



**Lattice Biologics Ltd.**  
**(formerly Blackstone Ventures Inc.)**

**Management's Discussion and Analysis**  
**Fiscal 2016 Third Quarter**  
**For the Three and Nine Month Periods Ended June 30, 2016**  
**(Expressed in US dollars)**

The following management discussion and analysis (“MD&A”) is a review of operations, current financial position and outlook for Lattice Biologics Ltd. (the “Company”, “we”, “us”, “our” or “Lattice”) for the three and nine month periods ended June 30, 2016 and should be read in conjunction with the consolidated unaudited financial statements for the nine month period ended September 30, 2015. Amounts reported and financial figures contained herein are denoted in United States dollars, unless otherwise noted as being denominated in Canadian dollars (“CDN\$”), and are based upon the financial statements prepared in accordance with International Financial Reporting Standards (“IFRS”), unless otherwise noted. Information contained herein is presented as at August 29, 2016. Certain information in this MD&A or incorporated by reference, and in other public announcements by the Company is forward-looking and is subject to important risks and uncertainties. Words such as “may”, “will”, “believe”, “expect”, “anticipate”, “estimate” and similar expressions identify forward-looking statements. Forward-looking statements may be found in the General Development of the Business, Overview of Products, Operational Milestones, Outlook, Selected Financial Information, Results of Operations, Liquidity and Capital Resources and Overview sections of this MD&A. Forward-looking information includes information concerning the Company’s future financial performance, business strategy, plans, goals and objectives. Forward-looking statements are necessarily based upon estimates and assumptions considered reasonable by management but which are subject to business, economic and competitive uncertainties. Results could differ materially from those projected in forward-looking statements.

Although the forward looking information contained herein is based upon what management believes are reasonable assumptions, there can be no assurance that actual results will be consistent with these forward looking statements. Lattice has attempted to identify important factors that could cause actual results to differ materially from those contained in forward looking statements, however there may be other factors that cause results not to be as anticipated, estimated or intended. There can be no assurance that such statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward looking statements. Lattice does not undertake to update any forward looking statements that are incorporated by reference herein, except in accordance with applicable securities laws.

## **Highlights of the Three and Nine Months Ended June 30, 2016**

### ***Sales***

- 70 new surgeons and an additional 175 direct hospital approvals added during the first nine months of fiscal 2016.
- Diversifying sales mix as only 52% of the Company revenue of \$1.0 million was in the musculoskeletal market for the three months ended June 30, 2016, compared to 84% to 92% for the five previous quarterly periods, which has resulted in higher gross margins.

### ***Finance***

- Successful completion of various equity private placement transactions resulting in gross proceeds of \$1.7 million for the nine months ended June 30, 2016, with \$0.3 million closing in the quarter ended June 30, 2016.
- Further efforts to improve the working capital condition of the Company include the conversion of \$0.5 million of convertible debt in the first quarter of fiscal 2016, and commitments to convert additional debt into equity in the future.

### ***Research and Development***

- Thus far in fiscal 2016, the Company hired additional research personnel and entered into further collaboration partnerships to accelerate the launch of three new products featuring Matrix Assisted Regeneration (MAR) Technologies announced on April 18, 2016.
- Amongst the many collaboration agreements entered into by the Company, a very notable agreement announced was an industry sponsored Collaboration Agreement with Sunnybrook Research Institute (“SRI”) based in Toronto, Ontario, to commence studies to develop new cancer screening methods to improve breast, brain and ovarian cancer treatments by decreasing anti-cancer drug failure rates on a large-scale.

### **Outlook**

The Company continues its efforts to raise additional capital to assist with working capital constraints to fulfill open purchase orders, progress with the launch of the Company’s new product lines and with other research and development efforts. With appropriate working capital conditions, the Company expects it will expand current operations by accepting and processing a greater number of donors each month, in addition to launching new higher margin product lines. If the Company is successful in its financing efforts, the Company expects to be cash flow positive by the end of the second quarter of fiscal 2017. The Company also continues its efforts to complete all additions to the Scientific Advisory Boards (“SAB”), formed by 30 key opinion leaders (“KOLs”), who can be instrumental partners in the recruitment of additional surgeons and generating relevant clinical data.

## **Business Overview**

In the fall of 2013, Lattice acquired International Biologics, LLC (“International Biologics”) of Scottsdale, Arizona. Lattice’s facility includes International Organization for Standardization (“ISO”) Class 1000 and ISO Class 100 clean rooms, and specialized equipment capable of crafting traditional allografts and precision specialty allografts for various clinical applications. Lattice’s staff is comprised of trained tissue bank specialists, surgical technicians, certified sterile processing and distribution technicians, and CNC operators all of which maintain the highest standards of aseptic technique throughout each step of the manufacturing process. From donor acceptance to the final packaging and distribution of finished allografts, Lattice is committed to maintaining the highest standards of allograft quality, innovation, and customer service.

Lattice is engaged in the business of developing, manufacturing and marketing biologics products to domestic and international markets. Lattice is a personalized/precision medicine company in the field of cellular therapies and tissue engineering, with a focus on bone, skin, and cartilage regeneration. Lattice produces and distributes multiple allograft tissue products used by surgeons as bone, skin and cartilage tissue void fillers. Objectives of allograft use include pain relief, aid in the regeneration of tissue, and to provide a scaffold for bone, skin, and cartilage regeneration in spinal, sports, and breast reconstruction. Our products are used in a variety of applications including enhancing fusion in spine surgery, enhancing breast reconstruction post mastectomy, sports medicine indications including anterior cruciate ligament repair, promotion of bone growth in foot and ankle surgery, promotion of skull healing following neurosurgery and subchondral bone defect repair in knee and other joint surgeries.

Lattice Biologics Inc. was incorporated on July 18, 2013 pursuant to the Delaware Act. Our head office is located at 16701 North 90<sup>th</sup> Street, Suite 101, Scottsdale, Arizona 85260.

## **Merger Agreement**

On August 3, 2015 (as amended September 3, 2015), Lattice Biologics Inc. entered into a letter of intent to engage in an acquisition that would have Blackstone Ventures Inc. (“Blackstone”), an arm’s-length Public Corporation, registered in British Columbia, Canada and trading on the TSXV, acquire all of the issued and outstanding securities of the Company (the “Qualifying Transaction”). The acquisition was completed on December 23, 2015 and Blackstone was renamed as Lattice Biologics Ltd. This acquisition constituted as a Reverse Takeover (“RTO”) as the former Lattice shareholders received 35,730,750 post-consolidated shares of the combined entity, on a fully diluted basis. In connection with the financing, Blackstone completed an equity financing of 5,234,000 subscription receipts for proceeds of \$1,126,163. Each subscription receipt comprised of one common share of the combined entity, and one half of a common share warrant. Each common share warrant entitles the holder to purchase one additional common share of the combined entity at a price of CDN\$0.60 per share for a period of 12 months from the date of issuance, subject to acceleration.

## **Our Products**

Lattice has developed and currently manufactures and sells several human tissue-based products, primarily allografts, into the medical marketplace.

### ***Acellular Demineralized Bone Scaffold***

Acellular demineralized bone scaffold is 100% human cortical bone demineralized through a proprietary process to make the graft flexible while maintaining allograft integrity. This product has various applications in orthopedic, neurological, trauma, oral/maxillofacial and reconstructive procedures. The product can wrap around non-union fractures to assist with fusion, can act as a biologic plate or can be used in conjunction with a hardware plate system. Additionally, this product provides the surgeon with superior handling characteristics as the allograft can be easily sized using surgical scissors or a scalpel, and will withhold sutures or staples for fixation. This product comprised 52.0% of Lattice’s revenues for the three months ended June 30, 2016 (three months ended June 30, 2015 – 91.9%).

### ***DBM Putty***

Demineralized Bone Matrix putty (“DBM Putty”), is an osteoinductive product used by surgeons as a bone void filler in the extremities and pelvis. To yield higher margins, in 2014, we made the strategic decision to cease outsourcing the production of our DBM Putty from a third party, and elected to start the development process to make this an in-house developed product. Lattice completed the development of its DBM Putty in 2015 and began its soft launch of production and distribution in the fourth quarter of calendar year 2015. During fiscal 2016, our DBM putty product became available for commercial sale to hospitals and physicians. Lattice’s DBM putty is engineered with the surgeon in mind. The product’s handling characteristics allow it to be easily molded into any shape and compressed into bony voids. Taking the design a step further, we have validated a low-dose, low-temperature gamma sterilization process to provide maximum osteoinductive potential, while still affording device level sterility. This product comprised 25.3% of Lattice’s revenues for the three months ended June 30, 2016 (three months ended June 30, 2015 – 1.0%).

### ***ADM dermal scaffold***

Acellular dermal matrix (“ADM”) dermal scaffold is an extension of Lattice’s core biologics technology and our second human acellular biological scaffold. ADM is an acellular matrix made from donated human dermal tissue that is used to replace a patient’s damaged tissue. ADM provides a natural collagen tissue scaffold that promotes cellular ingrowth, tissue vascularization and regeneration. The ADM scaffold tissue reabsorbs into the patient’s dermal tissue for a biocompatible, natural repair. This product comprised 22.7% of Lattice’s revenues for the three months ended June 30, 2016 (three months ended June 30, 2015 – 5.9%).

### ***Other Products***

In addition, Lattice makes and sells (i) sports allografts which are processed specifically for anterior and posterior cruciate ligament repairs, anterior cruciate ligament reconstruction and meniscal repair; (ii) milled allografts which are comprised of cortical bone milled to desired shapes and dimensions, also called milled spinal allografts; and (iii) traditional allografts for multi-disciplinary applications including orthopedics, neurology, podiatry, oral/maxillofacial, genitourinary and plastic/reconstructive.

### ***Planned and Possible Future Products***

Lattice’s patent efforts have been, and will continue to be, primarily focused in two key areas:

- (i) The delivery of tissue engineering agents impregnated into allograft tissues which, when activated by bodily fluids, release the agent into the surrounding environment; and
- (ii) Creating new ribonucleic acid (“RNA”) “aptamers” that are selected and constructed in the laboratory. The finished aptamers are efficiently delivered into live cells of interest and “light up” in proportion to the concentrations of different metabolites targeted. The aptamers for the different metabolites are being developed to bind dyes of different colors, so that each metabolite of interest will have a distinct color signal. Current alternative measurements of metabolite levels require killing the cells, extracting the molecules of interest from them, and determining the amounts by a variety of analytical methods. In contrast, Lattice’s method directly measures concentrations of target metabolites in live cells, based on the brightness of colors. Monitoring different colors allows determination of the ratios of the metabolites of interest. The ratios of metabolite concentrations Lattice has selected to measure are extremely important variables in the cellular systems. The initial studies use conventional fluorescence microscopes to monitor two or three colors. The technology will be used to optimize the speed and efficiency of development human inducible pluripotent stem cells (“iPSCs”).

### **Market**

The regenerative medicine field affects many lives each year across the globe. The ability to heal properly after bone, wound, or reconstruction surgery is critical to the success of the procedure and quality of life for the patient. The current standard of care for allograft transplantation is relatively low, making room for significant opportunity for product improvement in the marketplace.

The orthopedic biomaterials market consists of materials that are organic, inorganic or synthetic in nature. These materials are implanted or applied in or near the indicated bone to facilitate healing, encourage bone tissue augmentation, compensate in areas where bone tissue is depleted and restore structure to allow for repair. Orthopedic biomaterials are capable of producing specific biological action or regenerative responses that are beyond what is observed in normal healing. These materials are often used as substitutes to autograft materials, which are taken from a harvest site in the patient to patch or repair the wounded or unhealthy site.

Bone is a biologically active tissue and may or may not regenerate depending on the condition of the patient. The damage may be significant enough that a scaffold to help regenerate the surgical site may be necessary.

We are primarily selling our products in the United States domestic national marketplace (over 90% of sales in 2015 and thus far into fiscal 2016). However, Lattice continues to grow its outreach over the past several quarters while onboarding new hospitals and distributors in Canada, Australia, the United Kingdom and other European markets.

Political and economic conditions have a large impact on the market as they could create downward pressure on reimbursement limits at the hospital levels, or alternatively, plans could be restructured to include superior products at higher price points. These are factors that Lattice continues to monitor as we distribute our existing products, but also in consideration for future product development.

To continue gaining market acceptance, we continue efforts to obtain clinical data and white papers, which result in easier acceptance into hospitals. With increased scrutiny within the industry, it is becoming increasingly more common to be requested clinical data before products are accepted for use in various hospitals and clinical applications.

With respects to our current product offering, we expect to maintain a competitive position by continuing to enforce best practices in the manufacturing and distribution of our products. With respect to future products, we remain committed to our research and development efforts, as well as continued efforts in forming partnerships with other related companies and physicians, who can assist us with continued innovation and development of our future product lines.

Lattice does not have seasonality issues with respect to product sales and distribution, with the exception of national holidays and national medical conferences, which results in severe decreases in the amount of scheduled surgeries and tissue applications.

### **Marketing Plans and Strategies**

We are committed to building our direct sales channel into the primary method of distributing our products. Lattice has promoted personnel to national sales responsibility in the United States. As a result, this investment in the direct sales channel puts Lattice in a position to generate increased revenues at higher margins in the future. No assurance can be given that these efforts will be successful.

Lattice also markets its products through independent and private label distributors who receive a discount from the list price, and then sells to their customer base. Since Lattice has experienced a decline in revenue from this sales channel, we expect it will continue to represent a smaller portion of our overall revenue as our direct distribution channel grows.

For Lattice's future products, our marketing strategy is to develop product development alliances with multinational medical device companies at the same time as we develop our own new products in fields or applications outside of the rights of our collaborative partners. We have implemented this strategy and are pursuing contract opportunities with other medical and/or stem cell based companies.

Lattice is continuously adding members to its SABs for each of its surgeon call points that consist of KOL's in the field. We expect that our SAB members will be referring our products to other surgeons and medical care providers, as well as presenting the technology in appropriate academic and industry conferences. Lattice has established procedures that are designed to prevent abuses involving these SAB members and others with whom they may have financial relationships and been advised by counsel that this program complies with the Stark Laws and applicable anti-kickback regulations. The "Stark Laws" are laws that were put in place to put a limitation on certain physician referrals. The Stark Laws prohibit physician referrals of designated health services ("DHS") for Medicare and Medicaid patients if the physician (or an immediate family member) has a financial relationship with that entity.

In addition to the establishment of its SAB, we continue to attend various healthcare trade shows including national conferences where we are able to market our current products, as well as ongoing developments with our future products. Lattice also utilizes call centers to continuously grow our database to which Lattice sends out its newsletters, which promotes ongoing business activities as well as product development updates. We also work actively to develop our clinical data and white papers to which we use to promote our product and gain market acceptance. This involves compensating surgeons to gather clinical data for each case in which they utilize a Lattice allograft (approximately \$3,000 per case).

## **Proprietary Protection**

### ***Provisional Patents***

The following summarizes Lattice's current patent portfolio, including patents covering technology licensed by us for use or inclusion in certain of our products:

*Patent Application:* Method for assessing the effects of select nutrients in growth media on fitness of mesenchymal stromal cells for stem cell transplantation.

*Field of the Invention:* This invention relates to the field of stem cells, particularly mesenchymal stromal cells, and their usage therapeutically in humans to heal and establish successful tissue graft transplantation. This invention further relates to the usage of nucleic acid aptamers as biosensors for intracellular metabolites. The method employed is unique due to: (i) the choice of molecular targets of the aptamers; (ii) their usage to quantitate concentrations of molecules simultaneously and rapidly in living cells; and (iii) the application of this quantitation to developing optimal conditions in the surrounding growth media for nourishing transplantation-ready stem cells.

Lattice believes its current and proposed patent filings and patent positions will facilitate growth and enhance our proprietary core competencies, enabling us to protect and expand revenue growth in the future. Lattice expects that additional patent applications will be filed and prosecuted as inventions are discovered, technological improvements and processes are developed and specific applications are identified. The status of individual patents and patent jurisdiction is maintained in Lattice's internal records. Lattice anticipates, however, that there may be instances in which it enters into collaborative research and development agreements with stem cell companies under such terms that the stem cell company may or will retain a right to make future patent filings arising from such cooperative development agreement. In such instances, Lattice will attempt to protect its overall patent use rights by agreements, which limit the right of the collaborative party to an exclusive right only as it pertains to the field of use, as defined by the applicable project's scope of work. In this manner, Lattice anticipates that it will receive future benefit and use of such intellectual property outside the field of use, as defined by any given scope of work. There can be no assurance that we will be able to obtain final approval of any patents.

### **Operational Milestones Achieved Since Inception**

- (i) The Company has been able to enter into numerous distribution agreements with various medical product companies pursuant to which these distributors market, promote, distribute and support Lattice's products. Through the assistance of these distributors and through direct customer outreach, Lattice has been able to gain hospital approvals in hundreds of hospitals across the United States and in other countries such as Canada, Korea, and Mexico, as well as various European countries.
- (ii) The hiring of the Company's management team in 2014 and 2015, who have bolstered the Company's growth potential and have amended the Company's policies and standard operational procedures to achieve stronger practices, which we expect to contribute to stronger financial success.
- (iii) Development of modified extracellular matrix for enhanced stem cell homing and engraftment was performed and provisional patent was filed in 2014.
- (iv) Establishment of the SAB continues with 30 key SAB members signed, with several additional hospital approvals received through their assistance. The SAB are an instrumental partner in the recruitment of additional physicians and presenting the technology at appropriate academic and industry conferences.
- (v) Completion of the DBM Putty product line in the fourth quarter of calendar 2015, and moved towards full production at the end of December 2015. Lattice previously outsourced the conversion of bulk cortical into Putty using a third party vendor who private labeled for Lattice. By developing our in house product with an already proven customer base, we have a strong and pre-existing sales channel with significant increases made to the gross margin achievable on the sale of DBM Putty.

- (vi) Restructuring of trade payable and debt in order to achieve financial stability in the short term. To date, the Company has been able to raise over \$8.5 million in debt funding, and over \$3 million in equity financings since the inception of the business. The Company continues to achieve success as it progresses with its initiatives to complete further equity financings (after completing the RTO to become a public entity) in efforts to de-lever the Company's high debt to equity ratio.

### Business Objectives and Future Outlook

Lattice plans to achieve the following objectives over the upcoming fiscal years of operations:

- (i) Expand current operations by accepting a greater number of donors each month from approved and regulated recovery agencies, and in turn process a greater number of donors each month. Based on the Company's forecasted expansion plan, the Company expects to be cash flow positive by the end of the second quarter of fiscal 2017.
- (ii) In the calendar 2016 year, the Company has completed all additions to the SAB formed by 30 KOLs who are leaders in their fields and who can be instrumental partners in the recruitment of additional physicians and presenting the technology at appropriate academic and industry conferences.
- (iii) Identify and consolidate ownership of distribution companies that will be able to distribute the Company's manufactured products. By doing so, the Company will be able to leverage non-cash incentives (such as stock-based compensation) to compensate these distribution companies rather than maintain high cash-based selling costs.
- (iv) File the appropriate 510(k) applications with the regulatory bodies for the Company's ECM technologies. The Company desires to file the application for their Bone Matrix + ECM technology in calendar 2016, Skin + ECM technologies in calendar 2017, and Cartilage + ECM technologies in calendar 2017 as well. After receiving approval notification, the Company would look to obtain their first commercial sale of the new technologies in the following year of each respective product launch.
- (v) In addition to partnering with distributors, the Company desires to continue developing and implementing a high-level, national effort to present the Company's products as a value proposition to hospital chains, insurers and other purchasing organizations. These direct relationships are expected to lower the overall cost of healthcare by bypassing distributors.

### Selected Financial Information and Management's Discussion and Analysis

General financial information on the Company's financial condition is as follows at:

	<b>June 30, 2016</b>	<b>September 30, 2015</b>
Inventory (i).....	\$ 1,941,677	\$ 2,955,642
Current assets.....	2,931,950	3,801,990
Total assets.....	4,864,555	6,002,810
Current liabilities.....	(6,819,095)	(5,184,210)
Total liabilities.....	(11,010,855)	(9,895,571)
Working capital deficiency.....	(3,887,145)	(1,382,220)
Accumulated deficit.....	(11,094,668)	(4,806,606)

(i) Inventory consists as the follows:

	<b>June 30, 2016</b>	<b>September 30, 2015</b>
Unprocessed goods.....	\$ 394,709	\$ 1,614,864
Finished goods.....	<u>1,546,968</u>	<u>1,340,778</u>
Total inventory.....	<u>\$ 1,941,677</u>	<u>\$ 2,955,642</u>

### ***Total Assets***

At June 30, 2016, total assets decreased \$1.1 million from September 30, 2015. This decrease resulted from the use of inventory for ongoing sales leading to a decrease of \$1.0 million, and depreciation and amortization of the Company's property, equipment and intangible assets totaling \$0.4 million, offset by an increase in cash of \$0.3 million, largely in part due to the proceeds from private placements.

### ***Total Liabilities***

At June 30, 2016, total liabilities increased \$1.1 million from September 30, 2015, which primarily relates to increased accounts payable and accrued liabilities of \$0.9 million.

### **Operational Performance**

#### ***Summary of Quarterly Results***

The following table sets out selected unaudited financial information, prepared in accordance with IFRS. The information contained herein is drawn from interim financial statements of the Company for each of the following quarterly periods ending:

	<b>Jun-30 2016</b>	<b>Mar-31 2016</b>	<b>Dec-31 2015</b>	<b>Sep-30 2015</b>	<b>Jun-30 2015</b>	<b>Mar-31 2015</b>
Revenue.....	\$ 972,320	\$ 1,006,975	\$ 1,065,654	\$ 1,037,165	\$ 914,556	\$ 1,065,795
Cost of sales.....	633,619	733,290	754,696	782,256	724,888	877,810
Gross profit.....	338,701	273,685	310,958	254,909	189,668	187,985
Operating costs (i).....	1,001,703	1,123,601	957,112	859,641	722,889	676,498
EBITDA (ii).....	(663,002)	(849,916)	(646,154)	(604,732)	(533,221)	(488,513)

- (i) Operating costs are defined as all general and administrative costs, professional fees, rent, salaries and benefits, sales and marketing, and utilities expenses.
- (ii) EBITDA is defined as gross profit less operating costs (as defined above).



## Revenue

Revenue by product line is summarized as follows for each of the quarterly periods ending:

	<b>Jun-30</b>	<b>Mar-31</b>	<b>Dec-31</b>	<b>Sep-30</b>	<b>Jun-30</b>	<b>Mar-31</b>
	<b>2016</b>	<b>2016</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>
ADM dermis.....	\$ 220,365	\$ 48,336	\$ 51,430	\$ 92,659	\$ 53,544	\$ 15,110
DBM putty.....	246,235	104,856	50,856	21,175	8,984	84,392
Bone scaffold.....	505,603	847,326	954,496	918,983	840,033	956,592
Other.....	117	6,457	8,872	4,348	11,995	9,701
Total revenue.....	<u>972,320</u>	<u>1,006,975</u>	<u>1,065,654</u>	<u>1,037,165</u>	<u>914,556</u>	<u>1,065,795</u>
Bone scaffold donors processed.....	<u>19</u>	<u>24</u>	<u>24</u>	<u>30</u>	<u>27</u>	<u>50</u>
Bone scaffold revenue / donor.....	<u>\$ 26,611</u>	<u>\$ 35,305</u>	<u>\$ 39,771</u>	<u>\$ 30,633</u>	<u>\$ 31,112</u>	<u>\$ 19,132</u>

- (i) Acellular demineralized bone scaffold: This product line has been in full launch since the acquisition of International Biologics. We have been adding further distributors and direct hospital relationships since this acquisition, but have been restricted by working capital deficiencies in fiscal 2015 and thus far in 2016 that prohibited the Company from increasing levels of production, as seen above with the stagnant number of donors being processed thus far in fiscal 2016. Lattice expects to increase these levels of productions to 30 donors per month by the end of calendar 2016 with a sufficient working capital infusion in order to purchase further raw materials. Lattice already has the labor and facilities needed to absorb such high growth.
- (ii) ADM dermal scaffold: Lattice is making its way through the process of establishing their Scientific Advisory Board and continues to recruit additional physicians to generate additional clinical data. These physicians are key opinion leaders in their industry who assist Lattice in recruiting additional surgeons and presenting the technology at appropriate academic and industry conferences. As Lattice continues its efforts to gain mass hospital approvals, we expect increased throughput with their SAB consisting of more physicians who possess a stronger outreach.
- (iii) DBM putty: Lattice completed the development of its DBM putty in 2015 and began its soft launch of production and distribution in the fourth quarter of calendar year 2015. During fiscal 2016, our DBM putty product became available for commercial sale to hospitals and physicians. Lattice already has the user and customer base for this product given they had been selling the product since the acquisition of International Biologics. The key difference is that in 2015, Lattice was able to bring the production and development of this product in house (previously, had been outsourcing the production). This was done in an effort to increase gross margin on DBM putty sales.

## Gross Margin

Lattice has been able to increase gross margins by diversifying the sales mix to include the Company's new product launched, being the ADM Dermal scaffolds and DBM Putty. These new products possess higher margins than the traditional Acellular Demineralized Bone Scaffold. Lattice expects future margins to increase further as the Company achieves a more balanced sales mix between all three product lines. The Company expects to continue growing margins on our traditional Acellular Demineralized Bone Scaffold by increasing production levels (see "Revenue" section above).

## Operating Costs

Operating expenditures are summarized as follows:

	<b>For the Nine Months Ended June 30,</b>			
	<b>2016</b>	<b>% Revenue</b>	<b>2015</b>	<b>% Revenue</b>
General and administrative.....	\$ 589,101	19 %	\$ 451,241	14 %
Professional fees.....	223,158	7	155,531	5
Rent.....	232,435	8	202,142	6
Salaries.....	1,299,439	43	941,158	30
Sales and marketing.....	682,513	22	338,103	11
Utilities.....	55,770	2	57,781	2
Total operating expenditures.....	<u>\$ 3,082,416</u>	<u>101 %</u>	<u>\$ 2,145,956</u>	<u>68 %</u>

### General and Administration

In the nine months ended June 30, 2016, the Company modified its insurance coverage by obtaining a more extensive commercial coverage package, as well as an additional directors and officers' policy. The increase over both policies resulted in additional expense of approximately \$0.1 million for the nine months ended June 30, 2016 compared to the same period in the previous year.

### Professional Fees

In the nine months ended June 30, 2016, the Company incurred a number of expenditures related to the public offering and merger with Blackstone. Approximately \$110,000 was incurred in the period ending December 31, 2015 related to these activities.

### Salaries

The Company has hired additional personnel to create the necessary infrastructure for the Company's growth plans, particularly to improve quality standards, which have lowered discard ratios, and by improving the Company's financial controls and reporting processes, which were necessary for the Blackstone Merger, and by launching additional product lines (i.e. DBM Putty).

### Sales and Marketing

In the nine month period ending June 30, 2016, the Company sustained significantly higher sales expenditures as the Company hired two new personnel to assist the Company with its sales initiatives as well as its advertising/ marketing activities.

In addition to this, the Company was able to onboard a large distributor who assists the Company to sell their products at higher margins but in return, the Company pays the distributor 30% of all related sales. The Company has determined that margins inclusive of the selling costs are comparable with the Company's ordinary built in sales prices. In the nine month period ending June 30, 2016, the Company incurred incremental sales costs in relation to this distributor of approximately \$60,000.

Lastly, the Company began working with an agency to assist the Company to identify desirable distributors that the Company may potentially be interested in acquiring. In the nine months ended June 30, 2016, the Company incurred costs of \$29,000 in relation to this agency for their billings (sustained on an hourly basis with no contract in place).

### Other

Rent and utilities expenditures incurred in the nine months ended June 30, 2016, are consistent with the previous period on an annualized basis.

### *Interest and Finance Charges*

For the nine months ended June 30, 2016, the Company's interest and finance charges totaled \$855,244 (nine months ended June 30, 2015- \$457,608) as the Company's total debt has increased in recent periods and the Company has entered into additional financing transactions .

### *Royalty Costs*

For the nine months ended June 30, 2016, the Company's royalty costs totaled \$311,858 (nine months ended June 30, 2015- \$369,634). This decrease in royalty costs came as a result of Grenville Royalty Corp reducing the minimum monthly payment to \$31,250 per month until July 31, 2016 (in comparison to 2014 where the royalty at the time was \$41,667/ month).

### *Listing expense*

Upon completing the merger with Blackstone, the Company recognized a listing expense of \$1,461,901.

### **Off Balance sheet Arrangements**

At June 30, 2016, the Company had no off balance sheet arrangements such as guaranteed contracts, contingent interests in assets transferred to an entity, derivative instrument obligations or any instruments that could trigger financing, market or credit risk to the Company.

### **Contingencies**

In the ordinary course of business activities, the Company may be contingently liable for litigation and claims with customers, vendors and former employees. Management believes that adequate provisions have been recorded in the accounts where required.

### **Commitments**

The Company is committed to leases of its premises and equipment. Minimum lease payments for the remainder of fiscal 2016 and successive fiscal years are as follows:

	<b>Remainder of 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Thereafter</b>	<b>Total</b>
Equipment.....	\$ 5,709	\$ 22,836	\$ 22,836	\$ 3,806	\$ -	\$ -	\$ 55,187
Premises.....	66,900	270,439	276,765	264,171	266,914	470,625	1,615,814
Consulting fees.....	45,000	-	-	-	-	-	45,000

The Company's debt and royalty funding obligations are due as follows for years ending June 30:

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Thereafter</b>
Notes payable.....	\$ 2,298,992	\$ 550,000	\$ -	\$ -	\$ -	\$ -
Officer loans.....	-	1,302,922	-	-	-	-
Accounts payable and accrued liabilities.....	3,552,964	-	-	-	-	-
Factoring advances.....	207,738	-	-	-	-	-
Finance leases.....	40,651	16,353	18,219	15,729	-	-
Royalty (i).....	718,750	750,000	750,000	750,000	750,000	750,000/annum

(i) Based on minimum royalty payments.

## Related Party Transactions

During the period ended December 31, 2013, an Officer of the Company loaned the Company \$75,000. In the year ended December 31, 2014, the same Officer loaned an additional \$825,000 bringing the total loan value to \$900,000. This loan bears interest at 20% per annum and has a maturity date of August 1, 2017. This loan is secured by all assets of the Company. The loan's carrying value at June 30, 2016, is \$942,566 (September 30, 2015 - \$874,243), with an additional \$63,361 of unpaid accrued interest included in accounts payable and accrued liabilities at June 30, 2016.

During the nine month period ended September 30, 2015, another Officer of the Company loaned the Company \$150,000. In the quarter ending December 31, 2015, the same Officer loaned an additional \$175,000 bringing the total loan value to \$325,000. This loan also bears interest at 20% per annum and has a maturity date of August 1, 2017. This loan is secured by all assets of the Company. The loan's carrying value at June 30, 2016 is \$360,356 (September 30, 2015 - \$157,976), with an additional \$24,224 of unpaid accrued interest included in accounts payable and accrued liabilities at June 30, 2016.

During August 2016, the Company and the holders of the officer loans described above agreed to convert the principal and interest due at June 30, 2016 into shares of the Company's common stock (see "subsequent events" below).

For the nine months ended June 30, 2016, two of the Company's officers elected to defer payment of their salaries totaling \$300,000. At June 30, 2016, these officers are due a total of \$360,000 for deferred salaries, inclusive of amounts that were deferred from the prior period ended September 30, 2015, which is included in accounts payable and accrued liabilities.

## Subsequent Events

During August 2016, the Company closed a private placement, whereby the Company issued 1,602,725 units at a price of CDN\$0.20 per unit, with each unit consisting of one common share and ½ warrant, for aggregate gross proceeds of \$243,501. The 801,363 warrants issued under this offering have an exercise price CDN\$0.20 per share and expire 36 months from the date of issuance.

During August 2016, the Company finalized agreements to convert the principal and accrued interest on the officer loans described above under "related party transactions" totaling \$1,390,507 to common shares at a conversion price of CDN\$0.21 per share.

## Shares of Common Stock

The holders of shares of Lattice's common stock are entitled to receive notice of and to attend at all meetings of the holders of Lattice's common stock and each stockholder is entitled to one vote for each share of the capital stock having voting power held by such stockholder. The holders of Lattice's common stock are entitled to receive dividends as and when declared by the Lattice Board. Before payment of any dividend, the Lattice Board may set aside a reserve or reserves to meet contingencies, or for equalizing dividends, or for repairing or maintaining any property of Lattice, or for such other purpose as the directors shall think conducive to the interest of Lattice, and the directors may modify or abolish any such reserve.

## Capitalization

The following table outlines the capitalization of Lattice.

<u>Designation of Security</u>	<u>Number Authorized</u>	<u>Number Outstanding at June 30, 2016</u>	<u>Number Outstanding at August 29, 2016</u>
Common stock.....	Unlimited	\$ 20,060,343	\$ 21,663,068
Restricted stock.....	Unlimited	31,375,648	31,375,648
Warrants.....	Unlimited	4,806,035	5,607,398
Options.....	10% of common shares	Nil	Nil

As discussed in the "subsequent events" section above, during August 2016, the Company finalized agreements to convert the principal and accrued interest on officer loans totaling \$1,390,507 to common shares at a conversion price of CDN\$0.21 per share. The common shares for this conversion have not yet been issued at August 29, 2016 and are accordingly excluded from the balances in the above table.

## **Legal Proceedings**

On September 17, 2015, DCI Donor Services, Inc. (“DCIDS”) filed a complaint against the Company in the Superior Court of the State of Arizona in and for the county of Maricopa. DCIDS alleges that the Company owes DCIDS \$187,800 for services previously provided by DCIDS in connection with the procurement of tissue. The Company and DCIDS settled this matter in the third quarter of fiscal 2016, and in accordance with this settlement the Company paid DCIDS \$88,000 in July 2016 and is required to make an additional payment of \$89,000 on August 31, 2016 in full satisfaction of this matter. These amounts were accrued at June 30, 2016 in accounts payable and accrued liabilities.

In the ordinary course of business activities, the Company may be contingently liable for litigation and claims with customers, vendors and former employees. Management believes that adequate provisions have been recorded in the accounts where required.

## **Liquidity**

The Company’s consolidated financial statements have been prepared on a going concern basis, which presumes that the Company will be able to realize its assets and discharge its liabilities in the normal course of business. The Company incurred a net loss of \$1.3 million for the quarter ended June 30, 2016 and has incurred losses for the past several fiscal quarters, has an accumulated deficit of \$11.1 million at June 30, 2016 (September 30, 2015 - \$4.8 million), and has a working capital deficiency of \$3.9 million at June 30, 2016 (September 30, 2015 - \$1.4 million). These conditions cast significant doubt to the Company's ability to continue as a going concern. In order to meet its obligations and realize its investment in its assets, the Company is dependent on the continued support from investors and related parties. The Company may not be able to achieve or maintain profitability and may continue to incur losses in the future. In addition, it is expected that the Company will continue to increase operating expenses as it implements initiatives to continue to grow its business.

The Company plans to continue to make investments to support the growth of the business and is expected to require additional funds to respond to business challenges, including the need to develop new services or enhance existing services, enhance operating infrastructure and acquire complementary businesses and technologies. Accordingly, the Company is subject to liquidity risk. Management will be required to continue to raise capital to develop, market and promote the Company’s products and technology, and to maintain its ongoing operations.

## **Financial Instruments and Risk Management**

### ***Fair Value***

The carrying amount of cash, accounts receivables, accounts payable and accrued liabilities, due to related parties and other payables approximate their fair values due to the short-term maturities of these instruments. The long-term portions of finance lease obligation, investor loans, notes payable, and royalty funding have been discounted at a rate that approximates current market rates and therefore, approximates fair values.

### ***Financial Risk Management***

The Company is exposed to a variety of financial risks by virtue of its activities: market risk (including currency risk and interest rate risk), fair value risk, credit risk and liquidity risk. The overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on financial performance. Risk management is carried out by management under policies approved by the Board of Directors. Management is charged with the responsibility of establishing controls and procedures to ensure that financial risks are mitigated in accordance with the approved policies.

### ***Market Risk***

*Currency risk:* The Company’s revenues, expenses and financing are primarily denominated in US dollars. There is minimal exposure to currency risk.

*Interest rate risk:* Interest rate risk is the risk that the future cash flows or the fair value of a financial instrument will fluctuate because of changes in market interest rates. The majority of the Company’s debt is at fixed rates and due in the short term. Accordingly, there is limited exposure to cash flow or price interest rate risk.

### ***Credit Risk***

In the three and nine month periods ended June 30, 2016, the Company has two customers that accounted for more than 10% of sales (period ended September 30, 2015 – two customers). The Company mitigates this risk by evaluating the outstanding balances on a regular basis and abiding by the credit limit that is dictated by the customer's credit rating. At June 30, 2016, the Company has \$178,893 (September 30, 2015 - \$271,023) of receivables past due.

### ***Liquidity Risk***

Liquidity risk is the risk that the Company will not be able to meet its obligations as they fall due. The Company manages its liquidity risk by forecasting cash flows from operations and anticipated investing and financing activities. Senior management is also actively involved in the review and approval of planned expenditures.

At June 30, 2016, the Company has current liabilities of \$6.8 million (September 30, 2015 - \$5.2 million) due within 12 months and has cash of \$0.3 million (September 30, 2015 – less than \$0.1 million) to meet its current obligations. At June 30, 2016, the Company has a working capital deficiency of \$3.9 million (September 30, 2015 - \$1.4 million) and accordingly, the Company is subject to liquidity risk. Management plans to continue to raise capital to develop, market and promote its products and technology to maintain its ongoing operations.

### ***Capital Management***

The Company's objective is to develop a strong capital base to sustain future development and growth of the business. The Company manages its capital by maintaining a flexible capital structure which optimizes the cost of capital at an acceptable level of risk and makes adjustments on it in the light of changes in economic conditions and the risk characteristics of its underlying assets. The Company's capital base is currently represented by shareholders' equity, officer loans, notes payable, and royalty funding. Management reviews the Company's business plans as part of its strategic initiatives in conjunction with its financial forecast. There has been no change in the capital management policies of the Company during the current fiscal year.

The Company regularly monitors and reviews the amount of capital in proportion to risk and future development. The Company manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets.

### ***Accounting Estimates and Judgements***

The preparation of financial statements in compliance with IFRS requires the Company's management to make certain estimates and assumptions that they consider reasonable and realistic. Despite regular reviews of these estimates and assumptions, based in particular on past achievements or anticipations, facts and circumstances may lead to changes in these estimates and assumptions which could impact the reported amount of the Company's assets, liabilities, equity or earnings. These estimates and assumptions notably relate to the amortization of and measurement of impairment of property and equipment and other assets, and deferred income taxes. The judgments notably relate to the determination of the resultant purchase price allocation of the International Biologics, LLC acquisition, and assessment of going concern uncertainties. The most significant estimates and judgements are described below:

- (i) *Identifying and measuring intangible assets acquired in the business combination.* The Company is required under IFRS 3 to identify any acquired intangible assets arising from the purchase of International Biologics, LLC. Management recognizes these assets when they arise from contractual or other legal rights and can be separated from the acquired business and sold. The Company identified two intangible assets: customers list and acquired intellectual property and licenses. These two intangibles were valued with valuation techniques that relied on observable and unobservable inputs.
- (ii) *Inventory costing technique.* The Company uses a specific identification approach to capture the costs of raw materials and overhead to bring the inventory to its present salable condition. This specific identification approach best reflects the physical inputs of raw materials, direct labor and direct overhead.
- (iii) *Determination of Cash Generating Unit and review of impairment.* The Company has determined that it presently operates as one cash generating unit and has allocated goodwill to this single cash generating unit. The Company is required to test all indefinite life intangible assets at least annually.

- (iv) *Accounting for Royalty Funding.* The Company's royalty funding agreement has been accounted for as a financial liability and measured at fair value at initial recognition. The Company made this determination after reviewing the substance of the agreement and determining that the cash received at the inception of the arrangement did not represent advance payments for any future sales. The Company has valued the royalty agreement at fair value when it became party to the arrangement using the prevailing discount rate at the time.
- (v) *Accounting for Convertible Notes.* The Company's convertible notes agreements have been accounted for as a financial liability and measured at fair value at initial recognition. As the conversion option was impacted by the public offering pricing, it failed the fixed for fixed criteria. Management has also designated the entire instrument as FVTPL. Accordingly, the entire instrument has been recorded at fair value.

## **Risk Factors and Risk Management**

Lattice will be highly dependent on its ability to obtain donor cadavers as the raw material for many of its products. The availability of acceptable donors is relatively limited and Lattice will compete with many other companies for this limited availability. The availability of donors is also impacted by regulatory changes, general public opinion of the donor process and Lattice's reputation for its handling of the donor process. In addition, due to seasonal changes in the mortality rates, some scarce tissues are at times in short supply. Any disruption in the supply of this crucial raw material could have significant consequences for Lattice's revenue, operating results and continued operations.

Pre-processing and post-processing quality assurance and quality control reviews are performed on all donated tissues. Each donor is approved by Lattice's Medical Director to ensure compliance with donor acceptance criteria prior to release. Lattice's policies and procedures for donor tracking, documentation, tissue processing, allograft packaging, and distribution activities are designed and executed in compliance with current FDA regulations and AATB standards, ensuring safe, high-quality allograft for transplantation. Any failure to identify and discard contaminated tissues could result in adverse effects including litigation in the event of an allograft being implanted that did not follow Lattice's standard operating procedures designed to ensure FDA compliance.

Lattice may not be able to manage future growth efficiently or profitably. Lattice's business is unproven on a large scale and actual revenue and operating margins, or revenue and margin growth, may be less than expected. If unable to scale production capabilities efficiently, Lattice may fail to achieve expected operating margins, which would have a material and adverse effect on operating results. Growth may also stress Lattice's ability to adequately manage its operations, quality of products, safety and regulatory compliance. If growth significantly decreases its reserves, it may be required to obtain additional financing, which may increase indebtedness or result in dilution to stockholders. Further, there can be no assurance that Lattice would be able to obtain any additional financing.

As a manufacturer and marketer of medical devices in the United States, Lattice is subject to extensive regulation by the FDA and the Center for Medicare Services of the U.S. Department of Health and Human Services and other federal governmental agencies and, in some jurisdictions, by state and foreign governmental authorities. These regulations govern the introduction of new medical devices, the observance of certain standards with respect to the design, manufacture, testing, labeling, promotion and sales of the devices, the maintenance of certain records, the ability to track devices, the reporting of potential product defects, the import and export of devices and other matters. The industry is facing an increasing amount of scrutiny and compliance costs as more states are implementing regulations governing medical devices, pharmaceuticals and/or biologics which affect many of Lattice's products.

Lattice is currently in the process of developing sales channels for its products but there can be no assurance that these channels can be developed or that Lattice will be successful in selling its products. Lattice's immediate operations contemplate selling its products through direct sales by employees and indirectly through distributor relationships. Lattice anticipates engaging in a major initiative to build and further expand its direct sales force. This effort will have significant costs that will be incurred prior to the generation of revenue sufficient to cover these costs. The costs incurred for these efforts may impact operating results and there can be no assurance of their effectiveness. Many of Lattice's competitors have well-developed sales channels and it may be difficult for the Company to break through these competitors to take market share. If Lattice is unable to develop these sales channels, Lattice may not be able to grow revenue or maintain the current level of revenue generation.

Lattice's success will depend, to a large extent, on its ability to successfully obtain and maintain patents, prevent misappropriation or infringement of intellectual property, maintain trade secret protection, and conduct operations without violating or infringing on the intellectual property rights of third parties. There can be no assurance that Lattice's patented and patent-pending technologies will provide a competitive advantage, that it will be able to develop or acquire additional technology that is patentable, or that third parties will not develop and offer similar technologies. Lattice currently has no patents and cannot provide assurance that confidentiality agreements, trade secrecy agreements or similar agreements intended to protect unpatented technology will provide the intended protection. Intellectual property litigation is extremely expensive and time-consuming, and it is often difficult, if not impossible, to predict the outcome of such litigation. A failure by Lattice to protect its intellectual property could have a materially adverse effect on its business and operating results and its ability to successfully compete in this industry.

Clinical trials may be required to develop products, gain market acceptance and obtain 510(k) certifications from the FDA and similar certifications in other jurisdictions. Lattice has several clinical trials planned and will likely undertake future trials. These trials often take two years to execute and are subject to factors within and outside of Lattice's control. The outcome of these trials is uncertain and may have a significant impact on the success of current and future products and future profits.

The manufacturing and marketing of biologic products, medical devices and coating technologies involves an inherent risk that Lattice's products may prove to be defective. In that event, Lattice may voluntarily implement a recall or market withdrawal or may be required to do so by a regulatory authority. A recall of one of its products, or a similar product manufactured by another manufacturer, could impair sales of the products Lattice markets as a result of confusion concerning the scope of the recall or as a result of the damage to Lattice's reputation for quality and safety.

Media reports or other negative publicity concerning both improper methods of tissue recovery from donors and disease transmission from donated tissue may limit widespread acceptance of Lattice's allografts. Unfavorable reports of improper or illegal tissue recovery practices, both in the United States and internationally, as well as incidents of improperly processed tissue leading to transmission of disease, may broadly affect the rate of future tissue donation and market acceptance of allograft technologies. Potential patients may not be able to distinguish Lattice's allografts, technologies and the tissue recovery and the processing procedures from those of competitors or others engaged in tissue recovery. In addition, families of potential donors may become reluctant to agree to donate tissue to for-profit tissue processors.

The markets for Lattice's products and services are characterized by rapid technological change, frequent new introductions, changes in customers' demands and evolving industry standards. Accordingly, Lattice will need to continue to innovate and develop additional products. These efforts can be costly, subject to long development and regulatory delays and may not result in products approved for sale. These costs may hurt operating results and may require additional capital. If additional capital is not available, Lattice may be forced to curtail development activities. In addition, any failure to react to changing market conditions could create an opportunity for other market participants to capture a critical share of the market within a short period of time.

The MD&A was authorized for issue by the Board of Directors on August 29, 2016.