



WILLOW BIOSCIENCES INC.

**NOTICE OF ANNUAL GENERAL AND SPECIAL MEETING OF SHAREHOLDERS
TO BE HELD ON MAY 12, 2023**

AND

MANAGEMENT INFORMATION CIRCULAR

April 3, 2023

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**WILLOW BIOSCIENCES INC.
NOTICE OF ANNUAL GENERAL AND SPECIAL MEETING
OF THE HOLDERS OF COMMON SHARES
TO BE HELD ON MAY 12, 2022**

NOTICE IS HEREBY GIVEN that the annual general and special meeting (the "**Meeting**") of the holders (the "**Shareholders**") of common shares (the "**Common Shares**") in the capital of Willow Biosciences Inc. (the "**Corporation**") will be held at the offices of Stikeman Elliott LLP, 4300 Bankers Hall West, 888 - 3rd Street S.W., Calgary, Alberta, T2P 5C5 and virtually at <https://us02web.zoom.us/j/83289797519> on May 12, 2023 at 9:00 a.m. (Calgary time), for the following purposes:

1. receive the financial statements for the fiscal year ended December 31, 2022 and the report of the auditors thereon;
2. fix the number of directors to be elected at nine;
3. elect directors for the ensuing year;
4. appoint the auditors of the Corporation to hold office until the next annual meeting of the Shareholders and authorize the directors to fix their remuneration;
5. approve the unallocated options under the stock option plan of the Corporation; and
6. transact such other business as may properly come before the meeting or any adjournments thereof.

Only Shareholders of record at the close of business on March 28, 2023 (the "**Record Date**") are entitled to notice of and to attend the Meeting or any adjournment or adjournments thereof and to vote on the matters set out above, unless, after the Record Date, a holder of record transfers his or her Common Shares and the transferee, upon producing properly endorsed share certificates or otherwise establishing that he or she owns such Common Shares, requests, not later than 10 days before the Meeting, that the transferee's name be included in the list of Shareholders entitled to vote such Common Shares, in which case such transferee shall be entitled to vote such Common Shares as set out below.

Registered Shareholders are requested to date and sign the enclosed form of proxy (the "Form of Proxy") and return it to the Corporation's transfer agent, Odyssey Trust Company. To be effective, the Form of Proxy must be mailed so as to reach or be deposited with Odyssey Trust Company, at Traders Bank Building 702, 67 Yonge Street Toronto, Ontario, M5E 1J8, Attention: Proxy Department or by fax at (800) 517-4553 not later than forty-eight (48) hours (excluding Saturdays, Sundays and statutory holidays in the Province of Alberta) prior to the time set for the Meeting or any adjournment thereof or may be accepted by the Chair of the Meeting at his discretion prior to the commencement of the Meeting. The Form of Proxy or other instrument used to appoint a proxy shall be executed by the Shareholder or their attorney, or if such Shareholder is a corporation, under the corporate seal, and executed by a director, officer or attorney thereof duly authorized. Alternatively, a registered Shareholder may complete their Form of Proxy online at <https://login.odysseytrust.com/pxlogin> by following the instructions provided on the Form of Proxy.

IMPORTANT

Amid ongoing concerns about the coronavirus (COVID-19) outbreak, the Corporation urges Shareholders to vote by proxy in advance of the Meeting. The Corporation remains mindful of the well-being of our Shareholders and their families, our industry partners and other stakeholders. The Corporation currently intends on holding an in-person shareholder meeting, with the ability to participate virtually. However, as COVID-19 is a rapidly evolving situation, the Corporation will continue to monitor and review provincial and federal governmental guidance in order to assess and implement measures to reduce the risk of spreading the virus at the Meeting, which may include potentially adjourning or postponing the Meeting. The Corporation will provide updates to any arrangements in respect of the Meeting by way of news release. Shareholders are encouraged to monitor the Corporation's website at www.willowbio.com or the Corporation's SEDAR profile at www.sedar.com, where copies of such news releases, if any, will be posted.

In order to ensure as many Common Shares as possible are represented at the Meeting, the Corporation strongly encourages registered Shareholders to complete the Form of Proxy and return it as soon as possible in accordance with the instructions outlined above (in bold). Shareholders who do not hold their Common Shares in their own name are strongly encouraged to complete the voting instruction forms received from their broker as soon as possible and to follow the instructions set out in the accompanying management information circular dated April 3, 2023 (the "**Information Circular**").

Shareholders may join the Meeting via webcast by following the below instructions. While the instructions will allow you to listen to the Meeting and ask questions, you will not be able to vote at the Meeting through the webcast, which is why the Corporation urges Shareholders to complete the Form of Proxy or other voting instruction form provided by your broker in accordance with the instructions outlined in the Information Circular.

The Information Circular relating to the business to be conducted at the Meeting accompanies this Notice.

Calgary, Alberta
April 3, 2023

BY ORDER OF THE BOARD OF DIRECTORS

(signed) "Trevor Peters"

Trevor Peters
Chairman of the Board

WILLOW BIOSCIENCES INC.

MANAGEMENT INFORMATION CIRCULAR

**FOR THE ANNUAL GENERAL AND SPECIAL MEETING OF THE HOLDERS OF COMMON SHARES OF
WILLOW BIOSCIENCES INC. TO BE HELD ON MAY 12, 2023**

Dated: April 3, 2023

PURPOSE OF SOLICITATION

This management information circular (the "Information Circular") is furnished in connection with the solicitation of proxies by or on behalf of the management of Willow Biosciences Inc. (the "Corporation") for use at the annual general and special meeting of the holders (the "Shareholders") of the common shares (the "Common Shares") in the capital of the Corporation to be held at the offices of Stikeman Elliott LLP, 4300 Bankers Hall West, 888 - 3rd Street S.W., Calgary, Alberta, T2P 5C5 and virtually at <https://us02web.zoom.us/j/83289797519> on May 12, 2023 at 9:00 a.m. (Calgary time), and any adjournment or adjournments thereof (the "Meeting") for the purposes set forth in the Notice of Annual General and Special Meeting (the "Notice of Meeting") accompanying this Information Circular.

IMPORTANT NOTE REGARDING SOCIAL DISTANCING MEASURES

Amid ongoing concerns about the coronavirus (COVID-19) outbreak, the Corporation remains mindful of the well-being of our Shareholders and their families, our industry partners and other stakeholders. The Corporation currently intends on holding an in-person shareholder meeting, with the ability to participate virtually. However, as COVID-19 is a rapidly evolving situation, the Corporation will continue to monitor and review provincial and federal governmental guidance in order to assess and implement measures to reduce the risk of spreading the virus at the Meeting, which may include potentially adjourning or postponing the Meeting. The Corporation will provide updates to any arrangements in respect of the Meeting by way of news release. Shareholders are encouraged to monitor the Corporation's website at www.willowbio.com or the Corporation's SEDAR profile at www.sedar.com, where copies of such news releases, if any, will be posted.

In order to ensure as many Common Shares as possible are represented at the Meeting, the Corporation strongly encourages registered Shareholders ("**Registered Shareholders**") to complete the enclosed form of proxy (the "**Form of Proxy**") and return it as soon as possible in accordance with the instructions outlined in "*Proxy Information – Completion of Proxies*", below. Shareholders who do not hold their Common Shares in their own name are strongly encouraged to complete the voting instruction forms received from their broker as soon as possible and to follow the instructions set out under "*Proxy Information – Advice to Beneficial Shareholders*", below.

CURRENCY

All currency amounts expressed herein, unless otherwise indicated, are expressed in Canadian dollars.

RECORD DATE

Only Shareholders of record as of the close of business on March 28, 2023 (the "**Record Date**") are entitled to notice of, and to attend, the Meeting, and to vote on the matters to be acted upon, except to the extent that:

- (a) such person transfers his or her Common Shares after the Record Date; and
- (b) the transferee of those Common Shares produces properly endorsed share certificates or otherwise establishes his or her ownership to the Common Shares and makes a demand to the registrar and transfer agent of the Corporation, not later than 10 days before the Meeting, that his or her name be included on the Shareholders' list for the Meeting.

Any Registered Shareholder at the close of business on the Record Date who either personally attends the Meeting or who completes and delivers a proxy will be entitled to vote or have his or her Common Shares voted at the Meeting. However, a person appointed under a form of proxy will be entitled to vote the Common Shares

represented by that form only if it is effectively delivered in the manner set out under the heading "*Proxy Information – Completion of Proxies*".

PROXY INFORMATION

Solicitation of Proxies

The solicitation of proxies is made on behalf of the management of the Corporation. The costs incurred in the preparation of the Form of Proxy, Notice of Meeting and this Information Circular and costs incurred in the solicitation of proxies will be borne by the Corporation. The Corporation is relying on the notice-and-access provisions of National Instrument 54-101 – *Communications with Beneficial Owners of Securities of a Reporting Issuer* ("**NI 54-101**") to send proxy-related materials to Registered Shareholders and beneficial owners of Common Shares in connection with the Meeting. The Corporation is sending the securityholder materials directly to Registered Shareholders, and the Corporation will also provide the materials to brokers, custodians, nominees and other fiduciaries to forward them to non-objecting and objecting beneficial shareholders. Solicitation of proxies will be primarily by mail, but may also be in person, by telephone or by electronic means.

Completion of Proxies

The Form of Proxy affords Shareholders or intermediaries an opportunity to specify that the Common Shares registered in their name shall be voted for or against or withheld from voting in respect of certain matters as specified in the accompanying Notice of Meeting. The persons named in the enclosed Form of Proxy are Dr. Chris Savile, the President and Chief Executive Officer of the Corporation, and Travis Doupe, the Chief Financial Officer of the Corporation.

A proxy must be dated and signed by the Registered Shareholder or by his or her attorney authorized in writing or by the intermediary. In the case of a Registered Shareholder that is a corporation, the proxy must be executed under its corporate seal or signed by a duly authorized officer or attorney for the corporation with proof of authority accompanying the proxy. **IF YOUR COMMON SHARES ARE HELD BY YOUR BANK, TRUST COMPANY, SECURITIES BROKER, TRUSTEE OR OTHER FINANCIAL INSTITUTION (YOUR NOMINEE), YOU ARE MOST LIKELY A BENEFICIAL SHAREHOLDER OF THE COMMON SHARES AND SHOULD REFER TO "PROXY INFORMATION – ADVICE TO BENEFICIAL SHAREHOLDERS" FOR FURTHER INSTRUCTIONS ON HOW TO VOTE BY PROXY.**

Registered Shareholders are requested to date and sign the enclosed Form of Proxy and return it to the Corporation's transfer agent, Odyssey Trust Company. In order to be effective, the Form of Proxy, together with the power of attorney or other authority, if any, under which it was signed or a notarially certified copy thereof, must be mailed or completed online at <https://login.odysseytrust.com/pxlogin> so as to be deposited at the office of Odyssey Trust Company, Traders Bank Building 702, 67 Yonge Street Toronto, Ontario, M5E 1J8, Attention: Proxy Department or by email at proxy@odysseytrust.com, not later than 9:00 a.m. (Calgary time) on the second last business day (not including Saturdays, Sundays and statutory holidays in the Province of Alberta) preceding the day of the Meeting or any adjournment thereof or deposited with the Chair of the Meeting on the day of the Meeting prior to the commencement of the Meeting.

No instrument appointing a proxy shall be valid after the expiration of 12 months from the date of its execution. If a proxy is not dated, it will be deemed to bear the date on which it was mailed by management of the Corporation.

A REGISTERED SHAREHOLDER OR AN INTERMEDIARY HOLDING COMMON SHARES ON BEHALF OF A NON-REGISTERED SHAREHOLDER HAS THE RIGHT TO APPOINT A PERSON, WHO NEED NOT BE A SHAREHOLDER, TO ATTEND AND ACT ON THEIR BEHALF AT THE MEETING, IN THE PLACE OF THE PERSONS DESIGNATED IN THE FORM OF PROXY FURNISHED BY THE CORPORATION. TO EXERCISE THIS RIGHT, THE SHAREHOLDER OR INTERMEDIARY SHOULD STRIKE OUT THE NAMES OF THE PERSONS NAMED IN THE FORM OF PROXY AND INSERT THE NAME OF THEIR NOMINEE IN THE BLANK SPACE PROVIDED, OR SUBMIT ANOTHER APPROPRIATE PROXY.

Revocation of Proxies

A Registered Shareholder or intermediary who has submitted a proxy may revoke it by instrument in writing executed by the Registered Shareholder or intermediary or his or her attorney authorized in writing, or, if the Registered Shareholder is a corporation, under its corporate seal and executed by a director, officer or attorney thereof duly authorized, and deposited either: (a) with the Corporation at its offices or at the office of the Corporation's agent, Odyssey Trust Company, Traders Bank Building 702, 67 Yonge Street Toronto, Ontario, M5E 1J8, Attention: Proxy Department, at any time prior to the close of business on the last business day preceding the day of the Meeting, or any adjournment thereof, at which the proxy is to be used; or (b) with the Chair of the Meeting prior to the commencement of the Meeting on the day of the Meeting, and upon such deposit the previous proxy is revoked.

Exercise of Discretion by Proxies

A Registered Shareholder or intermediary may indicate the manner in which the persons named in the enclosed Form of Proxy are to vote with respect to any matter by checking the appropriate space. On any poll, those persons will vote or withhold from voting the Common Shares in respect of which they are appointed in accordance with the directions, if any, given in the Form of Proxy. If the Registered Shareholder or intermediary wishes to confer a discretionary authority with respect to any matter, the space should be left blank. **IN SUCH INSTANCE, THE PERSONS NAMED IN THE ENCLOSED FORM OF PROXY INTEND TO VOTE THE COMMON SHARES REPRESENTED BY THE PROXY IN FAVOUR OF THE MOTION.**

The enclosed Form of Proxy confers discretionary authority upon the persons named therein with respect to amendments or variations to matters identified in the Notice of Meeting and with respect to other matters which may properly come before the Meeting. At the time of printing of this Information Circular, management of the Corporation knows of no such amendment, variation or other matter. However, if any other matters which are not now known to management should properly come before the Meeting, the proxies in favour of management nominees will be voted on such matters in accordance with the best judgment of the management nominees.

Advice to Beneficial Shareholders

The information set forth in this section is of significant importance to many Shareholders, as a substantial number of Shareholders do not hold Common Shares in their own name ("Beneficial Shareholders"). You are most likely a Beneficial Shareholder if your bank, trust company, securities broker, trustee, or other financial institution (your nominee) holds your Common Shares in their name or the name of another intermediary. Beneficial Shareholders should note that only proxies deposited by Registered Shareholders whose names appear on the records of the Corporation as the registered holders of Common Shares on the Record Date can be recognized and acted upon at the Meeting. If Common Shares are listed in an account statement provided to a Shareholder by a broker or other intermediary, then in almost all cases those Common Shares will not be registered in the Shareholder's name on the records of the Corporation. Such Common Shares will more likely be registered under the name of the Shareholder's broker, an agent of that broker, or other intermediary. In Canada, the vast majority of such Common Shares are registered under the name of CDS & Co. (the registration name for CDS Clearing and Depository Services Inc., which acts as nominee for many Canadian brokerage firms). **Common Shares held by brokers or their agents or other nominees can only be voted (for or against resolutions) upon the instructions of the Beneficial Shareholder. Without specific instructions, brokers and their agents and nominees are prohibited from voting shares for their clients. Therefore, Beneficial Shareholders should ensure that instructions respecting the voting of their Common Shares are communicated to the appropriate persons.**

Applicable regulatory policies require intermediaries/brokers to seek voting instructions from Beneficial Shareholders in advance of Shareholders' meetings. Every intermediary/broker has its own mailing procedures and provides its own return instructions to clients, which should be carefully followed by Beneficial Shareholders in order to ensure that their Common Shares are voted at the Meeting. The form of proxy supplied to a Beneficial Shareholder by its broker (or the agent of that broker) is typically similar to the Form of Proxy provided to Registered Shareholders by the Corporation. However, the purpose of the broker's form of proxy is limited to instructing the Registered Shareholder (the broker or agent of the broker) how to vote on behalf of the Beneficial Shareholder. The majority of brokers now delegate responsibility for obtaining instructions from clients to Broadridge Financial Solutions, Inc. ("**Broadridge**"). Broadridge typically mails a scannable voting instruction form in lieu of a form of

proxy. The Beneficial Shareholder is requested to complete and return the voting instruction form to Broadridge by mail or facsimile. Alternatively, the Beneficial Shareholder can call a toll-free telephone number or access the Internet to vote the Common Shares held by the Beneficial Shareholder. Broadridge then tabulates the results of all instructions received and provides appropriate instructions representing the voting of Common Shares to be represented at the Meeting. **A Beneficial Shareholder receiving a Broadridge voting instruction form cannot use that voting instruction form to vote Common Shares directly at the Meeting, as the voting instruction form must be returned as directed by Broadridge well in advance of the Meeting in order to have the Common Shares voted. Beneficial Shareholders who receive forms of proxies or voting materials from organizations other than Broadridge should complete and return such forms of proxies or voting materials in accordance with the instructions on such materials in order to properly vote their Common Shares at the Meeting.**

Although a Beneficial Shareholder may not be recognized directly at the Meeting for the purposes of voting Common Shares registered in the name of the Beneficial Shareholder's broker (or agent of the broker), a Beneficial Shareholder may attend the Meeting. The Corporation requests that Shareholders submit their votes prior to the Meeting by proxy, as set out herein. In addition, the Corporation requests that Beneficial Shareholders complete the voting instruction form or form of proxy provided by their broker and return it as soon as possible in accordance with the above instructions. For further information, see "*Important Note Regarding Social Distancing Measures*", above.

Beneficial Shareholders who have not objected to their intermediary disclosing certain ownership information about themselves to the Corporation are referred to as non-objecting beneficial owners or "**NOBOs**". Those Beneficial Shareholders who have objected to their intermediary disclosing ownership information about themselves to the Corporation are referred to as objecting beneficial owners or "**OBOs**". Neither OBOs nor NOBOs will be receiving a Form of Proxy directly from the Corporation and will instead receive a voting instruction form or other form of proxy from an intermediary as described above.

If you have any questions respecting the voting of Common Shares held through a broker or other intermediary, please contact that broker or other intermediary for assistance.

Notice-and-Access

The Corporation has elected to use the "notice-and-access" provisions under NI 54-101 for the Meeting. The notice-and-access provisions are a set of rules developed by the Canadian Securities Administrators that reduce the volume of materials which are mailed to shareholders by allowing a reporting issuer to post an information circular in respect of a meeting of its shareholders and related materials online.

The Corporation will not use procedures known as "stratification" in relation to the use of NI 54-101, meaning that both Registered and Beneficial Shareholders will be mailed a notification of availability of Meeting materials directing them to those websites where they can access the Information Circular and other relevant information (the "**Notice-and-Access Notification**"). If you receive the Notice-and-Access Notification and would like to receive a paper copy of the Information Circular and other relevant information, please follow the instructions printed on the Notice-and-Access Notification and the materials will be mailed to you. All materials will be forwarded to Shareholders at the Corporation's expense.

The Corporation anticipates that notice-and-access will directly benefit the Corporation through substantial reductions in postage and printing costs. The Corporation believes that notice-and-access is also environmentally responsible to the extent that it decreases the large volume of paper documents generated by printing proxy-related materials.

Shareholders with questions about notice-and-access can call Odyssey Trust Company toll free at 1-888-290-1175.

In order to receive a paper copy of this Information Circular and other relevant information, requests by Shareholders may be made up to one year from the date the Information Circular was filed on SEDAR by contacting Odyssey Trust Company: (i) www.odysseytrustcompany.com; (ii) calling toll free at 1-888-290-1175; or (iii) online at www.willowbio.com. The Corporation estimates that a Shareholder's request for paper copies of the Information Circular and other relevant information will need to be received prior to April 28, 2023, in order for such Shareholder

to have sufficient time to receive and review the materials requested and return the completed Form of Proxy by the due date set out under the heading "Completion of Proxies" in this Information Circular.

INFORMATION CONCERNING THE CORPORATION

The Corporation was incorporated on April 15, 1981, under the *Business Corporations Act* (British Columbia) (the "**BCBCA**") as "Haultain Resources Inc.". On September 19, 1986, the Corporation changed its name to "Canasia Industries Corporation". On January 23, 2013, the Corporation changed its name to "Makena Resources Inc."

On April 12, 2019, the Corporation acquired all of the issued and outstanding common shares of BioCan Technologies Inc. ("**BioCan Shares**") and Epimeron Inc. ("**Epimeron Shares**") by way of a court-approved plan of arrangement (the "**Arrangement**") under section 193 of the *Business Corporations Act* (Alberta) (the "**ABCA**"). The Arrangement resulted in BioCan Technologies Inc. and Epimeron Inc. becoming wholly-owned subsidiaries of the Corporation. In connection with the Arrangement, the Corporation changed its name from "Makena Resources Inc." to "Willow Biosciences Inc."

On June 21, 2019, the Corporation continued out of the jurisdiction of British Columbia, under section 308 of the BCBCA, to the jurisdiction of Alberta, under section 188 of the ABCA. On June 30, 2019, the Corporation completed a vertical short-form amalgamation with Epimeron and Epimeron's two wholly-owned subsidiaries, Vindolon Inc. and Serturner Corp.

The Corporation is a reporting issuer in all of the provinces of Canada except Québec and the Common Shares are listed on the Toronto Stock Exchange (the "**TSX**") under the trading symbol "WLLW".

The Corporation's head office is located at 202, 1201 5th Street S.W., Calgary, Alberta T2R 0Y6. The registered office of the Corporation is located at 4300 Bankers Hall West, 888 – 3rd Street S.W., Calgary, Alberta T2P 5C5.

VOTING OF COMMON SHARES AND PRINCIPAL HOLDERS THEREOF

The Corporation is authorized to issue an unlimited number of Common Shares and an unlimited number of First Preferred Shares, issuable in series. As at the date hereof, there are 124,072,100 fully paid and non-assessable Common Shares issued and outstanding, and no First Preferred Shares issued and outstanding. The holders of the Common Shares are entitled to receive notice of all meetings of Shareholders and to attend and vote the Common Shares at all such meetings. Each Common Share carries with it the right to one vote.

The bylaws of the Corporation provide that if one or more persons who are, or who represent by proxy, Shareholders entitled to vote at a meeting, a quorum for the purposes of conducting a Shareholders' meeting is constituted.

The Registered Shareholders set forth in "*Record Date*", above, will be entitled to vote or have his, her or its Common Shares voted at the Meeting. However, a person appointed under a Form of Proxy will be entitled to vote the Common Shares represented by that form only if it is effectively delivered in the manner set out under the heading "*Proxy Information – Completion of Proxies*".

To the best of the knowledge of the directors and executive officers of the Corporation, as at the date hereof, the following persons or companies beneficially owned, directly or indirectly, or exercised control or direction over, voting securities of the Corporation carrying more than 10% of the voting rights attached to the Common Shares:

| Name | Number of Common Shares Held | Percentage of Total Issued and Outstanding Common Shares |
|-------------------------------|------------------------------|--|
| Tuatara Capital Fund II, L.P. | 26,048,476 | 21.0% |

MATTERS TO BE ACTED UPON

The Shareholders of the Corporation will be asked to consider and, if deemed appropriate:

- (a) by ordinary resolution, to fix the board of directors of the Corporation (the "**Board**") at nine (9) members;
- (b) by ordinary resolution, to elect the directors of the Corporation;
- (c) by ordinary resolution, to appoint auditors for the ensuing year and to authorize the directors of the Corporation to fix their remuneration;
- (d) by ordinary resolution, to approve the unallocated options under the stock option plan of the Corporation; and
- (e) to transact such other business as may properly come before the Meeting or any adjournments thereof.

Additional detail regarding each of the matters to be acted on at the Meeting is contained below.

FIXING NUMBER OF DIRECTORS

At the Meeting, it is proposed that the number of directors to be elected to hold office until the next annual meeting or until their successors are elected or appointed, subject to the articles and by-laws of the Corporation, be set at nine (9).

In the absence of contrary instructions, the persons named in the accompanying Form of Proxy intend to vote the Common Shares represented thereby in favour of setting the number of directors to be elected at the Meeting at nine (9).

ELECTION OF DIRECTORS

Action is to be taken at the Meeting with respect to the election of directors. The Shareholders will be asked to pass an ordinary resolution at the Meeting to elect, as directors, the nominees whose names are set forth in the table below. Voting for the election of nominees will be conducted on an individual, and not on a slate, basis. Each nominee elected will hold office until the next annual meeting of the Shareholders or until his successor is duly elected or appointed, unless his office is vacated earlier in accordance with the Corporation's by-laws.

The Board adopted a majority voting policy (the "**Majority Voting Policy**") effective November 25, 2019, pursuant to which, in an uncontested election of directors, a director who receives more "withheld" votes than "for" votes at an annual meeting of Shareholders will promptly tender his or her resignation to the Chair of the Board, to be effective upon acceptance by the Board. The Corporate Governance and Compensation Committee will consider the director's offer to resign and make a recommendation to the Board whether to accept it. The Board will be expected to accept the resignation except in situations in which exceptional circumstances warrant the applicable director continuing to serve on the Board. Following the Board's decision on the resignation, the Board will promptly disclose its decision whether to accept the director's resignation offer including the reasons for rejecting the resignation offer, if applicable, by issuing a news release. Any director who tenders his or her resignation pursuant to the Majority Voting Policy may not participate in any portion of a meeting of the Board (or, if applicable, any committee of the Board, if he or she is a member of that committee) to consider the decision whether to accept his or her resignation. **Shareholders should note that, as a result of the Majority Voting Policy, a "withheld" vote is effectively the same as a vote against a director nominee in an uncontested election.**

The Corporation is required by applicable corporate and securities legislation to have an Audit Committee comprised of members of the Board that are considered "financially literate" and a majority of which are considered "independent", as such terms are defined in National Instrument 52-110 – *Audit Committees* ("**NI 52-110**"). The Corporation has also established a Corporate Governance and Compensation Committee, which is comprised of members of the Board. Please see the discussion under the heading "*Corporate Governance Practices*". The present members of the Audit Committee and Corporate Governance and Compensation Committee of the Board are identified in the table below.

The following information relating to the nominees as directors is based partly on the records of the Corporation and partly on information received by the Corporation from the respective nominees, and sets forth the name and

municipality of residence of the persons proposed to be nominated for election as directors, all other positions and offices within the Corporation now held by them, their principal occupations or employments, the periods during which they have served as directors of the Corporation and the number of Common Shares beneficially owned, directly or indirectly, or over which control or direction is exercised by each of them as at the date hereof.

| Name | Positions Presently Held | Director Since ⁽¹⁾ | Principal Occupation for Previous Five Years | Number and Percentage of Common Shares Beneficially Owned or Over Which Control or Direction, Directly or Indirectly, is Exercised |
|---|--------------------------|-------------------------------|---|--|
| Trevor Peters <i>Calgary, Alberta, Canada</i> | Chair of the Board | April 12, 2019 | President and Chief Executive Officer of the Corporation from April 2019 until July 2022. Prior thereto, President, Chief Executive Officer and a director of BioCan from October 2014 to April 2019. | 4,169,328 (3.4%) |
| Barbara Munroe ⁽³⁾ <i>Calgary, Alberta, Canada</i> | Director | May 7, 2021 | Current Chair of the Board of Crescent Point Energy Corp. Joined WestJet Airlines Ltd. in November and served as Executive Vice President, Corporate Services and General Counsel until 2019. Also served as Assistant General Counsel, Upstream at Imperial Oil Ltd. and Senior Vice President, Legal/IP & General Counsel, Corporate Secretary for SMART Technologies Inc. | 71,061 (0.1%) |
| Dr. Peter Seuffer-Wasserthal <i>Schlatt, Austria</i> | Director | April 12, 2019 | President and Chief Executive Officer of the Corporation from July 2022 until March 2023. Prior thereto, Chief Commercial Officer of Sestina Bio, LLC, a biotech company specializing in an alternative approach to synthetic biology. Prior to July 2020, Chief Business Officer of Origenis GmbH, a biotech company specializing in the development of highly selective small molecule kinase inhibitors for CNS disorders from February 2018 to December 2020 and Vice President, Business Development, at Intrexon Corporation, an American biotechnology company, from November 2013 to February 2018. | 410,033 (0.3%) |
| Dr. Fotis Kalantzis ⁽²⁾⁽³⁾ <i>Calgary, Alberta, Canada</i> | Director | April 12, 2019 | President and Chief Executive Officer of Spartan Delta Corp. since December 19, 2019. Prior thereto, Senior Vice President, Exploration, of Spartan Energy Corp. (" Spartan Energy ") from March 2016 to May 2018; and Vice President, Exploration, of Spartan Energy from December 2013 to March 2016. | 526,833 (0.4%) |
| Donald Archibald ⁽²⁾⁽³⁾ <i>Calgary, Alberta, Canada</i> | Director | April 12, 2019 | Independent businessman; President of Cypress Energy Corp., a private investment company, since March 2008. Mr. Archibald also serves on the board and various committees of Palisade Capital, Panorama Mountain Resort, Petronas Energy Canada, Spartan Delta Corp., Serafina Energy Ltd., and Willow Biosciences. He has been | 1,453,044 (1.2%) |

| Name | Positions Presently Held | Director Since ⁽¹⁾ | Principal Occupation for Previous Five Years | Number and Percentage of Common Shares Beneficially Owned or Over Which Control or Direction, Directly or Indirectly, is Exercised |
|--|---|-------------------------------|--|--|
| | | | involved in the formation of numerous companies as well as serving in an executive and director capacity in a number of private and public companies as well as not for profit entities. He currently also serves on the board of the University of Calgary's UCEED Energy Fund. Mr Archibald has an MBA from the Ivey Business School and a BComm. from the University of Alberta. | |
| Raffi Asadorian Lafayette, California, USA | - | - | Chief Financial Officer of AcelRx Pharmaceuticals, a NASDAQ-listed, commercial stage specialty pharmaceutical company since August 2017. Prior thereto, CFO at public and private-equity owned biotech and life sciences companies, including Amyris, Unilabs, and PLIVA Pharmaceuticals (a subsidiary of Barr Pharmaceuticals). Prior to these roles, Mr. Asadorian was a partner at PwC in their M&A Advisory group (Transaction Services). Mr. Asadorian holds an MBA in Finance from the University of Manchester and a B.S. Business Administration in Accounting from Xavier University. | -- |
| Al Foreman New York, New York, USA | Director | April 12, 2019 | Managing Partner and the Chief Investment Officer of Tuatara Capital L.P. (" Tuatara "), a sector-focused private equity firm, since 2014. Prior thereto, Managing Director with Highbridge Principal Strategies, LLC from 2012 to 2014. | 35,462 (-%) |
| Dr. Jim Lalonde San Mateo, California, USA | Director | February 21, 2023 | Lead of Microbial Digital Genome Engineering Business of Inscripta from September 2019 until July 2021. Prior thereto, Senior Vice President of R&D at Codexis, Inc. | - (-%) |
| Dr. Chris Savile Santa Clara, California, USA | Director, President and Chief Executive Officer | March 28, 2023 | President and Chief Executive Officer of the Corporation since March 2023. Prior thereto Chief Operations Officer of the Corporation since May 2020 and Vice President, Commercial Operations, of Willow from April 2019 to May 2020. Prior thereto, Executive Director, Commercial Operations, at Intrexon, an American biotechnology company, from May 2015 to January 2019. | 680,575 (0.5%) |

Notes:

- (1) All directors of the Corporation are elected to hold office until the next annual meeting of Shareholders or until his or her successor is duly elected or appointed, unless his or her office is vacated earlier in accordance with the Corporation's by-laws.
- (2) Messrs. Archibald (Chair), Kalantzis and Asadorian are members of the Corporation's Audit Committee.
- (3) Ms. Munroe (Chair), Messers. Kalantzis and Archibald are members of the Corporation's Corporate Governance and Compensation Committee.

Biographies

Trevor Peters – Mr. Peters is an experienced executive having co-founded four start-up companies in the past 15 years. Mr. Peters has raised over \$1.0 billion in equity and debt financings at various stages of corporate development and has been integral to successful transactions totaling over \$4.0 billion on sale. Mr. Peters holds a Bachelor of Mathematics (Honours) from the University of Waterloo.

Barbara Munroe - Ms. Munroe has more than 25 years of experience as a lawyer and executive in diverse industries. In addition to serving as the current Chair of the Board of Crescent Point Energy Corp., Ms. Munroe has served as an executive in several customer-centric and diverse industries, as EVP, Corporate Services and General Counsel for WestJet Airlines Ltd., the Assistant General Counsel, Upstream at Imperial Oil Ltd., and the Senior Vice President, Legal/IP & General Counsel, Corporate Secretary for SMART Technologies Inc.

Dr. Peter Seufer-Wasserthal – Dr. Seufer-Wasserthal has more than 25 years' experience in the technology and biotechnology sector. Prior to his appointment as President and CEO of the Corporation, Dr. Seufer-Wasserthal was Commercial Officer of Sestina Bio, LLC, a biotech company specializing in an alternative approach to synthetic biology. Prior thereto, Chief Business Officer of Origenis GmbH, and previously served as Vice President, Business Development for Intrexon Corporation, responsible for business development in Europe and Asia for four years. Dr. Seufer-Wasserthal received his PhD from the Technical University of Graz.

Fotis Kalantzis – Dr. Kalantzis has been co-founder of several public companies and has over 25 years of experience in senior technical and leadership positions. Dr. Kalantzis is currently the President and CEO of Spartan Delta Corp. Dr. Kalantzis has been instrumental in a number of significant transactions, including in his capacity as a senior officer and founder of Spartan Energy from December 2013 to May 2018, Spartan Oil Corp. from June 2011 to January 2013 and Spartan Exploration Ltd. from January 2008 to June 2011. Prior thereto, Dr. Kalantzis was the Exploration Manager at Innova Exploration Ltd. He has also held technical positions at Petro-Canada, Saudi Aramco, Suncor Energy Inc., Wascana Energy Inc., Home Oil Company and Mobil Oil of Canada in connection with oil and gas exploration and development in Canada and internationally. Dr. Kalantzis holds a M.Sc. from the University of Saskatchewan and a Ph.D. in Geophysics from the University of Alberta.

Donald Archibald – Mr. Archibald is an independent businessman and President of Cypress Energy Corp., a private investment company, since March 2008. Mr. Archibald also serves on the board and various committees of Palisade Capital, Panorama Mountain Resort, Petronas Energy Canada, Spartan Delta Corp., Serafina Energy Ltd., and Willow Biosciences Inc. He has been involved in the formation of numerous companies as well as serving in an executive and director capacity in a number of private and public companies as well as not for profit entities. He currently serves on the board of the University of Calgary's UCEED Energy Fund. Mr Archibald has an MBA from the Ivey Business School and a BComm. from the University of Alberta.

Raffi Asadorian – Mr. Asadorian has been the Chief Financial Officer of AcetRx Pharmaceuticals, a NASDAQ-listed, commercial stage specialty pharmaceutical company since August 2017. Mr. Asadorian has over 30 years of experience in finance, including 15 years' experience as a CFO with publicly listed and private equity-owned biotech and life sciences companies including Amyris, Unilabs and PLIVA Pharmaceuticals (a publicly traded subsidiary of Barr Pharmaceuticals). Prior to that, Mr. Asadorian was a Partner in the Transaction Services Group of PwC in New York. Mr. Asadorian holds an MBA in Finance from the University of Manchester and a B.S., Business Administration in Accounting from Xavier University. Mr. Asadorian is a Certified Public Accountant (inactive, Ohio).

Al Foreman – Mr. Foreman has over 20 years of professional experience in private equity, corporate finance, and financial technology. Mr. Foreman is currently a Partner and the Chief Investment Officer of Tuatara Capital, L.P. and CEO and a Director of Tuatara Capital Acquisition Corporation, a NASDAQ-listed Special Purpose Acquisition Company. Prior to co-founding Tuatara, Mr. Foreman was a Managing Director at Highbridge Principal Strategies, and earlier was a Managing Director at J.P. Morgan in the Financial Sponsors Group and Private Equity Fund Services business. Previously, Mr. Foreman held executive roles at Vitech Systems Group and Virtual Growth, and he began his career at Citigroup. Mr. Foreman earned a B.S. in Finance from the University of Connecticut and a dual J.D./MBA from Arizona State University.

Jim Lalonde – Dr. Lalonde has pioneered key advancements in enzyme engineering and biocatalysis that has revolutionized chemical production, protein engineering for food and nutrition, as well as drug discovery and

development leading to new routes to pharmaceutical actives behind blockbuster drugs. Dr. Lalonde previously served with Inscripta, a global leader in genome engineering technology, as Lead of its Microbial Digital Genome Engineering Business. Prior to that, Dr. Lalonde was Senior Vice President of R&D at Codexis, Inc., a leader in protein engineering. In his nearly 15 years at Codexis he oversaw development of more than 50 enzymes for drug manufacturing, nutrition, biotherapeutics, and molecular diagnostics. He also led development of the company's pioneering CodeEvolver® protein engineering technology which was licensed to major pharmaceutical companies. Prior to Codexis, Dr. Lalonde held leadership roles in biocatalysis and chemical development at Altus Biologics and in scientific research at Vista Chemical Company. He holds a bachelor's degree in chemistry from Lakehead University and a Ph.D. in organic chemistry from Texas A&M University.

Chris Savile - Dr. Savile, a leader at the Corporation since inception in early 2019, was appointed President and Chief Executive Officer effective March 28, 2023. Since joining the Corporation, Dr. Savile has led the development of the technology platform, building of the operational capabilities, and expansion of the internal portfolio and external partnerships. Prior to joining Willow, Dr. Savile worked in senior leadership roles at Intrexon Corporation, a biotechnology company, and Codexis, Inc., a protein engineering company. Chris is an experienced business professional and an accomplished chemist, high-throughput assay scientist, and protein engineer with a strong technical background.

Corporate Cease Trade Orders or Bankruptcies

None of the above proposed directors are, or within 10 years prior to the date of this Information Circular have been, a director, chief executive officer or chief financial officer of any company that, while such person was acting in that capacity, was subject to a cease trade order, an order similar to a cease trade order or an order that denied the relevant issuer access to any exemption under securities legislation that was in effect for a period of more than 30 consecutive days.

None of the above proposed directors are, or within 10 years prior to the date of this Information Circular have been, a director, chief executive officer or chief financial officer of any company that was subject to a cease trade order, an order similar to a cease trade order or an order that denied the relevant issuer access to any exemption under securities legislation that was in effect for a period of more than 30 consecutive days, that was issued after the proposed director ceased to be a director, chief executive officer or chief financial officer and which resulted from an event that occurred while that person was acting in the capacity as director, chief executive officer or chief financial officer.

Except as disclosed below, none of the above proposed directors are, or within 10 years prior to the date of this Information Circular have been, a director or executive officer of any company that, while acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets.

Mr. Archibald was a director of Waldron Energy Corporation ("**Waldron**") from December 31, 2009 to August 17, 2015. On August 6, 2015, the secured subordinated lender of Waldron demanded repayment in full of all amounts owed to it under its credit facility and gave notice of its intention to enforce its security. This repayment demand created a cross-default between Waldron and its secured bank lender, which subsequently demanded repayment in full of all amounts owed to it under its credit facility and also gave notice of its intention to enforce its security. After various discussions between Waldron and both its lenders, Waldron consented to the appointment of a receiver and manager on August 13, 2015. On August 17, 2015, a receiver and manager was appointed over the assets, undertakings and property of Waldron pursuant to an order of the Court of King's Bench of Alberta (the "**Court**").

Mr. Archibald was Chair of Cequence Energy Ltd. ("**Cequence**") from July 30, 2009 to September 28, 2020. Pursuant to an amended and restated initial order of the Court on June 11, 2020, Cequence was granted authority to file with the Court a plan of compromise or arrangement under the *Companies' Creditors Arrangement Act* (the "**CCAA**"). On September 28, 2020, Cequence implemented a plan of compromise and arrangement (the "**CCAA Plan**") which was sanctioned on September 17, 2020 by order of the Court. The CCAA Plan marked the conclusion of the CCAA proceedings.

Personal Bankruptcies

None of the above proposed directors have, within 10 years prior to the date of this Information Circular, become bankrupt, made a proposal under any bankruptcy or insolvency legislation, been subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold their assets.

Penalties and Sanctions

None of the above proposed directors have been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority, or have entered into a settlement agreement with a securities regulatory authority, or any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to vote for a proposed director.

In the absence of contrary instructions, the persons named in the accompanying Form of Proxy intend to vote the Common Shares represented thereby in favour of the election to the Board of those persons designated above as nominees for election as directors. The Board does not contemplate that any of such nominees will be unable to serve as a director. However, if for any reason any of the proposed nominees do not stand for election or are unable to serve as such, proxies in favour of management designees will be voted for another nominee in their discretion, unless the Shareholder has specified in his proxy that his Common Shares are to be withheld from voting on the election of directors.

APPOINTMENT OF AUDITORS

The Shareholders will be asked to pass an ordinary resolution at the Meeting to appoint KPMG LLP as auditors of the Corporation, to hold office until the next annual meeting of the Shareholders, at such remuneration to be determined by the Board. KPMG LLP was first appointed as the Corporation's auditors on May 14, 2019.

In the absence of contrary instructions, the persons named in the accompanying Form of Proxy intend to vote the Common Shares represented thereby in favour of the appointment of KPMG LLP as auditors of the Corporation.

APPROVAL OF UNALLOCATED OPTIONS UNDER THE STOCK OPTION PLAN

The Shareholders will be asked to pass an ordinary resolution at the Meeting to approve the grant of unallocated stock options ("**Options**") under the stock option plan of the Corporation (the "**Stock Option Plan**"). For a discussion of the terms of the Stock Option Plan, see "*Executive Compensation – Stock Option Plan*" in this Information Circular.

Every three years, in accordance with the requirements of the TSX, all unallocated options, rights or other entitlements under a security-based compensation arrangement which does not have a fixed maximum aggregate of securities issuable must obtain approval from a majority of the Corporation's directors and Shareholders. On June 1, 2020, the Shareholders approved the Stock Option Plan and the unallocated Options. As such, the Corporation will not be able to grant Options under the Stock Option Plan after June 1, 2023, unless it has received Board and Shareholder approval for the issuance of unallocated Options. The Board approved the unallocated Options under the Stock Option Plan prior to the date of this Information Circular.

The Stock Option Plan requires such approvals as it is a "rolling plan" whereby the maximum number of Common Shares issuable upon the exercise of all Options granted under the Stock Option Plan, together with all restricted share awards granted under the Corporation's share award incentive plan (the "**Share Award Incentive Plan**"), in aggregate, shall not exceed 10% of the issued and outstanding Common Shares at the time of an Option grant. As a result, should the Corporation issue additional Common Shares in the future, the number of Options issuable under the Stock Option Plan will increase accordingly. A "rolling" stock option plan allows that the number of Common Shares covered by the Options which have been exercised will be available for subsequent grants under the Stock Option Plan.

As at April 3, 2023, there were: (i) 7,296,667 Options outstanding under the Stock Option Plan, which represents approximately 5.9% of the currently outstanding Common Shares; and (ii) 748,781 performance share awards

("PSAs") and 1,470,190 restricted share awards ("RSAs", and together with PSAs, "Share Awards") outstanding under the Share Award Incentive Plan, which represents approximately 1.8% of the currently outstanding Common Shares. There remains for issuance under the Stock Option Plan and the Share Award Incentive Plan, 2,891,572 unallocated Options or Share Awards representing approximately 2.3% of the currently outstanding Common Shares. During the year ended December 31, 2022, no Common Shares were issued pursuant to the exercise of outstanding Options.

The Board believes that the passing of the following resolution is in the best interests of the Corporation and recommends that Shareholders vote in favour of the resolution.

At the Meeting, the Shareholders will be asked to approve the following ordinary resolution:

"BE IT RESOLVED THAT:

1. all unallocated stock options issuable pursuant to the Corporation's stock option plan are hereby approved and authorized;
2. the Corporation have the ability to continue granting options under the stock option plan until May 12, 2026, being the date that is three years from the date of this resolution; and
3. any one director or officer of the Corporation is hereby authorized and directed for and on behalf of the Corporation to execute or cause to be executed, under the corporate seal of the Corporation or otherwise, and to deliver or cause to be delivered, all such other documents and instruments and to perform or cause to be performed all such other acts and things as in such person's opinion may be necessary or desirable to give full effect to the foregoing resolutions and the matters authorized thereby, such determination to be conclusively evidenced by the execution and delivery of such document, agreement or instrument or the doing of any such act or thing."

In the absence of contrary instructions, the persons named in the accompanying Form of Proxy intend to vote the Common Shares represented thereby in favour of the approval of unallocated Options under the Stock Option Plan. If the necessary Shareholder approval is not obtained at the Meeting, the Corporation will no longer be able to issue Common Shares from treasury upon the exercise of unallocated Options, being those Options which have not been granted as of May 12, 2023. Options granted prior to this date will continue to be unaffected by the approval or disapproval of the foregoing resolution; provided, however, that if any such Options are cancelled prior to being exercised, they will not be available for reallocation unless the foregoing resolution is approved.

OTHER MATTERS COMING BEFORE THE MEETING

The Board knows of no other matters to come before the Meeting other than as referred to in the Notice of Meeting. Should any other matters properly come before the Meeting, the Common Shares represented by proxy solicited hereby will be voted on such matters in accordance with the best judgment of the person voting such proxy.

STATEMENT OF EXECUTIVE COMPENSATION

Pursuant to National Instrument 51-102 – *Continuous Disclosure Obligations* ("NI 51-102"), the Corporation is required to disclose certain information with respect to its compensation of executive officers and directors, as summarized below.

General

For the purpose of this statement of executive compensation, a "CEO" or "CFO" means each individual who served as Chief Executive Officer or Chief Financial Officer, respectively, of the Corporation or acted in a similar capacity during the most recently completed financial year. A "Named Executive Officer" or "NEO" is defined by securities legislation to mean: (a) a CEO of the Corporation; (b) a CFO of the Corporation; (c) each of the Corporation's three most highly compensated executive officers or the three most highly compensated individuals acting in a similar capacity, other than the CEO and CFO, at the end of the most recently completed financial year and whose total compensation was, individually, more than \$150,000 for that financial year; and (d) each individual who would be a

"Named Executive Officer" under paragraph (c) but for the fact that the individual was neither an executive officer of the Corporation, nor acting in a similar capacity, at the end of the most recently completed financial year.

Based on the foregoing definitions, the Corporation's Named Executive Officers in respect of the year ended December 31, 2022 were: (a) Mr. Trevor Peters, who was President and CEO until July 17, 2022; (b) Dr. Peter Seufer-Wasserthal, who was President and CEO commencing July 17, 2022 until March 28, 2023; (c) Travis Doupe, Chief Financial Officer; (d) Dr. Chris Savile, who was Chief Operations Officer until March 28, 2023 when he was appointed President and CEO; and (e) Dr. Trish Choudhary, who was VP Research & Development until March 28, 2023 when she was appointed Sr. VP Research and Development.

Compensation Discussion and Analysis

The executive compensation program adopted by the Corporation and applied to its executive officers is designed to attract and retain qualified and experienced executives who will contribute to the success of the Corporation. The executive compensation program attempts to ensure that the compensation of the senior executive officers provides a competitive base compensation package and a strong link between corporate performance and compensation. Executive officers are motivated through the program to enhance long-term Shareholder value.

The Corporate Governance and Compensation Committee, on behalf of the Board, monitors compensation for the executive officers and directors of the Corporation and is currently comprised of Barbara Munroe (Chair), Donald Archibald and Fotis Kalantzis. The Corporate Governance and Compensation Committee has the authority to engage and compensate, at the expense of the Corporation, any outside advisor that it determines to be necessary to permit it to carry out its duties. The Corporate Governance and Compensation Committee retained Meridian Compensation Partners on January 24, 2022 to review and comment on the executive compensation determined for the Corporation's directors and executive officers during the financial year ended December 31, 2022. The Corporate Governance and Compensation Committee did not retain any other advisors or consultants during the most recently completed financial year ended December 31, 2022.

Executive Compensation-Related Fees

The aggregate amount of fees billed by Meridian Compensation Partners for services related to determining compensation for the Corporation's directors and executive officers as of December 31, 2022 was \$4,652.

Compensation Process

The Corporate Governance and Compensation Committee relies on the knowledge and experience of its members to set appropriate levels of compensation for the directors and NEOs. When determining NEO compensation, the Corporate Governance and Compensation Committee uses all data available to it to ensure that such compensation is set at a level that is commensurate with the size of the Corporation, compensation paid by the Corporation's industry peer group, responsibilities of the particular NEO and prioritizes retention of the NEOs who are considered by the Corporate Governance and Compensation Committee to be essential to the success of the Corporation. In reviewing comparative data, the Corporate Governance and Compensation Committee reviews market compensation levels paid by the Corporation's industry peer group, but does not currently engage in benchmarking for the purpose of establishing compensation levels relative to any predetermined level.

The Corporate Governance and Compensation Committee reviews the various elements of the NEOs' compensation in the context of the total compensation package (including salary, bonus and awards of Options and Share Awards) and recommends the NEOs' compensation packages to the Board. In determining whether and how many Options and Share Awards will be granted, the Corporation does not use any formal objectives, criteria or analyses in reaching such determinations; however, consideration is given to the amount and terms of outstanding Options and Share Awards.

The members of the Corporate Governance and Compensation Committee, Ms. Munroe, Messrs. Archibald and Kalantzis, were determined to be independent by the Board in accordance with prescribed independence rules in NI 58-101 (as defined herein). See the heading "*Corporate Governance Practices – Corporate Governance and Compensation Committee*" for more information.

Elements of Executive Compensation

The significant elements of compensation awarded to the NEOs are a cash salary, bonus, Options, and Share Awards (as defined herein). The Corporation has a Stock Option Plan and a Share Award Incentive Plan for its long-term incentive plans for its NEOs. The Board reviews annually the total compensation package of each of the Corporation's executives on an individual basis, against the backdrop of the compensation goals and objectives described above.

Cash Salary and Bonus

Base compensation and bonus for executive officers of the Corporation is set annually, having regard to the individual's job responsibilities, contribution, experience and proven or expected performance, as well as to market conditions and peer group analysis. In setting base compensation and bonus levels, consideration is to be given to such factors as level of responsibility, experience and expertise in addition to the policies of the TSX. Subjective factors such as leadership, commitment and attitude are also to be considered.

Options

To provide a long-term component to the executive compensation program, executive officers of the Corporation are eligible to receive Options pursuant to the Stock Option Plan (as defined below). The maximization of Shareholder value is encouraged by granting Options since it provides an incentive to eligible persons to further the development, growth and profitability of the Corporation. Consideration will be given to granting Options amongst the various organizational levels of management, including directors, officers, key employees and certain consultants. The CEO makes recommendations to the Board for the CFO, key employees and certain consultants. These recommendations are to take into account factors such as awards made in previous years, the number of Options outstanding per individual and the level of responsibility. The Board, as a whole, determines the Options to be issued to the CEO.

Share Awards

On April 28, 2021, the Shareholders, approved the adoption of the Share Award Incentive Plan. The purpose of the Share Award Incentive Plan is to provide directors, officers, employees and consultants of the Corporation or any of its subsidiaries with the opportunity to acquire Share Awards to allow them to participate in the long-term success of the Corporation and to promote a greater alignment of their interests with the interests of the Shareholders. The Board, or in the Board's discretion, a committee of the Board, may, from time to time, grant Share Awards to eligible persons, which Share Awards may be RSAs or PSAs. The Share Awards vest on such terms as specified by the Board or committee at the time of the grant of the Share Award, and allow the participant a unit equivalent in value to a Common Share, credited by means of a bookkeeping entry on the books of the Corporation. The Share Awards may be settled at the discretion of the Board or Compensation Committee in Common Shares or cash.

The Share Award Incentive Plan was approved by the Board on March 23, 2021. Concurrent with approving the Share Award Incentive Plan on March 23, 2021, the Board approved the granting of RSAs (the "**Granted RSAs**") and PSAs (the "**Granted PSAs**", and together with the Granted RSAs, the "**Granted Awards**") to certain officers and directors of the Corporation, which was subject to the subsequent Shareholder approval of the Share Award Incentive Plan.

Stock Option Plan

On June 1, 2020, the Shareholders, by ordinary resolution, ratified and approved the adoption of the Corporation's Stock Option Plan. The full text of the Stock Option Plan is attached as Schedule "A" to the information circular of the Corporation dated May 5, 2020, which is available under the Corporation's SEDAR profile at www.sedar.com, and a summary of the material provisions of the Stock Option Plan is set forth below.

General

Key to the Corporation's long-term incentive compensation program is its Stock Option Plan. Directors, officers, *bona fide* employees and consultants of the Corporation and its subsidiaries (the "**Participants**") are eligible to

participate in the Stock Option Plan. Awards are granted at varying levels depending on the individual's level of responsibility within the Corporation. All awards are approved by the Board.

The Stock Option Plan is intended to reward long-term growth in asset value per share, thereby aligning employee and Shareholder interests over the long term.

The process that the Corporation uses to grant Options to the Named Executive Officers, and the factors that are taken into account when considering new grants under the Stock Option Plan, is based upon a number of criteria, including the performance of the Named Executive Officers, the number of Options available for grant under the Stock Option Plan, the number of Options anticipated to be required to meet the future needs of the Corporation, as well as the number of Options previously granted to each of the Named Executive Officers. It is the full Board, as opposed to the Corporate Governance and Compensation Committee, which determines the need for any amendments to the Stock Option Plan and it is the full Board which determines the number of Option grants to be made under the Stock Option Plan. The CEO provides input and recommendations to the Board regarding the granting of Options, from time to time. The CEO, in turn, and where appropriate, also obtains input from other executive officers of the Corporation when providing his input and recommendations. The grant of option-based awards is not determined based on benchmarks, performance goals or a specific formula.

Description of the Plan

In connection with the listing of the Common Shares on the TSX on December 5, 2019, the Board approved the Stock Option Plan to replace its former stock option plan. Pursuant to the policies of the TSX, the Corporation is permitted to maintain a "rolling" stock option plan, such as the Stock Option Plan, provided that the plan, as well as the granting of unallocated Options thereunder, are approved by the Shareholders every three years thereafter.

As of the date of this Information Circular, the Corporation has 7,296,667 Options allocated and outstanding under the Stock Option Plan, representing 5.9% of the issued and outstanding Common Shares, and 2,891,572 unallocated compensation securities (representing 2.4% of the issued and outstanding Common Shares, after deducting 2,281,971 Share Awards allocated and outstanding under the Share Award Incentive Plan) that may be granted in the future under the Stock Option Plan. The unallocated portion represents the maximum future grants available under the Stock Option Plan and the Share Award Incentive Plan. Any additional grants under the Share Award Incentive Plan would reduce the number otherwise available to grant under the Stock Option Plan.

Eligibility

The Stock Option Plan provides for the granting of Options to purchase Common Shares to the Participants.

Administration

The Stock Option Plan is administered by the Board and the Board may, subject to applicable law, delegate its powers to administer the Stock Option Plan to a committee of the Board. Options may be granted at the discretion of the Board, in such number that may be determined at the time of grant, subject to the limits set out in the Stock Option Plan. Previous grants are taken into account when considering new grants.

Exercise Price

The exercise price of Options granted under the Stock Option Plan is fixed by the Board at the time of grant, provided that the exercise price shall be not less than the volume weighted average trading price of the Common Shares for the five trading days ending immediately prior to the time of grant. The exercise price is intended to be the fair market value of the Common Shares at the date of grant and, subject to the approval of the Board, the TSX and the Shareholders (where required), the exercise price may be adjusted if necessary to achieve that result.

Participants may, in lieu of paying cash on the exercise of Options, elect to acquire the number of Common Shares determined by subtracting the exercise price of the Options from the closing price of the Common Shares on the TSX on the date of exercise, multiplying the difference by the number of Common Shares in respect of which the Option was otherwise being exercised and then dividing that product by such closing price of the Common Shares.

Burn Rate

The Corporation's burn rate, as described in subsection 613(d) of the TSX Company Manual, under all previously approved stock option plans of the Corporation was 2% in fiscal 2020, 3% in fiscal 2021, and 1.8% in fiscal 2022. Management expects that the burn rate under the Stock Option Plan in fiscal 2023 will be approximately 1.2%. The burn rate is subject to change from time to time, based on the number of Options granted and the number of Common Shares issued and outstanding. The burn rate for a given period is calculated by dividing the number of Options granted under the Stock Option Plan during the applicable fiscal year by the weighted average of Common Shares outstanding during such period.

Maximum Percentage of Common Shares Reserved

The aggregate number of Common Shares that may be issued pursuant to the exercise of Options awarded under the Stock Option Plan and all other security-based compensation arrangements of the Corporation, including the Share Award Incentive Plan, and excluding compensation arrangements which do not involve the issuance of securities from the Corporation's treasury, is 10% of the Common Shares outstanding from time to time, subject to the following limitations:

- (a) the aggregate number of Common Shares reserved for issuance to any one Participant (including an Insider, as defined in the Stock Option Plan), together with all other security-based compensation arrangements of the Corporation, including the Share Award Incentive Plan, must not exceed 5% of the outstanding Common Shares (calculated on a non-diluted basis);
- (b) the aggregate number of Common Shares that may be issued to Insiders pursuant to the Stock Option Plan, together with all other security-based compensation arrangements of the Corporation, including the Share Award Incentive Plan, within a 12-month period, must not exceed 10% of the outstanding Common Shares (calculated on a non-diluted basis); and
- (c) the aggregate number of Common Shares reserved for issuance to Insiders pursuant to the Stock Option Plan, together with all other security-based compensation arrangements of the Corporation, including the Share Award Incentive Plan, at any time, must not exceed 10% of the outstanding Common Shares (calculated on a non-diluted basis).

Transferability

The Options are not assignable or transferable by a Participant, except for a limited right of assignment in the event of the death of the Participant.

Term and Vesting

The term of Options granted shall be determined by the Board in its discretion, to a maximum of five years from the date of the grant of the Option. The vesting period or periods within this period during which an Option or a portion thereof may be exercised shall be determined by the Board. In the absence of any determination by the Board as to vesting, and subject to the policies of the TSX, vesting shall be as to one third on each of the first, second and third anniversaries of the date of grant. Further, the Board may, in its sole discretion at any time or in the Option agreement in respect of any Options granted, accelerate or provide for the acceleration of vesting of Options previously granted.

Early Expiration

Unless otherwise provided in an agreement evidencing the grant of Options, Options shall terminate at the earlier of: (a) the close of business 30 days after the Participant ceasing (other than by reason of death or termination with cause) to be at least one of an officer, director, *bona fide* employee or consultant of the Corporation, or a subsidiary of the Corporation, as the case may be; (b) the close of business 30 days after the Participant has been provided with written notice of dismissal related to (a) above; and (c) the expiry date of the Option. If before the expiry of an Option in accordance with the terms thereof a Participant ceases to be an employee, officer, director or consultant by reason of the death of the Participant, any unvested portion of such Option shall immediately vest. In addition, such Option may, subject to the terms thereof and any other terms of the Stock Option Plan, be exercised by the

legal personal representative(s) of the Participant's estate at any time before 5:00 p.m. (Calgary time) up to six months after the date of death of the Participant, or until the expiry date of the Option, if earlier.

Change of Control and Termination

In the event of a Change of Control (as defined in the Stock Option Plan) occurring, all Options which have not otherwise vested in accordance with their terms shall immediately vest and be exercisable, notwithstanding the other terms of the Options or the Stock Option Plan, for a period of time ending on the earlier of the expiry time of the Option and the later of the 30th day following the Change of Control and the termination.

Take-over Acceleration Right

If approved by the Board, Options may provide that, whenever the Shareholders receive a take-over proposal, such Options may be exercised as to all or any of the Common Shares in respect of which such Options have not previously been exercised (including in respect of Options not otherwise vested at such time) by the Participant, but any such Options not otherwise vested and deemed only to have vested in accordance with the foregoing may only be exercised for the purposes of tendering to such take-over proposal. If for any reason any such Common Shares are not so tendered or, if tendered, are not, for any reason taken up and paid for by the offeree pursuant to the take-over proposal, any such Common Shares so purchased by the Participant shall be cancelled and returned to the treasury of the Corporation, and shall be added back to the number of Common Shares, if any, remaining unexercised under the Options.

Voluntary Black-Out Periods

The Corporation has adopted a policy on trading in the securities of the Corporation which includes self-imposed black-out periods from time to time, preventing officers, directors and employees in certain circumstances, from exercising Options. For example, these black-out periods are imposed prior to the release of quarterly and annual reports to Shareholders and when the Corporation is considering various possible transactions or is completing material operations that could, if consummated or successfully completed, have a significant effect on the trading price or value of the Corporation's securities. This policy was adopted as part of the Corporation's approach to responsible governance. However, the imposition of voluntary black-out periods can penalize the Corporation and its insiders and key employees where their Options have not been exercised prior to the voluntary black-out period and where such Options would expire during such period.

Pursuant to the Stock Option Plan, the expiration of the term of any Options that would fall during a voluntary black-out period or within 10 business days following the termination of a voluntary black-out period will be extended for a period of 10 business days following the expiry of such black-out period such that all Participants will always have a maximum of 10 business days following a voluntary black-out period to exercise Options. This provision applies to all Participants.

Amendment to Stock Option Plan

The Board may amend or discontinue the Stock Option Plan at any time without the consent of the Shareholders; provided that unless Participants holding at least 75% of the Options then outstanding otherwise consent in writing, the Board may not suspend, discontinue or amend the Stock Option Plan or amend any outstanding Option in a manner that would alter or impair any Option previously granted to a Participant under the Stock Option Plan, and any such suspension, discontinuance or amendment of the Stock Option Plan or amendment to an Option shall apply only in respect of Options granted on or after the date of such suspension, discontinuance or amendment.

The Board may also at any time without the consent of the Shareholders, make the following amendments to the Stock Option Plan or an Option granted thereunder: (a) amendments to vesting provisions, including to accelerate, conditionally or otherwise, the vesting date of an Option; (b) amendments necessary to comply with applicable law or the requirements of the TSX or any other regulatory body having authority over the Corporation, the Stock Option Plan or the Shareholders; (c) amendments to permit the conditional exercise of any Option; (d) amendments of a "housekeeping" nature; (e) amendments respecting the administration of the Stock Option Plan; and (f) any amendment that does not require the approval of the Shareholders as expressly set out in the Stock Option Plan. Amendments requiring the approval of the Shareholders include: (a) any increase in the number of Common Shares reserved for issuance under the Stock Option Plan; (b) any amendment to increase or remove the Insider

participation limits set out in Stock Option Plan (as described in "*Maximum Percentage of Common Shares Reserved*", above); (c) the provision of financial assistance to a Participant in connection with the exercise of Options; (d) any reduction in the exercise price of an Option, cancellation and reissue of Options or substitution of Options with cash or other awards on terms that are more favourable to the Participants; (e) any extension of the expiry of an Option, except as otherwise provided in the Stock Option Plan; (f) an amendment that would permit Options to be transferable or assignable other than for normal estate settlement purposes; (g) any amendment that would materially modify the eligibility requirements for participation in this Stock Option Plan; and (h) an amendment to any of the amending provisions of the Stock Option Plan.

Share Award Incentive Plan

On April 28, 2021, the Shareholders approved the Share Award Incentive Plan for Eligible Persons (as defined below). The full text of the Share Award Incentive Plan is attached as Schedule "A" to the information circular of the Corporation dated April 17, 2021, which is available under the Corporation's SEDAR profile at www.sedar.com, and a summary of the material provisions of the Share Award Incentive Plan is set forth below.

General

The purpose of the Share Award Incentive Plan is to provide Eligible Persons with the opportunity to acquire Share Awards to allow them to participate in the long-term success of the Corporation and to promote a greater alignment of their interests with the interests of the Shareholders. Awards are granted at varying levels depending on the individual's level of responsibility within the Corporation. All awards are approved by the Board.

The process that the Corporation uses to grant Share Awards to the Named Executive Officers, and the factors that are taken into account when considering new grants under the Share Award Incentive Plan, is based upon a number of criteria, including the performance of the Named Executive Officers, the number of Share Awards available for grant under the Share Award Incentive Plan, the number of Share Awards anticipated to be required to meet the future needs of the Corporation, as well as the number of Share Awards previously granted to each of the Named Executive Officers. It is the full Board, as opposed to the Corporate Governance and Compensation Committee, which determines the need for any amendments to the Share Award Incentive Plan and it is the full Board which determines the number of Share Awards grants to be made under the Share Award Incentive Plan. The CEO provides input and recommendations to the Board regarding the granting of Share Awards, from time to time. The CEO, in turn, and where appropriate, also obtains input from other executive officers of the Corporation when providing his input and recommendations. The grant of option-based awards is not determined based on benchmarks, performance goals or a specific formula. The grant of share-based awards is not determined based on benchmarks, performance goals or a specific formula.

Description of the Plan

The Board approved the Share Award Incentive Plan on March 23, 2021, which was subsequently approved by the Shareholders on April 28, 2021, to allow for more flexibility in granting equity incentive awards, so that in addition to Options, the Corporation can grant Share Awards to Eligible Persons. Pursuant to the policies of the TSX, the Corporation is permitted to maintain a "rolling" equity compensation plan, such as the Share Award Incentive Plan, provided that the plan, as well as the granting of unallocated Share Awards thereunder, are approved by the Shareholders upon institution and every three years thereafter.

As of the date of this Information Circular, the Corporation has 2,218,971 Share Awards allocated and outstanding under the Share Award Incentive Plan, representing 1.8% of the issued and outstanding Common Shares, and 2,891,572 unallocated compensation securities (representing 2.5% of the issued and outstanding Common Shares, after deducting 7,296,667 Options allocated and outstanding under the Stock Option Plan) that may be granted in the future under the Share Award Incentive Plan. The unallocated portion represents the maximum future grants available under the Share Award Incentive Plan and the Stock Option Plan. Any additional grants under the Stock Option Plan would reduce the number otherwise available to grant under the Share Award Incentive Plan.

Administration

The Share Award Incentive Plan is administered by the Board and the Board may, subject to applicable law, delegate its powers to administer the Share Award Incentive Plan to a committee of the Board, including the

Corporate Governance and Compensation Committee. Share Awards may be granted at the discretion of the Board, in such number that may be determined at the time of grant, subject to the limits set out in the Share Award Incentive Plan. Previous grants are taken into account when considering new grants.

Share Awards and Eligibility

Share Awards may be awarded to persons who are directors, officers, employees or consultants of the Corporation or a subsidiary of the Corporation ("**Eligible Persons**") as the Board or the Corporate Governance and Compensation Committee determines. Notwithstanding the foregoing, non-employee directors are not eligible to be awarded PSAs. PSAs are a unit equivalent to the value of a Common Share, credited by means of a bookkeeping entry on the books of the Corporation in accordance with the Share Award Incentive Plan, based on the achievement of performance criteria set out in an applicable award notice.

RSAs may be awarded to Eligible Persons as the Board or the Corporate Governance and Compensation Committee determines. RSAs are a unit equivalent to the value of a Common Share, credited by means of a bookkeeping entry on the books of the Corporation in accordance with the Share Award Incentive Plan.

The number of Share Awards (including fractional Share Awards) to be credited as of the date on which Share Awards are awarded to an Eligible Person (the "**Award Date**") shall be determined by the Corporate Governance and Compensation Committee in its sole discretion. Upon receipt of acknowledgment in the manner specified under the Share Award Incentive Plan, Share Awards shall be credited to an account maintained for each Participant on the books of the Corporation, effective as of the Award Date for that grant.

Vesting

Each Share Award will vest on such terms as shall be specified by the Board or the Corporate Governance and Compensation Committee at the time of granting Share Awards as reflected in a notice substantially in the form of the schedules appended to the Share Award Incentive Plan, and in the case of the PSAs, containing such other terms and conditions relating to an award of PSAs as the Board may prescribe ("**Award Notice**"), except as otherwise provided in the Share Award Incentive Plan. Unless otherwise stipulated by the Board at the time of grant and subject to earlier vesting in accordance with the terms of the Share Award Incentive Plan:

- (a) RSAs granted under the Share Award Incentive Plan shall vest as to 33 1/3% on each of the first, second and third anniversaries of the Award Date; and
- (b) PSAs granted under the Share Award Incentive Plan shall vest on the third anniversary of the Award Date.

Performance Vesting

Prior to the Distribution Date (as defined below) in respect of any PSA, the Board or the Corporate Governance and Compensation Committee shall assess the performance of the Corporation for the applicable period. The performance measures to be taken into consideration in granting PSAs and determining the adjustment factor in respect of any PSA shall be established by the Board in its discretion at the time of the grant of the PSA, and may include, without limitation, the total shareholder return of the Common Shares compared to an index, subindex or identified group of peers and the Corporation's performance compared to identified operational or financial targets (the "**Performance Measures**"). The applicable adjustment factor may be between a minimum of zero and such maximum as determined by the Board or the Corporate Governance and Compensation Committee (provided such maximum shall not exceed 2.0) (the "**Adjustment Factor**"). The weighting of the individual measures comprising the Performance Measures shall be determined by the Board or the Corporate Governance and Compensation Committee, as applicable, in its sole discretion having regard to the principal purposes of the Share Award Incentive Plan and, upon the assessment of all Performance Measures, the Board or the Corporate Governance and Compensation Committee shall determine the Adjustment Factor for the applicable period in its sole discretion.

The number of PSAs which vest on a vesting date specified in an Award Notice is the number of PSAs scheduled to vest on such date multiplied by the Adjustment Factor.

Settlement

Unless otherwise determined by the Board in its sole discretion, the date of settlement of any Share Award (a "**Distribution Date**") shall be the applicable vesting date for such Share Award pursuant to the Share Award Incentive Plan, provided that, for greater certainty, the Board may in its sole discretion impose additional or different conditions to the termination of the Distribution Date of any Share Award.

On the Distribution Date, the Board or the Corporate Governance and Compensation Committee, as applicable, in its sole discretion, shall have the option of settling the Common Shares issuable in respect of Share Awards by any or all of the following methods: (a) settlement in Common Shares acquired by the Corporation on the TSX; (b) the issuance of Common Shares from the treasury of the Corporation; or (c) for any participant who is not a U.S. taxpayer, payment by the Corporation of a cash amount per Share Award equal to the Settlement Market Value (as defined below) of the Payment Shares (as defined below) on the Distribution Date, net of applicable withholding tax. The Settlement Market Value is the closing price of the Common Shares on the TSX on the last trading day prior to the Distribution Date.

No Distribution Date in respect of any Share Award may occur after the earlier of: (i) the thirtieth day after the participant ceases to be eligible to participate under the Share Award Incentive Plan; or (ii) the fifth anniversary of the Award Date (the earlier of the two being the "**Final Date**"). With respect to any Share Awards awarded to a participant who is a U.S. taxpayer, the Distribution Date shall be the applicable vesting date established pursuant to the Share Award Incentive Plan.

Subject to any election by the Board or the Corporate Governance and Compensation Committee, as applicable, to settle a Share Award in cash, as soon as practicable after each Distribution Date or on the Final Date (if the Distribution Date is the Final Date), the Corporation shall issue to the participant or to the participant's estate, a number of Common Shares equal to the number of Share Awards in the participant's account that became payable on the Distribution Date (the "**Payment Shares**"). As of the Distribution Date, the Share Awards in respect of which such Common Shares are issued or cash is paid shall be cancelled and no further payments shall be made to the participant under the Share Award Incentive Plan in relation to such Share Awards.

Burn Rate

Management expects that the burn rate under the Share Award Incentive Plan in fiscal 2023 will be approximately 2.0%. The burn rate is subject to change from time to time, based on the number of Share Awards granted and the number of Common Shares issued and outstanding. The burn rate for a given period is calculated by dividing the number of Share Awards granted under the Share Award Incentive Plan during the applicable fiscal year by the weighted average of Common Shares outstanding during such period.

Total Shares Subject to Share Awards

Unless otherwise approved by the TSX and the Shareholders:

- (a) subject to adjustment in accordance with the Share Award Incentive Plan, the aggregate number of Common Shares that may be issuable pursuant to the Share Award Incentive Plan and all other security-based compensation arrangements, including the Stock Option Plan, shall not exceed 10% of the issued and outstanding Common Shares at the time of grant;
- (b) the Board shall not grant Share Awards under the Share Award Incentive Plan if the number of Common Shares issuable pursuant to outstanding Share Awards, when combined with the number of Common Shares issuable pursuant to outstanding Options and outstanding securities under any other security-based compensation arrangements of the Corporation, would exceed 10% of the issued and outstanding Common Shares at the time of the grant;
- (c) the number of Common Shares issuable to insiders of the Corporation and such insider's associates, at any time, under all security-based compensation arrangements including, without limitation, the Share Award Incentive Plan and the Stock Option Plan, shall not exceed 10% of the issued and outstanding securities of the Corporation at the time of grant calculated on a non-diluted basis;

- (d) the number of Common Shares issued to insiders of the Corporation and such insider's associates, within any one-year period, under all security-based compensation arrangements including, without limitation, the Share Award Incentive Plan, shall not exceed 10% of the issued and outstanding securities of the Corporation at the time of grant calculated on a non-diluted basis;
- (e) the number of Common Shares issuable to any one Participant and such Participant's associates, within any one-year period, under all security-based compensation arrangements including, without limitation, the Share Award Incentive Plan and the Stock Option Plan, shall not exceed 5% of the issued and outstanding securities of the Corporation at the time of grant calculated on a non-diluted basis;
- (f) the number of Common Shares issuable to any one insider of the Corporation and such insider's associates, within any one-year period, under the Share Award Incentive Plan, shall not exceed 2% of the issued and outstanding securities of the Corporation at the time of grant calculated on a non-diluted basis;
- (g) the aggregate: (i) number of Common Shares that may be reserved for issuance pursuant to the exercise of RSAs granted to non-employee directors pursuant to the Share Award Incentive Plan shall not exceed 1.0% of the Common Shares outstanding from time to time; and (ii) value of RSAs granted to any one non-employee director in any calendar year under the Share Award Incentive Plan and under any other security-based compensation arrangements shall not exceed \$150,000;
- (h) to the extent Share Awards are exercised or to the extent any Share Awards are terminated for any reason or are cancelled, the Common Shares subject to such Share Awards shall be added back to the number of Common Shares reserved for issuance under the Share Award Incentive Plan and such Common Shares will again become available for Share Award grants under the Share Award Incentive Plan; and
- (i) if the acquisition of Common Shares by the Corporation for cancellation should result in any of the above tests no longer being met, this shall not constitute non-compliance with the Share Award Incentive Plan for any awards outstanding prior to such purchase of Common Shares for cancellation.

For purposes of the calculations above, the Share Award Incentive Plan provides that it shall be assumed that all issued and outstanding Share Awards will be settled by the issuance of Common Shares from treasury, notwithstanding the Corporation's right to settle Share Awards in cash or by purchasing Common Shares on the open market.

Duration of Share Awards

Each Share Award and all rights thereunder shall be expressed to expire on the date set out in the Award Notice and shall be subject to earlier termination by ceasing to be a director, officer, consultant or employee or by death or disability of the Eligible Person.

Subject to the rules and regulations of the TSX or any other exchange on which the Common Shares are listed for trading, and notwithstanding any other provisions of the Share Award Incentive Plan, if the Distribution Date of any Share Award occurs during or within 10 business days following the end of a Black-Out Period (as defined below), the Distribution Date of such Share Award shall be extended for a period of 10 business days following the end of the Black-Out Period (or such longer period as permitted by the Exchange or any other exchange on which the Common Shares are listed and approved by the Board). "Black-Out Period" for the purposes of the Share Award Incentive Plan means the period of time when, pursuant to any policies of the Corporation, any securities of the Corporation may not be traded by certain persons as designated by the Corporation, including any holder of a Share Award.

Transferability

The Share Awards are not assignable or transferable by an Eligible Person, except for a limited right of assignment in the event of the death of the Eligible Person.

Amendments Subject to Shareholder Approval

The Board has the absolute discretion to amend or terminate the Share Award Incentive Plan. The only amendments to the Share Award Incentive Plan that would be subject to shareholder approval are amendments that would:

- (a) increase the number of securities issuable under the Share Award Incentive Plan otherwise than in accordance with the terms of the Share Award Incentive Plan;
- (b) increase the number of securities issuable to an insider of the Corporation otherwise than in accordance with the terms of the Share Award Incentive Plan;
- (c) extend the Distribution Date of any Share Awards held by insiders of the Corporation beyond the original Final Date of the Share Awards;
- (d) reduce the award market value of any Share Awards held by insiders of the Corporation otherwise than in accordance with the terms of the Share Award Incentive Plan;
- (e) add any form of financial assistance to a participant in the Share Award Incentive Plan;
- (f) permit a participant to transfer any Share Awards to a new beneficial holder other than for estate settlement purposes;
- (g) increase the maximum number of RSAs that may be granted to non-employee directors; and
- (h) amend the amendment provisions of the Share Award Incentive Plan.

DSU Plan

On March 21, 2023, the Board approved the adoption of a plan (the "**DSU Plan**") to grant DSUs to non-employee directors. No Common Shares will be issued under the DSU Plan and all DSUs granted are settled in cash. DSUs vest on the date they are granted but directors are only entitled to receive the value of the DSUs once they cease to be a director of the Corporation. As further described below, the DSU Plan provides for a cash payment equal to the closing price of the Common Shares on the trading day prior to payment multiplied by the number of notional Common Shares underlying the DSUs held by a director after such director ceases to be a director of the Corporation. In addition to providing for the grant of DSUs to non-employee directors, non-employee directors also have the option to elect to receive DSUs in lieu of receiving their annual cash retainers.

Deferred Share Units (DSUs)

The purpose of the DSU Plan is to: (a) promote a proprietary interest in the Corporation and a greater alignment between non-employee directors of the Corporation and Shareholders; (b) provide a compensation system for directors that is reflective of the responsibilities, commitments and risks accompanying the role of a director; and (c) assist the Corporation in attracting experienced individuals to serve as directors.

The Board administers the DSU Plan, which has the authority to grant DSU awards under the DSU Plan to non-employee directors. The DSU Plan may be amended, suspended or terminated at any time by the Board. The DSUs granted thereunder are not transferable or assignable except in the case of death. There are currently 3,840,000 outstanding DSUs under the DSU Plan.

No Common Shares will be issued under the DSU Plan and all DSUs granted are settled in cash. DSUs vest on the date they are granted but directors are only entitled to receive the value of the DSUs once they cease to be a director of the Corporation. Under the DSU Plan, directors may elect to receive up to 100% of their annual retainer in the form of DSUs.

The cash payment to be received will be equal to the number of DSUs held by the director on the date the director ceased to be a director after giving effect to adjustments for dividends, multiplied by the closing price of the Common

Shares on the TSXV on the trading day immediately prior to the date the payment is to be made, less all applicable withholding taxes.

Under no circumstances shall DSUs be considered Common Shares or other securities of the Corporation, nor shall they entitle any participant to exercise voting rights or any other rights attaching to the ownership of Common Shares or other securities of the Corporation, including, without limitation, voting rights, dividend entitlement rights or rights on liquidation, nor shall any participant be considered the owner of Common Shares by virtue of an award of DSUs. Notwithstanding the foregoing, and without conferring any rights as Shareholders to the holders thereof, DSUs held by directors are included in calculating achievement of share ownership guidelines.

For further information on compensation paid to the non-employee directors of the Corporation, see "*Director Compensation Table*" below.

Risk Oversight

In carrying out its mandate, the Corporate Governance and Compensation Committee reviews from time to time the risk implications of the Corporation's compensation policies and practices, including those applicable to the Corporation's executives. This review of the risk implications ensures that compensation plans, in their design, structures and application have a clear link between pay and performance and do not encourage excessive risk taking. Key considerations regarding risk management include the following:

- (a) design of the compensation program to ensure all executives are compensated equally based on the same or, depending on the mandate and term of appointment of that particular executive, substantially equivalent performance goals;
- (b) balance of short-term performance incentives with equity-based awards that vest over time;
- (c) ensuring overall expense to the Corporation of the compensation program does not represent a disproportionate percentage of the Corporation's revenues, after giving consideration to the development stage of the Corporation; and
- (d) utilizing compensation policies that do not rely solely on the accomplishment of specific tasks without consideration to longer term risks and objectives.

For the reasons set forth below, the Corporate Governance and Compensation Committee believes that the Corporation's current executive compensation policies and practices achieve an appropriate balance in relation to the Corporation's overall business strategy and do not encourage executives to expose the Corporation to inappreciate or excessive risks.

While a significant feature of the Corporation's current executive compensation practice is the awarding of Options and Share Awards under the Stock Option Plan and the Share Award Incentive Plan, respectively, and while such compensation is "at risk" (i.e. not guaranteed), the Corporation's long-term incentive plans are designed such that Options and Share Awards vest over a three-year period (or in the case of PSAs, after three years) and therefore encourage sustainable Common Share price appreciation and reduce the risk of actions which may have short-term advantages. Additionally, the granting of Options and Share Awards is in accordance with the terms and provisions of the Stock Option Plan and the Share Award Incentive Plan, respectively.

The base salaries set for the Corporation's executives are intended to provide a steady income regardless of Common Share price performance, allowing executives to focus on both near-term and long-term goals and objectives without undue reliance on short-term Common Share price performance or market fluctuations.

Compensation payable in the form of bonuses is overseen by the Corporate Governance and Compensation Committee and the Board. The Board does not consider the applicable periods set for bonus purposes to be heavily weighed to the short-term and believes it has struck an appropriate balance between short-term performance incentives and long-term awards that vest over time.

In addition, the Board has implemented a claw-back policy that allows the Board and the Corporate Governance and Compensation Committee to "claw-back" cash bonuses and equity-based incentive awards if an executive of

the Corporation is found to have committed fraud, wilful misconduct or negligence resulting in inaccurate financial results being reported or a restatement of the Corporation's financial statements.

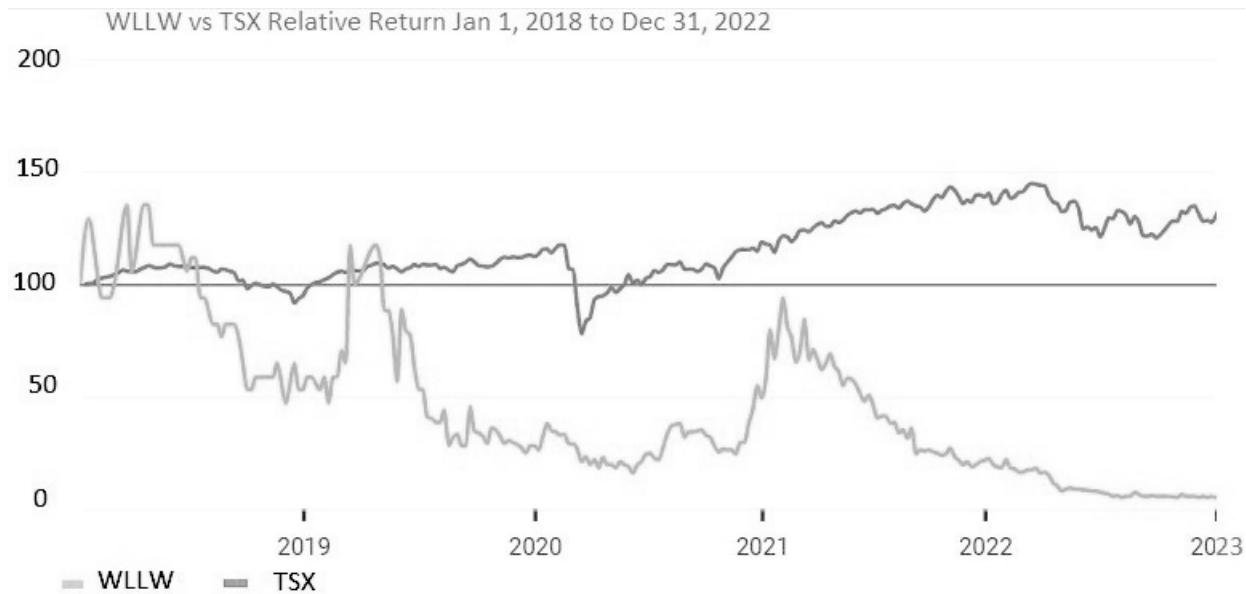
Hedging and Offsetting

The Board has implemented an anti-hedging policy (the "**Anti-Hedging Policy**") to ensure that the Board and its Corporate Governance and Compensation Committee are able to take direct, appropriate action to rectify or prevent directors, officers or other employees of the Corporation or its subsidiary entities, or, to the extent practicable, any other person (or their associates) in a special relationship (within the meaning of applicable securities laws) with the Corporation from hedging or monetizing transactions to lock in the value of holdings in the securities (debt or equity) of the Corporation. Such transactions, while allowing the holder to own the Corporation's securities without the full risks and rewards of ownership, potentially separate the holder's interests from those of the Corporation's securityholders generally. Pursuant to the Anti-Hedging Policy, none of the above mentioned persons may, at any time, purchase financial instruments that are designed to or that may reasonably be expected to have the effect of hedging or offsetting a decrease in the market value of any securities of the Corporation.

Any violation of the Anti-Hedging Policy will result in disciplinary action, up to and including termination of employment as well as restrictions on future participations in the Corporation's incentive plans.

Performance Graph

The following graph illustrates the Corporation's cumulative shareholder return, as measured by the closing price of the Common Shares at the end of the five most recently completed financial years, assuming an initial investment of \$100 on December 31, 2017, compared to the S&P/TSX Composite Index.



As the new management team and new Board of the Corporation was appointed on April 12, 2019, the trend shown in the above graph does not provide a meaningful comparison to the trend in executive compensation. The total compensation of Named Executive Officers for the year ended December 31, 2022 was based on various factors, including but not limited to, the price of the Common Shares and certain other factors discussed above.

The total compensation for the executive officers is affected by increases and decreases in the price of Common Shares as the value of Options and Share Awards increase or decrease as Common Share prices increase or decrease. Options, Share Awards and bonuses (to the extent that such payments are based on meeting corporate performance expectations) represent "at risk" compensation which help align the total return on the Common Shares and the compensation received by our executive officers. Total executive compensation does not always directly correlate with increases and decreases in the total return on the Common Shares due to impacts on share

value that are beyond the Corporation's control, such as the need of the Corporation to continue to provide competitive salaries and increases in salary levels relative to the market.

Summary NEO Compensation Table

NI 51-102 requires the disclosure of the compensation received by each NEO of the Corporation for each of the three most recently completed financial years.

The following table and notes thereto provide a summary of the compensation paid to the NEOs of the Corporation for the three most recently completed financial years:

| Name and Position | Year | Salary (\$) | Share-based Awards (\$) | Option-based Awards ⁽¹⁾ (\$) | Non-Equity Incentive Plan Compensation | | Pension Value ⁽³⁾ (\$) | All Other Compensation (\$) | Total Compensation (\$) |
|---|------|-------------|-------------------------|---|--|--------------------------------|-----------------------------------|-----------------------------|-------------------------|
| | | | | | Annual Incentive Plans ⁽²⁾ (\$) | Long-term Incentive Plans (\$) | | | |
| Dr. Peter Seufer-Wasserthal⁽⁴⁾ <i>Former President, CEO and a Director</i> | 2022 | 170,308 | 90,701 | 39,919 | - | - | - | - | 300,928 |
| | 2021 | -- | -- | -- | -- | -- | -- | -- | -- |
| | 2020 | -- | -- | -- | -- | -- | -- | -- | -- |
| Trevor Peters⁽⁵⁾ <i>Former President and CEO</i> | 2022 | 253,781 | 126,487 | 36,000 | - | - | - | - | 416,268 |
| | 2021 | 297,113 | 279,822 | 451,893 | 25,000 | -- | -- | -- | 1,053,828 |
| | 2020 | 285,000 | -- | -- | 50,000 | -- | -- | -- | 335,000 |
| Travis Doupe <i>CFO</i> | 2022 | 275,000 | 80,270 | 12,000 | 103,125 | - | - | - | 367,270 |
| | 2021 | 267,963 | 233,184 | 180,757 | 25,000 | -- | -- | -- | 706,904 |
| | 2020 | 245,000 | - | 16,210 | 50,000 | -- | -- | -- | 311,210 |
| Dr. Chris Savile⁽⁶⁾ <i>President and Chief Executive Officer</i> | 2022 | 357,857 | 80,270 | 12,000 | 134,197 | - | - | - | 450,292 |
| | 2021 | 297,310 | 233,184 | 180,757 | 32,015 | -- | -- | 5,610 | 743,266 |
| | 2020 | 208,987 | -- | 16,210 | 128,220 | -- | -- | 17,244 | 447,350 |
| Dr. Trish Choudhary⁽⁷⁾ <i>Sr. Vice President, Research & Development</i> | 2022 | 270,144 | 75,406 | 12,000 | 67,342 | -- | -- | -- | 357,550 |
| | 2021 | 256,120 | 180,757 | 186,546 | 51,200 | -- | -- | -- | 674,623 |
| | 2020 | 201,600 | -- | 10,123 | 42,840 | -- | -- | -- | 254,563 |

Notes:

- (1) The amounts disclosed herein for the option-based awards are calculated based on the fair value of the Options granted during the year as at the grant date using the Black-Scholes model using the following assumptions on the grant date: the grant price, risk-free interest rate and the volatility of the Common Shares up to the grant date. The Corporation chose this methodology because it is recognized as the most common methodology used for valuing Options and value comparisons.
- (2) Annual Incentive Plan compensation reflects discretionary bonuses paid to the NEOs in respect of corporate and individual performance during the year. Discretionary bonuses are disclosed for the year in respect of which they are earned although they are typically paid in the following year.
- (3) The Corporation does not provide a pension to its employees.
- (4) Dr. Peter Seufer-Wasserthal was appointed interim President and CEO effective July 17, 2022 in connection with Trevor Peters' retirement as President and CEO and was permanently installed as President and CEO on November 3, 2022. After July 17, 2022, all of the compensation paid to Dr. Seufer-Wasserthal relates to his role as President and CEO. Since July 17, 2022, Dr. Seufer-Wasserthal does not receive any compensation for his role as a director.
- (5) Mr. Peters retired from his role as President and CEO effective July 17, 2022, however he continues to serve as a director of Willow. All of the compensation paid to Mr. Peters relates to his role as President and CEO. Until July 17, 2022, Mr. Peters did not receive any compensation for his role as a director.
- (6) Dr. Savile's salary was paid in USD and converted to Canadian dollars at the average rate for the period.
- (7) Dr. Choudhary was paid in USD and converted to Canadian dollars at the average rate for the period.

Outstanding Option-Based and Share-Based Awards

The following table sets forth all option-based and share-based awards outstanding at the end of the most recent fiscal year ended December 31, 2022 for the Named Executive Officers of the Corporation.

| Name and Position | Option-Based Awards | | | |
|--|--|----------------------------|------------------------|---|
| | Number of Common Shares Underlying Unexercised Options (#) | Option Exercise Price (\$) | Option Expiration Date | Value of Unexercised in-the-money Options ⁽¹⁾ (\$) |
| Dr. Peter Seufer-Wasserthal ⁽²⁾ <i>Former President, CEO and a Director</i> | 200,000 | 1.75 | March 2, 2024 | - |
| | 40,000 | 0.41 | June 4, 2025 | - |
| | 48,000 | 1.61 | March 26, 2026 | - |
| | 129,730 | 0.37 | March 30, 2027 | - |
| | 76,388 | 0.11 | December 12, 2027 | 384 |
| Trevor Peters ⁽³⁾ <i>Former President & CEO</i> | 500,000 | 1.608 | March 26, 2026 | - |
| | 150,000 | 0.37 | March 30, 2027 | - |
| Travis Doupe <i>CFO</i> | 412,400 | 1.75 | May 2, 2024 | - |
| | 76,860 | 0.41 | June 4, 2025 | - |
| | 200,000 | 1.608 | March 26, 2026 | - |
| | 50,000 | 0.37 | March 30, 2027 | - |
| Dr. Chris Savile <i>President and CEO</i> | 412,400 | 1.75 | May 2, 2024 | - |
| | 76,860 | 0.41 | June 4, 2025 | - |
| | 200,000 | 1.608 | March 26, 2026 | - |
| | 50,000 | 0.37 | March 30, 2027 | - |
| Dr. Trish Choudhary <i>Sr. Vice President, Research & Development</i> | 240,000 | 1.75 | May 2, 2024 | - |
| | 48,000 | 0.41 | June 4, 2025 | - |
| | 200,000 | 1.608 | March 26, 2026 | - |
| | 50,000 | 0.37 | March 30, 2027 | - |

Notes:

- (1) Calculated based on the difference between the exercise price of the Options and the closing price of the Common Shares on the TSX on December 31, 2022, being \$0.115.
- (2) Dr. Peter Seufer-Wasserthal was appointed interim President, CEO and a director effective July 17, 2022 in connection with Trevor Peters' retirement as President and CEO.
- (3) Mr. Peters retired from his role as President and CEO effective July 17, 2022, however he continues to serve as a director of Willow.

Incentive Plan Awards – Value Vested or Earned During the Year

The following table sets forth information in respect of the value vested or earned during the Corporation's most recent fiscal year ended December 31, 2022, in respect of option-based and share-based awards for the Named Executive Officers of the Corporation.

| Name and Position | Option-Based Awards – Value Vested During the Year ⁽¹⁾ | Share-Based Awards – Value Vested During the Year ⁽¹⁾ | Non-Equity Plan Compensation – Value Earned During the Year |
|--|---|--|---|
| Dr. Peter Seufer-Wasserthal ⁽²⁾ <i>Former President, CEO and Director</i> | - | 1,890 | - |
| Trevor Peters ⁽³⁾ <i>Former President & CEO</i> | - | 8,861 | - |
| Travis Doupe <i>CFO</i> | - | 7,384 | 103,125 |
| Dr. Chris Savile <i>President & CEO</i> | - | 7,384 | 134,197 |

| Name and Position | Option-Based Awards – Value Vested During the Year ⁽¹⁾ | Share-Based Awards – Value Vested During the Year ⁽¹⁾ | Non-Equity Plan Compensation – Value Earned During the Year |
|--|---|--|---|
| Dr. Trish Choudhary Sr. Vice President, Research & Development | - | 5,907 | 67,342 |

Notes:

- (1) Represents the aggregate dollar value that would have been realized if the Options had been exercised on the vesting date based on the difference between the closing market price of the Common Shares on the date immediately preceding the vesting date and the exercise price of the Options held.
- (2) Dr. Peter Seuffer-Wasserthal was appointed interim President, CEO and a director effective July 17, 2022 in connection with Trevor Peters' retirement as President and CEO.
- (3) Mr. Peters retired from his role as President and CEO effective July 17, 2022, however he continues to serve as a Director of Willow.

Pension Plan Benefits

The Corporation does not have a pension plan or provide any benefits following or in connection with retirement. In addition, the Corporation does not have a deferred compensation plan.

Termination and Change of Control Benefits

During the year ended December 31, 2020, the Corporation entered into executive employment contracts with each of its NEOs (together, the "**Executive Agreements**", and each of the individuals being the "**Executives**"), that provide for payments to the Executives following or in connection with any termination, resignation, retirement, change of control of the Corporation or change in the Executive's responsibility.

The following is a description of the Executive Agreements and certain of their terms and provisions in connection with any termination (whether voluntary, involuntary or constructive), resignation, death, disability, a change in control of the Corporation or a change in the Executives' responsibilities.

| Type of Termination | Cash Payments | Benefits |
|--|--|---|
| Termination for Just Cause ⁽¹⁾ | None | None |
| Resignation by the Executive with ninety (90) days' written notice | None | None |
| Termination by the Executive in the event of a Change of Control ⁽²⁾ or, in the case of the COO, for Good Reason ⁽³⁾ | A severance amount equal to the monthly salary of the Executive as at the termination date multiplied by 6, or in the case of the CEO, CFO or COO, 12. | All benefits coverage ceases as of the termination date |
| Termination by the Corporation | A severance amount equal to the monthly salary of the Executive as at the termination date multiplied by 6, or in the case of the CEO, CFO or COO, 12. | All benefits coverage ceases as of the termination date |
| Death | None | Payment from the relevant carrier under a life insurance policy or long-term disability benefit plan, if and as applicable. |
| Permanent Disability ⁽⁴⁾ | None | Payment from the relevant carrier under a life insurance policy or long-term disability benefit plan, if and as applicable. |

Notes:

- (1) "**Just Cause**" means any reason which would entitle the Corporation to terminate the Executive's employment without notice or payment in lieu of notice at common law and includes, without limiting the generality of the foregoing: (i) fraud, misappropriation of the property, assets or funds of the Corporation, embezzlement, malfeasance, misfeasance or nonfeasance in office which is willfully or grossly negligent on the part of the Executive; (ii) conviction of or plea other than not guilty to by the Executive of a criminal offence involving dishonesty or fraud, or which is likely to injure the Corporation's business or reputation; (iii) the breach by the Executive of any of his material covenants or obligations under this Agreement, including any non-solicitation or confidentiality covenants contained in the Employment Agreements or any other agreements related thereto; (iv) the failure by the Executive to substantially perform his obligations according to the terms of their Employment Agreement after the Corporation has given the Executive reasonable notice of such failure and a reasonable opportunity to correct, or cause to be corrected, such failure; (v) the intentional or negligent involvement or participation by the Executive in any act which is materially injurious to the Corporation, financially or otherwise; or, (vi) any information, reports, documents or certificates being furnished by the Executive to the Board or any committee thereof which are intentionally false or misleading either because they include or fail to include material facts, including without limitation disclosure of conflicts of interest as contemplated in the Executive Agreements.

- (2) **"Change of Control"** means: (i) the occurrence of: (A) an amalgamation, arrangement, merger or other consolidation of the Corporation with another issuer entity pursuant to which the shareholders of the Corporation immediately prior thereto do not immediately thereafter own shares (or other securities) of the successor continuing corporation (or other issuer entity) which entitle them to cast more than 50% of the votes attaching to all shares in the capital of the successor or continuing corporation (or other issuer entity) which may be cast to elect directors of that corporation (or the equivalent of such other issuer entity) (unless such transaction relates to an issuer with tax attributes and the shareholders of the Corporation retain more than 50% of the equity of the successor continuing entity); (B) a liquidation, dissolution or winding-up of the Corporation; or (C) a sale, lease or other disposition of all or substantially all of the assets of the Corporation; provided that, a Change of Control does not include: (i) an initial public offering of the Corporation; (ii) a reverse takeover following which the shareholders of the Corporation immediately prior thereto own shares of the successor or continuing corporation which would entitle them to cast more than 50% of the votes attaching to all shares in the capital of the successor or continuing corporation which may be cast to elect directors of such corporation; or (iii) any other internal reorganization where beneficial ownership of the issued and outstanding shares of the Corporation remains unchanged.
- (3) **"Good Reason"** means: (i) material reduction in the COO's salary and/or bonus opportunity; (ii) a material diminution in the COO's authority, duties, or responsibilities; or (iii) the Corporation's requirement that the COO relocate his primary work location to a location more than 30 miles from the COO's current work location in Mountain View, California, which has not been cured by the Corporation within 30 days after such event.
- (4) In the event the Executive suffers a Permanent Disability, the Corporation may terminate the employment of the Executive upon sixty days' notice to the Executive. **"Permanent Disability"** means a mental or physical disability whereby the Executive: (i) is unable, due to illness, disease, mental or physical disability or similar cause, to fulfill his obligations as an employee or officer of the Corporation: (A) in the case of the COO, for three consecutive calendar months then ending, or 90 or more of the normal working days during the 12 consecutive full calendar months then ending; and (B) in the case of any other Executive, for three consecutive calendar months or a cumulative period of six months out of twelve consecutive calendar months; or (ii) is declared by a court of competent jurisdiction to be mentally incompetent or incapable of managing his affairs.

Termination and Change of Control Under Stock Option Plan

If a Participant under the Stock Option Plan (including the NEOs) ceases to be an officer, employee or consultant of the Corporation or a subsidiary of the Corporation for any reason other than death or termination with cause, such Participant's Options will terminate at the earlier of: (a) on the close of business 30 days after the Participant ceases to be an officer, employee or consultant of the Corporation or a subsidiary of the Corporation; (b) the close of business 30 days after the Participant has been provided with written notice of dismissal related to (a) above; and (c) the expiry date of the Option. If before the expiry of an Option in accordance with the terms thereof a Participant ceases to be an employee, officer, director or consultant by reason of the death of the Participant, any unvested portion of such Option shall immediately vest. In addition, such Option may, subject to the terms thereof and any other terms of the Stock Option Plan, be exercised by the legal personal representative(s) of the Participant's estate at any time before 5:00 p.m. (Calgary time) up to six months after the date of death of the Participant, or until the expiry date of the Option, if earlier.

In the event of a Change of Control (as defined in the Stock Option Plan) occurring, all Options which have not otherwise vested in accordance with their terms shall immediately vest and be exercisable, notwithstanding the other terms of the Options, for a period of time ending on the earlier of the expiry time of the Option and the later of the 30th day following the Change of Control and the termination.

Assuming all Options vest as described above and such Options that are in-the-money would be exercised and result in an additional benefit, the Corporation estimates that \$Nil incremental payments would arise if the above triggering events took place on the last business day of the Corporation's most recently completed financial year.

For details regarding the Stock Option Plan, see "*Stock Option Plan*", above.

Termination and Change of Control Under Share Award Incentive Plan

If the Eligible Person resigns or is terminated with cause, then all Share Awards granted to the Eligible Person that have not yet vested shall terminate without payment and shall be of no further force or effect. If an Eligible Person under the Share Award Incentive Plan (including the NEOs) ceases to be a director, officer, employee or consultant of the Corporation or any subsidiaries (as the case may be): (a) by reason of disability, any vested Share Awards held by such Eligible Person shall be automatically settled and the Distribution Date shall be the 90th day after such date and all unvested Share Awards shall terminate without payment and shall be of no further force or effect; (b) by reason of death, any vested Share Awards held by such Eligible Person or any Share Awards which shall vest within one year after the death of the Eligible Person shall be automatically settled and the Distribution Date shall be within one year after the death of the Eligible Person and all other unvested Share Awards shall terminate without payment and shall be of no further force or effect; (c) by reason of retirement, any Share Awards held by such Eligible Person shall continue to vest in the manner set forth in the applicable Award Notice for such Share Awards, except, at the discretion of the Board, for any Share Awards which are awarded to such Eligible Person during the

calendar year in which the director, officer or employee retires, all of which Share Awards shall expire; or (d) for any reason other than resignation, termination with cause, death or disability, then all Share Awards granted to the Eligible Person that have not yet vested within 90 days shall terminate without payment and shall be of no further force or effect.

In the event of a Change of Control (as defined in the Share Award Incentive Plan), all unvested Share Awards shall become automatically vested and the Performance Measures shall take into account, in determination of any Adjustment Factor in respect of any PSAs, the period up to and including the Change of Control. Common Shares issuable in respect of Share Awards shall be, and shall be deemed to be, issued to participants effective immediately prior to the completion of the transaction which would result in the Change of Control unless issued prior thereto.

For details regarding the Share Award Incentive Plan, see "*Share Award Incentive Plan*", above.

Summary of Directors' Compensation

The Corporation's directors do not have service contracts with respect to their roles as directors and are not provided with cash remuneration for their service to the Corporation as directors. All directors are reimbursed for reasonable expenses incurred by them in their capacity as directors, including travel and other out-of-pocket expenses incurred in connection with meetings of the Board or any committee of the Board. In addition, the directors are entitled to participate in the Stock Option Plan. See discussion under "*Statement of Executive Compensation*".

The following table sets forth for each of the Corporation's directors, other than directors who are also Named Executive Officers, all amounts of compensation for the Corporation's most recently completed fiscal year ended December 31, 2022.

| Name | Fees Earned (\$) | Share-based Awards (\$) | Option-based Awards⁽¹⁾ (\$) | Non-Equity Incentive Plan Compensation (\$) | Pension Value⁽²⁾ (\$) | All Other Compensation (\$) | Total Compensation (\$) |
|--------------------------------|-------------------------|--------------------------------|---|--|---|------------------------------------|--------------------------------|
| Barbara Munroe | 27,500 | 30,703 | 31,135 | - | - | - | 89,338 |
| Dr. Fotis Kalantzis | 20,000 | 30,703 | 31,135 | - | - | - | 81,838 |
| Donald Archibald | 20,000 | 30,703 | 31,135 | - | - | - | 81,838 |
| Sadiq H. Lalani ⁽³⁾ | 25,000 | 30,703 | 31,135 | - | - | - | 86,838 |
| Al Foreman | 20,000 | 30,703 | 31,135 | - | - | - | 81,838 |
| Trevor Peters | 5,000 | - | - | - | - | - | 5,000 |

Notes:

- (1) The amounts disclosed herein for the option-based awards are calculated based on the fair value of the Options granted during the year based on their fair value of each grant as at the grant date using the Black-Scholes model using the following assumptions on the grant date: the grant price, risk-free interest rate and the volatility of the Common Shares up to the grant date. The information is disclosed in the audited financial statements of the Corporation as at December 31, 2022. The Corporation chose this methodology because it is recognized as the most common methodology used for valuing options and value comparisons.
- (2) The Corporation does not provide a pension to its employees.
- (3) Mr. Lalani will not stand for re-election at the Meeting.

Outstanding Option-Based and Share-Based Awards

The following table sets forth all option-based and share-based awards outstanding at the end of the most recent fiscal year ended December 31, 2022 for the directors of the Corporation other than directors who are also Named Executive Officers.

| Name | Option-Based Awards | | | |
|--------------------------------|---|-----------------------------|------------------------|---|
| | Number of Common Shares Underlying Unexercised Options (\$) | Options Exercise Price (\$) | Option Expiration Date | Value of Unexercised in-the-money Options ⁽¹⁾ (\$) |
| Barbara Munroe | 200,000 | 1.284 | May 12, 2026 | - |
| | 129,730 | 0.37 | March 30, 2027 | - |
| Dr. Fotis Kalantzis | 200,000 | 1.75 | May 2, 2024 | - |
| | 20,000 | 0.41 | June 4, 2025 | - |
| | 48,000 | 1.608 | March 26, 2026 | - |
| | 129,730 | 0.37 | March 30, 2027 | - |
| Donald Archibald | 200,000 | 1.75 | May 2, 2024 | - |
| | 20,000 | 0.41 | June 4, 2025 | - |
| | 48,000 | 1.608 | March 26, 2026 | - |
| | 129,730 | 0.37 | March 30, 2027 | - |
| Sadiq H. Lalani ⁽²⁾ | 200,000 | 1.75 | May 2, 2024 | - |
| | 20,000 | 0.41 | June 4, 2025 | - |
| | 48,000 | 1.608 | March 26, 2026 | - |
| | 129,730 | 0.37 | March 30, 2027 | - |
| Al Foreman | 200,000 | 1.75 | May 2, 2024 | - |
| | 20,000 | 0.41 | June 4, 2025 | - |
| | 48,000 | 1.608 | March 26, 2026 | - |
| | 129,730 | 0.37 | March 30, 2027 | - |
| Trevor Peters | 500,000 | 1.608 | March 26, 2026 | - |
| | 150,000 | 0.37 | March 30, 2027 | - |

Notes:

- (1) Calculated based on the difference between the exercise price of the Options and the closing price of the Common Shares on the TSX on December 31, 2022, being \$0.115.
- (2) Mr. Lalani will not stand for re-election at the Meeting.

Incentive Plan Awards – Value Vested or Earned During the Year

The following table sets forth information in respect of the value vested or earned during the Corporation's most recent fiscal year ended December 31, 2022, in respect of option-based and share-based awards for the directors of the Corporation other than directors who are Named Executive Officers.

| Name and Position | Option-Based Awards – Value Vested During the Year ⁽¹⁾ | Share-Based Awards – Value Vested During the Year | Non-Equity Plan Compensation – Value Earned During the Year ⁽²⁾ |
|---------------------|---|---|--|
| Barbara Munroe | - | 1,128 | - |
| Dr. Fotis Kalantzis | - | 1,658 | - |
| Donald Archibald | - | 1,658 | - |
| Sadiq H. Lalani | - | 1,658 | - |
| Al Foreman | - | 1,658 | - |
| Trevor Peters | - | 7,773 | - |

Notes:

- (1) Represents the aggregate dollar value that would have been realized if the Options had been exercised on the vesting date based on the difference between the closing market price of the Common Shares on the date immediately preceding the vesting date and the exercise price of the Options held.
- (2) The Corporation did not have any non-equity incentive plans during the year ended December 31, 2022.

Directors' and Officers' Liability Insurance

The Corporation carries directors' and officers' liability insurance for its directors and officers.

EQUITY COMPENSATION PLAN INFORMATION

The following table sets forth information with respect to compensation plans under which equity securities are authorized for issuance as at December 31, 2022, aggregated for all compensation plans previously approved by the Shareholders and all compensation plans not previously approved by the Shareholders:

| Plan Category | Number of Securities to be Issued upon Exercise of Outstanding Options, Warrants and Rights (a) | Weighted Average Exercise Price of Outstanding Options, Warrants and Rights (b) | Number of Securities Remaining Available for Future Issuance under Equity Compensation Plans (Excluding Securities Reflected in Column (a)) (c) |
|---|--|--|--|
| Equity Compensation Plans Approved by Securityholders | 10,544,522 | \$1.18 | 1,827,444 |
| Equity Compensation Plans Not Approved by Securityholders | - | - | - |
| Total | 10,544,522 | \$1.18 | 1,827,444 |

INDEBTEDNESS OF DIRECTORS AND OFFICERS

No director or executive officer of the Corporation, nor any of their associates or affiliates, nor any employee of the Corporation is or has been indebted to the Corporation since the beginning of the most recently completed fiscal year of the Corporation, nor is, or at any time since the beginning of the most recently completed fiscal year of the Corporation has, any indebtedness of any such person been the subject of a guarantee, support agreement, letter of credit or other similar arrangement or understanding provided by the Corporation or any of its subsidiaries.

INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

Except as provided below, there are no material interests, direct or indirect, of directors, executive officers of the Corporation or any person or company that beneficially owns, or controls or directs, directly or indirectly, more than 10% of the outstanding Common Shares or any known associate or affiliate of such persons, in any transaction since the commencement of the Corporation's most recently completed financial year.

Sanjib Gill, the Corporate Secretary of the Corporation, is a partner of the national law firm Stikeman Elliott LLP, which law firm rendered legal services to the Corporation.

INTEREST OF CERTAIN PERSONS AND COMPANIES IN MATTERS TO BE ACTED UPON

Other than as disclosed in this Information Circular, management of the Corporation is not aware of any material interest, direct or indirect, of any director or nominee for director or executive officer or anyone who has held office as such since the beginning of the Corporation's last financial year or of any associate or affiliate of any of the foregoing in any matter to be acted on at the Meeting.

CORPORATE GOVERNANCE PRACTICES

In accordance with National Instrument 58-101 – *Disclosure of Corporate Governance Practices* ("**NI 58-101**") and National Policy 58-201 – *Corporate Governance Guidelines* ("**NP 58-201**"), issuers are to disclose the corporate governance practices that they have adopted. NP 58-201 provides guidance on corporate governance practices. The Corporation is also subject to NI 52-110, which has been adopted in each of the Canadian provinces and territories and which prescribes certain requirements in relation to audit committees.

The Board is responsible for the governance of the Corporation. The Board and the Corporation's management consider good corporate governance to be central to the effective and efficient operation of the Corporation. Below is a discussion of the Corporation's approach to corporate governance.

Independence of Members of the Board

The Board currently consists of nine (9) directors, five of whom are independent based upon the tests for independence set forth in NI 52-110. Mr. Savile is not independent by virtue of serving as President and Chief Executive Officer of the Corporation. Mr. Seufer-Wasserthal is not independent by virtue of having served as President and Chief Executive Officer of the Corporation until March 2023. Mr. Peters is not independent by virtue of having served as President and Chief Executive Officer of the Corporation until July 2022.

Board and Committee Meeting Attendance

The following is a summary of attendance of the directors at meetings of the Board and its committees during the year ended December 31, 2022.

| Name of Director⁽¹⁾ | Board | Audit | Corporate Governance and Compensation |
|---------------------------------------|--------------|--------------|--|
| Trevor Peters | 7/7 | - | - |
| Dr. Peter Seufer-Wasserthal | 7/7 | - | - |
| Donald Archibald | 7/7 | 4/4 | 6/6 |
| Dr. Fotis Kalantzis | 7/7 | 4/4 | 6/6 |
| Sadiq H. Lalani | 7/7 | 4/4 | - |
| Al Foreman | 7/7 | - | - |
| Barbara Munroe | 7/7 | - | 6/6 |

Note:

(1) Messrs. Lalonde and Savile are not listed in this table as they were appointed as directors on February 21, 2023 and March 28, 2023, respectively, and were not directors of the Corporation for the year ended December 31, 2022.

Board Oversight and Board Chair

The Board exercises its independent supervision over the Corporation's management through a combination of formal meetings of the Board, as well as informal discussions amongst the Board members. The independent directors can also hold scheduled meetings at which non-independent directors and members of management are not in attendance. Where matters arise at Board meetings which require decision making and evaluation that is independent of management and interested directors, the meeting breaks into an in-camera session among the independent and disinterested directors.

The Lead Independent Director of the Board is Trevor Peters. The role of the Chair is to enhance the Board's effectiveness by ensuring that the responsibilities of the Board are understood by the Board members and management, and ensuring the Board has adequate resources to support its decision-making requirements. The Chair ensures there is a process in place for monitoring legislation and best practices, and to assess the effectiveness of the Board, the Board committees and individual directors on a regular basis. The Chair also prepares agendas for Board meetings, consults with the Board on the effectiveness of Board committees, ensures that the independent directors have adequate opportunities to meet and discuss issues without management present, chairs meetings of the Board and communicates to other members of management as appropriate the results of private discussions among independent directors. The Chair presides at meetings of the Board, provides leadership to the Board, assists the Board in reviewing and monitoring the strategy, goals, objectives and policies of the Corporation and conducts quarterly meetings where the Board meets to review and discuss operational and financial information presented to the Board by management.

Directorships in Other Reporting Issuers

As of the date hereof, the following directors hold directorships in other reporting issuers:

| Name of Director | Reporting Issuer |
|---------------------|--|
| Donald Archibald | Spartan Delta Corp. (TSX) |
| Dr. Fotis Kalantzis | Spartan Delta Corp. (TSX) |
| Al Foreman | Tuatara Capital Acquisition Corporation (NASDAQ) |
| | TPCO Holding Corp. (NEO) |
| Barbara Munroe | Crescent Point Energy Corp. (TSX) |

Board Mandate

The Board has adopted a written mandate, the full text of which is attached as Schedule "A" to this Information Circular that summarizes, among other things, the Board's duties and responsibilities. The Board is responsible for the overall stewardship of the Corporation and dealing with issues which are pivotal to determining the Corporation's strategy and direction. The Board has directly, and through the appointment of certain committees, put in place an effective system for monitoring the implementation of corporate strategies. The Board is not involved in the day-to-day operations of the Corporation, as these operations are conducted by the Corporation's management. The Board meets regularly to consider and approve the strategic objectives of the Corporation and management plans designed to accomplish those objectives. Where appropriate, key management personnel and professional advisors are invited to attend Board meetings to speak to these issues. The Board also meets as necessary to consider specific developments and opportunities as they arise, including asset acquisitions and dispositions and financing proposals. The Board approves, among other things, all issuances of securities of the Corporation, the appointment of officers, the entering into of lines of credit or other significant borrowing activities and all significant transactions. The Board considers, but has no formal policies, concerning management development and succession and risk management.

Essential to strategic planning is assessing and understanding business risks and related control systems. The Board helps set limits with respect to business risks, to the extent they can be managed, and approves strategies for minimizing risks. Implementations of these strategies are then monitored by the Board. The Board, through the Audit Committee, requires management of the Corporation to put into place systems to address financial risks and to periodically report to the Board on these systems and risks.

Management has implemented procedures to provide reasonable assurance of effective communication with the Shareholders and the public. The Corporation's management is responsible for the issuance of press releases and communications with the financial community. The Board reviews and approves all principal continuous disclosure documents, the release of interim and annual financial statements, annual information forms, prospectuses and information circulars.

The Corporate Governance and Compensation Committee is responsible for monitoring the governance systems of the Corporation with a view to ongoing improvements, reviewing the composition of the Board and developing criteria for new Board appointments. The Corporate Governance and Compensation Committee also acts as a nominating committee for new directors, oversees and approves the Corporation's compensation plans and evaluates the overall Board effectiveness.

Position Descriptions

The Board has developed written position descriptions for the Chair of the Board, the Chief Executive Officer of the Corporation and the Chair of the Audit Committee.

The Chair of the Board presides at meetings of the Board and the shareholders of the Corporation, provides leadership to the Board and assists the Board in reviewing and monitoring the strategy, goals, objectives and policies of the Corporation, schedules meetings of the Board and organizes and presents agendas for regular or special Board meetings and communicates with the Board to keep it current on all material developments. The Chair of each committee of the Board schedules meetings of the committee and organizes and presents agendas for such meetings. The Chair of the Audit Committee leads the Audit Committee in overseeing the integrity of the Corporation's financial statements, financial reporting and the work of the Corporation's financial management team and auditors.

The Board, in conjunction with management, sets the Corporation's annual objectives which become the objectives against which the Chief Executive Officer's performance is measured. The Board has plenary power; any responsibility which is not delegated to management or a Board committee remains with the Board.

Orientation and Continuing Education

While the Corporation does not have a formal orientation and training program, new members of the Board are provided with:

- (a) a copy of the policies and mandates of the Board and its committees and copies of the Corporation's corporate governance policies, which provides information respecting the functioning of the Board;
- (b) a tour of Willow's research, fermentation and cultivation facilities;
- (c) access to recent, publicly filed documents of the Corporation;
- (d) access to management; and
- (e) access to legal counsel in the event of any questions relating to the Corporation's compliance and other obligations.

Members of the Board are encouraged to communicate with management, legal counsel and, where applicable, auditors and technical consultants of the Corporation, to keep themselves current with industry trends and developments and changes in legislation with management's assistance and to attend related industry seminars and visit the Corporation's operations. Board members have full access to the Corporation's records.

Ethical Business Conduct

In establishing its corporate governance practices, the Board has been guided by applicable Canadian securities legislation and the guidelines of the TSX for effective corporate governance, including NP 58-201. The Board is committed to a high standard of corporate governance practices. The Board believes that this commitment is not only in the best interests of its Shareholders, but that it also promotes effective decision making at the Board level.

Additionally, in order to encourage and promote a culture of ethical business conduct, the Board has adopted a Code of Business Conduct and Ethics (the "**Code**") wherein directors, officers and employees of the Corporation and others are provided with a mechanism by which they can raise complaints regarding financial and regulatory reporting, internal accounting controls, auditing or health, safety and environmental matters or any other matters and raise concerns about any violations of the Code in a confidential and, if deemed necessary, anonymous process. Interested Shareholders may obtain a copy of the Code upon request (free of charge) by contacting the Corporation at 202, 1201 5th Street S.W., Calgary, Alberta, T2R 0Y6, or by accessing the Corporation's SEDAR profile at www.sedar.com.

The Board has instructed its management and employees to abide by the Code and to bring any breaches of the Code to the attention of the Audit Committee. Compliance with the Code is monitored primarily through the reporting process within the Corporation's organizational structure.

It is a requirement of applicable corporate law that directors who have an interest in a transaction or agreement with the Corporation promptly disclose that interest at any meeting of the Board at which the transaction or agreement will be discussed and abstain from discussions and voting in respect of same if the interest is material. The Code imposes a similar disclosure requirement on all non-director representatives of the Corporation and requires such persons to report such conflict to the executive officer to whom that person reports in the course of his employment responsibilities, or, in the case of a senior executive officer, to the Audit Committee and fully inform such person or committee, as applicable, of the facts and circumstances related to the conflict or potential conflict. The representative is prohibited from taking any further action in respect of the matter or transaction giving rise to such conflict or potential conflict unless and until he is authorized to do so by his reporting officer or the Audit Committee.

Corporate Governance and Compensation Committee

The Board has established a Corporate Governance and Compensation Committee. The members of the Corporate Governance and Compensation Committee are Ms. Munroe, Messrs. Archibald and Kalantzis. Ms. Munroe replaced Mr. Foreman as the Chair of the Corporate Governance and Compensation Committee. The Corporate Governance and Compensation Committee is comprised entirely of independent (as such term is defined in NI 58-101), non-management members of the Board, and the Board has adopted a written charter setting forth the responsibilities, powers and operations of the Corporate Governance and Compensation Committee. The Corporate Governance and Compensation Committee has the power to retain outside advisors as it considers necessary for the proper functioning of the committee, at the Corporation's expense. The Corporate Governance and Compensation Committee meets at least twice annually and otherwise as requested by the Board or considered desirable by the Chair of the Corporate Governance and Compensation Committee.

Each member of the Corporate Governance and Compensation Committee has knowledge about compensation design and administration and has direct experience that is relevant to his or her responsibilities for executive compensation within the Corporation. Each of Messrs. Archibald and Kalantzis currently serve, or have previously served, as senior executives of various public oil and gas companies. Ms. Munroe has over 25 years of experience as a lawyer and executive in diverse customer-centric industries and is the current Chair of the Board of Crescent Point Energy Corp. The skills and experience possessed by the members of the Governance & Compensation Committee enable them to make decisions on the suitability of the Corporation's compensation policies and practices and fulfill the committee mandate.

Corporate Governance

The Corporate Governance and Compensation Committee has responsibility for identifying potential Board candidates and for assessing current directions on an ongoing basis. The Corporate Governance and Compensation Committee assesses potential Board candidates to fill perceived needs on the Board for required skills, expertise, independence and other factors. Members of the Board and representatives of the biotechnology, cannabis and cannabinoid research industries are consulted for possible candidates. The written charter of the Corporate Governance and Compensation Committee includes considering and recommending candidates to fill new positions on the Board, reviewing candidates recommended by Shareholders, conducting inquiries into the backgrounds and qualifications of candidates, recommending the director nominees for approval by the Board and the Shareholders, considering conflicts of interests, recommending members and chairs of the committees, reviewing the performance of directors and the Board, establishing director retirement policies and establishing and implementing an orientation and education program for new members of the Board. The Corporate Governance and Compensation Committee is also responsible for the Corporation's response to and implementation of the guidelines set forth from time to time by any applicable regulatory authorities. The Corporate Governance and Compensation Committee also establishes a process for direct communications with Shareholders and other stakeholders, including through the Corporation's whistleblower policy.

Compensation

Please see the discussion under the heading "*Statement of Executive Compensation*".

The Corporation's Corporate Governance and Compensation Committee reviews and makes recommendations to the Board concerning the compensation of the Corporation's directors, officers and employees, which includes the review of the Corporation's executive compensation and other human resource philosophies and policies, the review and administration of the Corporation's bonuses, Options and any share purchase plan, the review of and recommendations regarding the performance of the Chief Executive Officer of the Corporation and preparing and submitting a report for inclusion in annual continuous disclosure documents as required.

The written charter of the Corporate Governance and Compensation Committee sets forth responsibilities, powers and operations as they relate to compensation, which include: (a) reviewing the adequacy and form of any compensation program for executive officers; (b) reviewing the adequacy and form of non-employee directors' compensation; (c) reviewing and creating a position description for the Chief Executive Officer; (d) evaluating the Chief Executive Officer's performance in light of corporate goals and objectives; (e) making recommendations to the Board with respect to the Chief Executive Officer's compensation; (f) setting criteria for selecting new directors; (g) recommending to the Board the size of the Board, the appropriate composition of the board and eligible

individuals for election to the Board, a majority of whom shall be independent; (h) recommending to the Board the appropriate committee structure, committee mandates, composition and membership; and (i) reviewing and recommending to the Board a set of corporate governance policies, practices and principles aimed at fostering a healthy governance culture at the Corporation.

Audit Committee

See "*Audit Committee*", below.

Assessments

The Board is responsible to assess, on an ongoing basis, its overall performance and that of its committees. The objective of this review is to contribute to a process of continuous improvement in the Board's execution of its responsibilities. The review will identify any areas where the directors of the Corporation or management believe that the Board could make a better collective contribution to overseeing the affairs of the Corporation. The Board is also responsible for regularly assessing the effectiveness and contribution of each director, having regard to the competencies and skills each director is expected to bring to the Board. The Board relies on informal evaluations of the effectiveness through both formal and informal communications with Board members and through participation with other Board members on committees and matters relating to the Board.

Director Term Limits

The Corporation has not adopted term limits for the directors on the Board or other mechanisms of board renewal. The Corporation does not impose term limits on its directors as it takes the view that term limits are an arbitrary mechanism for removing directors which can result in valuable, experienced directors being forced to leave the Board solely because of length of service. Instead, the Corporation believes that directors should be assessed based on their ability to continue to make a meaningful contribution. The Board's priorities continue to be ensuring the appropriate skill sets are present amongst the Board to optimize the benefit to the Corporation. The Corporation believes that annual elections by the Shareholders are a more meaningful way to evaluate the performance of directors and to make determinations about whether a director should be removed due to under-performance.

Policies Regarding the Representation of Members of Designated Groups

The Board has adopted a written executive and board diversity policy on March 29, 2022 to promote diversity within the executive team and on the Board, and ensure that the Corporation is provided with the necessary range of perspectives, experience and expertise to achieve effective stewardship and decision making.

The selection of candidates for appointment to the Board will continue to be based on the skills, knowledge, experience and character of individual candidates and the requirements of the Board at the time, with achieving an appropriate level of diversity on the Board being one of the criteria that the Corporate Governance and Compensation Committee considers when evaluating the composition of the Board. Through its executive and board diversity policy, the Corporation commits to a merit-based system for senior executives and Board selection, nomination and overall composition, including consideration of the following factors: size of board, stage of company; skills; knowledge; regional and industry experience; education; gender and expression; age; independence; ethnicity; and other differentiating factors relevant to Board effectiveness. The policy does not set a target regarding the number or percentage of members of designated groups (being women, Indigenous peoples (First Nations, Inuit, and Metis), persons with disabilities; and, members of visible minorities, each a "**Designated Group**") that it wishes to include on the executive team or Board.

When considering candidates for senior management positions, the Corporation focuses on attracting and retaining experienced and highly skilled individuals that can add value to its business. While the Corporation considers the level of representation of members of Designated Groups in executive officer positions when making executive officer appointments, the Board does not believe that a formal policy will necessarily result in the identification or selection of the best candidates. The Corporation considers all candidates based on their merit and qualifications relevant to the specific role.

The Corporation does not currently have any targets that specifically require the identification, consideration, nomination or appointment of members of Designated Groups as board nominees or candidates for executive

management positions or that would otherwise force the composition of the Board or the Corporation's executive management team. The Board does not believe it is in the Corporation's best interests to implement such targets at this time. There are currently three directors on the Board who are members of a Designated Group (42.85%). One of the Corporation's executive officers is a member of a Designated Group.

AUDIT COMMITTEE

The purpose of the Corporation's Audit Committee is to provide assistance to the Board in fulfilling its legal fiduciary obligations with respect to matters involving accounting, auditing, financial reporting, internal control and legal compliance functions of the Corporation. It is the objective of the Audit Committee to maintain free and open means of communications among the Board, the independent auditors and the financial and senior management of the Corporation.

In connection with Audit Committee disclosure required under NI 52-110, please see "*Audit Committee*" in the Corporation's Annual Information Form for the financial year ended December 31, 2022 dated March 21, 2023 and filed on SEDAR at www.sedar.com.

ADDITIONAL INFORMATION

Financial information of the Corporation is provided in the Corporation's comparative annual financial statements and management's discussion and analysis for its most recently completed financial year. A copy of these documents may be obtained by contacting the Corporation's Chief Financial Officer at 202, 1201 5th Street S.W., Calgary, Alberta, T2R 0Y6 or by phone at 403-910-5140.

Copies of these documents, as well as additional information relating to the Corporation contained in documents filed by the Corporation with the Canadian securities regulatory authorities, may also be accessed through the SEDAR website at www.sedar.com.

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SCHEDULE "A"
BOARD OF DIRECTORS MANDATE

WILLOW BIOSCIENCES INC.
Effective as and from April 12, 2019

1. GENERAL

The Board of Directors (the "**Board**") of Willow Biosciences Inc. (the "**Corporation**") is responsible for the stewardship of the Corporation's affairs and the activities of management of the Corporation in the conduct of day-to-day business, all for the benefit of its shareholders.

The primary responsibilities of the Board are:

- (a) to maximize long-term shareholder value;
- (b) to approve the strategic plan of the Corporation;
- (c) to ensure that processes, controls and systems are in place for the management of the business and affairs of the Corporation and to address applicable legal and regulatory compliance matters;
- (d) to maintain the composition of the Board in a way that provides an effective mix of skills and experience to provide for the overall stewardship of the Corporation;
- (e) to ensure that the Corporation meets its obligations on an ongoing basis and operates in a safe and reliable manner; and
- (f) to monitor the performance of the management of the Corporation to ensure that it meets its duties and responsibilities to the shareholders.

2. COMPOSITION AND OPERATION

The number of directors shall be not less than the minimum and not more than the maximum number specified in the Corporation's articles and shall be set from time to time within such limits by resolutions of the shareholders or of the Board as may be permitted by law. Directors are elected to hold office for a term of one year. At least 25 percent of the directors must be Canadian residents. The Board will analyze the application of the "independent" standard as such term is referred to in National Instrument 58-101 – *Disclosure of Corporate Governance Practices*, to individual members of the Board on an annual basis and disclose that analysis. The Board will in each year appoint a chair of the Board (the "**Chair**").

The Board operates by delegating certain of its authorities to management and by reserving certain powers to itself. The Board retains the responsibility of managing its own affairs including selecting its Chair, nominating candidates for election to the Board, constituting committees of the Board and determining compensation for the directors. Subject to the articles and by-laws of the Corporation, the *Business Corporations Act* (British Columbia) (the "**BCBCA**"), and at such time that the Corporation is continued into Alberta, the *Business Corporations Act* (Alberta) (the "**ABCA**"), the Board may constitute, seek the advice of, and delegate certain powers, duties and responsibilities to, committees of the Board.

3. MEETINGS

The Board shall have a minimum of four regularly scheduled meetings per year. Special meetings are called as necessary. Occasional Board trips are scheduled, if possible, in conjunction with regular Board meetings, to offer directors the opportunity to visit sites and facilities at different operational locations. A quorum for a meeting of the Board shall consist of a simple majority of the members of the Board.

The Board will schedule executive sessions where directors meet with or without management participation at each regularly-scheduled meeting of the Board.

4. SPECIFIC DUTIES

(a) Oversight and Overall Responsibility

In fulfilling its responsibility for the stewardship of the affairs of the Corporation, the Board shall be specifically responsible for:

- (i) providing leadership and direction to the Corporation and management with the view to maximizing shareholder value. Directors are expected to provide creative vision, initiative and experience in the course of fulfilling their leadership role;
- (ii) satisfying itself as to the integrity of the Chief Executive Officer (the "CEO") and other senior officers of the Corporation and ensuring that a culture of integrity is maintained throughout the Corporation;
- (iii) approving the significant policies and procedures by which the Corporation is operated and monitoring compliance with such policies and procedures, and, in particular, compliance by all directors, officers and employees with the provisions of the Code of Business Conduct and Ethics;
- (iv) reviewing and approving material transactions involving the Corporation, including material investments by the Corporation and material capital expenditures by the Corporation;
- (v) approving budgets, monitoring operating performance and ensuring that the Board has the necessary information, including key business and competitive indicators, to enable it to discharge this duty and take any remedial action necessary;
- (vi) establishing methods by which interested parties may communicate directly with the Chair or with the independent directors as a group and cause such methods to be disclosed;
- (vii) developing written position descriptions for the Chair and for the chair of each Board committee; and
- (viii) making regular assessments of the Board and its individual members, as well as the effectiveness and contributions of each Board committee.

(b) Legal Requirements

- (i) The Board has the oversight responsibility for meeting the Corporation's legal requirements and for properly preparing, approving and maintaining the Corporation's documents and records.
- (ii) The Board has the statutory responsibility to:
 - (A) manage the business and affairs of the Corporation;
 - (B) act honestly and in good faith with a view to the best interests of the Corporation;
 - (C) exercise the care, diligence and skill that responsible, prudent people would exercise in comparable circumstances; and
 - (D) act in accordance with its obligations contained in the BCBCA and the regulations thereto or, at such time that the Corporation is continued into Alberta, the ABCA and the regulations thereto, the articles and by-laws of the Corporation, and other relevant legislation and regulations.
- (iii) The Board has the statutory responsibility for considering the following matters as a full Board which in law may not be delegated to management or to a committee of the Board:

- (A) any submission to the shareholders of a question or matter requiring the approval of the shareholders;
- (B) the filling of a vacancy among the directors or in the office of auditor;
- (C) the appointment of additional directors;
- (D) the issuance of securities except in the manner and on the terms authorized by the Board;
- (E) the declaration of dividends;
- (F) the purchase, redemption or any other form of acquisition of shares issued by the Corporation, except in the manner and on the terms authorized by the Board;
- (G) the payment of a commission to any person in consideration of such person's purchasing or agreeing to purchase shares of the Corporation from the Corporation or from any other person, or procuring or agreeing to procure purchasers for any shares of the Corporation;
- (H) the approval of management proxy circulars;
- (I) the approval of any financial statements to be placed before the shareholders of the Corporation at an annual general meeting; and
- (J) the adoption, amendment or repeal of any by-laws of the Corporation.

(c) Independence

The Board shall have the responsibility to:

- (i) implement appropriate structures and procedures to permit the Board to function independently of management (including, without limitation, through the holding of meetings at which non-independent directors and management are not in attendance, if and when appropriate);
- (ii) implement a system which enables an individual director to engage an outside advisor at the expense of the Corporation in appropriate circumstances; and
- (iii) provide an orientation and education program for newly appointed members of the Board.

(d) Strategy Determination

The Board shall:

- (i) adopt and annually review a strategic planning process and approve the corporate strategic plan, which takes into account, among other things, the opportunities and risks of the Corporation's business (inclusive of opportunities and risks pertaining to environmental, social and governance (ESG) matters); and
- (ii) annually review operating and financial performance results relative to established strategy, budgets and objectives.

(e) Managing Risk

The Board has the responsibility to identify and understand the principal risks of the Corporation's business, to achieve a proper balance between risks incurred and the potential return to

shareholders, and to ensure that appropriate systems are in place which effectively monitor and manage those risks with a view to the long-term viability of the Corporation.

(f) Appointment, Training and Monitoring of Senior Management

The Board shall:

- (i) appoint the CEO and other senior officers of the Corporation, approve (upon recommendations from the Corporate Governance and Compensation Committee) their compensation, and monitor and assess the CEO's performance against a set of mutually agreed corporate objectives directed at maximizing shareholder value;
- (ii) ensure that a process is established that adequately provides for succession planning including the appointment, training and monitoring of senior management;
- (iii) establish limits of authority delegated to management; and
- (iv) develop a written position description for the CEO.

(g) Reporting and Communication

The Board has the responsibility to:

- (i) verify that the Corporation has in place policies and programs to enable the Corporation to communicate effectively with its shareholders, other stakeholders and the public generally;
- (ii) verify that the financial performance of the Corporation is reported to shareholders, other security holders and regulators on a timely and regular basis;
- (iii) verify that the financial results of the Corporation are reported fairly and in accordance with International Financial Reporting Standards from time to time;
- (iv) verify the timely reporting of any other developments that have a significant and material impact on the value of the Corporation;
- (v) report annually to shareholders on its stewardship of the affairs of the Corporation for the preceding year; and
- (vi) develop appropriate measures for receiving stakeholder feedback.

(h) Monitoring and Acting

The Board has the responsibility to:

- (i) review and approve the Corporation's financial statements and oversee the Corporation's compliance with applicable audit, accounting and reporting requirements;
- (ii) verify that the Corporation operates at all time within applicable laws and regulations to the highest ethical and moral standards;
- (iii) approve and monitor compliance with significant policies and procedures by which the Corporation operates;
- (iv) monitor the Corporation's progress towards its goals and objectives and to work with management to revise and alter its direction in response to changing circumstances;
- (v) take such action as it determines appropriate when the Corporation's performance falls short of its goals and objectives or when other special circumstances warrant; and

- (vi) verify that the Corporation has implemented appropriate internal control and management information systems.

(i) Other Activities

The Board may perform any other activities consistent with this mandate, the articles and by-laws of the Corporation and any other governing laws as the Board deems necessary or appropriate including, but not limited to:

- (i) preparing and distributing the schedule of Board meetings for each upcoming year;
- (ii) calling meetings of the Board at such time and such place and providing notice of such meetings to all members of the Board in accordance with the by-laws of the Corporation; and
- (iii) ensuring that all regularly-scheduled Board meetings and committee meetings are properly attended by directors. Directors may participate in such meetings by conference call if attendance in person is not possible.

(j) Code of Business Conduct and Ethics

The Board shall be responsible to adopt a "Code of Business Conduct and Ethics" for the Corporation which shall address:

- (i) conflicts of interest;
- (ii) the protection and proper use of the Corporation's investments and opportunities;
- (iii) the confidentiality of information;
- (iv) fair dealing with various stakeholders of the Corporation;
- (v) compliance with laws, rules and regulations; and
- (vi) the reporting of any illegal or unethical behaviour.

5. BOARD COMMITTEES

The Board shall at all times maintain: (a) an Audit Committee; and (b) a Corporate Governance and Compensation Committee, each of which must report to the Board. Each such committee must operate in accordance with the by-laws, applicable law, its committee charter and the applicable rules of any stock exchange on which the shares are traded. The Board may also establish such other committees as it deems appropriate and delegate to such committees such authority permitted by its by-laws and applicable law, and as the Board sees fit. The purpose of the Board committees is to assist the Board in discharging its responsibilities. Notwithstanding the delegation of responsibilities to a Board committee, the Board is ultimately responsible for matters assigned to the committees for determination. Except as may be explicitly provided in the charter of a particular committee or a resolution of the Board, the role of a Board committee is to review and make recommendations to the Board with respect to the approval of matters considered by the committee.

6. DIRECTOR ACCESS TO MANAGEMENT

The Corporation shall provide each director with complete access to the management of the Corporation, subject to reasonable advance notice to the Corporation and reasonable efforts to avoid disruption to the Corporation's management, business and operations. Prior to any director of the Corporation initiating a discussion with any employee of the Corporation, including management, such director shall have the obligation to provide notice to the Chair and the CEO that the director intends on initiating such a discussion.

7. DIRECTOR COMPENSATION

The Board, upon recommendation of the Corporate Governance and Compensation Committee, will determine and review the form and amount of compensation to directors.

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