# CANNABIS STRATEGIES ACQUISITION CORP.

NEO: CSA.A, CSA.WT, CSA.RT; OTC: CBAQF

MARCH 2019

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Forward-looking statements are based on the opinions and estimates of management of CSA, the Sponsor or their respective affiliates, as the case may be, as of the date such statements are made, and they are subject to known and unknown risks, uncertainties, assumptions and other factors that may cause the actual results, level of activity, performance or achievements of the Company, the Sponsor or their respective affiliates, as the case may be, to be materially different from those expressed or implied by such forward-looking statements. Although management of the Company, the Sponsor or their respective affiliates, as the case may be, believe the assumptions and analysis underlying such statements are reasonable as of the date hereof, you are cautioned not to place undue reliance on these statements.

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#### Definition and Reconciliation of Non-GAAP Measures

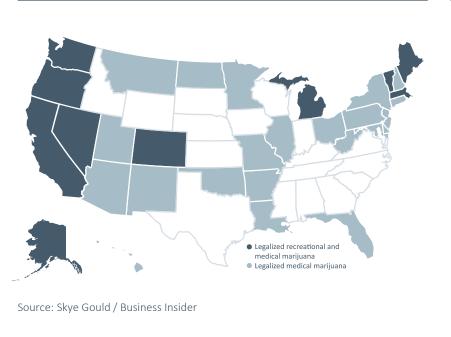
The Target Businesses report certain non-International Financial Reporting Standards ("IFRS") measures that are used to evaluate the performance of such businesses and the performance of their respective segments, as well as to manage their capital structure. As non-IFRS measures generally do not have a standardized meaning, they may not be comparable to similar measures presented by other issuers. Securities regulators require such measures to be clearly defined and reconciled with their most directly comparable IFRS measure.

#### Adjusted EBITDA

Adjusted EBITDA represents income (loss) from operations, as reported, before interest, tax, and adjusted to exclude extraordinary items, non-recurring items, other non-cash items, including stock based compensation expense, depreciation, and the non-cash effects of accounting for biological assets and inventories, and further adjusted to remove acquisition related costs.

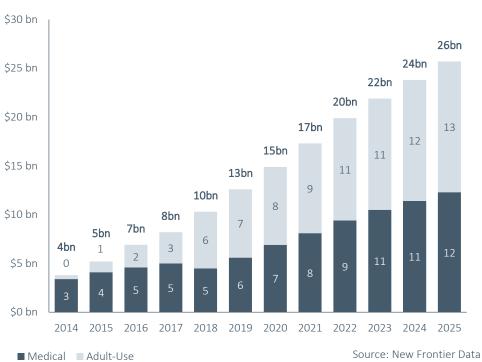
Please see the Appendix for an illustration of CSA's calculation of Adjusted EBITDA and reconciliation to IFRS figures.

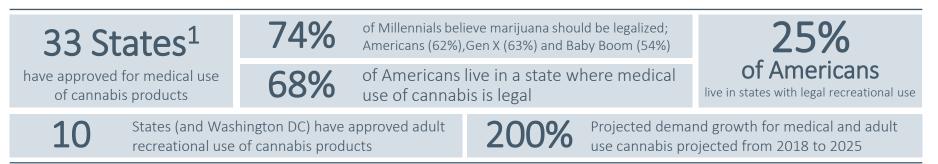
# Overview of US Cannabis Space



### States Where Marijuana Is Legal

U.S. Total Legal Cannabis Demand Projections (2014-2025, US\$)





Source: http://www.pewresearch.org/fact-tank/2018/10/08/americans-support-marijuana-legalization/

http://worldpopulationreview.com/states/

(1) Including Washington, D.C.

- Financial Strength
- Multi-state operator portfolio generated C\$30m of 2018E Adjusted EBITDA<sup>1</sup>

 CSA trades at significant peer discount despite industry-leading 2018 Revenue and Adjusted EBITDA<sup>1</sup>, strong 2019E growth, and, following closing, being one of the few cannabis companies to internally generate capital that can be used for investments and strategic M&A

• Historical CSA financial results are based on multiple years of audited financial statements at each of 5 target companies



- Focus on execution and disciplined growth "cluster and penetrate" in core geographies
- Buy best-in-class businesses creatively, at the right price
- **Execution** Generate organic growth through business improvement / implementing best practices of seasoned operators



- We believe cannabis is a highly regulated brand business strong brands are core to our success
- Disciplined approach to creating strong regional clusters implies strong regional brands
- ng CSA corporate rebranding is a key element of post-closing corporate positioning

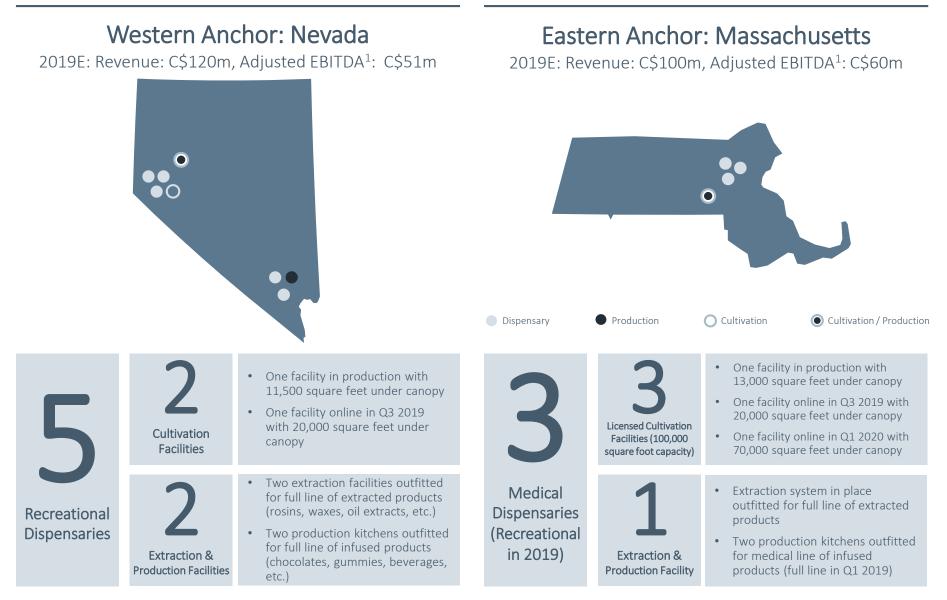


- Talent is a scarce commodity in cannabis and CSA has superior talent in areas essential for success
- Financial Management: Superior financial management and strategy in CEO and COO
- Operations: Acquired best-in-class cannabis operating talent with Anchor targets, and intends to continue with future acquisitions
- Talent

Source: Company estimates

Note: Assumes exchange rate of 0.745. Estimates are based on the low-end of ranges disclosed in the final prospectus.

(1) Please see page 2 for the definition of Adjusted EBITDA



Source: CSA and Target Company estimates

Note: Assumes CAD/USD exchange rate of 0.745. Estimates are based on the low-end of ranges disclosed in the final prospectus.

(1) Please see page 2 for the definition of Adjusted EBITDA

### Anchor Brand Portfolio



# Summary Capital Usage

- Acquisition of 5 businesses for total transaction value of C\$300.5m C\$92.5m cash, C\$145.4m in stock (7.6m CSA shares), and C\$62.6m of promissory notes
- Each seller took a combination of cash, stock and vendor financing
- >35% of the consideration is being paid in shares, aligning incentives for all stakeholders

#### Total Consideration (in millions, C\$)

Cash Consideration	92.5
Value of shares issued to vendors	145.4
Debt issued to vendors	62.6
Total purchase price	300.5

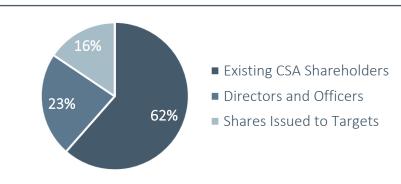
#### Pro Forma Capital Structure (in millions, C\$)

Cash on hand post transaction <sup>1</sup>	37.2
Debt outstanding	62.6
Equity capital structure (shares, millions)	
Total Fully Diluted Share Count (Treasury Stock Method) <sup>2,3</sup>	32.7

### Key Deal Metrics (in millions, C\$)

	2018E	2019E
Pro-forma revenue	95	240
Purchase price / Pro-forma revenue	3.2x	1.3x
Pro-forma Adjusted EBITDA <sup>4</sup>	30	130
Purchase price / Pro-forma Adjusted EBITDA <sup>4</sup>	10.0x	2.3x

#### Pro-Forma Ownership<sup>3,4</sup>



#### Source: CSA and Target Company estimates

Note: Assumes share price of C\$19.09, CAD/USD exchange rate of 0.745, and no redemptions. Estimates are based on the low-end of ranges disclosed in the final prospectus.

- (1) Based on restricted cash & short-term investments at 9/30/2018 of C\$135.7m minus aggregate cash consideration of C\$92.5m and estimated transaction costs of C\$6.0m
- (2) Includes 17.2m CSA shares outstanding, 7.6m shares issued to vendors, 16.4m warrants outstanding (C\$11.50 strike), and 1.4m shares represented by rights outstanding assuming a C\$19.09 stock price
- (3) Net dilution calculated from 42.5m fully diluted shares reduced by 9.9m shares per the Treasury Stock Method
- (4) Please see page 2 for the definition of Adjusted EBITDA

# Anchor Portfolio Overview

Target Name	Key Assets	Description
SIRANATURALS	<ul> <li>1 Cultivation / Production Facility</li> <li>3 Dispensaries</li> </ul>	<ul> <li>Producer and seller of medical cannabis products in Massachusetts</li> <li>Licensed to operate as a Registered Medical Dispensary, allowing the company to possess, cultivate, process, dispense and sell medical and adult-use cannabis</li> <li>Products include cannabis and cannabis products, including oil, edibles, and vaporizers</li> </ul>
WASHOE WELLNESS	• 1 Cultivation / Production Facility	<ul> <li>Cultivator, producer, and distributor of cannabis in Nevada, specializing in premium products</li> <li>Licensed to possess, cultivate, process, and dispense and sell medical and adult-use cannabis</li> <li>Products include cannabis and cannabis oil, derived from over 30 different strains of cannabis</li> </ul>
Canopy NV	• 2 Dispensaries	<ul> <li>Two dispensaries in the city of Reno, Nevada</li> <li>The first dispensary (downtown Reno) opened for medical sales in Q1 2017, with adult use recreational sales following in Q3 2017</li> <li>Adult use recreational sales for the North Valleys location began in Q3 2018</li> <li>Licensed to sell both medical and adult-use cannabis</li> </ul>
the dispensary LivFree Wellness	<ul> <li>3 Dispensaries</li> <li>Licenses: 2 Production and 2 Cultivation Facilities</li> </ul>	<ul> <li>Operates three dispensaries in the state of Nevada</li> <li>Separately licensed to operate additional facilities (two production facilities and two cultivation facilities)</li> <li>Dispensaries opened throughout 2016 and 2017</li> </ul>
CannaPunch NV	• Multiple brands and Licences	<ul> <li>Manufacturer and distributor of cannabis-infused products in Nevada</li> <li>CSA purchase entitles CSA the rights to CannaPunch brands across the U.S. outside of Colorado</li> <li>Key brands include CannaPunch (beverages), Highly Edible (gummies), Dutch Girl (edible), Nordic Goddess (topical salve), and Tumbleweed (oil and other extracts)</li> <li>CannaPunch has licensed manufacturing operations for cannabis products in Nevada</li> </ul>

### **Anchor Portfolio**

- Acquiring 5 businesses with positive 2018 Adjusted EBITDA<sup>1</sup> resulting in vertically integrated operations in Massachusetts and Nevada to serves as anchors for future expansion in the Western and Eastern US
- All Anchor businesses produced multiple years of audited financials, indicating quality of processes and controls
- Targeted 2018 Revenue and Adjusted EBITDA<sup>1</sup> of C\$95-105m and C\$30-35m
- Targeted 2019 Revenue and Adjusted EBITDA<sup>1</sup> of C\$240-260m and C\$130-140m

	Target	Revenue	Target Adjusted EBITDA <sup>1</sup>	
-	2018	2019	2018	2019
Washoe (NV)	10 – 15	30-40	5 – 6	15 – 20
LivFree (NV)	40 - 45	50 - 60	10 - 13	20-30
Canopy (NV)	15 – 20	20 – 25	5 – 6	6 - 10
Sira (MA)	15 – 20	100 - 120	4 – 5	60 - 70
CannaPunch (NV)	7 - 10	20 – 25	4 – 5	10 - 15
Estimated Pro Forma Target Portfolio Combined	95 - 105	240 - 260	30 - 35	130 - 140

#### Selected 2018 - 2019 Targeted Consolidated Financials (in millions, C\$)

Note: Assumes CAD/USD exchange rate of 0.7450

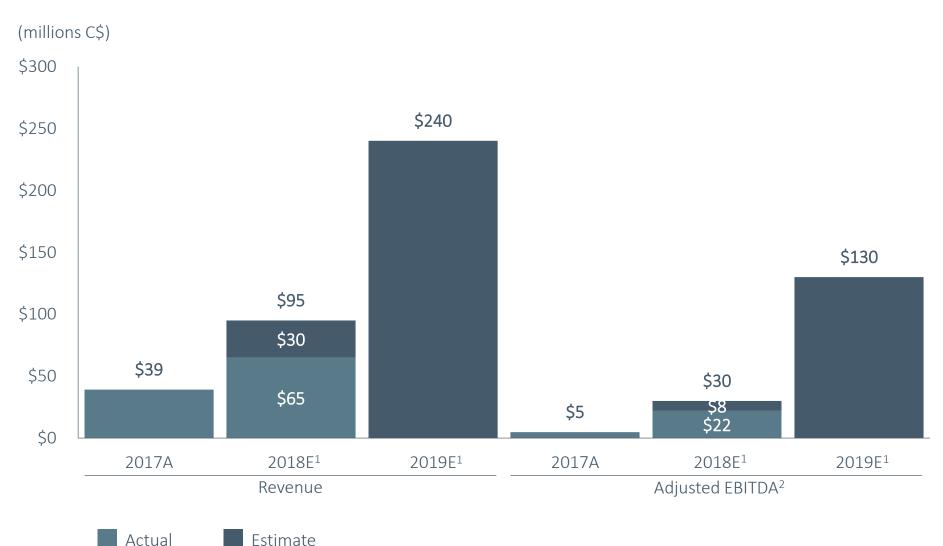
Source: CSA and Target Company estimates

(1) Please see page 2 for the definition of Adjusted EBITDA

(2) With respect to LivFree, CSA has received exemptive relief from the requirement to provide audited financials for 2016–the 2016 data was lost due to the industry-wide issue involving a cannabis technology service provider in 2016, whereby the technology service provider suffered a complete data loss. Please see CSA's prospectus for additional information

# Strong Trends In Anchor Portfolio Financial Performance

CSA's Anchor Portfolio of two states produced among the highest 2018 Revenue and Adjusted EBITDA in the U.S. cannabis space



Source: CSA and Target Company estimates

Note: Assumes CAD/USD exchange rate of 0.745. Estimates are based on the low-end of ranges disclosed in the final prospectus.

(1) Actual results through 9/30/2018; estimated results for Q4 2018 and 2019 based on the low-end of ranges disclosed in the final prospectus.

(2) Please see page 2 for the definition of Adjusted EBITDA

### Peer Trading Statistics

At the peer TEV<sup>1</sup> / 2019E EBITDA multiple CSA shares would be trading at ~C\$97.25<sup>2</sup>, a ~410% premium to current levels

#### Trading Comps: CSE-Listed US Operators

(C\$ millions, except per share amounts)				CY19 Estimates		CY19E TEV Multiple		EBITDA Margin
Company	Stock Price	Mkt. Cap.	TEV <sup>1</sup>	Revenue	EBITDA	Revenue	EBITDA	CY19E
Curaleaf	\$9.15	\$4,411	\$4,067	\$464	\$166	8.8x	24.6x	36%
Harvest	\$10.45	\$4,060	\$3,894	\$295	\$77	13.2x	50.5x	26%
GTI	\$18.01	\$3,320	\$3,298	\$305	\$63	10.8x	52.4x	21%
Cresco Labs	\$12.13	\$3,500	\$3,297	\$380	\$123	8.7x	26.9x	32%
MedMen	\$3.73	\$2,466	\$2,511	\$429	neg	5.9x	neg	neg
Acreage	\$22.72	\$2,665	\$2,262	\$331	\$74	6.8x	30.6x	22%
iAnthus	\$7.02	\$1,787	\$1,767	\$229	\$50	7.7x	35.4x	22%
Truelieve	\$16.18	\$1,782	\$1,762	\$290	\$128	6.1x	13.8x	44%
CSA <sup>2</sup>	\$19.09	\$624	\$649	\$240	\$130 <sup>4</sup>	2.7x	5.0x	54%
CSA at Peer EBITDA Mult <sup>2,3</sup>	~\$97.25	\$3,951	\$3,976	\$240	\$130 <sup>4</sup>	16.6x	30.6x	54%
Peer Mean (ex-CSA)		\$2,999	\$2,857	\$340	\$97	8.5x	33.5x	29%
Peer Median (ex-CSA)		\$2,993	\$2,904	\$318	\$77	8.2x	30.6x	26%

Note: Based on most recent company filings adjusted for subsequent events. Assumes CAD/USD exchange rate of 0.745. Estimates are based on the low-end of ranges disclosed in the final prospectus. Source: Company Filings, Capital IQ, Public Disclosure, all as at 3/14/2019

(1) Total Enterprise Value

(2) Based on pro forma fully diluted share count, cash, and debt. See slide 7 for further details

(3) Assumes CSA trades at median 2019E TEV/EBITDA multiple of peers. Fully diluted share count of ~40.6 million using the Treasury Stock Method

(4) Please see page 2 for the definition of Adjusted EBITDA

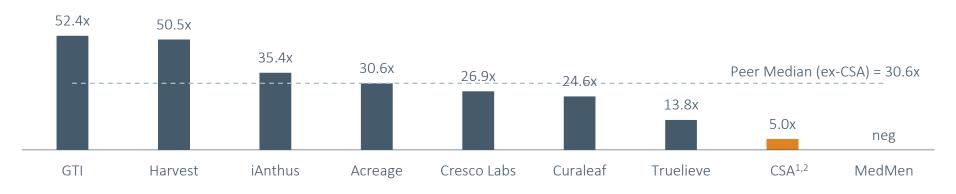
# Peer Trading Analysis

We expect transition from a SPAC structure to expand the universe of potential buyers and likely increase liquidity, supporting higher trading levels for CSA shares

#### C\$ Millions \$165.6 \$130.0 \$127.9 \$122.5 \$77.0 \$74.0 Peer Median (ex-CSA) = \$77.0 \$62.9\_ \$49.9 neg Truelieve Curaleaf $CSA^1$ Cresco Labs Harvest Acreage GTI iAnthus MedMen

### 2019E EBITDA





Note: Based on most recent company filings adjusted for subsequent events. Assumes CAD/USD exchange rate of 0.745. Estimates are based on the low-end of ranges disclosed in the final prospectus. Source: Company Filings, Capital IQ, Public Disclosure, all as at 3/14/2019

(1) Please see page 2 for the definition of Adjusted EBITDA

(2) Based on pro forma fully diluted share count, cash, and debt. See slide 7 for further details

# **Future Expansion**



- Continue to consolidate highly fragmented Cannabis sector in key target states
  - Attractive population / visitation profile
  - Limited licenses
  - Recreational approval in place or near-term
- "Cluster and Penetrate" to achieve benefits of scale while maintaining discipline



### Impact of Consolidation

Superior brand strength at larger scale

Shared SG&A

Tax benefits for larger business and vertical integration

Improved access to capital

### Benefit

 $\uparrow$  volume,  $\uparrow$  margin

↑ margin

- $\uparrow$  cash flow,  $\uparrow$  organically generated capital
- $\uparrow$  investment ability

These benefits are expected to lead to multiple expansion in public markets

# CSA Acquisition Strategy

### Strategic Transactions Must Meet Strict Criteria

- Focus on existing operations with near-term Adjusted EBITDA<sup>1</sup>, especially when access to capital is critical to realizing full potential
  - Differentiated from cannabis industry norm of "buying" forward revenue and growth, with profitability requiring significant capital expenditure, significant time, or both
- Target operational and product expertise that can be deployed in other markets and drive growth across CSA's portfolio
- Strong preference for target teams to remain and for a significant portion of any consideration to be equity—ensures CSA gets quality assets <u>and</u> the most talented people

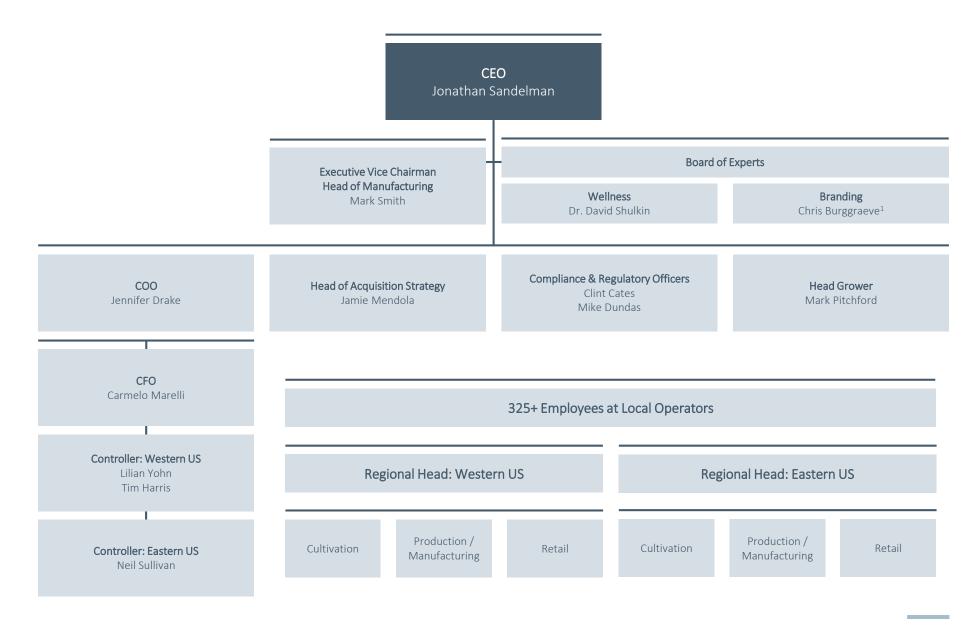
### Strategy for Future Expansion

- Patient and disciplined—will always wait to do the right transaction at the right price instead of following the crowd
- Continue to target limited license states with meaningful addressable populations
  - Pipeline includes potential opportunities in Michigan, California, New York, New Jersey, Pennsylvania, Ohio, and others
- Cluster in adjacent states in Eastern and Western U.S. for synergy and brand strength

Results Demonstrated in the Anchor Portfolio:

CSA generates more Adj. EBITDA<sup>1</sup> than most peers with a smaller initial footprint

# Deepest Talent Pool at Board, Executive & Operator Level



# Unmatched Team

	<b>Jonathan Sandelman</b> Chief Executive Officer	<ul> <li>30 year veteran of banking and finance, with a history of generating shareholder value</li> <li>Served as President of Bank of America Securities after building its capital markets businesses through the early 2000s, building Bank of America Securities beyond its roots as a consumer and corporate lender</li> <li>Founder and CEO of multi-billion dollar asset manager Sandelman Partners</li> </ul>
(A) A) A) A) A) A) A) A) A) A) A) A) A) A	<b>Mark Smith</b> Executive Vice Chairman	<ul> <li>Proven world class cannabis operator</li> <li>Built a large network of Colorado dispensaries (Tumbleweed), a line of premier edibles brands and concentrates and leading manufacturing capabilities in the Western US</li> </ul>
	<b>Jennifer Drake</b> Chief Operating Officer	<ul> <li>Proven business leader in large blue chip institutions and at lean start-ups</li> <li>Former Managing Director at Goldman Sachs with extensive M&amp;A experience</li> <li>Institutionalized the businesses of several multi-billion dollar asset management firms, ensuring compliance with complex regulatory frameworks and creating foundation for accelerated growth</li> </ul>
(OH)	<b>Chris Burggraeve<sup>1</sup></b> Board of Experts - Branding	<ul> <li>Award winning global business marketer and active cannabis entrepreneur</li> <li>Over 30 years of global marketing experience at Proctor and Gamble, the Coca Cola Company, and AB InBev, where he was global CMO</li> <li>Chris has also served as a board member and President of the World Federation of Advertisers.</li> </ul>
	<b>Dr. David Shulkin</b> Board of Experts - Wellness	<ul> <li>National thought leader on veterans' health and patient-centered care for all Americans</li> <li>Former Secretary of the Department of Veterans Affairs under President Trump and Undersecretary under President Obama</li> <li>History of leadership in healthcare organizations including the University of Pennsylvania Health System, Temple University Hospital, Beth Israel Medical Center, and the Morristown Medical Center</li> </ul>

### Individual Contacts

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Jennifer Drake Chief Operating Officer T: (212) 299-7606 Email: jdrake@mercerparklp.com

APPENDIX

# CSA Timeline

- <u>December 2017</u>: Raised over C\$130mm in a public offering of Canadian-listed SPAC shares for the acquisition of U.S. cannabis operators
- <u>December 2017 to October 2018</u>: Evaluated over fifty potential acquisitions, eventually signing purchase agreements in October 2018
- October 2018: Announced the acquisition of five target businesses
- **December 2018**: Filed preliminary prospectus
- January 2019: Record date for shareholder vote
- February 2019: Filed the final prospectus
- March 2019: Shareholder meeting and shareholder vote to approve the transaction
- Early April 2019: Expected closing date

#### Adjusted EBITDA Reconciliation

The following is an illustration of how CSA calculates Adjusted EBITDA and reconciles it to IFRS figures, based on figures from the final prospectus. It does not at this time represent final results of any of the target companies, which are in the process of being finalized and audited, or of CSA as a whole.

Adjusted EBITDA Reconciliation	
Period	Nine Months Ended September 30, 2019
	Pro Forma CSA
Net income (loss) from operations	(19,326,163)
Non-cash items accounting for biological assets and inventories	
Fair value changes	12,006,193
Unrealized gain on changes in fair value	(10,455,914)
	1,550,279
Interest	(703,507)
Depreciation and amortization	1,170,711
Share-based compensation expense	-
Acquisition costs	-
Other	31,876,350
	32,343,554
Adjusted EBITDA	14,567,671