



RUBICON<sup>TM</sup>  
ORGANICS



\* wildflower<sup>TM</sup>

# Premium Brand Success Fueled by Operational Execution

TSXV: ROMJ

OTCQX: ROMJF

Investor Presentation, November 2023





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The production, packaging, labelling, handling, distribution, importation, exportation, licensing, sale and storage of cannabis products are affected by extensive laws, governmental regulations, administrative determinations and similar constraints which are beyond the Company's control. There can be no assurance that the Company is or will be in compliance with all of these laws, regulations, determinations and other constraints. Failure to comply with these laws, regulations, determinations and other constraints or new laws, regulations, determinations or constraints could lead to the imposition of significant penalties or claims and could negatively impact the Company's business. In addition, the adoption of new laws, regulations, determinations other constraints or changes in the interpretations of such requirements may result in significant compliance costs. This may have a material adverse effect on the Company's business, results of operations, cash flows and financial condition.

This presentation references certain non-IFRS measures including "Adjusted EBITDA" or "AEBITDA" and to certain operating metrics in the industry. Non-IFRS measures including industry metrics do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS.

Figures are presented in Canadian dollars, unless otherwise noted.





# Corporate Overview

## We are a Leader in the Canadian Cannabis Sector Producing Premium & Super-Premium Branded Cannabis Products

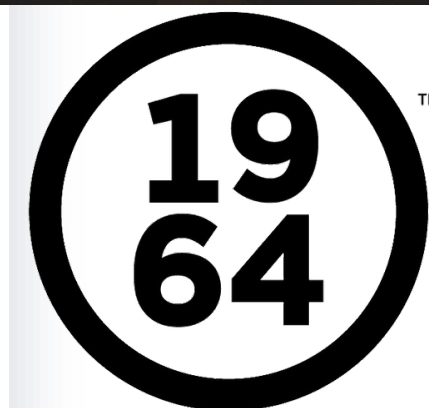
- Proudly delivering BC premium & organic certified cannabis nationally
- 3 flagship brands, prominent brand recognition in their segments
- Extensive distribution in largest Canadian markets: Ontario, Quebec, Alberta & BC
- Deliver gross profit with every product sold
- Focused on the lucrative & expanding premium market
- Leveraging our own quality product by proactively shifting to highest margin products
- Experienced cannabis team with a track record of operating execution in cannabis
- Growth strategy built on the strength of our leading premium brand portfolio

### Financial Highlights:

6 Consecutive Quarters  
of Positive AEBITDA



5 Consecutive  
Quarters  
of Positive Operating  
Cashflow



# Rubicon Organics at a Glance



**2.0%**

Market Share<sup>1</sup>



**125,000 ft<sup>2</sup>**

Hybrid Greenhouse in Delta, BC



**\$6.8 million**

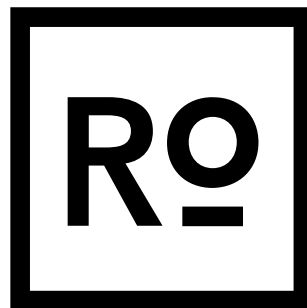
Operating cash flow for 12 mo. to Q3'23



**\$33 million**

Market Cap

TSXV: ROMJ / OTCQX: ROMJF



**5.6%**

Premium Market Share<sup>2</sup>



**26.0%**

Topical market share<sup>4</sup>



**\$4.3 million**

Adjusted EBITDA<sup>3</sup> for 12 mo. to Q3'23



**\$10.0 million**

Net Revenue for 3 mo. ended Q3'23



1. Hifyre data for flower & pre-rolled products covering three months ending September 30, 2023 in Canada
2. Hifyre data for premium flower & pre-rolled products covering three months ending September 30, 2023 in Canada
3. Adjusted EBITDA is a non-GAAP measure that is calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, and fair value changes. See Appendix for details on the Adjusted EBITDA calculation. \$4.3 million is the rolling 12-month AEBITDA to September 30, 2023
4. Hifyre data for topical products covering the three months ending September 30th, 2023 with 26.0% market share and #1 ranking



Budtenders  
rank 2 of our  
brands in their  
top 3 “Most  
Recommended”  
flower in  
Canada.

<sup>1</sup>Brightfield Group Canada Budtender  
Study 2023







## Canada's Favourite Cannabis Topical

# #1

Topical in Canada

# 26.0%

Market Share

Hifyre data for topical products covering the three months ending  
September 30th, 2023 with 26.0% market share and #1 ranking





# Building Brands from Consistent Execution



Brand awareness and foundation set for expansion with more profitable product formats



Well-positioned for growth with brand expansion and focus on premium quality



Competitive advantage of proprietary living soils



Offering strain rotations meeting consumer needs



Success driven by exceptional products, customer-centric approach, and strong operational execution



Aim to become the leading premium cannabis company in Canada



Passionately delivering premium and organically certified flower products



1964 launched nationally in 2021, became #1 premium flower brand in Canada April 2023



Capacity constrained at the Delta Facility due to high product demand

1. Hifyre data for Premium Flower Brands covering April 2023
2. Hifyre data for topical products covering the twelve months ending April 30th, 2023



**Winner AR Cannabis Cup 2023**  
"Best Gas" Simply Bare  
- BC Organic Oil Tanker



**Winner Kind Awards 2022**  
"Indica of the Year" –  
1964 Comatose



# Delivering Our Brand Promise of Quality = Loyal Customer

Hand trimmed. Hand packaged.  
Without irradiation.



## Powered By The Sun

Full-spectrum, natural sunlight not only allows plants to express their full aroma but it's also a more sustainable approach to cultivating. When the BC weather does not cooperate, we use a supplemental high-efficiency LED system to give the plants the light they need.



## Craft Processes

A dedicated team of growers tends to every crop throughout its natural life cycle. When the time comes, we harvest each flower by hand then hang dry them in a controlled curing room for 14 days.



## Organic Certified

Everything is grounded in our living soil – a secret blend of natural inputs sourced from the rugged coast of BC. We feed each of our cultivars a proprietary blend of kelp, bark, fish meal and other ingredients to boost their growth and protect them from disease.



## Delivered With Care

Producing consistently high-quality organic products takes a lot of expertly trained hands. Fusing traditional growing practices with innovative technology inspired by natural ecosystems, our passionate team keeps moving the cannabis industry forward.



## Non-Irradiated

No exposure to radiation or harmful rays

## Organic Certified

Sustainably grown and pesticide free

## High Terpenes

An elevated aromatic experience

## Hand Trimmed

To maintain maximum trichome integrity





# Leadership Team

## Management



### Margaret Brodie, CPA, CA

Interim CEO, CFO & Director

20+ years in finance

Over 8 years in cannabis industry.  
10 years with KPMG & experienced  
CFO of public companies



### Melanie Ramsey

Chief Commercial Officer & Director

20+ years in brand  
development & innovation

Former Senior Executive of  
Diageo & Beiersdorf



### Janis Risbin

VP Finance

20+ in commercial finance

Former Director of Commercial Finance  
at Britvic and Finance Manager at P&G



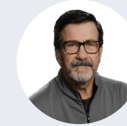
### Monika Mascitti

VP People

20+ years in recruitment & HR

Experienced in helping start ups scale  
quickly while maintaining company  
culture

# Independent Directors



### Len Boggio

Director

40+ years as auditor, advisor,  
and independent director of  
public, private, and  
government corporations  
Former Partner at PwC



### Karen Proud

Director

20+ years experience in government  
relations, policy development, and  
regulatory and legislative affairs.  
President and CEO of Fertilizer  
Canada



### David Donnan

Director

35+ years in management,  
agriculture & consumer products  
Partner Emeritus at A.T. Kearney



### Michael Detlefsen

Director

30+ years in corporate strategy and  
executive management, agriculture &  
manufacturing  
Managing Director at Pomegranate  
Capital



### John Pigott

Director

35+ years in food and beverage  
CEO of Club Coffee & Morrison  
Lamothe Inc.



### Ian Gordon

Director

35+ years in sales, marketing,  
innovation, and development  
in CPG  
Retired of Senior Vice  
President Loblaws



### Doris Bitz

Director






30+ years building, scaling, and  
growing companies in food, CPG,  
and Manufacturing

Retired President of Dessert  
Holdings



# Well-Rounded Brand Portfolio Launched Nationally

Generating positive gross margin on every SKU

					
Brand Positioning	Super-Premium	Premium	Mainstream	Super-Premium (Topicals / Wellness)	Premium (Concentrates)
Product Offering	<ul style="list-style-type: none"> <li>• Dried Flower</li> <li>• Pre-Rolls</li> <li>• Infused Pre-Rolls</li> <li>• Hash</li> <li>• Live Rosin</li> <li>• PAX® Pods</li> </ul>	<ul style="list-style-type: none"> <li>• Dried Flower</li> <li>• Pre-Rolls</li> <li>• Infused Pre-Rolls</li> <li>• Hash</li> <li>• Live-Rosin Edibles</li> </ul>	<ul style="list-style-type: none"> <li>• Dried Flower</li> <li>• Pre-Rolls</li> </ul>	<ul style="list-style-type: none"> <li>• CBD Relief Stick</li> <li>• CBD Cool Stick</li> <li>• Extra Strength Relief Stick</li> <li>• 1:1 CBD: THC Relief Stick</li> <li>• Live-Rosin Edibles with CBD, CBN and CBG</li> </ul>	<ul style="list-style-type: none"> <li>• Diamonds</li> </ul>
Accolades / Features	<p>Top 3 Cdn Budtender Recommended brand<sup>3</sup></p> <p>Super premium organic, flavour forward genetics</p> <p>Launched Canada's first ever Rosin roll</p> <p>Quarterly drop of new genetics</p>	<p>Canada's #1 Premium Flower Brand<sup>1</sup></p> <p>Top 3 Cdn Budtender Recommended brand<sup>3</sup></p> <p>Launched first single-strain live rosin edibles available in the Canadian market</p>	<p>Developed for the price conscious and avid cannabis consumer</p> <p>Biomass outlet allowing RO to only put the best in Simply Bare and 1964</p>	<p>26.0% market share of topical products<sup>2</sup></p> <p>Positioned to lead the growing cannabis wellness market</p> <p>Launched first edibles containing CBD, CBN, CBG and Live Rosin</p>	<p>Combines high terpene flower with industry-leading extraction techniques</p>

<sup>1</sup>Hifyre data for Premium Flower Brands covering April 2023

<sup>2</sup>Hifyre data for topical products covering the three months ending September 30th, 2023

<sup>3</sup>Brightfield Group Canada Budtender Study 2023



# Operations Driving Our Brand Success

## Delta Facility



100%-owned 20-acre property in Delta, British Columbia



Organic Certified with living soil delivering terpene rich flavors to consumers



Premium hang-dry and cure process



Production delivering consistent premium quality flower



125,000 sq. ft. hybrid greenhouse with annual production capacity of 11,000 kg/year



Indoor quality with greenhouse costs



Industry low inventory loss rates



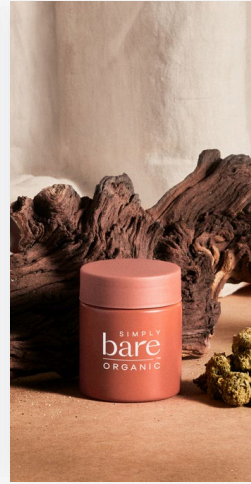


# 2023 Key Operating Priorities – Drive Profitability



## Optimize Yield:

- Annualized run rate hitting production capacity of 11,000 kg of premium quality flower
- Increase ratio of larger, high-quality flower to total harvested yield per crop
- Achieve consistently high THC %
- Endless pursuit of improving product quality



## Maximize Canadian Premium Opportunity:

- Product mix focus to maximize gross margin from each gram produced from Delta Facility
- Launch products delivering gross margin that do not require Delta Facility capacity



## Drive Efficiency – Processes & Systems:

- Streamline systems and build processes to reduce redundancy and decrease reliance on individuals
- ERP system implementation readying for growth



## Proud, Engaged Team Delivering Outstanding Results:

- Strong team engagement scores with improved participation in survey
- A workplace / culture that team members are proud of
- Low turnover rates

# Growth Opportunities from Brands Built & Execution to Date

Ready for Growth



## Organic Growth

- Delta: Yield improvement through H2'23 tables installation (est >7%)
- Growing Premium Market over 16% growth over 2023<sup>1</sup>
- Focusing Delta Facility production on Gross Profit Accretive Products



## Leveraging the Power of Our Premium Brands

- Profitable Brand Growth applying External Capacity
- Manufacturing Relationships established & 1st products launched Q2 2023
- Received first crop in October 2023 from Contract Grow. Expect second partner established by end of 2023



## Harnessing ROMJ Strength to Take Advantage of a Distressed Industry

- Opportunistic view of landscape
- 2023 evaluation of contract grow opportunities for larger scale adoption of asset lite model 2024+
- As Canadian market normalizes, acquisitions at favorable valuations are present

1. Per Hifyre, 3-month rolling premium sales growth (year-over-year to September 30, 2023)





# Key Financial Milestones Achieved

	2021	2022				2023		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Operating Cashflow <b>Positive</b>	1 <sup>st</sup> Quarter Operating Cashflow Positive			1 <sup>st</sup> Quarter Free Cashflow Positive	2 <sup>nd</sup> Quarter Operating Cashflow Positive	3 <sup>rd</sup> Quarter Operating Cashflow Positive	4 <sup>th</sup> Quarter Operating Cashflow Positive	5 <sup>th</sup> Quarter Operating Cashflow Positive
					1 <sup>st</sup> Full Year Operating Cashflow Positive			
AEBITDA <b>Positive</b>	1 <sup>st</sup> Month AEBITDA Profitable		1 <sup>st</sup> Quarter AEBITDA Profitable	2 <sup>nd</sup> Quarter AEBITDA Profitable	3 <sup>rd</sup> Quarter AEBITDA Profitable	4 <sup>th</sup> Quarter AEBITDA Profitable	5 <sup>th</sup> Quarter AEBITDA Profitable	6 <sup>th</sup> Quarter AEBITDA Profitable
					1 <sup>st</sup> Year AEBITDA Profitable			

Adjusted EBITDA or "AEBITDA" is a non-GAAP measure that is calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, and fair value changes. See Selected Financial Information for details on the Adjusted EBITDA calculation.

Free Cash Flow is a non-GAAP measure that is calculated as net cash provided by (used in) operating activities, less purchases of and deposits on property, plant and equipment.

# Q3 2023 Rolling 12-month Financial Results

Complete brand portfolio launch and market expansion providing growth and positive gross profit

Rolling 12-month basis:

 **31%+**  
Revenue growth

 **67%+**  
Gross Profit before FV adjustments

■ Net Revenue ('000's)

■ Gross Profit before fair value adjustments ('000's)





# Q3 2023 Financial Results

## Poised for Significant Adjusted EBITDA<sup>1</sup> Growth

For the 12 months ended in Q3 2023, the Company achieved Adjusted EBITDA<sup>1</sup> of \$4.3M

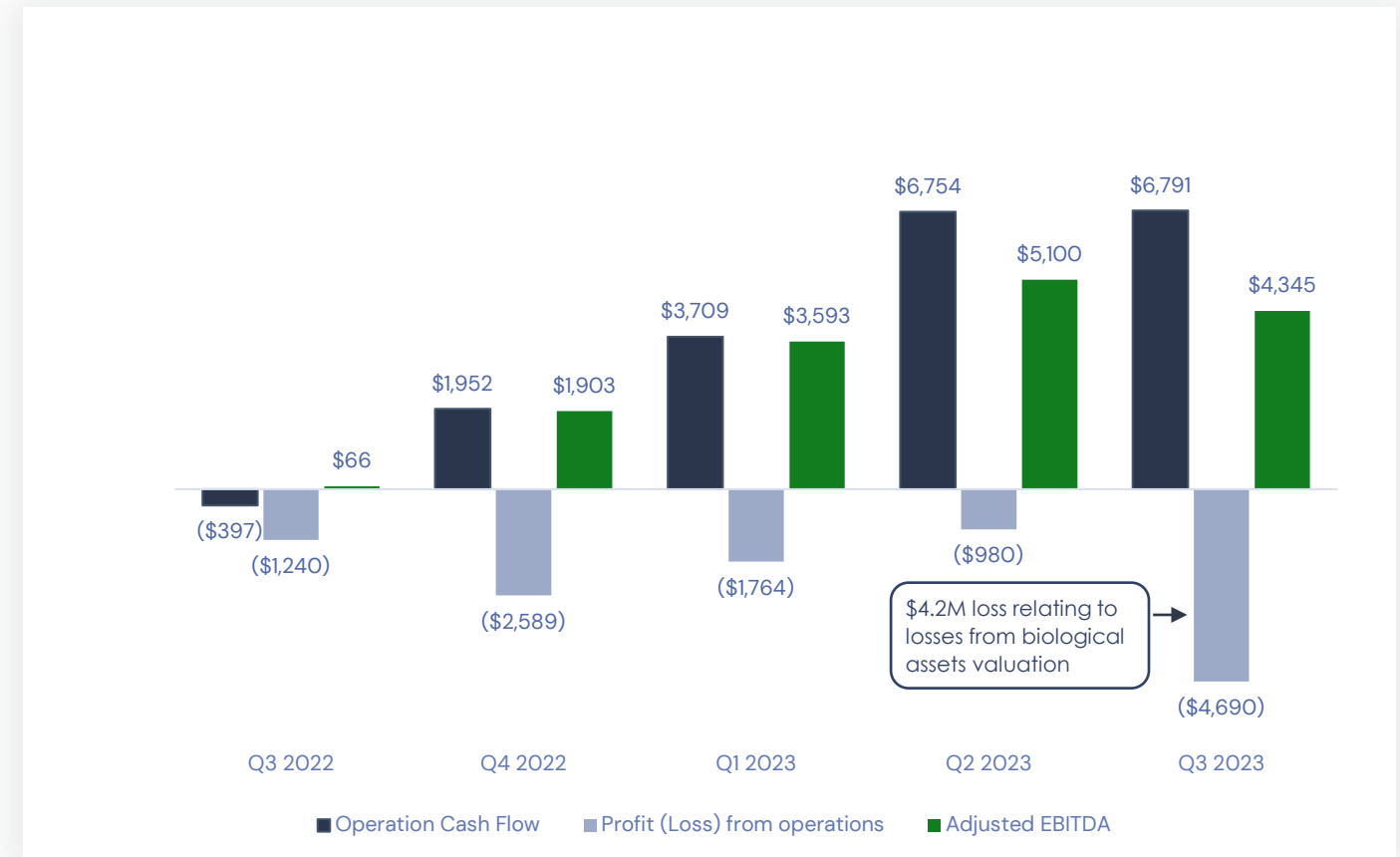
- One of only a handful of LPs to achieve positive Adjusted EBITDA<sup>1</sup>

Adjusted EBITDA<sup>1</sup> continues to trend upwards due to the following factors:

- Continued focus on quality/yield
- Operating leverage taking effect over a fixed cost base – incremental gross margin goes straight to the bottom line
- Slow down in Q3 2023 due to adverse product mix impact by recessionary Canadian environment, expected to be short-term

# Adjusted EBITDA (C\$ '000's)


## Operating Leverage: Increasing Revenues Over a Fixed Cost Base



1. Adjusted EBITDA is a non-GAAP measure used by management that are not defined by IFRS and may not be comparable to similar measures presented by other companies. Adjusted EBITDA is calculated as earnings (losses) from operations before interest, tax, depreciation and amortization, share-based compensation expense, and fair value changes.

# Growth Story: Premium Sales Driving Market Growth

Premium market returns to growing faster than total market, spring / summer 2023 deceleration with short-term price compression & fire sales. Our outlook for premium growth to rebound in 2024 as competitors & capacity come offline and Canada moves past recessionary environment.

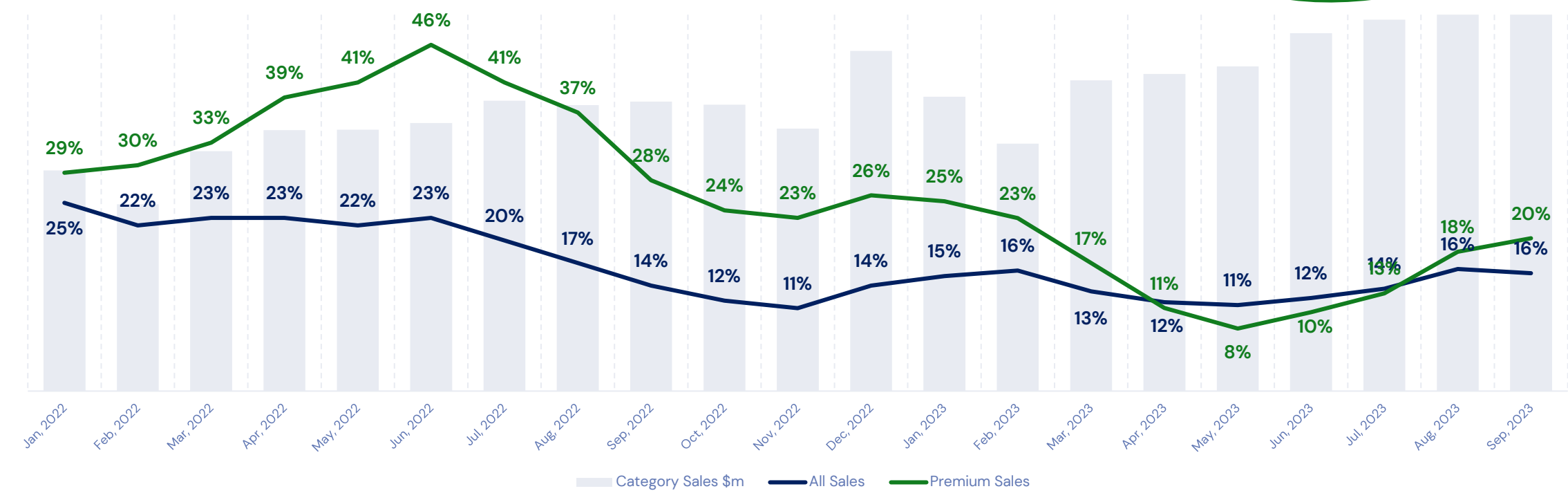


**+\$300 million**

Potential Growth of Premium Segment to 2026<sup>2</sup>

Rubicon currently holds 5.6% of premium market share<sup>4</sup>

% Growth – All Sales vs Premium Sales<sup>1,2</sup>  
\$ millions – Total Cannabis Retail Sales<sup>3</sup>



1. Source: Hifyre, 3-month rolling sales growth (year-over-year)  
2. Premium Segment information extrapolated based on Brightfield Group 'Battle of North Market Update Report (2022)' estimates growth in Canadian premium segment to up to 20-25% of total dollars in market similar to more established markets (\$300 million increase in 3 years)  
3. Statistics Canada. Table 20-10-0056-02 Monthly retail trade sales by industry (x 1,000,000)  
4. Hifyre data for premium flower & pre-rolled products covering three months ending September 30, 2023 in Canada



# Canadian Cannabis Industry Today & Our Right to Win

## Canadian Cannabis Market

Legal market:

- Over \$4.5 billion<sup>1</sup>
- 14% Market growth to September 2023<sup>3</sup>, and 18% Premium growth to September 2023<sup>4</sup>

Black market remains est. 40-50% of total market<sup>2</sup>

Excess quantity of low-quality production

## Canadian Cannabis Companies

Struggling to operationally execute

Over-levered with high fixed cost base

Almost \$200 million in excise taxes in arrears with CRA for excise remittance<sup>5</sup>

CCAA & bankruptcies expected to continue in 2023

## Rubicon's Opportunity



Market is Growing



Competition is Falling



Highly Recommended Brands



Proven Execution



Leverage from Position of Strength



Building on Strong Brand Foundation



Opportunistic M&A

1. Per Statistics Canada 2022

2. Per Hifyre, total market 12-month rolling sales growth (year-over-year)

3. Per Hifyre, premium market 12-month rolling sales growth (year-over-year)

4. Per Viridian Capital Partners & EY report 'Cannabis Capital Flow' published Q1 2023

5. Article by MJBizDaily, dated May 25, 2023, "Unpaid cannabis tax in Canada balloons to almost CA\$200 million"

# 2023 Company Outlook

- ✓ Continued Growth in Net Revenue in Full Year 2023
- ✓ Increase in Gross Profit and AEBITDA in 2023
- ✓ Operating Cashflow Positive 2023

Refer to forward looking guidance and the Company's materials filed on Sedar+



# Company History & Key Milestones Delivered

2015–2018

2019

2020

2021

2022

2023

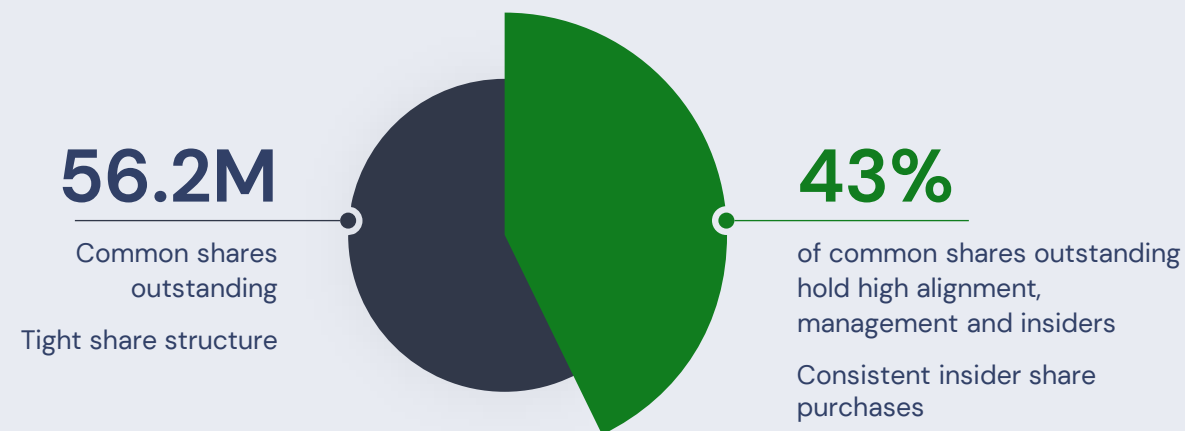
<p>2015</p> <ul style="list-style-type: none"> <li>✓ Established in US, Cdn sub's</li> </ul>	<ul style="list-style-type: none"> <li>✓ License to Cultivate, Delta Facility</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sell WA Asset &amp; exit US business</li> </ul>	<p>Q 1</p> <ul style="list-style-type: none"> <li>✓ Launch Wildflower CBD Sticks</li> </ul>	<ul style="list-style-type: none"> <li>✓ Launch 1964 brand nationally</li> </ul>	<p>Q 2</p> <ul style="list-style-type: none"> <li>✓ Launch Infused Cannabis Edibles</li> </ul>
<p>2015 - 2018</p> <ul style="list-style-type: none"> <li>✓ Operating in US (WA build greenhouse, Cali. brand launch)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Initial crops planted and 1st harvest achieved</li> </ul>	<p>JANUARY</p> <ul style="list-style-type: none"> <li>✓ Launch Simply Bare Organic</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bought Deal Financing &amp; Debt Repayment</li> </ul>	<p>JUNE</p> <ul style="list-style-type: none"> <li>✓ Extend Debt Facility at 6.5%/7.5% interest rate</li> </ul>	<p>APRIL</p> <ul style="list-style-type: none"> <li>✓ 1964 Achieved #1 Premium Flower Brand in Canada</li> </ul>
<p>2018</p> <ul style="list-style-type: none"> <li>✓ Reorganization, TopCo Canadian</li> </ul>	<ul style="list-style-type: none"> <li>✓ Organic Certification, Delta Facility</li> </ul>	<p>MAY</p> <ul style="list-style-type: none"> <li>✓ Obtain Sales License, Delta Facility</li> </ul>	<p>Q 2</p> <ul style="list-style-type: none"> <li>✓ Secured Debenture</li> </ul>	<p>Q 2</p> <ul style="list-style-type: none"> <li>✓ Achieve 1st quarter of AEBITA</li> </ul>	<p>OCTOBER</p> <ul style="list-style-type: none"> <li>✓ Installation of tables for increased capacity at Delta Facility</li> </ul>
<p>2018</p> <ul style="list-style-type: none"> <li>✓ Purchase Delta Facility</li> </ul>	<ul style="list-style-type: none"> <li>✓ Debt financing secured</li> </ul>	<p>JUNE</p> <ul style="list-style-type: none"> <li>✓ Supply Agreements: ON, AB, &amp; BC</li> </ul>	<ul style="list-style-type: none"> <li>✓ Launch 1st ESG Report in Cannabis industry</li> </ul>	<p>H 1</p> <ul style="list-style-type: none"> <li>✓ Complete BC Hydro Upgrade Delta Facility</li> </ul>	<p>OCTOBER</p> <ul style="list-style-type: none"> <li>✓ Expand Wildflower™ brand offering</li> </ul>
<p>JULY 2018</p> <ul style="list-style-type: none"> <li>✓ Listing Financing</li> </ul>	<ul style="list-style-type: none"> <li>✓ Equity financing</li> </ul>	<p>SEPT</p> <ul style="list-style-type: none"> <li>✓ TSX-V Listing</li> </ul>	<p>Q 3</p> <ul style="list-style-type: none"> <li>✓ Launch Homestead brand</li> </ul>	<p>Q 3</p> <ul style="list-style-type: none"> <li>✓ Initiate Partnerships with High-Quality Contract Grows</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expand Brand Product Formats</li> </ul>
<p>OCT 2018</p> <ul style="list-style-type: none"> <li>✓ CSE Listing</li> </ul>	<ul style="list-style-type: none"> <li>✓ Exit Cali. business</li> </ul>	<p>NOV</p> <ul style="list-style-type: none"> <li>✓ Supply Agreement: Quebec</li> </ul>	<p>SEPT</p> <ul style="list-style-type: none"> <li>✓ Achieve 1st month of AEBITDA profitability</li> </ul>	<p>Q 4</p> <ul style="list-style-type: none"> <li>✓ Achieve crops over 11,000 kg production run-rate</li> </ul>	<ul style="list-style-type: none"> <li>Drive revenue growth with new product offerings not using Delta facility capacity</li> </ul>
				<ul style="list-style-type: none"> <li>✓ Launch infused pre-rolls</li> </ul>	<ul style="list-style-type: none"> <li>Testing contract grow results for asset lite approach to satisfy brand demand</li> </ul>
				<ul style="list-style-type: none"> <li>✓ 1st Year AEBITDA &amp; Positive Operating Cashflow</li> </ul>	



# Market Information

As at November 13, 2023	# of Shares	%
Management & Insiders	24,373,871	43%
Public Float	31,817,790	57%
<b>Total Outstanding</b>	<b>56,191,661</b>	<b>100%</b>
Options	2,529,700	
Warrants	4,815,315	
Restricted Share Units	2,076,666	
Deferred Share Units	300,000	
<b>Fully Diluted Shares Outstanding</b>	<b>65,913,342</b>	

Trading Overview	
Tickers	TSXV: ROMJF OTCQX: ROMJF
Share Price (as at November 13, 2023)	C\$0.58/share
Market Capitalization	C\$32.6 million
52-Week Low/High	C\$0.33 – C\$1.30/share



Expiring	Options Outstanding	Average Exercise Price (C\$)
2024	106,666	\$3.23
2025	557,834	\$0.85
2026	80,000	\$0.85
2027	815,200	\$0.86
2028	970,000	\$0.90

Expiring	Warrants Outstanding	Average Exercise Price (C\$)
2024	3,933,315	\$5.00
2025	882,000	\$1.34

## Research Coverage



Neal Gilmer





# Nature at its Rawest

Built to delight discerning consumer searching for the highest quality, newest and most flavorful products.

Top 3 Most Recommended Brand by Budtenders in Canada<sup>1</sup>.



Proprietary organic certified, living soil providing terpene rich experience.



Hand trimmed and hand packed. Super-premium.



Exotic flavour forward strains with regular new drops

## Winner AR Cannabis Cup 2023

Winner "Best Gas" = BC Organic Oil Tanker





# 1964

TM

## Celebrate the Rebellious Spirit of the 60's

Designed to recruit legacy consumers by offering classic organic cultivars, 1964 is one of Canada's fastest growing cannabis brand

### Top 3 Most Recommended Brand by Budtenders in Canada<sup>1</sup>.



Sun  
Grown



Organic  
Soil



No Artificial  
Inputs



**#1** Premium Brand  
in Canada<sup>2</sup>

### Winner Kind Awards 2022

"Indica of the Year"



Organic  
Comatose





# Connect People with the Healing Power of Plants



was created to inspire holistic wellness by offering the best-performing CBD products that consumer can integrate in their daily routine.

#1

Topical Brand  
in Canada<sup>1</sup>

19.8%

Market Share

<sup>1</sup>Hifyre data for topical products covering the twelve months ending September 30th, 2023



# Hard Work Makes Great Cannabis



targets price conscious daily user offering  
incredible value large pack formats



Large format  
offerings



Pre-rolls and  
milled product



\* wildflower™





# Environmental, Social & Governance Leadership is Core to Executing our Strategy

1<sup>st</sup>

Cannabis Producer in the World to issue an ESG Report and continuing

We believe ESG is a journey and we are committed to sharing our progress transparently with our stakeholders

We hold ourselves to the highest standards of governance, sustainability and ethical business practices



A few highlights from our 2022 ESG Report:

**64% Local hiring:**

of our workforce live within the local community of our Delta greenhouse

2021 – 43%

**80% Diversity:**

diversity across our employee base

2021 – 77%

**56% Waste Diversion:**

of waste from our Delta greenhouse was diverted from landfill

2021 – 53%



RUBICON<sup>TM</sup>  
ORGANICS

# MISSION

Grow the best cannabis  
on earth, for the earth

# VISION

Be the global brand leader  
in organic cannabis

# VALUES

Excellence

Freedom

Quality

Integrity







RUBICON<sup>™</sup>  
ORGANICS

# CONTACT US

## Investor Relations



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\* wildflower<sup>™</sup>