

10 Cannabis

Cannabis with Confidence.



curaleaf

Social Impact Report 2021





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Introducing Curaleaf's Social Impact Report

A message from our CEO Joe Bayern:



Something we say often here at Curaleaf is that there's never been a better time to be in cannabis, and there's never been a better place to be than Curaleaf. We also like to say that big cannabis can be good cannabis, and good cannabis can be big business. The proof points are visible in the hard work of our Rooted in Good initiative, and the mission-driven culture that we've built.

What we are doing every day changes people's lives. There's a difference between talk and action. As the CEO of Curaleaf, I am beyond proud that we are a company that walks the walk – we do what we say we will do. One of the things we said we'd do is launch Rooted in Good with a focus on three key pillars: Diversity, Equity & Inclusion; Social Equity; and Sustainability. I am thrilled that we've surpassed many of our internal benchmark metrics against the key goals we set in early 2021 when we launched the program, such as:

- 420x25: Do business with 420 new cannabis brands, ancillary suppliers and advocacy organizations from underrepresented communities by 2025. We're now working with 170 new and diverse partners and suppliers after one year of this program.
- Employ at least 10% of all new hires from populations impacted by low-level cannabis-related offenses. In 2021, 3.7% of new hires met this criteria, and we look forward to increasing that number in 2022.
- Contribute at least \$1 million in community investment to programs that address collateral consequences associated with marijuana-related offenses. In total, our Curaleaf and Select brands contributed more than \$2,400,000 to our partner organizations across the country in 2021.

As a company, we believe in giving back; we believe in supporting the communities we do business in and we believe in sharing the wealth and opportunities of this industry with the people who were disproportionately affected by the War on Drugs. These values live at the center of Curaleaf, and we bring them to life through Rooted in Good. We've done this work with a localized focus, placing a narrow lens on the communities we serve. The core of our focus at Curaleaf is on the health and wellness of our customers and patients, and holistic community health is not possible if all of our citizens do not have their basic needs met.

Beyond those key pillars, we also support our communities by focusing on the following causes: social justice, food insecurity, health and wellness and cannabis education, and this report, our first, highlights some of the work we've been doing in those areas.

To meet our community goals, we rely on our company values, which come to life at every retail location, cultivation facility and corporate office that we operate. From our Executive Roundtable Program to our Employee Resource Groups and 420x25 partners, I'm incredibly proud of the work and the progress highlighted in this report, and the company culture we've built together.

We look forward to continuing to bring Rooted in Good to life in the communities we serve all over the world. We thank our customers, patients, partners, team members and the entire cannabis community for their support in making our first ever social impact report possible. We know there is much more work to do, and we are proud to be a leader on that journey.

Thank you,

Joe Bayern



Curaleaf is America's largest provider of consumer products in cannabis. Our vision is to become the world's leading cannabis company by leading the world in customer focus, education and accessibility to high-quality products backed by science. Our mission is to improve lives by providing clarity around cannabis and confidence around consumption.

At Curaleaf, we understand that being a leader in the industry comes with a great responsibility for our communities and our planet. We're dedicated to ensuring that our actions and decisions prove that big cannabis can be good cannabis—for businesses, customers, patients, communities and causes.

Curaleaf is headquartered in Massachusetts, with corporate hubs in Arizona, California, Florida, Illinois, Nevada, New York, Oregon, and the U.K., and more than 140 dispensary and cultivation locations throughout the

United States and Europe. Our 5,400 team members help support 554,000 patients in the communities we serve.

Curaleaf was founded in 2010 as one of the first medical device companies to help late-stage cancer patients use cannabis in the hospital. As the company's passion for helping patients in need of alternative treatment methods expanded, a new course was charted. The team pivoted to medical cannabis dispensaries in 2015, opening our first location in New Jersey.

Curaleaf announced the acquisition of EMMAC Life Science Group in March 2021—now Curaleaf International—bringing our operations global. Curaleaf International is Europe's largest vertically integrated cannabis company, bringing together pioneering science and research with cutting-edge cultivation, extraction and production.

At the close of 2021, we operate 118 retail locations in

23 states for both medical and adult-use cannabis, and growing.

At its core, Curaleaf is committed to our team members, patients, customers and the planet through our Diversity, Equity & Inclusion (DEI), social equity and sustainability efforts as part of Rooted in Good, our Corporate Social Responsibility (CSR) initiative. Rooted in Good delivers social impact through focused efforts that prioritize resources for social equity opportunities throughout the industry and within our communities.

We believe that to be Rooted in Good is to walk the walk. We work quickly to move beyond conversation and into action. As a leading global cannabis company, these commitments are not an addendum to our success; rather, our success is a direct result of these efforts to build a more diverse, equitable and sustainable cannabis ecosystem.

Our Mission

To improve lives by providing clarity around cannabis and confidence around consumption

Our Vision

To be the world's leading cannabis company through education, accessibility and customer satisfaction with high-quality products backed by science

Our Values

- Passionate Commitment
- Driven to Deliver
- Respect for All
- Commitment to Innovation
- One Curaleaf



Our Rooted in Good Pillars

DIVERSITY, EQUITY & INCLUSION

We've appointed a diverse Task Force of Curaleaf team members to spearhead our Corporate Social Responsibility activities and define the path for inclusive, positive impact. From our internal teams to our supply chain, we are generating greater diversity and equity for all involved.

As a part of this work, we've successfully implemented Employee Resource Groups (ERGs) to connect our people with the services they need to thrive. We've also initiated a company-wide unconscious bias training.

SOCIAL EQUITY

As a cannabis company of our size, it's our responsibility to use our leadership for good.

That means we're working to increase economic opportunities for folks within historically disadvantaged communities, and we provide mentorship and assistance to aspiring cannabis entrepreneurs.

We also support organizations that tackle current social issues, like mitigating the harm of the War on Drugs and fighting for criminal justice reform.

SUSTAINABILITY

Challenges with environmental sustainability run deep in any industry. That's why we believe it's the responsibility of our business to lead by example and change the status quo.

We're auditing our practices, identifying new ways to work and reporting on the areas we know that we can improve. We also partner with consultants to find eco-driven solutions to lighten our footprint wherever we can.

This planet gave us cannabis, after all. We say it's time to give back.

Our Causes



CANNABIS EDUCATION



HEALTH



WELLNESS



FOOD INSECURITY



SOCIAL JUSTICE

WHO WE ARE

Curaleaf's management team pushes the organization and cannabis industry forward through thoughtful and intentional leadership.



Cannabis Confidence.

Photography: @johnmichaeliam
www.johnmichaeliam.com/



Joseph Bayern | Chief Executive Officer

Joe Bayern joined Curaleaf in December 2019. As Chief Executive Officer, Joe is responsible for the overall performance of the company against a wide array of stakeholders. His job is to inspire every function, from cultivation to communications, to flawlessly execute our vision: To be the world's leading cannabis company by leading the world in customer focus, education and accessibility to high-quality products backed by science. Joe begins each day embodying the organization's value of **Passionate Commitment** by driving his team to identify and execute against economic, environmental and social risks and opportunities both for Curaleaf and the industry as a whole.



Antonio Costanzo | Chief Executive Officer, Curaleaf International

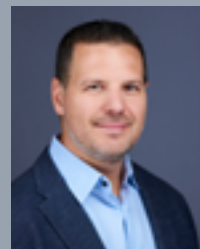
Antonio Costanzo joined Curaleaf International in September 2018 when our U.K. operations were still under the name of EMMAC Life Sciences, where Antonio was the co-founder and CEO. Antonio is an experienced senior executive with a successful track record in public and private companies and in innovating complex and highly regulated industries



James Shorris | Chief Compliance Officer

James Shorris joined Curaleaf in March 2020. As Senior Vice President, Chief Compliance Officer and Counsel, Jim leads the company's regulatory compliance and security program across the Curaleaf footprint. By seeking to ensure that Curaleaf complies with all state and local regulations when cultivating, manufacturing and delivering its products, Jim and his team members are focused on supporting the company's efforts to market and sell safe,

high-quality products to patients and consumers who also value Curaleaf's commitment to transparency and respectfulness, aligning with our **Driven to Deliver** value.



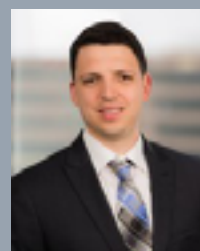
Matt Darin | President, U.S.

Matt Darin joined Curaleaf in July 2020. As President of Curaleaf, Matt oversees the execution of our company initiatives, focusing on retail, wholesale, operations, cultivation technology, quality, real estate and supply chain. Matt's work aligns with our **One Curaleaf** value as he continuously looks to create a cohesive workforce oriented in creating a winning culture rooted in effective communication, respect and the desire to improve lives by providing clarity around cannabis and confidence around consumption.



Kate Lynch | SVP, Marketing

Kate Lynch joined Curaleaf in January 2019. As Senior Vice President of Marketing, Kate oversees and spearheads brand and product strategies as well as retail, wholesale and digital channel marketing efforts in support of these strategies. Aligned with Curaleaf's **Driven to Deliver** value, Kate and her team continually look to establish processes and ways of thinking that drive efficiencies, improve the quality and output of work, and use data-driven decision making to optimize the overall performance of our product and marketing efforts.



Jessie Kater | SVP, Innovation, Research and Development

Jessie Kater joined Curaleaf in February 2018. As Senior Vice President of Innovation, Research and Development, Jessie oversees research and product development. This work is

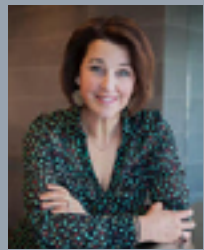
focused on furthering cannabis and cannabinoid science and understanding, a broad array of product and process development platforms, collaborations with clinical and academic partners and consumer safety initiatives. Jessie continues to build an R&D platform that aligns with our **Commitment to Innovation** value, bringing diverse skill sets and individuals together to collaboratively further the science of cannabis in a socially and ethically responsible manner.



Talley Wettlaufer | SVP, Retail

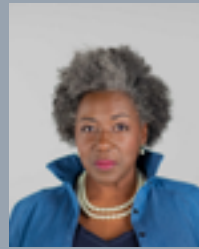
Talley Wettlaufer joined Curaleaf in July of 2020. As Senior Vice President of Retail, Talley oversees and leads the largest team within Curaleaf with over 2,500 members that make up our retail

division. Her work aligns with our **Driven to Deliver** value, as she is continually striving to foster an inclusive environment driven by the desire to improve the lives by creating confidence and accessibility around cannabis use.



Tracy Brady | VP, Corporate Communications

Tracy Brady joined Curaleaf in 2019 after holding several senior roles in marketing, advertising and entertainment at a variety of Fortune 100 companies. As the Global VP of Corporate Communications for Curaleaf, Tracy is charged with driving awareness and visibility of the company's mission, vision and values, and elevating Curaleaf's profile for internal and external stakeholders. She is *Driven to Deliver* the **One Curaleaf** and **Respect for All** values – by raising awareness and engagement for the external CSR programs and partnerships of Rooted in Good, and by sponsoring and advising internal initiatives such as the DEI Task Force, ERGs and the Executive Roundtable.



Khadijah Tribble | SVP, Corporate Social Responsibility

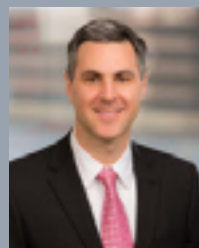
Khadijah Tribble joined Curaleaf in March 2020 as Vice President of Corporate Social Responsibility, and was promoted to Senior Vice President in early 2022. As Senior Vice President of Corporate Social Responsibility, Khadijah oversees and spearheads our Rooted in Good initiatives, focusing on Social Equity, Environmental Sustainability, and Diversity, Equity & Inclusion. Her work aligns with our **Respect for All** value, as she continuously explores avenues to create a diverse, meaningful and inclusive culture for all team members, customers and communities.

Curaleaf Board of Directors



Boris Jordan | Executive Chairman of the Board

Boris is the co-founder of Curaleaf. Boris is an American businessman and the co-founder of Renaissance Capital Group, an international investment and advisory firm and the Sputnik Group, a private equity and advisory group with investments across the United States and Europe.



Joseph Lusardi | Executive Vice Chairman

Joseph Lusardi is the co-founder of Curaleaf. Joseph is a pioneer in the U.S. cannabis industry and is credited with opening one of the first medical cannabis operations on the East Coast. He has a decade of cannabis industry experience, as well as 20 years' experience in finance, private equity and entrepreneurship.



Mitchell Kahn | Director

In 2014, Mitchell Kahn co-founded Grassroots Cannabis to provide safe and efficacious cannabinoid products to consumers. As Chief Executive Officer of the largest private, vertically integrated cannabis operation in the United States, he established operations in 11 states, obtained more than 60 licenses and empowered over 1,100 team members.



Karl Johansson | Director

Karl Johansson has broad experience in multinational accounting and the coordination of international tax engagements, mergers and acquisitions, and due diligence projects in key global markets. Karl has been a member of the Emerging Europe Business Council and Corporate Governance Task Force of the World Economic Forum, as well as the Foreign Investment Advisory Councils of Kazakhstan, Ukraine and Latvia.



Peter Derby | Director

Peter Derby is a founding partner of Concinnity Advisors, LP, the sub-advisor with investment discretion for the Capital Stewardship Strategy, formed in 2011. During William H. Donaldson's 2003-2005 tenure as Chairman of the Securities Exchange Commission, Mr. Derby served as the Securities Exchange Commission's Managing Executive for Operations and Management.



Dr. Jaswinder Grover, M.D. | Director

Jaswinder Grover, M.D., is an orthopedic and spine surgeon who has practiced in Las Vegas for the past 25 years. Dr. Grover is the founder, developer and the owner of the Allegiant Institute and the Smoke Ranch Surgery Center, a referral center for patients with spine and pain disorders, which together employ more than 100 people in Las Vegas.



By the Numbers

23

States in which Curaleaf operates

118

Dispensaries across the country

554,000+

Medical patients served

\$585,734,000

Gross profit from cannabis sales

\$298,037,000

Adjusted EBITDA

25

Cultivation sites for hand-grown plants

5,428

Team members worldwide

5,230,000

Medical transactions

\$.15

Net loss per share

\$1,209,661,000

Total revenue in 2021

% Year Over Year Change:

93%

Total Revenue

113%

Gross Profit from Cannabis Sales

107%

Adjusted EBITDA

The numbers speak volumes, but they don't always tell the full story. Curaleaf's 2021 accomplishments—from market expansion to customer base—are the result of the company's investment in its team members and communities. By empowering our team members and working to rectify the harm caused by the War on Drugs, we help move our organization—and the industry as a whole—forward.

Curaleaf International

Terre Verde
Portugal | Cultivation

Rokshaw
England | Manufacturing

Medalchemy
Spain | Manufacturing, R&D

CPBM Access
England | Pharmacy

Rooted in Good

At Curaleaf, we understand that being a leader in cannabis comes with great responsibility to the industry, our communities and the planet. Our values, including **One Curaleaf** and **Respect for All**, help to inform a company culture that embraces differences, encourages growth, considers reflection and strives to rectify the historical missteps of the cannabis industry.

A Strategy Rooted in Impact

Rooted in Good, our Corporate Social Responsibility initiative, delivers social impact through focused efforts that match Curaleaf’s capabilities while prioritizing resources for social equity programming to deliver real opportunities across the cannabis ecosystem. To be Rooted in Good is to consider the holistic health of the entire community—patients, team members, neighbors and our shared local and global environment.

While we must always continue to discuss, reflect and seek input, our success is dependent upon action. To help chart our course of action, we direct our efforts into three foundational pillars.

Rooted in Good Initiatives

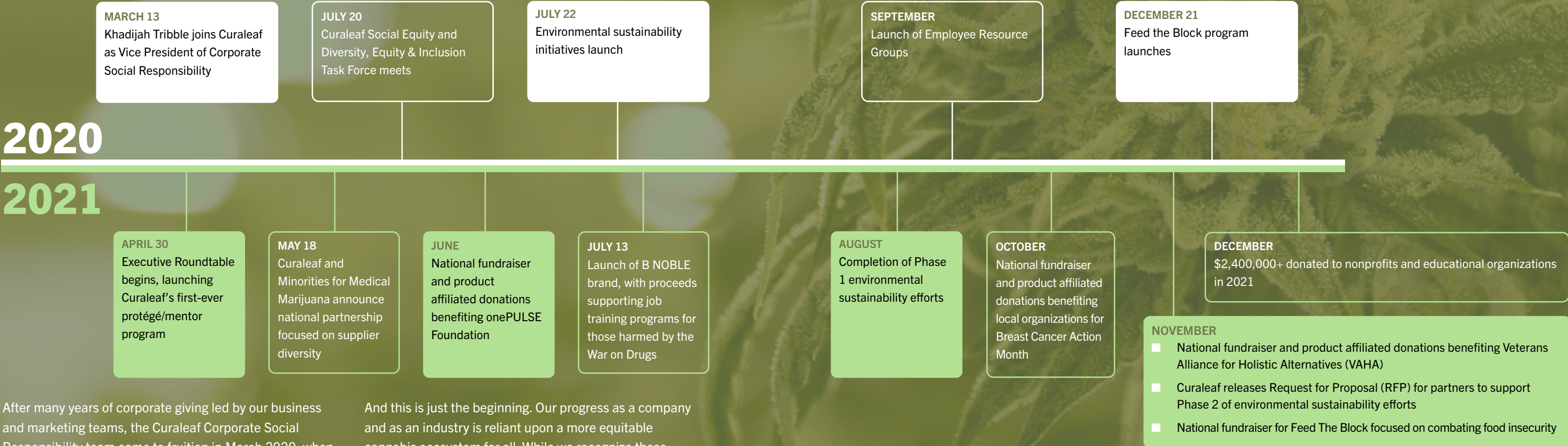
(Established Q1, 2021)

- Employ at least 10% of all 2021 new hires from populations touched by low-level cannabis-related offenses.
- 420x25: Do business with 420 new cannabis brands, ancillary suppliers and advocacy organizations from underrepresented communities by 2025.
- Contribute at least \$1 million in community investment to programs that address collateral consequences associated with marijuana-related offenses.

To achieve these goals, Curaleaf cultivates **Strategic Social Partnerships** to prioritize resources and increase impact. Our partners include organizations such as Women Grow, Minorities for Medical Marijuana, onePULSE Foundation, Veterans Alliance for Holistic Alternatives and B NOBLE.



Recent Timeline of Corporate Social Responsibility



After many years of corporate giving led by our business and marketing teams, the Curaleaf Corporate Social Responsibility team came to fruition in March 2020, when Khadijah Tribble joined the team as Vice President. During the remainder of that year, the CSR team created and fine-tuned its strategy. This includes designating Rooted in Good's pillars and national causes, along with a road map to guide Curaleaf on its journey to being a more socially and environmentally conscientious company.

And this is just the beginning. Our progress as a company and as an industry is reliant upon a more equitable cannabis ecosystem for all. While we recognize these accomplishments that move us forward, we remain bolstered by the fact future success requires we remain vigilant and action-oriented in our commitment to CSR.



420x25

By 2025, Curaleaf aims to do business with 420 new cannabis brands, ancillary suppliers and advocacy organizations from underrepresented communities including veteran-, women-, queer-, disabled-, and minority-owned businesses.



420x25 Spotlight: Bouqué

Bouqué, a Black-owned premier rolling paper brand founded in 2017, became one of Curaleaf’s first 420x25 retail partners in 2021. Our team worked strategically to ensure a successful relationship with Bouqué through retail events, virtual events, social media and newsletter features. Since this partnership, Bouqué experienced the following year over year growth:

- 300% increase in revenue
- 760% increase in unit sales
- 400% increase in overall orders



Bouqué was founded in 2017 in Washington, D.C., with a focus on making the cannabis flower the forefront of the cannabis experience with rolling papers and other products.

Our relationship with Curaleaf has helped us scale and meet consumers across different markets. I have also definitely gained some skills as an entrepreneur in terms of conducting business and best practices.

For example, we are now in the Illinois market. Because of Curaleaf, we have a reason to go into that market and meet the cannabis users in it. With Curaleaf in other states and having our products on their shelves, **it allows us to have that reach to different people in different markets—both physically and socially.** Just giving us that reach across state lines has been extremely beneficial. And with that, the size of the orders that come in through Curaleaf has helped us to scale our business and grow it faster.

This stamp of being in a partnership with Curaleaf has been great for my business and for other brands or businesses that want to do business with

Bouqué—and you can’t quantify it. You can’t put a number to it. **I just know that we have seen other business opportunities because of our partnership with Curaleaf.**

I think what stands out with Rooted in Good is the *initiative*—coming out and approaching different brands to do this. It is important work that benefits a lot of parties. **Sometimes in this industry, people can speak a good game. But from my experiences, Curaleaf has delivered on that promise in terms of really making sure that we were able to hit the shelves and have the exposure that they felt that we needed.**

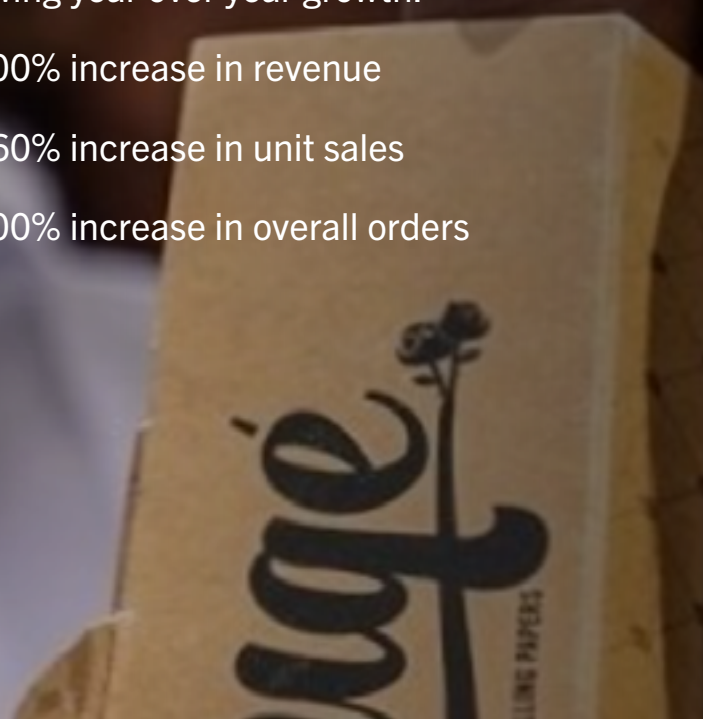
This work is making a unique impact because it’s a conversation. With that conversation, people have to talk about things that may be uncomfortable—things that people might not want to hear. Some people just want to consume their cannabis and don’t really care about the social impact of everything, so it forces people to have that conversation.

It also creates a unique opportunity for good commerce. People now find a brand that speaks to them and they’re willing to pay for that.

— Corey Dunson | Founder and CEO of Bouqué and 420x25 partner

170

New and diverse partners and suppliers in 2021



420x25 Spotlight: Mass CultivatED

“In 2018, a huge reform bill was passed in Massachusetts to allow a lot of people in our criminal justice system to transition back into society. At the same time, the state legalized cannabis recreationally. We saw those two things as going hand-in-hand. That’s when we started Mass CultivatED. We saw education as a way for us to prepare a new workforce to be able to start in the cannabis industry.

Curaleaf provided us with a platform to get our name out there. As we are thinking about growing our organization, we want to place people in jobs, but we also want to give people the opportunity to create their own businesses if they have that entrepreneurial interest. **Curaleaf has done a great job of helping to build our network with Black-owned businesses.** We can create mentorship

opportunities with people in our programs so that they can meet individuals who are getting their licenses and opening up, and learn about the process of getting investments and developing business plans. Curaleaf has been really hands-on. They’ve shown up to each of our planning meetings when we were developing our curriculum, thinking about what we need to add to the fellowship. They sponsor our record sealing and expungement events. They’ll be a featured presenter at that clinic to explain what opportunities are available. I’ve had people from the Rooted in Good team talk about their journey in cannabis, and also give the right training on how to do things at a cultivation site or a retail site.

Between the planning, showing up to our events and coming into the classroom, Curaleaf provides a lot of great support and resources to all of our fellows and to our organization.

— Ryan Dominguez | Executive Director, Mass CultivatED

Second Chance Hiring Initiative

To lift those impacted by low-level cannabis-related offenses, Curaleaf works with strategic partners to create a pipeline of hiring in eligible states, including Arizona, Illinois, Massachusetts and New Jersey. Throughout this process, we strategically partnered with local recruiting agencies including Illinois Equity Staffing, RiseKit, Olive Harvey College, THC Staffing, ConConnect and Mass CultivatED.

Although we set a steep hiring goal for ourselves, we understand that change doesn’t occur overnight. In addition, current laws in many states prohibit people with prior cannabis convictions from working at cannabis companies. We look forward to these laws changing with the support of our Government Relations team. In the meantime, we are making this initiative one of our top priorities.

420x25 Spotlight: Illinois Equity Staffing

“At Illinois Equity Staffing, we have three goals: raise awareness; get folks hired; and change policy. We want people to know that there are massive barriers to entry from a job opportunity perspective for those who are justice-impacted or who have criminal records. We also want people to know that it is going to take policy and legislative change to lower and eradicate those barriers. That’s why we collect case studies. Being able to partner with Curaleaf—they’ve helped to give us the case studies that prove on paper that with a real person’s life that this is really happening.

Here in Illinois, we took a case study and presented it at the state level with regulators and served on a panel with the Illinois State Police and others. We talked through how the badging process in Illinois is affecting Black and Brown people. Now the plan is to have a piece of legislation on the table to combat the issues that we saw. Case studies helped in starting that conversation.

Curaleaf is trying to help people understand that we’re still in the same boat. Even though laws for cannabis possession have been lowered or eradicated, the actual long-term effects of being justice-impacted are still keeping the very people who built the industry out of the industry. They’re trying to find a way to change policy.

No other multi-state operator (MSO) that is plant-touching is talking about justice-impacted candidates except for Curaleaf. Now other people want to start having the conversation. At the end of the day, the more merrier. The more people we can get involved in the conversation, the more impact we can have. I think they effectively started that ripple effect.

— Shawnee Williams | Cofounder, Illinois Equity Staffing



3.7% Percentage of 2021 new hires that meet Second Chance criteria*

6% Percentage of new hires in our Western region that meet Second Chance criteria

**Due to a hiring freeze, the Second Chance Hiring initiative was temporarily paused in Q3 of 2021*



To be Rooted in Good is to deliver social impact through focused efforts that lift up the community. We're dedicated to supporting entrepreneurs, patients and each other.



Working closely with my mentor I am utilizing the program to successfully rebrand and relaunch Verdure CBD skin care while gathering social wealth accumulation within the cannabis industry. This experience has been life-changing. I have not only built a strong relationship with my mentor and his family, but he has also taught me so much about bringing a concept that is in your brain to a tangible item and brand. The Executive Roundtable is allowing me to enhance the skills I have while also gaining new ones.

— William Clark IV | Customer Support Specialist at Curaleaf and cannabis entrepreneur

As a leading global brand, it's our responsibility to go beyond the conversations and work toward change. For members of communities located in areas disproportionately impacted by the War on Drugs, opportunities for entrepreneurship and networking can be limited. Addressing this inequity is part of redefining the culture of cannabis as a whole.

Executive Roundtable

Launched in 2021, the Curaleaf Executive Roundtable provides mentorship, education, networking opportunities and entrepreneurial support for individuals from communities harmed by the War on Drugs. Throughout a full-time, one-year curated program, protégées work closely with Curaleaf executives from the C-Suite to VPs. This relationship provides guidance from industry leaders who are invested in protégé success and growth. By matching mentees through analysis of goals and resources, the Executive Roundtable opens doors to opportunities.

In April 2021, Curaleaf introduced our first cohort of 19 protégés: creators, innovators and entrepreneurs pushing to bring their ideas to life, in need of support from established business professionals. Since the creation of the Executive Roundtable, we have been proud and excited to see our protégés opening dispensaries, creating new product lines and finding their “cannabis family”—a true mentor they can reach out to connect them with industry contacts, and someone who sees them as an extension of the Curaleaf family.

The work of these entrepreneurs will impact the future of social equity in cannabis.

gold

cket



Protégé Spotlight: Seun Adedeji



Founder of Elev8 Cannabis, a minority-owned business operating in Massachusetts and Oregon, Seun was matched with Curaleaf Northeast Regional President Patrik Jonsson as part of the Executive Roundtable. The two are in regular communication, with Patrik supporting Seun at in-person events while traveling the country. Their relationship has grown into something meaningful to both of them.

“I’m a young minority business owner. I’m pouring a tremendous amount of capital into the licensing process, into the lobbying effort, into going to the town community agreements—selling them on our vision and mission and selling them on who we are. Curaleaf has been a big help with product. They gave us close to a quarter of a million dollars in product when we needed it. **Things like that go a long way for a mom-and-pop business.** That’s why I’m so appreciative of what Curaleaf really stands for—they are truly trying to do good, period.

Rooted in Good has people that are willing to be vulnerable, be down-to-earth. We can learn a lot from Curaleaf about picking the right team and strategizing, looking at the market and picking the right people to help us win. As I climb my way to the top, I hope I can toast with them along the way and share this amazing journey of being cannabis entrepreneurs in a new and emerging industry. We need to lead together on this. There’s room and there’s enough for everyone.

— Seun Adedeji | Founder, Elev8 Cannabis





Accessing cannabis is vital to the health and wellbeing of many patients and caregivers. In addition to monetary donations, in-kind product donations play a key role in helping many access compassion products. Removing that barrier between patient and plant is one way that Curaleaf continues to break stigmas and advocate for medicinal cannabis.

Donating Product to Patients

The passing of the Dennis Peron and Brownie Mary Act in California grants licensed retailers the right to donate free cannabis and cannabis goods to qualified medical patients and their caregivers. Under this legislation, Dear Cannabis—a non-profit uniting the cannabis supply chain to support patients unable to afford their medicine—was formed to coordinate in-kind donations and services. Curaleaf works continuously with partners like Dear Cannabis to deliver free, quality cannabis products to patients across the country.

At Curaleaf locations, patients are treated with respect and dignity. For many patients, existing medical costs make affording their medical cannabis difficult. Since our very first dispensary opened, we've offered permanent compassion discounts available to seniors, pediatric patients, veterans and SSDI members.

\$9,000,000+

Amount of money saved by patients through compassion discounts in 2021

\$66,000

Worth of medicine donated in 2021



I Cannabis.

I love. I marry. I go all in.
I see ALS take hold.
I feel his fear. I search for help.
I incorporate the plant.
I see him at peace.
I battle the skeptics.
I battle the stigma.
I make the most of fading time.
I de-stigmatize. I normalize.
I honor his legacy.

I Cannabis.

JULIE FRATES / ALS ACTIVIST

Driven to Deliver



To give back to the earth that gave us cannabis is to be Rooted in Good. From cultivation to packaging, our manufacturing and delivery process is designed with people and the planet in mind.

From electricity used in cultivation facilities to the use of plastic in cannabis packaging, it's no secret that the cannabis industry has work to do to become more environmentally friendly.

Understanding our Footprint

In April 2021, Curaleaf took two large steps towards becoming a more sustainable cannabis company:

We created an internal Sustainability Task Force, made up of Curaleaf team members located across the county and in a variety of departments, including commercialization, cultivation, engineering, manufacturing, processing, procurement, retail and more.

To better understand our current footprint, Curaleaf also partnered with Map Collective, a female-founded carbon tracking and supply chain transparency startup that maps out environmental data on one unified map. Working in tandem, we examined and established a baseline of environmental impact to benchmark against our future efforts. In addition to a company-wide assessment of the organization's current carbon footprint, this team made recommendations for consideration in Phase 2 of our carbon neutrality goal and executable plan.

As a result of the work done by our Sustainability Task Force and Map Collective, Curaleaf completed Phase 1 of our environmental work—establishing our baseline environmental footprint. Using MTCO₂e (metric tons of carbon dioxide equivalent) as a measurement for our environmental impact, it is estimated that Curaleaf's 2021 emissions reached 22,000 MTCO₂e. This comprised of 1,747 Scope 1 GHG emissions and 20,034 Scope 2 emissions.

With the release of an RFP seeking a sustainability partner, our next steps in this process have already begun. Working with an environmental partner, Curaleaf will design and

develop a carbon neutrality and recycling action plan. The organization is reviewing and scoring all submissions before selecting our final partner in Q1 of 2022.

Our goal: Achieve carbon neutrality by 2025

Sustainability

We lead by example, work in new eco-friendly ways and change the status quo by giving back to the planet that gave us cannabis.

In October 2021, Curaleaf proudly joined the American Society for Testing and Materials (ASTM) International's Cannabis Subcommittee on Sustainability. ASTM International is a leading standards organization focused on developing and publishing technical standards for a wide range of materials, systems and services. The Committee of Cannabis was established to develop standards for cannabis, its products and processes, directly tied to the key United Nations Sustainable Development Goals.

“The cannabis industry is just beginning to develop the best strategies for achieving net zero. Furthermore, the regulatory environment may prove to be a challenge when it comes to formulating new carbon reduction strategies. We believe that together with Curaleaf, we will be able to pave the way toward a carbon neutral future for cannabis.

— Tara Gupta | CEO of Map Collective

Packaging for the Planet

We recognize that packaging is an important part of the cannabis experience, and that many packaging laws prevent delivery systems from being eco-conscious. In the United States and abroad, we are working to improve packaging and recycling efforts for a more sustainable future.

Curaleaf's key packaging vendor has launched an ocean plastic recycling initiative in the Dominican Republic, with a target of 100% upcycled plastic for all plastic packaging components by 2023.

1,963

Pounds of plastics collected and recycled through statewide initiatives



Taking Initiative

Operating in multiple states and countries provides us with the opportunity to take advantage of local initiatives for improving environmental impact on a local, national and global scale.

HIGH 5 RECYCLING

In Maryland, Curaleaf partnered with the High 5 Initiative to promote sustainable practices among cannabis patients. As part of the initiative, patients are encouraged to return their #5 plastic packaging containers to any of Curaleaf's three locations in the state to be recycled and diverted from landfills.

Cultivating for the Future

The cultivation process is an important part of creating a more sustainable cannabis future. From soil to lighting, we take advantage of opportunities to improve the process at every step of the way.

RECYCLING

In Florida, we recycle soil and compost. Curaleaf looks forward to expanding this process into new states in 2022. We are conscientious of our waste streams and how recycling and composting soil can support our cultivation facilities in various locations. In addition to recycling media in Florida, we are adjusting our cultivation practices nationally by lowering the plant count needed to fill our canopy square footage. This allows us to maintain productivity and improve quality by focused attention on the value of each individual plant. By improving productivity and quality of individual plants through reduced plant density, we are reducing our plastic pot usage by 25%. Additionally, we are exploring media options that use compostable fabric bags which will reduce our use of plastic pots even further.

PESTICIDES & ORGANICS

At Curaleaf, it's our goal to evaluate where our current sustainability practices lie and to improve and fine tune those processes in 2022. We currently incorporate

integrative pest management during which beneficial insects are used in place of pesticides.

WATER USE EFFICIENCY

We have begun piloting a facility design that has all humidity pulled from indoor grow rooms to be collected and recycled. In some locations, we have systems that recycle all waste water. Cultivation is deploying additional sensor technology to improve our water and fertilizer use efficiency. By measuring and analyzing our rootzone moisture and employing more precise irrigation strategies, we are effectively reducing the amount of water runoff and fertilizer inputs, while growing more high-quality cannabis flower.

ENERGY CONSUMPTION

Reduction of our carbon footprint, primarily through sustainable and natural lighting options, is important to our cultivation team. At several Curaleaf facilities, we make adjustments to reduce our energy consumption based on surrounding environmental factors. This includes:

- Working with demand response teams to lessen our electric usage by dimming and/or shutting off lights and other equipment when the electric grid is reaching a point that risks rolling blackouts
- Hoop houses focused on extractable flower, a low-cost and low-impact system for producing this material
- Increased use of natural sunlight to reduce energy consumption
- When natural sunlight is not an option, in some states our cultivation teams have begun utilizing LED technology, which compared to traditional HID fixtures is more efficient at converting electricity to plant usable photons. LED lights not only produce more light, but less heat. Therefore, the electrical use needed to cool our grow rooms is also reduced.





Curaleaf International

Global Sustainability

We take our commitment to operating sustainably seriously. Curaleaf International works to maintain the highest operating standards throughout the organization, building on the success and support of our team members and partners.

Environmental, Social & Governance (ESG)

With the launch of Curaleaf International in March 2021, our team adapted its approach to a global market.

CURALEAF INTERNATIONAL'S MISSION:

To be Europe's leading cannabis company, providing high-quality, accessibly priced cannabis products for patients and consumers, driven by the highest degree of scientific rigor and ethical standards and powered by our vertically integrated business model.

CURALEAF INTERNATIONAL'S VISION:

To shape the future of cannabis through our commitment to research and product excellence, and bring the life-enhancing potential of cannabis to those who need it.

Responsible environmental stewardship is central to our business. This is especially true at Terra Verde, our cultivation site in Portugal. At this site, we maintain a keen focus on the consumption of water and energy to minimize our environmental impact. This requires effective management and use of resources, from utilization to disposal, across operations.

ESG risks and opportunities vary greatly throughout the organization. Therefore, we make sure to have the appropriate structures, processes and procedures in place to meet and, where possible, exceed compliance standards.

Curaleaf International operates pharma-grade processes while meeting EU Good Manufacturing (EU-GMP) guidelines. As a result, we strive to meet and exceed quality compliance at both a site-specific and global level.

Curaleaf International ESG goals

- Achieve carbon footprint goal or offset by 2025/2030
- Pursue recycling initiatives at processing and cultivation sites, as well as retail facilities
- Pursue resource-efficient and energy-efficient solutions and LEED certification at processing, cultivation and retail facilities
- Commit to supplier diversity that includes ethical sourcing and fair pay

As a scientifically driven company, we work continuously to advance our understanding of the therapeutic value of cannabis and how it may improve the lives of more people all around the world. We believe only a data-led approach can facilitate a true move forward in the use of medical cannabis.

LEADING THE WAY

Curaleaf International's research program is shaping the future of medicinal cannabinoid therapeutics across the globe. Working with our research partners—including the Imperial College London in the U.K. and the University of Insubria and University of Milan in Italy—we are developing the pre-clinical and clinical evaluation of cannabis-derived medicinal products underpinned by the most robust science. These strategic partnerships put Curaleaf International at the forefront of research into the potential medical benefits of cannabis.



220 International team members

9 Countries

2 EU GMP manufacturing facilities

15 Medical cannabis licenses

0 GMO practices | Pesticides used |
Chemicals emitted during cultivation

1st Active cannabis cultivation license in Portugal

8 Hectares of greenhouse and outdoor cultivation

In 2014, Terra Verde—Curaleaf International’s cultivation site in Portugal—acquired the country’s first active cultivation license. With a focus on responsible water use and sourcing, Terra Verde leads the way in producing sustainable, high-grade medical-grade cannabis that meets the highest E.U. standards for agricultural practices.

REDUCING IMPACT IN CULTIVATION

Water is a precious commodity, and Curaleaf International carefully manages its water consumption. At Terra Verde, we use an automated system to ensure the plant has the optimum amount of water, heat and humidity to maximize the productivity of its growth cycle. By using our borehole as a water source, we limit the impact of water sourcing on the local community. Our water is used to maximum efficiency, producing a limited amount of wastewater. Because we cultivate using a natural growth cycle, no pesticides are used and no chemicals are emitted throughout the process.

Portugal’s climate provides excellent conditions for agrarian practices, a key factor for investing in Terra Verde. To power our greenhouses and guarantee conditions that are optimal for growing cannabis, we use natural gas when possible—a lower carbon-emitting source of energy when compared to other fossil fuels.

All products cultivated at Terra Verde meet the standards of the EU Good Agricultural and Collection Practices (GACP). This compliance provides regulators and health care providers with the confidence that Curaleaf International’s products are a safe and high-quality choice for patients.

Good manufacturing practices aren’t just about regulatory compliance; they’re about providing an exceptional product. Curaleaf International partners with experienced, leading companies in the EU to ensure innovative manufacturing processes backed by science. Our state-of-the-art facilities are operated by highly skilled researchers and talent, all working to put patient safety first.

INNOVATION IN MANUFACTURING

Our goal is to become an industry-leading manufacturer of Active Pharmaceutical Ingredients (APIs) through continued growth and innovation in research and production. To make this a reality, Curaleaf International works with two EU-GMP-certified facilities in Europe.

Medalchemistry, a technology-based manufacturing company located on the University of Alicante campus in Spain, brings more than a decade of experience in the research, development and manufacturing of APIs. Using strict standards, and fueled by a pipeline of talent through the university, Medalchemistry operates under the ISO 9000 environment—the world’s best-known quality management standard for organizations of any size.

Rokshaw Laboratories is a state-of-the-art facility and premium environment for the manufacturing of industry-leading products, located in Sunderland, England. Working with highly trained and experienced staff, Rokshaw ensures outstanding product quality without compromising on service. Through an ongoing apprenticeship program with Sunderland College, the company received the college’s Apprenticeship of the Year Award in 2019 for its commitment to supporting pharmacy and technician training.

PROGRESS IN PACKAGING

We believe consumers should have access to a safe, high-quality and reliable supply of products. Packaging plays a major role in how patients and consumers engage confidently and safely with cannabis.

Curaleaf International products are EU-GMP certified, providing regulators and healthcare providers with the confidence that our products are a safe and high-quality choice. By working with two certified facilities in Europe—Medalchemistry and Rokshaw Laboratories—the distribution of our products and packaging are robust and pharma-compliant. Additionally, we regularly audit all suppliers to maintain this level of quality.

2 EU-GMP certified facilities in Europe

40% Percentage of female team members at Medalchemistry

RESPECT FOR ALL



To be Rooted in Good is to consider the holistic health of the entire community, from patients and team members to neighbors and the greater cannabis industry.

In 2010, while riding his bicycle in Louisiana, Bernard Noble was stopped, frisked and found to be carrying just enough cannabis for two joints. This so-called crime resulted in a 13-year sentence of hard labor without parole. Bernard served seven years away from his family before his case sparked the national attention needed to prompt his early release.

Creating a Social Justice Brand

Advancing social equity in cannabis to provide opportunities to those directly impacted by the War on Drugs

As a cannabis industry leader, Curaleaf is using its platform to bring awareness to cycles of unwarranted, racially charged punishment and replace them with equitable cannabis access and industry opportunities for every community member, regardless of race or place.

Founded by celebrity artist, filmmaker and cannabis advocate Fab 5 Freddy, **B NOBLE** exists to generate legal funding for the defense of people wrongfully charged with non-violent cannabis-related crimes. Curaleaf puts the power of the plant to this brand with B NOBLE pre-rolls that use the highest-quality flower strains. Proceeds from every pre-roll purchase are donated to partner organizations working to:

- End unwarranted cannabis criminalization
- Support liberated citizens with a cannabis-related record
- Remove the societal barriers associated with that record
- Create pathways for a successful, post-incarceration future

B NOBLE launched on July 13, 2021, in Massachusetts and Maryland, expanding to an additional eight states throughout the fall. In November, Curaleaf and B NOBLE announced the expansion of this initiative to medical dispensary locations in New York, one of the first partnerships of its kind in the state.

Our B NOBLE partner organizations:

	THE S.T.A.R.T. PROJECT ARIZONA
	COLORADO CRIMINAL JUSTICE COALITION COLORADO
	NORTH LAWNDALE EMPLOYMENT NETWORK ILLINOIS
	MASS CULTIVATED MASSACHUSETTS
	OREGON JUSTICE RESOURCE CENTER OREGON
	CHANGING PERCEPTIONS MAINE, MARYLAND, MICHIGAN, NEVADA

Stories

I carry the plant.
I face 13 years. I serve 7.
I don't deserve.
I draw attention. I symbolize.
I find myself back outside.
I can't forget. I still rise.
I reclaim. I represent.
I remind.

I Cannabis.

BERNARD NOBLE / ENTREPRENEUR



7/13	Launch date of B NOBLE, representing the seven years of a 13-year sentence served by Bernard	10	States serving consumers and patients with B NOBLE products
2	Packs of B NOBLE high-quality one-gram pre-rolls, symbolizing the two grams of cannabis for which Bernard was arrested	6x	The likelihood of Black men to be incarcerated for low-level drug offenses in comparison to white men
10%	Proceeds from B NOBLE that are donated to partner organizations focused on cannabis-related racial and social injustice	2.5x	The likelihood of Latino men to be incarcerated for low-level drug offenses in comparison to white men



“We always look for ways to go beyond writing checks. We write the checks—yes—but we also share our platform. We strive to amplify voices and work in concert with our partners to destigmatize cannabis and expand the conversation around the plant and the good that it can bring to communities and people’s individual lives.

— Raheem Uqdah | Director of Corporate Social Responsibility, Curaleaf

\$2,400,000+

Donations made to strategic partner organizations in 2021



Our Strategic Social Partnerships are an important part of how we prioritize resources and increase impact across the cannabis industry.

Strategic Social Partnerships

Curaleaf’s Corporate Social Responsibility team created a vetting process for developing partnerships with outside organizations. In doing so, the organization not only mitigates risk associated with partnerships, but also ensures we create robust and meaningful ongoing relationships. In total, our Curaleaf and Select brands contributed over \$2,400,000 to our partner organizations across the country in 2021. This was all made possible through company donations, fundraising at our retail locations and product-affiliated donations.

Commitment to Illinois

Working with the residents of Chicago to advance social equity while providing opportunities to communities disproportionately impacted by the War on Drugs, institutional oppression and cannabis injustices

At Curaleaf, we’re passionate about building meaningful relationships within the communities we serve. We operate 10 dispensaries throughout the state of Illinois, which is why we’re also committed to advancing social equity in cannabis throughout the Chicago area. As part of this initiative, we contributed \$950,000 to six Chicago partnerships, including two community colleges and three job training centers:

ILLINOIS CANNABIS BUSINESS DEVELOPMENT FUND

Managed by the Illinois Department of Commerce, this fund is intended to provide technical assistance and training to support prospective entrepreneurs interested in applying for cannabis business establishment licenses.

OLIVE-HARVEY COLLEGE

This community college on Chicago’s far Southside will introduce an educational cannabis program to help mold the next generation of cannabis leaders. It will also offer a paid scholarship program and paid internship.

GROWING HOME

Chicago’s leading expert in farm-based training for people with employment barriers will continue to provide on-the-job experience, job-readiness and help people overcome issues like criminal records and medical needs. With their USDA-Certified organic urban farms, Growing Home is also committed to serving its Greater Englewood neighbors through access to local, healthy, high-quality and affordable produce accompanied by essential nutritional and cooking education.

OAKTON COMMUNITY COLLEGE

Curaleaf is supporting a local community college’s plans to develop and introduce a cannabis program that will educate, mentor and provide internships and career opportunities within cannabis for students.

GREATER WEST TOWN COMMUNITY DEVELOPMENT PROJECT

This project provides educational and economic opportunities for disadvantaged residents of the Greater West Town communities, areas that have been disproportionately harmed by the War on Drugs.

CARA CHICAGO

Working with people affected by poverty and challenges like recovery, domestic violence, episodic homelessness and incarceration, Cara helps unlock the power and purpose within the community and its people to achieve real and lasting success.

Innovation Meets Action

Curaleaf crafts quality, lab-tested cannabis products using the latest research, development and technology. Then, we apply that innovation to support our Rooted in Good causes. In 2021, Curaleaf launched:

144 Stock-keeping unit (SKU) combinations in all states in which we operate

10 States with B NOBLE pre-roll distribution

93,000+ LGBTQ+ Pride pre-roll units sold in five states

125,000+ Breast Cancer Action Month pre-roll units sold in five states



“It’s been a great experience, both for the program and personally. Our program has been able to support a full-time faculty, administrator, \$100,000 in scholarships and so much more. We have hosted events and participated in curriculum development, as well as provided scholarships to students to take credit cannabis classes. **Olive-Harvey College will continue to lead the efforts in cannabis education due to this partnership with Curaleaf.**”

— Amanda Gettes | Executive Dean—
Urban Agriculture, Olive-Harvey
College



onePULSE

Uplifting the queer community and supporting allyship

In celebration of Pride Month in June 2021, Curaleaf launched an initiative at its retail locations to raise funds for the National Pulse Memorial & Museum. The National Pulse Memorial & Museum is the official nonprofit that manages the design and construction of the national memorial, museum and survivor’s walk dedicated to the PULSE tragedy that took place on June 12, 2016, in Orlando.

By both allocating a portion of sales from its Pride Month pre-rolls and vape pen batteries to the onePULSE Foundation as well as facilitating donations from patients and customers, Curaleaf raised over \$155,000 toward the memorialization of the lives lost and impacted by the tragedy. In addition to the memorial and museum, these funds will be used to support the 49 Legacy Scholarships to inspire and empower students’ dreams, ambitions and goals.

Curaleaf operates more than 40 medical dispensaries throughout Florida, where the National Pulse Memorial & Museum is located. Year round, we show our commitment to the LGBTQ+ community through **QUSH**, an employee resource group, whose mission is to support and uplift the queer community through education about queerness and allyship within the organization and beyond. Team members held a moment of silence on Saturday, June 12, 2021, honoring the 49 lives taken during the Pulse nightclub tragedy, and participated in the OUTLOVE HATE campaign in support of the National Pulse Memorial & Museum.



Partnerships that go beyond fundraising: Our partnership with onePULSE is versatile and full of meaningful relationships developed over time. Barbara Poma, onePULSE Foundation Founder, speaks on panels for Curaleaf while supporting our internal queer-focused initiatives. Barbara has even invited Khadijah Tribble, our SVP of Corporate Social Responsibility, to serve as a trustee on the onePULSE Foundation board.

“In the past, Curaleaf has generously sponsored our Family Day events—special gatherings of Pulse-affected families in a social setting. The families are a moral support for one another, and it’s an opportunity for the onePULSE Foundation team to build rapport and help connect them to resources they might need to aid in their journey of healing. Curaleaf has helped make some of those Family Day gatherings possible.

Serving the community is important to them and important to us. We don’t provide direct services in regards to healthcare. But we do our best to make sure that folks that we know that were affected by the tragedy are connected to resources. Curaleaf has been an asset in that regard, educating and building awareness about the benefits of medical cannabis for this community.

They have been unbelievably instrumental in helping with our fundraising. They participated in the OUTLOVE HATE campaign with us in June 2021, their first charitable fundraiser held nationwide. We didn’t have any preconceived notions about what it might

result in—I thought a few thousand dollars would be fantastic. Curaleaf not only gave us a portion of proceeds from products that they had on the shelves, but also solicited donations for us from their patients and the folks they see in their dispensaries. And they raised a little over \$155,000. I was blown away. Those funds went to support the foundation and our mission at large. It benefits the memorial museum, our scholarships, and then our education. It was **beyond wonderful** to have so many Curaleaf team members visit in September for the check presentation and to have them **fully understand what onePULSE is all about and the impact that the gift has on our efforts and those we serve.**

Curaleaf educated their team about who we are and what we’re doing. And allowed them to engage their patients and customers. That’s amazing for us on so many levels—not just financially, but by building awareness about who we are around the country.

— Raychel Cesaro | Director of Philanthropy,
onePULSE Foundation

Fighting Food Insecurity

Working on the ground and with partners to provide meals in our communities

In addition to social justice, health and wellness, and cannabis education, Curaleaf's Rooted in Good initiative focuses on food insecurity as one of its main causes. Access to food is a fundamental part of humanity that produces a wide-ranging set of positive impacts for society. At Curaleaf, our team members work with a variety of partners to help fight food insecurity through community volunteerism.

In August 2021, Curaleaf team members worked with ThreeSquare Food Bank, The Just One Project and Forgotten Not Gone while at an offsite leadership meeting in Nevada. The team sorted and packaged produce on-site, ultimately preparing 13,420 meals to be dispatched to Nevadans facing food insecurity.

Just a few months later in November, Curaleaf continued its **Feed the Block** initiative, which continues to assist local organizations across the country working to feed individuals and families throughout the communities served by Curaleaf.

Combined with monetary donations from patients and customers at dispensaries, a portion of proceeds from select products sales helped us donate more than 10,000 meals and \$100,000 to the following organizations:

- | | | |
|---|--|---|
| ARIZONA – Waste Not | MASSACHUSETTS – Friendly House, Inc. | NEW YORK – Black Farmer Fund & Long Island Coalition for the Homeless |
| ARKANSAS – Potluck Food Rescue | MARYLAND – Manna Food Bank | NORTH DAKOTA – Great Plains Food Bank |
| CONNECTICUT – Hands on Hartford | MAINE – Trinity Jubilee Center | OREGON – Equitable Giving Circle |
| COLORADO – Metro Caring | MICHIGAN – Sons and Daughters United | PENNSYLVANIA – Urban Affairs Coalition & Central PA Food Bank |
| FLORIDA – ISeeYou Foundation, Second Harvest Food Bank & Treasure Coast Food Bank | NEVADA – Three Square Food Bank | UTAH – Utahns Against Hunger |
| ILLINOIS – Growing Home & Thornton Township Food Pantry | NEW JERSEY – Food Bank of South Jersey | VERMONT – Greater Bennington Interfaith Community Services |



13.8 million

American households facing food insecurity*

27

Food accessibility partners in 2021

8,900

Pounds of produce sorted by Curaleaf team members

18

States receive monetary and food donations as part of Feed the Block

13,420

Meals prepared by Curaleaf team members for Nevada food distribution partners

**Source: 2020 U.S. Department of Agriculture*

For breast cancer fighters, survivors and their loved ones, awareness isn't enough. It's time to take action. At Curaleaf, we participate in Breast Cancer Action Month to raise funds for partner organizations while working to destigmatize the use of cannabis as a medical treatment option for breast cancer patients.

Taking Action Against Breast Cancer

Beth Fairchild holds many titles: mother, tattoo artist, activist, yoga instructor and, as of May 2014, a stage 4 metastatic breast cancer patient. As the second leading cause of death in women in the United States, it can be an overwhelming diagnosis—especially when delivered with a two-year survival rate, as Beth was told.

Having grown up very conservatively, Beth never considered cannabis as a treatment option until a friend brought it to her house. She began using it to treat the side effects of her chemotherapy, including issues around sleep, anxiety, appetite, pain and overall quality of life. Now a daily cannabis user, Beth devotes her energy to advocacy for breast cancer research and healthcare benefits. And, incredibly, she's outlived her prognosis by five years.

In Oct. 2021, Curaleaf worked with Beth and others to take action against breast cancer. Going beyond the ribbon, we sold Pre-Rolls with a Purpose in select locations, with proceeds from special pink-edition products donated to partner organizations in the communities we serve. In total, we helped raise more than \$140,000 for the following nonprofits:

- LYNN SAGE FOUNDATION** | Arkansas and Illinois
- IMPACT ONE BREAST CANCER FOUNDATION** | Arizona
- CONNECTICUT BREAST HEALTH INITIATIVE** | Connecticut
- BADGES OF COURAGE** | Florida
- THE SNELL FOUNDATION** | Maine
- THE RED DEVILS MD** | Maryland
- THE MASSACHUSETTS BREAST CANCER COALITION** | Massachusetts
- SHADES OF PINK FOUNDATION** | Michigan
- BREAST FRIENDS OREGON** | North Dakota and Oregon
- LIVING BEYOND BREAST CANCER** | Ohio and Pennsylvania
- THE INK RIBBON FOUNDATION** | Nevada
- PINK AND TEAL PROJECT** | New Jersey

1 in 8 Women diagnosed with breast cancer in the U.S.

42,000 Men and women die from breast cancer each year in the U.S.

42% Breast cancer patients who use cannabis in addition to their treatment, according to a 2021 Breastcancer.org survey

\$140,000+ Donated to breast cancer organizations



**I walk the straight edge.
I dismiss. I judge.
I get diagnosed.
I hear "terminal."
I sink deep.
I lie awake. I hurt.
I give in. I try the plant.
I amaze. I maintain.
I live as I die.
I praise. I lobby. I advocate.**

I Cannabis.

BETH FAIRCHILD / ADVOCATE, ARTIST & YOGI





Millions of veterans face debilitating conditions. Yet, federal law makes it illegal for the U.S. Department of Veterans Affairs (VA) to recommend cannabis as a treatment option through its physicians and facilities. By working with leading veterans organizations, Curaleaf hopes to increase cannabis awareness and access for service members and their families.

Serving Those Who Served our Country

After serving 11 years in the U.S. Marine Corps as both an enlisted Marine and infantry officer, Gary Hess returned home with symptoms of post-traumatic stress disorder (PTSD). Like most veterans, he turned to the VA for his medical care. After struggling with the pharmaceuticals prescribed in treatment, he turned to cannabis. Gary says cannabis allowed him to explore and process his trauma, rather than anesthetize it. Now, he advocates for other veterans to have access to the plant through Veterans Alliance for Holistic Alternatives (VAHA), for which he serves as founder and executive director.

To help serve those that served our country, Curaleaf entered into a partnership with VAHA in 2021 to raise money and awareness for veterans' access to cannabis. As part of this partnership, Curleaf donated \$1 from sales of specific products to VAHA from November 1-15, 2021. In total, this effort raised more than \$100,000 for VAHA and its mission: to increase awareness of the efficacy of medical cannabis; empower patients to regain control over their health through a holistic approach; and reform barriers restricting access to medical cannabis.

This work builds upon our partnership with the Veterans Cannabis Project (VCP), a leading organization that advocates for unrestricted access to medical cannabis



83% Of U.S. veterans support medical cannabis programs*

0% Of VA facilities provide medical cannabis*

114,000+ American veterans lost to suicide since the inception of the wars in Afghanistan and Iraq

\$100,000+ Raised for the Veterans Alliance for Holistic Alternatives in just 15 days

\$45,000 Donated to Veterans Cannabis Project through product sales

for veterans. In 2019, Curaleaf launched a nationwide initiative with the VCP to help bring additional visibility to this issue and help the millions of veterans dealing with chronic pain and other conditions have better access to quality medical cannabis. Proceeds from our VCP-branded pre-roll box, distributed at dispensaries throughout the country, are donated to the organization.

Supporting Veterans at our Locations

In 2021, Gary Hess joined a Curaleaf town hall to speak with our teams about the mental and physical health impacts that veterans face and how we can better support them. The conversation was welcomed by team members, including our veteran team members.

“Twenty-two veterans take their own lives every single day, and we’re still sitting here talking about whether or not our military veterans should be allowed access to cannabis.

— Gary Hess | Founder and Executive Director, Veterans Alliance for Holistic Alternatives

“Curaleaf’s initial investment was the first thing that allowed us to scale up and bring on new staff.

— Ryan Dominguez | Executive Director, Mass CultivatED

“At Women Grow, our goal is to be the resource and connector to unique opportunities for women in the industry, and Curaleaf’s 420x25 program aligns with our vision. Together we will provide women entrepreneurs a chance to expand their business reach. We have worked closely with an incredible team of women at Curaleaf on this initiative, but the commitment shows from the top leadership down they are here to provide a solution to a gap in our industry.

— Gia Morón | President, Women Grow

To be Rooted in Good means to work with organizations on the ground in the communities that we serve. While local partnerships help fuel meaningful connections with the individuals in those markets, Curaleaf remains committed to advancing social causes on a national scale. Our national partners play a key role in moving the conversation forward.

Across the Country

We believe that the future of cannabis needs to be diverse and inclusive. To help create opportunities for all—and particularly those disproportionately impacted by the War on Drugs—Curaleaf continues to maintain close partnerships with organizations taking action to rectify the harms of the past and help support diversity throughout each sector of the cannabis industry.

Our partners:

MASS CULTIVATED

Located in Massachusetts, Mass CultivatED is the first jails-to-job training programs specific to the cannabis industry. Curaleaf was proud to support this nonprofit through a \$100,000 donation in addition to supporting the organization’s record expungement clinics.

WOMEN GROW

In March 2021, Curaleaf announced a national partnership with Women Grow as part of its 420x25 supplier diversity initiative and to support and amplify women in the cannabis space. Women Grow connects, educates, inspires and empowers the next generation of cannabis industry leaders. The organization is focused on creating programs, community, and events for aspiring and current women in business.

MINORITIES FOR MEDICAL MARIJUANA (M4MM)

In May 2021, Curaleaf announced a national partnership with Minorities for Medical Marijuana (M4MM). Established in 2016, M4MM is a nonprofit organization based in Orlando, Florida working to provide advocacy, outreach, research and training to support social reform, equitable public policy, economic development and expanded access to health and wellness in the cannabis industry. Curaleaf’s partnership with M4MM is organized under three initiative pillars: education, outreach and programming. Each pillar will work towards helping empower Black and Brown business owners and organizations through an array of educational opportunities and community events, while also continuing to focus on Diversity, Equity & Inclusion.

HOOD INCUBATOR

Hood Incubator is a nonprofit focused on economic justice, power building and policy advocacy. Through our partnership with the Hood Incubator, we were able to support several educational sessions on a national level with cannabis consumers eager to learn more.

MARIJUANA MATTERS (M2)

Marijuana Matters (M2) envisions a world no longer disadvantaged by marijuana’s criminalization. M2 works toward that goal through advocacy, entrepreneurship and education focused on social justice. Curaleaf partnered with Marijuana Matters to provide both internal and external education specific to the damage created by the War on Drugs and how allies and cannabis consumers can push the industry to rectify those wrongs. The organization was founded by Khadijah Tribble, Curaleaf’s Senior Vice President of Corporate Social Responsibility.

“The best way to rectify the past harms inflicted on communities of color by the War on Drugs is to ensure that the present and future of the cannabis industry is inclusive, equitable and just. We’re excited to have Curaleaf as a partner for our diversity supplier initiative. The program envisioned by our organization will allow entrepreneurs from impacted communities the opportunity to participate meaningfully in the industry and access its emerging economic benefits while providing value, creating jobs and powering its growth.

— Roz McCarthy | Founder and CEO, M4MM



The world of cannabis is a thriving, diverse community that includes people from all walks of life.

We see this every day in our dispensaries, our cultivation and processing facilities and in our interactions in every state where we operate.



Curaleaf Diversity Initiatives

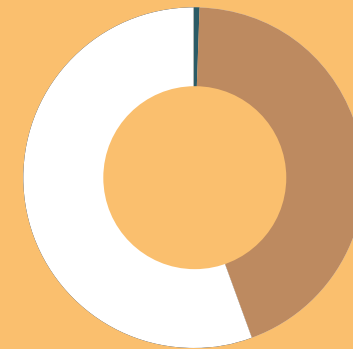
In July 2020, Curaleaf held its first DEI Task Force meeting, bringing together senior leadership, managers and state team members—all with the same hunger for brainstorming and idea sharing on ways that Curaleaf could become an even more diverse and inclusive company for our team members, our patients and our customers.

This task force informed our plan of action, including identifying which Employee Resource Groups were most needed; which team members had interest in forming our workforce development and supplier diversity subcommittees; and how team members want to see Curaleaf handle important cultural moments.

The goals accomplished so far by the DEI Task Force include:

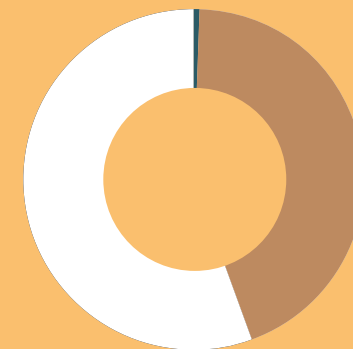
- Creation of five Employee Resource Groups that bring a sense of belonging and inclusion to our 5,400+ team members
- Launch of two subcommittees, focused on workforce development and supplier diversity
- Piloting of company's first ever leadership development course, completed by more than 60 team members
- Determination of supplier diversity efforts and practices baseline for more efficient system and program implementation

Curaleaf continues to share diversity information with its DEI Task Force, understanding that transparency is key. We take all feedback to heart because if there's one thing we know, it's that we don't know everything.



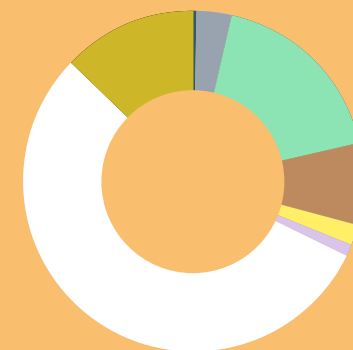
Overall gender representation at Curaleaf

- Male - 55.43%
- Female - 44.16%
- Unidentified or Other - 0.41%



Gender representation in Managers

- Male - 55.69%
- Female - 43.89%
- Unidentified or Other - 0.41%



Overall workforce composition by race/color

- Unidentified/Opt Out - 12.93%
- White (not Hispanic or Latino) - 55.07%
- American Indian or Alaska Native (not Hispanic or Latino) - 1.02%
- Asian (not Hispanic or Latino) - 1.84%
- Black or African American (not Hispanic or Latino) - 7.91%
- Hispanic or Latino - 17.81%
- Two or More Races (not Hispanic or Latino) - 3.24%
- Native Hawaiian or Other Pacific Islander (not Hispanic or Latino) - 0.20%

Our goal:

Increase the diversity of our Senior Leadership team by 25% in 2022





Employee Resource Groups

Curaleaf's Employee Resource Groups (ERGs) are team member-led groups that foster a diverse and inclusive workspace. We've successfully implemented ERGs to connect our people with the services they need to thrive. In 2020, Curaleaf launched five internal ERGs:

- 1. **Curaleaf Cares** | *Volunteerism*
- 2. **Curaleaf in Color** | *BIPOC membership*
- 3. **FamiLeaf** | *Working parents*
- 4. **QUSH** | *LGBTQ+ membership*
- 5. **Women's Cannabis Collective** | *Women's membership*

ERGs are a meaningful way for our team members to connect and support one another through shared experiences. In 2021, these groups went above and beyond to provide meaningful opportunities for colleagues.

February: **Curaleaf in Color** led the Black in Cannabis panel, featuring guests Jason White (MTV), Chaney Turner (Beyond Equity), Dr. Rachel Knox (Doctors Knox, American Cannabinoid Clinics, Pivotal Edu) and Hope Wiseman (Mary and Main).

May: The **Women's Cannabis Collective** partnered with Dress for Success, a nonprofit that empowers women to achieve economic independence through support and professional development, to lead a "Commuting to Cannabis" event focused on the transition from traditional industries to the cannabis space.

June: **QUSH** headed a Queering the Workplace panel featuring queer advocates from across the country.

July: Led by **Curaleaf Cares**, team members took part in an organized community cleanup, during which nearly 200 participants picked up a total of 258 bags of litter through 435 hours of volunteerism.

November: **Curaleaf Cares** and **FamiLeaf** partnered to create the **Embrace a Family** program, an annual opportunity for Curaleaf to support team members in need by supplying Thanksgiving meals.

December: **Embrace a Family** continues, with gift cards provided to team members annually to assist in the costs associated with purchasing holiday gifts.

Looking ahead: In 2020, we focused on creating the structure for our Employee Resource Groups. In 2021, we committed to trialing and adjusting that framework. In 2022, Curaleaf will focus on letting our ERGs use lessons learned to improve the activations and educational sessions led by those teams.

If we're counting, one idea became one committee. One committee held 52 meetings. Fifty-two meetings birthed and cradled five Employee Resource Groups plus two subcommittees: Curaleaf in Color, Women's Cannabis Collective, FamiLeaf, Curaleaf Cares, and QUSH. Five groups and two subcommittees hosted biweekly meetings for one year, so that's another 182 official meetings conducted with at least six people in attendance for planning 30 educational sessions, volunteering activities, and team building opportunities. If we average the number of event attendees, then multiply, we'll only get part of the story—because those numbers represent people, and people did the work that made this idea a reality.

Last year, individual team members living in a pandemic held virtual hands to form new groups within Curaleaf, devoting their precious time to supporting and celebrating others. During a time of shutdown and isolation, many faced unimaginable personal struggles. Members understood the need for connection and empathy, dedicating themselves to the ideals of diversity, equity and inclusion because they believe in the inherent goodness of those initiatives. They insisted on togetherness when circumstances demanded separation. Who are we and what good do we do if we don't lead by example? If we, as a company, are not in the business of making room for all our team members to sit, speak

and eat at our internal table, how can we possibly do our external work of advocating for diversity, social equity and inclusion across our industry?

Many Curaleaf team members stepped up to the plate and without their contributions, we would not have achieved what we have thus far. I'm grateful for every moment they have to bring these ideals we champion into the forefront. People emerged as leaders: Kate Steinberg and Raheem Uqdah from the CSR team, Kyle Crossley from Legal, and Jennifer Facsina and Lanett Austin, both from Talent Management, have gone above and beyond to support our Steering Committee and the Employee Resource Groups. I'm proud of you. I'm proud of us. We collaborated to promote diversity, social equity and eco-responsibility, and as cannabis leaders, we set a precedent of inclusion in this expanding industry that we are so fortunate to participate in. We hold ourselves and our partners to a higher standard because we believe big cannabis can be good cannabis. We refuse to accept the narrative that large corporations are nefarious. We are powerful people creating a company culture that empowers, and we are just getting started.

— **Khadijah Tribble** | Senior Vice President of Corporate Social Responsibility at Curaleaf

160 Team members joined ERG meetings

30 ERG events and activations in 2021

258 Bags of litter collected during our community cleanup

In the past year, I was really excited about the increased growth and visibility of the Employee Resource Groups and how these ERGs became an important source of comfort, camaraderie and education for many team members. I was able to interact with like-minded team members that I normally would not have interacted with on a daily basis.

— **Al Ochoa** | Director of Insurance, Risk & Safety Compliance at Curaleaf

Our team members are at the heart of our organization. To empower our staff to learn the skills that make them prosperous, Curaleaf focuses on several workforce development initiatives.

Creating a Culture of Growth

We encourage our team members to grow their expertise and focus on their personal and professional aspirations. In 2021, we invested over \$1 million in training and workforce development opportunities for our team members. This includes investment in:

- 15Five, our performance management tool
- Kantola, our anti-harassment and anti-discrimination training
- LinkedIn Learning, a learning platform for reaching professional goals

Performance Management

As a part of our 15Five performance management software, all team members have weekly check-ins with their managers, reviewed by our talent management team regularly. This system is also utilized for our annual review process, completed by every Curaleaf team member.

Unconscious Bias Training

Addressing unconscious bias in the workplace is just one way that we're working toward creating a more equitable environment for all. As part of our Diversity, Equity & Inclusion efforts at Curaleaf, we acknowledge the need to be proactive in identifying our unconscious biases and working past them as a company and as individuals. As part of this journey, we've partnered with a diverse-owned, science-based assessment and development company to help us address and manage unconscious bias in the workplace.



We understand that while unconscious bias training impacts everyone, it's important that we start from the top-down to ensure those making high-level decisions are doing so without bias impacting those decisions. For that reason, our training is split into three segments: senior leadership, mid-level managers and associates.

As of Dec. 31, 2021, the first two groups have completed their training with a 92% completion rate. The remainder of Curaleaf team members will complete this training in 2022.

Never Stop Learning

In 2021, Curaleaf supported workforce development endeavors by providing all team members with access to LinkedIn Learning. This acclaimed online educational platform provides opportunities for individuals to gain and grow skills in business, creative and technology fields. By building upon these courses, ranging from beginner to expert, team members can earn certifications on topics that speak to their goals.

2,024	Completed unconscious bias trainings
70%	Team members who regularly accessed LinkedIn Learning
5,626	Hours spent learning
7,508	Total certificates earned by team members since launching the initiative
14,842	Educational courses viewed by team members
127,600	LinkedIn Learning videos viewed



Talent Management: Looking Ahead

Supporting our team members is an integral part of maintaining Curaleaf’s future success. As we look ahead, we’ve set goals and planned initiatives to ensure that we stay on an upward trajectory to further provide our teams with the tools that they need to succeed.

2022 INITIATIVES

- Employee Resource Groups will increase their engagement goal with a minimum of one company-wide activation per month
- New leadership and training programs focused on career development for all team members, including a 12-week entry-level and above Cultivate the Leader in YOU! Program and a 16-week Manager Bootcamp
- New learning management software, to be piloted in Q1 of 2022 and rolled out company-wide in Q2

2022 GOALS

- Update Diversity, Equity & Inclusion Task Force with demographic data every quarter
- Aim for 10% of all hires in 2022 to come from communities directly impacted by the War on Drugs as part of the Second Chance Hiring Initiative
- Launch our partnerships with the United States Cannabis Council (USCC) and Congressional Black Caucus Foundation (CBCF)
- Increase diversity of Senior Leadership by 25%
- Recruit at least five institutions as part of Historically Black Colleges and Universities (HBCU) partnerships

CuraForce: Inspiring Leadership

Alongside our Employee Resource Groups, CuraForce is one of Curaleaf’s subcommittees advancing inclusion within the organization. Its mission is to assist in building a proud and confident workforce by providing every team

“The Cultivate the Leader in YOU! initiative was an amazing experience that helped me elevate professionally and personally. I truly believe that because of it I was able to receive a promotion.

— Dan Strong | HR Generalist, Curaleaf



CuraForce’s Cultivate the Leader in YOU! program was the first of its kind in terms of leadership development. Team members were asking about development and training opportunities in the company. Cultivate the Leader in YOU! was founded with the idea of giving the courage and empowerment to team members to take their own development under their wing through a 14-week course infused with technology. Through a partnership with LinkedIn Learning, the program involves roundtable discussions, quizzing and testing, and peer-to-peer mentorships. It allows team members to be better in their positions, grow and succeed. We’ve had an outpouring of praise about the program from both team members and executives. Our measurement of KPIs points to improvements across

the organization, showing that the program is helping us overall as a company.

“If you want to change the way something is done, you have to think differently and you have to act differently. Somehow we have all found each other in this space and have the same common goal to make a difference. The way we show up, the way we educate, what we’re trying to do—it’s what’s so unique about Rooted in Good. At its core, we stand by our mission: being dedicated to doing the right thing for each other, our customers and our communities.

— Brooke Zutler | Manager of Learning and Development, Curaleaf





member with opportunities and acknowledgement. As part of this work, CuraForce developed Cultivate the Leader in YOU!, a three-month program consisting of 10 LinkedIn Learning courses and three roundtable panel discussions led by our own team members. This program speaks to the potential associated with trusting our team members and providing them with the platform and space to create and grow.

In surveying the 60 Cultivate the Leader in YOU! graduates, we found that:

- 82%** Feel more committed to working at Curaleaf
- 36** Applied for a promotion
- 91%** Feel confident to excel their career path
- 98%** Recommend the program to colleagues

Talent Management & Diversity

At Curaleaf, we believe our team members are our most important asset. We also believe that diversity, inclusion and opportunity are essential to our mission to improve lives by providing clarity around cannabis and confidence around consumption.

Our Human Resources and Corporate Social Responsibility departments developed this Diversity and Inclusion Strategic Plan for Fiscal Years 2020-2022 to provide a foundation to build upon:

STATEMENT

Ensuring diversity, inclusion and opportunity are integral commitments to the vision and values of Curaleaf.

PURPOSE

Our purpose is to continue to make progress towards building, maintaining and promoting a workforce that reflects diversity, inclusion, supplier diversity and opportunity in this ever-changing industry and communities we proudly serve.

DIVERSITY RECRUITMENT

Diversity and inclusion is a strategic approach to recruitment that accepts and includes all team members including people of color, women, people with disabilities and veterans, as well as any other groups of individuals regardless of their beliefs, religions, perspectives, values, political views or sexual orientation. Curaleaf aims to adopt diversity initiatives that do not simply look to prevent workplace discrimination but also aim to achieve a wider range of outcomes.

FOSTERING INCLUSION

Led by our Talent Management and Diversity team, themed months are scheduled for all team member participation, engagement and recognition. We also host weekly Employee Resource Group meetings specific to the communities and allies of: BIPOC, women, working parents, LGBTQ+ and community volunteerism. In addition to our Employee Resource Groups, our team conducts weekly pulse checks and solicits feedback from team members to capture real-time engagement and strategy to address and/or uplift for additional recognition.

ACCOUNTABILITY

Curaleaf has established a Diversity Action Plan (DAP) to execute the strategy and policies of the company's diversity plan. Our Diversity Action Plan demonstrates a strong commitment to inclusive actions and creating an equal opportunity workplace. The plan sets forth, with good faith, the purpose of promoting equality of opportunity. Curaleaf is committed to increase the recruitment of qualified women, veterans and minorities for selection as it relates to all areas of the company, including contractors.



In addition to cultivating the cleanest, purest cannabis strains, Curaleaf crafts quality, lab-tested cannabis products using the latest research, development and technology. To best serve our patients and customers throughout this industry's evolution, we remain Rooted in Good—embracing innovation at every turn.



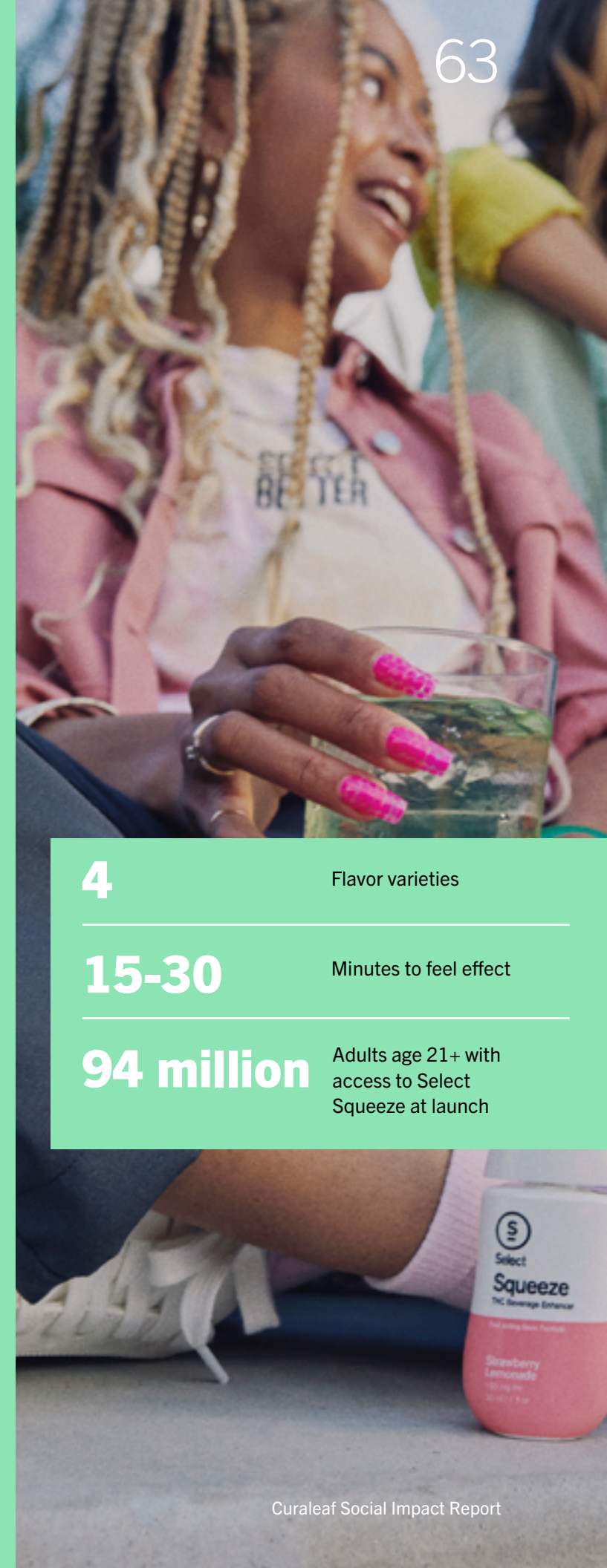
Innovation in Action: Select Squeeze

A fast-acting beverage enhancer created with the latest technology and design

On March 23, 2021, Curaleaf launched Select Squeeze, a fast-acting THC-infused beverage enhancer featuring Nano-emulsification technology. In addition to the product's innovative nature, the debut of Select Squeeze marks a significant milestone as one of the cannabis industry's widest national product launches.

Select Squeeze is an advanced formulation that utilizes Nanotechnology to transform any beverage into a THC-infused, flavor-enhanced experience. By turning cannabis oil into tiny water-soluble molecules, the THC compounds not only dissolve evenly into any beverage but are also more rapidly and efficiently absorbed into the bloodstream, with effects felt in as little as 15-30 minutes, significantly faster than traditional edibles. The product's intuitive, proprietary bottle design features a unique fill-and-pour reservoir that makes precision dosing more straightforward than ever. The compact design also makes it ideal for discreet enjoyment on the go.

4	Flavor varieties
15-30	Minutes to feel effect
94 million	Adults age 21+ with access to Select Squeeze at launch





#1

Reason adults choose to consume edibles is to “sleep better”*

1:1

Ratio of THC to CBN

*Source: BDS Analytics



Innovation in Action: Select Snooze Bites

Leading the way in sleep-enhancement

On October 13, 2021, Curaleaf expanded its suite of innovative products with the addition of Select Snooze Bites. Through the combined power of THC:CBN, this fast-acting platform is a true disruptor as an efficacious nighttime product.

Designed for the perfect wind-down, Snooze Bites combine a unique 1:1 ratio of fast-acting THC and long-lasting CBN. The scientifically developed formula incorporates 5mg of Nano-encapsulated THC, which is made by creating tiny, water-soluble molecules from cannabis oil and is therefore quickly absorbed into the bloodstream with effects typically experienced within 15 to 30 minutes. When paired together with 5mg of CBN—a cannabinoid typically known for its relaxing and restorative qualities—users can expect a heightened combined experience.



Innovation in Action: Cliq by Select

More than just a stylish piece, Cliq’s features, mechanics and design create a state-of-the-art vaping experience

On Sept. 22, 2021, Curaleaf released Cliq by Select, a breakthrough hardware system from its Select brand designed to significantly upgrade the consumer’s vaping experience. Cliq is the culmination of years of research and development to create the perfect marriage of Select’s award-winning cannabis oil with a new, intelligently designed delivery system.

With a proprietary gravity-fed pod and ultra-tough stainless steel encasing combined with its premium design and convenient USB-C charging port, Cliq comfortably brings the best of Select’s high-quality oil and innovative hardware into the hands of cannabis consumers. The contoured pod design ensures patients and customers get every last drop of premium Elite cannabis oil, while the strong magnetic pod and device connection ensures a secure fit that closes with a signature “click” sound. Cliq by Select utilizes an “auto draw” feature (inhalation activates the device), and allows for variable battery voltage, creating a bespoke potency experience to match user preferences at any moment.

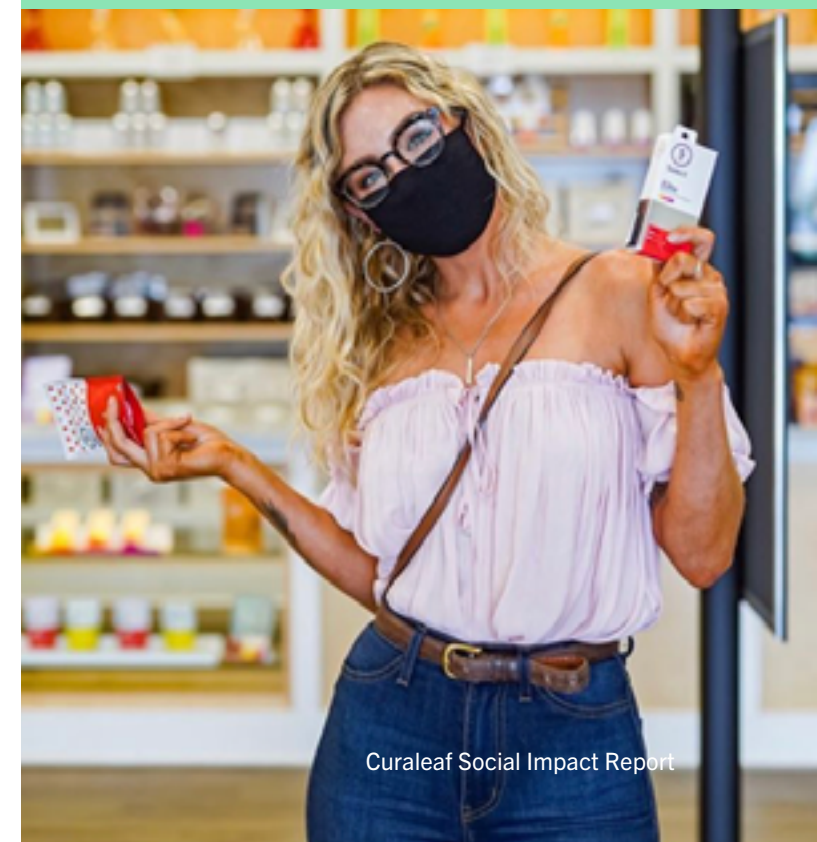
Connecting with Consumers

Social media is an increasingly important vehicle for sharing information with our patients and customers. In 2021, our social team made leaps and bounds in making our online presence so successful. Our posts that share messages of Corporate Social Responsibility often meet or exceed our traditional social media posts, showing that cannabis patients and customers have a hunger for doing good and seeing others do good.

50,000+ Instagram followers, 15K in growth from the previous year

860% Growth in impressions on Corporate Social Responsibility posts in 2021

26% Growth in engagement rate on Corporate Social Responsibility posts in 2021





Together, we are Rooted in Good.
Together, we are One Curaleaf.



Our team members are essential.

When COVID-19 first impacted our team members across the nation, the Curaleaf Corporate Social Responsibility team took action to create a Virtual Perks Pantry. By working with companies across the United States, this pantry provided our essential workers with coupon codes for steep discounts on everyday necessities and additional perks like swag, cannabis accessories and more.

Adapting to the Pandemic

Since March 2020, we have provided all corporate team members with the opportunity to work remotely for their safety and well-being. Many of these team members continue to work remotely. Since not all team members have the ability to work remotely, we worked closely with all of our facilities to ensure the safety of team members, including extra cleanings, an abundance of PPE, time off for team members potentially exposed to the virus, and an increase in mental health support through our Employee Assistance Program.

Throughout the pandemic, Curaleaf maintained a commitment to those in need. From first responders to the restaurant workers, our teams worked to help support groups and individuals across industries impacted by COVID-19.

Supporting Those Suffering Most

Across the nation, Curaleaf showed up for those who needed us most during the pandemic. This included support for first responders, healthcare workers and local businesses. This included the purchase of masks and other critical PPE that we provided to schools, hospitals, homeless shelters and law enforcement. To help those needing assistance with necessities, Curaleaf supported several food banks and soup kitchens. To help feed our team members while supporting restaurants in the communities served by our locations, we also ordered meals from local establishments.

Altogether, Curaleaf provided \$96,000 in support for healthcare workers and first responders.



We believe that fostering an inclusive environment means leading with integrity. Curaleaf provides a clear ethical code for team members, with resources provided to ensure everyone feels comfortable in the workplace.

A safe environment is critical for team members, patients and adult-use consumers. With cannabis consumption on the rise throughout the pandemic, providing a space where everyone feels comfortable accessing this product was an important mission.

Ensuring Safety at our Retail Locations

Based on cannabis-use studies in 2020, it's clear that cannabis is an important tool for coping with uncertainty as well as the emotional impacts and stressors caused by the pandemic. By providing patients and adult-use consumers with safe, regulated cannabis products during an unprecedented time, Curaleaf met the demands of the moment.

To provide a safe environment for all, Curaleaf maintained strict guidelines and processes throughout its facilities. This included:

- Mandatory mask requirements for team members, patients and consumers
- Curbside pickup in states where permitted
- Deep cleaning

Ensuring Ethics in our Day-to-Day

At Curaleaf, it's important that we empower our team members to handle ethical dilemmas that they may encounter in everyday work. We encourage discussion of ethics and compliance to create an environment of safety for all.

COMPLIANCE HOTLINE

We created a compliance hotline using a third party vendor to ensure that every team member feels comfortable sharing potential ethical issues. We believe that every team member has a responsibility for reporting violations of our Team Member Handbook, Code of Conduct, Policies and Procedures, and Federal and State Laws and Regulations.

Team members are encouraged to raise questions or concerns to their supervisor or other members of the

management team, including HR, Compliance and Legal. However, if a team member prefers to raise concerns anonymously, they are invited to reach the Compliance Hotline to report concerns either confidentially or anonymously.

Curaleaf has zero tolerance for any form of retaliation and will promptly review and investigate every concern that is raised.

CODE OF ETHICAL CONDUCT

To avoid any appearance of a conflict of interest, team members are expected to abide by the following code of ethical conduct. Team members are encouraged to consult their supervisor or Human Resources if they have any questions.

Team members of Curaleaf may not solicit anything of value from any person or organization with whom Curaleaf has a current or potential business relationship. Gifts may not be given or accepted if the intent is to improperly influence a business decision with customers, vendors, healthcare providers or government officials.

Team members of Curaleaf may not accept or provide any item, the value of which exceeds \$100, from or to any party in relation to business or the prospect of business between Curaleaf and that other party. Proposed gift(s) that exceed \$100 in value per year to an individual or business must be approved in writing by the Compliance department. This policy does not apply to promotional merchandise of Curaleaf or other parties.

If team members are faced with and are unsure how to handle a situation that they believe has the potential to violate this code of ethical conduct, they are encouraged to notify their supervisor or Human Resources.

INSIDER TRADING

Curaleaf has created a formal Insider Trading policy that provides guidelines to directors, officers, team members, consultants, and contractors of Curaleaf and its subsidiaries (collectively the "Company") with respect to transactions in the Company's securities.





It's not enough to rest on our accomplishments. To remain Rooted in Good, we must continue to recognize our present while planning our future. Together—through our intentions, actions and commitments—we move our work forward.



Reflecting on our Future

A message from Khadijah Tribble, SVP of Corporate Social Responsibility

Thank you for reviewing Curaleaf's first-ever Social Impact Report. Just over one year ago we launched our Corporate Social Responsibility Program, Rooted in Good, with the intention to deliver social impact through focused efforts that match Curaleaf's capabilities while prioritizing resources for social equity programming to deliver real opportunities across the cannabis ecosystem.

We aligned as a company on the idea that to be Rooted in Good is to consider the holistic health of the entire community—patients, team members, neighbors, as well as the environment we impact, both locally and globally. With this initial report, we hope you can see that we've made tangible progress toward many of the broad goals that we set as a company when we first began this initiative.

Our work here is not done and we know that the road ahead will require diligence and a relentless focus on doing the right thing for all of those stakeholders. As Rooted in Good continues to grow, we are committed to remaining transparent and community-centric in our approach.

At Curaleaf, we understand that being a leader in the industry comes with great responsibility to the industry, our communities and our planet. As our CEO Joe has said, we're dedicated to ensuring that our actions and decisions prove that big cannabis can be good cannabis—and good cannabis can be big business—for businesses, customers, patients, communities and causes.

In order to be successful, we as a company and an industry must engage with and listen to the needs of the community, because inclusion is never one size fit all. It's been proven again and again that having a team with diversity of thought, experience, gender, race, social economic status or geographical origin, delivers better solutions with long term benefits across the business.

In closing, I want to express our gratitude to all of the teams that helped make this work possible. To our Team Members, Executive Roundtable participants, Employee Resource Group members, our 420x25 partners across all facets of our business, and the various consultants, recruiting partners and vendors who help us achieve our mission to impact lives everyday through cannabis and tell our stories, we thank you.

I'm hopeful that by continuing to work together, we will see a robust patient and consumer-centric industry that is both inclusive and innovative. It is through opportunity, education, and investment that we can see an inclusive cannabis industry flourish and take its rightful place in mainstream culture and business.

Please join me in celebrating this moment.

Thank you,
Khadijah Tribble

Acknowledgments

The work outlined in this report would not be possible without the dedication, heart and perseverance of our team members and partners. We extend our gratitude to them.

Strategic Social Partners

Curaleaf's Strategic Social Partners across the nation help us increase impact and advance social equity. We are proud of the work that we have achieved together in social justice, education and the support of diverse and underrepresented communities. Below are just a few of the partners who have received a minimum \$50,000 donation from Curaleaf or with whom we have worked with for more than a year:

Thank you to our partners:

- B NOBLE
- Cara Chicago
- Dear Cannabis;
- Forgotten Not Gone
- Greater West Town Community Development Project
- Growing Home
- Hood Incubator
- Illinois Equity Staffing
- Marijuana Matters
- Mass CultivatED
- Minorities for Medical Marijuana
- Oaktown Community College
- Olive Harvey College
- onePULSE
- Veterans Alliance for Holistic Alternatives
- Women Grow

Team Members

It takes a village to change the reputation that big cannabis is bad cannabis. We're working hard through our actions to show the opposite—that **big cannabis can be good cannabis**. We could not achieve our accomplishments without the support of every Curaleaf team member. At every level, they continue to move our work forward. While we don't have the space to list every team member, we are grateful to them. We would like to acknowledge a few of those team members who epitomize what it means to be Rooted in Good.

CORPORATE SOCIAL RESPONSIBILITY

Khadijah Tribble | Senior Vice President

Raheem Uqdah | Director

Kate Steinberg | Analyst

Asya Hill | Manager

COMMUNICATIONS

Tracy Brady

Jordon Rahmil

Noah Bethke

Tony Shehata

Stephanie Cunha

Maxwell Greenhut-Snyder

OTHER CURALEAF TEAM MEMBERS

Amy Schmidt

Angela Denk

David Tart

Keith McNaboe

Kerin Orlandi

Kimberly Gamboa

Kennedy Sulton

Lanett Austin

Meg Stacker

Norma Tejada

Patrik Jonsson

Rachael Yellin

Stephanie Cade

Tricia Juliani

Valeria Podobniy

Vince Bonina

STEERING COMMITTEE, DEI TASK FORCE, ENVIRONMENTAL TASK FORCE, SOCIAL EQUITY TASK FORCE, SOCIAL IMPACT TASK FORCE, SUPPLIER DIVERSITY TASK FORCE

Al Ochoza

Allison Badia-Gonzalez

Amanda Bielski

Amanda Hargreaves

Angela Denk

Bailey Vipond

Ben Hall

Beth Marchand

Brooke Zutler

Colin Ahern

Colleen McQuade

Cortney Schmerfeld

Cristina Nutzman

Daniel Strong

Don Williams

Duclas Charles

Erica McLaughlin

Erick Ramirez

Evan Pharm

Ian Brooks

Jason White

Jed McWhorter

Jennifer Facsina

Jennifer Mariotti

Jim Broden

Jordon Rahmil

Josh Rubin

Kaila Strong

Kate Steinberg

Keisha Brice

Keith McNaboe

Kevin Behan

Khadijah Tribble

Kimberly Gamboa

Kyle Crossley

Lanett Austin

Lauren Funk

Leah Sigety

Lesley Jenne

Luke Flood

Mariah Redmond

Mary Hayes

Matthew Pascuzzi

Michelle Blank

Neil Steen

Nik Berndt-Rodriguez

Paisley Stout

Patrick Morrow

Raheem Uqdah

Rebecca Wilgus

Ryan Graziano

Samantha Saunders

Sandra Perez

Sara Diehl

Sharron Cannon

Sheridan Doan

Silka Colon

Stephanie Kronen

Tamara Roddy

Tiffany Gray

Tom Janus

Tony Gage

Tracy Brady

Valeria Podobniy

Vinit Patel

Whitney Conroy

Yesenia Garcia

Zach Granowitz





Honors and Awards

Change is rooted in action. In 2021, Curaleaf and its CSR leadership team received recognition for its efforts to increase diversity, equity and inclusion in the cannabis industry. These honors serve as a reminder that to be true to our convictions—to remain Rooted in Good—we must continue to act.

2020 DIVERSITY & INCLUSION CHAMPION OF THE YEAR

Awarded in January 2021 by Minorities for Medical Marijuana for Curaleaf's extraordinary contributions to promote a more diverse and inclusive industry.

2020 GOOD NEIGHBOR AWARD

Awarded in February 2020 by Cannabis Doing Good in recognition of Curaleaf's community engagement programs, volunteerism, and for meeting community needs.

CLIO CANNABIS 2021 BRONZE AWARD

Awarded in December 2021 by Clio Cannabis Awards for marketing of Curaleaf's partner brand B NOBLE in the Social Good category.

2021 CANNABIS 50 LIST BY MACIAS GINI AND O'CONNELL, LLP (MGO)

Highlighting companies, organizations and individuals positively impacting the cannabis industry, this list recognized multiple people, initiatives and brands under the Curaleaf name, including:

- Boris Jordan, Executive Chairman — "Doing Well" List
- Rooted in Good CSR Program — "Doing Good" List
- Fab 5 Freddy, B NOBLE — "All the Lights" List



EXPLORE MARYLAND CANNABIS AWARDS

Multiple honors awarded in December 2021, including:

- Dispensary of the Year: Curaleaf Reisterstown
- Best Packaging and Marketing: Curaleaf/Select/Grassroots
- Best Social Impact Brand: B NOBLE
- Best Place to Work: Curaleaf/Select/Grassroots

MG MAGAZINE'S INFLUENTIAL PEOPLE OF COLOR IN CANNABIS, 2022

CSR Director Raheem Uqdah was recognized in January 2022 for his contributions to the cannabis industry, and his work on Curaleaf's Rooted in Good program.

AMNY INDUSTRY POWER PLAYERS LIST, 2022

Executive Chairman Boris Jordan and SVP of CSR Khadijah Tribble were recognized in January 2022 for their contributions to the New York cannabis industry.

PROFILES IN DIVERSITY JOURNAL BLACK LEADERS WORTH WATCHING, 2021

VP of CSR Khadijah Tribble was recognized for her contributions to the cannabis industry, and her work on Curaleaf's Rooted in Good program.

2022 SOCIAL IMPACT AWARDS "CSR TEAM OF THE YEAR"

The Curaleaf CSR team was listed as a finalist in the "CSR Team of the Year" category for its Rooted in Good work.



Curaleaf's 2021 Social Impact Report provides an overview of our company's Corporate Social Responsibility progress and future goals. We are committed to reporting on our Corporate Social Responsibility performance annually and look forward to following up with the 2022 Social Impact Report.

The scope of this report focuses on key areas determined by the Curaleaf team:

- Diversity, Equity and Inclusion
- Social Equity
- Strategic Social Partners
- Environmental Sustainability

REPORTING YEAR

The information contained in the report primarily focuses on fiscal year 2021, unless otherwise noted. The dates of our fiscal year 2021 are Jan. 1, 2021, to Dec. 31, 2021.

INFORMATION INTEGRITY

Curaleaf is responsible for the preparation and integrity of the information in this report. The metrics and key areas covered were determined through a rigorous process involving internal subject matter experts. We are confident this report both accurately and fairly represents programming, activations and successes led by the Curaleaf Corporate Social Responsibility team and the Curaleaf team at large. This report has not been verified by an independent third party.



ABOUT CURALEAF HOLDINGS

Curaleaf Holdings, Inc. (CSE: CURA) (OTCQX: CURLF) ("Curaleaf") is a leading international provider of consumer products in cannabis with a mission to improve lives by providing clarity around cannabis and confidence around consumption. As a high-growth cannabis company known for quality, expertise and reliability, the Company and its brands, including Curaleaf and Select, provide industry-leading service, product selection and accessibility across the medical and adult-use markets. In the United States, Curaleaf currently operates in 23 states with 118 dispensaries, 25 cultivation sites, and employs over 5,400 team members. Curaleaf International is the largest vertically integrated cannabis company in Europe with a unique supply and distribution network throughout the European market, bringing together pioneering science and research with cutting-edge cultivation, extraction and production. Curaleaf is listed on the Canadian Securities Exchange under the symbol CURA and trades on the OTCQX market under the symbol CURLF.

For more information, please visit <https://ir.curaleaf.com>.

ABOUT CURALEAF INTERNATIONAL

Curaleaf International (formerly EMMAC Life Sciences Group) is Europe's largest vertically integrated cannabis company, bringing together pioneering science and research with cutting-edge cultivation, extraction and production. With a unique supply and distribution

network throughout Europe, Curaleaf International's vision is to bring the life-enhancing potential of cannabis to the people who need it. EMMAC Life Sciences was acquired by Curaleaf Holdings in March 2021.

For more information about Curaleaf International, please visit curaleafinternational.com.

CONNECT WITH US

To stay up to date on the latest information:

- Instagram: @Curaleaf.USA
- Twitter: @Curaleaf_Inc
- Facebook: facebook.com/CuraleafInc
- LinkedIn: linkedin.com/company/curaleaf

TRADING SYMBOLS ON THE CANADIAN STOCK MARKET:

- CNQ: CURA
- OTCQX: CURLF

YOUR FEEDBACK

Your feedback is important to us as we look to improve our social impact reporting. Please submit any feedback to CSR@Curaleaf.com.

Press inquiries can be directed to Media@Curaleaf.com

10
years.

Cannabis
with
Confidence.



curaleaf

