

# THE PARENT COMPANY

Investor Presentation  
October 2022

# The Parent Company at a Glance

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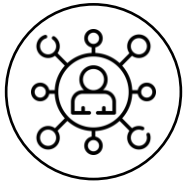
**EXPERIENCED  
MANAGEMENT TEAM**

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**BRAND POWERHOUSE FOR  
NATIONAL EXPANSION**

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**UNRIVALED CONSUMER  
ACCESS IN CALIFORNIA**

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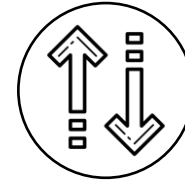
**STRONG BALANCE SHEET**

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**INDUSTRY-LEADING  
SOCIAL IMPACT**

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**VERTICAL PLATFORM**

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**\$60.6M**

**H1 2022 Revenue**

**63%**

**1H'22 Revenue from  
Omnichannel Retail**

**24%**

**1H'22 Gross Margin**

**\$126M**

**Unrestricted Cash & Equivalents  
as of June 30, 2022**

**11**

**Retail Storefronts  
in California**

**80%**

**CA Population  
Coverage**

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

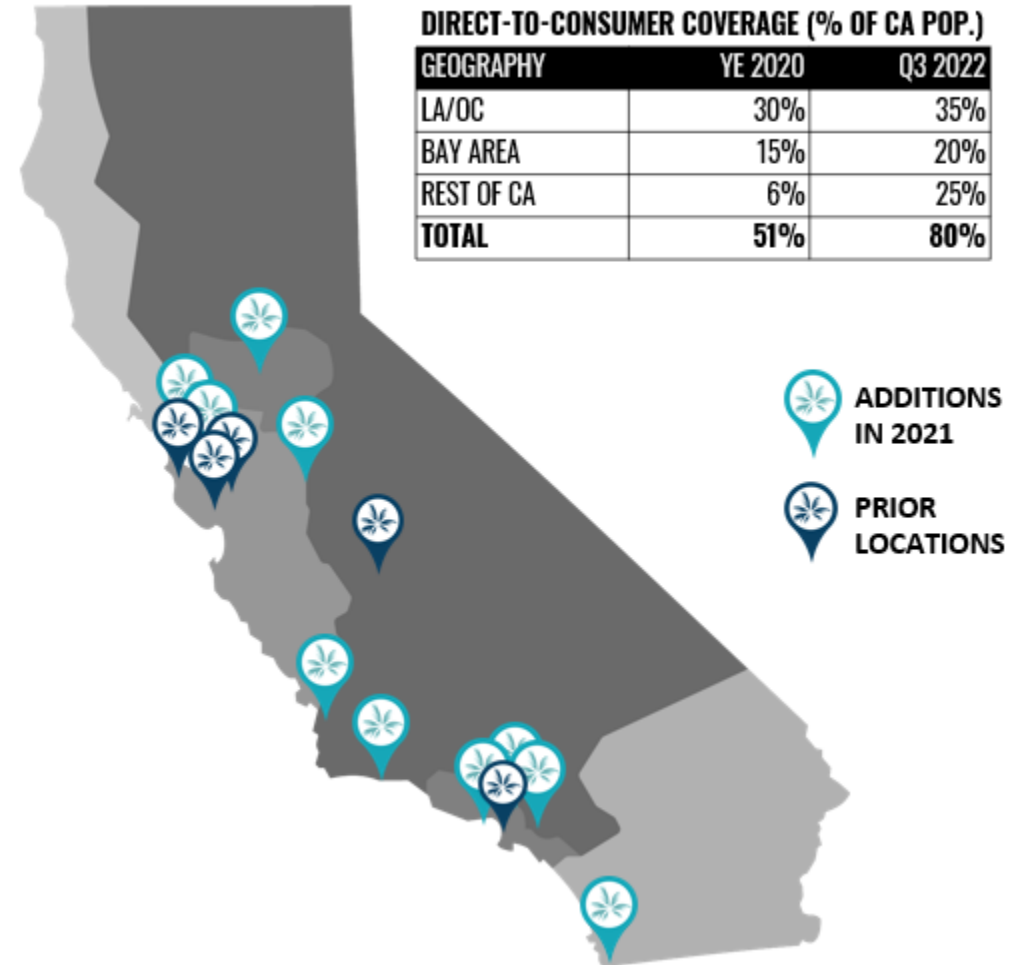
Rationalized portfolio of brands to focus sales and marketing efforts

More than tripled statewide omnichannel footprint, expanding coverage to 80% of Californians

Shifted to higher margin revenue mix – away from Bulk sales toward omnichannel retail

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

Prepared systems and processes for future up-listing, having filed Form 10 with the SEC

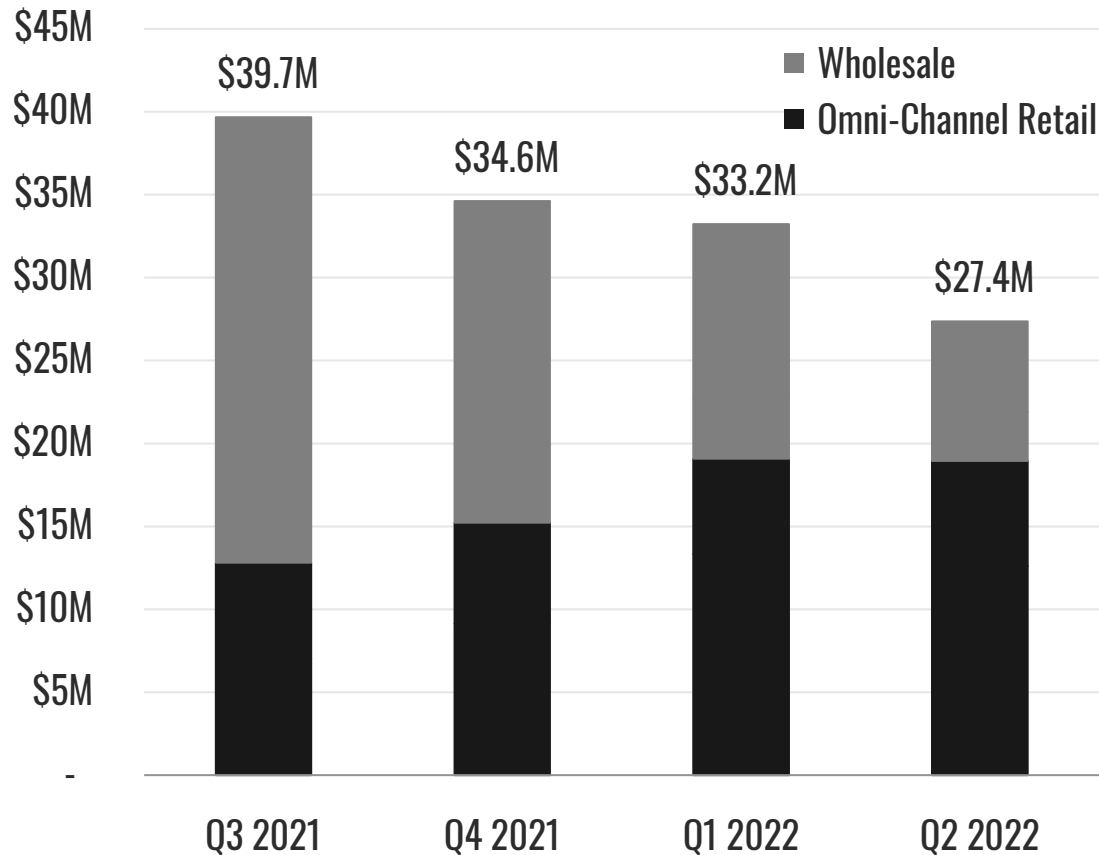


# Developing a Brand Portfolio Informed by the Voice of the Consumer

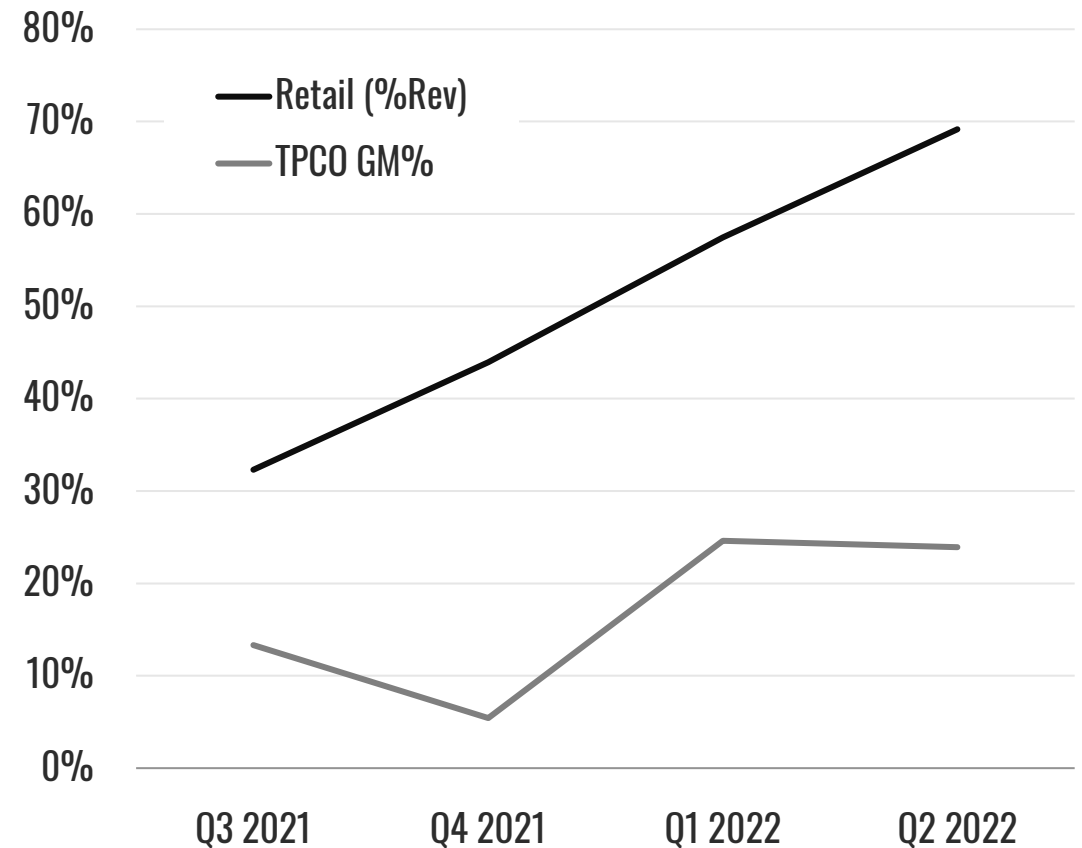


# TPCO 2022 Progress | Core Retail Revenue Climbs, Driving Higher Company Gross Margins

### TPCO Revenue by Channel



### TPCO Retail Share of Revenue and Total Gross Margin



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

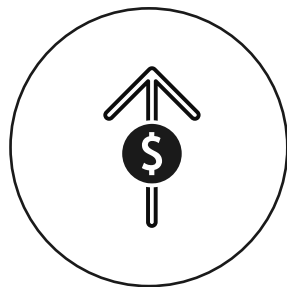
Wins in 2021 & 2022

Untapped competitive advantages



**Expanded omnichannel retail footprint**

Added 15 storefront & delivery locations in '21; now possess one of the largest retail footprints in CA



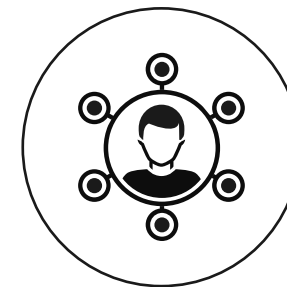
**Shifted to higher-margin revenue mix**

Omnichannel retail expanded as percentage of revenue mix from 27% in Q1'21 to 69% in Q2'22



**Launched SEV Fund**

Committed \$10M in capital; completed four investments in 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

# Executing on TPCO's Disciplined Consumer-First Strategy

- **Winning with consumer-centric brands**
  - Brand management resources
  - Out of state brand expansion
- **Best-in-class at maximizing lifetime value**
  - Driving customers to first-party brands
  - Removing frictions to drive customer loyalty (fulfillment & payment options)
- **Building a targeted portfolio for our core consumers' needs that leverages 1P data**
  - Data and insights resources
  - Product innovation
- **Maintaining aggressive financial discipline**
  - Cash balance target of \$100M at year-end
  - Cash flow positive operations reached in '23



**2022 Strategic Imperative:  
Preserve the Balance Sheet**

**\$100M**

**Targeted Cash on Hand  
December 31, 2022**

# 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 Reductions

2023

## Fortify CPG model

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

### Metrics that Matter

- Cash Flow Profitability
- 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

# Executive Leadership Team Assembled with Tested Cannabis Experience

**TROY  
DATCHER**




Chief Executive Officer

**SHAWN  
"JAY-Z"  
CARTER**




Chief Visionary Officer

**MIKE  
BATESOLE**



Chief Financial Officer

**COLIN  
BROWN**



Chief Legal Officer

**DESIREE  
PEREZ**



Chief Social Equity Officer

**ROZ  
LIPSEY**




EVP Operations  
& Wholesale

**TANISHA  
ROBINSON**



Chief Transformation  
Officer

**ESTHER  
SONG**



Chief Marketing Officer

**KERRY  
ARNOLD**



Chief People Officer

# THE PARENT COMPANY

## 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 retail

Win with consistent experience and best-in-class operations

Build **direct consumer connections** through 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**



Appreciate



Build Trust



Connect



Difference-Maker



Engage

Vision

Strategy

Enablers

Values

# Legal Disclaimers

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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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