



Columbia Care™

FOURTH QUARTER & FULL YEAR 2020

NEO:CCHW | CSE:CCHW | OTCQX:CCHWF | FSE:3LP

Investor Presentation
March 2021

DISCLAIMER AND FORWARD-LOOKING STATEMENTS

Disclaimer

Columbia Care Inc. (the “Company” or “Columbia Care”) derives a substantial portion of its revenues from the cannabis industry in certain U.S. states, which industry is illegal under U.S. Federal Law. Columbia Care is directly involved in both the adult-use and medical cannabis industry in the states of Arizona, California, Colorado, Illinois and Massachusetts, and in the medical cannabis industry in the states of Delaware, Florida, Maryland, New Jersey, New York, Ohio, Pennsylvania, the District of Columbia, Utah, Virginia, and West Virginia, which states have regulated such industries. The cultivation, processing, sale and use of cannabis are illegal under federal law pursuant to the U.S. Controlled Substance Act of 1970 (the “CSA”). Under the CSA, the policies and regulations of the United States Federal Government and its agencies are that cannabis has no medical benefit and a range of activities, including cultivation and the personal use of cannabis, are prohibited. The Supremacy Clause of the United States Constitution establishes that the United States Constitution and federal laws made pursuant to it are paramount and in case of conflict between federal and state law, the federal law shall apply. Until 2018, the federal government provided guidance to federal law enforcement agencies and banking institutions through a series of United States Department of Justice (“DOJ”) memoranda. The most recent such memorandum was drafted by former Deputy Attorney General James Cole in 2013 (the “Cole Memo”). On January 4, 2018, former U.S. Attorney General Jeff Sessions issued a memorandum to U.S. district attorneys that rescinded previous guidance from the U.S. Department of Justice specific to cannabis enforcement in the United States, including the Cole Memo (as defined herein). The former Attorneys General who succeeded former Attorney General Sessions following his resignation did not provide a clear policy directive for the United States as it pertains to state-legal marijuana-related activities. President Joseph R. Biden was sworn in as the 46th United States President on January 20, 2021. President-elect Biden nominated Merrick Garland to serve as Attorney General in his administration, and he was confirmed on March 10, 2021. It is not yet known whether the Department of Justice under President Biden and Attorney General Garland will re-adopt the Cole Memorandum or announce a substantive marijuana enforcement policy. Attorney General Garland stated at a confirmation hearing before the United States Senate that “It does not seem to me a useful use of limited resources that we have, to be pursuing prosecutions in states that have legalized and that are regulating the use of marijuana, either medically or otherwise. I don’t think that’s a useful use.” Nonetheless, there is no guarantee that state laws legalizing and regulating the sale and use of marijuana will not be repealed or overturned, or that local governmental authorities will not limit the applicability of state laws within their respective jurisdictions. Unless and until the United States Congress amends the CSA with respect to marijuana (and as to the timing or scope of any such potential amendments there can be no assurance), there is a risk that federal authorities may enforce current U.S. federal law. Currently, in the absence of uniform federal guidance, as had been established by the Cole memorandum, enforcement priorities are determined by respective United States Attorneys.

Columbia Care makes no medical or treatment claims about our products, implied or otherwise, and each patient should consult their treating physician, explore all options, and discuss their personal health to determine whether he or she may be a potential candidate for medical marijuana or other cannabis-derived products. Our products have not been evaluated by the Food and Drug Administration (“FDA”). In addition, our products have not been approved by the FDA to diagnose, treat, cure, or prevent any disease. In addition, we have not conducted clinical trials for the use of our products. Any references to quality, consistency, efficacy and safety of our products are not intended to imply that such claims have been verified in clinical trials.

Non-IFRS Financial Measures

In this presentation, Columbia Care refers to certain non-IFRS financial measures, Combined Revenue, Adjusted EBITDA, Combined Adjusted EBITDA, gross profit excluding changes in fair value of biological assets and inventory sold and Combined Gross Profit excluding changes in fair value of biological assets and inventory sold. These measures do not have any standardized meaning prescribed by IFRS and may not be comparable to similar measures presented by other companies. Columbia Care considers certain non-IFRS measures to be meaningful indicators of the performance of its business. A reconciliation of such non-IFRS financial measures to their nearest comparable IFRS measure is included in this presentation and a further discussion of some of these items is contained in the Company’s Management’s Discussion and Analysis for the year ended December 31, 2020.

Cautionary Note Regarding United States Securities Laws

This presentation does not constitute an offer to sell or the solicitation of an offer to buy, nor shall there be any sale of the securities of Columbia Care, in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of such jurisdiction. The securities of Columbia Care have not been and will not be registered under the United States Securities Act of 1933, as amended (the “U.S. Securities Act”), or any state securities laws and may not be offered or sold within the United States or to, or for the account or benefit of, “U.S. persons,” as such term is defined in Regulation S under the U.S. Securities Act. This document does not constitute an offering memorandum or an offer or solicitation in any province or other jurisdiction.

Risk Factors

For a detailed description of risk factors associated with Columbia Care, refer to the “Risk Factors” section of the Prospectus, which is available on SEDAR at www.sedar.com

DISCLAIMER AND FORWARD-LOOKING STATEMENTS

Caution Concerning Forward-Looking Statements

This presentation contains certain statements that constitute forward-looking information within the meaning of applicable securities laws ("forward-looking statements"). Statements concerning Columbia Care's objectives, goals, strategies, priorities, intentions, plans, beliefs, expectations and estimates, and the business, operations, financial performance and condition of Columbia Care as well as statements under the heading "2021 Outlook" are forward-looking statements. The words "believe", "expect", "anticipate", "estimate", "intend", "may", "will", "would", "could", "should", "continue", "plan", "goal", "objective", and similar expressions and the negative of such expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words.

Certain material factors and assumptions were applied in providing these forward-looking statements. Forward-looking information involves numerous assumptions, including assumptions on revenue and expected gross margins, capital allocation, EBITDA break even targets and other financial results; growth of its operations via expansion, for the effects of any transactions; expectations for the potential benefits of any transactions including the acquisition of Green Leaf Medical; statements relating to the business and future activities of, and developments related to, the Company after the date of this presentation, including such things as future business strategy, competitive strengths, goals, expansion and growth of the Company's business, operations and plans; expectations that planned acquisitions (including the acquisition of Green Leaf Medical) will be completed as previously announced; expectations regarding cultivation and manufacturing capacity; expectations regarding receipt of regulatory approvals; expectations that licenses applied for will be obtained; potential future legalization of adult-use and/or medical cannabis under U.S. federal law; expectations of market size and growth in the U.S. and the states in which the Company operates; expectations for other economic, business, regulatory and/or competitive factors related to the Company or the cannabis industry generally; and other events or conditions that may occur in the future. Forward-looking statements may relate to future financial conditions, results of operations, plans, objectives, performance or business developments. These statements speak only as at the date they are made and are based on information currently available and on the then current expectations. Holders of securities of the Company are cautioned that forward-looking statements are not based on historical facts but instead are based on reasonable assumptions and estimates of management of the Company at the time they were provided or made and involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company, as applicable, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements, including, but not limited to, risks and uncertainties related to: the available funds of the Company and the anticipated use of such funds; the availability of financing opportunities; legal and regulatory risks inherent in the cannabis industry; risks associated with economic conditions, dependence on management and currency risk; risks relating to U.S. regulatory landscape and enforcement related to cannabis, including political risks; risks relating to anti-money laundering laws and regulation; other governmental and environmental regulation; public opinion and perception of the cannabis industry; risks related to contracts with third-party service providers; risks related to the enforceability of contracts; reliance on the expertise and judgment of senior management of the Company, and ability to retain such senior management; risks related to proprietary intellectual property and potential infringement by third parties; risks relating to the management of growth; increasing competition in the industry; risks inherent in an agricultural business; risks relating to energy costs; risks associated to cannabis products manufactured for human consumption including potential product recalls; reliance on key inputs, suppliers and skilled labor; cybersecurity risks; ability and constraints on marketing products; fraudulent activity by employees, contractors and consultants; tax and insurance related risks; risks related to the economy generally; risk of litigation; conflicts of interest; risks relating to certain remedies being limited and the difficulty of enforcement of judgments and effect service outside of Canada; risks related to future acquisitions or dispositions; sales by existing shareholders; limited research and data relating to cannabis; as well as those risk factors discussed under "Risk Factors" in Columbia Care's Annual Information Form dated March 31, 2020 and filed with the applicable Canadian securities regulatory authorities on SEDAR at www.sedar.com, in the Company's Annual Information Form, and as described from time to time in documents filed by the Company with Canadian securities regulatory authorities.

The purpose of forward-looking statements is to provide the reader with a description of management's expectations, and such forward-looking statements may not be appropriate for any other purpose. In particular, but without limiting the foregoing, disclosure in this presentation as well as statements regarding the Company's objectives, plans and goals, including future operating results and economic performance may make reference to or involve forward-looking statements. Although the Company believes that the expectations reflected in such forward-looking statements are reasonable, it can give no assurance that such expectations will prove to have been correct. A number of factors could cause actual events, performance or results to differ materially from what is projected in the forward-looking statements. No undue reliance should be placed on forward-looking statements contained in this presentation. Such forward-looking statements are made as of the date of this presentation. Columbia Care undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. The Company's forward-looking statements are expressly qualified in their entirety by this cautionary statement.

This presentation contains future-oriented financial information and financial outlook information (collectively, "FOFI") about Columbia Care's combined revenue, combined gross margins and combined adjusted EBITDA, all of which are subject to the same assumptions, risk factors, limitations, and qualifications as set forth in the above paragraph. FOFI contained in this document was approved by management as of the date of this document and was provided for the purpose of providing further information about Columbia Care's future business operations. Columbia Care disclaims any intention or obligation to update or revise any FOFI contained in this document, whether because of new information, future events or otherwise, unless required pursuant to applicable law. Readers are cautioned that the FOFI contained in this document should not be used for purposes other than for which it is disclosed herein.

COMPANY OVERVIEW

Building Scale and Improving Efficiency



87

US Dispensary Locations⁽¹⁾



27

US Cultivation & Manufacturing Facilities⁽¹⁾



111

State-Issued Licenses



18

Jurisdictions in US & Europe



151%

YoY Topline Combined Revenue Growth



\$198M

FY 2020 Combined Revenue⁽³⁾



+1M

Sqft Cultivation & Production Capacity⁽²⁾



300+

Acres Outdoor Cultivation Capacity⁽²⁾



\$14B+

2021 TAM in Licensed US States⁽⁴⁾



1.2M

2020 Sales Transactions



\$139

2020 Average Dispensary Sales Transaction Size



1,800+

Employees

(1) Pro forma facilities either open or under development; includes Green Leaf and facilities where Columbia Care provides consultative services pursuant to the terms of a management services arrangement.

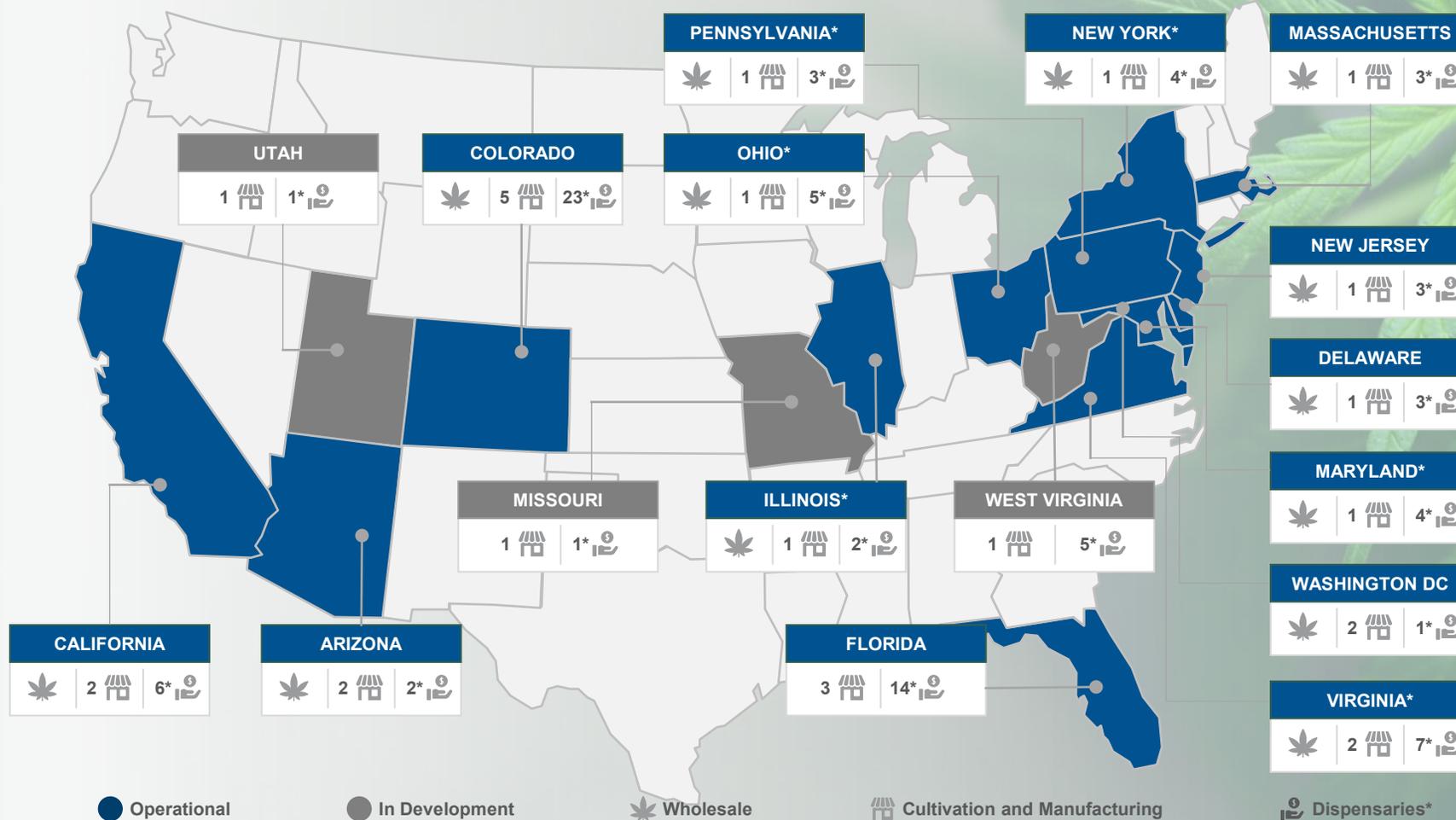
(2) Total capacity under existing licenses - additional development may be required to achieve

(3) Combined Results include dispensary and manufacturing operations in Ohio. Consolidation of these businesses will follow closing of executed purchase option agreements which are subject to regulatory review.

(4) Estimated 2021 Sales figures from BDSA Market Forecast as of Feb 2021 for legal cannabis sales

(5) Average Dispensary Sales figure includes dispensary sales in Ohio

VERTICAL INTEGRATION ON NATIONAL SCALE



Vertically Integrated in All Operational Markets



Wholesale Distribution in 13 Operational Markets



27 Cultivation and Manufacturing Facilities*



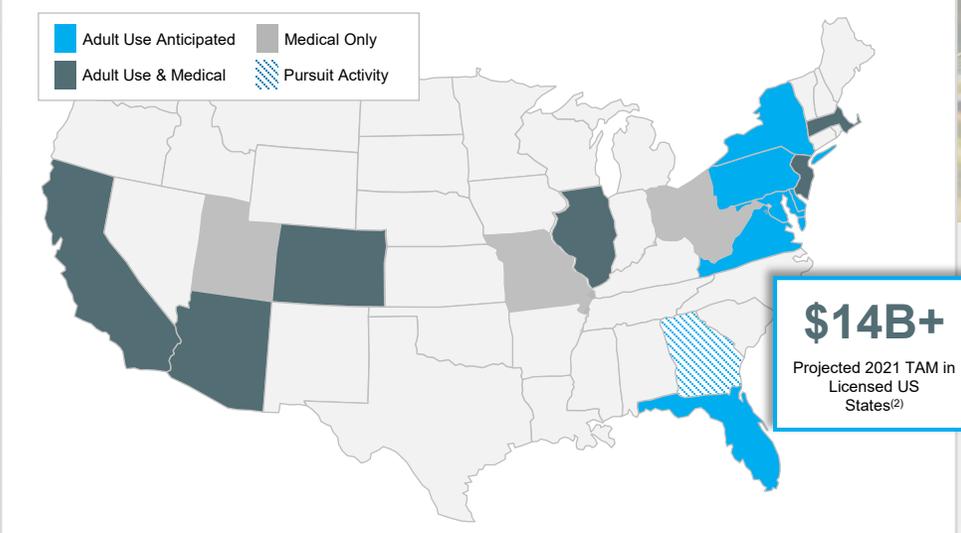
87 Dispensaries*
(68 Active / 19 In Development)

* Pro forma facilities either open or under development; includes Green Leaf and facilities where Columbia Care provides consultative services pursuant to the terms of a management services arrangement

ONE OF THE NATION'S LARGEST & MOST EXPERIENCED MSOs

Addressable market is >53% of the U.S. population⁽¹⁾ with significant upside potential

Columbia Care U.S. Footprint



Conversion to Medical and Adult-Use Offers Significant Upside

- Columbia Care has experienced 3x-4x top-line revenue growth in states that have already converted from medical-only to medical and adult-use
- Adult-use sales have begun in Arizona and are expected in New Jersey in 2021, with Virginia transition expected in 2024
- Columbia Care's expansive footprint is well positioned for the anticipated conversion of additional markets

Columbia Care Addressable Market⁽²⁾

State	Population (M)	Est 2021 Sales (US\$M)	Est 2026 Sales (US\$M)	Status	Licenses
California	39.6	\$ 4,109.7	\$ 6,909.3	Both	Unlimited
Colorado	5.7	\$ 2,457.0	\$ 2,715.9	Both	Unlimited
Arizona	7.2	\$ 1,493.6	\$ 1,817.3	Both	Limited
Florida	21.3	\$ 1,475.9	\$ 2,551.5	Medical	Limited
Illinois	12.7	\$ 1,229.5	\$ 1,781.0	Both	Limited
Massachusetts	6.9	\$ 1,196.0	\$ 1,784.8	Both	Limited
Pennsylvania	12.8	\$ 705.3	\$ 1,320.4	Medical	Limited
Maryland	6	\$ 565.5	\$ 1,386.6	Medical	Limited
Ohio ⁽³⁾	11.7	\$ 369.0	\$ 1,363.8	Medical	Limited
New Jersey	8.9	\$ 248.9	\$ 1,845.9	Both	Limited
New York	19.5	\$ 149.2	\$ 2,385.0	Medical	Limited
Utah	3.2	\$ 76.4	\$ 295.3	Medical	Limited
Missouri ⁽³⁾	6.1	\$ 75.3	\$ 862.6	Medical	Limited
Delaware	1	\$ 51.3	\$ 165.1	Medical	Limited
Washington DC	0.7	\$ 39.6	\$ 219.0	Medical	Limited
Virginia	8.5	\$ 20.9	\$ 424.6	Medical	Limited
West Virginia	1.8	\$ 19.1	\$ 32.8	Medical	Limited
TOTAL	173.6	\$ 14,282.1	\$ 27,860.8		

(1) US Census Bureau, Company estimates, Gallup poll, as of Nov 2020

(2) Estimated Sales figures from BDSA Market Forecast as of February 2021

(3) Consultative services provided pursuant to terms of a management services arrangement

2020 OPERATIONAL HIGHLIGHTS



39

Dispensaries
Opened/Added



~240k

Sqft Indoor Cultivation &
Production Footprint Added⁽¹⁾



3

New States with Active
Dispensaries (VA, NJ, CO)



1.2M

Sales Transactions

(1) Including operational, in development and optioned space

FOURTH QUARTER BUSINESS HIGHLIGHTS

Demonstrated consistent execution in a dynamic year for the cannabis industry



Q4 Performance Highlights

1

Expanding corporate profitability, generated \$81.8M in Combined Revenue and \$9.5M in Adjusted EBITDA in Q4 2020

2

Opened 1 dispensary in Virginia (Portsmouth), 3 in Florida (Brandon, Longwood and Delray)

3

In December, closed acquisition of Project Cannabis, adding 4 dispensaries in California, one 36,000sqft cultivation facility, and retail distribution to over 100 dispensaries statewide

4

In West Virginia, awarded medical cultivation license in October, processing license in November, and 5 dispensary permits in February 2021

5

COVID-19 response accelerating adoption of Virtual.Care experience as well as curbside pickup and delivery where available



FY 2020 FINANCIAL HIGHLIGHTS

Columbia Care Outperformed Full Year 2020 Outlook

Robust growth on both a sequential and year-over-year basis

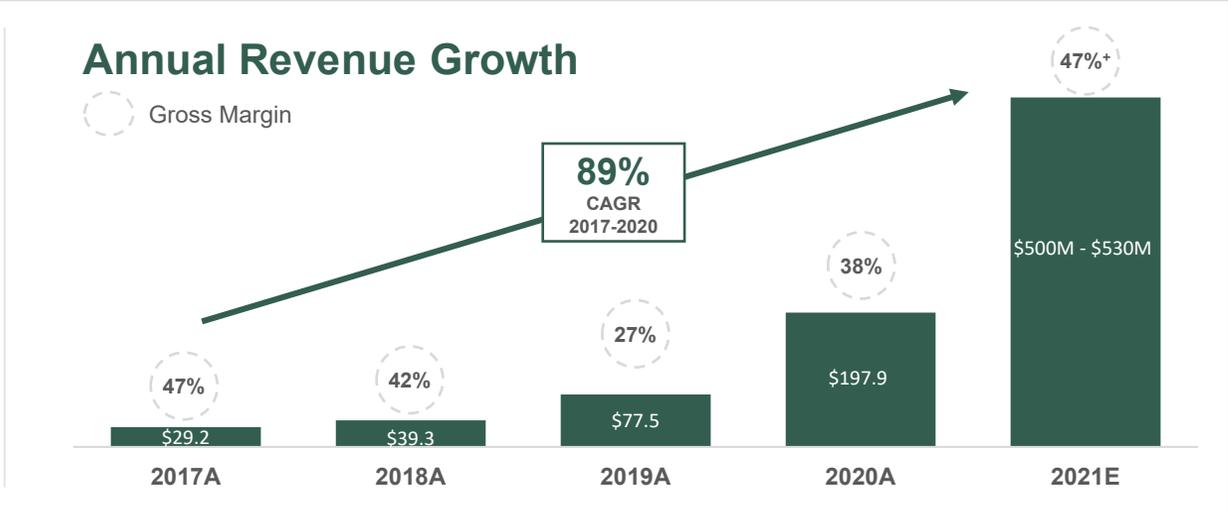
Combined Revenue of \$197.9M
151% YoY growth

Combined Adj. Gross Profit of \$76.1M
260% YoY growth

Combined Adj. EBITDA of (\$9.5M)
98% YoY growth

Combined Adj. Gross Margin 38%
1,164 bps YoY increase

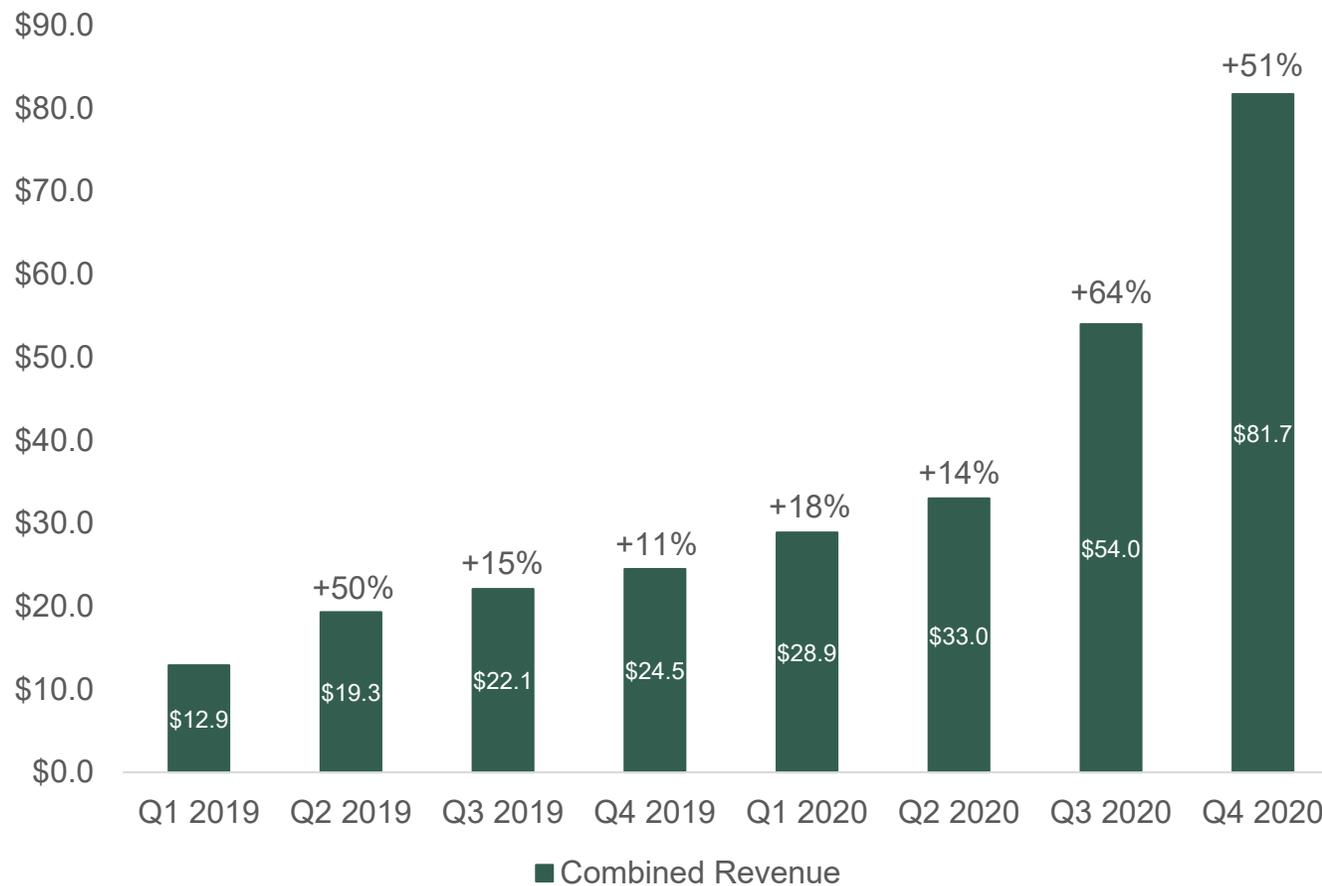
2021 Guidance⁽¹⁾
Revenue:
\$500M - \$530M
Gross Margin:
47%+
Adj. EBITDA:
\$95M - \$105M



(1) As of March 16, 2021, presented on a pro forma basis. See the "2021 Outlook" section in the Company's Earnings Release dated March 16, 2021 for further details as well as "Financial Highlights" and "Caution Concerning Forward-Looking Statements" provided elsewhere in this presentation

RECORD REVENUE & EBITDA IN Q4 2020

From Q1 2019 to Q4 2020, Columbia Care has averaged 30% sequential growth



Columbia Care achieved Adj. EBITDA of \$9.5M for Q4 2020, reflecting 124% sequential growth

EXPANDING RETAIL OPERATIONS

Q4 2020 Columbia Care Openings

- Portsmouth (VA)
- Brandon (FL)
- Delray Beach (FL)
- Longwood (FL)

Q4 2020 Acquisitions: Project Cannabis

- North Hollywood (CA)
- Studio City (CA)
- Downtown LA (CA)
- San Francisco (CA)

2021 Planned Openings (5):

- 2 NJ, 1 VA, 1 UT, 1 MO

2021 Pending Acquisitions (4):

- GLeaf: 2 MD, 1 OH, 1 VA

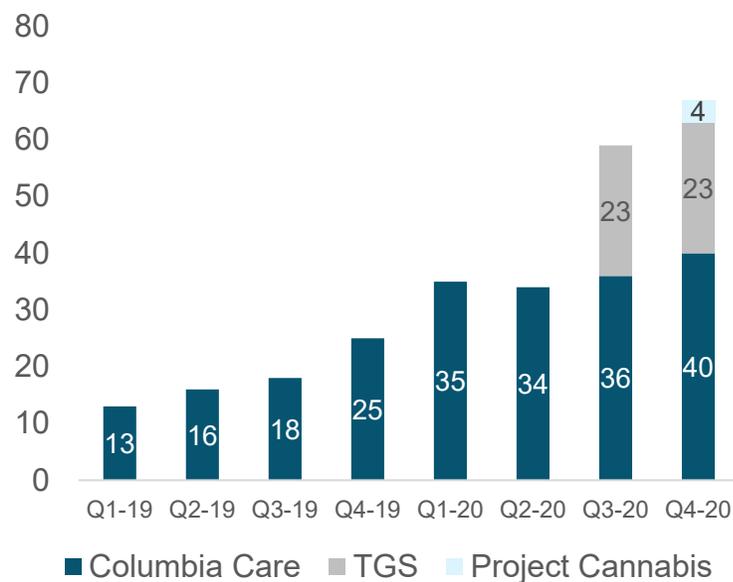
January 2021 Acquisition: THCS

- The Healing Center San Diego (CA)

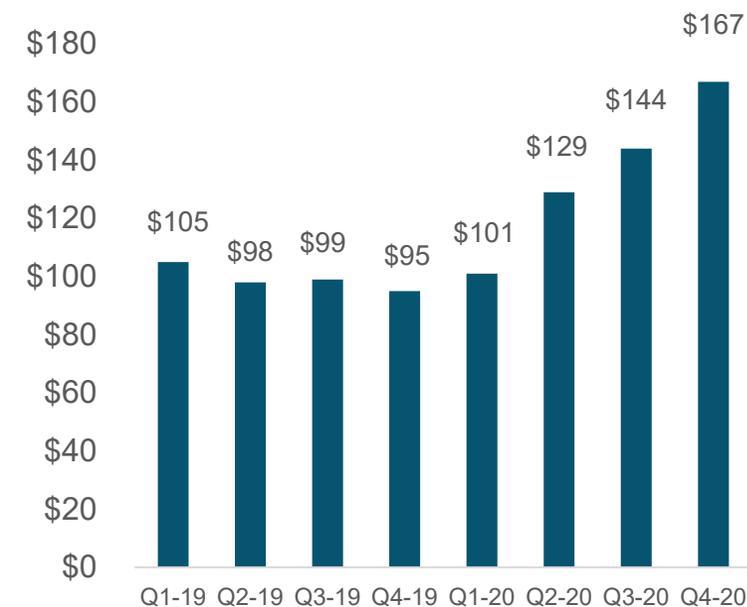
2021 Expansion Potential:

- 4 VA, 5 WV, GA TBD

Active Dispensaries by Quarter⁽¹⁾



Average Dispensary Sales Transaction Size⁽²⁾



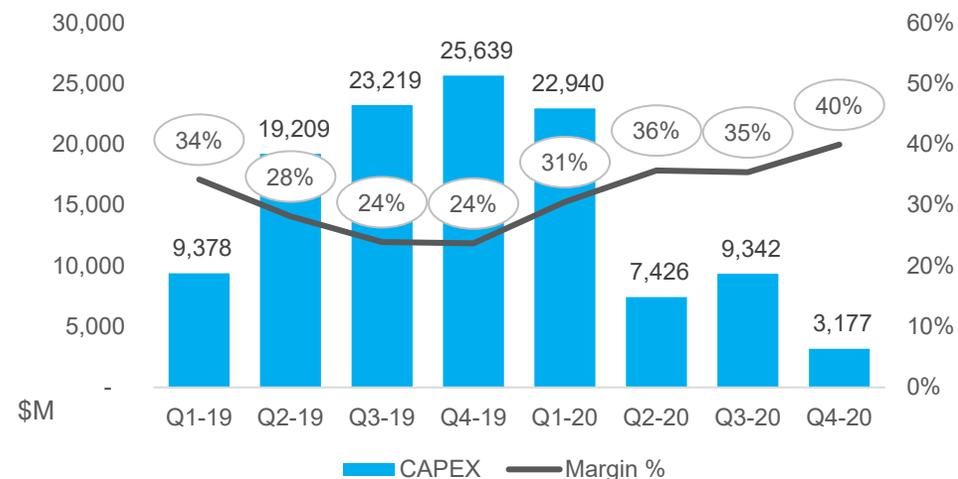
(1) Active implies first sale made

(2) Average Dispensary Sales includes OH dispensaries

GROWTH STRATEGY & 2021 CATALYSTS



CAPEX spend generating returns as infrastructure comes online in operational markets, driving increasing gross margin*



*Gross Profit Margin (before fair value adjustments)

Multiple Catalysts Will Propel Growth in 2021

Accelerating canopy development in New Jersey; 2 dispensaries to open in 2021

Adult-use opening in downtown Boston, Massachusetts dispensary in Q2 2021

Adult-use sales in Arizona dispensaries launched in 2021

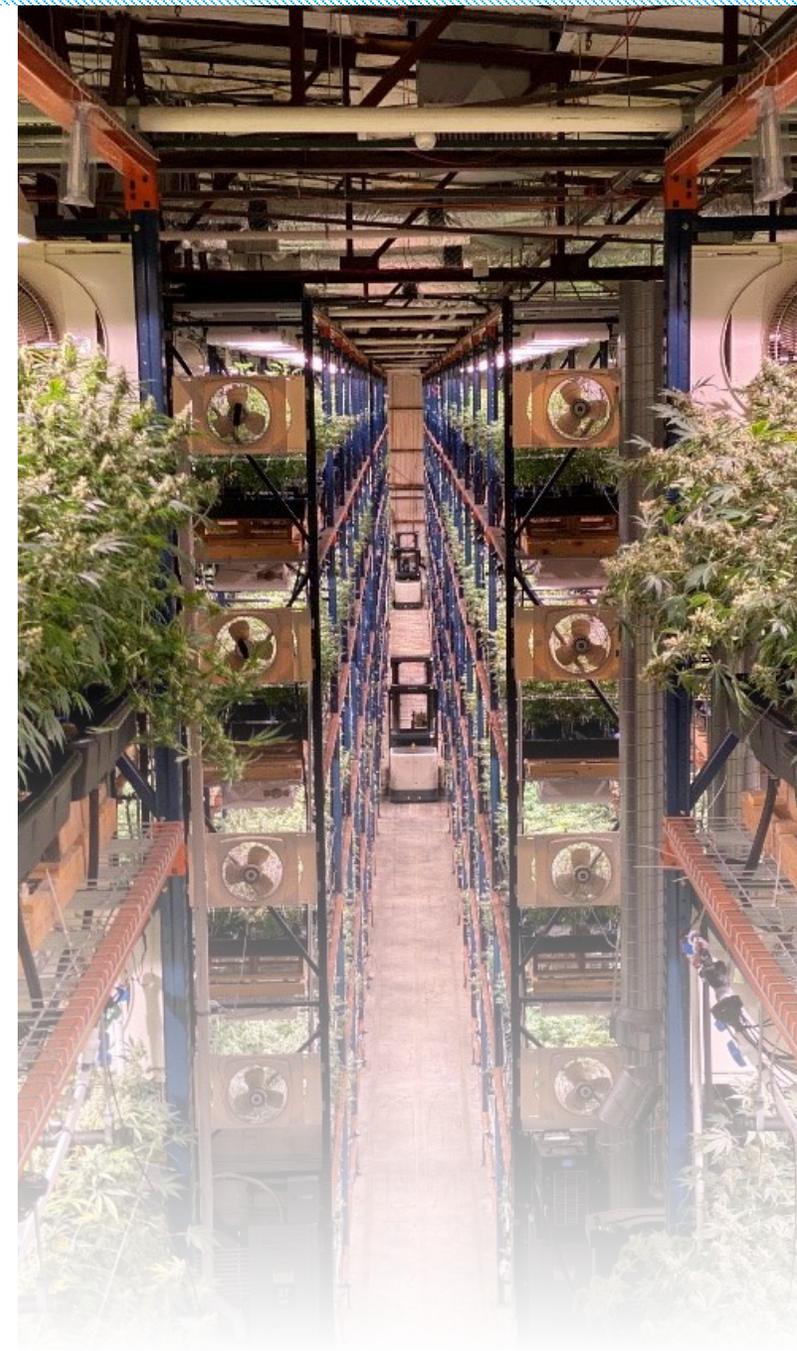
Expanded product offerings & operational improvements to drive growth in Florida

Expected flower sales in Virginia medical program; opening 1 additional dispensary

Rolling out several nationally recognized, trusted brands across our markets

Launching new retail experience and storefront brand in Q2 2021

Opening new markets Utah (Q2 2021), West Virginia & Missouri (2H 2021)





DIVERSE MARKETS GENERATING GROWTH

Illinois Case Study⁽¹⁾

Wholesale distribution to ~68% of operators in the state

346%

Q4'20 v. Q4'19 revenue increase

67%

Q4'20 v. Q3'20 revenue increase

21%

Q4'20 Adj. EBITDA Margin

\$4,472

Q4'20 Annualized Rev/sqft

Ohio Case Study⁽¹⁾

Wholesale distribution to over 80% of open dispensaries; Top 5 market by revenue and adjusted EBITDA in Q4 2020

450%

Q4'20 v. Q4'19 revenue increase

20%

Q4'20 v. Q3'20 revenue increase

25%

Q4'20 Adj. EBITDA Margin

\$13,980

Q4'20 Annualized Rev/sqft

Massachusetts Case Study⁽¹⁾

Top 5 market by revenue and adjusted EBITDA in Q4 2020

14%

Q4'20 vs. Q4'19 revenue increase

5%

Q4'20 v. Q3'20 revenue increase

30%

Q4'20 Adj. EBITDA Margin

\$10,881

Q4'20 Annualized Rev/sqft

(1) Company management figures as of December 31, 2020

2020 ACQUISITIONS – INDUSTRY CONSOLIDATOR

Strategic Accretive, Transformational Acquisitions Provide Depth in Operational Markets

				
Date Closed	Sept. 2020	Dec. 2020	Jan. 2021	Est. 3Q 2021
Upfront Consideration	\$140.0M	\$69.0M	\$15.0M	\$240.0M
Acquisition Multiple	< ~2.0x LTM Revenue	< ~2.0x LTM Revenue	1.2x 2021 Revenue 4.7x 2021 Adj. EBITDA	4.8x 2021 Adj. EBITDA
State Operations	CO	CA	CA	MD, VA, PA, OH
Dispensaries	23	4	1	10
Cultivation & Manufacturing	6 Facilities 184,000sqft	1 Facility 36,000sqft	-	3 Facilities 400,000sqft ⁽¹⁾

(1) Includes in-development expansion projects

BUILDING NATIONAL BRAND AND PRODUCT PORTFOLIO

Leveraging trusted quality and vertically integrated platform to launch brands from coast to coast



Brand Extension Strategy

- Nationally recognized brands with unique core attributes and consistent quality across our markets
- Brands developed based on consumer trends, customer surveys and identified gaps in the market
- Scientific expertise and advanced R&D to develop unique form factors
- Trusted brands will create wholesale opportunity



FINANCIAL HIGHLIGHTS

						2021 Guidance
(in US\$ thousands)	FY 2020A	Q1 2020A	Q2 2020A	Q3 2020A	Q4 2020A	Pro Forma ⁽¹⁾
P&L / Cash Flow						
Combined Revenue ⁽¹⁾	197,909	28,936	33,012	54,162	81,799	\$500-\$530M
Combined Adj. EBITDA ⁽¹⁾	(905)	(9,865)	(4,734)	4,226	9,468	\$95-\$105M
Interest Expense	13,831	797	1,684	4,308	7,042	
Capital Expenditure	42,885	22,940	7,426	9,342	3,177	
Balance Sheet						
Cash	61,111	26,858	42,350	42,142	61,111	
PP&E	114,400	122,057	116,157	116,023	114,400	
Total Assets	792,591	408,085	423,636	741,428	792,591	
Total Liabilities	470,715	153,282	181,661	394,619	470,715	
Shareholder's Equity	321,876	254,803	241,975	346,809	321,876	

(1) Includes dispensary and manufacturing operations in Ohio. Consolidation of these businesses will follow closing of executed purchase option agreements which are subject to regulatory review. Pro Forma financial results include impact of Project Cannabis for the full fourth quarter of 2020, and impact of Project Cannabis and The Green Solution for the full year of 2020.

APPENDIX



EXTENSIVE DISPENSARY NETWORK

87 locations across 17 U.S. jurisdictions target high-density populations

Jurisdiction	City	City	City	City
Arizona (2)	Tempe	Prescott		
California (6)	Downtown LA Studio City	North Hollywood	San Diego (2)	San Francisco
Colorado (23)	Aspen Aurora, Central Aurora, East Aurora, South Aurora, S East Aurora, West Black Hawk	Denver, North Denver, Union Station Denver, West Denver, Westminster Edgewater Fort Collins Glendale	Glenwood Springs Longmont Northglenn Pueblo Sheridan, Central Sheridan, South Silver Plume	Trinidad, Central Trinidad, South
Delaware (3)	Rehoboth Beach	Smyrna	Wilmington	
Florida⁽¹⁾ (14)	Bonita Springs Bradenton Brandon Cape Coral Chicago	Delray Beach Gainesville Jacksonville Longwood Villa Park	Melbourne Miami Orlando Sarasota	St. Augustine Stuart
Illinois (2)	Chicago			
Maryland (4)	Chevy Chase	Frederick*	Rockville*	TBD*
Massachusetts (3)	Boston	Lowell	Greenfield	
Missouri⁽³⁾ (1)	Hermann ⁽²⁾			
New Jersey (3)	Vineland	Deptford ⁽²⁾	TBD ⁽²⁾	
New York (4)	Brooklyn	Manhattan	Riverhead	Rochester
Ohio^(3,4) (5)	Dayton Warren*	Logan	Marietta	Monroe
Pennsylvania (3)	Allentown	Scranton	Wilkes-Barre	
Utah (1)	Springville ⁽²⁾			
Virginia (7)	Portsmouth ⁽²⁾ TBD ⁽²⁾	Richmond* TBD ⁽²⁾	TBD ⁽²⁾ TBD ⁽²⁾	TBD ⁽²⁾
West Virginia (5)⁽⁵⁾	TBD ⁽²⁾	TBD ⁽²⁾	TBD ⁽²⁾	TBD ⁽²⁾
Washington DC (1)	Washington DC			

(1) Ability to add pick-up locations

(2) Under development

(3) Consultative services provided pursuant to the terms of a management services arrangement

(4) If approved by regulators, the addition of the Green Leaf dispensary, combined with the option to acquire four dispensaries with which Columbia Care has a current consulting agreement, would give the Company five operating dispensaries in the state, the maximum number allowed per operator. Columbia Care already owns and operates a 63,000 ft² cultivation and production facility. As previously disclosed, the Company purchased an exclusive option to acquire all interests in Green Leaf and completion of such purchase is subject to regulatory approval.

(5) Five dispensary permits were awarded to Columbia Care in February 2021

*Green Leaf Medical, LLC Facility



LOW-COST CULTIVATION, EFFICIENT & SCALABLE PRODUCTION

27 facilities with +1 million sq. ft of cultivation and manufacturing capacity⁽³⁾

Jurisdiction	Total Size (sq. ft)	Status
Arizona (2)	29,800	Operational
California (2)	81,600	Operational
Colorado (5)	150,253	Operational
Delaware (1)	20,000	Operational
Florida (3)	67,093	Operational
Illinois (1)	32,802	Operational
Maryland ⁽²⁾ (1)	42,000	Operational
Massachusetts (1)	38,890	Operational
Missouri ⁽¹⁾ (1)	12,630	Under development
New Jersey (1)	50,274	Operational
New York (1)	58,346	Operational
Ohio (1)	62,705	Operational
Pennsylvania ⁽²⁾ (1)	100,000	Operational
Utah (1)	11,371	Under Development
Virginia ⁽²⁾ (2)	147,765	Operational
Washington DC (2)	16,591	Operational
West Virginia (1)	39,293	Under development



(1) Consultative services provided pursuant to the terms of a management services arrangement

(2) Includes pro forma Green Leaf Medical facilities in Pennsylvania, Maryland, and Virginia

(3) Including expansion capacity of approximately 800,000sqft

BRAND ARCHITECTURE

Flower Product Tiers



Ultra Premium

Flower (Whole, Pre-Rolls)

- High Testing (25% – 35%)
- Award-Winning Strains
- Limited Supply – Get it while it lasts

777
TRIPLE
SEVEN



Upscale Yet Accessible

Flower (Whole, Pre-Rolls), Concentrates, Tinctures

- Good Testers (18% – 22%)
- Columbia Care “House Brand”
- Cross-Category

**SEED &
STRAIN**
CANNABIS CO



Fun, Throwback

Flower (Whole, Pre-Rolls)

- Good testers (14% – 20%)
- Quality “Everyday” Cannabis
- Line Extension possibilities

CLASSIX

Additional Category Brands

Flower, Edibles, Concentrates, Tinctures



EXPERIENCED MANAGEMENT TEAM



Michael Abbott

Executive Chairman
Co-Founder



Nicholas Vita

Chief Executive Officer
Co-Founder



David Hart

Chief Operating Officer



Lars Boesgaard

Chief Financial Officer



Mary Alice Miller

Chief Legal Officer
& General Counsel



**Rosemary Mazanet,
MD/PhD**

Chief Science Officer



Jesse Channon

Chief Growth Officer



Bryan Olson

Chief People
& Administrative Officer



Guy Hussussian

Chief Data Officer

BEST-IN-CLASS BOARD OF DIRECTORS

Proven stewards who understand governance and accountability



MICHAEL ABBOTT

Executive Chairman, Co-Founder

Launched and ran several companies;
former Goldman Sachs



NICHOLAS VITA

CEO, Co-Founder

20+ years finance and healthcare experience;
former Goldman Sachs



JEFF CLARKE

Executive Chairman of FTD

Former CEO of Eastman Kodak, board member for Docker, Inc.
& California Cyrobank



JAMES A.C. KENNEDY

Former President and CEO of T Rowe Price

38 years at T Rowe Price, board member for United Airlines
(NYSE: UAL)



JONATHAN P. MAY

Co-Founder of Floresta Partners

Retail and consumer brand focused private equity firm; former CEO
of Arby's, Inc.



FRANK SAVAGE

Managing Partner at Savage Holdings, LLC

Board member for Bloomberg L.P., New York Academy of
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ALISON WORTHINGTON

Global Marketing Executive

Former leadership roles at The Coca-Cola Company (NYSE: KO),
Starbucks (Nasdaq: SBUX), & Microsoft (Nasdaq: MSFT)



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