
goodness
growth
holdings tm
Investor Day // June 9, 2021

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Management Introduction



Today's Agenda:

- Introduction
- The Evolution to Goodness Growth
- Who We Are
- The Horizon Strategy
- Achieve Scale Across the MSO Footprint
- Build Trusted Consumer Brands & Experiences
- Leverage Science for Better Outcomes
- Financial Performance & Outlook
- Q&A Session

THE EVOLUTION TO GOODNESS GROWTH

Holding Company Separates Plant-Touching & Ancillary Businesses

goodness growth holdings™

U.S. Cannabis MSO

Vireo™

greengoods

Science & IP Incubator



Resurgent Biosciences™

Our Mission

TO BRING THE POWER OF PLANTS TO THE WORLD

goodness growth holdings™

WHO WE ARE

Mission, Vision & Core Values

MISSION: To bring the power of plants to the world.

VISION: A world where plants replace pharmaceuticals, alcohol, and tobacco.

CORE VALUES:

- ***Goodness:*** We fully respect and take care of our people, communities, and our planet.
- ***Innovation:*** We forge new paths for human wellness with new solutions grounded in scientific discovery.
- ***Compassion:*** We are changing people's lives for the better because healing is in our DNA.
- ***One Team, One Dream:*** Our shared purpose provides real value in the form of products, education and overall wellbeing for our consumers, team, and stakeholders.
- ***Drive:*** We are trailblazers, seeking to drive remarkable outcomes on limited timelines and resources.

A Proud Commitment to Our Communities

Ongoing Initiatives:

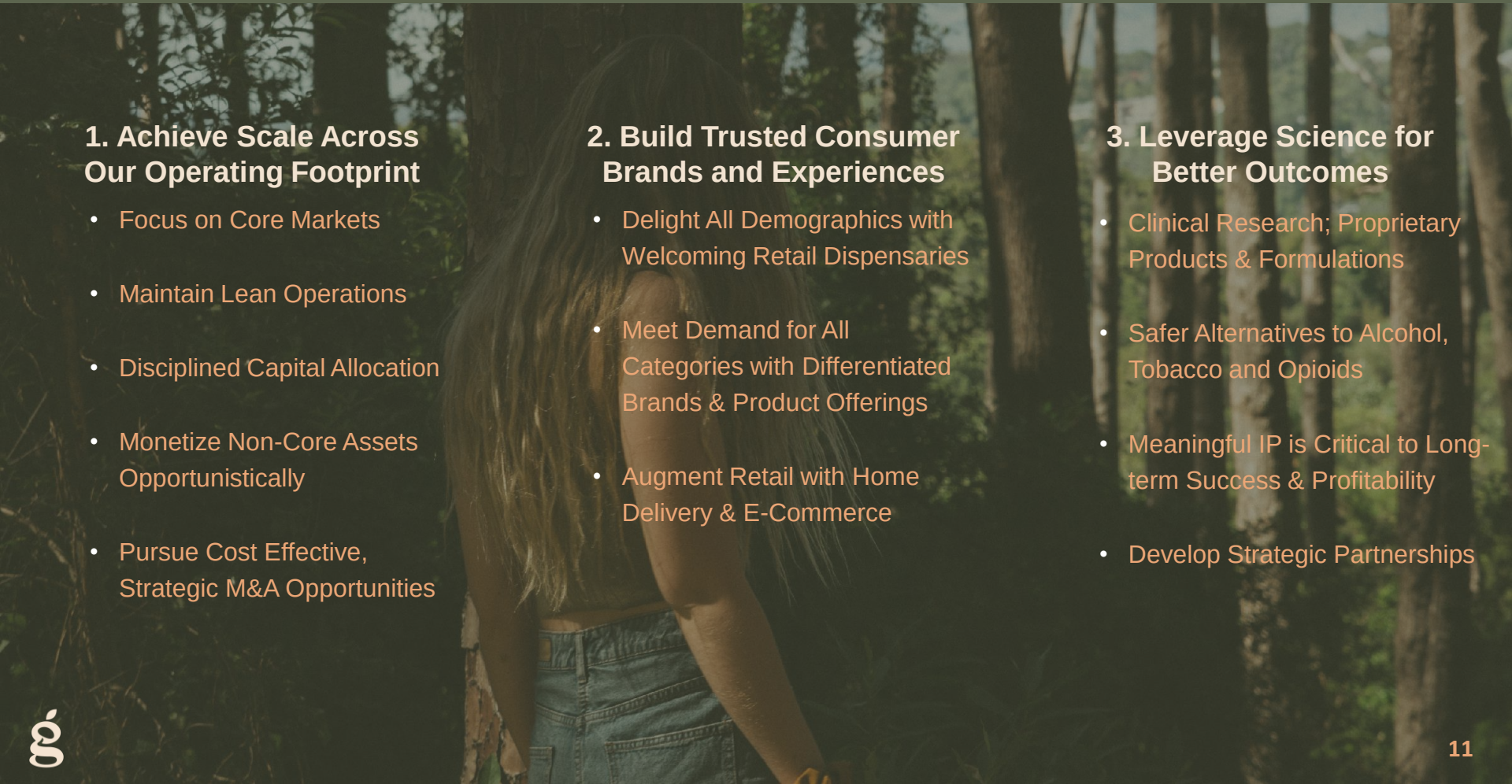
- Partnering with Minorities for Medical Marijuana to host a series of Expungement Clinics which help people clear their records of non-violent cannabis charges. Over 100 records expunged at recent events in Maryland and Arizona.
- Additional Expungement clinics to take place once a quarter.
- Partner with Last Prisoner Project (“LPP”) to run the “Roll it Up for Justice” Campaign at Vireo dispensaries.
- First cannabis company to sign the CEO Action for Diversity & Inclusion™ Pledge.



THE HORIZON STRATEGY



Horizon Strategy



1. Achieve Scale Across Our Operating Footprint

- Focus on Core Markets
- Maintain Lean Operations
- Disciplined Capital Allocation
- Monetize Non-Core Assets Opportunistically
- Pursue Cost Effective, Strategic M&A Opportunities

2. Build Trusted Consumer Brands and Experiences

- Delight All Demographics with Welcoming Retail Dispensaries
- Meet Demand for All Categories with Differentiated Brands & Product Offerings
- Augment Retail with Home Delivery & E-Commerce

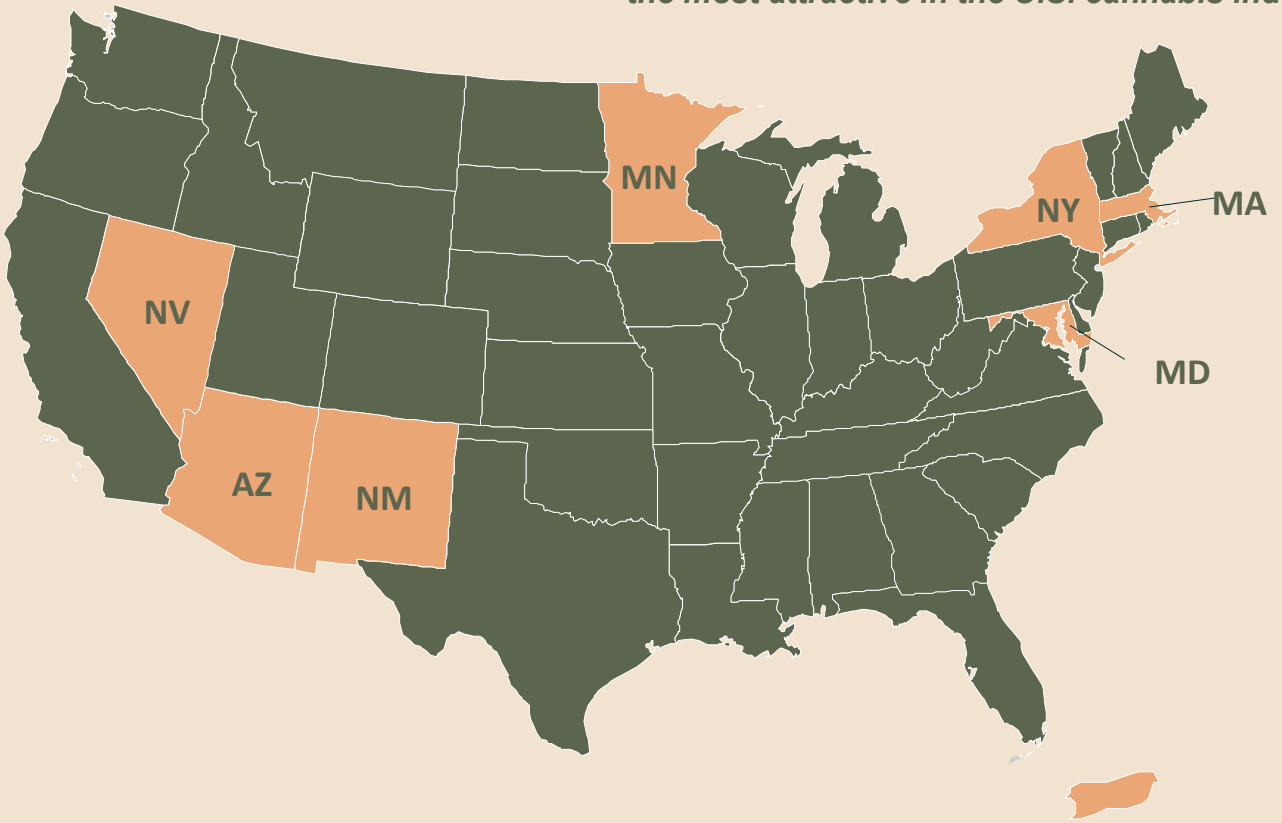
3. Leverage Science for Better Outcomes

- Clinical Research; Proprietary Products & Formulations
- Safer Alternatives to Alcohol, Tobacco and Opioids
- Meaningful IP is Critical to Long-term Success & Profitability
- Develop Strategic Partnerships

ACHIEVING SCALE ACROSS OUR FOOTPRINT

Our MSO License Portfolio

A unique portfolio of assets widely regarded as one of the most attractive in the U.S. cannabis industry…



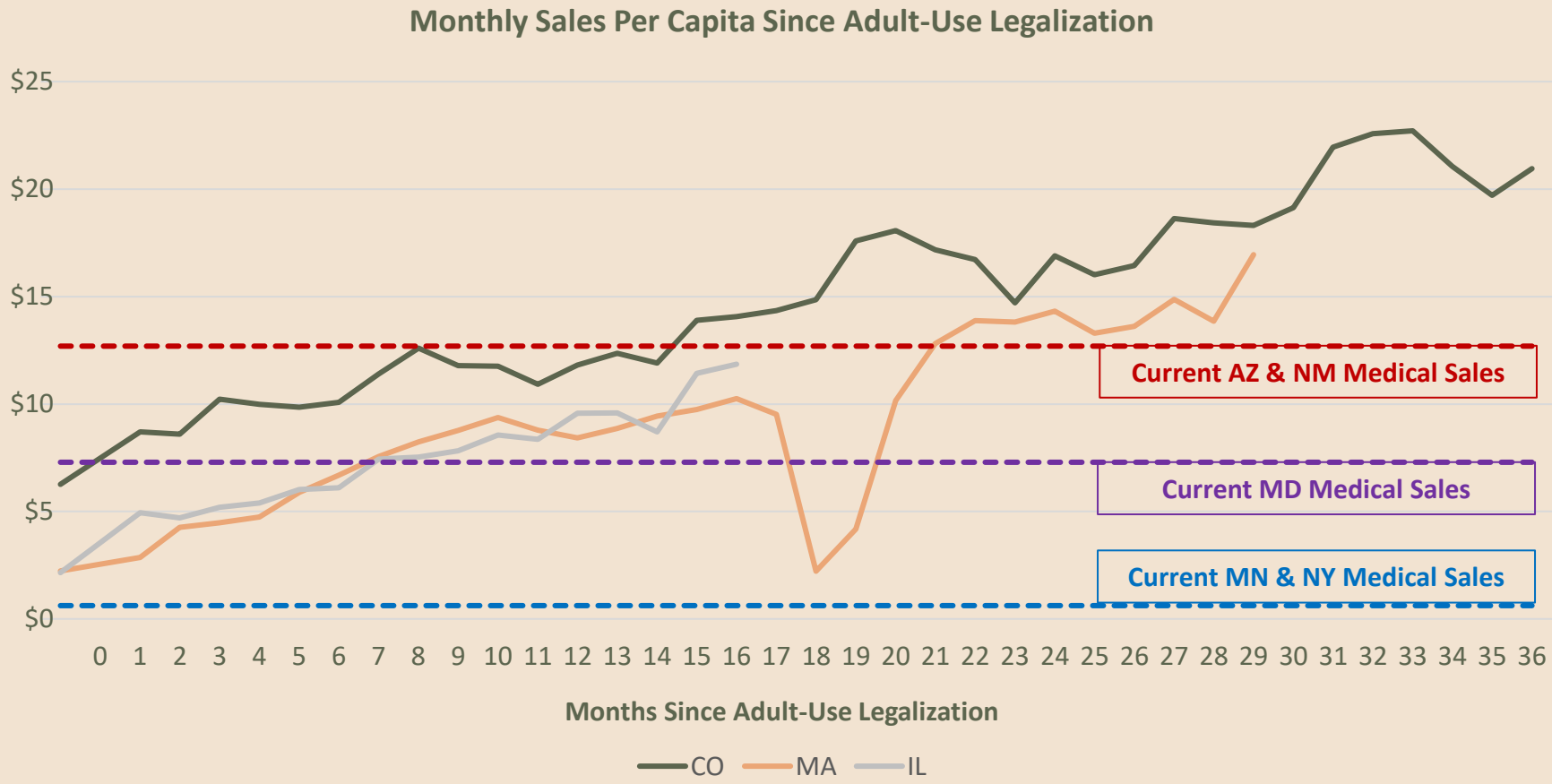
Our MSO Operating Footprint

The MSO portfolio has been assembled through merit-based license awards and strategic M&A in markets where the Company can produce low-cost biomass outdoors at agricultural scale

Core markets expected to transition to adult-use within the next 6-18 months | Candidates for development in the future

	Minnesota	New York	Maryland	Arizona	New Mexico	Puerto Rico	Massachusetts	Nevada
Population (MM)	5.6	19.9	6.0	7.0	2.1	3.7	6.9	3.1
Status	Current	Current	Current	Current	Current	Pre-Operational	Pre-Approved Non-Operational	Pre-Operational
Ownership	100%	100%	100%	100%	100%	100%	100%	100%
Cultivation	✓	✓	✓	✓	✓	✓	✓	✓
Processing	✓	✓	✓	✓	✓	✓	✓	✓
License Regime	Medical	Medical (transitioning to Adult Use)	Medical	Adult Use	Medical (transitioning to Adult Use)	Medical	Adult Use	Adult Use
Year Received	2014	2015	2018	2018	2019	2018	2019	2018
Current Manufacturing Facility Square Footage	76,000 sq. ft. greenhouse / warehouse	52,100 sq. ft. greenhouse/ warehouse	132,700 sq. ft. greenhouse / warehouse	388,000 sq. ft. greenhouse / outdoor	13,000 sq. ft. greenhouse / warehouse	32,000 sq. ft. warehouse	N/A	4,000 sq. ft. (permitted for 16 greenhouses)
Retail Licenses								-
Additional Market Capabilities	Hemp license	wholesale + delivery + hemp license	wholesale	wholesale	wholesale	wholesale	wholesale	wholesale

Per Capita Spending Patterns Reflect Strong Upside in Key Markets



The Empire State Opportunity



New York Retail Footprint & Expansion Plans

We are positioned to capitalize on our first-mover advantage as 1 of 10 vertically-integrated manufacturers in New York's expected $5B+ cannabis market

Market Highlights & Expansion Plans

- Current Market Run Rate (Annual): $149M
- We Operate 4 Existing Medical Dispensaries
  - Plan to add 4 Dispensaries Over Next 18 Months
    - First 2 Must Be in Economically Challenged Areas
- We Operate Largest Legal Home Delivery Business in NYC

Expansion Priorities for Adult Use:

- Expect Adult-use Sales to Begin Summer of 2022
- Expanding Home Delivery to Albany, Long Island and The Hamptons
- Identification of 3 Adult-Use Stores
  - Potential Queens Superstore
- Remodel or Relocation of Some Medical Dispensaries
- Expect to Have Strongest Product Assortment in State
- Optimizing Traffic with Technology Enhancements

Operating Footprint

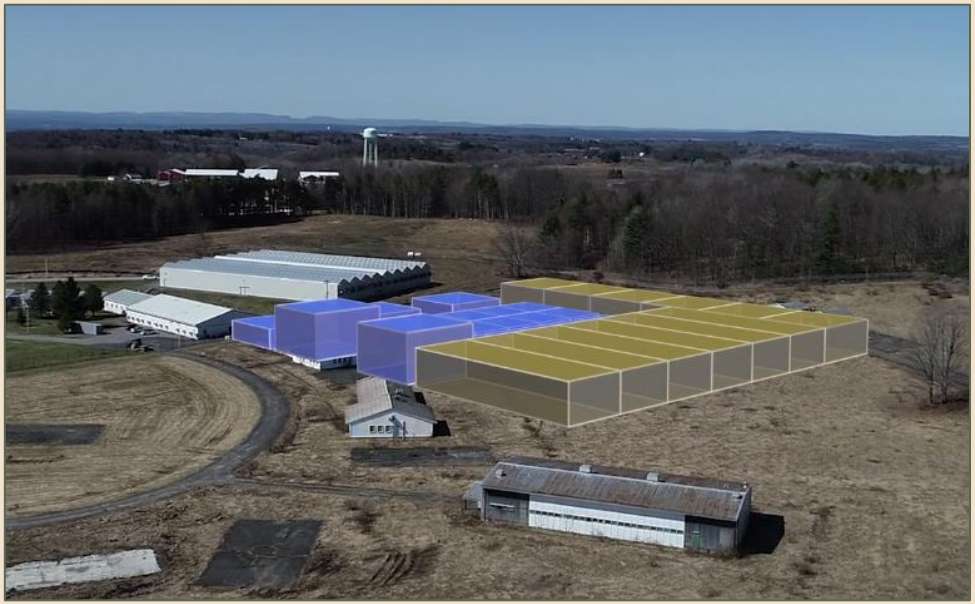


New York Manufacturing Expansion Update

We have submitted expansion plans to the state of New York for an additional 200,000 sq. ft. of cultivation and manufacturing capabilities

Facility Expansion Highlights:

- Current cultivation capacity = 41,600 sq. ft.
- 100,000 sq. ft. expansion of full indoor cultivation will produce highest quality flower in Vireo's portfolio
- Total expected biomass output of ~92,000 pounds/year once completed
- Expansion plan to be fully funded by real estate partner



Future Manufacturing Capabilities:

- 110,500 sq. ft. of total processing / manufacturing space post expansion (10,500 current + 100,000 expansion)
- CO2, ETOH & Hydrocarbon extraction capability, distillation, clean room manufacturing, commercial kitchen with automation, GMP-ready
- Full suite of form factor production capabilities: vapes, softgels, oils, oral solutions, balms, concentrate forms, edibles & beverages

Minnesota Market Update

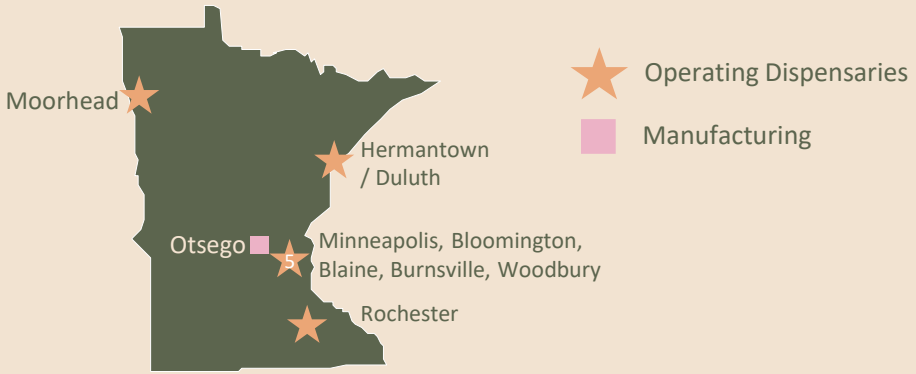
Market Highlights & Expansion Opportunities

- Current Market Run Rate (Annual): $41M
- 8 Existing Green Goods Medical Dispensaries
  - 62% of dispensaries currently operating in market

Expansion Opportunities:

- Medical flower sales expected to begin spring 2022
- Potential for adult-use legalization in the future
  - Presents 2000%+ upside relative to current medical market based on per capita spending trends in other markets
- 20 acres of additional land available for future development in Otsego

Operating Footprint



	Year End 2020		Expansion		Year End 2022
Cultivation (sq. ft.)	67,000	+	TBA	=	67,000+
Annual Biomass Output (lbs)	29,000	+	TBA	=	29,000+
Processing (sq. ft.)	9,000	+	TBA	=	9,000+
Retail Dispensaries	8	+	0	=	8

New Mexico Market Update

Market Highlights & Expansion Opportunities

- Current Market Run Rate (Annual): $333M
- 4 Existing Medical Dispensaries
  - Plan to add at least 2 more dispensaries within the next year
- First harvest from 13,000 sq. ft. cultivation expansion expected in July 2021

Expansion Opportunities:

- Adult use sales expected to commence Q1 2022
- Construction of 3-acre cultivation expansion and full processing/manufacturing capabilities

Operating Footprint



	Year End 2020		Expansion		Year End 2022
Cultivation (sq. ft.)	1,000	+	145,000	=	146,000
Annual Biomass Output (lbs)	500	+	32,000	=	32,500
Processing (sq. ft.)	0	+	60,000	=	60,000
Retail Dispensaries	2	+	4	=	6

*Expected to open June/July 2021

Arizona Market Update

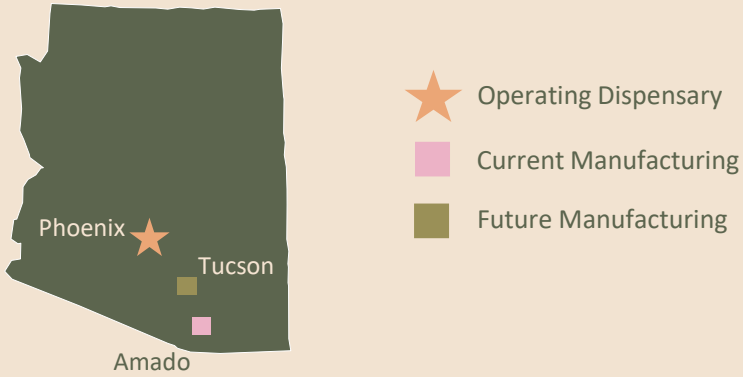
Market Highlights & Expansion Opportunities

- Current Market Run Rate (Annual): $1.5B
- Remodel and rebrand of Phoenix dispensary currently underway
- Construction of second 9-acre outdoor cultivation expansion currently underway

Expansion Opportunities:

- Construction of 10-acre hybrid greenhouse expansion and full processing/manufacturing capabilities in Tucson area
- New production facility will produce concentrates, vape cartridges, edibles, and other product forms
- Pursuing strategic retail M&A opportunities

Operating Footprint



	Year End 2020		Expansion		Year End 2022
Cultivation (sq. ft.)	388,000	+	784,000	=	1,172,000
Annual Biomass Output (lbs)	25,000	+	79,000	=	104,000
Processing (sq. ft.)	0	+	60,000	=	60,000
Retail Dispensaries	1	+	0	=	1

Arizona Expansion Update



Maryland Market Update

Market Highlights & Expansion Opportunities

- Current Market Run Rate (Annual): $529M
- Recently-opened Frederick dispensary is outperforming expectations
- First wholesale sales from Massey cultivation facility expansion expected in June 2021

Expansion Opportunities:

- Construction of 75,000 sq. ft. greenhouse cultivation expansion expected to be completed by 3Q21
- Retrofitting Hurlock production facility to accommodate hydrocarbon extraction and edibles manufacturing
- Pursuing strategic retail M&A opportunities
- Potential for adult-use legalization in the future
  - Presents 80%+ upside relative to current medical market based on per capita spending trends in other markets

Operating Footprint



	Year End 2020		Expansion		Year End 2022
Cultivation (sq. ft.)	9,000	+	176,000	=	185,000
Annual Biomass Output (lbs)	4,000	+	55,000	=	59,000
Processing (sq. ft.)	11,000	+	9,000	=	20,000
Retail Dispensaries	1	+	0	=	1

Maryland Expansion Update



Non-Core Assets Provide Long-term Optionality & Upside

The Company has the potential to develop non-core assets in Massachusetts, Nevada, and Puerto Rico in the future…



Nevada Site (13 acres)



Puerto Rico Site (40 acres)

Nevada and Puerto Rico assets provide additional hedge on low-cost production of biomass in the event that interstate commerce is allowed in the future

BUILD TRUSTED CONSUMER BRANDS & EXPERIENCES



Green Goods™ Retail Dispensaries



Differentiated Brands & Product Offerings



vireo™

Trusted Pharmaceutical-grade Products Geared Toward Patients.



LITE BUD™

A micro dose of cannabis in a traditional pre-roll, offering the right feeling time and time again. Just Lite. Just Rite.™



1937™

Premium-grade cannabis handpicked and packaged, with deep aromatics and a smooth taste.

Differentiated Brands & Product Offerings



MOONLIGHT™

A combination of THC and CBN in an elegant soft gel, designed to help consumers sleep better.



amplifi™

Premium flower with longer lasting freshness and terpene enhanced packaging.



option gels™

Innovative soft gels that deliver consistent and precise doses for the desired effect.

LEVERAGE SCIENCE TO IMPROVE OUTCOMES



Science & IP Incubator Provides Substantial Long-Term Upside Opportunity

Resurgent Biosciences is a non-plant/fungus touching entity focused on the development and commercialization of products and technologies that could transform our future

- Clinical Research of Cannabis and Psychedelic Medicines that Pave Way for FDA-path Opportunities
- Terpene Preserving Packaging (TerpSafe™)
- Multi-Channel Vaporizer
- Portioned Cannabis Extract and Vaporizer
- Method For Reducing Harm of Tobacco Products
- Method For Treating Antidepressant Withdrawal Syndrome
- Cannabis Moist Snuff
- Edibles with Mouthfeel Enhancers (Kinetic Edibles)
- Methods and Treatment Applications for Psychedelic Medicine



Resurgent Biosciences™

Our Progress in Clinical Research is Frequently Overlooked

$6.0M Private and government grant funding currently being applied to research of Vireo products

2 Ongoing Clinical Trials Listed on clinicaltrials.gov

5 Publications already in calendar year 2021

15+ IRB-approved research projects

1 PPO – Pharmacy Preferred Provider Network

13 Established Academic Affiliations

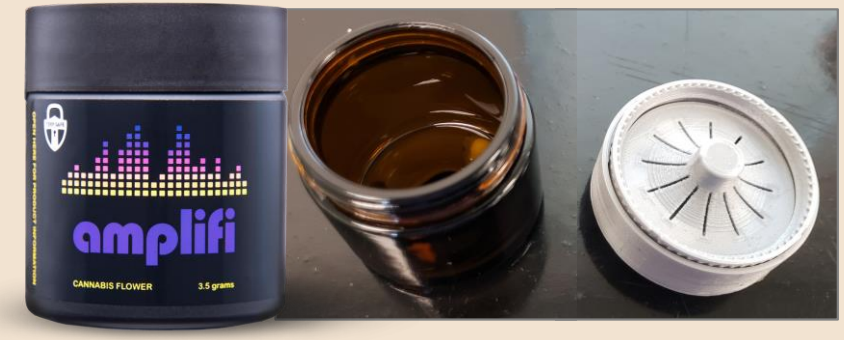
1 IND (investigative new drug) submitted and in process

1 Ongoing Randomized Control Clinical Trial

Case Study #1: Terpene Preserving Packaging (TerpSafe™)



Proof of Concept



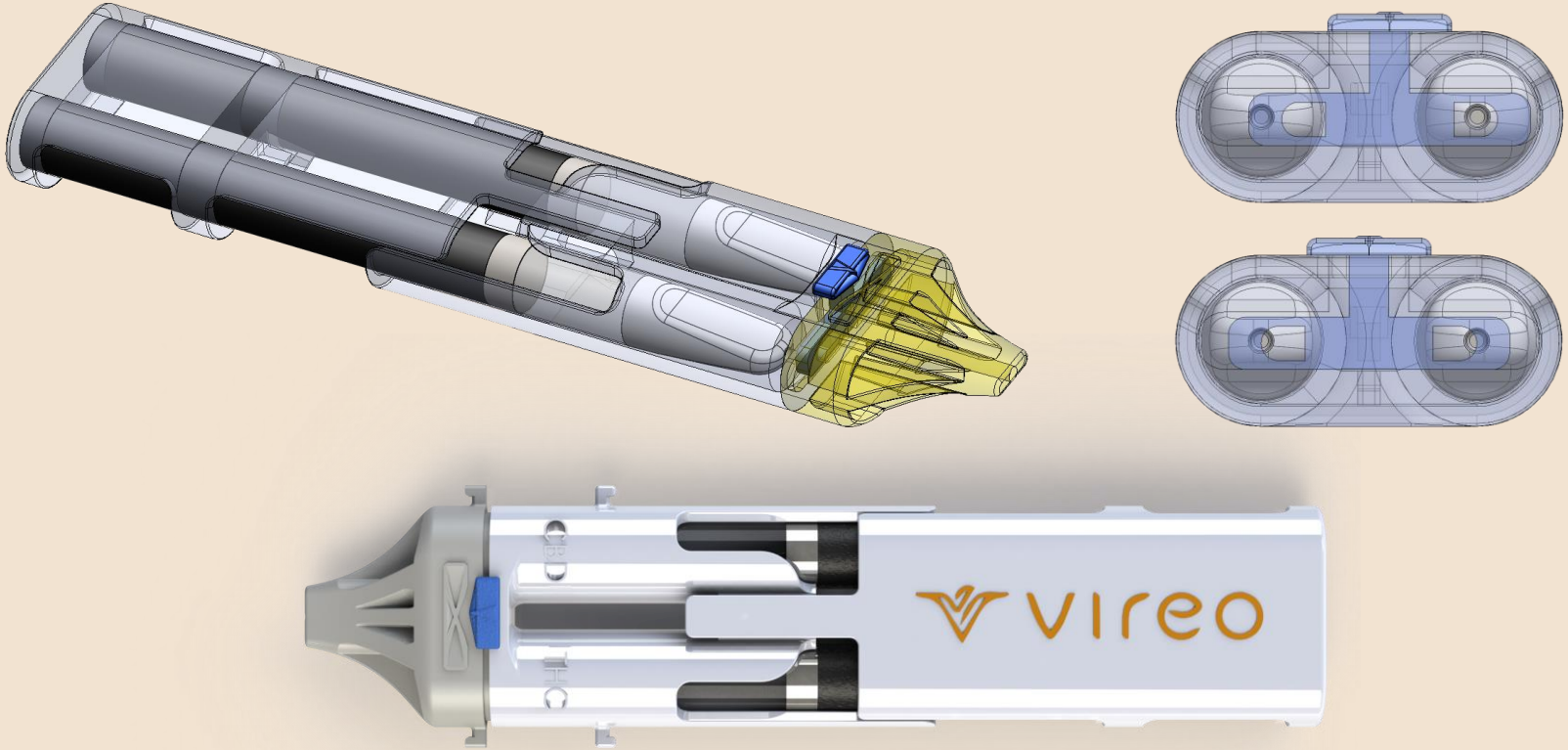
amplifi™

TERP SAFE

U.S. Patent Application No. 15/971,851.

Case Study #2: The Confluence Vaporizer

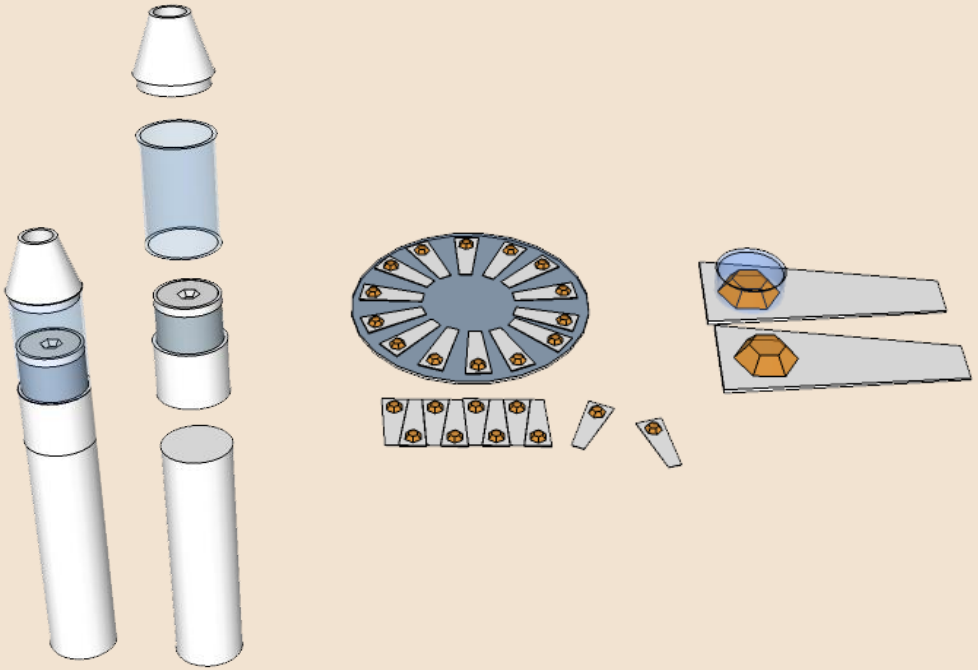
The confluence vaporizer is a multichannel vaporizer that will enable consumers to adjust the constituents of vaporizable formulations in real time



U.S. Patent Application No. 17/114,097.

Case Study #3: Portioned Cannabis Extract & Vaporizer

An acute issue preventing widespread adoption of concentrates is ease of use and consistent portioning. The jewels project productizes connoisseur concentrates to be approachable by all consumers.

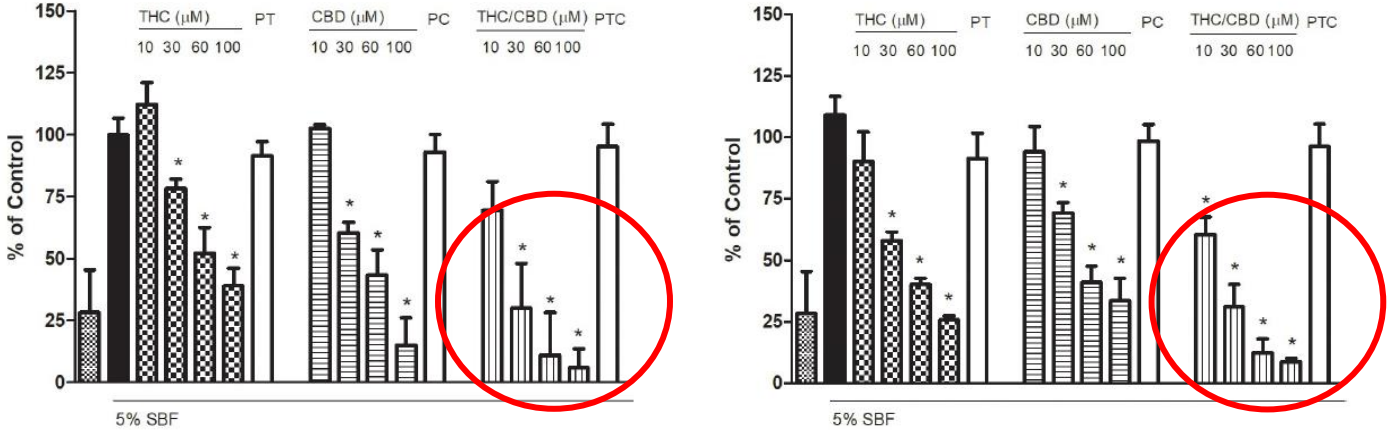




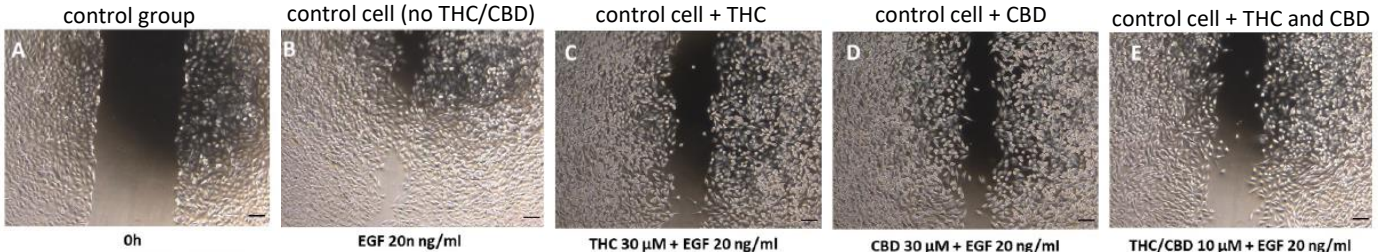
U.S. Patent Application No. 17/116,464.

Case Study #4: Method for Harm Reduction of Tobacco Products

We have been granted a patent by the USPTO for the addition of CBD and THC to tobacco to reduce cancer risks. We are interested in licensing this technology to help make safer tobacco products.



Research found that the presence of CBD and/or THC decreased cell proliferation in a lab study in which cancer cells were incubated with these cannabinoids. These exhibits demonstrate that concentrations of a CBD/THC mixture effectively reduced cancer cell proliferation by more than 75% compared to a control group.



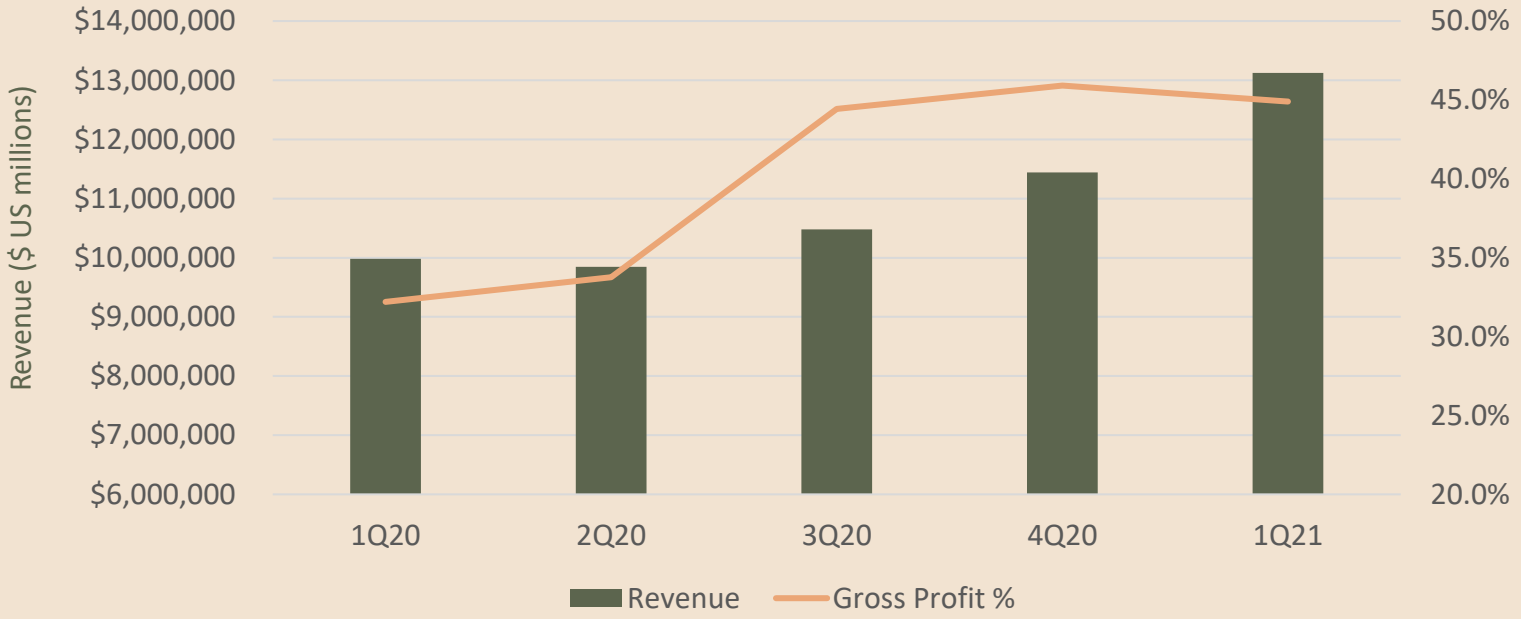
U.S. Patent No. 10,369,178 B2

FINANCIAL PERFORMANCE & OUTLOOK



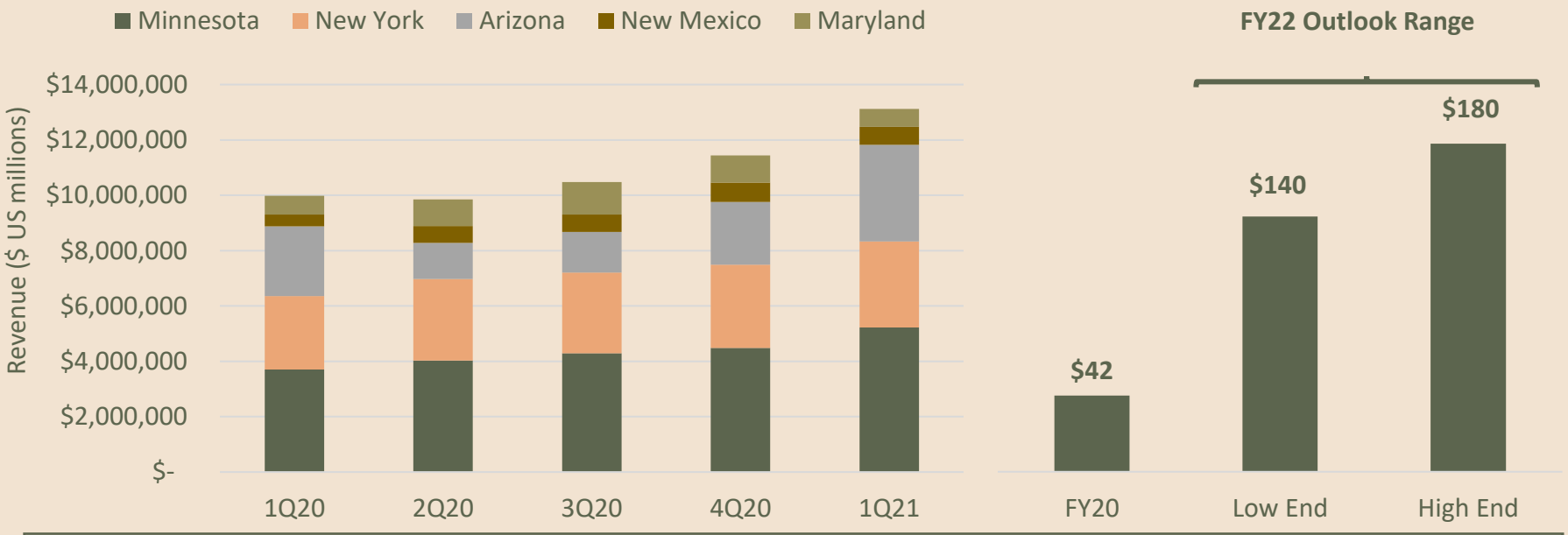
Greater Scale Driving Stronger Performance

Over the past several quarters, improvements in operating efficiencies and growth of our retail dispensary footprint have driven strong improvements in gross margin



Greater Scale Driving Stronger Performance

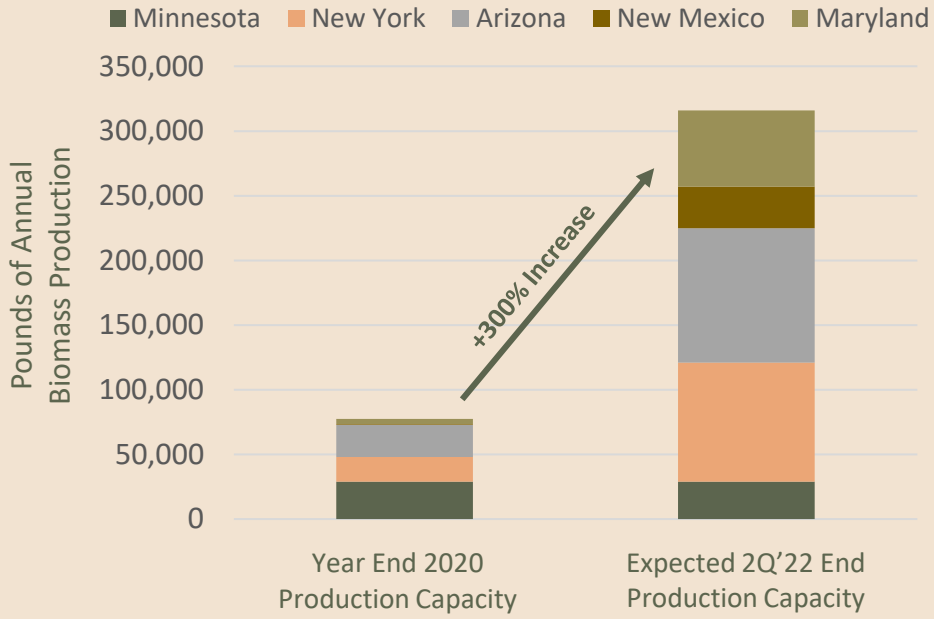
As our footprint continues to scale and expansion projects come online, we expect to drive substantial improvement in revenue growth and profitability across all our core markets

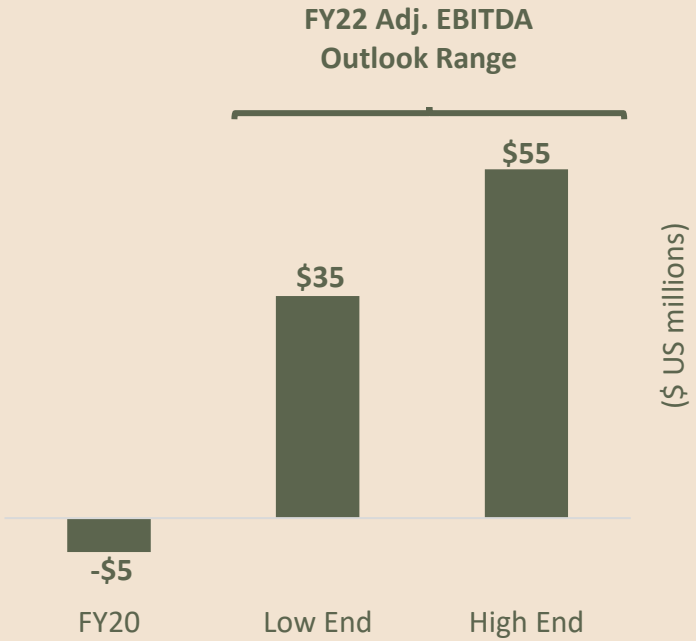


Active Dispensaries	**11**	**11**	**11**	**15**	**16**	**15**	**22**	**26**

Greater Scale Driving Stronger Performance

As our footprint continues to scale and expansion projects come online, we expect to drive substantial improvement in revenue growth and profitability across all our core markets





Balance Sheet & Outlook Assumptions



- We had $40.5M on our balance sheet as of March 31, 2021
- We expect net CapEx (excluding financing from real estate partners) to execute this plan of approximately $15-$20M through FY22
- We plan to open an additional 6-10 new retail dispensaries by the end of FY22
- We expect adult-use sales to begin in New Mexico in Q1 of 2022
- We expect adult-use sales to begin in New York during the summer of 2022
- We expect flower sales to begin in Minnesota in April of 2022
- We believe we'll begin generating positive cash flow from operations during the first half of FY22

Share Capital

Share Capital Summary As of 3/31/2021		
Share Class	**Share Count**	**As Converted**
Super Voting Shares	65,411	6,541,100
Multiple Voting Shares	459,950	45,995,000
Subordinate Voting Shares	72,660,602	72,660,602
Stock Options	23,772,642	23,772,642
Subordinate Voting Share Warrants	3,037,649	3,037,649
Multiple Voting Share Warrants	13,583	1,358,300
Convertible Notes Outstanding	211,765	211,765
TOTAL		**153,577,058**


Q&A Session
goodness growth holdings tm