

NASDAQ: VFF



Good, for all.

**Investor Presentation** August 2023

## Forward looking statements

This presentation contains certain "forward looking statements". These statements relate to future events or future performance and reflect the Company's expectations regarding its growth, results of operations, performance, business prospects, opportunities or industry performance and trends. These forward-looking statements reflect the Company's current internal projections, expectations or beliefs and are based on information currently available to the Company. In some cases, forward looking statements can be identified by terminology such as "may", "will", "should", "expect", "plan", "anticipate", "believe", "estimate", "predict", "potential", "continue" or the negative of these terms or other comparable terminology. A number of factors could cause actual events or results to differ materially from the results discussed in the forward-looking statements. In evaluating these statements, you should specifically consider various factors, including, but not limited to, such risks and uncertainties as availability of resource, competitive pressures and changes in market activity, risks associated with U.S. and Canadian sales and foreign exchange, regulatory requirements and all of the other "Risk Factors" contained in the Company's filings with securities regulators, including its Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, which are available at <u>www.sec.gov/edgar</u> and www.sedar.com and the Company's web site. Actual results may differ materially from any forward-looking statement. Although the Company believes that the forward-looking statements contained in this presentation are based upon reasonable assumptions, you cannot be assured that actual results will be consistent with these forward-looking statements. These forward-looking statements are made as of the date of this presentation, and other than as specifically required by applicable law, the Company assumes no obligation to update or revise them to reflect new events or circumstances.



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Overview & Evolution



**Bringing** 

## 30+ years

in vertically integrated Controlled Environment Agriculture (CEA)... ...To

large market, high growth plant-based consumer product opportunities, with a focus on cannabinoids in North America & around the world



Efficient capital allocation

Brand/market share

Cash flow generation

Profitability





One of North America's largest and longest operating CEA growers

#### 3 decades

developing and operating mega-scale greenhouses

#### **750+ years**

of combined master grower experience from around the world A history of success across a wide variety of agricultural products

Longstanding relationships with North America's leading grocers and large format retailers Excellence in cultivation is the foundation of successful plant-based consumer products brands





A history of successfully pursuing new high margin plant-based market opportunities

#### **Our Evolution**

#### Since 1989:

One of the largest & longest operating CEA operations in North America Developed Leader in crop and operated management 6 greenhouses in Niégistrations PA and VA, all with co-gen technology 1996: Built the largest greenhouse at the time (40 acres) in Fort Davis. TX **2006**: RTO of Hot House Growers, largest greenhouse company in Canada

**2012**: Built World's Most Tech Advanced Greenhouse in Permian Basin), TX **2014**: Established Village Farms Clean Energy

#### Since 1990:

Supplier of fresh produce to vast majority of national grocers & large format retailers in North America

#### 2017:

Diversification into new highgrowth, higher margin opportunity **2017:** Entry into Canadian recreational cannabis market

2021: Became #1 selling dried flower brand in Canada<sup>1</sup>
2021: Acquired 70% of ROSE LifeScience (Quebec)
2022: Launched 2<sup>nd</sup> & 3<sup>rd</sup> BC-grown brands, Original Fraser Valley Weed Co. and Soar, and Promenade brand in Quebec
2022: Reached #2 LP in Canada<sup>1</sup>

**2018:** Entry into permissible US cannabinoid market

2019: Formation of Village Fields
Hemp JV
2019: First and only hemp
growing season
2021: Acquisition of top-5 CBD
brand: Balanced Health
Botanicals

**2020:** Launched **international cannabis** strategy

**2020:** Asia Pacific – Investment in Altum International

2021: First exports from Canada (to Australia)

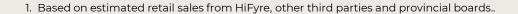
2022: Pure Sunfarms receives EU GMP

Certification

2022: Acquired 85% of Leli Holland (see p19)2023: First exports to Israel (from Canada)

2023: First exports to Germany (from Canada)







Pioneers in Sustainable, Vertically Integrated Agriculture Leading Technology and Proven Practices for Sustainable Growing

Controlled Environment Agriculture

97%

less land use than outdoor growing (product cultivation)

- 20-30 times more yield per acre
- Insert growing media No soil erosion or depletion
- 50-acre greenhouse can produce the same as a 1,500-acre farm

86%

less water than outdoor growing (product cultivation)

- 4x recirculation of water (sterilized)
- 100% of water reaches the plants
- Collection and reuse of rainwater

Electricity sourced primarily from renewable methods

Use of beneficial insects to control pests and stimulate plant growth

Use of landfill gas generated into clean energy for electricity & heat

Recycling of CO<sub>2</sub> produced by boilers back into the greenhouse

Use of blackout curtains to prevent light pollution

Village Farms
Clean Energy
Creating clean
energy from
landfill gas



Good for the earth.®







ROSE LifeScience (70% Owned) Head Office: Huntingdon, Quebec



## Today: Unmatched Controlled Environment Agriculture Assets & Operations

2.2 M ft <sup>2</sup> (50 acres)	

CANNABINOIDS

Pure Sunfarms: Delta, BC (100% owned)

2 Facilities (Delta 2 & 3), incl. 65,000 ft<sup>2</sup> processing center w/ extraction ops

ROSE LifeScience: Huntingdon, Quebec (70% owned)

Balanced Health Botanicals: Denver, Colorado (100% owned)

#### **PRODUCE**

8.3 M ft<sup>2</sup> (190 acres)

Village Farms Fresh

Canada: Delta, BC 1 Facility

2.6 M ft<sup>2</sup> (60 acres)

**U.S.: Texas** 4 Facilities 5.7 M ft<sup>2</sup> (130 acres)

PRODUCE GROWING PARTNERS

 $\sim$ 13.2 M ft<sup>2</sup> ( $\sim$ 305 acres)

Mexico

~5.0 M ft<sup>2</sup> (~115 acres)

Ontario

~5.2 M ft<sup>2</sup> (~120 acres)

вс

~3.0 M ft<sup>2</sup> (~70 acres)

#### PRODUCE DISTRIBUTION CENTERS

Vancouver, BC ~110,000 ft<sup>2</sup>
Fort Worth, TX ~65,000 ft<sup>2</sup>



Balanced Health Botanicals (100% Owned) Head Office: Denver



Leli Holland (85% Interest) Head Office:

Netherlands

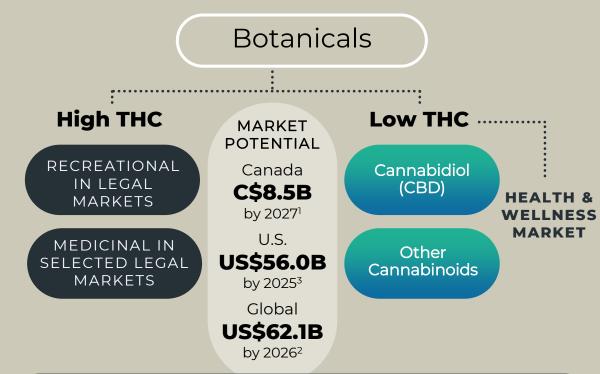
Village Farms International Head Office: Orlando (Founded in 1989 in New York)



Altum International (12% Interest) Head Office: Australia



## Food FRESH PRODUCE **FUTURE FOOD OPPORTUNITIES**





Goal to lead the industry in genetics and crop management

- Motor activity

most of the body

- Gut

- Reproductive system - Immune system
- Respiratory tract
- CNS
- Cardiovascular system

1 Source: Alliance Bernstein

2. Source: BDSA

3. Source: New Frontier Data

**Our Strategy** 



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#### Canadian Cannabinoids

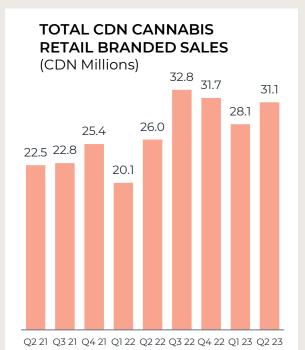
Pure Sunfarms + Rose LifeScience

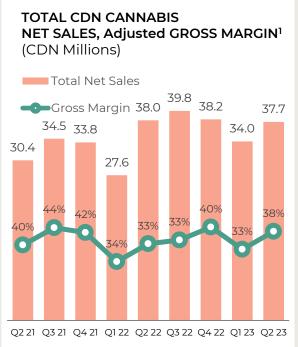


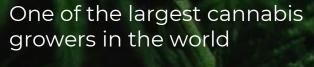
#### PURE SUNFARMS



### Unmatched Performance in Canadian Canadia







1.6 M ft<sup>2</sup> of production area

Lowest-cost producer among Canadian greenhouse/indoor producers

C\$150M 36%

TTM revenue

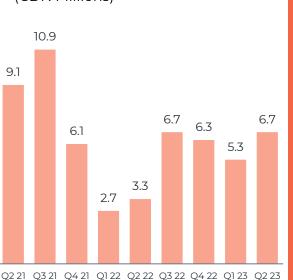
TTM adjusted gross margin

**C\$25M** 

TTM adjusted EBITDA



(CDN Millions)



One of the very few profitable Canadian LPs

19 consecutive quarters of positive adjusted EBITDA – Every quarter since commencing sales

<sup>2.</sup> Adjusted EBITDA is not a recognized earnings measure and does not have a standard meaning prescribed in by GAAP.



Adjusted gross margin for Q1 2022 excludes C\$2.6 million (US\$2.1 million) positive inventory adjustment from the revaluation of inventory to fair value. Adjusted Gross Margin for Q4 2022 excludes a one-time write down of lower potency, older inventory of C\$15.0 M.



#### Methodical, Prudent Approach to Market Launch

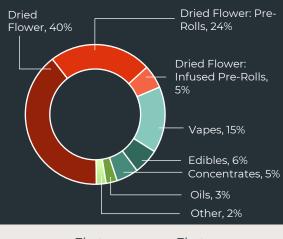


>96%
of Canadian
market<sup>1</sup>

Products in categories that comprise

>95%

of total market sales<sup>2</sup>





1. Based on Statscan retail sales data (December 2022)

2. Based on estimated retail sales from HiFyre, other third parties and provincial boards

Strategy to focus first on winning the dried flower category, which comprises 69%<sup>2</sup> of total Canadian retail sales



#### Secrets of **Our Success**

EXCEPTIONAL CULTIVATION OPERATIONS

Utilization of existing assets and

- operations
- Facilities located on a single site
- >20 years of experience operating facilities, including micro climate data
- Transition of highly experienced growing and operational team
- Transfer of experienced, trained labor

CONSISTENTLY **EBITDA PROFITABLE** 

2019: Launched Pure Sunfarms brand. high-quality products at an everyday price, targeting "core" segment

2021: Acquired ROSE (70%) – Added multiple established brands in Quebec

Since Beginning of 2022: Launched 7 Brands,

incl.
Original Fraser Valley Weed Co. (value)
Soar (premium)
Super Toast (ready-to-go)
STRATED, Promenade (Opposition)



**BEST SELLING CANNABIS COMPANY IN** CANADA<sup>1</sup>

SELLING DRIED FLOWER **PRODUCER** IN CANADA<sup>1</sup>



**SELLING PRODUCER** IN QUEBEC<sup>1</sup>

 Deep knowledge of the Canadian cannabis market and consumer

GEMENT

- Extensive consumer products expertise
- Supported by Village Farms vast expertise and deep experience

1. Ol 2023. Based on estimated retail sales from HiFyre, other third parties and provincial boards.



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#### U.S. Cannabinoids

Well Positioned for the Evolution of Regulation in the World's Largest Cannabis Market





#### **CBDistillery**



Save 20 - 25%

+ FREE Shipping with CBDistillery™ Subscriptions

SHOP NOW

# Balanced Health Botanicals Platform for US Cannabinoid Market



Wholly owned subsidiary (acquired Aug 2021)

Profitable leader in the U.S. CBD market in a consumer products category adjacent to the high-THC cannabis market

One of the largest brands in the hemp-derived cannabidiol (CBD) market in the United States

- Diverse portfolio of CBD and other cannabinoid products
- Top 5 brand<sup>1</sup>
- Top-ranked web site in CBD category: > 30,000 orders monthly

### US**\$16B**

Forecast US retail CBD market by 2025<sup>2</sup> (from US\$4.7 billion in 2020<sup>2</sup>)

#### 2022

Launched first two products in new Synergy+ line, UNWIND Synergy+ and DEEP SLEEP Synergy+

Provides Additional Pathway to High-THC Cannabis Market in the US

<sup>2.</sup> Brightfield Group.



Brightfield Group: 2021 Mid-Year US CBD Report.

Unmatched U.S. **Cultivation Assets** 

Texas assets represent

#### ~US**\$1B**

in revenue in a cannabis permissible regulatory environment 5.5 M ft<sup>2</sup> Located in the Best Growing Climate for Cannabis in Continental U.S.

Currently licensed to grow hemp in Texas

- Lower cost, higher yield
- Economies of scale
  Consistency of technology

FORT DAVIS, TEXAS FACILITY

Largest concentration of greenhouse production capacity of any North American Licensed Producer or MSO Licensed to grow hemp in Texas Marfa (2 facilities)
 >2.5 M ft² (60 acres)

- Fort Davis
   >1.7 M ft²(40 acres)
- Permian Basin<sup>1</sup> (Monahans)
   >1.3 M ft<sup>2</sup> (30 acres)

Texas operations represent high-value optionality: Facilities can be rapidly converted for cannabis production with the advantage of having done so successfully in Canada

1. To be divested as per public disclosure.



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#### **International Cannabinoids**

Targeting Selected Emerging High-Growth Markets



#### **Europe & Israel**



Population of

>750M

>2x

that of the U.S.



Prudent, long-term strategy:

1. Export to medicinal markets from Canada

 EU GMP Certification received for Pure Sunfarms' Delta 3 facility 2. In-country opportunities:
Beginning with Dutch
Cannabis Supply
Experiment in the
Netherlands

Israel

Commenced shipping (exports from Canadian Cannabis business) in January 2023

Germany

Commenced shipping (exports from Canadian Cannabis business) in March 2023

Netherlands

85% Ownership of Leli Holland: 1 of only 10 companies to be granted a cannabis production license under the Dutch Cannabis Supply Experiment – Potential Springboard to Broader Recreational Cannabis Legalization in Europe



#### **∧ltum 12%**

Interest in Altum International



#### **Asia-Pacific Region**



First mover advantage in a region with an aggregate population of

>3B

Platform for large-scale importation, distribution and marketing of cannabidiol products, with an overriding focus on regulatory compliance for each specific country market, including medicinal cannabis opportunities in Australia and New Zealand

October 2021 Alturn launched first high-THC products into the Australian medical cannabis market through Altum (supplied by Pure Sunfarms)

2022 Sales to Australia increased 10-fold from Q1 2022 to Q4 2022









#### Recent Highlights

August 2023	<ul> <li>Village Farms International Reports Significantly Improved Second Quarter</li> <li>Canadian Cannabis Retail Branded Sales Increase 18% Year-Over-Year (24% in Canadian Dollars), Significantly Outpacing Market Growth</li> <li>Canadian Cannabis Delivers Positive Net Income and 19th Consecutive Quarter of Positive Adjusted EBITDA</li> <li>Canadian Cannabis Maintains Top-Three Market Share Position Nationally and Takes Over Number One Market Share Position in Quebec</li> <li>Canadian Cannabis Exports Increase 189% (217% in Canadian Dollars) Year-Over-Year</li> <li>US Cannabis Delivers Sequential Revenue Growth and Positive Net Income, Adjusted EBITDA and Cash Flow</li> <li>Fresh Produce Delivers Fourth Consecutive Quarter of Significant Sequential Improvement with Positive Adjusted EBITDA</li> </ul>
July 2023	Pure Sunfarms Launches Super Toast, A New Ready-to-Go Weed Brand
June 2023	Pure Sunfarms Launches New BC grown Cultivars from its Sun-Filled Greenhouse
May 2023	Village Farms International Announces Launch of Its Cannabis Products in Germany
May 2023	Village Farms International Announces Rose LifeScience Will Add HEXO's Québec Portfolio for Commercialization and Distribution Services
April 2023	Forward-Thinking Partnership Brings New Cannabis-Infused Iced Tea to Québec
March 2023	CBDistillery Becomes the First CBD Brand to Advertise on Twitter in the US



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# Canadian Cannabis Consistently Adjusted EBITDA Profitable Cannabis Operations

#### Q2/23 FINANCIAL RESULTS

(In millions of dollars except % metrics)	Q2 2023 (ended Jun. 30, 2023)		Q2 2022 (ended Jun. 30, 2022)	
	\$C	\$US	\$C	\$US
Net Sales	\$37.7	\$28.1	\$38.0	\$29.8
Cost of Sales	\$23.3	\$17.3	\$23.3	\$18.3
Gross Margin	\$14.4	\$10.8	\$14.7	\$11.5
Gross Margin %	38%		39%	
SG&A <sup>1</sup>	\$10.5	\$7.8	\$10.9	\$8.6
Net Income (Loss)	\$1.7	\$1.2	\$2.3	\$1.8
Adjusted EBITDA <sup>2</sup>	\$6.7	\$4.8	\$3.4	\$2.7
Adjusted EBITDA Margin <sup>2</sup>	18	3%	9	%

#### **Proportion of Sales By Channel**

(In millions of dollars except % metrics)	Q2 2023 (ended Jun. 30, 2023)		Q2 2022 (ended Jun. 30, 2022)	
Sales by Channel	\$C	\$US	\$C	\$US
Retail Branded Sales	\$49.9	\$37.2	\$40.3	\$31.6
International (Exports)	\$1.9	\$1.4	\$0.6	\$0.5
Non-Branded Sales	\$3.9	\$2.9	\$10.3	\$8.1
Other	\$0.8	\$0.6	\$1.1	\$0.8
Excise Tax	(\$18.8)	(\$14.0)	(\$14.3)	(\$11.2)
Net Sales	\$37.7	\$28.1	\$38.0	\$29.8

1. SG&A for Q2 2023 includes share-based compensation of C\$375,000 compared with C\$338,000 for Q2 2022.

24% YoY Increase in Retail Branded Sales
19th Consecutive Quarter of Positive Adjusted EBITDA



<sup>2.</sup>Adjusted EBITDA is not a recognized earnings measure and does not have a standard meaning prescribed in by GAAP.

## Village Farms Consolidated Financial Results

#### Q2 2023 FINANCIAL RESULTS

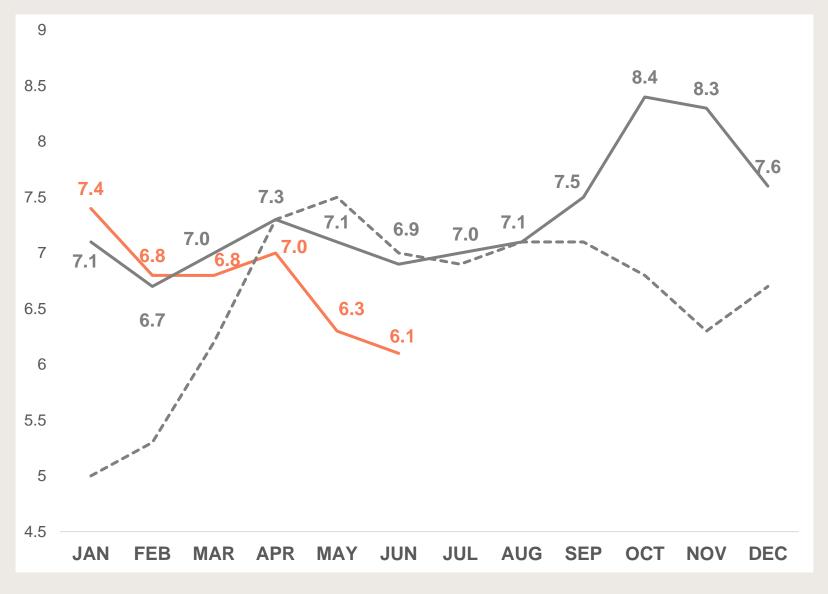
(In millions of U.S. dollars )	Q2 2023 (ended Jun 30, 2023)	Q2 2022 (ended Jun 30, 2022)	
Sales	\$77.2	\$82.9	
Produce	\$43.8	\$47.2	
Cannabis (Canada & U.S.)	\$33.4	\$35.6	
Village Farms Clean Energy	\$0	\$0.1	
Net (Loss) Income	(\$1.4)	(\$36.6)	
Produce	(\$0.7)	(\$9.4)	
Cannabis (Canada & U.S.)	\$1.3	(\$21.8)	
Village Farms Clean Energy	(\$0.0)	(\$O.1)	
Corporate	(\$2.0)	(\$5.3)	
Adjusted EBITDA <sup>1</sup>	\$4.5	(\$10.3)	
Produce	\$1.3	(\$10.3)	
Cannabis (Canada & U.S.)	\$5.2	\$2.1	
Village Farms Clean Energy	(\$0.0)	(\$0.1)	
Corporate	(\$2.0)	(\$2.0)	

<sup>1.</sup> Adjusted EBITDA is not a recognized earnings measure and does not have a standardized meaning prescribed by GAAP. Therefore, Adjusted EBITDA may not be comparable to similar measures presented by other issuers. Management believes that Adjusted EBITDA is a useful supplemental measure in evaluating the performance of the Company because it excludes non-recuring and other items that do not reflect our business performance. Adjusted EBITDA includes the Company's 70% interest in Rose LifeScience



#### Commercial Strategy Driving Market Share Growth

#### **CANADIAN MARKET SHARE**



Based on HiFyre and Weed Crawler data.

-- 2021 — 2022 — **2023** 



#### Commercial Strategy Driving Market Share Growth

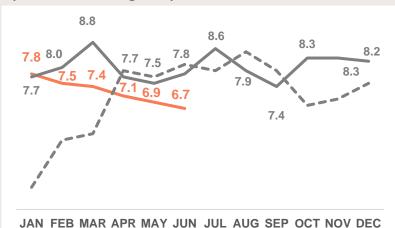
#### ALBERTA MARKET SHARE<sup>1</sup>

(All Product Categories)



#### ONTARIO MARKET SHARE<sup>1</sup>

(All Product Categories)



#### BC MARKET SHARE<sup>1</sup>

(All Product Categories)



#### **QUEBEC MARKET SHARE<sup>2</sup>**

(All Product Categories)





<sup>1.</sup> Based on HiFyre data

Weed Crawler data.

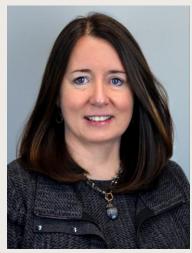
#### Village Farms International



Michael A. DeGiglio
President & Chief Executive Officer



Stephen Ruffini EVP, Chief Financial Officer



**Ann Gillin Lefever** EVP, Corporate Affairs



**Paul Furfaro** SVP, Head of Strategy



**Orville Bovenschen** VP, European Business Development/Operations



**Patti Smith**VP, Corporate Controller



**Beverly Fowler**Corporate Treasurer



**Lofton Barnes**VP, Corporate Human Resources



Paul Selina VP, Applied Research & Development



**Jonathan Bos** VP, Asset Development



**Bill Lowe**VP, Information Technology



**Michael Bledsoe,** PhD VP, Food Safety & Regulatory Affairs



## Village Farms Fresh (Produce)



**Bret T. Wiley**SVP, Sales & Sales Operations



Michael Minerva SVP, Grower Relations Supply Development



**Dirk de Jong** VP, Regional Facilities Manager -Canada



**Arie Van Der Giessen** VP, Regional Facility Manager -USA



**Derin Gemmel**VP, HR Admin & Compliance - USA



**Andrew Gigante**VP, Financial Planning & Analysis

#### **Pure Sunfarms**



Mandesh Dosanjh President & CEO



**Michael Lattimer** VP, Corporate Operations



**Rob Baldwin**VP, Cultivation & Greenhouse
Operations



Hamid Shekarchi VP, Finance



Maria Guest VP, Brand & Commerical



**Julia Cameron**VP, Communications & Corporate
Affairs



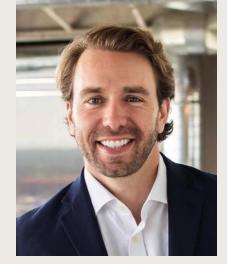
Scott Gapic VP, Technology



**Kyle Watson** VP, Commercial



#### Balanced Health Botanicals



**Chase Terwilliger** CEO



Andrew Papilion
Co-Founder & Chief Product
Officer



**Bill Stoufer**Chief Operating Officer



**John P. Harloe,** J.D., Ph.D. General Counsel



James Shoeboot Executive Vice President of Technology



**Ellese Symons**Vice President of Marketing



Mark Grunder Vice President of Operations



#### Rose LifeScience



**Davide Zaffino**President & CEO



**Brian D. Stevenson** 



Valentine Vaillant
Chief Commercial Officer



Tamara Lovi
Chief Business Officer



**Amyn Lechheb**VP, Business Development



**MaDaniel Simard** VP, Strategy



Gabriela Loureiro VP, Human Resources



**Eduardo Gioia** VP, Finance



Good, for all.