



General Assembly Holdings Limited

Management's Discussion and Analysis

For the three months ended March 31, 2022 and 2021

Date: May 30, 2022

General Assembly Holdings Limited
331-333 Adelaide Street West,
Toronto, Ontario, M5V 2G5.



GENERAL ASSEMBLY HOLDINGS LIMITED
Management's Discussion and Analysis
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MANAGEMENT'S DISCUSSION AND ANALYSIS

This Management's Discussion and Analysis (this "MD&A") provides a review of the results of operations, financial condition and cash flows for General Assembly Holdings Limited (the "Company" or "GA" or "GA Pizza"), for the three months ended March 31, 2022 and 2021.

This document should be read in conjunction with the information contained in the Company's unaudited condensed interim consolidated financial statements and related notes for the three months ended March 31, 2022 (the "Q1 2022 Financial Statements"), which have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB"). Unless otherwise indicated, all dollar ("\$") and "CAD" amounts and references in this MD&A are in Canadian dollars.

Unless otherwise stated, in preparing this MD&A the Company has taken into account information available to it up to the date of this MD&A, May 30, 2022 being the date the Company's board of directors (the "Board" or "Board of Directors") approved this MD&A and the Q1 2022 Financial Statements. All quarterly information contained herein is unaudited. Additional information about the Company can be found in the Company's filings with securities regulatory authorities, which are available under the Company's profile on SEDAR at www.sedar.com.

CAUTIONARY NOTE REGARDING FORWARD LOOKING INFORMATION

This MD&A contains "forward-looking information" within the meaning of applicable Canadian securities legislation. Forward-looking information includes, but is not limited to, statements with respect to our objectives and the strategies to achieve these objectives, as well as information with respect to our beliefs, plans, expectations, anticipations, estimates and intentions. Generally, forward-looking information can be identified by the use of forward-looking terminology such as "plans", "expects" or "does not expect", "is expected", "budget", "scheduled", "estimates", "forecasts", "intends", "anticipates" or "does not anticipate", or "believes", or variations of such words and phrases or statements that infer actions, events or results with terminology such as "may", "could", "would", "might", "will be taken", "occur" or "be achieved".

Forward-looking information is provided for the purposes of assisting the reader in understanding the Company and its business, operations, prospects and risks at a point in time in the context of historical and possible future developments and, therefore, the reader is cautioned that such information may not be appropriate for other purposes.

Forward-looking information is based upon numerous assumptions and is subject to a number of known and unknown risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those that are disclosed in or implied by such forward-looking information. These risks and uncertainties include, but are not limited to, the risk factors that are discussed in greater detail under "Risk Factors and Uncertainties".

Although the forward-looking information contained herein is based upon what we believe are reasonable assumptions, readers are cautioned against placing undue reliance on this information since actual results may vary from the forward-looking information. Certain assumptions were made in preparing the forward-looking information concerning availability of capital resources, business performance, market conditions, and customer demand. Consequently, all of the forward-looking information contained herein is qualified by the foregoing cautionary statements, and there can be no guarantee that the results or developments that we anticipate will be realized or, even if substantially realized, that they will have the expected consequences or effects on our business, financial condition or results of operation. Unless otherwise noted or the context otherwise indicates, the forward-looking information contained herein is provided as of the date hereof, and we do not undertake to update or amend such forward-looking information whether as a result of new information, future events or otherwise, except as may be required by applicable law.

CORPORATE OVERVIEW

General Assembly Holdings Limited (the "Company" or "GA" or "GA Pizza"), is a company that delivers premium pizza experiences across multiple distribution and retail channels. The Company is anchored by a flagship fast casual restaurant with dine-in and off-premises operations, and a consumer-packaged goods ("CPG") line of naturally leavened frozen pizzas, available at specialty grocery stores and through a direct-to-consumer ("DTC") eCommerce platform.

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General Assembly Holdings Limited is a corporation incorporated on June 30, 2017, in the province of Ontario. The Company's operating subsidiaries include 2499754 Ontario Limited ("249"), operating as General Assembly Pizza was incorporated on January 12, 2016, GA Subscriptions Limited and GA CPG Limited both incorporated on October 16, 2020.

The Company's registered and records office are located at 331-333 Adelaide Street West, Toronto, Ontario, M5V 2G5.

The Company's shares commenced trading on the TSX Venture Exchange (the "TSX-V") under the symbol "GA" on June 3, 2021.

SIGNIFICANT OPERATING HIGHLIGHTS AND DEVELOPMENTS FOR THREE MONTHS ENDED MARCH 31, 2022, AND TO THE DATE OF THIS MD&A

COVID-19

The outbreak of the novel coronavirus COVID-19, which was declared a pandemic by the World Health Organization on March 11, 2020, has led to adverse impacts on the Canadian and global economies, disruptions of financial markets, and created uncertainty regarding potential impacts to the Company's supply chain and operations. The COVID-19 pandemic has impacted and could further impact the Company's operations and the operations of the Company's customers, suppliers, and vendors as a result of quarantines, facility closures, and travel and logistics restrictions. The extent to which the COVID-19 pandemic impacts the Company's business, results of operations and financial condition is being mitigated by the Company focusing on its CPG and DTC business. The management team is closely following the progression of COVID-19 and its potential impact on the Company. Even after the COVID-19 pandemic has subsided, the Company may experience adverse impacts to its business as a result of any economic recession or depression that has occurred or may occur in the future. Therefore, the Company cannot reasonably estimate the impact at this time on its business, liquidity, capital resources and financial results.

Settlement of Loan

The Company entered into Loan 1 with the Business Development Bank of Canada ("BDC") in November of 2017 for gross proceeds of \$150,000. The loan bears interest at BDC's floating base rate plus a variance of 6.63% per year. On the date of inception of the loan, BDC's floating base rate was 4.8% per year. The loan is for a period of 60 months with monthly principal payments of \$2,500. The loan is guaranteed by two directors of the Company. One of the covenants of Loan 1 is to obtain BDC's prior written consent to transfer shares or change the effective voting control of the Company. At the Company's election, the loan principal of \$85,000 plus accrued interest and pre-payment indemnity of \$2,500, was repaid in full on February 2, 2021. There was no interest recorded or paid during the three month period ended March 31, 2022 or March 31, 2021.

Company files preliminary base shelf prospectus

On November 3, 2021, the Company announced that it had filed and obtained a receipt for a preliminary short form base shelf prospectus (the "Shelf Prospectus") with the securities commissions in each of the provinces of Canada other than the province of Québec. On January 31, 2022, the Company filed an amended and restated Shelf Prospectus. The Company subsequently withdrew the Shelf Prospectus on April 8, 2022.

Company Secures C\$2 million in debt financing

On November 5, 2021, the Company issued secured promissory notes to existing shareholders (the "Lenders") in the aggregate principal amount of \$2,000,000 (the "Initial Loans"), bearing interest of 12% per annum accrued and payable monthly. The promissory notes are secured by all assets of the Company. The principal and accrued interest of the promissory notes shall be repaid in nineteen (19) equal monthly installments on a calendar quarter basis beginning on November 5, 2023.

The Company will pay to the Lenders 1.2% of the principal amount of the Initial Loans per annum as a monitoring fee. On January 24, 2022, the Company also issued to the Lenders, as loan bonuses, an aggregate of 1,851,849 common share purchase warrants (collectively, the "Initial Promissory Note Warrants") entitling the applicable Lender to acquire one Class A common share in the capital of the Company ("Common share") for each Initial Promissory Note Warrant held during the forty-two month period following issuance of such Lender's promissory note at an exercise price of \$1.35. If any Initial Loan is repaid

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prior to the one-year anniversary date of such Initial Loan, it is expected that a pro rata number of Initial Promissory Note Warrants issued in respect of such Initial Loan shall have their term reduced to the later of one year from the issuance thereof and 30 days from said repayment.

The Company will be entitled to prepay the Initial Loans, in whole or in part, at any time prior to the maturity date, without any notice being given to the Lender and without any bonus or penalty being paid to the Lender.

Certain Lenders, namely Mr. Ted Hastings, a Director of the Company, Mr. Jeff Collins, the Chief Financial Officer of the Company, and Shelina Lalani, are "related parties" (as defined in Multilateral Instrument 61-101 – Protection of Minority Security Holders in Special Transactions ("MI 61-101")) of the Company and, therefore, the Loans from such Lenders, in an aggregate of \$1,000,000, are Related Party Transactions (as defined in MI 61-101) (the "Related Party Loans"). The Company is exempt from the formal valuation requirement and the minority approval requirement under MI 61-101 in respect of the Related Party Loans since, at the time of such loans, the fair market value of the consideration for the Related Party Loans does not exceed 25% of the Company's market capitalization.

Company Secures C\$1 million in debt financing

On December 30, 2021, the Company issued a secured promissory note to an existing shareholder in the aggregate principal amount of \$1,000,000 (the "Subsequent Loan"), bearing interest of 12% per annum accrued and payable monthly. The promissory note is secured by all assets of the Company. The principal and accrued interest of the promissory note shall be repaid in nineteen (19) equal monthly installments on a calendar quarter basis beginning on November 5, 2023.

The Company will pay to the Lender 1.2% of the principal amount of the Subsequent Loan per annum as a monitoring fee. On January 24, 2022, the Company also issued to the Lender, as loan bonuses, an aggregate of 1,652,228 common share purchase warrants (collectively, "Subsequent Promissory Note Warrants") entitling the Lender to acquire one Common Share for each Subsequent Promissory Note Warrant held during the forty-two month period following issuance of such Lender's promissory note at an exercise price of \$0.76. If the Subsequent Loan is repaid prior to the one-year anniversary date of such Subsequent Loan, it is expected that a pro rata number of Subsequent Promissory Note Warrants issued in respect of such Subsequent Loan shall have their term reduced to the later of one year from the issuance thereof and 30 days from said repayment.

The Company will be entitled to prepay the Subsequent Loan, in whole or in part, at any time prior to the maturity date, without any notice being given to the Lender and without any bonus or penalty being paid to the Lender.

Equipment Financing

On January 21, 2022, the Company entered into two sale leaseback arrangements in respect of certain equipment with an original cost of \$766,944 previously purchased by the Company. The Company received a refund from the original vendors in respect of the leased equipment, of \$560,215, after deduction for the initial payments and deposit under the lease agreements. The term of the lease agreements are 48 months and 60 months, respectively, with aggregate payments over the course of the terms of \$918,803. The Company has the option to purchase the applicable leased equipment for nominal consideration at the end of the applicable term.

Company secures C\$1.75 million in debt financing

On March 17, 2022, the Company closed \$1,750,000 (the "Principal") in debt financing pursuant to the terms and conditions of a promissory note (the "2022 Promissory Note").

Under the terms of the 2022 Promissory Note, the Company shall make repayment of the Principal in 16 quarterly installments (each, a "Repayment Amount") commencing on September 6, 2022 and each three month period thereafter (each, a "Repayment Date"), with the final payment date being June 6, 2026 (the "Final Repayment Date"). Each Repayment Amount will be calculated based on \$0.40 for every pizza unit sold by the Company during the fiscal quarter preceding the Repayment Date.

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If the Principal has been repaid in full prior to the Final Repayment Date, the Company will, as additional consideration, continue to make payments to the lender of each Repayment Amount (the "Loan Fee") until the Final Repayment Date. If the full Principal, plus additional consideration in the amount of \$1,800,000 has not been paid (collectively, the "Base Loan Obligations") by the Company to the lender on or prior to the Final Repayment Date, the Company will make payment to the lender of an amount equal to Base Loan Obligations, less the aggregate Repayment Amounts already paid to the lender up to and including the Final Repayment Date. The Company may prepay the full Principal at any time prior to the Final Repayment Date, provided that in connection with such prepayment the Company will also pay to the lender an additional payment of \$2,000,000 as a prepayment penalty. There is no additional interest rate payable in addition to the Loan Fee, nor is there a minimum payment required on any Repayment Date, other than the shortfall, if any, owing in respect of the Base Loan Obligations, payable on the Final Repayment Date.

As of March 31, 2022, the Company has received \$1,000,000 of the principal on the 2022 Promissory Note with the remaining \$750,000 collected subsequent to period end.

Short Form Prospectus Offering

On April 11, 2022, the Company filed a preliminary short form prospectus in connection with an offering (the "SFP Offering") to the public of up to 4,807,692 units of the Company (the "SFP Units") at a price of \$0.52 per SFP Unit, for aggregate gross proceeds of up to \$2,500,000. Each SFP Unit is comprised of one Class A common share and one common share purchase warrant ("SFP Unit Warrant"). Each SFP Unit Warrant will entitle the holder thereof to acquire one Class A common share at an exercise price of \$0.78 for a period of 36 months following the date of the closing of the SFP Offering. Included in the SFP Offering is an over-allotment option to increase the size of the SFP Offering by up to an additional 721,154 SFP Units. Agents to the SFP Offering will receive a cash commission equal to 8% of aggregate gross proceeds raised from the SFP Offering, as well as such number of common share purchase warrants of the Company ("SFP Broker Warrants") as is equal to 8% of the number of SFP Units sold, including the over-allotment. Each SFP Broker Warrant will entitle the holder thereof to acquire one SFP Unit at a price of \$0.52 for a period of 36 months following the closing of the SFP Offering. On closing of the SFP Offering, the Company has agreed to also pay a corporate finance fee, payable in SFP Units, equal to 5% of the number of SFP Units sold, including the over-allotment. Completion of the SFP Offering is subject to review and approval of by Ontario Securities Commission and the TSX-V.

Sublease of Office Space

On April 29, 2021, the Company leased 3,737 square feet of office space located at 331-333 Adelaide Street West, Toronto, Ontario (the "Office Space") for an original term of six (6) years and five (5) months, commencing on May 1, 2022 and ending on September 30, 2027. On March 22 2022, pursuant to the terms of a sublease agreement, the Company subleased the Office Space to a subtenant for a one (1) year term, commencing on April 15, 2022 and ending on April 30, 2023.

RESULTS OF OPERATIONS FOR THE THREE MONTHS ENDED MARCH 31, 2022 and 2021

The Company uses certain operational and financial metrics to measure our performance. The key metrics are highlighted below:

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Operational Metrics

	Three months ended	
	March 31, 2022	March 31, 2021
<i>For the period ended:</i>		
Production volume shipped by channel (units)		
Direct to Consumer ("DTC")	50,469	66,996
Wholesale	52,150	18,689
Total	102,619	85,685
<i>As at period end:</i>		
Production capacity per month (units)	100,000	37,500
Number of product SKUs manufactured	8	7
Number of wholesale partners	260	43

Financial Highlights

	Three months ended	
	March 31, 2022	March 31, 2021
Revenue by channel		
Direct to Consumer ("DTC")	\$506,665	\$634,618
Wholesale	304,390	287,127
Restaurant and other	285,724	150,594
Total revenue	\$1,096,779	\$1,072,339
Frozen pizza revenue	\$811,055	\$921,745
Gross Profit	\$320,844	\$555,707
Gross Profit %	29%	52%
Net income (loss)	(2,937,953)	(5,490,212)
Adjusted EBITDA	\$(2,026,418)	\$(1,281,500)
Income (loss) and comprehensive income (loss) per share		
Basic	\$(0.13)	\$(0.28)
Diluted	\$(0.13)	\$(0.28)
Weighted average number of shares outstanding		
Basic	22,348,744	19,275,195
Diluted	22,348,744	19,275,195

OUR BUSINESS

The Company is an innovative pizza brand dedicated to making delicious pizza available to everyone, everywhere. The company delivers premium pizza experiences across multiple distribution and retail channels, anchored by a flagship fast-casual restaurant with dine-in and off-premises operations, and a CPG line of naturally leavened frozen pizzas, available at specialty grocery stores and through a DTC eCommerce platform.

In a world where pizza means so much to so many, we believe that delicious pizzas should be available to everyone, everywhere, and without compromise. That means making better easy and making easy delicious.

Join us as we take pizza to new heights!

OUR OMNICHANNEL BUSINESS MODEL

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As of March 31, 2022, GA Pizza's frozen CPG product line consisted of 8 SKUs, all produced in the Company's master production facility located in Vaughan, Ontario ("Marycroft Facility"). We distribute our premium pizza experiences and products through an omnichannel brand model that includes Wholesale, DTC and Restaurant & experience operations.

Q1 PRODUCTION HIGHLIGHTS

In Q1 of 2022 we have continued to focus on cooling techniques and improving our dough process to ensure we are consistently delivering world class dough with every pizza. Further, we have continued to find labour cost savings by changing the job loading of our production line to both increase the quality of pizza's produced, but also the number of pizza's produced per hour. This has all helped to dramatically improve the quality and consistency of our frozen pizzas.

Q1 WHOLESALE HIGHLIGHTS

The Company's growing wholesale business saw some significant developments in Q1.

As of March 31, 2022, the Company had 300 wholesale doors across Ontario. Our partners are primarily premium or specialty independent grocers. The wholesale channel represents a large opportunity for the business that was under fulfilled prior to the opening of the Marycroft Facility in September 2021.

In Q4 of 2021 the Company successfully listed its frozen pizzas with UNFI. Additionally, the Company has received a listing with a national grocery chain for a 59 store rollout in Q1, 2022. The company continues to negotiate listing agreements with several national banner grocery chains for potential listings in 2022.

Since the start of 2022, the number of retail doors carrying the Company's frozen pizzas has more than doubled to over 260. During Q1, the Company began supplying 59 full-service Sobeys stores in Ontario and 53 mid-sized local retail doors in Western Canada, as well as the industry-leading Voila by Sobeys home-delivery platform.

Q1 DTC HIGHLIGHTS

GA Pizza diversified and enhanced its eCommerce offerings in Q3 2021. In addition to our pizza subscription box—with 6, 8 or 10 pizzas delivered at regular intervals via our last-mile delivery partner, we introduced a one-time purchase option. We also enhanced the subscription offering by providing customized frequency options for our subscribers to choose from: delivery every 4, 6, or 8 weeks. Our DTC portfolio also includes a pizza gifting service, where customers can send vouchers for pre-selected boxes to their contacts.

The DTC experience is the digital equivalent of the Company's landmark restaurant experience. The DTC channel provides the Company with valuable consumer behaviour data and insights. It is also the most cost-effective way to launch products as it allows us to quickly collect feedback and optimize products prior to launching at retail.

In the fourth quarter, the Company launched its DTC business in the Lower Mainland of British Columbia, helping to facilitate the Company's Wholesale expansion in the same area in the first quarter of 2022.

In the first quarter of 2022, the company launched its most successful email marketing campaign with the celebration of National Pizza day, resulting in the largest revenue and unit volume in a single day since the company launched its DTC business in September, 2020.

Q1 RESTAURANT & EXPERIENCE HIGHLIGHTS

GA Pizza's flagship restaurant is the Company's landmark pizza experience and serves as a marketing asset for the Company while generating revenue through dine-in and off-premises operations.

As part of our strategy to focus on meeting demand from our DTC consumers and wholesale partners, for the majority of Q4 2021, the Company's restaurant operations were reduced to off-premises service in order to facilitate a renovation of the restaurant space. The renovated restaurant space offers a fresh dining experience and an all-new shopping experience and

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reopened at the beginning of December 2021. The restaurant also features an updated off premise space designed specifically for pick up and app based delivery services. GA Pizza's experience channel, which comprised off-premises catering and temporary pop-up locations involving the Company's mobile pizza ovens, continues to play a key marketing role for the Company.

To maximize exposure in the summer 2021 tourism season, we launched GA Pizza's Experience channel, which included a temporary satellite open-air restaurant at Toronto's popular Harbourfront Centre that ran until September, as well as a series of mobile-oven pop-up stops at key locations in Niagara-on-the-Lake, Milton, and Prince Edward County. The Harbourfront satellite was also home to the Impossible Pizza, a plant-based pie that debuted June 24, the start of a multi-channel partnership with Impossible Foods. However, toward the end of Q3 2021, with the lifting of certain COVID-19 restrictions, we began shifting our focus from experiences to product sampling in order to better support our wholesale partners and increase brand awareness and customer acquisition.

Toward the end of Q3 2021, we began shifting our focus from experiences to product sampling in order to better support our wholesale partners and increase brand awareness and customer acquisition.

In Q1 of 2022, the Company's restaurant has consistently seen month over month gains, with the lifting of in-dining restrictions associated with COVID-19.

OUR STRATEGIC PRIORITIES

Three pillars are the foundation of our Company strategy: Better, Easy, and Delicious. Our strategic priorities for 2022 are aligned to those pillars, detailed as follows:

1. Scale production and distribution of CPG line
2. Drive demand
3. National footprint
4. Omnichannel innovation

1. SCALE PRODUCTION AND DISTRIBUTION OF CPG LINE

The Company's plan to scale our frozen pizza output has two phases:

- **Phase I:** Launch (September and October 2021). Prior to opening the facility on September 9, 2021, the Company sourced equipment, commissioned the construction of its first production line and hired a full staff. The site was certified by Toronto Public Health, as well as by the Canadian Food Inspection Agency, which allows the Company to sell throughout Canada. The facility is currently operating between two shifts, five days a week.
- **Phase II:** Optimization (Q4 2022). GA Pizza will install new equipment, including another oven and the capacity to produce more dough. This will increase production capacity of up to 200,000 pizza units per month by the end of Q4 2022.

Our intent is to leverage production gains to drive greater scale and market share in the premium frozen pizza space, which will enable us to increase our retail presence and unlock national distribution opportunities.

2. DRIVE DEMAND

Our efforts to engage more interest from consumers, distribution partners and retailers will involve increased efforts on several demand-driving initiatives:

- **Sampling:** GA Pizza plans to build out sampling programs to drive brand loyalty and build brand community, as well as overall greater brand awareness. We will build community-focused programs to support organizations and connect with new audiences in a way that generates word-of-mouth brand awareness and encourages product trials.
- **Partnerships:** Our goal has been to continue creating partnerships that build loyalty, brand awareness and credibility, including cross-branded products in Q1 2022.

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3. NATIONAL FOOTPRINT

As we work to expand across Canada, our strategic priorities are as follows:

- **Awareness:** We are working to drive wholesale awareness through an integrated omnichannel marketing strategy, including, retail marketing, brand partnerships, earned media, sampling programs and leveraging trade spend with retail accounts.
- **Partnerships:** Partnerships such as our pilot program with Fortinos, our launch with 59 full-service Sobeys stores in Ontario, and our retail broker arrangement with Propel will equip us with the momentum and connections to achieve distribution from coast to coast.
- **Distribution:** In Q3 2021 we submitted all application materials to be listed with leading distributor UNFI Canada, and soon after we were selected to present at a national UNFI presentation to retailers in November 2021. The Company successfully listed with UNFI in Q4 2021 and began selling its frozen pizzas nationally. UNFI has helped launch the Company's Wholesale entrance into Lower Mainland area of BC.
- **BC launch:** We have expanded our DTC business outside of Ontario with a launch in the Lower Mainland and Vancouver areas of BC in Q4 2021. Vancouver is a food-friendly city with robust audiences in all our key demographics. We intend for this expansion to build a new audience of loyal GA Pizza consumers, which will support our wholesale and retail efforts. The launch of our DTC business in these regions in Q4 of 2021 supported the Company's wholesale launch into the same area in Q1 of 2022.

4. OMNICHANNEL INNOVATION

As a brand based on perpetual innovation, we have multiple goals to deepen our omnichannel reach:

- **Product:** We will push the boundaries of the traditional frozen pizza space, with new best-in-class plant-based and non-meat options that leverage the Company's strong R&D capabilities. We will continue to create delicious product offerings rooted in better-for-you, high-quality ingredients, with a goal of driving strong sales velocities across wholesale and DTC channels.
- **Diversification:** We plan to identify and sell complementary products on our DTC eCommerce platform in 2022.
- **Branding:** Our company-wide rebrand in Q3 2021 has allowed us to optimize our brand experience across all channels, resulting in stronger awareness among consumers, retailers and wholesale partners.
- **Restaurant reopening:** We re-opened the restaurant with a refreshed and expanded food experience in Q4 2021, offering an updated landmark brand experience that will support all facets of the business.

OUR STRATEGIC MILESTONES

Securing and Building Out Master Production Facility

- The Company took occupancy of the Marycroft Facility and production commenced in Q3 2021, following a renovation and amidst a phased build out. We have set the following monthly capacity targets for the business:
 -
 - 200,000 monthly production capacity by Q4 2022
- The Marycroft Facility houses production, refrigerated storage, retail warehousing and wholesale distribution, as well as office space and GA Pizza's R&D hub, The Dough Lab.

Market Opportunities

- The Company is currently evaluating market opportunities to achieve its production capacity requirements at a lower cost through strategies such as moving to a smaller good manufacturing practices ("GMP") audit ready manufacturing plant with more streamlined production structures
- More streamlined production capabilities would result in immediate cost savings given efficiencies achieved
- A GMP audit ready facility would result in a reduction in capital requirements in 2022 related to the business objective of operating a GMP audited facility, representing a potential savings of up to \$1,900,000.

Wholesale Partnerships Across Southwestern Ontario

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- We have secured more than 260 retailer doors as of March 31, 2022
- In Q1 2022, the Company secured the largest wholesale partnership to date for the Company, supplying 59 full-service Sobeys stores in Ontario.

OUTLOOK

- The COVID-19 pandemic has created new opportunities for the Company, and also brought uncertainty with respect to our ability to re-open our restaurant operations. We believe we are well positioned to execute upon our strategic initiatives, and we expect to continue to grow our revenues as we develop new partnerships and new wholesale distribution relationships. See "Forward-Looking Information".
- Having more than doubled the number of retail doors carrying the Company's frozen pizzas since the start of 2022, the Company is on track to reach 400 grocery stores by the end of 2022.

FINANCIAL PERFORMANCE REVIEW FOR THE THREE MONTHS ENDED MARCH 31, 2022 and 2021

Selected Financial Information

	Three months ended	
	March 31, 2022	March 31, 2021
Revenue	\$1,096,779	\$1,072,339
Procurement expense	775,935	516,632
Gross Profit	\$320,844	\$555,707
Gross Profit %	29%	52%
Fulfillment expense	440,025	327,949
General and administrative expense	2,123,620	1,143,122
Sales and marketing expense	334,250	497,979
Operating loss	(2,577,051)	(1,413,343)
Finance expense	258,188	27,955
Remeasurement of derivative warrant liability	45,154	4,048,914
Remeasurement of promissory note	40,000	—
Loss on termination of leases	14,149	—
Foreign Exchange	3,411	—
Total other expenses (income)	360,902	4,076,869
Net income (loss)	\$(2,937,953)	\$(5,490,212)
Adjusted EBITDA	(2,026,418)	(1,281,291)

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<i>Revenue by channel</i>	Three months ended	
	March 31, 2022	March 31, 2021
Direct to Consumer (DTC)	\$506,665	\$634,618
Wholesale	304,390	287,127
Restaurant and other	285,724	150,594
Total Revenue	\$1,096,779	\$1,072,339
Frozen pizza revenue	\$811,055	\$921,745
Total Units shipped	102,619	85,685

REVENUE

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The Company generates revenues from sale of its frozen pizza products direct to consumers, via wholesale partners ("Wholesale"), and from hot pizza sold through its restaurant operations.

The Company shipped 102,619 frozen pizzas in the three month period ended March 31, 2022, an increase of 20% from the 85,685 units shipped in the same period of 2021. The increase in units shipped reflects the growth of the Company's Wholesale business in 2022.

Revenue increased by \$24,440 (2%) to \$1,096,779 in the quarter ended March 31, 2022, compared to \$1,072,339 in the quarter ended March 31, 2021. The increase in revenue reflects the continued growth in CPG frozen pizza offerings over the past twelve months, offset by a decrease subscription revenues as the Company shifts focus to building its CPG presence in 2022. Total frozen pizza revenues, which comprises revenues generated by the Wholesale and DTC channels decreased by \$110,690 (12%) in the quarter ended March 31, 2022 compared to \$921,745 in the quarter ended March 31, 2021. This was offset by an increase in restaurant revenues; revenues in the quarter ended March 31, 2022 from the restaurant were \$285,724, compared to \$150,594 in the quarter ended March 31, 2021, an increase of 90%. This increase is largely a reflection of COVID-19 in-dining restrictions being lifted throughout the quarter in 2022.

PROCUREMENT EXPENSES

Procurement expense consists of the cost of raw materials, employee wages and benefits, overhead directly related to the manufacturing of the Company's frozen and hot pizza products. Also included in procurement cost are supplies, inventory packaging, the cost of inbound shipping/freight and operating costs associated with the Restaurant including food costs, direct labour and overhead directly attributable.

Three months ended March 31, 2022 and 2021

Procurement expense increased by \$259,303 (50%) to \$775,935 for the three months ended March 31, 2022, compared to \$516,632 for the same period in 2021. The increase in procurement costs for the three months ended March 31, 2022, compared to the same period in the prior year, is related to both the growth in units produced and shipped from the Company's Wholesale frozen pizza offerings, as well as the increase in direct labour and manufacturing costs associated with production at the Company's manufacturing facility.

FULFILLMENT EXPENSE

Fulfillment expenses include costs for picking, packaging of frozen pizza inventory into orders for shipment and last mile delivery to consumers and or Wholesale locations. The Company includes third party picking and packaging costs, packaging materials, labour directly related to picking and packaging of orders, third party freight and shipping charges for the delivery of customer orders.

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Fulfillment costs increased by \$112,076 (34%) to \$440,025 for the three months ended March 31, 2022, compared to \$327,949 for the same period in 2021. The increase in fulfillment costs for the three months ended March 31, 2022, compared to the same period in the prior year, is related to the additional warehouse and logistics labour costs associated with the Company's manufacturing facility, as well as growth in units produced and shipped from the Company's frozen pizza offerings.

SALES AND MARKETING EXPENSE

Sales and marketing expense includes the cost of marketing initiatives to build brand awareness, online advertising spend, customer acquisition costs for new subscribers and retail marketing programs and collateral.

Three months ended March 31, 2022 and 2021

Sales and marketing costs decreased by \$163,729 (33%) to \$334,250 for the three months ended March 31, 2022, compared to \$497,979 for the same period in 2021. The decrease in sales and marketing costs for the three months ended March 31, 2022, compared to the same period in the prior year reflects the Company's pivot away from subscription customer acquisition efforts, and a concerted effort to support the Company's Wholesale business and continued brand awareness initiatives related to its frozen pizza offerings.

GENERAL AND ADMINISTRATIVE EXPENSE

General and administrative expenses include employee wages and benefits, office and occupancy costs, technology, communications, and restaurant supplies, as well as the cost of consultants, board retainers and accounting, legal, tax, and advisory fees. General and administrative expenses in 2021 also include public company costs related to the Company's June 3, 2021, listing and on-going costs associated with maintaining its listing on the TSX-V.

Three months ended March 31, 2022 and 2021

General and administrative costs increased by \$980,498 (86%) to \$2,123,620 for the three months ended March 31, 2022, compared to \$1,143,122 for the same period in 2021. The increase in general and administrative costs for the three months ended March 31, 2022, compared to the same period in the prior year was primarily the result of an increase in headcount and associated wages and benefits, an increase in office and occupancy expenses, an increase in costs related to restaurant supplies, an increase in consulting costs, and legal, accounting, tax and other professional fees related to the Company's TSXV activities.

FINANCE EXPENSE

For the three months ended March 31, 2022, the Company incurred interest expense related to several outstanding loans as well as interest related to the Company's lease liabilities. See note 11, note 12 and note 13 to the Company's condensed interim consolidated financial statements for further information related to leases and loans outstanding and interest charges.

Finance expense in the three months ended March 31, 2022 was \$258,188, compared to \$27,955 for the same period in 2021.

GAIN/ LOSS ON DERIVATIVE WARRANT LIABILITY

The Company's derivative warrant liability relates to the Series 2 and 3 common share purchase warrants issued in connection with the Company's November 17, 2020, non-brokered private placement of units. The holders of the warrants may elect in lieu of exercising the warrants for cash, a cashless exercise option to receive Common Shares equal to the fair value of the warrants. The fair value is determined by multiplying the number of warrants to be exercised by the weighted average market price less the exercise price with the difference divided by the weighted average market price.

In the three months ended March 31, 2022, the Company recorded a loss on remeasurement of derivative warrant liability of \$45,154 due to the change in share price used to remeasure the liability on March 31, 2022. During the three month period

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ended March 31, 2021, the Company recorded a gain of \$4,048,914 as a result of the remeasurement of the warrant liability, using the Black-Scholes Option Pricing Model.

At March 31, 2022, the weighted average share price was \$0.65 as compared to \$0.60 as at December 31, 2021, resulting in a net loss on remeasurement being recorded in 2022. The Company will continue to revalue the derivative warrant liability on a quarterly basis and as a result, investors should expect the value of the derivative warrant liability to fluctuate as the Company's share price changes.

NON-GAAP FINANCIAL MEASURES

The Company measures the success of the Company's strategies and performance based on Adjusted EBITDA, which is outlined and reconciled with net income (loss). The Company defines adjusted EBITDA as net income (loss) from operations before: (a) depreciation of property and equipment and amortization of intangible assets; (b) share-based payments; (c) finance income and costs; (d) gain or loss from the remeasurement of derivative warrant liabilities; (e) depreciation of right-to-use-assets; and (h) employee severance expenses. Management uses adjusted EBITDA as a measure of the Company's operating performance because it provides information related to the Company's ability to generate operating cash flows for working capital requirements, capital expenditures, and potential acquisitions. The Company also believes that analysts and investors use adjusted EBITDA as a supplemental measure to evaluate the overall operating performance of companies in its industry.

Adjusted EBITDA

	Three months ended	
	March 31, 2022	March 31, 2021
Net income (loss) as reported	\$(2,937,953)	\$(5,490,212)
Adjustments:		
Stock-based compensation	183,748	45,427
Depreciation	381,034	86,625
Finance expense	258,188	27,955
Remeasurement of derivative warrant liability	45,154	4,048,914
Remeasurement of promissory note	40,000	
Foreign exchange	3,411	—
Adjusted EBITDA	\$(2,026,418)	\$(1,281,291)

The non-IFRS financial measure is used in addition to and in conjunction with results presented in the Company's consolidated financial statements prepared in accordance with IFRS and should not be relied upon to the exclusion of IFRS financial measures. Management strongly encourages investors to review the Company's consolidated financial statements in their entirety and to not rely on any single financial measure. Because non-IFRS financial measures are not standardized, it may not be possible to compare these financial measures with other companies' non-IFRS financial measures having the same or similar names. In addition, the Company expects to continue to incur expenses similar to the non-IFRS adjustments described above, and exclusion of these items from the Company's non-IFRS measures should not be construed as an inference that these costs are unusual, infrequent, or non-recurring.

ADJUSTED EBITDA

Adjusted EBITDA for the three months ended March 31, 2022 was a loss of \$2,026,418, compared to a loss of \$1,281,291 for the three months ended March 31, 2021. The increase in the Adjusted EBITDA loss for the three months ended March 31, 2022, compared to the same period in the prior year was a result of the scaling of the Company's frozen pizza initiatives which resulted in a significant increase in procurement and fulfillment expenses, and general and administrative expenses.

SUMMARY OF QUARTERLY RESULTS

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The following financial data for each of the eight most recently completed quarters has been prepared in accordance with IFRS.

	For the three months ended (unaudited)			
	March 31, 2022	December 31, 2021	September 30, 2021	June 30, 2021
Revenue	\$1,096,779	\$999,168	\$1,291,960	\$1,273,870
Net income (loss) and comprehensive income (loss)	(2,937,953)	(1,230,174)	(4,410,159)	532,214
Total assets	11,435,127	11,564,411	11,713,140	11,048,374
Total liabilities	14,086,449	11,461,528	10,963,865	6,128,342
Income (loss) and comprehensive income (loss) per share				
Basic	\$(0.13)	\$(0.06)	\$(0.20)	\$0.02
Diluted	(0.13)	(0.06)	(0.20)	(0.09)

	For the three months ended (unaudited)			
	March 31, 2021	December 31, 2020	September 30, 2020	June 30, 2020
Revenue	\$1,072,339	\$719,544	\$472,726	\$413,958
Net loss	(5,490,212)	(971,303)	(103,162)	(48,169)
Total assets	11,547,620	3,096,842	3,141,810	3,196,580
Total liabilities	7,853,957	4,053,476	4,655,691	4,641,460
Income (loss) and comprehensive income (loss) per share				
Basic	\$(0.28)	\$(0.75)	\$(10.35)	\$(4.82)
Loss per share (basic and diluted)	(0.28)	(0.75)	(10.35)	(4.82)

During the holiday and summer seasons, the Company typically anticipates revenues to be lower as a higher proportion of individuals choose to forgo eating at restaurants or ordering online. While this is typically the case, the COVID-19 pandemic has had, and may continue to have, an impact on this trend.

For the year ended December 31, 2020, the Company was impacted both negatively and positively by the COVID-19 pandemic. Revenues and costs decreased as a result of a decrease in restaurant revenue as a result of the COVID-19 pandemic which prohibited indoor dining in Toronto for the majority of the year.

The increase in revenue in 2021 as compared to 2020, was the result of the successful launch of the Company's subscription and CPG frozen pizza offering in September 2020 gaining traction in the market along with increased marketing spend to generate awareness. During periods with warmer weather, the Company anticipates packaging costs to be higher due to the additional packaging required to maintain food freshness and quality. The Company also anticipates food cost to be positively affected due to improved availability during periods with warmer weather. The increase in net loss in 2021 compared to 2020 relates to increased marketing in connection with marketing the new revenue channels coupled with the increase in legal and professional fees in connection with the Company's go public listing and increased head count in the form of full-time staff and part-time consultants.

Moderate increase in revenue in 2022 evidences the Company's pivot away from DTC customer acquisition and the move to support the Company's Wholesale revenue stream in 2022. A return to in-dining at the restaurant has helped to offset the pivot away from DTC customer acquisition during the quarter.

LIQUIDITY AND CAPITAL RESOURCES

Selected financial information from the statements of financial position as at March 31, 2022 and December 31, 2021 as well as cash flows for the three-month periods ended March 31, 2022 and 2021 are as follows:

Liquidity and Capital Resources

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	as at	
	March 31, 2022	December 31, 2021
Cash and Cash Equivalents	\$681,584	\$1,259,395
Working Capital (1)	(2,262,263)	(1,707,763)
Total assets	11,435,127	11,564,411
Current liabilities	4,993,045	4,351,956
Other non-current liabilities	9,093,404	7,109,572
Shareholders' equity (deficiency)	(2,651,322)	102,883

¹Working capital is defined as current assets less current liabilities. Included in the calculation of working capital is a derivative warrant liability of \$1,200,414 at March 31, 2022. This derivative warrant liability will be settled by way of share issuance by the Company when the warrants are exercised by the holders. As at March 31, 2022, the Company's working capital, excluding the derivative warrant liability was negative \$1,061,849.

The table below outlines a summary of cash inflows and outflows by activity for the three months ended March 31, 2022 and 2021.

Cash Flow

	Three months ended	
	March 31, 2022	March 31, 2021
Operating activities	\$(1,590,688)	\$(873,890)
Investing activities	(281,451)	(559,206)
Financing activities	1,294,328	9,164,839
Net change in cash and cash equivalents	\$(577,811)	\$7,731,743

Net Cash Used in Operating Activities

Cash flows used in operations totaled \$1,590,688 for the three months ended March 31, 2022, compared to cash used in operations of \$873,890 for the same period in 2021. The increase in cash used in operations compared to the prior year is a result of the significant investment in headcount, occupancy and infrastructure costs related to the Company's manufacturing facility. For the three months ended March 31, 2022, changes in non-cash working capital for the period decreased the cash used by operations by a total of \$413,055 as the Company's accounts payable and accrued liability balance increased by \$408,433, prepaid expenses increased by \$137,216, which was offset by increases in inventory and amounts receivable at March 31, 2022.

Cash used in Investing Activities

Cash flow used in investing activities was \$281,451 for the three months ended March 31, 2022, compared to \$559,206 for the same period in 2021. During the three months ended March 31, 2022, the Company acquired additional pizza manufacturing equipment.

Cash provided by Financing Activities

Cash provided by financing activities for the three months ended March 31, 2022, was \$1,294,328 compared to cash provided of \$9,164,839 for the same period in 2021. During the three months ended March 31, 2022, the Company received proceeds related to the closing of a \$1,000,000 debt financing and proceeds related to the sale and leaseback arrangement in the amount of \$560,215, offset partially by lease and interest repayments. See "*Significant Operating Highlights and Developments for Three Months Ended March 31, 2022, and to the Date of this MD&A*" for details related to the \$1,000,000 debt financing and the sale and leaseback arrangement.

Between December 29, 2020 and January 28, 2021, the Company completed a Series A Financing resulting in the issuance of an aggregate of 5,020,999 units (the "Series A Units") at a price of \$0.48 per Series A Unit for total gross proceeds of

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\$2,410,080 (the "Series A Financing"), and on February 2, 2021, the Company completed a brokered private placement resulting in the issuance of an aggregate of 5,511,985 units at a price of \$1.73 per unit for total gross proceeds of \$9,535,734 (the "Going Public Financing").

During the 3 months ended March 31, 2021, the Company received net proceeds from issuance of units in connection with the Series A Financing and Going Public Financings of \$851,569 and \$8,487,313 respectively. These proceeds were partially offset by (i) repayment of its BDC loan, and (ii) payment of lease liabilities.

The Company has utilized the funding from its Series A Financing and Going Public Financing to fund its increase in sales and marketing expenses, fund its operating losses, which have increased as the Company has added new headcount to support its DTC operations, as well as utilizing a portion of the funding to acquire and build out the Marycroft Facility and fund equipment purchases to allow the Company to increase its production capacity and enable it to manufacture frozen pizzas more efficiently.

The Company is reliant on external financing to take advantage of growth opportunities and its ability to continue as a going concern is dependent upon the Company's ability to profitably manufacture and distribute our frozen pizza products direct to consumers and to wholesales as well as generate revenues and contribution from our restaurant. As at March 31, 2022, the Company had working capital deficit of \$1,061,849 after adjusting for the derivative warrant liability which is a non-cash item. As at March 31, 2022, the Company had an accumulated deficit of \$16,746,727 since its inception. The continuing operations of the Company are dependent upon its ability to continue to raise adequate financing to commence profitable operations in the future and to repay its liabilities arising from normal business operations as they become due. While the Company has been successful in securing financings in the past, there is no assurance that it will be able to do so in the future. These factors indicate the existence of a material uncertainty that may cast significant doubt about the Company's ability to continue as a going concern.

Management is also actively involved in the review and approval of planned expenditures. The Company's principal cash requirements are for capital expenditures, working capital needs and principal and interest payments on its debt. The Company uses its operating cash flows, loans and borrowings and cash balances to maintain liquidity. In the event future cash flows from operations are lower than expected, the Company may need to seek additional financing, either by issuing additional equity or by undertaking additional borrowings. There is no certainty that additional financing will be available or that it will be available on attractive terms. Additional information can be found in the Company's Condensed Interim Consolidated Financial Statements which is available on SEDAR at www.sedar.com.

Capital Management

The Company manages its capital structure and adjusts it based on the funds available to the Company, in order to support the general operations of the Company and facilitate its liquidity needs. The Company's policy is to maintain a strong capital base so as to maintain investor and creditor confidence, safeguard the Company's ability to support the expansion of sales and production of product and the development of new production sustain future development of the business. The Board of Directors does not establish quantitative return on capital criteria for management, but rather relies on the expertise of the Company's management to sustain future development of the business. The Company defines capital to include its working capital position, derivative warrant liability, share issuance liability, share capital, and accumulated deficit. Management reviews its capital management approach on an ongoing basis and believes that this approach, given the relative size of the Company, is reasonable. There were no changes in the Company's approach to capital management during the three months ended March 31, 2022. The Company is not subject to externally imposed capital requirements.

OUTSTANDING SHARE DATA

The Company is authorized to issue an unlimited number of special shares without nominal or par value and an unlimited number of common shares. The table below lists the securities outstanding:

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	As at		
	May 30, 2022	March 31, 2022	December 31, 2021
Common shares	22,348,744	22,348,744	22,348,744
Stock options	1,993,688	2,133,500	2,215,250
Warrants			
Advisory warrants ⁽¹⁾	697,476	697,476	697,476
Share purchase warrants	17,373,856	17,373,856	13,869,779
Broker warrant units ⁽²⁾	566,478	566,478	566,478
Total Common Shares on a fully diluted basis	42,980,242	43,120,054	39,697,727

Note 1 - Advisory Warrants: There are 464,984 Warrants issued to advisors of the Company (the "Advisory Warrants"), of which 401,678 Advisory Warrants were issued in connection with the Series A Financing and 63,306 Advisory Warrants were issued in connection with the Going Public Financing. The Advisory Warrants are each exercisable for the purchase of one unit of the Company (the "Advisory Unit") at a price of \$0.48 per Advisory Warrant for the Advisory Warrants issued in connection with the Series A Financing and at a price of \$1.73 per Advisory Warrant for the Advisory Warrants issued in connection with the Going Public Financing. Each Advisory Warrant is exercisable until the date that is 24 months from the date of a Liquidity Event. Each Advisory Unit is comprised of one Common Share and one-half of one Warrant (an "Underlying Advisory Warrant"). Each Underlying Advisory Warrant is exercisable for the purchase of one Common Share at an exercise price of \$0.72 per share for the Advisory Warrants issued in connection with the Series A Financing and at an exercise price of \$2.60 per Underlying Advisory Warrant for the Advisory Warrants issued in connection with the Going Public Financing. The Underlying Advisory Warrant issued in connection with the Series A Financing are exercisable until the earlier of: (i) the date that is two years following a Liquidity Event, and (ii) twenty-five years following issuance. The Underlying Advisory Warrant issued in connection with the Going Public Financing are exercisable until two years from the date of a Liquidity Event.

Note 2 – Broker Warrants Units: There are 377,652 Warrants issued to brokers of the Company (the "Broker Warrants"). Each Broker Warrant is exercisable for the purchase of one unit of the Company (a "Broker Unit") at an exercise price of \$1.73 per unit. Each Broker Warrant is exercisable until the date that is 24 months from the date of a Liquidity Event. Each Broker Unit is comprised of one Common Share and one and one-half of one Warrant (an "Underlying Broker Warrant"). Each Underlying Broker Warrant is exercisable for the purchase of one Common Share for a period of two years from the date of a Liquidity Event at an exercise price of \$2.60 per share.

CONTRACTUAL OBLIGATIONS

The following is a summary of the Company's contractual obligations at March 31, 2022:

	Total	Payments due by period		
		Less than 1 year	1-5 Years	More than 5 years
Lease obligations	6,507,284	1,003,111	4,330,180	1,173,993
Loan payable	3,994,957	264,662	3,730,295	—
Promissory note	3,550,000	232,523	3,317,477	—
Total	\$14,052,241	1,500,296	11,377,952	1,173,993

¹Includes principal and interest.

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.

The fair value of the Company's cash and cash equivalents, amounts receivable, due from related parties, accounts payable and accrued liabilities, and loans approximate their carrying values due to their short-term nature. The Company's derivative

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warrant liability and share issuance liability are measured at fair value using Level 3 inputs. During the three months ended March 31, 2022, derivative warrant liability was transferred to a Level 2.

OFF BALANCE SHEET ARRANGEMENTS

As at March 31, 2022, the Company had no off-balance sheet arrangements that have or are reasonably likely to have a current or future effect on the Company's financial condition, changes in financial condition, revenues or expenses, results of operations, liquidity, capital expenditures or capital resources that is material to investors.

FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

The Company is exposed in varying degrees to a variety of financial instrument related risks in the normal course of operations including credit risk, liquidity risk, foreign currency risk, interest rate risk, commodity price risk and equity risk. The Board of Directors approves and monitors the risk management processes, inclusive of documented investment policies, counterparty limits, and controlling and reporting structures. The type of risk exposure and the way in which such exposure is managed is provided as follows:

Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they become due. The Company's approach to managing liquidity is to ensure, to the extent possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation. The Company manages its liquidity risk by continually monitoring forecasted and actual revenue, as well as expenditures and cash flows from operations. Management is also actively involved in the review and approval of planned investments. The Company's principal cash requirements are for capital expenditures and working capital needs. The Company uses its operating cash flows and cash balances to maintain liquidity.

The following is an analysis of the contractual maturities of the Company's financial liabilities:

	As at March 31, 2022		
	Within one year	Between one and five years	More than five years
Accounts payable and accrued liabilities	2,815,883	—	—
Lease liability	1,003,111	4,330,180	1,173,993
Loan payable	264,662	3,730,295	—
Promissory note	232,523	3,317,477	—
Total	\$4,316,179	\$11,377,952	\$1,173,993

	As at December 31, 2021		
	Within one year	Between one and five years	More than five years
Accounts payable and accrued liabilities	2,580,242	—	—
Lease liability	1,001,753	4,332,467	1,457,346
Loans payable	60,000	3,000,000	—
Total	\$3,641,995	\$7,332,467	\$1,457,346

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Company's primary exposure to credit risk is in its cash and amount receivables. Cash and cash equivalents is managed through the use of a major bank which is a high credit quality financial institution as determined by rating agencies and amounts receivable are managed by management. The carrying amount of financial assets represents the maximum credit exposure.

Since its incorporation, the Company has not incurred any significant credit loss in respect of its amounts receivable and

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amounts due from related parties. Based on consideration of all possible default events over the assets' contractual lifetime, the expected credit loss in respect of the Company's amounts receivable and amounts due from related parties were insignificant at March 31, 2022, and 2021.

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company has floating rate debt on one of its loans, however the Company's exposure to fluctuations in its interest rate is not material.

Foreign currency risk

Foreign currency risk is the risk that the carrying value of financial instruments will be impacted due to fluctuations in exchange rates for which financial instruments are denominated in. Sensitivity to a plus or minus 5% change in foreign exchange rates would affect net loss by \$11,790 at March 31, 2022 (December 31, 2021 - \$10,805).

Commodity price risk

The Company is exposed to increases in the prices of agricultural commodities in operating its business. To manage this exposure, the Company uses purchase arrangements for a portion of its needs for raw materials and supplies.

Equity price risk

In recent years, securities markets have experienced extremes in price and volume volatility. The market price of securities of many early-stage companies, among others, have experienced fluctuations in price which may not necessarily be related to the operating performance, underlying asset values or prospects of such companies. It may be anticipated that any market for the Company's shares will be subject to market trends generally and the value of the Company's shares on a stock exchange may be affected by such volatility.

RELATED PARTY TRANSACTIONS

The key management personnel of the Company are certain members of the Company's executive management team and the Board of Directors. The following table presents the compensation of the key management personnel recognized in net income (loss):

	Three months ended	
	March 31, 2022	March 31, 2021
Salaries and director remuneration	\$280,495	\$240,821
Stock-based compensation expense - directors and officers	130,568	45,427
Total	\$411,063	\$286,248

As at March 31, 2022, included in accounts payable was \$53,501 (December 31, 2021 - \$49,614) and included in accrued liabilities was \$146,500 (December 31, 2021 - \$164,000) of payments owed to key management personnel. For the three month period ended March 31, 2022, the CEO received compensation of \$3,000 (March 31, 2021 - \$6,000) for rent in connection with the use of personal home office and held a short term loan of \$54,561 (December 31, 2021 - \$54,561) included in due to/from related parties as at March 31, 2022. Compensation paid to the CEO is included in general and administration in the condensed interim consolidated statements of loss and comprehensive loss.

As at December 31, 2021, the Company held promissory notes comprising of a principal balance of \$3,000,000, of which \$1,000,000 was entered into with certain shareholders and key management personnel of the company. During the three month period ended March 31, 2022, a holder of promissory notes with a principal balance of \$250,000 ceased to act as key management.

See the section titled "SIGNIFICANT OPERATING HIGHLIGHTS AND DEVELOPMENTS FOR THREE MONTH PERIOD ENDED MARCH 31 2022 , AND TO THE DATE OF THIS MD&A" for details related to related parties participation in the debt financing in November 2021.

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SIGNIFICANT JUDGMENTS AND ESTIMATES

The preparation of the Company's combined consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses, and the disclosure of contingent assets and contingent liabilities at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods. The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next fiscal year are described below. The Company based its assumptions and estimates on parameters available when the combined consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

The following are the estimates and assumptions that have been made in applying the Company's accounting policies that have the most significant effect on the amounts in the combined consolidated financial statements.

Common control

In preparation of the combined consolidated financial statements, significant judgement was required to determine whether the Company and 249 were controlled by the same party before September 1, 2020. Given such control existed prior to September 1, 2020, the Company and 249 were considered under common control.

Provision and contingencies

The amount recognized as a provision, including legal, contractual, constructive and other exposures, obligations or contingent consideration are the best estimate of the consideration required to settle the related liability, including any related interest charges, considering the risks and uncertainties surrounding the obligation. In addition, contingencies will only be resolved when one or more future events occur or fail to occur. Therefore, assessment of contingencies inherently involves the exercise of significant judgment and estimates of the outcome of future events.

Share-based payment transactions

The Company measures the cost of equity-settled transactions with employees by reference to the fair value of the equity instruments at the date at which they are granted. Estimating fair value for share-based payment transactions requires determining the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires assumptions be made for the inputs to the valuation model, which include the expected life of the equity instrument, share price, volatility, dividend yield and forfeiture rate.

Useful lives of property and equipment

Management is depreciating the furniture and fixtures, equipment and leasehold improvements on a straight-line basis, with the following useful lives:

Computer Equipment	3 years
Furniture and fixtures	5 years
Manufacturing Equipment	5 - 7 years
Leasehold improvements	Shorter of lease term and 10 years

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of an asset, the depreciation of that asset is revised prospectively to reflect the new expectations.

Determination of incremental borrowing rate

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When the Company enters into leases as a lessee and where the interest rate implicit in a lease cannot be readily determined, the Company determines its incremental borrowing rate in order to measure its lease liability. The incremental borrowing rate is the rate of interest that a lessee would have to pay to borrow over a similar term, and with similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. In estimating its incremental borrowing rate, the Company considers the term of the lease, the nature of the leased asset, and its level of indebtedness with reference to market risk-free interest rates.

Determination of the lease term

When the Company enters into leases as a lessee, it determines the lease term as the non-cancellable period of the lease together with periods covered by an option to extend the lease if it reasonably expects to exercise such option. In assessing whether it is reasonably certain to exercise an option to extend a lease, the Company considers: the contractual terms and conditions for the optional periods compared with market rates; whether any significant leasehold improvements have been undertaken; the costs of terminating the lease; the importance of the underlying asset to the Company's operations; and any conditionality associated with exercising the option.

Income taxes

Provisions for taxes are made using the best estimate of the amount expected to be paid based on a qualitative assessment of all relevant factors. The Company reviews the adequacy of these provisions at the end of the reporting period. However, it is possible that at some future date an additional liability could result from audits by taxing authorities. Where the final outcome of these tax-related matters is different from the amounts that were initially recorded, such differences will affect the tax provisions in the period in which such determination is made.

Derivative warrant liability

Warrants issued pursuant to a private placement that are exercisable in cash, or on a cashless basis resulting in a variable number of shares being issued, are considered a derivative liability and therefore measured at fair value.

The Company uses the Black-Scholes option pricing model to estimate fair value at each reporting date. The key assumptions used in the model are the expected future volatility in the price of the Company's shares, the expected life of the warrants and the fair value of the Company's shares. The impact of changes in key assumptions is described in note.

Government grants

In the context of certain government programs where a benefit is received by both the Company and another party, management has applied significant judgment in determining whether the Company is the recipient of a government grant, or whether it is receiving an indirect benefit from a third party.

Determination of the fair value of the promissory note

The Company remeasures the fair value of its promissory note at each reporting period, determined using the Monte Carlo Simulation method. Estimating the fair value of the promissory note requires assumptions to be made for the inputs to the Monte Carlo Simulation, which include the Company's future pizza sales, revenue volatility, fair market interest rate and risk-free interest rate.

RISK FACTORS AND UNCERTAINTIES

The Company is subject to various financial, operational, and political risks that could have a significant impact on its business, profitability, and levels of operating cash flows. Although the Company assesses and seeks to mitigate these risks by careful management of its activities, resources and employing qualified personnel, these risks cannot be eliminated. Such risks include, but are not limited to, business and country risks discussed below.

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For the three months ended March 31, 2022 and 2021

Business Risk Factors

Future Funding

As the Company has limited financial resources, the Company's continuing operations are dependent on its ability to secure equity and/or debt financing. There can be no assurance that future funding will be available to the Company for further development of the Company's current business activities, or to identify, evaluate and pursue, if appropriate, new lines of business. The ability of the Company to arrange additional financing in the future will depend, in part, on prevailing capital market conditions generally, as well as the business performance of the Company.

Country Risk Factors

Political and Economic Conditions

Regardless of the economic viability of the Company's pursuit of new lines of business it may be materially adversely affected by risk factors associated with conducting business activities including political instability and violence, war and civil disturbance, acts of terrorism, expropriation or nationalization, inequitable treatment of non-domiciled companies, changing fiscal regimes, fluctuations in currency exchange rates, high rates of inflation, underdeveloped industrial and economic infrastructure that could affect the Company's ability to raise additional capital.

For a discussion of these and additional risk factors, please refer to the Company's final long form prospectus under "Risk Factors and Uncertainties" therein. The prospectus filed on May 13, 2021, is available under the Company's profile on SEDAR at www.sedar.com.

CONTROLS CERTIFICATION

In connection with National Instrument 52-109 Certification of Disclosure in Issuer's Annual and Interim Filings ("NI 52-109"), the Chief Executive Officer and Chief Financial Officer, will file a Venture Issuer Basic Certificate with respect to the financial information contained in condensed interim consolidated financial statements and the audited annual financial statements and respective accompanying Management's Discussion and Analysis. The Venture Issuer Basic Certification does not include representations relating to establishment and maintenance of disclosure controls and procedures and internal control over financial reporting, as defined in NI 52-109.