

THE PARENT COMPANY

Investor Presentation
March 2022

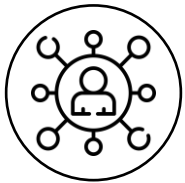
The Parent Company at a Glance



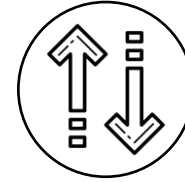
LARGEST CANNABIS SPAC: The Parent Company brings together JAY-Z, Roc Nation, Caliva and Left Coast Ventures to dominate California, the world's largest cannabis market. The company has traded on the NEO Exchange as GRAM.U since January 2021.



BRAND POWERHOUSE: Brand strategy and cultural marketing guided by JAY-Z and Roc Nation leveraging unparalleled consumer reach and cultural influence to build the most valuable and scalable brands in cannabis.



UNRIVALED CONSUMER ACCESS: Integrated omnichannel platform provides scalability, operational efficiency, consumer access, and proprietary consumer data generation beats the illicit market on quality, selection and convenience.



VERTICAL PLATFORM: Initial merger of two top California operators, Caliva and Left Coast Ventures, to create the most robust and sophisticated vertically integrated platform including cultivation, manufacturing, brands, retail and delivery.



DOMINANT BALANCE SHEET: One of the largest balance sheets in cannabis to develop existing brand portfolio, amplify the impact of direct-to-consumer channels and position for national brand expansion.



INDUSTRY-LEADING SOCIAL IMPACT: The Parent Company Social Equity Ventures invests in Black and other minority cannabis entrepreneurs, initially funded with \$10M, to set the standard for social equity impact in cannabis.

TPCO 2021 Profile | We underwent a set of massive changes in 2021 to integrate & streamline our existing portfolio and continue expansion

Rationalized portfolio of brands to focus sales and marketing efforts

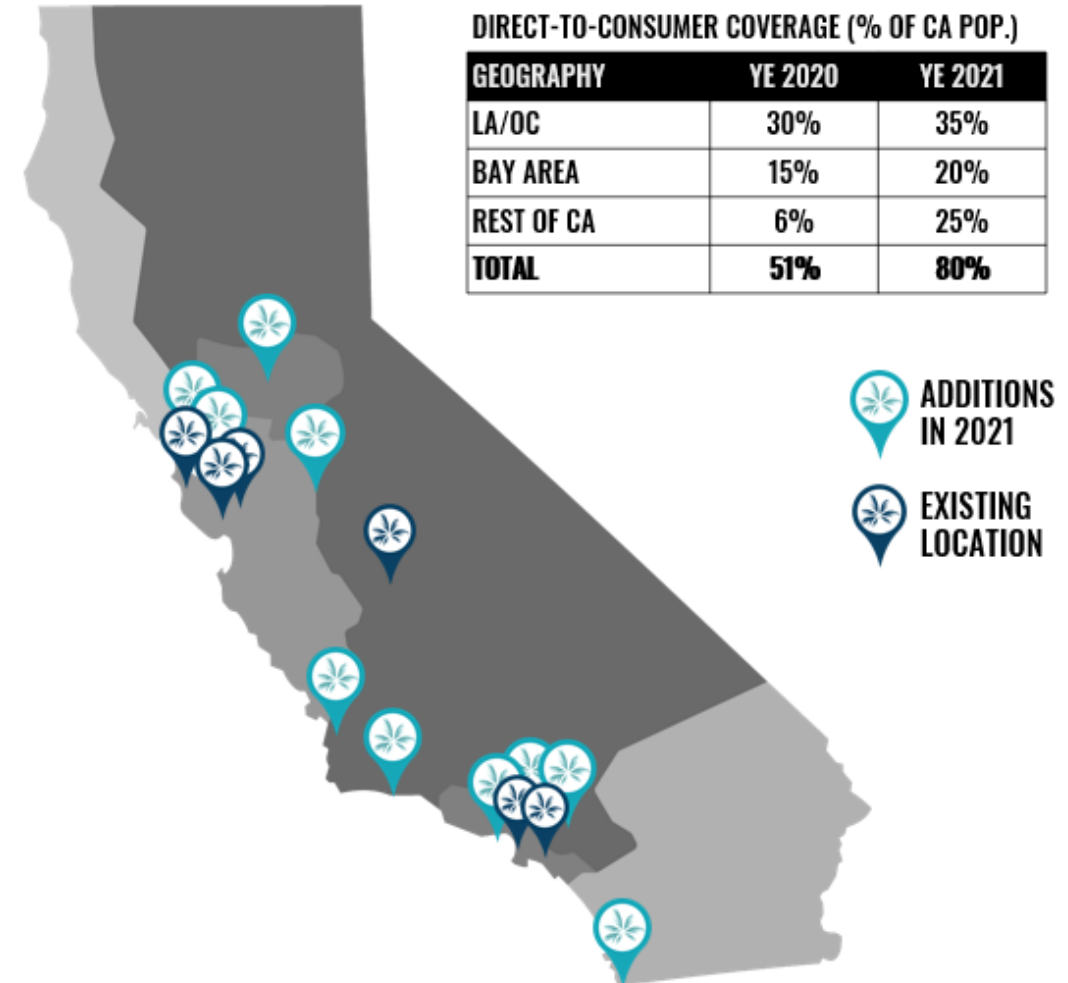
Added 15 storefront and delivery locations statewide to expand geographic coverage

Shifted to higher margin revenue mix – away from Bulk sales toward Direct to Consumer.

Integrated fragmented infrastructure and systems to list publicly (Jan.) and file Form 10 (Aug.) with the SEC

Rationalized manufacturing and distribution facilities from 3 sites into 1 and 3 site into 2, respectively

Revamped Executive team with hires at CEO, CFO, Chief People Officer and Chief Transformation Officer



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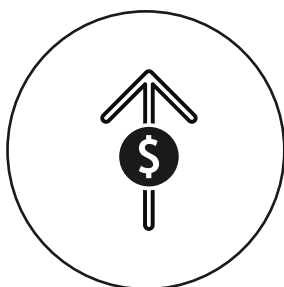
TPCO 2022 Outlook | Building on the momentum of our recent wins and our unique competitive advantages

Wins in 2021



Expanded DTC footprint

Added 15 storefront & delivery locations in '21; now possess 2nd largest retail footprint in CA



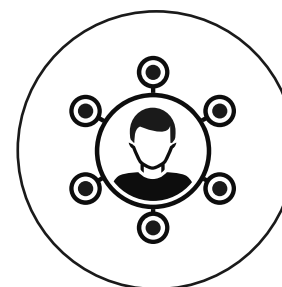
Shifted to higher-margin revenue mix

Direct-to-consumer expanded significantly as percentage of revenue mix from Q1 of 2021 to Q4



Launched SEV Fund

Committed \$10M in capital and invested in first two cannabis entrepreneurs of color



Ownership of E2E consumer relationship

Own full consumer journey via vertical presence, offering unique 1P data advantage



Unique relationship with Roc Nation & Jay Z

Partnership offers unique consumer influence with significant potential

Untapped competitive advantages

Developing a Brand Portfolio Informed by the Voice of the Consumer



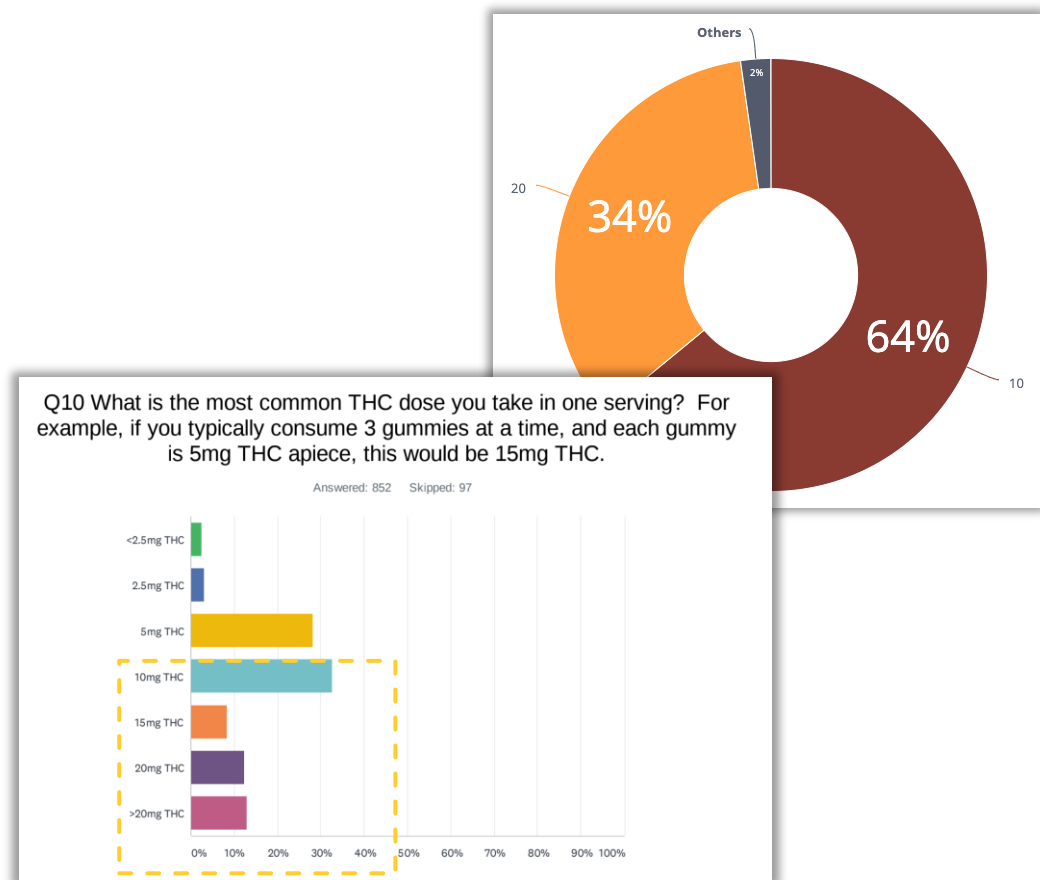
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Executing on TPCO's Consumer-First Strategy: Focused Investments in 2022

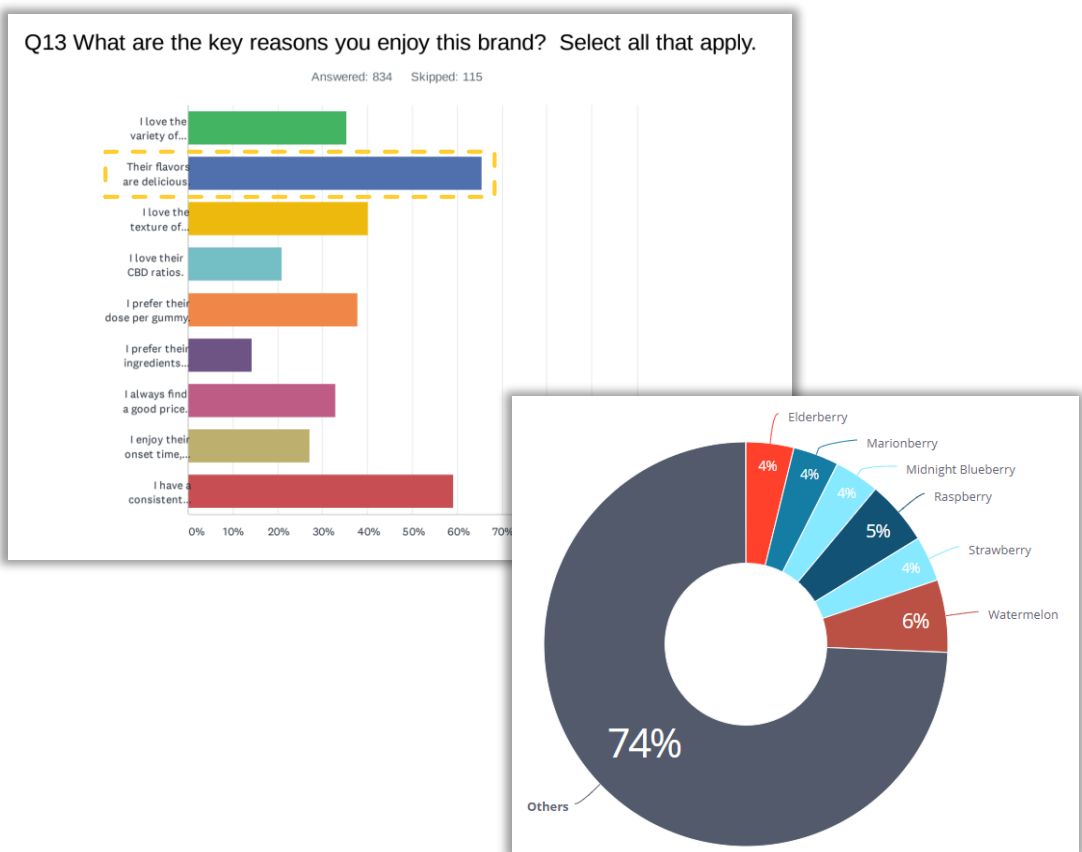
- Winning with consumer-centric brands
 - Brand management resources
 - Out of state brand expansion
- Best-in-class at maximizing lifetime value
 - Direct-to-consumer marketing
 - Data and Insights resources
- Building a targeted portfolio for our core consumers' needs that leverages 1P data
 - Data and Insights resources
 - Innovation
- While maintaining aggressive financial discipline

Case Study: Deli Dimes | Proprietary Insights + External Validation for Product Line Extension

DTC Consumers Informed Product Format and Dosage



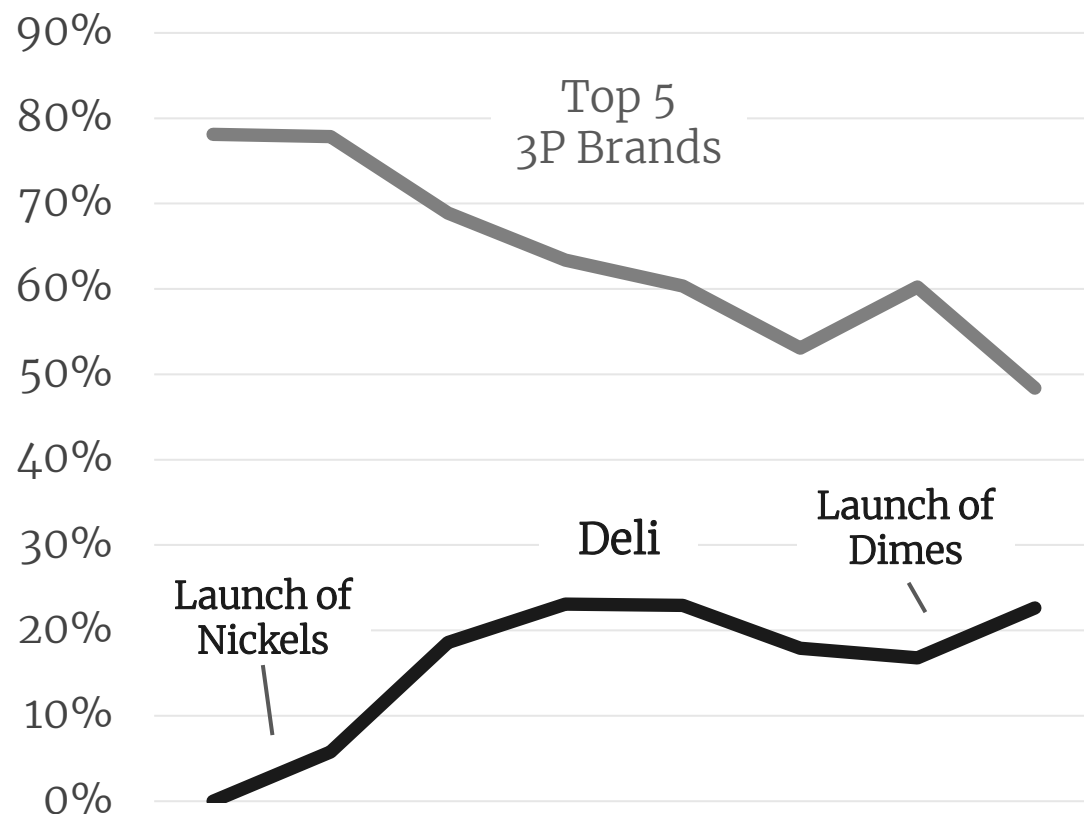
Flavor Identified as Leading Driver of Loyalty



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Case Study: Deli Dimes | Immediate Product Fit & Awareness Reverses the Trend at Launch

Caliva Direct-to-Consumer Edibles Share



Unique DTC Tactics Help Launch of Deli Dimes

- Early launch through DTC two weeks before Wholesale to provide proof points of demand, customer reviews
- Launch details emailed to consumers of competitive brands
- Push notification to app users; landing page for ecomm

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Leading consumer-first player in cannabis

Build winning brands

Deploy a compelling house of brands, rooted in consumer needs

Enhance flagship brands' appeal via connection to Roc Nation & Jay-Z

Deliver quality, consistent products built for our core consumers

Amplify impact of DTC

Win in retail with consistent experience and best-in-class operations

Build direct consumer connections through DTC / retail to fuel branded business

Execute on expansion

Pursue geographic expansion domestically and internationally

Actionable consumer insights powered by 1P data engine

Consumer-centric brand building & product development

Robust business intelligence delivered via stable tech infrastructure

End-to-end, right-sized manufacturing & supply chain excellence

Purpose-driven, intentional culture and operating model



Trust



Authenticity



Stewardship

Vision

Strategy

Enablers

Values

Implementing our strategy will require a phased approach

2022

Transform the core

Focus portfolio / business model in CA, improve profitability, and strengthen brands

Metrics that Matter

- Revenue Mix
- Cash Burn

2023

Fortify CPG model

Drive brand loyalty for our core CA consumers across both retail & wholesale, and demonstrate success in NY

Metrics that Matter

- EBITDA Margin
- Market Share in CA

2024+

Scale for growth

Expand into new markets and extend our brands into additional retail outlets and product formats

Metrics that Matter

- Market Share in US
- Topline Growth

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This presentation may contain forward-looking information within the meaning of applicable securities legislation which reflects The Parent Company's current expectations regarding future events. The words "will", "expects", "intends" and similar expressions are often intended to identify forward looking information, although not all forward-looking information contains these identifying words.

Specific forward-looking information contained in this presentation includes, but is not limited to, statements concerning The Parent Company's strategy, anticipated future financial performance, and key initiatives. Forward-looking information is based on a number of assumptions and is subject to a number of risks and uncertainties, many of which are beyond The Parent Company's control, which could cause actual results and events to differ materially from those that are disclosed in or implied by such forward looking information. Such risks and uncertainties include, but are not limited to: changes in general economic, business and political conditions, changes in applicable laws, the U.S. and Canadian regulatory landscapes and enforcement related to cannabis, changes in public opinion and perception of the cannabis industry, reliance on the expertise and judgment of senior management, as well as the factors discussed under the heading "Risk Factors" in in The Parent Company's amended registration statement on Form 10 originally filed with the SEC on August 9, 2021 and as subsequently amended as well as any updates to those risk factors included in Part II, Item 1A of the Company's subsequent quarterly reports on Form 10-Q, including its Form 10-Q for the quarterly period ended September 30, 2021, which registration statement and reports are as well as any updates to those risk factors included in Part II, Item 1A of the Company's subsequent quarterly reports on Form 10-Q, including its Form 10-Q for the quarterly period ended September 30, 2021 available on the SEC's website at www.sec.gov and on SEDAR at www.sedar.com. The Parent Company undertakes no obligation to update such forward-looking information, whether as a result of new information, future events or otherwise, except as expressly required by applicable law.

Although management of The Parent Company has attempted to identify important risk factors that could cause actual results to differ materially from those contained in forward-looking statements, there may be other factors that cause results not to be as anticipated, estimated or intended. There can be no assurance that such statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements.

U.S. Cannabis Disclaimer

The United States federal government regulates certain drugs through the Controlled Substances Act (the "CSA") and through the Food, Drug & Cosmetic Act ("FDCA"). The CSA schedules controlled substances, including "marihuana" (defined as all parts of the plant *Cannabis sativa* L. containing more than 0.3 percent THC), based on their approved medical use and potential for abuse. Marihuana, also referred to as cannabis, is classified as a Schedule I controlled substance. The Drug Enforcement Administration ("DEA"), an agency of the U.S. Department of Justice, defines Schedule I drugs, substances or chemicals as "drugs with no currently accepted medical use and a high potential for abuse." The U.S. Food and Drug Administration (the "FDA"), which implements and enforces the FDCA, regulates, among other things, drugs used for the diagnosis or treatment of diseases. The FDA has not approved cannabis as a safe and effective treatment for any medical condition. The FDA has approved drugs containing CBD, a component of the plant *cannabis sativa* L., for a narrow segment of medical conditions.

State laws that permit and regulate the production, distribution and medical-use of cannabis or adult-(recreational) use of cannabis are in direct conflict with the CSA, which makes cannabis and THC distribution and possession federally illegal. Although certain states and territories of the U.S. authorize medical-use cannabis or adult-use cannabis production and distribution by licensed or registered entities, under U.S. federal law, the possession, cultivation, and transfer of cannabis, THC and any related drug paraphernalia is illegal and any such acts are criminal acts under any and all circumstances under the CSA. Although the resulting issuer's activities are expected to be compliant with applicable United States state and local law, strict compliance with state and local laws with respect to cannabis does not absolve the resulting issuer of liability under United States federal law, nor does it provide a defense to any federal proceeding which may be brought against the resulting issuer.

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