



HIGHWOOD
ASSET MANAGEMENT LTD.

**MANAGEMENT'S DISCUSSION & ANALYSIS
FOR THE THREE AND SIX MONTHS ENDED JUNE 30, 2022**

August 29, 2022

Management's Discussion and Analysis

This management's discussion and analysis (MD&A) of operating and financial results of Highwood Asset Management Ltd. ("Highwood" or the "Company") is dated August 29, 2022, and is based on currently available information. It should be read in conjunction with the audited consolidated financial statements and accompanying notes for the years ended December 31, 2021 and 2020 and the unaudited condensed interim consolidated financial statements for the three and six months ended June 30, 2022. Unless otherwise noted, all financial information is presented in Canadian dollars, and is in accordance with International Financial Reporting Standards (IFRS). Additional information can be found at www.sedar.com and www.highwoodmgmt.com.

Refer to the end of the MD&A for commonly used abbreviations.

Readers should read "Forward-Looking Statements" at the end of the MD&A, which explains the basis for and limitations of statements throughout this report that are not historical facts and may be considered "forward-looking statements" under securities regulations.

All figures in tables are stated in thousands of Canadian dollars, except operational and per share amounts or as noted.

Description of Business

The Company is engaged in ownership and oversight of various operations including industrial metals and minerals, oil production & midstream energy operations. Future growth focuses will include clean energy transition subsectors with a focus on ESG.

Q2 2022 Corporate Highlights and Outlook

- Corporately, net debt at June 30, 2022 was \$nil and the Company is in a working capital surplus position of \$1.4 million. The Company has reduced net debt, from \$3.3 million at December 31, 2021, including a bank draw of \$1.1 million, to \$nil at June 30, 2022 and undrawn on its operating facility.
- Within the upstream oil & gas production & processing business unit, the Company delivered average production of 97 bbl/d of oil in the second quarter of 2022. Current net production from Highwood is approximately 110 bbl/d of oil, with one well in Deer Mountain currently having access issues with the condition of the road. Highwood is working to bring this well back on production as soon as possible.
- During the second quarter of 2022, the Company disposed of 50% of its 100% working interest in the Company's 14-05 terminal to an arm's length private Canadian midstream company (the "Purchaser") for gross proceeds of \$2.25 million. The Company and the Purchaser will each own 50% of the terminal with the Company remaining as operator. The funds will be used to reactivate the terminal which the Company anticipates bringing back on line in the third quarter of 2022.
- Subsequent to June 30, 2022, the Company purchased office space for gross consideration of \$1.15 million which was paid with cash on hand and drawing on the Company's operating facility. In addition the Company's available draw on its operating facility was increased to \$2.92 million. The Company will realize significant general and administrative expense savings in conjunction with the purchase of the new office space, anticipated to be \$10-15 thousand per month.

2022 Second Quarter Operations

With the continued strong commodity prices and increased interest in Canadian energy, the Company's focus in the second quarter was reviewing and assessing several potential acquisitions for its upstream operations. The Company will continue to review and assess opportunities which are accretive to the Company as Highwood seeks to grow this segment of its operations. The Company will also assess land offerings in strategic areas where the Company sees significant growth opportunities.

The Company also focused time and resources in Q2 2022 on extraction technologies for Lithium from Brine.

Outlook

As of today, the Company is undrawn on its credit facility and has a working capital surplus, which provides considerable financial and operational flexibility, the Company remains open to completing accretive acquisitions through the balance of 2022 and beyond. The Company is currently engaged in several encouraging dialogues regarding various acquisitions and partnership opportunities. Global optimism around mitigating COVID-19 and restoring previous economic and industrial activities has created positive market and investment sentiment both within and outside oil & gas space.

While Highwood sold the majority of its producing oil assets in the first quarter of 2021, the Company has, and will continue to evaluate opportunities in the M&A market but will remain disciplined to pursue only those opportunities that are accretive with low to moderate liability profiles.

Corporately, the Company intends to build a growing profile of recurring free funds flow that will provide maximum flexibility for growth and / or other strategic M&A opportunities in a non-dilutive fashion.

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PART 1 – OUR BUSINESS AND STRATEGY

Overview

Highwood is a junior asset manager with a current focus in both the upstream & midstream oil and gas space as well as early-stage resource evaluation in the mining sector. Highwood’s intention is to eventually oversee various operations including ESG and other clean energy transition subsectors, which include industrial metals and minerals, clean energy technologies, upstream and midstream oil & gas production & processing.

✓ **Shareholder Return Focus**

Steering future acquisition and growth opportunities will be the pursuit of shareholder returns through accretive acquisitions and organic growth.

✓ **Diverse Industry Exposure**

While today Highwood holds conventional oil & gas upstream and midstream assets as well as industrial mines & minerals permits, future focuses will include other energy subsectors including ESG and other clean energy transition infrastructure.

✓ **Sustainability**

Committed to having a positive impact in the communities in which we operate – setting partnerships up for long term successes.

PART 2 – SUMMARY OF CONSOLIDATED FINANCIAL RESULTS

Highwood Asset Management Ltd. – Consolidated Financial and Operating Highlights

(formerly Highwood Oil Company Ltd.)

(all tabular amounts expressed in thousands of Canadian dollars)

	Three months ended June 30,		Six months ended June 30,	
	2022	2021	2022	2021
Financial				
Oil and natural gas sales	\$ 1,125	\$ 544	\$ 2,276	\$ 5,702
Transportation pipeline revenues	847	931	1,644	1,900
Total revenues, net of royalties and commodity contracts ⁽¹⁾	1,453	742	3,071	4,917
Income (Loss)	1,487	(930)	1,943	(1,708)
Funds flow from operations ⁽⁶⁾	127	(1,031)	602	(305)
Capital expenditures	19	74	157	188
Proceeds from dispositions	2,239	-	2,346	1,978
Working capital surplus (deficit), excluding current bank debt (end of period) ⁽²⁾			1,468	(2,481)
Net debt ⁽³⁾			-	(1,672)
Shareholders' equity (end of period)			10,128	8,570
Shares outstanding (end of period)			6,014	6,014
Options outstanding (end of period)			176	167
Restricted share units outstanding (end of period)			160	149
Weighted-average basic shares outstanding	6,014	6,014	6,014	6,014
Operations ⁽⁴⁾				
Production				
Crude oil (bbls/d)	97	94	108	549
Total (boe/d)	97	94	108	549
Benchmark prices				
Crude oil				
Canadian Light (Cdn\$/bbl)	129.72	72.55	120.32	68.61
Average realized prices ⁽⁵⁾				
Crude oil (per bbl)	127.37	63.30	116.13	57.42
Upstream Operating netback (per boe) ⁽⁶⁾	50.38	(3.72)	49.85	16.72

⁽¹⁾ Includes unrealized gain and losses on commodity contracts

⁽²⁾ Working capital surplus/deficit includes commodity contract liability of \$44 thousand, (June 30, 2021 – commodity contract liability of \$809 thousand). Excluding this, the working capital surplus would be \$1.51 million (June 30, 2021 – deficit of \$1.67 million).

⁽³⁾ Net debt consists of bank debt and working capital surplus (deficit) excluding commodity contract assets and/or liabilities.

⁽⁴⁾ For a description of the boe conversion ratio, see “Basis of Barrel of Oil Equivalent”.

⁽⁵⁾ Before hedging.

⁽⁶⁾ See “Non-GAAP measures”.

PART 3 – OPERATING SEGMENTS RESULTS

Basis of Presentation

The Company has three operating groups and a corporate and other segment, which collectively represent four operating segments for internal and external reporting purposes.

Our operating segments include:

- Mining and Minerals
- Midstream Operations
- Upstream Operations
- Corporate and Other

The corporate and other segment includes corporate functions of the Company, such as general and administrative expenses and are included in the select consolidated operating disclosures.

Summary of Results

Mining and Minerals

The mining and minerals segment includes industrial metal and mineral assets. During 2021, the Company amassed industrial metallic and mineral permits covering over 3.9 million acres in Alberta and British Columbia and issued its first National Instrument 43-101 Technical Report on Lithium from Brine on July 16, 2021 and an additional 43-101 Technical Report over the Ironstone prospective permits held by the Company on September 21, 2021. The Company also engaged the third-party resource evaluator to compile a 43-101 Resource Assessment specific to Drumheller, Alberta over the Lithium Brine prospective permits, which was completed February 21, 2022.

The 43-101 Resource Assessment specific to Drumheller, Alberta was released on February 28, 2022, and the results were encouraging to Highwood as the combined total initial inferred lithium-brine resource estimate at its Drumheller asset is 18.14Mt LCE.

Reporting Parameter	Leduc Aquifer Domain	Nisku Killam Barrier Reef Aquifer Domain	Nisku Platform/Basin Aquifer Domain
Aquifer volume (km ³)	670.559	23.669	123.323
Brine volume (km ³)	65.058	1.415	8.218
Average lithium concentration (mg/L)	48.3	41.4	25.5
Average porosity (%)	9.9	6.1	6.8
Average brine in pore space (%)	98.0	98.0	98.0
Total elemental Li resources (tonnes)	3,142,000	59,000	207,000
Total LCE (tonnes)	16,726,000	312,000	1,102,000

Note 1: Mineral resources are not mineral reserves and do not have demonstrated economic viability. There is no guarantee that all or any part of the mineral resource will be converted into a mineral reserve. The estimate of mineral resources may be materially affected by geology, environment, permitting, legal, title, taxation, social-political, marketing, or other relevant issues.

Note 2: The weights are reported in metric tonnes (1,000kg or 2,204.6lbs).

Note 3: Tonnage numbers are rounded to nearest 1,000 unit.

Note 4: In a 'confined' aquifer, effective porosity is a proxy for specific yield.

Note 5: The resource estimation was completed and reported using a cutoff of 20mg/L lithium.

Note 6: To describe the resource in terms of the industry standard, a conversion factor of 5.323 is used to convert elemental lithium to Li₂CO₃ or Lithium Carbonate Equivalent (LCE).

As the mining and minerals segment entails early-stage exploration projects, there was no revenue and minimal expenses associated with the segment for the three and six months ended June 30, 2022.

Highwood engaged 2 independent third party labs for extraction technology test work: Preliminary lithium extraction process development testing indicate that an ion exchange process holds reasonable prospects for eventual economic extraction of battery-grade lithium product from Highwood’s lithium-brine. The labs’ results showed a good lithium loading capacity and a good selectivity for lithium and demonstrated optimized lithium extraction results of 98.3%. Further testing for process development and process is justified and will commence later.

Expenditures of \$21 thousand and \$42 thousand, respectively, was deployed within the mining and minerals segment for the three and six months ended June 30, 2022. As Highwood assesses additional information on its lithium Sub-properties, Highwood will continue to evaluate value maximization paths for its lithium assets including a potential public pure play, low carbon intensity lithium company spinout. In the event that the Company, or a spinout of the Company, is successful in raising funds through an equity raise that is being contemplated, the Company plans, and may be required, under the equity raise to outlay significant exploration capital in the near future.

Lithium and Ironstone testing remains an ongoing focus for Highwood. Extraction technologies continue to be evaluated as well as potential go forward technology parties whom Highwood may elect to partner with moving forward.

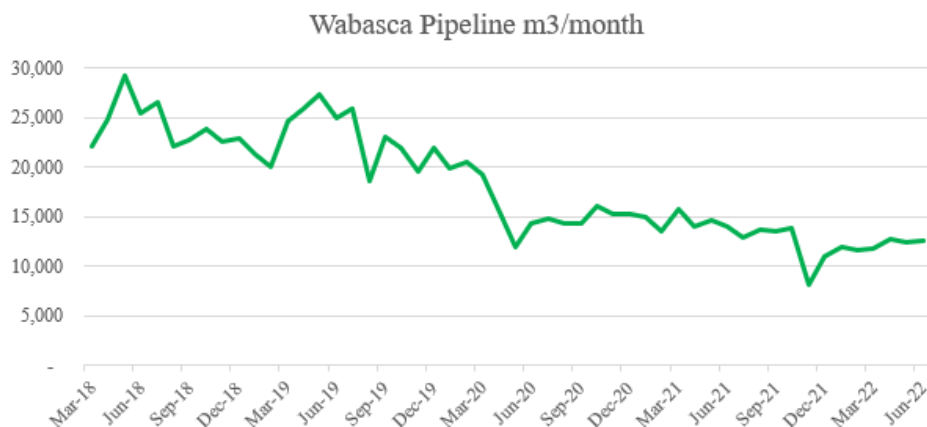
Midstream Operations

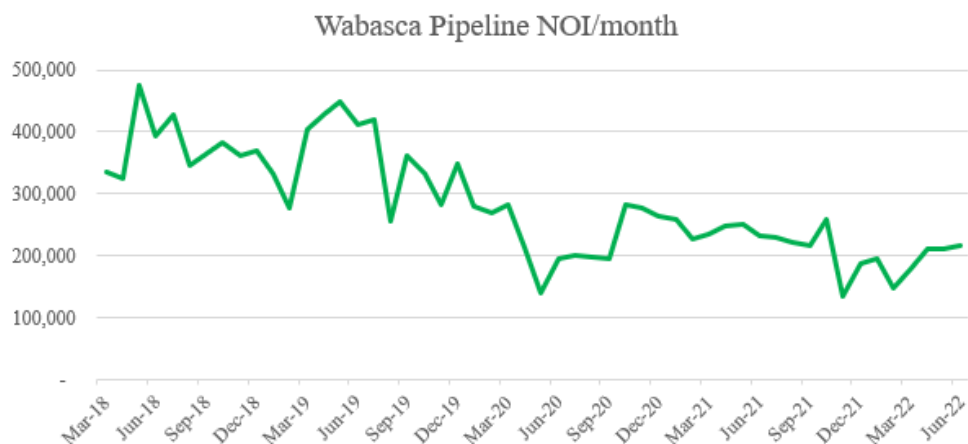
The midstream segment consists of the Company’s Wabasca River Sales Pipeline. Transportation pipeline revenues relate to the Wabasca River Pipeline System that the Company has a 100% working interest in. Revenues are generated from a tariff charged to vendors who transport product on the pipeline.

The Company’s crude transmission line averaged 12,542 m3/month of throughput for the second quarter of 2022, an increase of 6% from the first quarter of 2022 and 14% from the fourth quarter of 2021. Fourth quarter 2021 and first quarter 2022, volumes were down while the Company was working through issues with off specification product being provided by producers, which resulted in a temporary reduction in volumes as producers were temporarily shut in. The Company has been working with producers and anticipates volumes continuing to return in the second quarter of 2022. The Company continues to anticipate additional volumes coming onto the pipeline as area producers continue to revive capital activity in the currently strong price environment.

Revenue for the three and six months ended June 30, 2022 was \$847 thousand and \$1.6 million, respectively, compared to \$931 thousand and \$1.9 million for the three and six months ended June 30, 2021.

Throughout the first half of 2022, the Company continued to promote strong cost control on the Wabasca River Pipeline and saw \$222 thousand of total expenses in the second quarter of 2022 compared to \$247 thousand for the first quarter 2022. The decrease in expenditures is in spite of the significant increase in inflation being experienced in Canada and around the world.



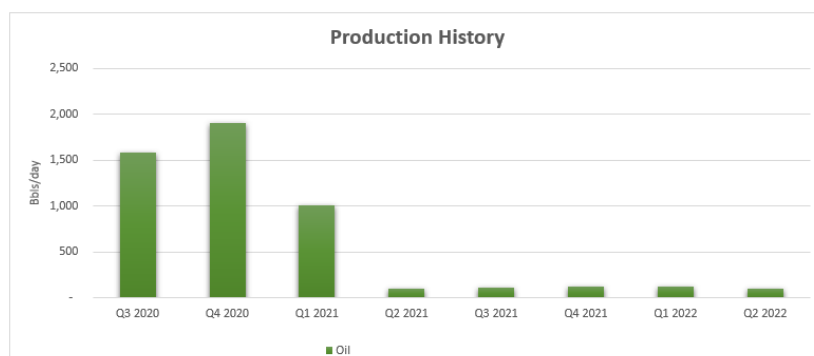


Upstream Operations

The upstream segment includes oil production with the upstream assets located in the Western Canada Sedimentary Basin..

The Company disposed of the majority of its producing assets in two transactions, one that closed in December 2020 and one that closed in March 2021. The comparative figures include the disposed properties.

Production



	Three months ended		Six months ended	
	June 30,		June 30,	
	2022	2021	2022	2021
Daily average volume				
Crude oil (bbls/d)	97	94	108	549
Total sales (boe/d)	97	94	108	549
Total sales (boe)	8,832	8,594	19,598	99,307
Production weighting				
Crude oil	100%	100%	100%	100%

The decrease in production from the six month comparative period is primarily due to the disposition of the Red Earth assets on March 25, 2021. The majority of the production in the first quarter of 2022 came from the Company's Saskatchewan CGU, which has remained consistent with prior periods.

Sales

Oil sales

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
Crude oil	1,125	544	2,276	5,702
Average realized prices before hedging				
Crude oil (\$/bbl)	127.37	63.30	116.13	57.42

The decrease in oil sales from the six month comparative period is primarily due to the disposition of the Red Earth assets on March 25, 2021. The Company did see an increase in realized commodity prices from \$63.30/bbl in second quarter of 2021 to \$127.37/bbl in the second quarter of 2022, an increase of 101%. The first half of 2022 has seen commodity prices rise dramatically, mainly driven by the impact of Russia's invasion of Ukraine, including major economic sanctions being placed on Russia, along with continuing demand recovery. Over the short term, the Company anticipates continued price volatility. With respect to oil prices, a significant factor is the unknown impact of transportation constraints in Alberta, demand levels, as well as global inventory levels. The Company anticipates that there will be continued price volatility for at least the next several quarters as various dynamics play out. There have been significant fluctuations in oil prices and the stock markets worldwide for various reasons linked to the COVID-19 pandemic, Russia's invasion of Ukraine and other conditions impacting worldwide oil prices. The Company continues to monitor current and forecasted pricing.

The Company's realized prices were consistent with the changes in the benchmark prices.

Royalties

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
Royalties	\$ 377	\$ 159	\$ 730	\$ 523
Per boe	42.68	18.50	37.25	5.27
Percentage of oil sales	33.5%	29.2%	32.1%	9.2%

Highwood's royalty burden includes crown, gross over-riding and freehold royalties applicable on the Company's production sales.

The increase in royalties per boe and percentage of sales during the six months ended June 30, 2022 compared to the first half of 2021 is mainly due to the majority of the Company's production coming from the Saskatchewan CGU after the disposition of Red Earth in March 2021. The Saskatchewan CGU is burdened by several gross over-riding royalties which results in a higher royalty percentage of oil sales. The increase in royalties per boe and percentage of sales, for both the three and six months ended June 30, 2022 compared to the respective 2021 periods, is also due to the increase in crown royalty rates with the improvement in commodity prices.

Upstream Operating and Transportation Expense

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
	\$	\$	\$	\$
Operating and transportation	303	417	569	3,519
Per boe	34.31	48.52	29.03	35.44

Overall, operating and transportation expense for the upstream segment have decreased significantly for the three and six months ended June 30, 2022 compared to the respective comparative periods due to the disposition the Company made in early 2021. Operating and transportation expense per boe also decreased in 2022 compared to the prior periods, as the Company has been actively working to reduce costs, mainly by conducting abandonment and reclamation work on the non-producing properties.

Management continues to look at production and operating costs to identify additional efficiencies.

Netback Analysis

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
	\$/boe	\$/boe	\$/boe	\$/boe
Average sales price	127.37	63.30	116.13	57.42
Royalties	(42.68)	(18.50)	(37.25)	(5.27)
Upstream Operating and transportation	(34.31)	(48.52)	(29.03)	(35.44)
Operating netback	50.38	(3.72)	49.85	16.72

The main reason for the increase in operating netback for the three and six months ended June 30, 2022 compared to three and six months ended June 30, 2021 is due to the improvement in average realized sales price. The average realized price for the three and six months ended June 30, 2022 was approximately 101% and 102% higher, respectively, than the comparative periods of 2021. The reduction in upstream operating and transportation costs has also led to the increase in operating netback. Management continues to look at ways to maximize the operating netback.

PART 4 – SELECT CONSOLIDATED OPERATING DISCLOSURES

Risk Management

Highwood's cash flow is highly variable, in large part because oil and natural gas are commodities whose prices are determined by worldwide and/or regional supply and demand, transportation constraints, weather conditions, availability of alternative energy sources and other factors, all of which are beyond Highwood's control. World prices for oil and natural gas have improved in recent months but continue to be volatile.

During the first quarter of 2021, oil prices started to recover from the historic low prices that were realized in the first half of 2020. On January 30, 2020, the World Health Organization declared the Coronavirus outbreak (COVID-19) a "Public Health Emergency of International Concern" and on March 11, 2020 declared COVID-19 a pandemic. As a result, there had been a significant demand shock worldwide which created downward pressure on oil prices. With the emergence of vaccines in late 2020 and early 2021, demand has slowly started to recover, which along with the gradual resumption of supply has resulted in increasing prices. The trend in increasing commodity prices has continued during the first half of 2022, driven mainly by the impact of Russia's invasion of Ukraine along with other worldwide factors.

Management of cash flow variability is an integral component of the Company's business strategy. Business conditions are monitored regularly and reviewed with the Board of Directors to establish risk management guidelines used by management in carrying out the Company's strategic risk management program.

The Company has elected not to use hedge accounting and, accordingly, the fair value of the financial contracts is recorded at each period-end. The fair value may change substantially from period to period depending on commodity forward strip prices for the financial contracts outstanding at the statement of financial position date. The change in fair value from period-end to period-end is reflected in the income for that period. As a result, income may fluctuate considerably.

At June 30, 2022 Highwood had the following commodity contracts in place:

CAD Buy Swaps:

Product	Notional Volume	Term	Fixed Price (CAD/bbl)	Index
Crude Oil	50bbls/day	April 1, 2022 to September 30, 2022	\$ 121.95	WTI - NYMEX

Commodity contracts are considered financial instruments, and the resulting derivative financial asset or liability was recorded on the Company's statement of financial position, with the unrealized gain or loss being recorded on the statement of income (loss) and comprehensive income (loss).

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
Realized loss on commodity contracts	\$ (75)	\$ (1,004)	\$ (75)	\$ (1,653)
Unrealized gain (loss) on commodity contracts	(67)	508	(44)	(700)

The realized loss on commodity contracts during the three and six month periods ended June 30, 2022 and 2021 was due to oil commodity prices being higher than the contract price.

General and Administrative (G&A)

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
G&A	\$ 825	\$ 559	\$ 1,390	\$ 1,816

G&A expenses increased slightly during the three months ended June 30, 2022, compared to the respective period in 2021 mainly due to compensation awards issued, increased business taxes and increased costs associated with the Company's office move in July 2022. G&A expenses decreased significantly for the six months ended June 30, 2022 compared to the respective period in 2021 due to cost cutting measures put in place and a significant reduction in risk mitigation expenditures going forward due to the disposition of the Red Earth assets which carried a significantly higher risk profile than the Company's remaining assets. In order to continue to reduce costs, the Company continues working with vendors to find additional cost savings.

Stock-Based Compensation

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
Stock-based compensation	\$ 112	\$ 272	\$ 192	\$ 515

The decrease in stock-based compensation for the three and six months ended June 30, 2022 from the comparative periods of 2021 is mainly due to the forfeiture of options and RSU's during 2021.

At June 30, 2022 the Company had 176,000 options and 160,000 RSU's outstanding.

Depletion and Depreciation (“D&D”)

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
	\$	\$	\$	\$
D&D	67	202	161	407
Per boe	7.59	23.50	8.22	4.10

The decrease in D&D for the three and six months ended June 30, 2022, compared to the prior period, is mainly due to the impact on change in discount rate related to decommissioning liabilities for certain oil and gas properties that have a carrying value of \$nil. D&D related to the producing assets is consistent with the prior period.

Impairment

Impairment of property, plant and equipment

2022

The Company assesses many factors when determining if an impairment test should be performed. At June 30, 2022, the Company conducted an assessment of impairment indicators for the Company’s CGUs. In performing the review, management determined that the continued improvement in commodity pricing and the impact this has on the economic performance of the Company’s CGUs resulted in no indicators of impairment at June 30, 2022.

Finance Expenses

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
	\$	\$	\$	\$
Interest on bank debt	23	31	44	54
Stamping fees on bank debt	-	11	-	37
Finance fees	-	3	-	3
Cash finance expenses	23	45	44	94
Accretion of decommissioning liabilities	12	11	24	22
Accretion of long-term accounts payable and accrued liabilities	22	-	42	-
Other expense	-	1	1	3
Non-cash finance expense	34	12	67	25
Total finance expenses	57	57	111	119

Interest on bank debt and stamping fees relates to interest and fees paid to Highwood’s bankers to service the bank debt and bank overdraft. Interest on bank debt and stamping fees for the three and six months ended June 30, 2022 compared to 2021 decreased due to the decrease in amount drawn and decrease in interest rates in 2022. At June 30, 2022 the Company was undrawn on its bank facility, compared to a draw of \$1.5 million at June 30, 2021.

Accretion for the three and six months ended June 30, 2022 is consistent with the comparative period of 2021.

Interest rates are based on the Company’s most recent quarter net debt to cash flow ratio. Net debt is defined by the agreement as working capital deficit plus bank debt and cash flow is defined effectively as cash flow from operating activities before changes in non-cash working capital for the most recent quarter annualized and normalized for extraordinary and nonrecurring earnings, gains, and losses. For the fiscal quarters ending June 30, 2021, September 30, 2021 and December 31, 2021, the impact of realized gains or losses on commodity contracts is excluded from the calculation of net income for the purposes of the net debt to cash flow covenant.

Deferred Income Tax

Deferred income tax was an expense of \$491 thousand and \$554 thousand for the three and six months ended June 30, 2022, respectively, compared to a recovery of \$252 thousand and \$418 thousand for the three and six months ended June 30, 2021, respectively. The expense in the three and six months ended June 30, 2022 was mainly due to positive income reducing non-capital losses available to the Company and dispositions the Company has made in the first half of 2022, resulting in gains and reductions in tax pools.

Income (Loss)

The Company generated income of \$1.49 million and \$1.94 million for the three and six months ended June 30, 2022, respectively, compared to a loss of \$930 thousand and \$1.71 million for the comparative three and six months ended June 30, 2021, respectively. Income for the three and six months ended June 30, 2022 was mainly a result of an increase in commodity prices generating higher netbacks, along with dispositions that resulted in significant gains. Loss for the three and six months ended June 30, 2021 was mainly a result of realized loss of commodity contracts of \$1.0 million and \$1.65 million, respectively.

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
	\$	\$	\$	\$
Income (Loss)	1,487	(930)	1,943	(1,708)
Per share, basic	0.25	(0.15)	0.32	(0.28)
Per share, diluted	0.24	(0.15)	0.31	(0.28)

Supplemental Information

The following tables summarize key financial and operating information for the periods indicated:

Cash Flows from (used in) Operating Activities

	Three Months Ended,		Six months Ended,	
	June 30,	June 30,	June 30,	June 30,
	2022	2021	2022	2021
Cash provided by (and used in)				
Operating activities				
Income (loss) for the period	\$ 1,487	\$ (930)	\$ 1,943	\$ (1,708)
Items not involving cash:				
Unrealized (gain)/loss on commodity contracts	67	(508)	44	700
Exploration and evaluation expenditures	109	127	109	127
Depletion and depreciation expense	67	202	161	407
Impairment loss, net of reversal	-	46	-	46
Finance expense	34	12	67	25
Deferred tax expense (recovery)	491	(252)	554	(418)
Stock-based compensation	112	272	192	515
(Gain)/loss on disposal of assets	(2,240)	-	(2,347)	2
Gain on debt modification	-	-	(122)	-
Cash abandonment expenditures	-	-	-	(1)
Change in long-term accounts payable and accrued liabilities	(125)	-	275	-
Change in non-cash working capital	5	970	(891)	(1,088)
<i>Net cash from (used in) operating activities</i>	7	(61)	(14)	(1,393)

Selected Quarterly Information

Three months ended	June 30, 2022	Mar. 31, 2022	Dec. 31, 2021	Sept. 30, 2021	June 30, 2021	Mar. 31, 2021	Dec. 31, 2020	Sept. 30, 2020
Financial								
(\$000s, except per share amounts and share numbers)								
Oil sales	1,125	1,151	966	721	544	5,158	6,685	5,752
Transportation pipeline revenues	847	797	718	905	931	969	1,021	790
Income (loss)	1,487	456	(951)	150	(930)	(590)	18,348	(20,074)
Capital expenditures	19	138	3	79	74	117	228	67
Total assets (<i>end of quarter</i>)	16,274	15,746	15,883	16,389	18,005	22,105	65,650	87,108
Working capital surplus (deficit), excluding commodity contracts and bank debt (<i>end of quarter</i>)	1,512	340	(486)	(1,588)	(1,672)	1,200	5,868	(6,028)
Shareholders' equity (<i>end of quarter</i>)	10,128	8,529	7,993	8,836	8,570	9,416	9,763	(8,977)
Weighted-average basic shares outstanding (<i>000s</i>)	6,014	6,014	6,014	6,014	6,014	6,014	6,014	6,014
Operations								
Production								
Crude oil (<i>bbls/d</i>)	97	120	125	108	94	1,008	1,908	1,585
Total (<i>boe/d</i>)	97	120	125	108	94	1,008	1,908	1,585
Average realized prices (\$)								
Crude oil (<i>per bbl</i>)	127.37	106.92	84.06	72.26	63.30	56.87	38.08	39.44

Inherent to the nature of the energy industry, fluctuations in Highwood's quarterly oil sales, transportation pipeline revenues, cash flows from operating activities, and income or loss are primarily caused by variations in production volumes, realized commodity prices and the related impact on royalties, realized and unrealized gains/losses on financial instruments, changes in per-unit expenses, and deferred income taxes. Please refer to the Operating Segment Results and Select Consolidated Operating Disclosures sections above for an explanation of changes.

Capital Activity

	Three months ended		Six months ended	
	2022	June 30, 2021	2022	June 30, 2021
	\$	\$	\$	\$
Mining operations				
Mineral permits	-	74	-	166
Upstream operations				
Land	14	-	14	-
Recompletions	-	-	-	22
Midstream Operations				
Production equipment and facilities	5	74	143	-
	19	74	157	188

At June 30, 2022, the Company had E&E assets of \$643 thousand (December 31, 2021 – \$738 thousand). This amount is primarily made up of undeveloped land and industrial metals and minerals permits.

At June 30, 2022, the Company had gross property and equipment of \$19.48 million (December 31, 2021 - \$19.64 million). This included developed land and costs associated with the wells the Company has drilled and acquired to date and the transportation pipelines the Company acquired in 2018.

During the three and six months ended June 30, 2022, the Company closed a purchase and sale agreement with a private Company (the "Purchaser") to dispose of 50% of the Company's 100% working interest in the 14-05 Terminal, for total cash consideration of \$2.25 million. The terminal had a carrying value of \$nil at the time of the disposition. As a result of the disposition, the Company recognized a gain on disposal of asset of \$2.24 million during the three and six months ended June 30, 2022. Transaction costs totalling \$12 thousand have reduced the gain recorded. The 14-05 Terminal is part of the Company's midstream operating segment.

During the six month period ended June 30, 2022, the Company disposed of assets with a net book value of \$nil for gross proceeds of \$107 thousand. As a result of the disposition, the Company recognized a gain on disposal of assets of \$107 thousand during the six months ended June 30, 2022.

PART 5 – CAPITALIZATION

Share Capital and Option Activity

As at June 30, 2022 and the date of this MD&A, the Company had 6,014,000 common shares, 176,000 options and 160,000 RSU's outstanding.

On May 30, 2022, the Company granted 26,500 options at an exercise price of \$11.00 per option. The options granted vest 1/3 on each of December 31, 2022, December 31, 2023 and December 31, 2024 and have a five year term.

On May 30, 2022, the Company granted 26,500 RSU's exercisable for nominal consideration. The RSU's granted vest 1/3 on each of December 31, 2022, December 31, 2023 and December 31, 2024 and expire on December 31, 2025.

Liquidity, Capital Resources and Going Concern

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with the financial liabilities as they become due. The Company's financial liabilities consist of accounts payable and accrued liabilities, commodity contracts and bank debt, most of which are due within a year and lease liabilities. A portion of accounts payable and accrued liabilities is being paid on a long term payment plan. The Company also maintains and monitors

a certain level of cash flow which is used to partially finance all operating and capital expenditures. The Company also attempts to match its payment cycle with collection of oil and natural gas sales on the 25th of each month.

At June 30, 2022, the Company had a working capital surplus of \$1.5 million. The Company expects to repay its financial liabilities in the normal course of operations and to fund future operational and capital requirements through operating cash flows and through deleveraging transactions. The Company also has a credit facility (note 6) to facilitate the management of liquidity risk. At June 30, 2022, \$2.0 million was available under the credit facility. The operating facility of \$2 million matures December 31, 2022 and is due on demand, therefore the credit facility has been classified as current. At June 30, 2022, the Company has classified \$878 thousand of accounts payable and accrued liabilities as long term as the vendor has agreed to a payment plan that extends beyond 12 months.

The Company had a \$2.0 million operating facility at June 30, 2022. Subsequent to June 30, 2022, the operating facility was increased to \$2.92 million. This operating facility bears interest at the Bank's prime rate of bankers acceptance discount rates plus an applicable margin of 300bps to 550bps on prime rate loans and 400bps to 650bps on stamping fees related to bankers acceptances, determined by reference to the Company's net debt to cash flow ratio (as defined in the credit facility agreement). Interest on the credit facility is due monthly. This credit facility is secured by a \$100.0 million debenture with a fixed and floating charge over all the assets of the Company. The operating facility matures December 31, 2022, at which time it is subject to customary reviews by the lenders.

The borrowing base can be determined at the sole discretion of the lender and any amount outstanding under the bank facility in excess of a newly established borrowing base must be repaid in full within 30 days. The lender has sole discretion on the determination of the borrowing base which is based predominantly on the Company's cash flows forecast from proved developed producing oil and natural gas reserves and midstream assets. The recovery of global commodity prices and increased interest in the Western Canadian energy sector has positively impacted the availability for credit within the industry.

The Company is required to maintain an adjusted working capital ratio of not less than 1.0:1.0, and such ratio is to be tested at the end of each fiscal quarter. Current ratio is defined as the ratio of (i) current assets, excluding financial derivatives to (ii) current liabilities, excluding financial derivatives, any amounts drawn under the bank facility and any current liabilities related to lease contracts. At June 30, 2022, the Company's current ratio was 2.68:1.0 (December 31, 2021 – 1.17:1.00). The Company is required to maintain a net debt to cash flow ratio no greater than 2.0:1.0 for each quarter. At June 30, 2022 the Company's net debt to cash flow ratio is 0.0:1.0 (December 31, 2021 – 1.57:1.0). For the purposes of the covenant, net debt is defined by the agreement as working capital deficit (excluding financial derivatives) plus bank debt and cash flow is defined as cash flow from operating activities before changes in non-cash working capital normalized for extraordinary and nonrecurring earnings, gains, and losses. For the fiscal quarters ending June 30, 2021, September 30, 2021 and December 31, 2021, the impact of realized gains or losses on commodity contracts is excluded from the calculation of net income for the purposes of the net debt to cash flow covenant. Cashflows are determined as the trailing four quarters. The Company is allowed to enter into notional commodity contracts whose terms do not extend more than one month past the operating facility maturity date of December 31, 2022 and cannot exceed 60% of gross production volumes (by commodity) for the three month trailing period, at the time the contracts are entered into.

The bank facility has financial and hedging covenants as outlined in note 6 of the financial statements. The Company was in compliance with all its financial covenants at June 30, 2022. As planned production rates and forward prices for crude oil being traded in the futures market, management is forecasting it will be in compliance with financial covenants for the next 12 months. The Company forecasts that it can continue to meet its obligations including interest payments, general & administrative expenses and operating expenses within its internally generated cash flows. However, there are no assurances that the lender will maintain the borrowing base at the current level, which may result in a borrowing base shortfall. If the Company cannot generate sufficient funds to meet the borrowing base shortfall it would constitute an event of default under the loan agreement and the bank could demand immediate repayment of the outstanding loan amount.

The Company has reduced accounts payable and accrued liabilities by approximately \$87 thousand and \$553 thousand during the three and six months ended June 30, 2022 from March 31, 2022 and December 31, 2021, respectively. The main reason for the decrease is due to cash flows generated by the Company's assets and cash flows generated on

disposals. At June 30, 2022, the Company has classified \$878 thousand of accounts payable and accrued liabilities as long term as the vendor has agreed to a payment plan that extends beyond 12 months.

The Company plans to meet foreseeable obligations by actively monitoring its credit facilities through use of the revolving debt, coordinating payment and revenue cycles each month and secure cash flows. The Company will also seek secondary financing to meet obligations if terms are considered to be economic by the Company. Future liquidity depends primarily on funds generated from operations, drawing on existing credit facilities and accessing debt and equity markets.

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards applicable to a going concern, which assumes that the Company will be able to realize its assets and discharge its liabilities in the normal course of business.

The oil and natural gas commodity price environment has been extremely volatile and had been suppressed by historical standards in the past few years and was significantly worse with the COVID-19 outbreak and the resulting global oversupply of oil until early in 2021 when prices began to recover. During the first half of 2022 and, commodity prices continued to increase, mainly driven by the fallout from the invasion of Ukraine by Russia. Subsequent to June 30, 2022, prices have slightly decreased with some demand concerns but remain well above the lows of 2020.

Off-Balance-Sheet Arrangements

The Company does not have any special-purpose entities nor is it a party to any arrangements that would be excluded from the statement of financial position.

Environmental Initiatives Affecting Highwood

In October 2020, the Government of Canada announced a national carbon pricing regime in response to the Paris Agreement ratified by Canada earlier that month. Under the Carbon Strategy, a benchmark carbon pricing program will be applied, pricing carbon emissions at a minimum of \$10 per tonne in 2020, rising by \$10 per tonne each Year to \$50 per tonne by 2022. The Carbon Strategy also proposes a federal backstop in the event that jurisdictions fail to meet the benchmark. The Government of Alberta established a carbon pricing system referenced in the federal announcement; therefore, in the short term, the national price on carbon will likely have little additional impact to Highwood beyond that imposed by the Government of Alberta.

Related-Party Transactions

During the three and six month periods ended June 30, 2022, the Company incurred charges of \$30 thousand and \$89 thousand, respectively (three and six month periods ended June 30, 2021 – \$86 thousand and \$172 thousand, respectively) from a company with common officers and directors, Tidewater Midstream and Infrastructure Ltd., for management fees, office space, subscriptions and supplies of which \$10 thousand and \$39 thousand, respectively (three and six month periods ended June 30, 2021 – \$56 thousand and \$112 thousand, respectively) was recorded as an increase in general and administrative expense and \$10 thousand and \$40 thousand, respectively (three and six month periods ended June 30, 2021 – \$30 thousand and \$60 thousand, respectively) was recorded as a reduction to lease liabilities. As at June 30, 2022, \$nil (December 31, 2021 - \$1 thousand) is included within accounts receivable and \$nil (December 31, 2021 - \$58 thousand) is included within accounts payable with respect to these charges.

Hedging

The Company historically practiced an active hedging program, with the objective to provide a measure of downside protection for its oil and natural gas sales and cash flow from operations, while maximizing exposure to potential commodity pricing upside.

PART 6 – ACCOUNTING POLICIES

Critical Accounting Judgments, Estimates and Policies

The Company's critical accounting judgements, estimates and policies are described in notes 2 and 3 to the December 31, 2021 annual consolidated financial statements as well as included in the Company's annual MD&A as at December 31, 2021. Certain accounting policies are identified as critical because they require management to make judgments and estimates based on conditions and assumptions that are inherently uncertain, and because the estimates are of material magnitude to revenue, expenses, funds flow from operations, income or loss and/or other important financial results. These accounting policies could result in materially different results should the underlying conditions change or the assumptions prove incorrect.

Non-GAAP Measures

This MD&A includes references to financial measures commonly used in the oil and natural gas industry. The term "operating netback" (oil and natural gas sales less royalties and production, operating and transportation expenses, all expressed on a per-unit-of-production basis) is not defined under IFRS, and may not be comparable with similar measures presented by other companies. Operating netback is a per-unit-of-production measure that may be used to assess the Company's performance and efficiency.

The term "working capital surplus (deficit), excluding bank debt" is not defined under IFRS, and may not be comparable with similar measures presented by other companies. Working capital surplus (deficit), excluding bank debt is included to show what the working capital relating to customers, vendors, and joint venture partners would be.

The term "funds flow from operations" is not defined under IFRS, and may not be comparable with similar measures presented by other companies. Funds flow from operations is included to show what the cash flow from operating activities would be prior to changes in working capital and changes in long-term accounts payable and accrued liabilities.

Basis of Barrel of Oil Equivalent

Petroleum and natural gas reserves and production volumes are stated as a "barrel of oil equivalent" (boe), derived by converting natural gas to oil equivalency in the ratio of 6,000 cubic feet of gas to one barrel of oil. Boe may be misleading, particularly if used in isolation. A boe conversion ratio of 6,000 cubic feet of gas to one barrel of oil is based on energy equivalency, which is primarily applicable at the burner tip, and does not represent a value equivalency at the wellhead. Readers are cautioned that boe figures may be misleading, particularly if used in isolation.

Forward-Looking Statements

This document contains certain forward-looking statements. Forward-looking statements are subject to known and unknown risks, uncertainties and other factors that could influence actual results or events and cause them to differ materially from those stated, anticipated or implied. Such forward-looking statements necessarily involve risks including, without limitation, those associated with oil and natural gas exploration, property development, production, marketing and transportation, such as dry holes and non-commercial wells, facility and pipeline damage, loss of markets, volatility of commodity prices, currency fluctuations, imprecision of reserve estimates, production declines, health, safety and environmental risks, competition from other producers and the ability to access sufficient capital from internal and external sources. Forward-looking information typically includes statements with words such as “anticipate”, “believe”, “expect”, “plan”, “intend”, “estimate”, “propose”, “project”, or similar words suggesting future outcomes. The Company cautions readers and prospective investors in the Company’s securities not to place undue reliance on forward-looking information as, by its nature, it is based on current expectations regarding future events that involve a number of assumptions, inherent risks and uncertainties, which could cause actual results to differ materially from those anticipated by the Company.

Forward-looking information typically involves substantial known and unknown risks and uncertainties, certain of which are beyond the Company’s control. Such risks and uncertainties include, without limitation: financial risk of marketing reserves or metals & minerals at an acceptable price given market conditions; volatility in market prices for metals, minerals, oil and natural gas; delays in business operations; pipeline restrictions; blowouts; the risk of carrying out operations with minimal environmental impact; industry conditions including changes in laws and regulations including the adoption of new environmental laws and regulations and changes in how they are interpreted and enforced; uncertainties associated with estimating mining resources & oil and natural gas reserves; risks and uncertainties related to mining and oil & gas interests and operations on aboriginal lands; economic risk of finding and producing reserves at a reasonable cost; uncertainties associated with partner plans and approvals; operational matters related to non-operated properties; increased competition for, among other things, capital, acquisitions of mining permits, reserves and undeveloped lands; competition for and availability of qualified personnel or management; incorrect assessments of the value of acquisitions and exploration and development programs; unexpected geological, technical, drilling, construction, processing and transportation problems; availability of insurance; fluctuations in foreign exchange and interest rates; stock market volatility; general economic, market and business conditions; uncertainties associated with regulatory approvals; uncertainty of government policy changes; uncertainties associated with credit facilities and counterparty credit risk; changes in income tax laws, Crown royalty rates and incentive programs relating to the oil and gas industry; and other factors, many of which are outside the Company’s control. The Company’s actual results, performance or achievements could, therefore, differ materially from those expressed in, or implied by, these forward-looking estimates and whether or not any such actual results, performance or achievements transpire or occur, there can be no certainty as to what benefits or detriments the Company will derive therefrom.

The forward-looking information included herein is expressly qualified in its entirety by this cautionary statement. It is made as of the date hereof and the Company assumes no obligation to update or revise any forward-looking information to reflect new events or circumstances, except as required by law.

Abbreviations

The following summarizes the abbreviations used in this document:

Crude Oil and Natural Gas Liquids

bbl	barrel
Mbbl	thousand barrels
bbls/d	barrels per day
boe	barrel of oil equivalent
Mboe	thousand barrels of oil equivalent
boe/d	barrel of oil equivalent per day
NGL	natural gas liquids

Natural Gas

Mcf	thousand cubic feet
MMcf	million cubic feet
Mcf/d	thousand cubic feet per day
GJ	Gigajoule; 1 Mcf of natural gas is about 1.05 GJ
MMBtu	million British thermal units; 1 GJ is about 0.95 MMBtu

Other

\$000s	thousands of dollars
IFRS	International Financial Reporting Standards
IAS	International Accounting Standard

Corporate Information

BOARD OF DIRECTORS

GREG MACDONALD

President & CEO
Highwood Asset Management Ltd.
Calgary, Alberta

STEPHEN HOLYOAKE

CEO, Fireweed Energy Ltd.
Calgary, Alberta

TREVOR WONG-CHOR

Partner, DLA Piper (Canada) LLP
Calgary, Alberta

RYAN MOONEY

Managing Director, Investment Banking,
Echelon Wealth Partners
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Apex Geoscience Ltd.

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