

Columbia Care™

FIRST QUARTER 2022 INVESTOR PRESENTATION

NEO:CCHW | CSE:CCHW | OTCQX:CCHWF | FSE:3LP
May 2022

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, Massachusetts and New Jersey, and in the medical cannabis industry in the states of Delaware, Florida, Maryland, Missouri, 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 On January 4, 2018, former U.S. Attorney General Jeff Sessions issued a memorandum to U.S. district attorneys that rescinded previous guidance from the U.S. Department of Justice specific to cannabis enforcement in the United States, including the Cole Memo (as defined herein).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 President of the U.S. on January 20, 2021. President 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.” Attorney General Garland reiterated this view at a Senate Appropriations subcommittee hearing on April 26, 2022. 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-GAAP Financial Measures

In this presentation, Columbia Care refers to certain non-GAAP financial measures, including EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, and Adjusted Gross Margin. These measures do not have any standardized meaning in accordance with U.S. GAAP and may not be comparable to similar measures presented by other companies. Columbia Care considers certain non-GAAP measures to be meaningful indicators of the performance of its business. A reconciliation of such non-GAAP financial measures to their nearest comparable GAAP measure is included in this presentation and a further discussion of some of these items is contained in the Company’s Form 10-Q for the three months ended March 31, 2022.

Cautionary Note Regarding 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.

Risk Factors

For a detailed description of risk factors associated with Columbia Care, refer to the “Risk Factors” section in Columbia Care’s Form 10-K for the year ended December 31, 2021, and in Columbia Care’s Form 10 dated May 9, 2022, which are available on EDGAR at www.sec.gov and 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 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 the satisfaction of the conditions precedent to the closing of the Cresco transaction; the receipt of any necessary regulatory approvals in connection with Cresco transaction; the impact of the Cresco transaction on the Company's current and future operations, financial condition and prospects; the value of the Cresco Labs shares; the costs of the Cresco transaction and potential payment of a termination fee in connection with the Cresco transaction; the ability to successfully integrate with the operations of Cresco Labs and realize the expected benefits of the Cresco transaction; the fact that marijuana remains illegal under federal law; the application of anti-money laundering laws and regulations to the Company; legal, regulatory or political change to the cannabis industry; access to the services of banks; access to public and private capital; unfavorable publicity or consumer perception of the cannabis industry; expansion into the adult-use markets; the impact of laws, regulations and guidelines; the impact of Section 280E of the Internal Revenue Code; the impact of state laws pertaining to the cannabis industry; the Company's reliance on key inputs, suppliers and skilled labor; the difficulty of forecasting the Company's sales; constraints on marketing products; potential cyber-attacks and security breaches; net operating loss and other tax attribute limitations; the impact of changes in tax laws; the volatility of the market price of the Common Shares; reliance on management; litigation; future results and financial projections; and the impact of global financial conditions and disease outbreaks; as well as those risk factors discussed under "Risk Factors" in Columbia Care's Form 10 dated May 9, 2022, filed with the applicable securities regulatory authorities and described from time to time in other documents filed by the Company with Canadian and U.S. 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 revenue, gross margins and 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, Improving Efficiency and Growing Profitability Across Strategic National Platform



99

US Retail Locations⁽¹⁾



32

US Cultivation & Manufacturing Facilities⁽¹⁾



18

Jurisdictions in US & Europe



\$36B+

2026 TAM in Licensed US States⁽²⁾



43%

YoY Topline Revenue Growth



\$123M

Q1 2022 Revenue



+2M

Sqft Cultivation & Production Capacity⁽³⁾



150+

Acres Outdoor Cultivation Capacity⁽³⁾



\$57M

Q1 2022 Gross Profit



46%

Q1 2022 Gross Margin

Increased footprint and profitability since reported results of Q1 2019, which included:

- **54** facilities (retail & cultivation) in **15** jurisdictions,
- **~500,000sqft** cultivation & production capacity
- **\$12.9M** in Revenue, **\$4.4M** in Gross Profit and **34%** Gross Margin⁽⁴⁾

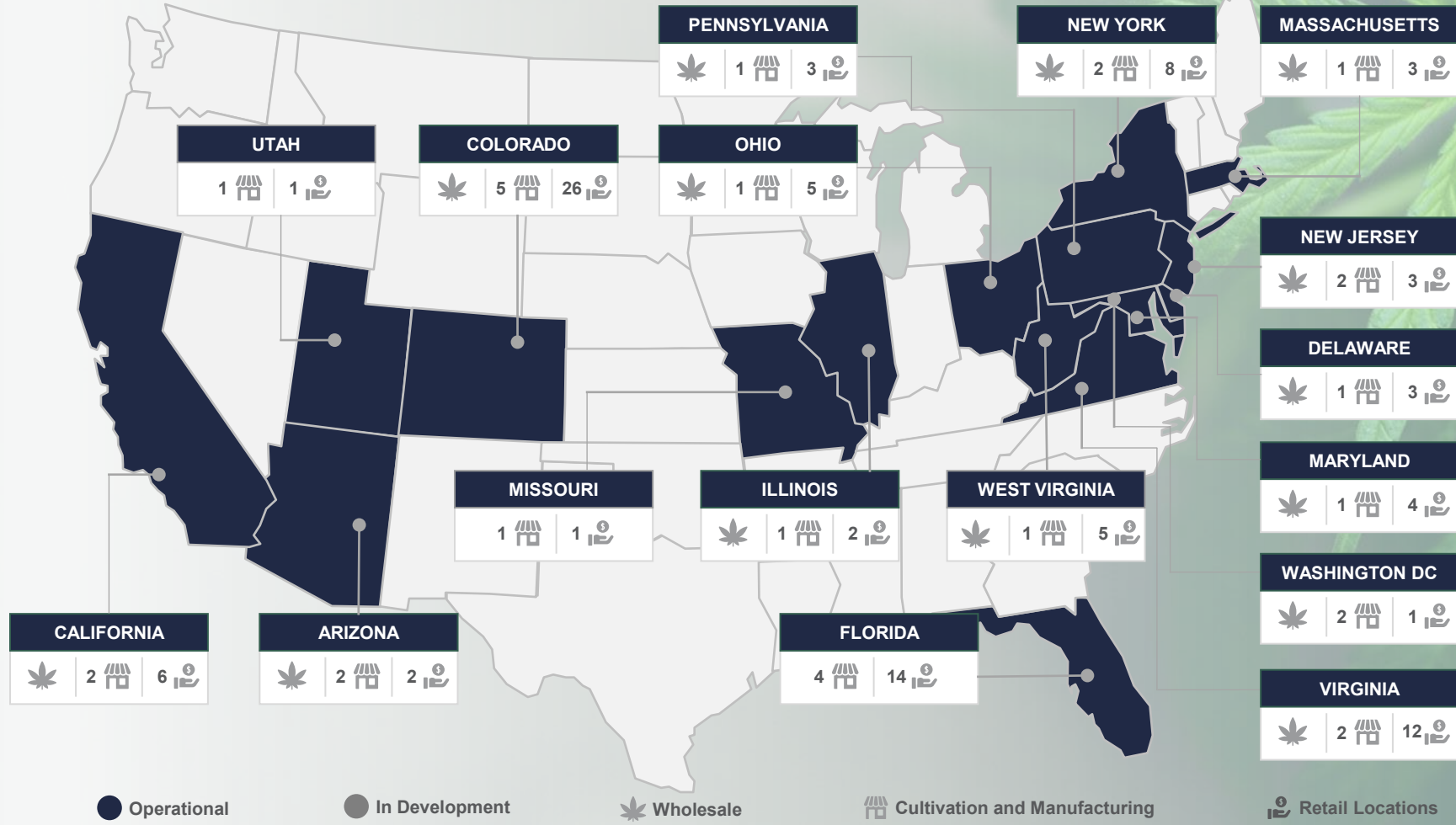
1) Pro forma facilities either open or under development; includes facilities where Columbia Care provides consultative services pursuant to the terms of a management services arrangement

2) Estimated Sales figures from BDSA Market Forecast as of May 16 2022, broker research, company estimates

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

4) Excluding changes in fair value of biological assets and inventory sold, under IFRS. See Q1 2019 Results.

VERTICAL INTEGRATION ON NATIONAL SCALE



Vertically Integrated from Coast to Coast



Wholesale Distribution in 14 Markets*



32 Cultivation and Manufacturing Facilities*

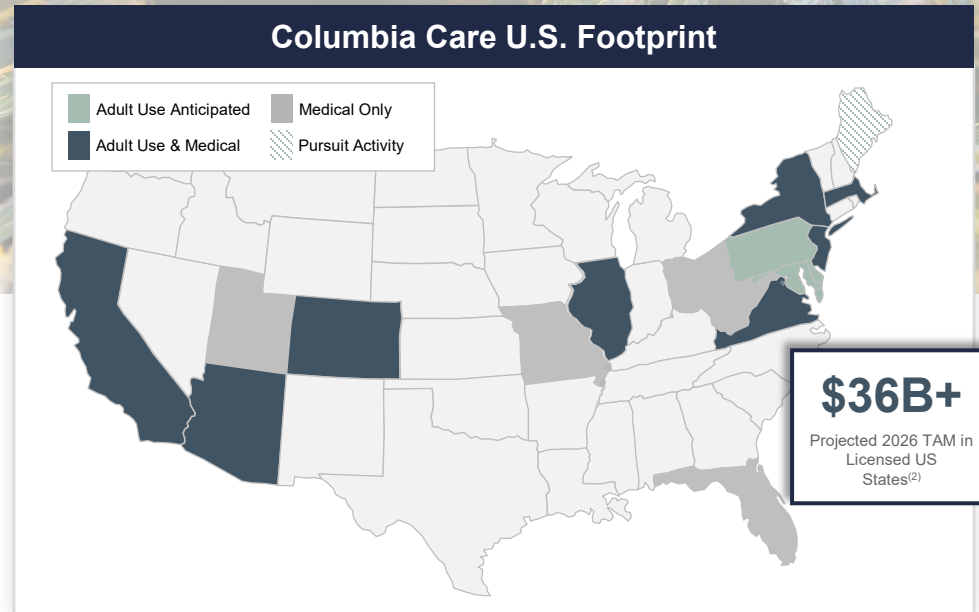


99 Retail Locations*
(84 Active / 15 In Development)
Locations in development in 2022:
VA - 8, WV - 1, NY - 4, NJ - 1, MD - 1

* Open or under development; includes facilities where Columbia Care provides consultative services pursuant to the terms of a management services arrangement; as of May 16, 2022

ONE OF THE MOST STRATEGICALLY POSITIONED MSOs

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



Columbia Care Addressable Market⁽²⁾

State	Population (M)	Est 2022 Sales (US\$M)	Est 2026 Sales (US\$M)	Status	Licenses
California	39.6	\$ 4,188.2	\$ 6,547.5	Both	Unlimited
Florida	21.3	\$ 2,318.8	\$ 3,356.9	Medical	Limited
Colorado	5.7	\$ 2,124.6	\$ 2,395.0	Both	Unlimited
Illinois	12.7	\$ 2,048.4	\$ 2,545.2	Both	Limited
Massachusetts	6.9	\$ 1,845.3	\$ 2,343.8	Both	Limited
Pennsylvania	12.8	\$ 1,607.7	\$ 2,197.8	Medical	Limited
Arizona	7.2	\$ 1,485.9	\$ 1,838.6	Both	Limited
New Jersey	8.9	\$ 792.2	\$ 3,000.0 ⁽²⁾	Both	Limited
Maryland	6	\$ 609.6	\$ 1,275.1	Medical	Limited
Ohio	11.7	\$ 507.5	\$ 1,374.8	Medical	Limited
Missouri ⁽³⁾	6.1	\$ 361.4	\$ 934.9	Medical	Limited
New York	19.5	\$ 189.2	\$ 5,000.0 ⁽²⁾	Both*	Limited
Utah	3.2	\$ 132.3	\$ 311.7	Medical	Limited
Virginia	8.5	\$ 78.5	\$ 3,000.0 ⁽²⁾	Both*	Limited
Washington DC	0.7	\$ 64.2	\$ 237.0	Medical	Limited
Delaware	1	\$ 42.3	\$ 132.9	Medical	Limited
West Virginia	1.8	\$ 18.1	\$ 51.8	Medical	Limited
TOTAL	173.6	\$ 18,414.2	\$ 36,543.0		

*Adult-use sales pending

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 launched in New Jersey in April 2022 and are expected in New York in 2023 and Virginia in 2024
- Columbia Care's expansive footprint is well positioned for the anticipated conversion of additional markets

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

2) Estimated Sales figures from BDSA Market Forecast as of March 2022, broker research, company estimates

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

Q1 2022 BUSINESS HIGHLIGHTS

Improving efficiencies and scaling across national portfolio



Performance Highlights

Generated Revenue of \$123 million, 46% Gross Margin and Adjusted EBITDA⁽¹⁾ of \$17 million

1

Nearly 700bps of Gross Margin improvement over the prior year, indicative of improved cultivation and greater proportion of in-house brands of retail sales

2

Adjusted EBITDA Margin⁽¹⁾ increased 931bps over the prior year, as markets such as Maryland, New Jersey and Virginia ramp and add to the bottom line

3

Added 5 new retail locations, including four in West Virginia and an additional location in Virginia; converted Brooklyn, NY retail location to Cannabist

4

Cultivation productivity continues improving with focus on potency and productivity (useable flower g/sqft) and standardized SOPs across platform

5

Improvement of retail share of internal brand sales; Columbia Care flower brands now represent 70% of sales in own dispensaries



FIRST QUARTER 2022 FINANCIAL HIGHLIGHTS

Robust growth on year-over-year basis

Revenue of
\$123.1M

**43% YoY
growth**

Gross Profit of
\$56.6M

**68% YoY
growth⁽¹⁾**

Gross Margin of
46.0%

**676bps YoY
increase⁽¹⁾**

Adj. EBITDA of
\$16.8M

**348% YoY
growth**

Reaffirming 2022 FY Outlook

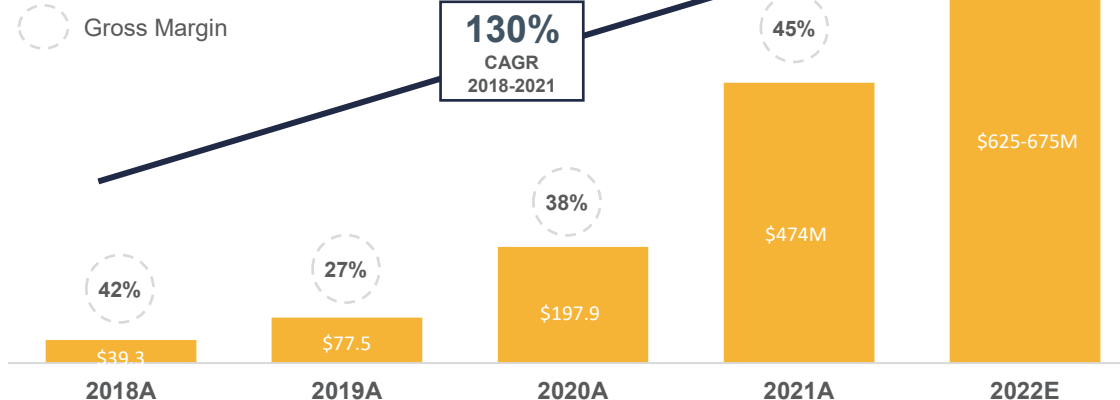
2022 Outlook⁽²⁾

Revenue:
\$625M - \$675M

Adj. EBITDA:
\$120M - \$135M

At this time, Columbia Care's 2022 outlook does not include any contribution from future acquisitions, nor does it assume any additional changes in the regulatory environment in markets where Columbia Care currently operates. This also excludes potential future market changes where a conversion from medical only to adult use is under consideration by a governor and/or legislature.

Annual Revenue Growth



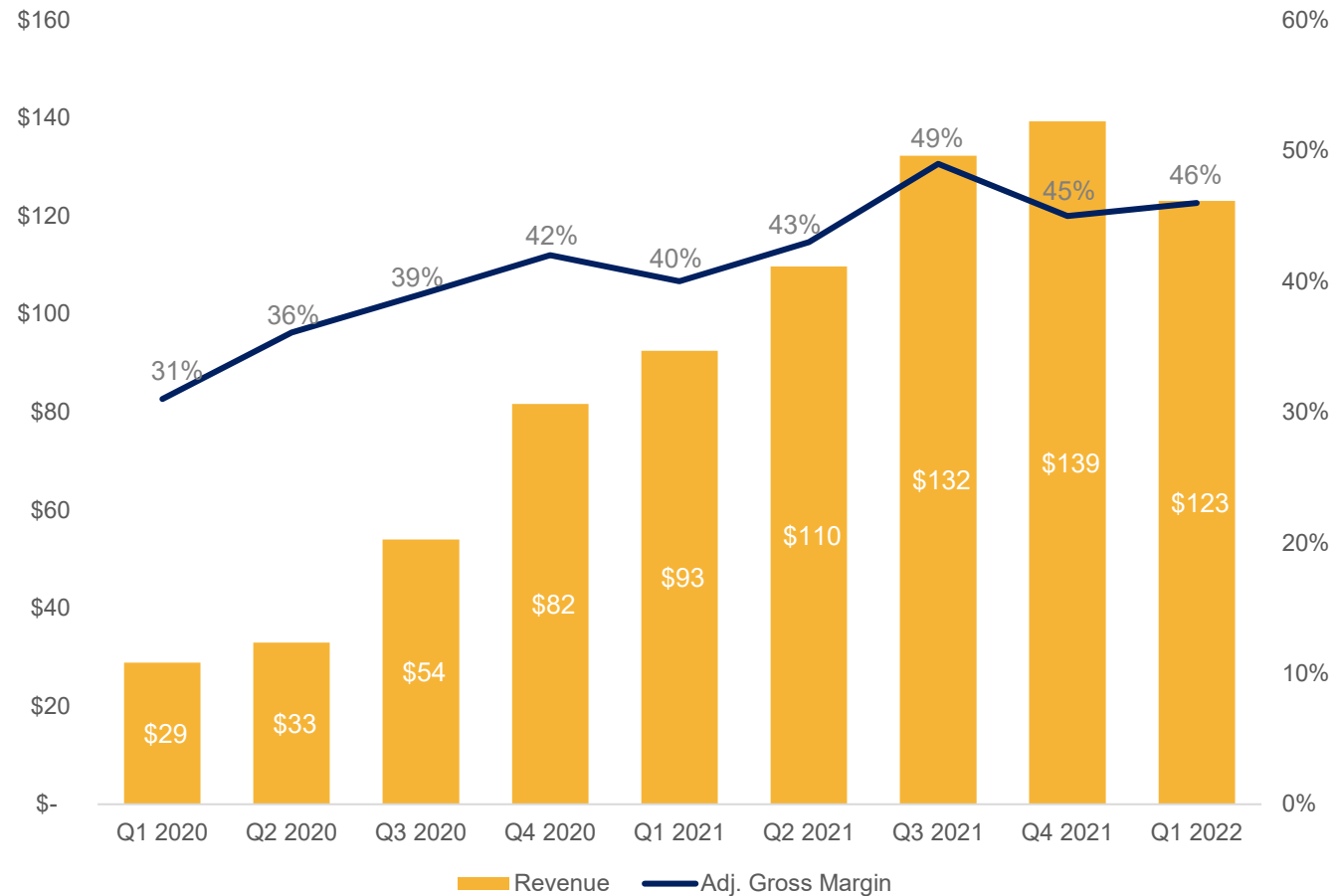
- 1) Comparison to Adjusted Gross Profit and Adjusted Gross Margin in Q1 2021, both non-GAAP figures
- 2) As of May 16, 2022. See the "2022 Outlook" section in the Company's Earnings Release dated May 16, 2022 for further details as well as "Financial Highlights" and "Caution Concerning Forward-Looking Statements" provided elsewhere in this presentation





REVENUE & GROSS MARGIN EXPANSION

From Q1 2020 to Q1 2022, Columbia Care has averaged ~22% sequential revenue growth and increased Adj. Gross Margin by ~1,500 basis points



Price and cost discipline led to positive margin trend QoQ

Q1 2022 Gross Profit of \$57M

Q1 2022 Gross Margin of 46%

Note: For the first six months of 2021, figures includes Ohio dispensary operations prior to close of the CannAscend transaction.

PROFITABILITY TRENDS BY MARKET

Profitability metrics throughout national portfolio



Top 5 Markets by Revenue

Q1 2022

California
Colorado
Massachusetts
Pennsylvania
Virginia

56%

Of Total Revenue for Q1 2022



Top 5 Markets by Adj. Gross Margin

Q1 2022

Delaware
Maryland
Massachusetts
Pennsylvania
Virginia

60%

Average Q1 2022 Adj. Gross Margin



Top 5 Markets by Adj. EBITDA

Q1 2022

Colorado
Maryland
Massachusetts
Pennsylvania
Virginia

68%

Of Total Adj. EBITDA for Q1 2022



Top 5 Markets by Adj. EBITDA Margin

Q1 2022

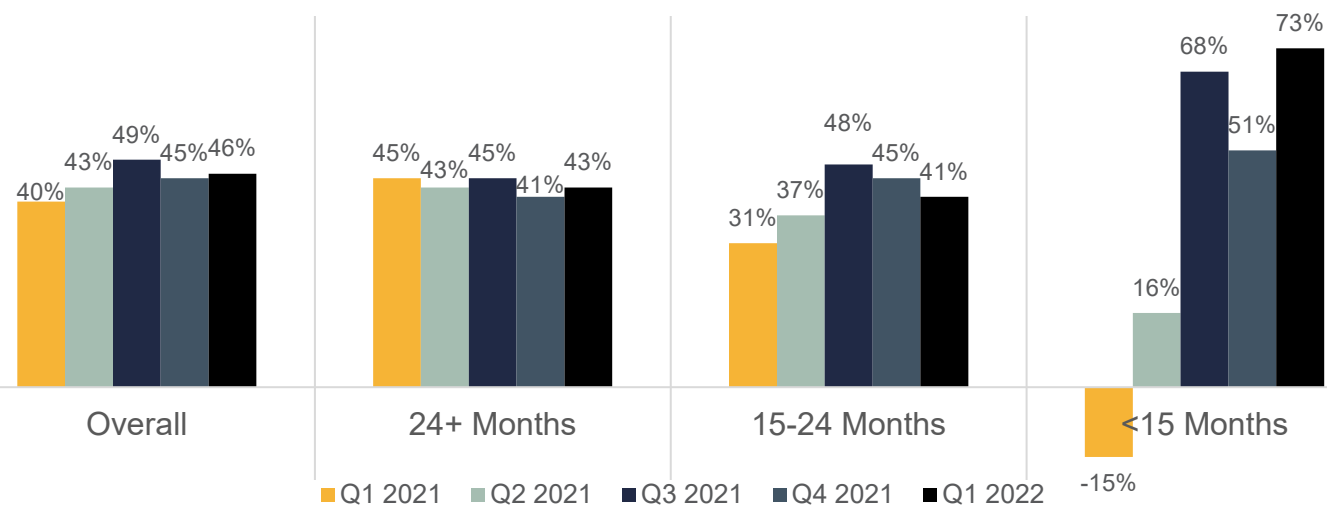
Delaware
Maryland
Massachusetts
Pennsylvania
Virginia

48%

Average Q1 2022 Adj. EBITDA Margin

Note: Markets listed alphabetically

Average Adj. Gross Margin* by Length of Market Operations



Margin Improvement Highlights

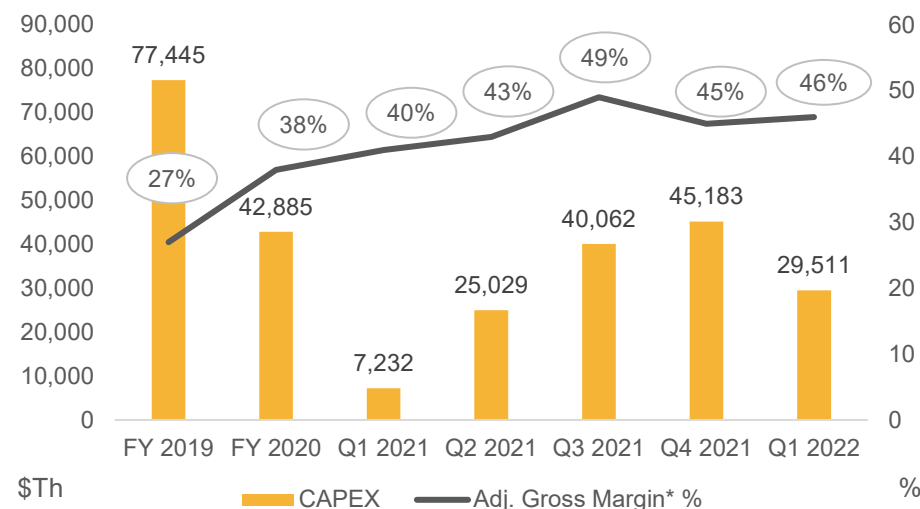
- ✓ **Utah, Missouri, Virginia** – newest markets open <15 Months are ramping, led by Virginia with significant QoQ improvement
- ✓ **New Jersey** – 1 retail location and 1 additional cultivation site under development
- ✓ **Florida** – continued scale and yield improvements and discounting discipline drove sequential improvement in basket size
- ✓ **California** – cultivation upgrades to increase yield, efficiency and quality of product in light of wholesale market softness and pricing pressure are nearly complete
- ✓ **Colorado** – cultivation improvements to increase yields, quality and utilization of manufacturing capacity; introduction of in-house brands subsequent to quarter end
- ✓ **Pennsylvania** – additional cultivation capacity and bringing in-house brands into market to improve margin and generate additional wholesale opportunities

* Excludes changes in fair value of biological assets and inventory sold for all periods presented, as well as \$1.4 million in Q3 2021 and Q2 2021 and \$0.1 million in Q1 2021 related to the mark-up of inventory acquired in acquisitions

GROWTH TRAJECTORY & 2022 CATALYSTS



CAPEX spend continues to generate returns as infrastructure comes online in operational markets, driving increasing gross margin



*Excludes changes in fair value of biological assets and inventory sold for all periods presented, including \$1.4 million in Q3 2021 and Q2 2021 and \$0.1 million in Q1 2021 related to the mark-up of inventory acquired in acquisitions

Multiple Catalysts Propelling Growth in 2022

Tripling canopy capacity in Vineland & adding 1 retail location in **New Jersey** as adult use ramps in 2022

Ramping cultivation & production capacity in ~1M sqft greenhouse in **New York** to be low-cost flower producer and major supplier to wholesale market

Canopy expansion of 10x and 8 additional retail locations to open in growing **Virginia** medical program, in advance of adult use transition

Expanded product offerings with focus on CO2 and edibles & operational improvements will continue to drive growth and profitability in **Florida**

Launched the state's largest wholesale operation and opened 4 retail locations, with 1 additional in development in **West Virginia**

Increased product offerings and expanded cultivation in **Ohio** (4x canopy expansion) & **Pennsylvania** (adding ~170k sqft total capacity)

Expanding branded product distribution and **Cannabist** retail network, expanding product distribution in **wholesale** channels

Ramping in newly opened markets of **Missouri, Utah & West Virginia**, will contribute to margin expansion in 2022

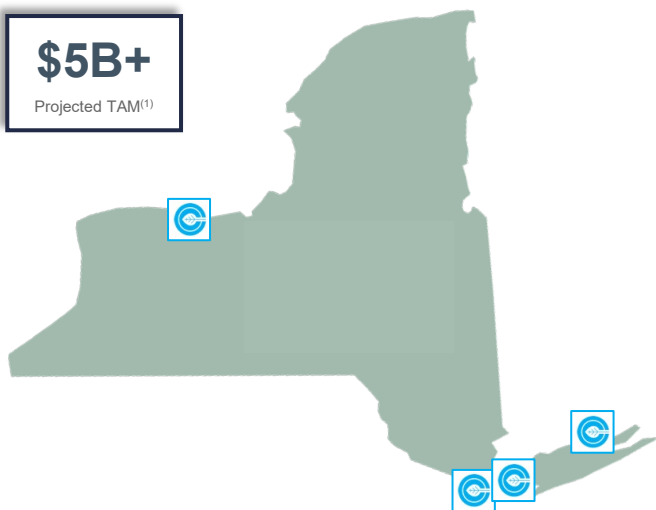


PRIORITY GROWTH MARKETS

Columbia Care in New York

\$5B+

Projected TAM⁽¹⁾



- 8 Retail Locations (4 Active, 4 In development)
- ~90k sqft Existing Cultivation & Production in Rochester and Phase 1 of Long Island greenhouse
- ~910k sqft Additional Cultivation & Production Capacity in Riverhead, NY; First Harvest Completed in Dec 2021

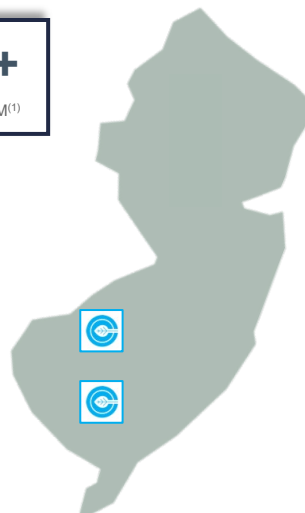
MARKET UPDATES

- On March 31, 2021 Legislation (S.854-A/A.1248-A) was signed, legalizing adult-use cannabis and expanding medical marijuana; adult use expected in 2023 and regulator recently communicated the intent for medical companies to wholesale to initial social equity retailers.
- Access to the medical cannabis program has expanded; whole cannabis flower entered market in October 2021
- Columbia Care is among existing Registered Organizations that will be able to operate up to 8 retail locations (5 medical + 3 co-located medical/adult-use) and remain vertically integrated

Columbia Care in New Jersey

\$3B+

Projected TAM⁽¹⁾



- 3 Retail Locations (2 Active, 1 In Development)
- ~50k sqft Existing Cultivation & Production Capacity in Vineland, NJ
- ~270k sqft Additional Cultivation & Production Capacity in development in Vineland, NJ

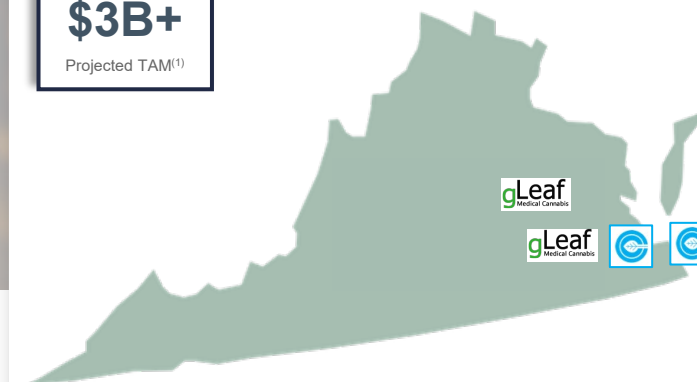
MARKET UPDATES

- Adult use began at two Cannabist locations in April 2022, on the first day of New Jersey adult use sales in the state.
- Columbia Care is among the existing medical operators able to operate up to 3 co-located retail locations, 2 cultivation facilities providing up to 150k sqft of cultivation canopy.
- Columbia Care will open 1 additional retail location in 2022 and expand canopy with second cultivation facility in Vineland.

Columbia Care in Virginia

\$3B+

Projected TAM⁽¹⁾



- 12 Retail Locations (4 Active, 8 In Development)
- ~147,765k sqft Existing Cultivation & Production Capacity
- ~30k sqft Additional Cultivation & Production Capacity

MARKET UPDATES

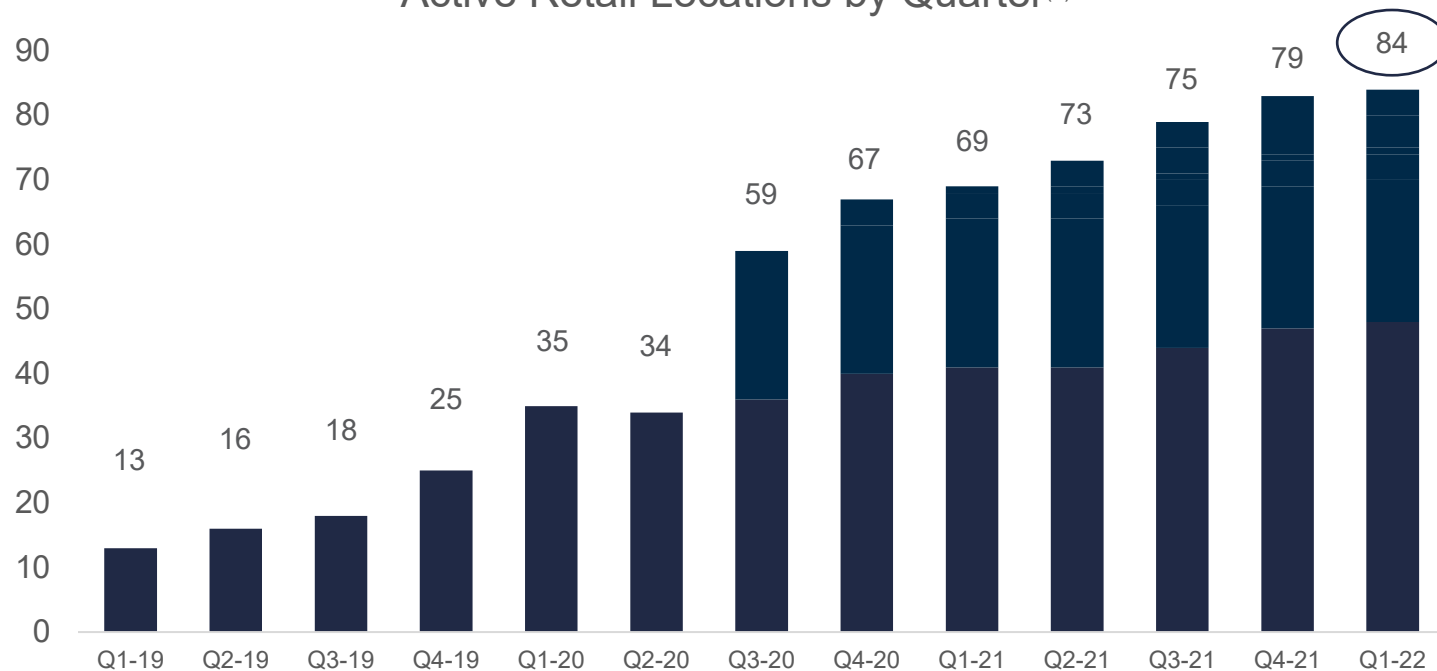
- New regulations take effect July 1, 2022 that will remove the state registration card process. Patients will be able to bring written certifications directly to dispensary, which is expected to facilitate a growth in rate of patient registrations.
- Adult-use sales awaiting final legislation with an official start date. Legalizing possession and personal cultivation without providing for legal commerce is increasing pressure on lawmakers to work across the aisle to put forth a plan for a retail market.
- Flower introduced to the medical market in September 2021

1) Estimated Sales figures from BDSA Market Forecast as of March 2022, broker research, Company estimates



EXPANDING RETAIL OPERATIONS

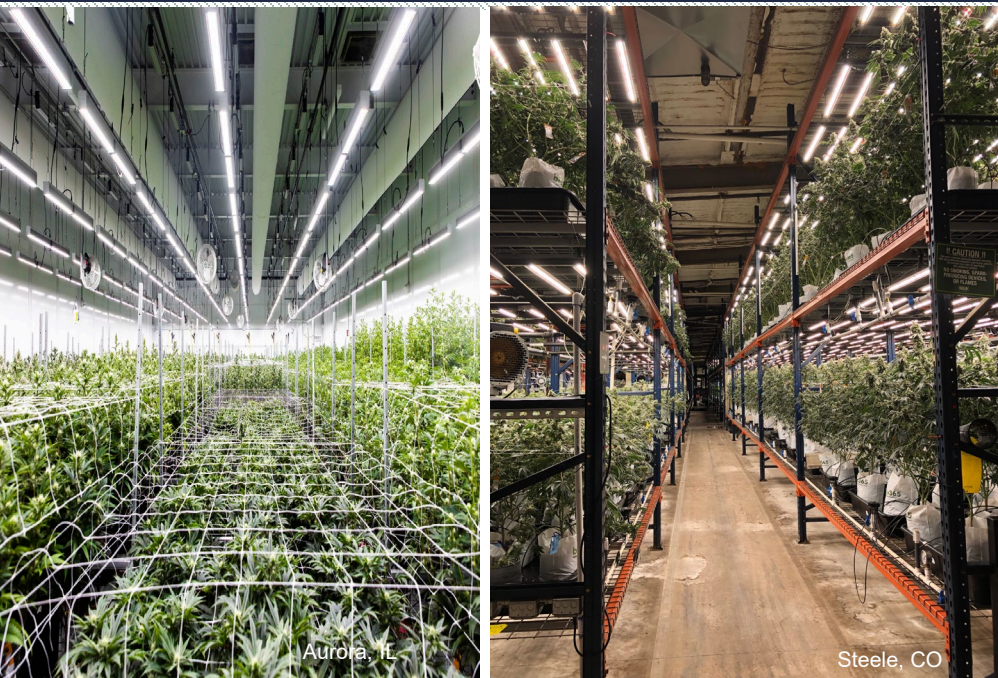
Active Retail Locations by Quarter⁽¹⁾



Retail Highlights

- Opened four Cannabist-branded retail locations in West Virginia in Q1
- Rebranded Brooklyn, NY and Chicago, IL retail locations to Cannabist; 31 Cannabists to date
- Opened retail location in the suburbs of Richmond, VA; 4 total in VA to date
- 15 additional retail locations in development in 2022 - VA: 8, WV: 1, NY: 4, NJ: 1 and MD: 1

¹⁾ Active implies first sale made. Dispensary count as of May 16, 2022



CULTIVATION HIGHLIGHTS

Lower Average Production Costs and Improving Quality



130K+

Incremental Sqft
Added in Q1 2022



693K+

Total Planned Sqft
Incremental Capacity



65 grams

Average Yield per Sqft
(DWE per harvest)

Key Cultivation Upgrades & Expansions

Market	Status	Notes
AZ	Ongoing	Tempe Manufacturing facility to be completed in 1H 2022
CA	Complete	LED installation to increase yield and efficiency 100% complete
CO	Complete	Completed all planned CAPEX spend/capital improvements in indoor Steele, CO facility. Improvements to outdoor grow materializing with harvest that began in late Q3 2021
FL	Ongoing	Phase I of Alachua facility and canopy upgrades completed. Phase II to complete 1H 2022.
MA	Ongoing	Upgrades to manufacturing and processing equipment, evaluating options for additional canopy
NY	Ongoing	Cultivation operations for Phase I complete, subsequent design and construction phases to underway in 2022
NJ	Ongoing	Second cultivation facility in Vineland II is under construction to complete Phase I in 1H 2022
OH	Complete	Phase I of incremental canopy construction completed Q1 2022. Phase II to be completed in 1H 2022
PA	Ongoing	Phase I expansion of gLeaf cultivation facilities to be completed in 1H 2022
VA	Ongoing	Construction of cultivation expansion to complete 1H 2022
WV	Complete	Cultivation operations began in July 2021. Assessing a second site to expand canopy in WV.

LOW-COST CULTIVATION, EFFICIENT & SCALABLE PRODUCTION

32 facilities with +2 million sq. ft of cultivation and manufacturing capacity

Jurisdiction	Facility Count	Total Size (sqft)	Status
Arizona	2	34,800	Operational
California	2	81,600	Operational
Colorado	6	185,253	Operational
Delaware	1	20,000	Operational
Florida	4	105,373	Operational
Illinois	1	32,802	Operational
Maryland	1	42,000	Operational
Massachusetts	1	38,890	Operational
Missouri ⁽¹⁾	1	12,630	Operational
New Jersey	2	320,724	Operational
New York	2	148,346 650,000 ⁽²⁾	Operational <i>Under development</i>
Ohio	2	117,722	Operational
Pennsylvania	1	230,500 43,500	Operational <i>Under development</i>
Utah	1	11,371	<i>Under development</i>
Virginia	2	147,765	Operational
Washington DC	2	16,591	Operational
West Virginia	1	39,293	Operational
Total	32	2,278,710	



1) Consultative services provided pursuant to the terms of a management services arrangement
 2) Phase One of Riverhead, NY greenhouse facility is operational; first harvest began in December 2021

FINANCIAL HIGHLIGHTS

(in US\$ thousands)	FY 2021A	Q2 2021A	Q3 2021A	Q4 2021A	Q1 2022	2022 Guidance
P&L / Cash Flow						
Revenue	460,080	109,744	132,322	139,276	123,087	\$625M - \$675M
Adj. EBITDA	57,852	16,422	24,771	20,592	16,832	\$120M - \$135M
Interest Expense	30,014	5,622	8,057	11,314	11,244	
Capital Expenditure	117,506	25,029	40,062	45,183	29,511	
Balance Sheet						
Cash	82,198	148,750	116,931	82,198	168,424	
PP&E	339,692	213,138	258,885	339,692	355,968	
Total Assets	1,376,512	1,365,395	1,372,490	1,376,512	1,482,443	
Total Liabilities	825,689	763,486	810,784	825,689	952,743	
Shareholder's Equity	550,823	601,909	561,706	550,823	529,700	

Note: Results are reported in US GAAP; Q2 2021 Revenue and Adjusted EBITDA (Non-GAAP) are presented as Combined metrics, including the Ohio assets prior to close of the CannAscend transaction on July 1, 2021

FIRST QUARTER 2022 STATE HIGHLIGHTS

Top 5 Markets by Revenue: California, Colorado, Massachusetts, Pennsylvania, Virginia

Top 5 Markets by Adjusted EBITDA: Colorado, Maryland, Massachusetts, Pennsylvania, Virginia

Market	Commentary
California	<ul style="list-style-type: none"> • Manufacturing focus on AMBER Live Resin, Triple Seven and Seed & Strain vapes • DTLA upgrades complete to increase yield and efficiency • Improvement in useable flower realized during the quarter: 10% growth QoQ in g/sqft
Colorado	<ul style="list-style-type: none"> • 55% QoQ increase in EBITDA; sequential wholesale revenue decline resulting from tough comparison to Q4 with record outdoor harvest • Cultivation upgrades complete for Steele facility; first crops have seen significantly greater yield – increased useable flower per sqft 52%YoY • Reduction of SKUs in effort to focus production on high demand/margin products and increase throughput
Florida	<ul style="list-style-type: none"> • Optimized inventory in stores; dispensary sales steadily increasing and more product varieties available • Focus on expanding CO₂ product lines, increasing edibles and other manufactured products • YoY Gross Margin improvement of ~1,200bps • Integration of Alachua greenhouse site, expecting Q2 2022 turnover
Illinois	<ul style="list-style-type: none"> • Production improvement resulting in >30% THC products and strong terpene profiles • Focus on automation in manufacturing facilities • Focus on dispensary partnerships to increase transactions
Massachusetts	<ul style="list-style-type: none"> • Implemented institutionalization of wholesale supply chain, automation, Cannabist rebranding and adult-use ramp in Boston • Gross Margin increased ~200bps sequentially in Q1 2022 • Streamlining kitchen products to supply adult-use and medical menus and wholesale; automation implemented
New Jersey	<ul style="list-style-type: none"> • Adult-use implemented at two existing Cannabist dispensaries on April 21, 2022 • Manufacturing approval expected in Q3 2022; more internal products to market • Some wholesale product held back in Q1 2022 in preparation for launch of Adult Use sales in April

FIRST QUARTER 2022 STATE HIGHLIGHTS

Top 5 Markets by Revenue: California, Colorado, Massachusetts, Pennsylvania, Virginia

Top 5 Markets by Adjusted EBITDA: Colorado, Maryland, Massachusetts, Pennsylvania, Virginia

Market	Commentary
New York	<ul style="list-style-type: none"> • Ramp up of cultivation at Riverhead cultivation facility in 2022 as medical market expands and preparations made for adult use • Converted Brooklyn location to Cannabist in Q1 2022 • YoY Gross Margin improvement of 200bps and Adjusted EBITDA margin of 800bps
Ohio	<ul style="list-style-type: none"> • Gross margin and EBITDA growth driven by better flower and products in market; Gross Margin and Adj. EBITDA both up ~300bps QoQ • Canopy expansion in Mt. Orab underway; canopy expanded nearly 4x previous levels • Useable flower up 13% QoQ and patient satisfaction with strains improved; transactions increased; • Strong wholesale relationships; Columbia Care flower in almost all dispensaries in the state
Pennsylvania	<ul style="list-style-type: none"> • Additional 174K sqft of cultivation capacity under development in Saxton, PA; Phase I expected to be completed in 1H 2022 • Awaiting final approval for introduction of additional brands to the market • Adjusted EBITDA Margin increased 300bps sequentially in Q1 2022, indicating a rebound from Q4 2021 softness
Virginia	<ul style="list-style-type: none"> • Cultivation expansion of nearly 10x is underway to meet demand with growing medical program, including whole flower • Opened Virginia Beach dispensary in Q1 2022; 8 additional retail locations in development for a total of 12 retail locations • Working with all licensed operators in the state to continue to build wholesale opportunities
West Virginia	<ul style="list-style-type: none"> • Four retail locations opened in Q1 2022 • First harvest in Q1 2022; manufacturing site also authorized in 2H 2021 • Strong wholesale opportunities for cultivation and processing sites • Garden ramping up; supplying dispensaries to open in 2022



FLOWER
SEED & STRAIN

SEED & STRAIN
CANNABIS CO
1/8 OZ FLOWER

SEED & STRAIN
FLOWER
1/8 OZ FLOWER

SEED & STRAIN
CANNABIS CO
1/8 OZ FLOWER

TRIPLE SEVEN
1. Triple Seven Brand was born and bred in California, where we could not wait 7 to purchase. All flower is locally grown.
2. Facility: Advanced Indoor Cannabis Cultivation Facility.
3. Genetics: Our state-of-the-art cultivation system and our proximity to the climate results in a better experience.
4. Genetics: We grow our highest quality genetics.
5. Production: Advanced production created and perfected by our in-house cultivators, deliver the highest level of quality.
6. Production Process: Streamlined and perfected by our team of over 50 years of experience.
7. Production Process: Streamlined and perfected by our team of over 50 years of experience.

TRIPLE SEVEN
Now Available



BRANDS

A HIGHER KNOWLEDGE

CANNABIST

Tempe, AZ

CANNABIST EXPANSION



Columbia Care's new retail storefront experience is centered on making shopping simple and approachable for the vast range of experience levels as cannabis use is normalized and legalized across the U.S., with knowledgeable staff and technology-enhanced interaction.

31 Cannabist Locations Open to Date

- Tempe, AZ
- San Diego, CA
- Villa Park, IL
- Lowell, MA
- Springville, UT
- Boston, MA
- Deptford, NJ
- Hermann, MO
- All 14 FL locations
- Virginia Beach, VA
- Williamstown, WV
- Beckley, WV
- Brooklyn, NY
- St. Albans, WV
- Morgantown, WV
- Chicago, IL
- Vineland, NJ
- Portsmouth, VA

Near-term Pipeline

1 West Virginia location

Early Insights - Cannabist Rebrand Impact

Villa Park, IL Case Study⁽¹⁾

- +15% increase in revenue
- +19% increase in number of transactions
- Top 3 all-time highest weekly sales occurred since rebrand



1) Comparison of first 7 full weeks of operation as Cannabist to prior 7 weeks of operation prior to rebrand

BUILDING NATIONAL BRAND AND PRODUCT PORTFOLIO

Growing our proprietary brand footprint through expanded market penetration and wholesale reach



In-house brands accounted for nearly 70% of all flower sold at Columbia Care owned dispensaries in Q1 2022



Wholesale SKU distribution expanded to 14 markets in 2021



Columbia Care house brands are currently available in 16 markets, expected to reach all operational markets by Q3 2022



Columbia Care currently has 55 different product categories across its house brands





AWARD-WINNING PRODUCTS & SERVICES



High Times Cannabis Cup Illinois 2021

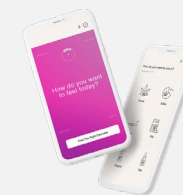
- Hybrid Flower 1st Place: Triple 7, Rainbow Runtz
- Indica Flower 2nd Place: Seed & Strain, Velvet Glove
- Pre-Roll 2nd Place: Seed & Strain, Cherry Chem
- Sativa Flower 3rd Place: Triple 7, Tropical Runtz

**SEED &
STRAIN**
CANNABIS CO



Clio Cannabis Awards 2021

- Clio Cannabis Bronze Award: Forage, Digital/Mobile E-Commerce Category



WEEDCon 2021 Harvest Cup

- Best Flower - Hybrid: Triple 7, Peanut Butter Breath



MarCom 2021

- Gold Award: Forage, Mobile Buying Experience Category
- Platinum Award: Cannabist, Branding Refresh Category



SEED & STRAIN™

ESTD CANNABIS CO 2020

ROOTED IN LAND & HARVESTED BY HAND

Upscale yet accessible, Seed & Strain is the most widely distributed brand across the entire portfolio.

Seed & Strain demonstrated a 4% QoQ increase within the flower category and accounts for 16% of all flower brands sold at Columbia Care affiliated retail locations as of Q1 2022 and 20% of brand revenue share among all vape brands sold at Columbia Care dispensaries.

By year-end 2022, Seed & Strain will be available in 15 markets





THE PERFECT BALANCE OF ART AND SCIENCE.

Our Cannabis is at the uppermost end of the quality spectrum, and our strains are unwavering in consistency. We've gone above and beyond the highest industry standards to cultivate the best strains that deliver every time.

Our ultra-premium brand has national penetration and is now available in 6 markets with 3 additional planned by Q3 2022.

In the markets where available, 6 of the top 10 flower products sold by revenue are Triple Seven.

In Q4, Triple Seven won multiple awards in the Illinois High Times Cannabis Cup, including 1st Place Hybrid Flower and 3rd Place Sativa Flower





AMPLIFY TODAY

Classix is our every day, timeless lifestyle brand that celebrates incredible cannabis moments shared with friends

Classix is now available in 13 markets, with additional states expected in 2022. Classix successfully launched in 5 markets (AZ, MA, IL, DE, & NJ), and represented the single largest launch week for a brand in Columbia Care history totaling 12% of all sales on day 1, and 14% of all sales after the first week*. The launch of Classix also marked industry's widest multi-state flower brand launch in a single day.

In Q1 2022, Classix generated 18% revenue growth QoQ.



*Note: For markets in which the product is available



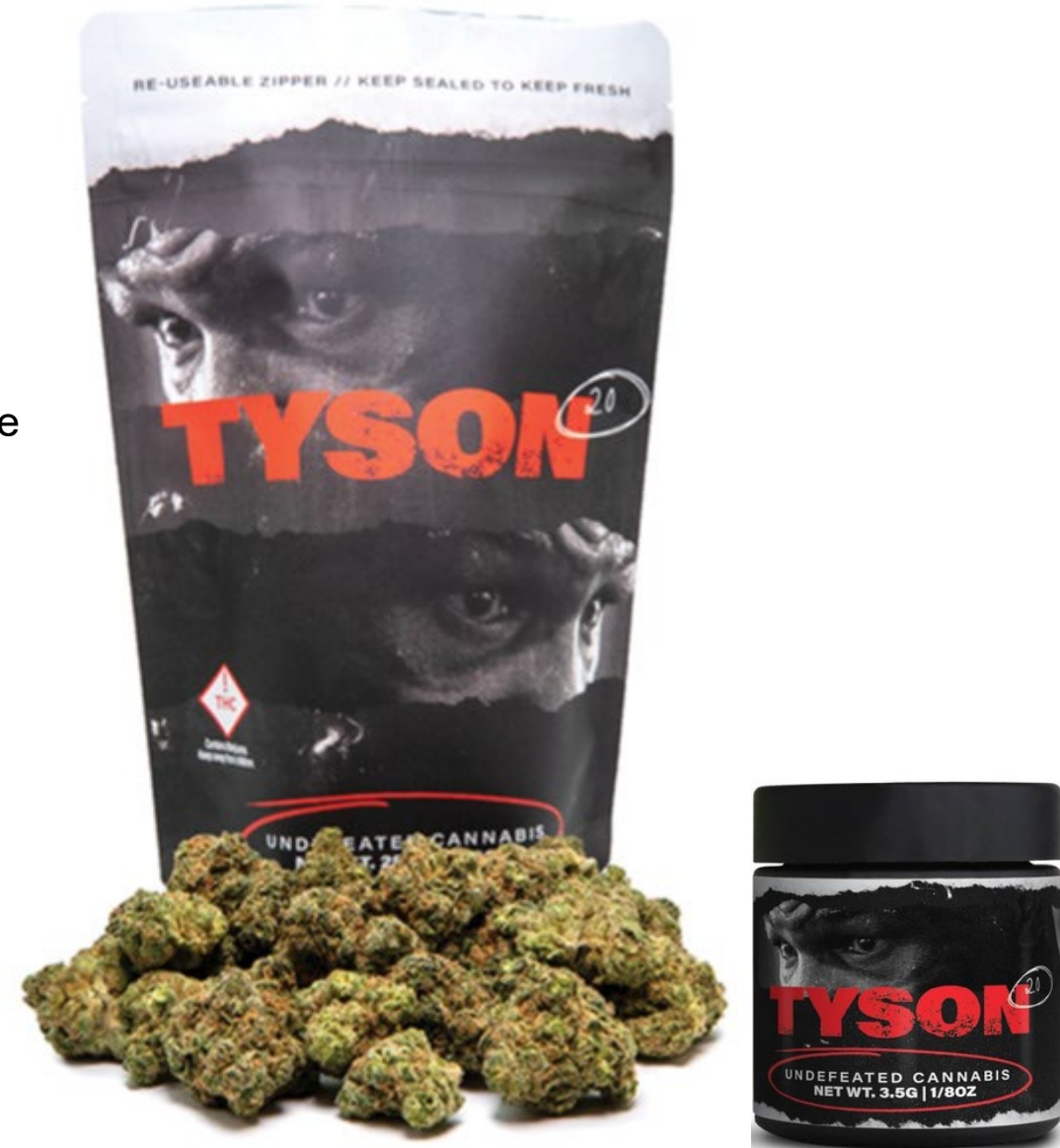
TYSON IS BACK.

Tyson 2.0 is an extraordinary balance of premium and affordable, full-spectrum cannabis flower, concentrates, and consumables available at retailers nationwide. Tyson 2.0 launched with Columbia Care as its exclusive national cultivation and manufacturing partner

Tyson 2.0 currently offers 3.5g flower, a 0.5g pre-roll and 28g flower and is sold through both our wholesale and retail channels

Tyson 2.0 launched in December 2021 and is currently available in eight Columbia Care markets: CA, CO, DE, DC, MD, IL, MA and OH. We expect to introduce Tyson 2.0 to additional markets in 2022.

In Q1 2022, Tyson 2.0 saw 352% revenue growth QoQ, with whole flower accounting for 85% of Q1 sales.



AMBER

Formulations crafted by connoisseurs
Vibes crafted by you

AMBER is now offered across Delaware, Massachusetts, and California in whole shatter, shatter vapes, and live resin vapes. Will launch in Arizona, Colorado, Ohio and Pennsylvania in 2022.

California launched AMBER Diamonds and Live Sauce, two elevated concentrates that will situate AMBER as a sophisticated concentrates brand.

With more markets receiving new extraction equipment and training, we expect additional markets to be able to support the AMBER brand.

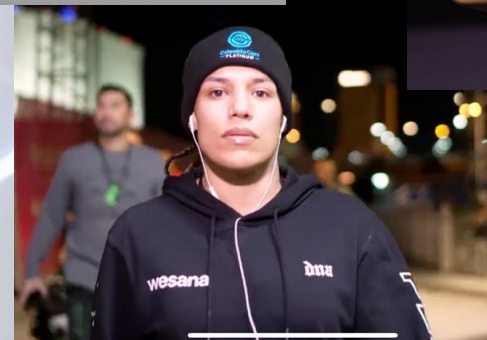
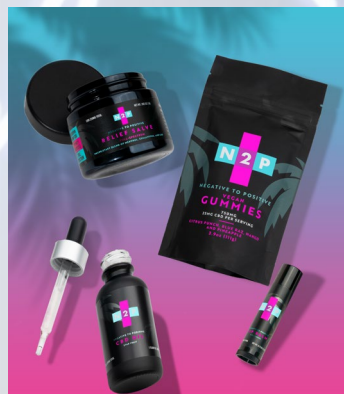


BRAND PARTNERSHIPS

Launching new product lines and strategic partnerships



- Committed to partnering with brands that have built engaged communities and loyal customer bases, we have product lines and strategic partnerships with Pitbull and Mike Tyson, as well as partnerships with the Professional Fighters League (PFL) and UFC Champion Julianna Peña
- 2022 marks Columbia Care’s second year as the exclusive Cannabis / CBD sponsor of the PFL, which is aired in prime time in the U.S. on ESPN and ESPN+



ENERGETIC

EUPHORIC

A RETAIL PLATFORM BUILT FOR CONTINUOUS INNOVATION

How do you want to feel today?

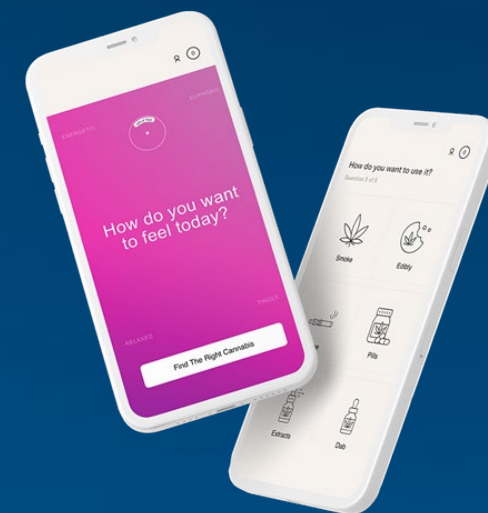
Technology and efficiency innovation will continue to heighten the in-store and at-home shopping experience at Cannabist and create an all-encompassing ecosystem from home to dispensary and online.

Forage is our award-winning online cannabis discovery tool that matches strain and product recommendations to how you want to feel. We are the first cannabis company to bring a technology solution like this to the market that offers a truly unique consumer experience.

Since the launch of Forage in June 2021, we have seen increased adoption on mobile and in the way the product is being leveraged in stores. We are continuing to explore opportunities around branded advertising and engaging content.



RELAXED



TINGLY



Columbia Care™