

# INVESTOR PRESENTATION

MARCH 2020

## **GENERAL DISCLAIMER**

Certain information contained herein includes market and industry data that has been obtained from or is based upon estimates derived from third party sources, including industry publications, reports and websites. Third party sources generally state that the information contained therein has been obtained from sources believed to be reliable, but there is no assurance or guarantee as to the accuracy or completeness of included data. Although the data is believed to be reliable, neither the Corporations nor their agents have independently verified the accuracy, currency or completeness of any of the information from third party sources referred to in this Presentation or ascertained from the underlying economic assumptions relied upon by such sources. The Corporations and their agents hereby disclaim any responsibility or liability whatsoever in respect of any third-party sources of market and industry data or information.

This corporate presentation dated March 10, 2020 (the "Presentation") has been prepared by management of Decibel Cannabis Inc. ("Decibel") and We Grow BC Ltd ("We Grow" and together with Decibel, the "Corporations") and is based on public information. This Presentation does not constitute an offer to sell to any person, or a general offer to the public of, or the general solicitation from the public of offers to subscribe or purchase, any of the securities of the Corporations (the "Securities"). Any unauthorized use of this Presentation is strictly prohibited and is subject to updating, completion, revision, verification and amendment without notice which may result in material changes. The Corporations do not undertake any obligation to correct any inaccuracies which may become apparent or to update the information contained herein or to provide the recipient with access to any additional evaluation material. This Presentation shall neither be deemed an indication of the state of affairs of the Corporations nor constitute an indication that there has been no change in the business affairs of the Corporations since the date hereof or since the dates as of which information is given in this Presentation. This Presentation and analysis of the Corporations, including the merits and risks involved, and are advised to seek their own professional advice on the legal, financial and taxation consequences of making an investment in the Corporations. The Securities are highly speculative.

No securities commission or similar regulatory authority in Canada has reviewed or in any way passed upon this Presentation, and any representation to the contrary is an offence.

The information contained in this presentation does not purport to be all-inclusive or to contain all information that prospective investors may require. Prospective investors are encouraged to conduct their own analysis and reviews of the Corporations and of the information contained in this presentation. Without limitation, prospective investors should consider the advice of their financial, legal, accounting, tax and other advisors and such other factors they consider appropriate in investigating and analyzing the Corporations. The Corporations have not, authorized anyone to provide investors with additional or different information. If anyone provides an investor with additional or different or inconsistent information the investor should not rely on it.

#### NON-IFRS MEASURES AND INDUSTRY METRICS

This Presentation references certain non-IFRS measures including "EBITDA" 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.

### FORWARD LOOKING INFORMATION

This Presentation contains forward-looking statements with respect to the Corporations. By their nature, forward-looking statements are subject to a variety of factors that could cause actual results to differ materially from the results suggested by the forward-looking statements. In addition, the forward-looking statements require the Corporations to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the forward-looking statements will not prove to be accurate, that the Corporations' assumptions may not be correct and that actual results may differ materially from such forward-looking statements. Accordingly, readers should not place undue reliance on the forward-looking statements. forward-looking statements can be identified by the use of terminology such as "anticipate", "will", "expect", "may", "continue", "could", "estimate", "potential" and similar expressions. Forward-looking statements contained in this Presentation may include, but are not limited to statements with respect to: the Arrangement between the Corporations; the anticipated synergies between the two companies; the construction of the Thunderchild cultivation facility and the timing for completion of same; the processing and production capabilities at each of the Corporations' extracting and cultivation facilities; commencement of production at the Plant; forecasts of revenue and financial projections/growth potential and targeted long-term asset mix of the Corporations; access to additional credit and liquidity through ATB Financial and anticipated funding of the Corporations' infrastructure projects; anticipated market opportunity in respect of high margin premium and ultrapremium dried cannabis and derivative cannabis products; anticipated sales at high-end wholesale prices; the timing and construction of future retail stores; products and services to be produced from the Corporations' production facilities and the products and services that each plans to offer; timing of provincial and federal regulatory approvals, and specifically the licensing of the Thunderchild cultivation facility; the successful execution of the Corporations' business strategies; the use and benefits of the Corporations' products and services; the Corporations' favourable position in the market on a go-forward basis; demographic and market size/trends; competitive analysis, projected milestones, go-forward management, and other expectations, beliefs, plans, objectives, assumptions, intentions or statements about future events or performance; review and approval dates, start-up timelines and schedules and statements related to the continued overall advancement of the Corporation's businesses; the anticipated business strategies of the Corporations, anticipated trends in the Corporations' businesses and anticipated market share; the Corporations' proposals to expand the facilities in which it will cultivate; and projected volume of products to be produced by the cultivation and extraction facilities. Thunderchild production capacity estimates are based on Phase I and Phase II total flower bench of 42,000 square feet total (21,000 square feet phase), 60 grams of flower per yield per square foot per harvest, and 5.8 harvests per annum. Phase I consists of facility floor plate of approximately 80,000 total square feet (total square footage of Phase I & II of ~130,000 sq. ft.). Creston production capacity estimates are based on Phase 1 and Phase 1B total flower bench of 22,900 square feet total (7,700 square feet phase 1), 43 grams of flower per vield per square foot per harvest, and 5.5 harvests per annum. Extraction capacity estimates based on a phased approach anticipated to reach 65,000 kg capacity in Q4 2020 as additional equipment is installed in existing built out space. Based on 350 workdays per year.

These forward-looking statements are based on a number of assumptions which may prove to be incorrect including, but not limited to: general economic, market and business conditions; the accuracy of cost estimates; actual processing capabilities of the extraction facility; ability to obtain sufficient capital on satisfactory terms; availability of supplies, technology and expertise; changes in customer demand; the successful and timely implementation of projects; currency exchange rates, the impact of changes in applicable laws and regulations.

Readers are cautioned that the foregoing list of factors is not exhaustive. Additional information on other factors that could affect the operations or financial results of the Corporations are included in reports on file with applicable securities regulatory authorities, including but not limited to Corporations Joint Management Information Circular dated November 20, 2019 which may be accessed on the Corporations SEDAR profile at www.sedar.com.

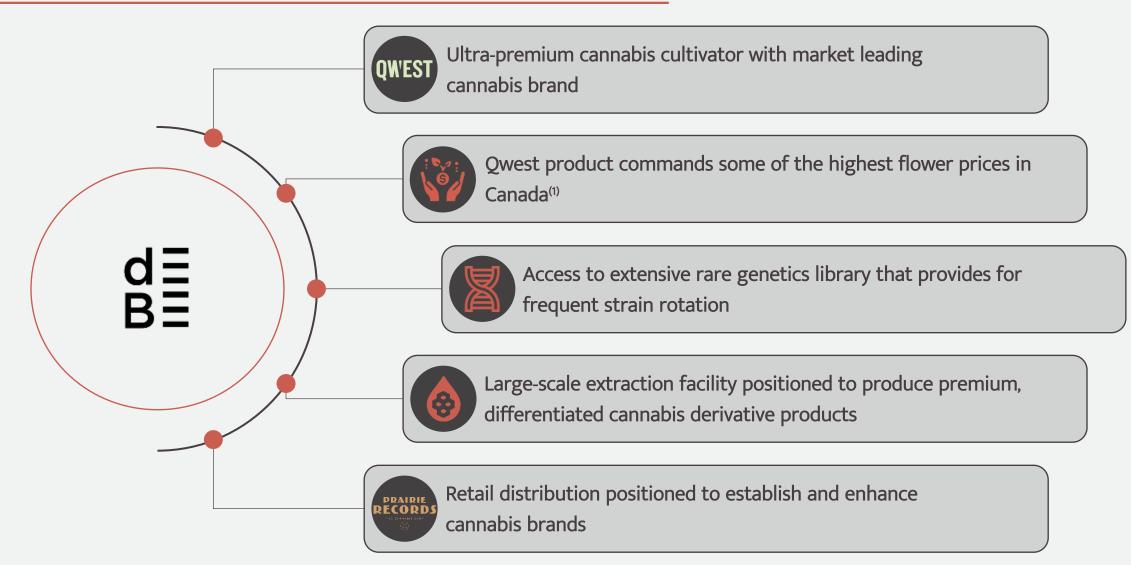
The forward-looking statements contained in this presentation are made as of the date hereof or the dates specifically referenced in this Presentation, where applicable. Except as required by law, the Corporations undertake no obligation to update publicly or to revise any forward-looking statements that are contained or incorporated in this presentation. All forward-looking statements contained in this Presentation are expressly qualified by this cautionary statement.

### CAUTIONARY NOTE REGARDING FUTURE ORIENTED FINANCIAL INFORMATION

This Presentation contains future oriented financial information ("FOFI") within the meaning of applicable securities laws about prospective results of operations, financial position or cash flows, based on assumptions about future economic conditions and courses of action and that is not presented in the format of a historical balance sheet, income statement or cash flow statement. The FOFI has been prepared by each of the Corporations' management teams to provide an outlook of the Corporations' activities and results. The FOFI has been prepared on a number of assumptions including the assumptions discussed above and assumptions with respect to the costs and expenditures to be incurred by the Corporations, capital expenditures and operating costs, taxation rates for the Corporations and general and administrative expenses. Management does not have firm commitments for all of the costs, expenditures, prices or other financial assumptions used to prepare the FOFI or assurance that such operating results will be achieved and, accordingly, the complete financial effects of all of those costs, expenditures, prices and operating results are not objectively determinable.

The actual results of operations of each of the Corporations and the resulting financial results will likely vary from the amounts set forth in the analysis presented in this Presentation, and such variation may be material. The Corporations and their management believe that the FOFI has been prepared on a reasonable basis, reflecting management's best estimates and judgments. However, because this information is highly subjective and subject to numerous risks including the risks discussed above, it should not be relied on as necessarily indicative of future results. Except as otherwise required by applicable securities laws, the Corporations undertake no obligation to update such FOFI and forward-looking statements and information.

## **KEY HIGHLIGHTS**



# WHO WE ARE

High quality assets that span across three verticals



CULTIVATION	
Current Capacity <sup>(1)</sup>	1,800kg
2020 Capacity <sup>(1)</sup>	9,100kg

- Small batches, hang dried, hand trimmed and harvesting top cuts to ensure ultrapremium quality
- Supplies broad array of unique strains of feedstock to The Plant to create premium and highly desirable derivative products



THE PLANT

Current Capacity <sup>(1)</sup>	13,700kg
2020 Capacity <sup>(1)</sup>	>65,000kg

- Extends the premium aspects of Qwest flower into the derivative cannabis product market
- Act as a central hub to streamline and simplify logistics



#### **RETAIL | PRAIRIE RECORDS**

Operating Locations	4
Under Construction & Development Permits	2&7

- Flagship retail model focused on high density urban locations
- Provides feedback loop to production facilities on customer needs and intel on other producers planned launches
- Provides distribution for our branded products

## THE QWEST BRAND



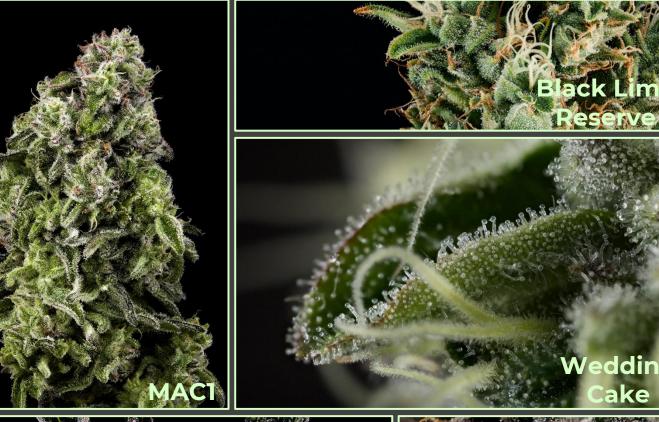
#### **Provenance**

Our passionate grow-team has deep knowledge and experience in growing BC Bud: considered by many as the best cannabis in the world. While the spiritual home of Qwest is deep in the Kootenays, we will be taking this BC expertise to the Thunderchild Estate, our provenance knows no borders.



#### Process

All Qwest Cannabis is small batch grown, hang dried, hand-trimmed, and top cut giving the consumer the densest, most robust buds and ensuring the strains unique characteristics stand out.







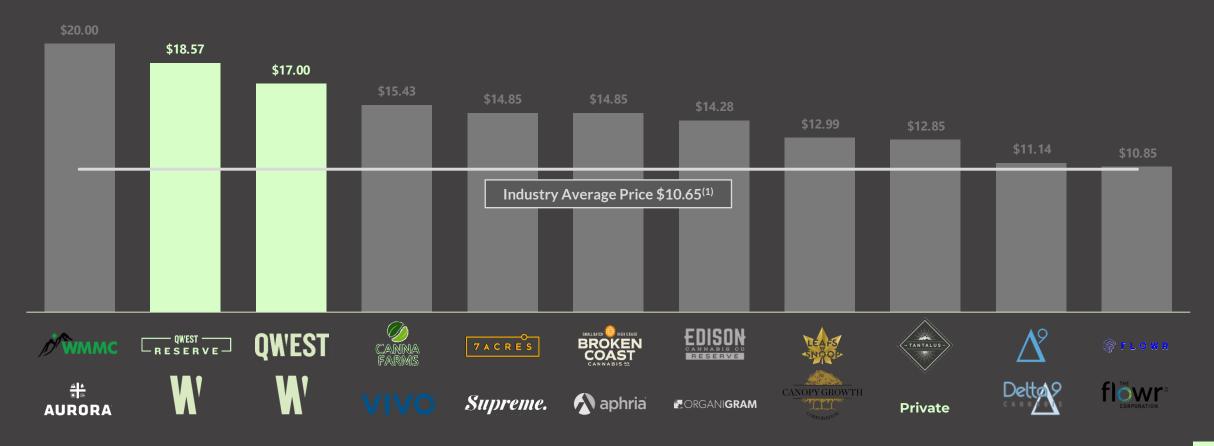
## Rarity

Qwest has curated a collection of rare and coveted cultivars, as well as the 'new legends' and classics. We release different selections over time, to give our customers the opportunity to explore.

## **ESTABLISHED MARKET LEADER**

## Qwest receives one of the highest price per gram in the Canadian recreational market

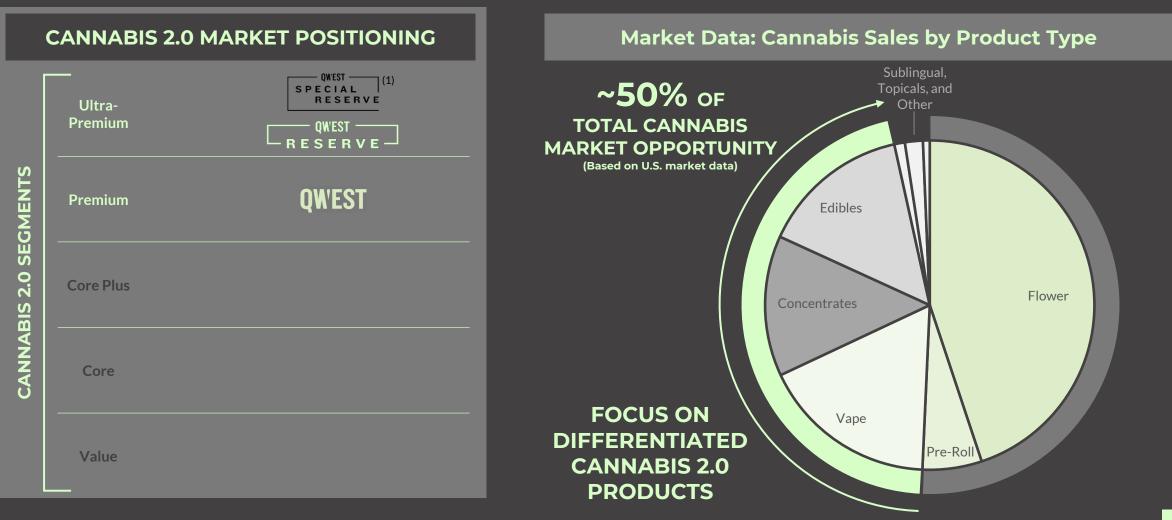
#### **RETAIL SALES PRICE PER GRAM(1)**



Source: AGLC, public filings.
 Based on MRSP of SKUs available in Alberta in February 2020.

## **FOCUS ON CANNABIS 2.0 PRODUCTS**

Decibel's extraction and product manufacturing is expected to enable Qwest to expand its ultrapremium cannabis flower into high margin derivative products that retain plant characteristics



Source: Estimated market based on Headset, Colorado Sales by Category from Last Twelve Months ending March 4, 2020.

1. Qwest Special Reserve has not been released as of the date of this presentation. There is no assurance that Qwest Special Reserve will be released in the near future or at all.

# **Facilities Overview**

# THE QWEST CANNABIS ESTATE

The Qwest cannabis estate produces ultra-premium craft flower

100-acre estate in the Creston Valley, the heart of BC's traditional 'Cannabis Country'.



Property holds a provincial water license providing access to fresh mountain water. Currently building genetics and tissue culture lab.

Extensive bank of rare and sought-after genetics.

• Phase 1 is currently operational

-

PHASE

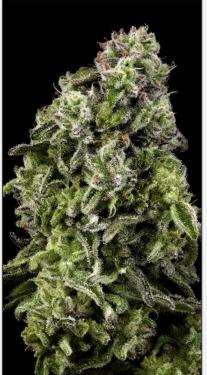
**EXPANSION** 

- 1,800 kg per annum of premium flower production<sup>(1)</sup>
- 26,000 square foot indoor production facility
- 10 grow rooms plus 2 veg rooms, approx. 1,000 sq. ft. per room

- Phase 1B adds another 3,600 kg per annum  $^{\scriptscriptstyle (1)}$
- Incremental 52,000 square feet of building space
- Design drawings and budget in place
- Upside potential for 7,200 kg per annum by implementing twotiered racks in Phase 1B grow rooms (two-tiered racks currently being deployed in Veg 2 room)







# THUNDERCHILD CULTIVATION

Large scale cultivation facility designed for craft-style production of ultra-premium flower, meeting the high-quality standard Qwest has delivered to date

1 Significant incremental production for Qwest to expand while maintaining ultra-premium craft style cannabis. 2 Large-scale purpose-built craft cannabis facility with economies of scale. 3	Completion of principal construction expected in April 2020 to bring added production online in late 2020 to meet growing demand for quality cannabis in large provincial markets.	
	<ul> <li>Phase 1 is currently under construction</li> <li>7,300 kg per annum of premium flower production<sup>(1)</sup></li> <li>80,000 square foot indoor production facility</li> <li>Premium, high quality craft-at-scale approach</li> <li>20 grow rooms, approx. 1,500 sq. ft. per room</li> </ul>	PHASE 1
	<ul> <li>Phase 2 adds another 7,300 kg per annum<sup>(1)</sup></li> <li>Existing processing hub has capacity to accommodate both Phase 1 and Phase 2 production</li> <li>20 grow rooms, approx. 1,500 sq. ft. per room</li> </ul>	PHASE 2

# THE PLANT PRODUCT MANUFACTURING

The Plant enables Qwest to extend the premium aspects of Qwest flower into numerous high margin derivative cannabis products

Positions Qwest brand to launch premium derivative cannabis products.

-

PHASE

**EXPANSION** 



Ability to leverage cultivation operations and rare genetics to create premium, strain specific products targeting premium market.

3

The Plant will act as central processing hub for both Qwest cannabis estate and Thunderchild to realize economies of scale.

EU GMP specifications provide for export optionality.

SEALEDIORYOUR



- Capabilities to produce the broad set of derivative cannabis products including vape pens, concentrates, edibles, and tinctures
- 15,000 square foot product manufacturing facility (Phase 1)
  - 65,000 kg of run-rate processing capacity per annum<sup>(1)</sup>
  - Built to EU GMP specification to provide export optionality
  - Additional 45,000 square feet existing to scale multiple product lines and capacity according to demand
    - Building logistics hub to streamline and simplify supply chain management across all production facilities

# PRAIRIE RECORDS CANNABIS RETAIL

Prairie Records is a differentiated retail concept that engages consumers and allows for an immersive experience

Sophisticated and premium concept leveraging the instinctual tie of recreational cannabis to music.



Focusing on premium retail locations in densely populated, high traffic, and tourist destinations. Differentiated approach to displaying product brands, education, and customer engagement.

Ice Qwest

- 4
- Top Canadian Cannabis Retailer on Grow UP Conference and Finalist for the Cannabis Marketing Award.

ALL THE HITS

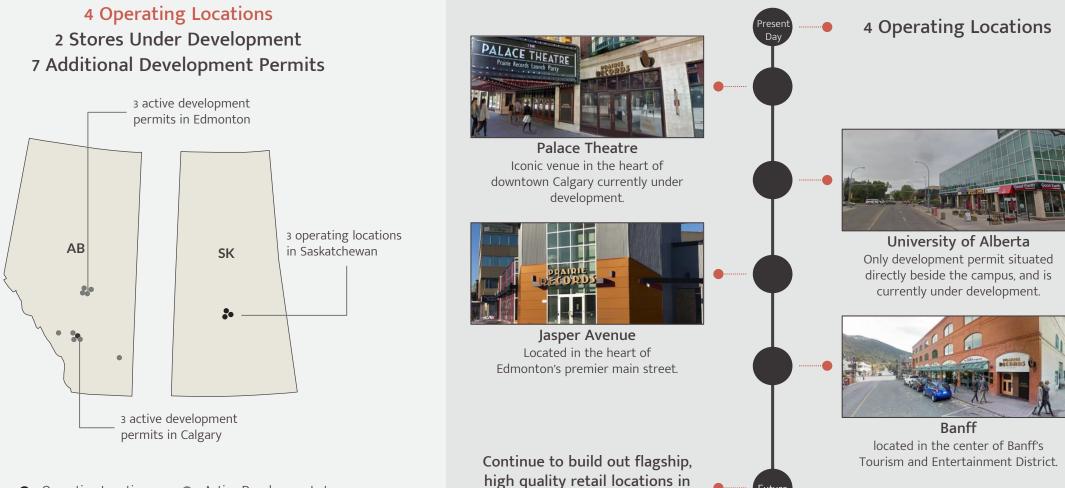


- Currently operating 4 stores in AB and SK (and online sales in SK) with two additional AB stores under development
- Portfolio of premium retail locations that drive industry leading margins
- Feedback from customers allows Decibel to react to consumer preferences at our production facilities
- Added benefit of acting as a portal to the consumer to communicate the ultra-premium Qwest brand



# FOCUSED RETAIL STRATEGY

Refocusing Prairie Records Retail to a flagship model approach to support continued margin strength and Qwest house brands



premier cities

Future

• Operating Location Active Developments In-progress

# Corporate

#### **BENJAMIN SZE**

#### Chief Executive Officer

Ben brings 20+ years of entrepreneurial experience, innovation and leadership. He has built, operated and sold companies across multiple verticals including technology, e-commerce, retail liquor and real estate. As Chief Executive Officer of Qwest, he took the company from a licensed producer to a cash flowing EBITDA positive cultivator in 7 months.

## **GARY LEONG**

#### **Chief Compliance Officer**

Gary is the former Chief Scientific Officer at Aphria with a background in quality assurance, quality control, guality systems audits, international and domestic regulatory affairs and product research and development. Prior to that Gary was the Chief Scientific Officer at Jamieson Labs.

## **TAYLOR ETHANS**

#### Chief Financial Officer

Taylor is a co-founder of Decibel and brings significant capital markets and private equity investment expertise. Previously, Taylor was a Vice President for TriWest Capital Partners where he executed eleven acquisitions and divestures in manufacturing and retail focused businesses, totaling over \$1 bn in valuation.

## **DEREK SIDER, CPA, MSc**

#### Chief Commercial Officer

Derek has 18 years of business experience, holding various senior management positions across a number of multinationals including Pepsi, Eldorado Gold Corp, and PricewaterhouseCoopers. Most recently he held the Chief Financial Officer and Chief Commercial Officer roles at We Grow BC, leading the commercial roll out of the ultra premium Qwest cannabis brand across Canada.

## **ADAM COATES**

#### Chief Growth Officer

Adam is a former VP of Specialty Sales at Labatt Breweries of Canada, where he was responsible for over \$70 million in revenue and overall volume and revenue growth in eight major urban centres across Canada. He led the business integration, brand expansion, and budgeting plans for the acquisitions of Mill Street Brewery and Mark Anthony Brands.

## **MATHEW STOCKTON**

#### VP Marketing & Brand

Mathew has developed global positioning and marketing programs for some of the world's most iconic premium & luxury brands including Johnnie Walker, Perrier-Jouët, Ciroc, Dunhill, and Tanqueray. His work has spanned 50+ countries and helped drive multi-billion dollars in retail sales for these market leaders, including in the highly regulated Spirits and Tobacco industries.

#### CODY CHURCH

#### Chairman

Mr. Church has an extensive background in finance and investment banking in both the United States and Canada, He is currently the President and CEO of Clear North Capital of Calgary. Previously, Mr. Church co-founded TriWest Capital Partners which raised \$1.3 billion of committed equity capital through five managed funds and generated exceptional returns across all five funds. Mr. Church received a Bachelor of Economics from Harvard University and is an active member of the community, having served on numerous community boards.

#### MICHAEL KELLY

#### Director

Mr. Kelly has extensive Board experience having served on STEP's board from April 2014 until October 2018 where he served as Audit Committee Chair and was a member of the Compensation and Corporate Governance Committee. Mr. Kelly is currently the EVP and CFO of STEP Energy Services Ltd., serves as Chair of Enersoft Inc., and sits on the Board of Interra I td. He is a chartered accountant and a member of the Institute of Chartered Accountants of Alberta and is a certified director from the Institute of Corporate Directors.

#### PAUL WILSON

#### Director

Mr. Wilson has served as CEO, President, EVP, and Officer in a number of retail businesses including leadership roles in Canadian Tire. Mark's. Princess Auto, Spence Diamonds, Hold it All and Alcanna Nova Cannabis. Mr. Wilson has a consistent winning record in sectors ranging from hard goods to apparel and in formats ranging from start-ups and small chains to department stores and large concepts. Mr. Wilson is a brand builder experienced in developing value through establishing genuine and true brand identities and their operations.

#### **DELBERT WAPASS**

#### Director

Chief Delbert Wapass has previously been the Chief of Thunderchild First Nation for two terms and was previously an executive member with the Federation of Saskatchewan Indian Nations (FSIN) for two terms. Prior roles include teaching, school administration, researching, governance negotiating, public relations, human resources, and finance. Mr. Wapass holds a B.A. from the University of Regina, a B.Ed. from the University of Saskatchewan, and a Master's degree in Educational Administration from the University of Saskatchewan.

## BENJAMIN SZE

#### **Director & CEO**

Ben brings 20+ years of entrepreneurial experience, innovation and leadership. He has built, operated and sold companies across multiple verticals including technology, ecommerce, retail liquor and real estate. As Chief Executive Officer of Qwest, he took the company from a licensed producer to a cash flowing EBITDA positive cultivator in 7 months.

# **CAPITALIZATION TABLE**

Capitalization Table		As of March 9, 2020
Share Price	(C\$ / sh)	\$0.14
Basic Shares Outstanding	(# in MM)	346.0
Basic Market Cap.	(C\$MM)	\$48.4
ITM Dilutives <sup>(1)</sup>	(# in MM)	7.7
Fully Diluted Shares Outstanding	(# in MM)	353.7
Fully Diluted Market Cap.	(C\$MM)	\$49.5
Convertible Debentures	(C\$MM)	\$12.0
Dilutives Outstanding		
RSUs	(#)	6,394,032
Options	(#)	24,350,390
Warrants	(#)	26,475,504
Performance Warrants	(#)	1,230,000
Total Dilutives Outstanding	(#)	58,449,926

d B B

# THANK YOU

dE BE