, without limitation, the Food and Drug Administration (“FDA”), European Medicines Agency (“EMA”) and other regulatory approval processes;
- the Company’s business objectives, milestones and the anticipated timing of execution; and
- other expectations of the Company.

Often, but not always, forward-looking statements can be identified by the use of words such as “plans”, “expects”, “is expected”, “project”, “estimates”, “forecasts”, “budget”, “intends”, “anticipates”, or “believes” or variations (including negative variations) of such words and phrases, or statements that certain actions, events or results “may”, “could”, “would”, “might” or “will” be taken, occur or be achieved.

Such forward-looking statements, made as of the date hereof, reflect the Company’s current views with respect to future events and are based on information currently available to the Company and are subject to and involve certain known and unknown risks, uncertainties, assumptions and other factors which may cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed in or implied by such forward-looking statements, including but not limited to those described below and referred to under the heading “*Risk Factors*” and those discussed under the “*Risk Factors*” section of our most recent annual information form.

In making the forward-looking statements included in this MD&A, the Company has made various material assumptions, including, but not limited to:

- the general business, economic, financial market, regulatory and political conditions in which the Company operates will remain positive;
- the Company will continue to be in compliance with regulatory requirements;
- the tax treatment of the Company and its subsidiaries will remain constant and the Company will not become subject to any material legal proceedings;
- the Company will have sufficient working capital and be able to secure additional funding necessary for the continued operation and development of the Company; and
- key personnel will continue their employment with the Company and the Company will be able to obtain and retain additional qualified personnel, as needed, in a timely and cost-efficient manner.

These risks, uncertainties, assumptions, and other factors should be considered carefully, and prospective investors and readers should not place undue reliance on the forward-looking statements. In addition, the Company has attempted to identify important risks and other factors that could cause actual actions or results to differ materially from those described in this forward-looking information, although there may be other risks or factors that cause actions or results not be as anticipated, estimated or intended.

These risks, uncertainties and other factors include, but are not limited to: the risks and factors set out below under the heading “*Risk Factors*”; risks posed by the economic and political environments in which the Company operates and intends to operate; changes in the laws and regulatory requirements with respect to the Company’s product lines; contamination or adulteration of the Company’s products; market instability due to the COVID-19 pandemic; the potential for losses arising from the expansion of operations into new markets; increased competition; assumptions regarding market trends and the expected demand and desires for the Company’s products and proposed products; reliance on industry manufacturers, suppliers and others; the failure to adequately protect intellectual property; a failure to adequately manage future growth and product development; adverse market conditions; expansion of business into emerging

markets; the Company's ability to access and purchase raw materials; and failure to satisfy ongoing regulatory requirements.

Investors are cautioned that the above list of cautionary statements is not exhaustive. Any forward-looking statement speaks only as of the date on which such statement is made, and the Company undertakes no obligation to update any forward-looking statement or information or statements to reflect information, events, results, circumstances or otherwise after the date on which such statement is made or to reflect the occurrence of unanticipated events, except as required by law including securities laws.

RISK FACTORS

An investment in the securities of the Company is highly speculative and involves numerous and significant risks. Such investment should be undertaken only by investors whose financial resources are sufficient to enable them to assume these risks and who have no need for immediate liquidity in their investments. Prospective investors should carefully consider the risk factors that have affected, and which in the future are reasonably expected to affect, the Company and its financial position, including risks described in this MD&A.

For other risk factors applicable to the Company, please refer to the Company's Filing Statement dated May 14, 2019 under the heading "*Else Nutrition/Resulting Issuer Risk Factors*" and the AIF under the heading "*Risk Factors*", all of which are currently available and may be accessed on the Company's SEDAR+ profile at www.sedarplus.com.

INTERNAL CONTROLS OVER FINANCIAL REPORTING (“ICFR”)

The management of the Company is responsible for establishing and maintaining adequate internal controls over financial reporting. Internal controls over financial reporting is a process to provide reasonable assurance regarding the reliability of the Company’s financial reporting for external purposes in accordance with IFRS. Internal controls over financial reporting includes maintaining records that in reasonable detail accurately and fairly reflect the Company’s transactions and dispositions of the assets of the Company; providing reasonable assurance that transactions are recorded as necessary for preparation of the Company’s consolidated financial statements in accordance with IFRS; providing reasonable assurance that receipts and expenditures are made in accordance with authorizations of management and the directors of the Company; and providing reasonable assurance that unauthorized acquisition, use or disposition of the Company’s assets that could have a material effect on the Company’s consolidated financial statements would be prevented or detected on a timely basis. Our management and the board of directors do not expect that our disclosure controls and procedures or internal controls over financial reporting will prevent all errors or all instances of fraud. A control system, no matter how well designed and operated, can provide only reasonable (not absolute) assurance that the control system’s objectives will be met. Further, the design, maintenance and testing of a control system must reflect the fact that there are resource constraints and the benefits of controls must be considered relative to their costs.

Because of the inherent limitations in all control systems, no evaluation of controls can provide absolute assurance that all control gaps and instances of fraud have been detected. These inherent limitations include the reality that judgment in decision-making can be faulty, and that breakdowns can occur because of simple errors or mistakes. Controls can also be circumvented by the individual acts of some persons, by collusion of two or more people, or by management override of the controls. The design, maintenance and testing of any system of controls is based in part upon certain assumptions about the likelihood of future events, and any control system may not succeed in achieving its stated goals under all potential future conditions. Management conducted an evaluation of the effectiveness of the Company’s internal controls over financial reporting based on the framework and criteria established in Internal Control – Integrated Framework, issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013) (‘COSO’). This evaluation included review of the documentation of controls, evaluation of the design effectiveness of controls, testing of the operating effectiveness of controls and a conclusion on this evaluation.

Based on this evaluation, management concluded that as of December 31, 2023, the Company’s internal controls over financial reporting, as defined in NI 52-109 - Certification of Disclosure in Issuer’s Annual and Interim Filings, are effective to achieve the purpose for which they have been designed, except for a material weakness arising out of the lack of an independent whistleblower process available to staff, customers and suppliers. An independent whistleblower process is an essential component of the organization’s control environment and is also considered a key anti-fraud control. The absence of such a control and supporting process during the year ended December 31, 2023 constitutes a material weakness in internal controls over financial reporting. A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of the Company's annual or interim financial statements will not be prevented or detected on a timely basis.

Status of Remediation Plan

Management, with the assistance of external consultants, will review and revise our internal control over financial reporting as it relates to entity level controls. Management is committed to implementing changes to our anti fraud controls to ensure that the control deficiencies that

contributed to the material weakness are remediated. The following remedial activities are in process:

- We are in the process of assessing and designing a more robust anti-fraud program, inclusive of implementing an independent Whistleblower mechanism to ensure prompt, competent, and confidential review, investigation, and resolution of instances of non-compliance and allegations involving fraud and misconduct.
- We are in the process of implementing additional ongoing oversight, training and communication programs for management and personnel to reinforce the Company's standard of conduct, enhance understanding of assessed risks, and clarify individual responsibility for control activities at various levels within the Company.

While we believe these actions will remediate the material weakness, we have not completed all the corrective processes, procedures and related evaluation or remediation that we believe are necessary. As we continue to evaluate and work to remediate the material weakness, we may need to take additional measures to address the control deficiencies. Until the remediation steps set forth above, including the efforts to implement any additional control activities identified through our remediation processes, are fully implemented and concluded to be operating effectively, the material weakness described above will not be considered fully remediated.

CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING

Other than disclosed above, there have been no changes in the Company's internal control over financial reporting during the Company's fiscal year ended December 31, 2023 that have materially affected or are reasonably likely to materially affect its internal control over financial reporting.

INVESTOR RELATIONS

The Company appreciates your continued support in our vision to create the first infant and toddler dairy-free, soy-free, plant-based nutrition for babies and toddlers. To find out more about the Company, please visit our website at www.elsenutrition.com.

ADDITIONAL INFORMATION

For more information, please contact the following officers and directors of the Company:

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Telephone: (604)-603-7787

On behalf of the Board of Directors

“Hamutal Yitzhak”

Hamutal Yitzhak

CEO and Director

April 1, 2024