

AUGUST 2019

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## **Capturing Margin Throughout the Cannabis Value Chain**

Aurora is a **leader** in the domestic consumer market as well as the domestic and international medical cannabis markets. To achieve largescale growth and long-term, sustainable **profitability**, Aurora has identified a number of elements critical to driving the success of its strategy. This dynamic growth strategy will enable Aurora to capture greater margin across the entire **cannabis industry** value chain.

AURORA



## Aurora: leader in the global cannabis industry

Sector leader in **technology** across **operations** and **product development** 

Active in 5 continents and 25 countries

Medical cannabis industry leader in **Europe** and **Latin America** 

1. Excludes facilities from the recently closed ICC Labs acquisition

- 2. Includes 2 production facilities in Canada and 1 European distribution center
- 3. Studies include randomized clinical trials and observational studies in addition to several case studies.

**15 global production facilities**<sup>(1)</sup> with **2 EU GMP** certified <sup>(2)</sup>

**18 strategic acquisitions** across the value chain since August 2016

40 Clinical Studies underway or completed <sup>(3)</sup> and over **77,000 medical** patients served

## **Extensive Distribution Channels in Canada and Internationally**



🚼 AURORA

## **625,000+**<sup>(2)</sup> >625,000 kg/year funded capacity 15 Production facilities 150,000

1. Aurora defines production capacity as representing all planted rooms approved by Health Canada, factoring in anticipated harvests at maturity annualized for the following twelve (12) month period, based on an average historical yield per plant, as at February 15<sup>th</sup> 2019.

2. Excludes recently closed acquisition of ICC Labs.

**Industry Leading Scale** 

3. Based on calendar year.

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Production Capacity (kg / year)

2020<sup>(3)</sup>

early 2019<sup>(3)</sup>

## **Cultivation Matters**

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Mass Scale, High-Quality and Low-Cost Production is Crucial for Success

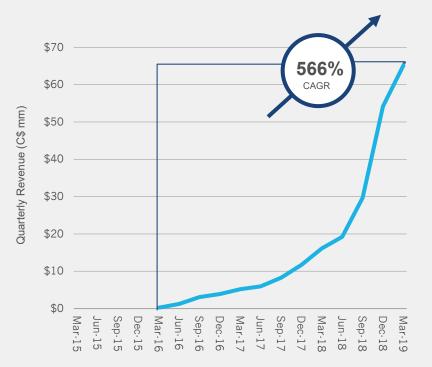
**Mass scale** high-tech facilities designed to meet the fast-growing global demand for cannabis in the medical and adult usage markets

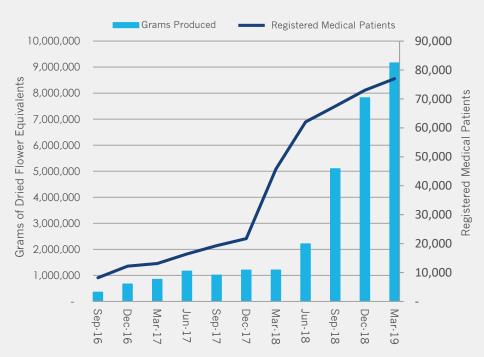
Focus on high-**quality products,** allows Aurora to service various end markets, starting with medical and pharma<sup>(1)</sup>, through precise control of cultivation variables (nutrients, lighting, humidity, temperature, air flow, etc.)

Low-cost production enables Aurora to execute on its high-margin strategy





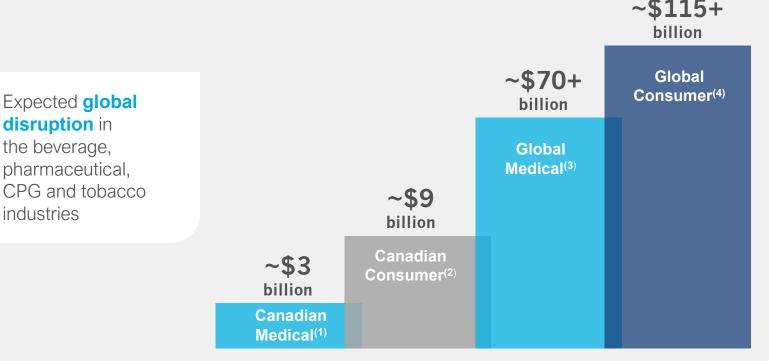




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## Significant Opportunity Across Medical, Consumer and Wellness Markets



## Total global cannabis opportunity is ~\$200 billion

Source: BMO Research and Deloitte

1. Estimated for Canadian Medical TAM assumes LPs obtain retail prices for cannabis.

2. Estimate for total potential market opportunity for Canadian Adult-Use.

 Estimate consists of medical markets for the U.S., EU and LATAM markets only and assumes EU and LATAM TAM based on wholesale pricing while US TAM assumes retail pricing.

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## **Significant Canadian Opportunities**

Across Medical, Consumer, and Wellness Markets

Medical





drv flower

soft gels

Margin (Outlook)

Improving as contribution from derivatives increases

oils

**Keys to Success** 

Patient capture Drive down costs Product innovation Branding through **clinical trials**  Consumer









infused beverages

**Enhanced Margin** through Premium and Innovative Products

vape pens

**R&D** to develop high-margin products Comprehensive house of brands Leverage medical **reputation and credibility** 

## **Successful Canadian Consumer Market Launch**



## Top 4 of 5 Best-Selling Products in B.C<sup>(1)</sup>















AURORA

## Comprehensive portfolio of medical and consumer brands:



1. Sourced from BC Cannabis Stores website; data taken as of February 19<sup>th</sup> 2019 and represents the first two weeks of legal sales.

## **Significant Global Opportunities**

Across Medical, Consumer, and Wellness Markets

Medical Consumer **Product Mix** oils infused beverages dry flower Clinical Trials and New Treatment Uses Margin (Outlook) **Drive Higher Margins** Margins Leveraging early-mover advantage Keys to Success Higher-margin, pharma-grade **product** innovation market share Strong medical brand and **market** awareness





Innovative Product Formats and Brands to Extend

#### **Controlling distribution**

First-mover into new countries to establish leading

Addressing the **non-prescription wellness market** 

## Poised to Capture the Global Hemp-CBD Opportunity

The global Hemp-CBD market is estimated to reach ~US\$22bn + by 2022<sup>(1)</sup>

## **Growing Use Cases for CBD Products**

Hemp-CBD is increasingly being used in a variety of products for a number of health & wellness purposes including: nutrition, inflammation reduction, boosting metabolism, lowering anxiety and improving overall mood HEMPCO

a leading processor & marketer of hemp based products and brands



RELA

Europe's largest producer, processor and supplier of organic hemp and hemp products

a European hemp processor and distributor



a global trailblazer in high-tech CBD extraction at a commercial scale



a South American pioneer in cannabis and hemp-based products

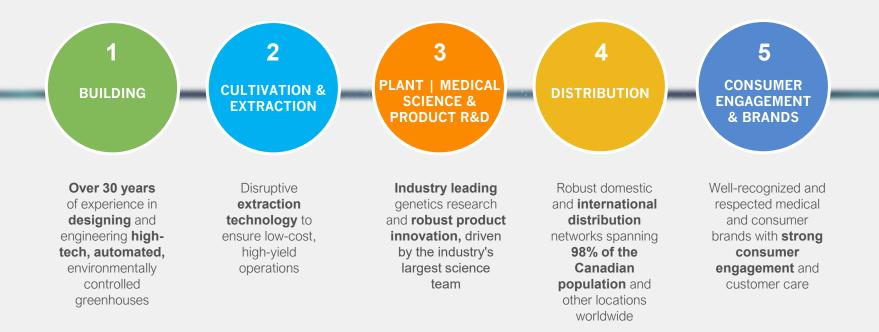
Source: Brightfield Group.

1. Note estimate includes markets where medical and /or recreational use of cannabis is not currently legally permitted, such as the U.S.



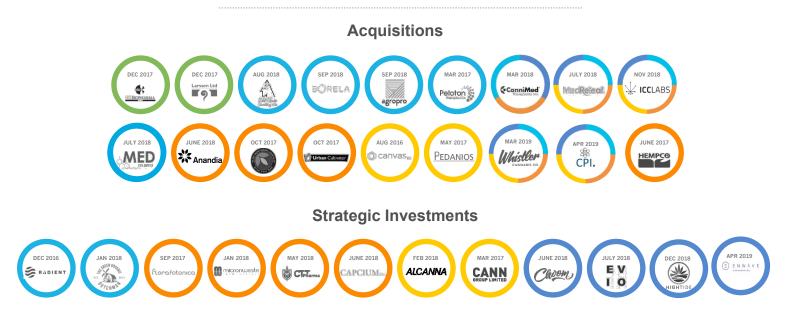
## **A Global Rational Market Builder**

Leadership Across the Entire Value Chain



## **Strategically Investing Across the Value Chain**

Aurora is exceptionally **well-positioned**, through its diverse acquisitions and strategic initiatives completed to date, to capitalize on the **enormous opportunity** across the entire cannabis industry value chain in both domestic and international markets.



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## **Diverse Domestic Medical Distribution Networks**

#### **Medical Market**

Aurora has agreements to collaborate with **PharmaChoice**, **Pharmasave** and Shoppers Drug Mart on the marketing, distribution, and sale of medical cannabis products through their respective networks of pharmacies, subject to Health Canada approval.

#### **Consumer Market**

Aurora's distribution network covers approximately 98 per cent of the Canadian population. The Aurora and **MedReleaf** brands, including **San Rafael '71** and **AltaVie**, have rapidly achieved a strong presence across the country, positioning Aurora well for rapid growth.







## **PharmaChoice**

## **Establishing EU Market Leadership**

#### European Union Population: ~465 million | Market Opportunity: ~C\$98 billion

**GERMANY** - The acquisition of Pedanios, now **Aurora Deutschland**, provides **distinct first-mover advantage** in the single largest federally legalized medical cannabis market with a population of **82+ million in Germany** 

EU GMP certified facilities necessary for success in the EU markets

Aurora currently holds a **leading market share** in the German medical market

70+ employees across Germany and the EU

Germany has **broad insurance coverage** for medical cannabis, allowing for **substantially higher margins** and is expected to reduce margin compression over time

Selected by the German Federal Institute for Drugs and Medical Devices as one of three winners in the public tender to cultivate and distribute medical cannabis in Germany **DENMARK** - First LP to ship medical cannabis to Denmark. Aurora also has Aurora Nordic, a 51% owned, 1,000,000 sq ft facility being built<sup>(1)</sup> in Odensk, along with a 100,000 sq ft retrofit facility

**MALTA -** First LP to receive cultivation LOI issued by the Maltese authorities to date and first LP to ship medical cannabis to Malta

**UNITED KINGDOM** - Authorities recently granted Aurora approval for its first shipment of medical cannabis into the UK from Canada

**ITALY** - Supplying cannabis to the Italian government through Aurora Europe. First LP to complete private export from Canada in April 2018

**CZECH REPUBLIC -** Supplying cannabis to Czech Medical Herbs s.r.o. ("CMH"), a Czech pharmaceutical wholesaler, for distribution to pharmacies throughout the country

**LUXEMBOURG** - Selected by the Luxembourg Health Ministry as the exclusive supplier in a public bid to supply a second delivery of medical cannabis

**POLAND** - First LP to receive cannabis import permit from the Polish Ministry of Health

**PORTUGAL** – Joint venture partnership with Gaia Pharm Lda. to develop facility and produce medical cannabis and derivative products



## Leadership in Latin America

Population: ~650 million

#### **ICC** Labs

Estimated funded production capacity over 450,000 kg per annum of bulk hemp and cannabis

Two facilities currently under development adding 124,000 sq ft of greenhouse production in Colombia and a 1,000,000 sq ft facility in Uruguay

Outdoor grow sites, with a potential total area of over 800 acres

Broad portfolio of dried flower and higher margin products, including tablets, softcaps, ointments, creams, drops infused syrups, and patches

South America's first GMP-compliant, cannabis science laboratory, to be scaled up to 150,000 kg extraction capacity per year



#### Significant Latin American Market Opportunity with Clear Demand for Legal Regulated Cannabis Products

Uruguay was the first country in the world to fully legalize medical and adult use cannabis, allowing cultivation of CBD rich bulk hemp with THC concentrations of up to 1%

Colombia legalized medical cannabis in 2015 and MED Colombia received its cultivation license for THC cannabis and its derivatives in 2017

Through the acquisition of Farmacias Magistrales, Aurora will become Mexico's first and only federally licensed importer of medical cannabis containing over 1% THC

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Q3 2019 Results

\$ in Canadian millions, unless otherwise noted	Q3 2019	Q2 2019	Change (%)	Q3 2018	Change (%)
Financial					
Net Revenue	\$65.1	\$54.1	20%	\$16.1	305%
Gross Margin on Net Cannabis Revenue(1)	55%	54%	1%	59%	(4%)
Biological Inventory	\$118.0	\$79.9	48%	\$28.4	314%
Cash Cost to Produce (per gram of dried cannabis sold) $^{(2)}$	\$1.42	1.92	(26%)	\$1.53	(7%)
Operational					
Average Net Selling Price of Dried Cannabis	\$5.86	\$6.23	(6%)	\$7.30	(20%)
Average Net Selling Price of Cannabis Extracts	\$11.01	\$10.00	10%	12.83	(14%)
Kilograms Produced	15,590	7,822	99%	1,206	1,193%
Kilograms Sold	9,160	6,999	31%	1,353	577%

1. Represents the gross margin on net cannabis revenue before fair value adjustments. Excludes revenues from patient counselling services, design, engineering, and construction services, and analytical testing services. Gross margin on net cannabis revenue is a non-IFRS financial measure. See "Gross Margin" section of Q2 2019 MD&A for reconciliation to IFRS figure.

 Represents the cash cost of sales per gram of dried cannabis produced and sold by consolidated Aurora, excluding costs to sell such as packaging costs. Cash cost of sales per gram produced is a non-IFRS financial measure. See "Cash Cost of Sales of Dried Cannabis and Cash Cost to Produce Dried Cannabis Sold – Aurora Produced Cannabis" section of Q2 2019 MD&A for reconciliation to IFRS figure.



## **Aurora's Path to Profitability**





#### **NEAR TERM**

- Drive down costs by leveraging massive scale
- Protecting against eventual margin compression
- Leadership in Global Medical Markets
- Invest heavily in R&D to create optionality
- Brand building and protection through high-quality product

#### **MEDIUM TERM**

- Harvest Canadian market cash flow from near-term domestic strategy
- Leverage R&D work in higher-margin products (Vapes, CBD infusions, etc.)
- Global Medical leading to higher-margin sales

#### LONG TERM

- Branded high-margin products across both global medical and consumer markets
- **R&D supports** product development, brand development, and continued improvement in yields

## **High-Margin Strategy**

A Sustainable Long-term Business Model

## Maximizing average selling price through:

Leadership in key international markets allowing strategic focus on highest margin options (medical, new products)

Full margin capture in international markets through direct ownership of distribution channels

Commitment to science and product development > developing new higher margin products and marketable IP Driving down overall production per gram cash costs through:

Commitment to science and technology > increasing yields through genetics, low per gram operating costs from world-class automation and replicable largescale pharma-style production

Low-input cost locations

Leveraging massive scale to spread costs over a large volume of product

Production costs at scale are projected to be well **below \$1 per gram** 

## Scientific Leadership Advantage

Industry Leading Science & Innovation Team to Drive Medical Advancements



#### Jon Page, PhD Chief Science Officer

First scientist to sequence the cannabis genome and provide deep insights into the biosynthesis of cannabinoids



#### Jason Dyck, PhD Human Scientist, Director

Professor in the Department of Pediatrics at the University of Alberta and a Canada Research Chair in Molecular Medicine **40** Clinical Studies Underway or Completed<sup>(1)</sup>

**NTEGRATED** 

7 Pre-Clinical Studies in Progress

27 Clinical Studies Currently Under Discussion



#### Kelly Narine, PhD Head of Biomedical Research

PhD in Medical Genetics from the University of Alberta; Deep expertise in translating research into positive health outcomes



#### Shane Morris, PhD Head of Product Development

Experienced executive in the cannabis industry since 2015; previously part of the senior leadership team at Hydropothecary

With Strong IP Retention on Clinical Studies

**Clinical Research Areas include:** Pain, Epilepsy, PTSD, Anxiety, Opioid Sparing, Cancer, Neurodegeneration

#### Partnering with Leading Institutions and Universities











1. Studies include randomized clinical trials and observational studies in addition to several case studies.



## **Proven Management Team Driving High Pace of Execution**





**Terry Booth** 

Chief Executive Officer CEO of 6 successful companies with 25 years experience in highly regulated industries



## **Steve Dobler**

Successful entrepreneur, member of many public companies' board of directors. Responsible for raising substantial funds for Aurora



**Glen lbbott Chief Financial Officer** Strong senior financial executive with extensive life sciences sector

experience



#### **Cam Battley** Chief Corporate Officer

Deep experience in pharma and cannabis sectors. Board member Cannabis Canada



#### **Neil Belot** Chief Global Business **Development Officer** Former executive director of Cannabis Canada - Canada's trade association for Licensed Producers

#### **Jillian Swainson** Chief Legal Officer

Former Partner at Brownlee LLP with experience in corporate, commercial, intellectual property and securities law and providing advisory services in highly regulated industries



#### **Darren Karasiuk Chief Commercial Officer**

Successfully launched Aurora into the Canadian consumer market, achieving strong brand recognition for Aurora's brands. Former VP Insights & Advisory at Deloitte



#### **Carey Squires** EVP. Corporate Development & Strategy

Former Managing Director and Co-Head of Equity-Linked Capital Markets for BMO Capital Markets, with deep experience in the U.S. and Canadian capital markets,



#### **Debra Wilson Chief Human Resources**

Officer Seasoned leader with more than 25 years' experience in human resources, developing and practicing leading-edge methods



#### **Darryl Vleeming** Chief Information Officer

Over 20 years of experience in Senior IT leadership, project delivery, and IT strategic planning at publicly traded international corporations.





Globally renowned cannabis scientist. Co-lead of the Canadian team of scientists who first sequenced the cannabis genome. Co-founder of Anandia Labs



#### Allan Cleiren Chief Operating Officer

Experienced operational executive with nearly three decades leadership experience at private and public companies

## **Strong Board of Directors**



### Michael Singer

Executive Chairman Former CFO, Clementia Pharmaceuticals Former CFO, Bedrocan Canada Corp.



#### **Terry Booth** Chief Executive Officer CEO of 6 successful companies 25 years experience in highly-regulated industries



#### Steve Dobler

President

Successful entrepreneur, member of many public companies' board of directors. Responsible for raising substantial funds for Aurora



Shan Atkins Director Certified Public Accountant with over

Certified Public Accountant with over 20 years of corporate leadership experience. Served on public company boards, including Shoopers Drug Mart



Dr. Jason Dyck Director Professor in the Department of Pediatrics and Director of Cardiovascular Research Centre, University of Alberta



#### Norma Beauchamp Director

Retired President and CEO of Cystic Fibrosis Canada, Director of Acerus Pharmaceuticals



## Ronald Funk

Deep consulting business experience, former VP Corporate Affairs and Competitive Improvement for Rothmans



#### Adam Szweras

Director Experienced securities lawyer, Founder of US developer of marijuana, hemp oil, and edible products

Deep Expertise and Background in Cannabis, Hemp, Tobacco and Pharmaceutical



## **Checking All the Boxes - A Platform for Accelerated Growth**



# CONTACT INFORMATION

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## **Industry-Leading Scale**

#### 15 Production Facilities – Expected to Have Over 625,000 kg/year in Capacity by Mid-2020

			LOCATION	SIZE	CAPACITY	STATUS	LICENS	E
							CULTIVATION	SALE
		Aurora Mountain	Mountain View, Alberta, Canada	55,200 sq.ft.	4,800 kg/year	Operating since 2015	•	•
		Aurora Vie	Pointe Claire, Quebec, Canada	40,000 sq.ft.	4,000 kg/year	Operating since June 2018	•	•
la fo	CANADA	Aurora Eau	Lachute, Quebec, Canada	48,000 sq.ft.	4,500 kg/year	Facility in full operation	•	•
	WHISTLER AURORA SKY ALPHA LAKE AURORA MOUNTAIN AURORA EAU WHISTLER CANNINED AURORA VIE PEMBERTON BRADEORD MARKHAM	Aurora Sky	Edmonton, Alberta, Canada	800,000 sq.ft.	>100,000 kg/year	Facility in full operation	•	•
	PEMBERTON AURORA SUN BRADEORD MARKHAM EXETER PORTUGAL AURORA PORTUGAL	Aurora Sun	Medicine Hat, Alberta, Canada	1,620,000 sq.ft.	>230,000 kg/year	Full construction to be completed by mid calendar 2020		
		Aurora Nordic 1	Odense, Denmark	100,000 sq.ft.	8,000 kg/year	Facility construction complete	•	
		Aurora Nordic 2	Odense, Denmark	1,000,000 sq.ft.	>120,000 kg/year	Full construction to be complete by mid calendar 2020		
		Aurora Prairie	Saskatoon, Saskatchewan, Canada	97,000 sq.ft.	19,000 kg/year	Operating since 2004. Facility upgrades underway	•	•
	SOUTH AMERICA	Aurora Ridge	Markham, Ontario, Canada	55,000 sq.ft.	7,000 kg/year	Operating since 2014	•	•
		Aurora River	Bradford, Ontario, Canada	210,000 sq.ft.	28,000 kg/year	Facility in full operation	•	•
		Exeter	Exeter, Ontario, Canada	1,000,000 sq.ft.	105,000 kg/year	Land and building purchased		
		Whistler Alpha Lake	Whistler, British Columbia, Canada	12,500 sq. ft.	500 kg/year	Operating since 2014	•	•
		Whistler Pemberton	Pemberton, British Columbia, Canada	62,000 sq. ft.	>5,000 kg/year	Phase 1 in operation. Phase 2 expected to be completed in September 2019	•	
		ICC Labs	Canelones, Uruguay	21,000 sq.ft.	27,135 kg/year	Facility in full operation	•	•
		Aurora Portugal	Portugal	38,000 sq.ft.	4,000 kg/year	Phase 1 expected to be completed in calendar Q3 2020		

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## **Executing on the Global Cannabis Opportunity**

#### **Distribution**

- Largest Canadian private retailer of adult beverages including beer, wine, spirits
- ALCANNA
- Bringing a state-of-the-art consumer retail concept featuring a variety of brands and wide selection of cannabis products
- Opening 37 stores and retrofitting existing liquor stores into cannabis retail outlets
- Investment aids rapid development of Canadian cannabis retail network

#### **Extraction**

• ~17% ownership interest



- Proprietary technology provides superior ingredient purity, yield, and cost
- Aligned with strategy of becoming the leading vertically integrated player considering the growing importance of cannabis extracts

#### Cultivation



- Existing investment accomplished objective of securing supply agreement for 20% of TGOD's organic cannabis production
- First mover in Australia focused on developing medicinal cannabis products

#### Plant Science and Product R&D



- Leading processor & marketer of hemp-based products
  and brands
- florafotonica Developer of advanced grow light technologies
- 0 micronwaste
- Leading organic waste technology company that developed an on-site system that turns organic waste into clean water



CAPCIUM inc.

- Provides safe, flexible, simple and innovative drug delivery systems for pain management therapies and treatments
- Platform specializing in softgel encapsulation; expands Aurora's differentiated, higher-margin product offerings

#### **Consumer Engagement and Brands**



- Curated cannabis retailer with access to "craft" cannabis supply, and diverse brands for consumers
- Comprised of a portfolio of conscious lifestyle brands



 Technology enables the production of over 75 different pre-rolled product types, addressing a wide variety of market demands



 Developing a network of cannabis and accessory retail stores, as well as manufacturing and distributing branded cannabis accessories

#### RIZONTALLY DIVERSIFIED INTEGRATED

## **Select Portfolio of Clinical Studies**

Indication	Research Partners	Trial Name	Phase
Cancer Pain Management	OCOG, Sunnybrook Health Science Center, Hamilton Health Sciences, Juravinski Cancer Center	Cannabis Oil for Pain Effectiveness	
Osteoarthritis	McGill University Health Network & Queen Elizabeth II Health Science Center	Vaporized Cannabis for Painful Osteoarthritis of the Knee	lla
Epilepsy	Royal University Hospital and University of Saskatchewan	CBD in Children with Refractory Epilepsy	П
Tourette's Syndrome	University Health Network	Vaporized Cannabis in Adults with Tourette's Syndrome	П
Pharmacokinetics	N.A.	Comparative Bioavailability and Pharmacogenomics Study of THC on Healthy Volunteers	T.
Epilepsy	Ontario Brain Institute, UofT, University Health Network, University Hospital London, Toronto Western Hospital	CBD and THC Given as Adjunctive Therapy to Adults with Refractory Seizures	III
Genetics	Mount Sinai Hospital	Identification of Genetic Biomarker Signatures associated with Cannabis Efficacy and Dose in Survey Patients	N.A.
Chronic Pain	CFL Alumni Association, CannaConnect Clinic	Assessing the Effects of Medical Cannabis on Pain and Related Quality of Life in Retired Athletes with Chronic Pain	N.A.
Multiple Medical Conditions	University of Alberta	Health and Economics-Based Outcomes of Cannabis-Based Therapies	N.A.