



# Business Plan

2024



Harvesting the future



# Forward Looking Statement

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This presentation contains “forward-looking” information within the meaning of applicable laws in Canada, including statements about Judd Acres’ business and corporate strategy, productivity, development and performance, manufacturing plans and intellectual property plans, projects and partnerships.

The forward-looking information contained in this presentation is based on our opinions, estimates and assumptions in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we currently believe are appropriate and reasonable in the circumstances. Despite a careful process to prepare and review the forward-looking information, there can be no assurance that the underlying opinions, estimates and assumptions will prove to be correct.

We can’t guarantee that the projections established in this document will materialise.

The projections have been prepared taking in consideration the execution of the marketing plan, conversations, assumptions and market comparatives.

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# Executive summary

## Judd Acres : Industrial-scale vertical farm

Founded in 2021, Judd Acres is an indoor hydroponic vertical farm that uses innovative technology to grow organic leafy greens and microgreens year-round, regardless of season, weather or climate. Its pilot farm was constructed in Calgary, in 2022, and the company is now aiming to launch its first full-scale commercial farm in Quebec in 2024. Its model and quality produce contribute to creating a more sustainable, self-sufficient and resilient Canadian food system in an industry in crisis.

<b>Attributes:</b>	Innovating through the use of a unique combination of cutting-edge agtech technology	Is a sustainable addition to the traditional farming ecosystem	Addressing food security, supply chain and food waste challenges
<b>Revenue Model:</b>	Direct sales and bulk sales		
<b>Keys to success:</b>	<b>Favorable market dynamics</b> Changes in consumer habits, agricultural industry crisis and unprecedented support by governments for vertical farming	<b>Innovation</b> Closed chambers & controlled environment agriculture that provide and maintain optimal growing conditions	<b>Urgent need to address food security</b> Extreme weather has been ravaging farmers' crops across the country and the situation is going to worsen due to climate change
<b>Funding needs</b>	<b>COST PER FACILITY</b>		

## Investment opportunity

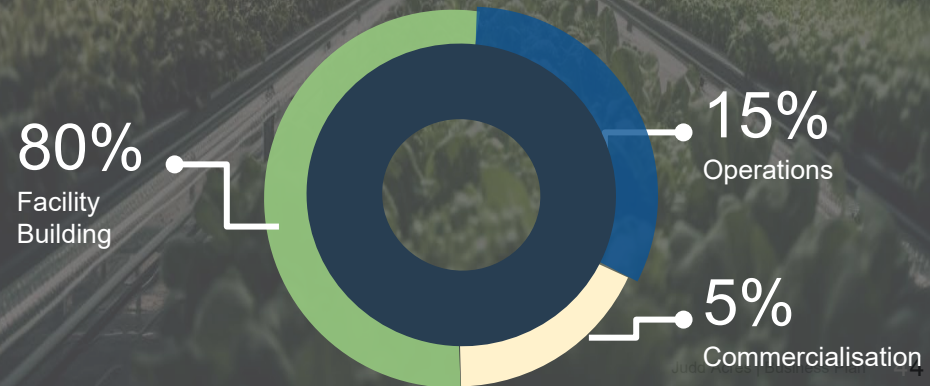
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- Strong growth opportunities & demonstrated organic market traction
- Highly favorable industry dynamics
- Scalable and comprehensive solution
- Unique competitive position and favorable market conditions
- Experienced management team



## Funding

### Use of Funds Geared Towards Facility Building, Operations, Commercialisation





# About us

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Judd Acres Inc., A family-owned and operated farm that utilizes the most advanced controlled indoor vertical farming technology to grow leafy greens (Lettuces, Fine Herbs, Microgreens).

At Judd Acres, we are committed to addressing a problem affecting the entire food supply chain: long-distance food dependence, farmer unpredictability, and chemically induced produce due to outdated conventional growing practices. Our system employs the most modern controlled indoor vertical farming technology, with year-round optimal growing conditions. We can provide reliable locally grown leafy greens throughout the year. Severe water shortages in the southern states and crop loss due to contamination are recurring events that are occurring more frequently as a result of global climate change. Nevertheless, I am aware that you are already aware of these concerns moving forward, and I have the solution with this project.

With all of our experience, We are now determined to bring our new business venture to the market: an innovative solution that will positively impact the people, the planet and the local economy.





# What we stand for

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## Mission

Transforming traditional food systems using innovative processes and technology for the benefit of people and the environment.

## Vision

Through environmentally conscious agricultural practices, grow simple produce that inspires healthy lifestyles.

## Values

Family  
Food Security  
Sustainability

# Farming is facing a crisis in Canada and globally

Vertical farming can augment and expand traditional farming to solve one of the biggest challenges of our time: feeding a rapidly growing population in an increasingly unstable climate without harming the planet.

As the food crisis increases due to climate change, rapid population growth, disrupted supply chains, labour shortage and more, experts are calling for an agritech revolution.



# Judd Acres' vertical farm: A viable locally-grown solution to pressing industry challenges

Judd Acres is a multilayer indoor plant production system in which all growth factors, such as light, temperature, humidity, carbon dioxide concentration, water and nutrients, are precisely controlled to produce high quantities of high-quality fresh produce year-round, independent of outdoor conditions.



*Innovating with a combination of key technologies including automation, sensors, big data analytics, robots, the Internet of things and artificial intelligence to improve the efficiency of the agricultural industry.*



*Creating a sustainable ecosystem using less space and water, and producing less greenhouse gases than traditional farming.*



*Improving food security by providing local urban and remote communities with fresh, pesticides-free products.*



*Judd Acres is a valuable addition to conventional agricultural practices improving sustainable food production*



# Benefiting the people, the economy and the environment



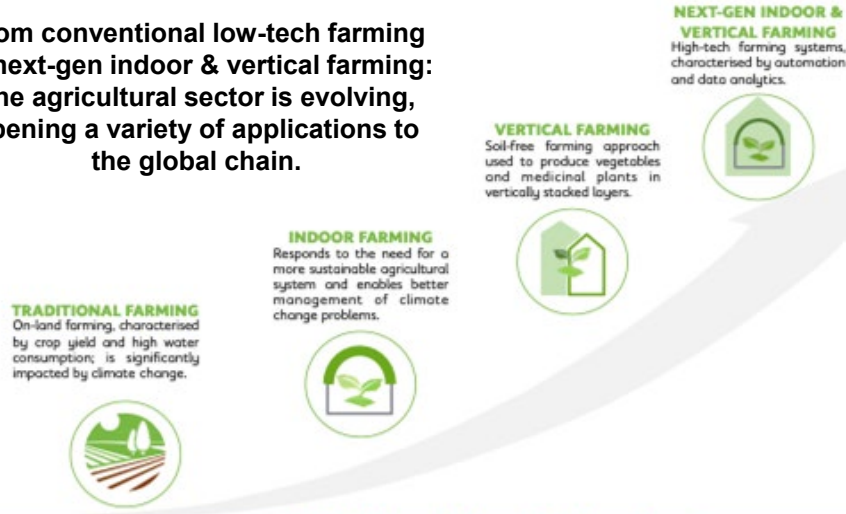
- Provides a **local food source** for a product that is typically imported — as much as 90 per cent of the leafy greens on store shelves in Quebec are trucked in from the southwestern United States.
- **Soil and biodiversity** are unharmed
- **Water efficiency** is dramatically improved
- Indoor farming **consumes fewer resources** for planting and harvesting - especially fossil fuels (no tractor, machinery).
- Growing greens locally and reducing the number of trucks on the road **reduces carbon emissions significantly**.
- Because the farm is indoors in an environment that is almost entirely controlled, there are no pests, bugs or birds — and thus **no pesticides, herbicides or fungicides** are used.
- By adding indoor farming facilities to food-insecure regions, growers can offer consistent food production, reduced resource consumption and **streamlined supply chains** that can address food insecurity at the source.
- **Fresh produce** can be available on any day of the year, no matter what the weather or season.
- Vertical farming increases efficiency since it allows **crop production year-round**. While seasonal changes and geographical locations limit when conventional farmers can grow crops, vertical farming has no such limitations.
- **Extended shelf life** of produce due to shorter supply chain.
- **No pest, no birds and no climate variations** to destroy the harvests.



# MARKET OPPORTUNITY

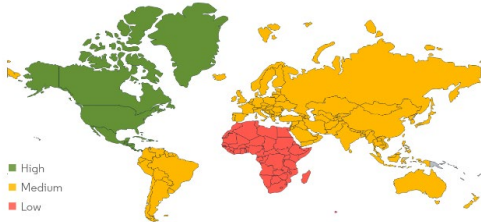
# The food tech revolution is underway

From conventional low-tech farming to next-gen indoor & vertical farming: The agricultural sector is evolving, opening a variety of applications to the global chain.

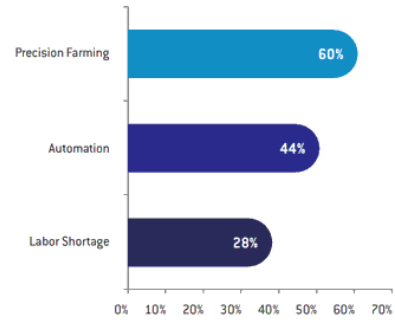


Technical and technological development

Indoor farming market-Growth Rate By Region

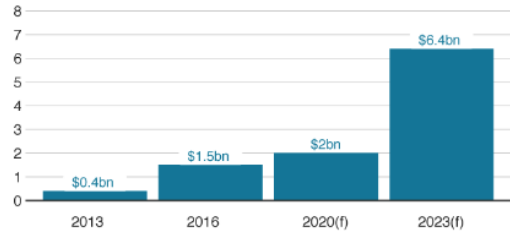


Influential Trends Affecting Farming Practices Through 2030



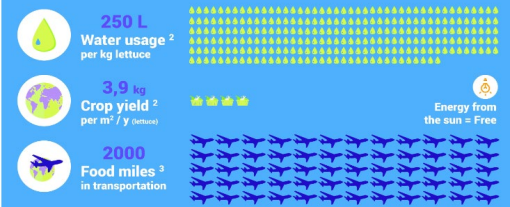
Vertical farming worldwide

Total market value in billions of US dollars



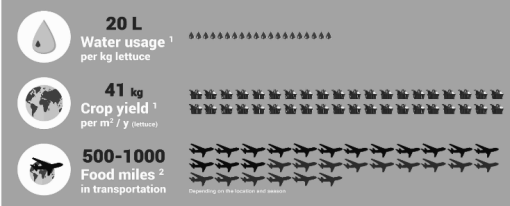
## Open Field Production

Food Production & Sustainability Facts



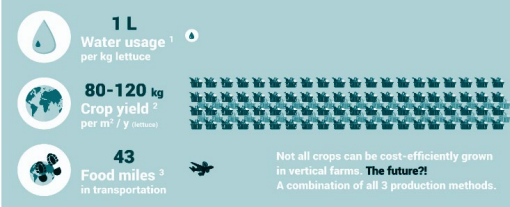
## Greenhouse Production

Food Production & Sustainability Facts

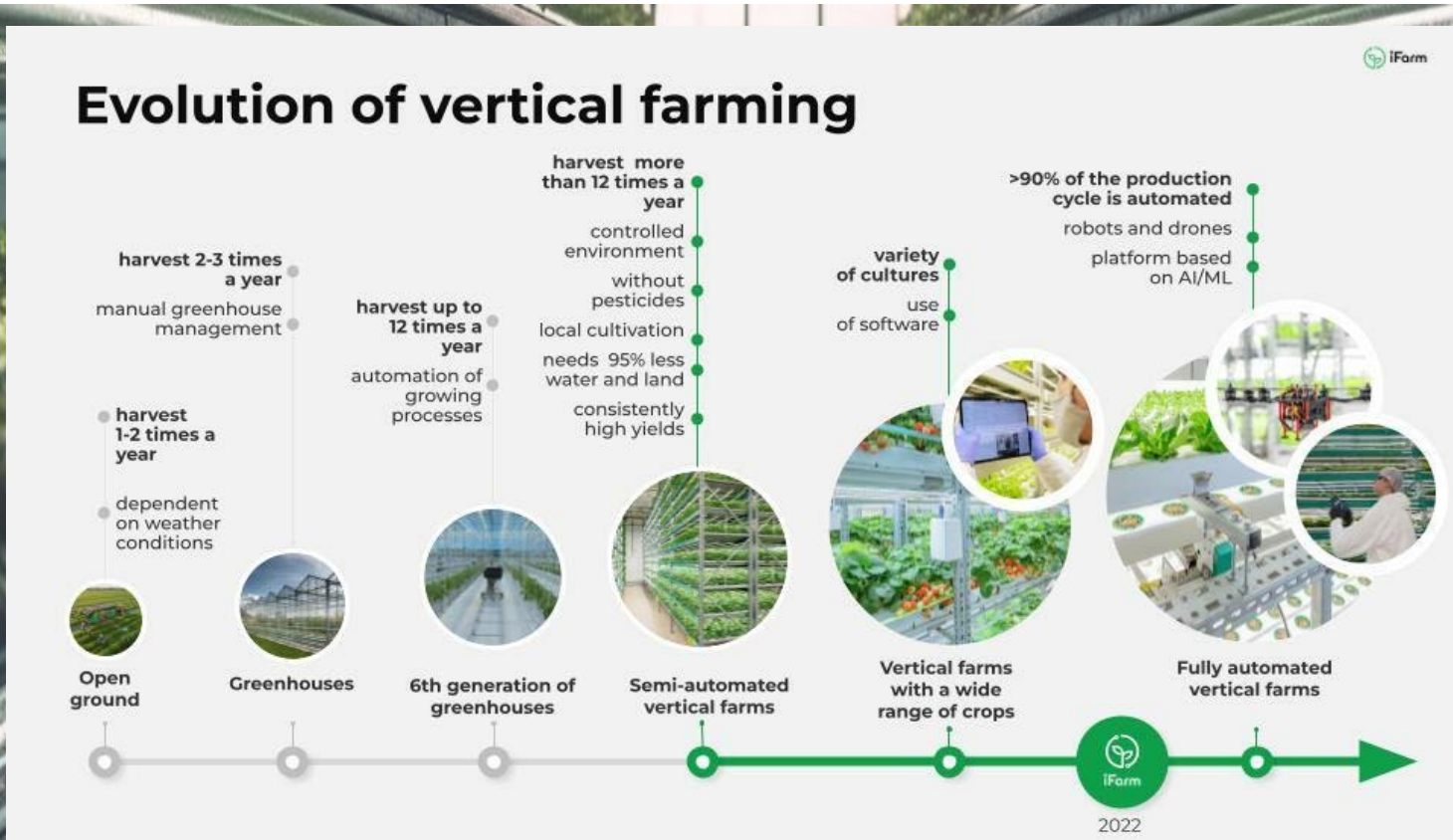


## Vertical Farm

Food Production & Sustainability Facts



# Vertical farming: An emerging market that keeps pace with technology



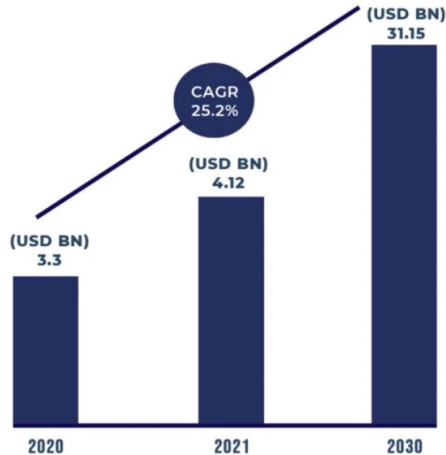


# Global vertical farming market - Overview

The global vertical farming market has been steadily growing in recent years, with the market expected to **surpass USD 30bn by 2030**.

## What is vertical farming?

Vertical farming is a highly efficient and sustainable way of producing food. In vertical farming, an artificial environment is created using technologies that help plants grow with high nutrition in a short period compared to traditional farming.



## Market Challenges

- Heavy initial investment costs in vertical farms
- Lack of technically skilled workforce
- Limited crop type
- Higher energy consumption leads to high operational costs

## Growth Drivers



**Growing awareness** regarding the importance of alternative farming owing to less availability of fertile agricultural land and increasing population



**Increasing consumer demand for organic foods:** Consumers worldwide are more aware of their health and prefer fresh, organic, and nutrition-rich foods.



**Technological advancements:** Strong growth of precision farming, advent of harvesting robots, automatic seed planters, and greenhouse roof washers is creating high demand for vertical farming. The automating movement of the plants is also gaining popularity.

# Vertical farming is gaining momentum in Canada

*"In 20 years time, 20% of all produce sold in Canada will be grown locally indoors. There's talk of going up to 50 per cent, but not in the short term". (Mark Lefsrud - Bioresource Engineer)*

## DRIVERS

- Better and cheaper hydroponic equipment as a result of R&D in the legal cannabis sector
- Ensure food security as a result of the pandemic
- Growing season expansion due to climate change
- Rise in Plant-based diets and healthy foods (fresh, local, transparent)

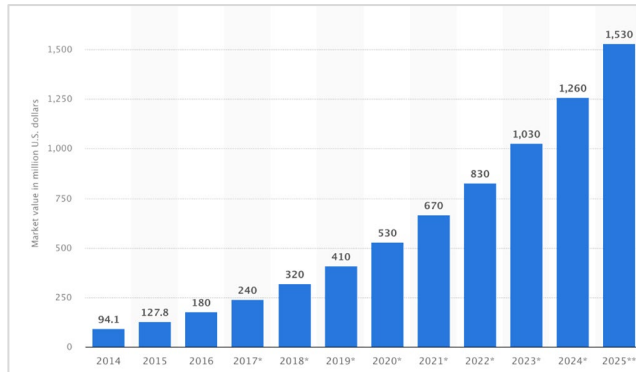
## OPPORTUNITIES

- Market opportunities in provinces like Quebec, where energy costs are much lower than Ontario or the U.S.

## CHALLENGES

- Even today, it costs a lot more to grow leafy greens in a climate-controlled environment in Canada than it does to truck it in every day from Florida, California, the southern U.S. and even Mexico, like we do now.

## Estimated Market Value of Vertical Farming in Canada from 2014 to 2025



- The **2021** market size reached **USD \$670M**
- Upward trend, with a forecasted **CAGR** of **28.1%** from **2022 to 2027**.

## Today in Canada:

- **12 vertical farms** operate
- **Half** of them operate in **Ontario**
- **All** of them grow leafy greens.



# Canada can lead in a new world of agricultural technology

## Controlled environment technology (vertical farming) is among the game-changing technologies enabling the Next Green Revolution in agriculture

- Controlled environment agriculture allows more food to be produced on less land. Vertical farming **uses only 10%** of the land and requires up to **90% less water** than conventional farming. It can also create a stable, local supply of fruits and vegetables, cutting the need for emissions-intensive transportation, and improving domestic food security.
- The Royal Bank of Canada (RBC) estimates suggest we can **avoid 20MT of emissions** by preventing land use change between now and 2050.
- According to the latest Census of Agriculture, Canada has roughly 5,000 greenhouses and nurseries.
- As a top exporter of key crops, with broad market access and a deep history of agricultural innovation, Canada is extremely well-positioned to not just lead the world in the adoption of these ag-techs but in the *development* of them.
- Big investments are being made to develop vertical farming, including a few government programs


 -40%

A new generation of agricultural technologies could help cut potential 2050 emissions from Canada's agriculture sector by up to 40%.



Seven specific technologies hold exceptional power to kickstart the country's transformation to a low carbon agricultural producer: precision technologies; carbon capture, utilization, and storage systems; anaerobic digesters; controlled environment farming; livestock feed additives; agriculture biotechnology; and cellular agriculture.



But Canada's share of global investment in these technologies is insufficient. And most agricultural R&D funding continues to be drawn overwhelmingly from the public sector.



Producers, particularly those with small and medium-sized businesses, also face a number of key challenges in adopting these technologies (including cost and infrastructure). Entrepreneurs, too, will need support in scaling their innovations.



By leaning on its existing strengths, Canada can become a leader in developing emerging ag-techs that will define the future of global food systems.

### Controlled environment farming:

Food without the field

Status: **ON TRACK** ●

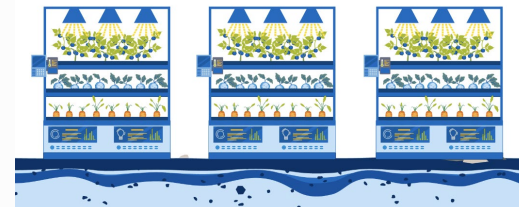
Private Equity and VC Investment  
in Canadian Firms (2017-2021)

\$54.5M

Global PE/VC Investment  
(2017-2021)

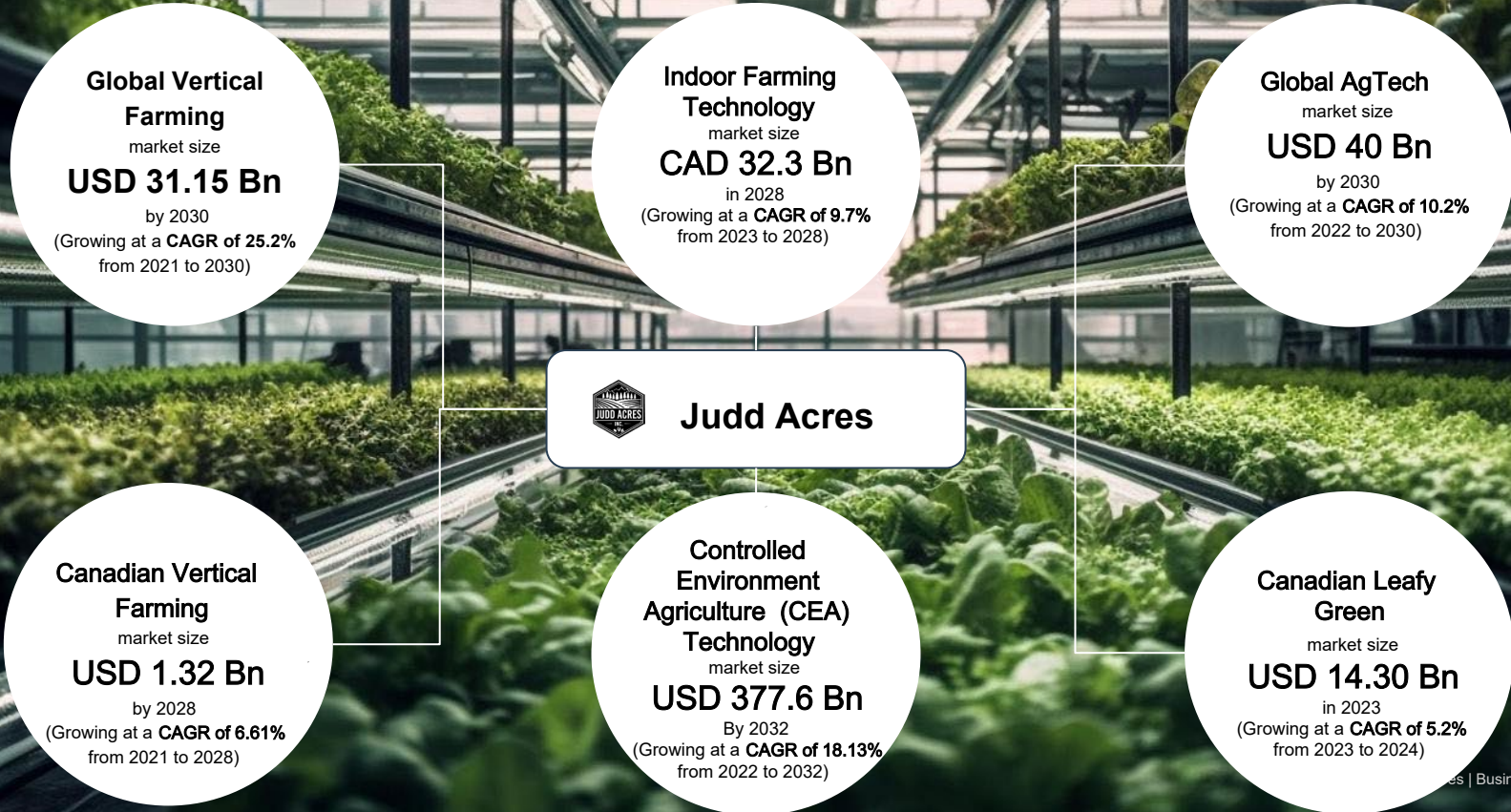
\$2.95B

Currency in USD














# Judd Acres: A solution at the junction of thriving markets





# A sustainable alternative to traditional farming methods

	Traditional Farming		Vertical Farming	
 Land use	Requires large farmland space for its horizontal farming	DRAWBACK	Not limited to agricultural zone areas	BENEFIT
 Water use	90 to 99% more water use	DRAWBACK	About 3.78 L of water per head of lettuce grown vertically as opposed to 38 L in a traditional farming method	BENEFIT
 Energy use	Uses sunlight and fossil fuel as energy sources	BENEFIT	Greater energy use with the bulk of energy consumption coming from LED lights and the HVAC system	DRAWBACK
 GHG emissions	Average distance your food travel : Up to 2,000 km/weeks in transit for open field produce, 500-1,000 km for greenhouse produce	DRAWBACK	In-store harvest to roughly 40 miles in transit	BENEFIT
 Food waste	40-50% of produce becomes food waste between harvest and distribution	DRAWBACK	In-store harvests, very short supply chain can meet unexpected demand to reduce overstocking	BENEFIT
 Food safety	Pesticides, herbicides and fungicides	DRAWBACK	No pesticides, herbicides, fungicides, produce is highly traceable	BENEFIT
 Supply chain	A centralized food production system with increased food kilometers and supply chain complexity	DRAWBACK	A decentralized food production system, with fewer kilometers and shortened supply chain	BENEFIT
 Seasonality	Seasonal, 5-6 harvests per year	DRAWBACK	Year-round, up to 30 harvests per year, improved flavors and textures	BENEFIT
 Selection	Currently available offerings	BENEFIT	Currently only producing leafy greens, herbs, vegetables and berries	DRAWBACK



# Unprecedented government supports for vertical farming

Canadian governments and agencies have introduced new policies and funding to support vertical farming, both in the countryside and in cities. The support provided includes - but is not limited - to the following programs and Funds:

## Federal

**The Sustainable Canadian Agricultural Partnership (Sustainable CAP)** is a 5-year agreement between the federal, provincial and territorial governments. It took effect on April 1, 2023 and provides **\$1 billion in federal programs and activities, along with \$2.5 billion in cost-shared programs and activities** funded by federal, provincial and territorial governments. Significant adoptions of robotics equipment used in vertical farms is included in the **AgriInnovate Program**. The Sustainable CAP also includes an **AgriScience Program** to accelerate innovation by providing funding and support for pre-commercial science activities and research that benefit the agriculture and agri-food sector.

**Sustainable Development Technology Canada (SDTC)** is funding Canadian companies that are developing, demonstrating and commercializing new technologies with the potential to transform Canada's environmental and economic prosperity. The innovations funded by SDTC help solve some of the world's most pressing environmental challenges: **climate change**, regeneration through the **circular economy**, and the **well-being of humans** in the communities they live in and the natural environment they interact with.

## Provincial

2023

**Quebec**—The Ministère de l'Agriculture, des Pêcheries et de l'Alimentation can provide financial assistance for vertical farms through two programs designed to increase Quebecers' food self-sufficiency: the **Program to Support the Development of Greenhouse Enterprises** and the **Financial Assistance Program to Promote Greenhouse Development** (for projects over \$3 million).

2022

**British Columbia**—In February 2022, the B.C. government announced it was improving the Agricultural Land Reserve (ALR) Use Regulation to allow for more vertical farming.

- The B.C. Centre for Agritech Innovation opened in September 2022 and a vertical farming project was one of the first to receive funding.
- Commercial greenhouse vegetable operators in British Columbia can apply for the Greenhouse Carbon Tax Relief Grant Program until May 31, 2023.

2021

**Alberta**—The Alberta Investment Growth Fund was first introduced in 2021 and Alberta's 2023 budget proposes \$15 million annually for the Fund. The first project to receive funding was a vertical farm operation.

2020

**Quebec**—In November 2020, Quebec announced more than \$100 million to double the size of the province's greenhouse operations by 2025.

- As of January 2023, the province has reached 50 percent self-sufficiency for greenhouse-grown fruits and vegetables, which is an increase of 20 percent from 2020.





# FACILITY & TECHNOLOGY OVERVIEW

# Judd Acres' industrial-scale vertical farm in a nutshell

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**Judd Acres Phase 1 facility will be our headquarters as well as our production and distribution facility. All production, growing and packaging will be within the same facility. Also, the facility will seek WELL Certification for the well-being of the staff.**

We are developing a vertical farm:

- That produces the target crop varieties with high quality in large volumes
- That produces 2,000,000 – 2,500,000 units of microgreens or herbs per year or more
- That fits in a building of a width of 85 ft. and a height of 24 ft. at largest
- That optimizes floor space through innovative design



The plants are grown in a complex hydroponic system with ideal conditions for plant to maximize photosynthesis



# Farm setup



## Building site

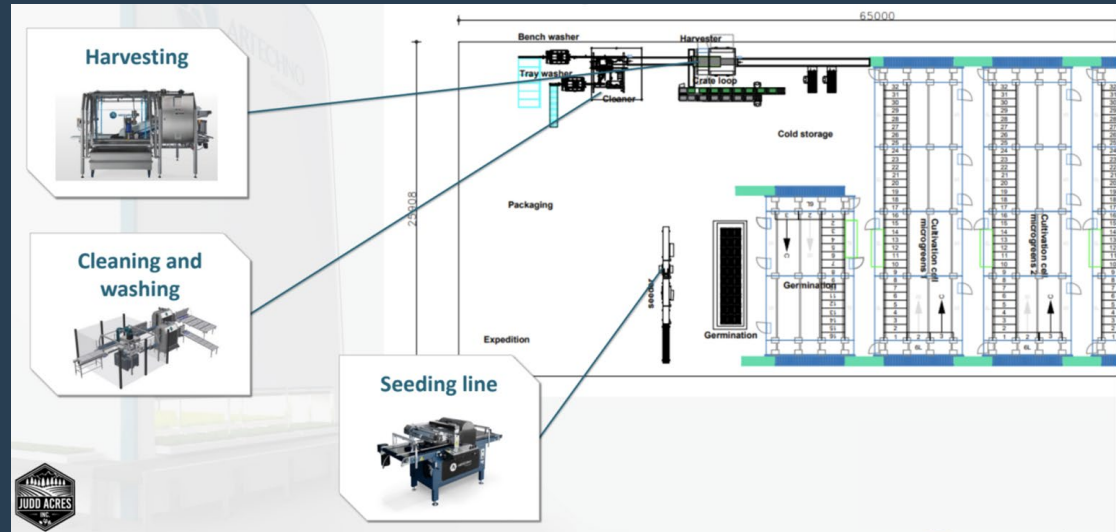
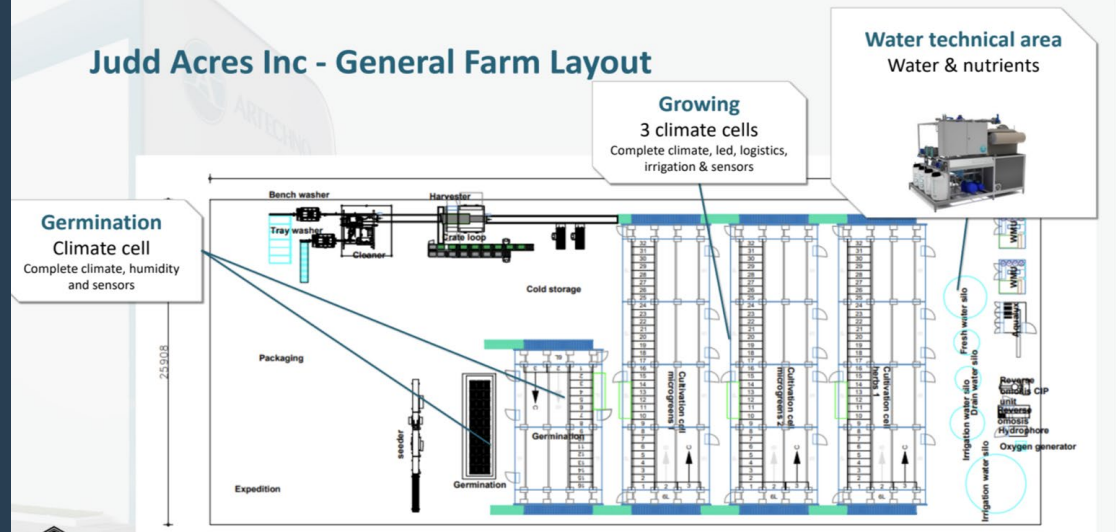
- **Building type:** Industrial warehouse
- **Building dimensions:** ± 65m x ± 25,9 m x 7,3m; ± 1700m<sup>2</sup>
- **Location:** Quebec



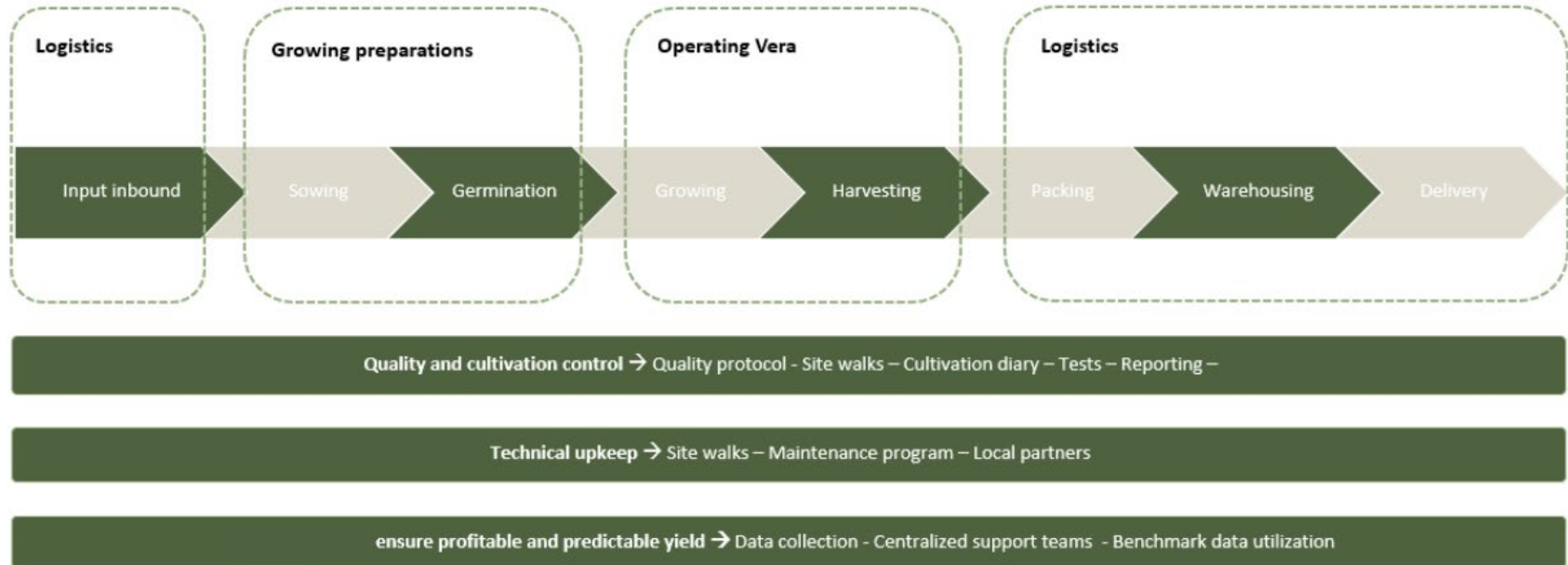
## Scope of project

- Vertical farming factory for the production of pot and full field crops
- **Growing area:** ± 1.728 m<sup>2</sup>
- **Automation:** High automation level

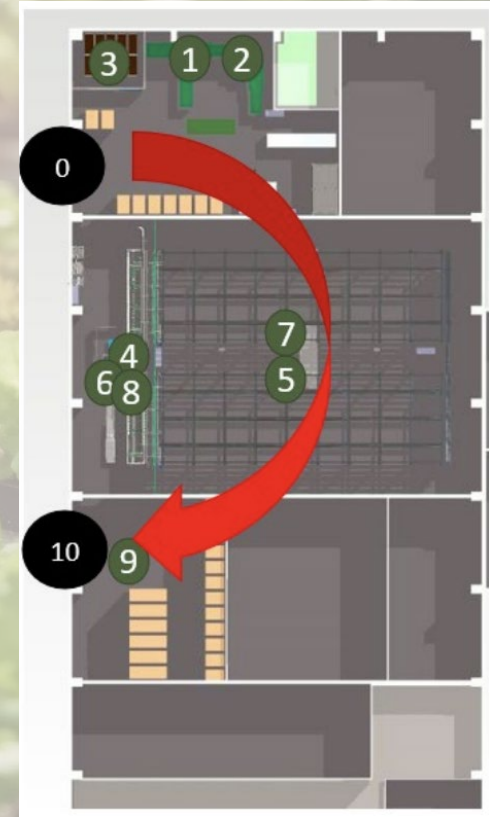
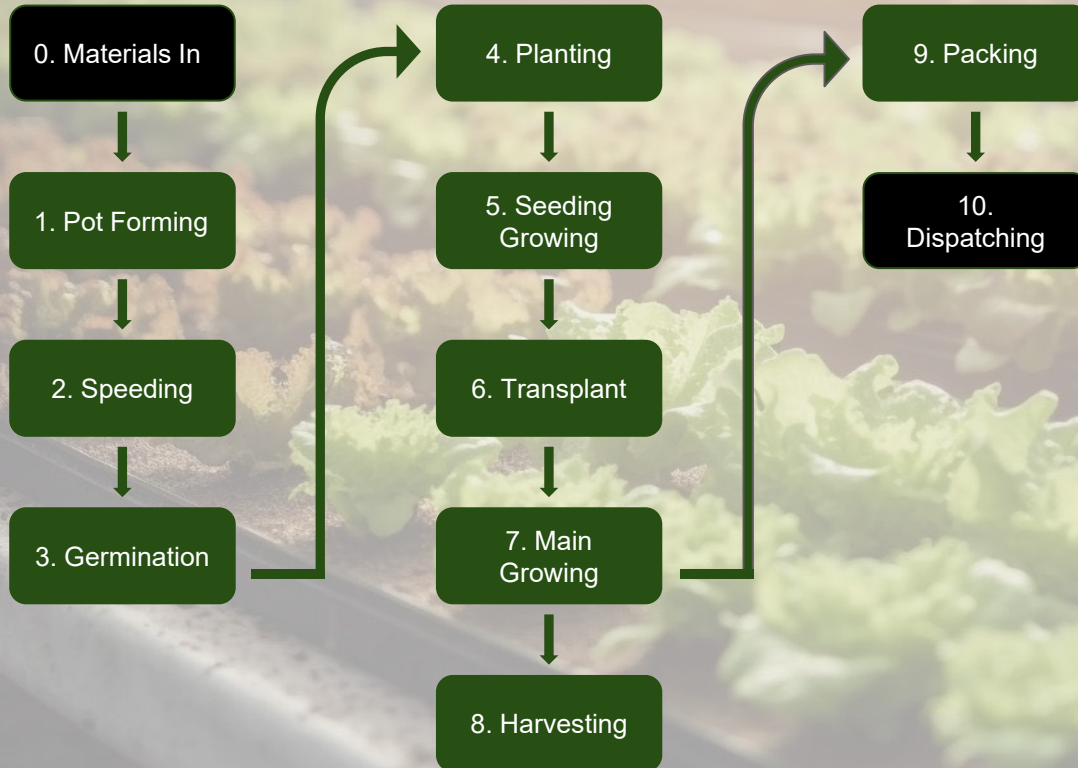
## Judd Acres Inc - General Farm Layout



# Operating principle of the technology



# Farming Process Flowchart



# Cutting edge technology & process innovation

**Judd Acres is at the intersection of agriculture, engineering, data science and sustainability.**

The technology we use is a turnkey indoor farming system which includes a dynamic spacing system, LED lighting, HVAC, cutting edge robotics and a nutrition system. It also includes automation software, production management and horticulture intelligence software. This combination enables a highly profitable farming business because it is designed for the best performance for the investment.



LED lighting



Data collection



Robotics & Automation



Irrigation & Nutrient control



Temperature, humidity, CO2 control



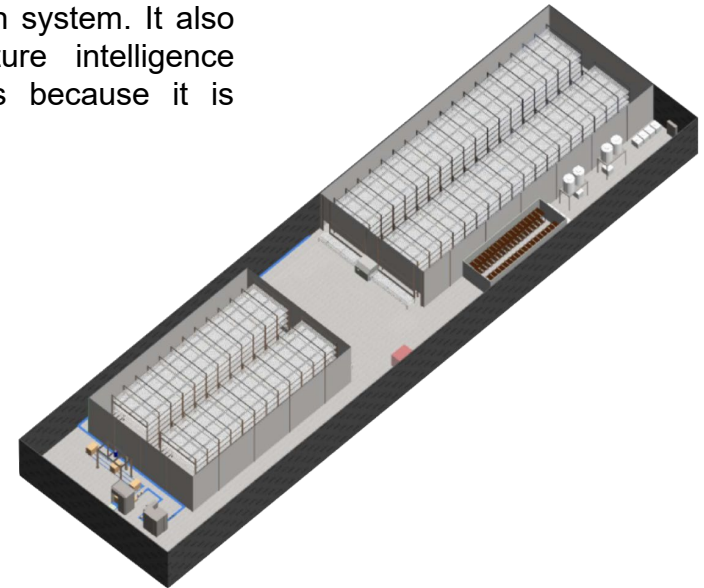
Outside Roller Conveyors



Logistics to processing



Automated Packaging





# A technology that sets us apart

## Dynamic spacing System

There are over 40% more plants in the growing area and 8X more on the floor than in open fields or traditional greenhouse cultivation. Crop density is optimized and changed along the crop cycle.

## Automation

Automation is at the heart of the management of the entire vertical farming system. The system is reliable and protected by a firewall. The detection sensors feed information to the farm, and the automation manages the functions between the preset values. In addition, the system collects data, which can be analyzed and used to create your crop recipes.

## Lighting System

Unique, LED lighting system designed according to the needs of the specific plants, fitting perfectly into the growing frame for optimal up and down light and maximum efficiency. The fully digital, adjustable lighting system allows for stabilization that can be compensated by dimming the light to reduce the load and increasing the light during lighting hours.

## Climate

Creates microclimates with integrated lighting, LED cooling, reclaimed heat, and automation; closed-system grow room swaps energy between spaces; small amounts of filtered air prevent ethylene buildup; temperature and humidity are controlled by a high-efficiency, precision centralized air-conditioning station that is custom-built system-wide.

## Irrigation

Our software irrigation system manages all water and nutrients. Modular design enables a diversity of plants in the same growing facility and plant-specific recipes. Nutrients and CO2 are fed constantly to the system but not led back into nature. Our software is designed and calculated to prevent water pooling.

# Future technology development

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Because technology is crucial to the success of vertical farming, Judd Acres aims to always keep improving and optimizing its processes to operate as efficiently as possible. Here are some R&D projects we would like to take on with technology developers and suppliers partners to make vertical farming work at scale:

## Moving towards a total controlled environment

**Objective:** Growing produce inside a total controlled closed-chamber to optimize yields.

**Innovation:** Controlled environment agriculture (CEA) is the newest trend in agriculture. They provide the necessary requirements for plants to thrive and stay healthy by controlling every aspect related with production.

There's still a lot of research to be done to identify the ultimate combination of elements to maximize the yield of our different products. Most of the research has been conducted on leafy greens, lettuce and microgreens, but there are many new products to be tested such as berries and a wide range of vegetables.

## Leveraging data to improve yields

**Objective:** Using historical and real-time data and advanced tech to optimize crop growth, reduce waste, and minimize environmental impact.

**Innovation:** Collecting data on humidity levels, temperature, crop health and more, then using algorithms to analyse that data and make precise, real-time decisions about planting and harvesting crops.

Taking into accounts the following parameters and procedures to optimize growth recipes:

- Temperature, humidity, CO2
- Irrigation and fertigation schedule
- Nutrient content and concentration
- Lighting schedule
- Growth cycle

## Implementing full process automation

**Objective:** Operating a facility where the technology for seeding, watering, harvesting, getting rid of bad plants, and packaging the good ones for sale runs with little human intervention.

**Innovation:** Automating growing and processing conditions from seeding to packaging throughout the line will require the integration of technologies such as:

- Robotic - for planting and harvesting
- Automation- for irrigation, lighting, climate control
- Computer vision - for the triage of produce for packaging purposes
- AI-powered software- for the planting planning, production monitoring, yield planning and analytics.

# The final product

All-natural products with NO pesticides, fungicides, herbicides or preservatives.

Judd Acres' primary products are leafy greens:



Lettuces



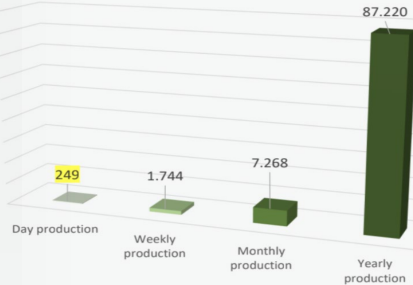
Shoots and microgreens



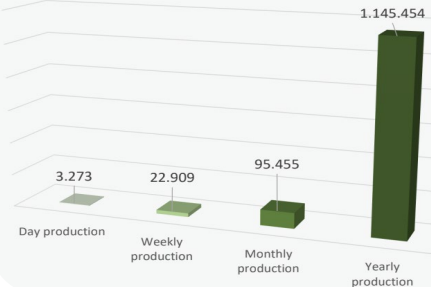
Herbs



Total estimated production volume (kg)



Total estimated production volume (plant)



We will also be developing a variety of mixed salads, vegetables and berries in the near future.

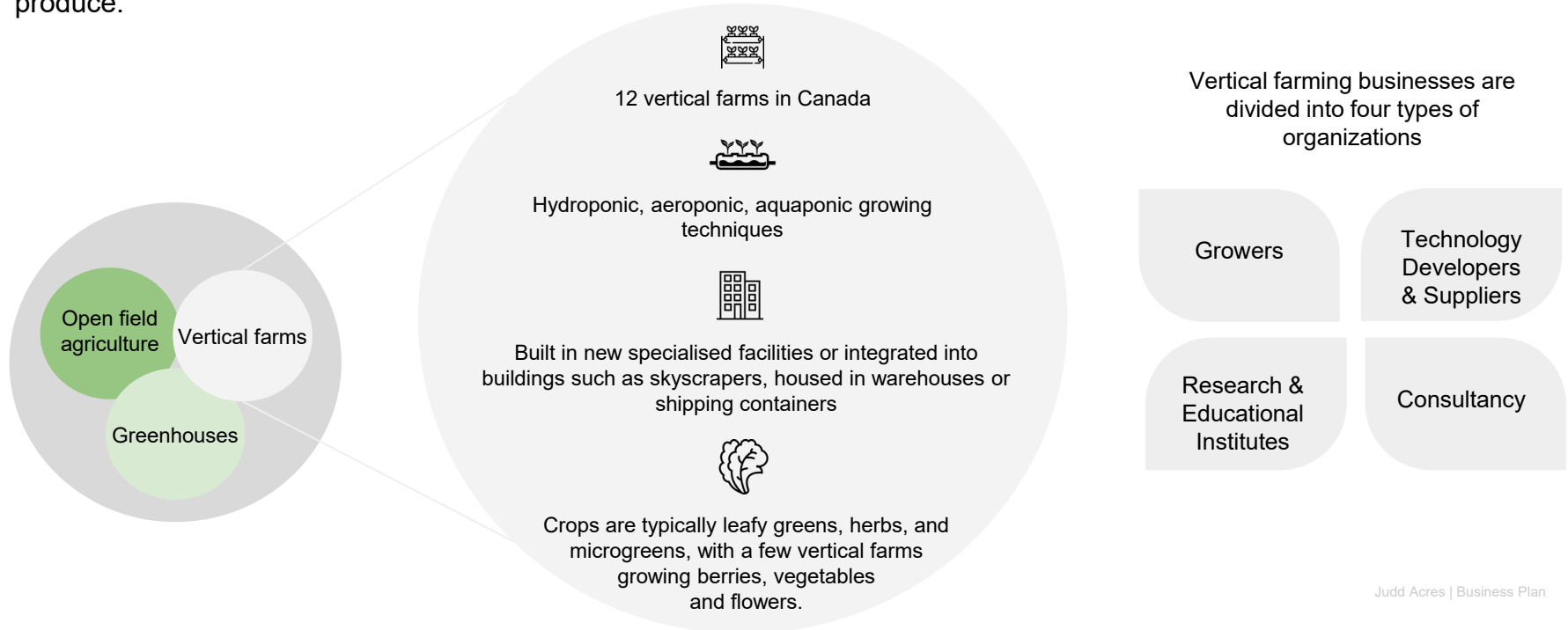


# GO-TO-MARKET STRATEGY



# Diversification within the canadian agricultural industry

New businesses driven by technology advancements are contributing to a more diverse agricultural industry landscape, creating future-proof and climate-resilient food systems and helping supply the world's growing population with fresh produce.



# Comparing Greenhouse to vertical farming

	Greenhouses	Vertical farms
		
Overview	<ul style="list-style-type: none"> <li>Controlled structure that uses natural light during the daytime — typically via a glass or plastic ceiling</li> <li>Artificial light may be supplemented</li> </ul>	<ul style="list-style-type: none"> <li>Fully enclosed environment that uses vertically stacked or vertically grown plants</li> <li>Only uses artificial light</li> </ul>
Features	<ul style="list-style-type: none"> <li>Degree of control varies greatly, from little control other than temperature to all aspects being controlled</li> </ul>	<ul style="list-style-type: none"> <li>All aspects of environment are fully controlled</li> <li>Requires less land given vertical nature</li> </ul>
Costs	<ul style="list-style-type: none"> <li>Typically requires new builds — ranging from ~\$0.5M to \$3M per acre*</li> <li>Operating costs typically range from \$240K to \$1.5M per acre depending on the crop</li> </ul>	<ul style="list-style-type: none"> <li>Requires very high capital expenditures of over \$10M per acre**</li> <li>Operating costs are ~1.5-2.5x of a greenhouse due to continuous lighting</li> </ul>
Crops	<ul style="list-style-type: none"> <li>Flowers</li> <li>Fruits (e.g., strawberries, raspberries)</li> <li>Vegetables (e.g., tomatoes, cucumbers, bell peppers)</li> <li>Leafy greens (e.g., lettuce, kale, chard)</li> <li>Microgreens</li> <li>Cannabis</li> </ul>	<ul style="list-style-type: none"> <li>Leafy greens (e.g., lettuce, kale, chard)</li> <li>Microgreens</li> <li>Herbs (e.g., basil, chives, mint, thyme)</li> <li>Cannabis</li> </ul>
Share of CEA acreage	~95%	~5%

Greenhouses	Vertical farms
<b>Advantages</b>	
<ul style="list-style-type: none"> <li>Natural light utilization</li> <li>Cost</li> <li>Scalability</li> <li>Natural growth environment</li> </ul>	<ul style="list-style-type: none"> <li>Complete Environmental Control</li> <li>Year-round Production</li> <li>Space Efficiency</li> <li>Reduced Pest Risks</li> <li>Water Efficiency</li> </ul>
<b>Disadvantages</b>	
<ul style="list-style-type: none"> <li>Limited Climate Control</li> <li>Pest Management</li> <li>Energy Consumption</li> <li>Limited Production Cycle</li> </ul>	<ul style="list-style-type: none"> <li>High Initial Investment</li> <li>Energy Consumption</li> <li>Technical Complexity</li> <li>Dependency on Technology</li> </ul>










\*BrightFarms spent \$55M to build three greenhouses totaling 19 acres; AppHarvest spent \$28M to build a 63-acre greenhouse; Equilibrium Capital spent \$150-\$180M to build a 125-acre greenhouse asset

\*\*AeroFarms has raised over \$100M to build 2.4 acres of vertical farms; 80 Acres Farms raised \$40M to build 3.4 acres

Source: Growcer; ZipGrow; Wired; L.E.K research and analysis



# Canadian competitors

Competitor									
Founded date	2021	2011	2018	1980	2018	1998* (*Approximately, couldn't verify the information)	2016	2015	2021
Headquarter	Pitt Meadows, BC	Guelph, ON	Toronto, ON	Napierville, QC	Vaudreuil, QC	Varenes, QC	Montreal, QC	Montreal, QC	Montreal, QC
Types of crops	Leafy greens	Microgreens, baby greens	Leafy greens	Leafy greens, herbs	Strawberries	Leafy greens, herbs	Leafy greens	Microgreens, baby greens	Leafy greens, herbs, microgreens
Technique	Touchless tech from seeding through harvest	Hydroponic,	Hydroponic	Hydroponic	IA, automation	Horizontal rotary roller cultivation	Hydroponic	Hydroponic	Hydroponic
Product Distribution	Western Canada	Western & Eastern Canada	Ontario	Quebec (Facility not built yet)	Quebec	Quebec (Facility not built yet)	Quebec	Quebec	Quebec
Funding	N/A	\$267M	\$26M	N/A	\$46M	\$13M	\$1.8M	N/A	\$3.5M
Differentiator	- Proprietary tech - First hand-free vertical farm in Canada	- First and largest commercial indoor vertical farm in Canada	- Proprietary technology		- Biggest strawberry vertical farm in Canada	- Rotary roller technology	- Proprietary tech - First vertical farm in Quebec		- First to grow crops in completely closed chamber - WELL certification



# Competitive positioning

## Today's market :

- 7 vertical farms projects in Quebec.
- 2 competitors are currently operating their commercial farms in Quebec (Ferme d'hiver - exclusively producing strawberries - and AquaVerti producing leafy greens).
- GoodLeaf plans to open its indoor farm in Longueuil in 2023.
- Judd Acres plans to build its facility in Hemmingford in 2024.

**“Vertical farms are new on the Quebec market. By speeding up time-to-market, Judd Acres is positioning itself as one of the pillars of this industry in the province”.**







# Commercialisation strategy

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## 01 Overall strategy: Build awareness & Strengthen Strategic Partnerships

1. Focus on first deals to implement in primary target markets, build awareness and trust
  2. Gain traction, knowledge and insights
  3. Expand to secondary target markets (other cities in Quebec, Alberta)
  4. Expand geographically to other markets (British-Columbia, Northwest Territories)
- 

## 02 Key verticals to address

### Primary targets (short term):

- Grocery stores & supermarkets

### Secondary targets (mid-term):

- Local restaurants, cafés, hotels

### Third targets (mid- to long-term):

- Direct to consumer via online channels & farmers' markets
- 

## 03 What we will achieve

1. Defining & establishing Judd Acres market positioning and market targets inline with the long term business goals
2. Equipping marketing and sales team with appropriate basics:
  - Identifying USP & tangible benefits for each target market
1. Evaluating long-term market opportunities & improving current strategy

# Unique selling proposition

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Judd Acres offers huge potential in decentralising food production, and shortening supply chains, resulting in better quality produce, reduced waste, reduced canadian consumers' dependence on imports from the US and ultimately, a more resilient food system.



# Target market segments - Working on three axis

	Strategic value chain partners (B2B)			End-users (B2C)	Community allies (B2G)			
	Distribution		R&D	End-users	Government agencies / Policy makers	Trade & Agricultural organizations	Communities	
Examples	Retail partners: Grocery stores & supermarkets	Local restaurants, cafés & hotels	QC Institutions: CPE, CHSLD, Hospitals	Technology suppliers	Health-conscious general public	MAPAQ, Ministry of Environment and the Fight Against Climate Change, and the Ministry of Economy and Innovation	Chamber of commerce, industry associations, business networks	Neighborhoods / regions
Personas	Want to maintain a diverse inventory, and uphold the store's reputation for quality and variety	Interested in sourcing high-quality, locally grown ingredients to create unique dishes	Interested in sourcing fresh, locally grown produce for patient meals and cafeteria offerings	Interested in finding partners to buy and test their innovation / cutting-edge technology and gain market shares	People who prioritize their health and well-being are interested in fresh, nutrient-dense produce	Interested in promoting sustainable agriculture, reducing food imports, and creating local economic opportunities	Organizations that often have influence in policy discussions and are interested in supporting new models of business	Groups concerned with food security, urban development, and job creation.
Problems	<ul style="list-style-type: none"> <li>- Balancing the desire for locally sourced produce with the need for year-round availability of certain items.</li> <li>- Managing perishable inventory to minimize waste and avoid overstocking.</li> <li>- Finding reliable suppliers who can provide consistent quality and quantity.</li> </ul>		<ul style="list-style-type: none"> <li>- Need reliable and consistent suppliers</li> <li>- Need to feed clients/patients with nutritious produce</li> <li>- Need for access to quality yet affordable products</li> </ul>	<ul style="list-style-type: none"> <li>- Need growers to test &amp; adopt their technology</li> <li>- Need to increase profits</li> <li>- Need to improve their technology using insights and data from farming operations</li> <li>- Need to make partnerships to conduct R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>- Want fresh and affordable produce</li> <li>- Want organic, local produce</li> <li>- Want to reduce cost of groceries</li> </ul>	<ul style="list-style-type: none"> <li>- Need to shape regulations, policies, and incentives to foster innovation, sustainability and economic development</li> <li>- Need to provide solutions to the current agricultural crisis</li> </ul>	<ul style="list-style-type: none"> <li>- Need to address zoning regulations, land use policies, urban planning and stimulate the economy</li> </ul>	<ul style="list-style-type: none"> <li>- Depend on expensive imported produce</li> <li>- Do not have access to fresh produce year-round</li> <li>- Want to support local producers</li> <li>-</li> </ul>
USP	Elevate your store's offerings and cater to your customers' desire for high-quality, locally sourced items with Judd Acres	Meet consumers demand for exceptional local, fresh produce year-round and reduce your dependency on imported produce	Judd Acres can provide consistent supplies of produce at the peak of freshness	Partner with us to co-create solutions that address emerging challenges and capitalize on new opportunities in the dynamic vertical farming industry.	Controlled environment agriculture enables Judd Acres to grow crops without pesticides and herbicides, leading to healthier options for you and your family	Judd Acres addresses urgent industry problems such as food safety and contributes to a more resilient food-system while reducing the environmental impact	Develop new business opportunities, create jobs and establish vertical farming as a recognized and respected agricultural practice within the broader farming community	Get organic, pesticide-free fresh produce directly from farm to fork with maximum transparency on the source and method of production of the food you consume

# Northern climates, fresh produce consumer

## QUEBEC'S AGRICULTURAL CHALLENGES AND IMPACTS

In Quebec's distinct climatic conditions, where we experience an average of 120 frost-free days annually, traditional agriculture faces significant challenges.

- Limited growing season & produce availability.
- Lack of produce Diversity:
- Heavy reliance on costly imports, associated carbon footprint & potential supply chain disruptions.
- Quality & freshness concerns.
- Food security & economic vulnerabilities.



## JUDD ACRES BOOSTING YIELDS, SUSTAINABILITY, AND SECURITY

Utilizing precision control of environmental factors, Controlled Environment Agriculture can potentially increase crop yields by up to 10 times compared to open-field cultivation.

- Year-round fresh, Pesticide-free, tailored produce.
- Reduced transport & carbon footprint.
- Reduced wastage
- Enhanced food security & less reliance on imports.
- Optimal growth & water conservation.

**\*\*\* Niche crops that can be sold at a premium**



# Quebec consumer-centricity storytelling strategy

## VALUE PROPOSITION

Year-round availability, freshness, reduced carbon footprint, and pesticide-free produce.

LOCAL PRODUCTION



"LOCAL, FRESH,  
SUSTAINABLE" NARRATIVE  
WITH TECHNOLOGICAL AND  
ENVIRONMENTAL BENEFITS.

## MARKET SEGMENTATION AND TARGETING:

- Primary Segment: Grocery stores and supermarkets.
- Secondary Segment: Restaurants, cafés and hotels, emphasizing farm-to-table concepts.
- Tertiary Segment: Health-conscious consumers seeking pesticide-free, fresh produce.

## DISTRIBUTION CHANNELS:

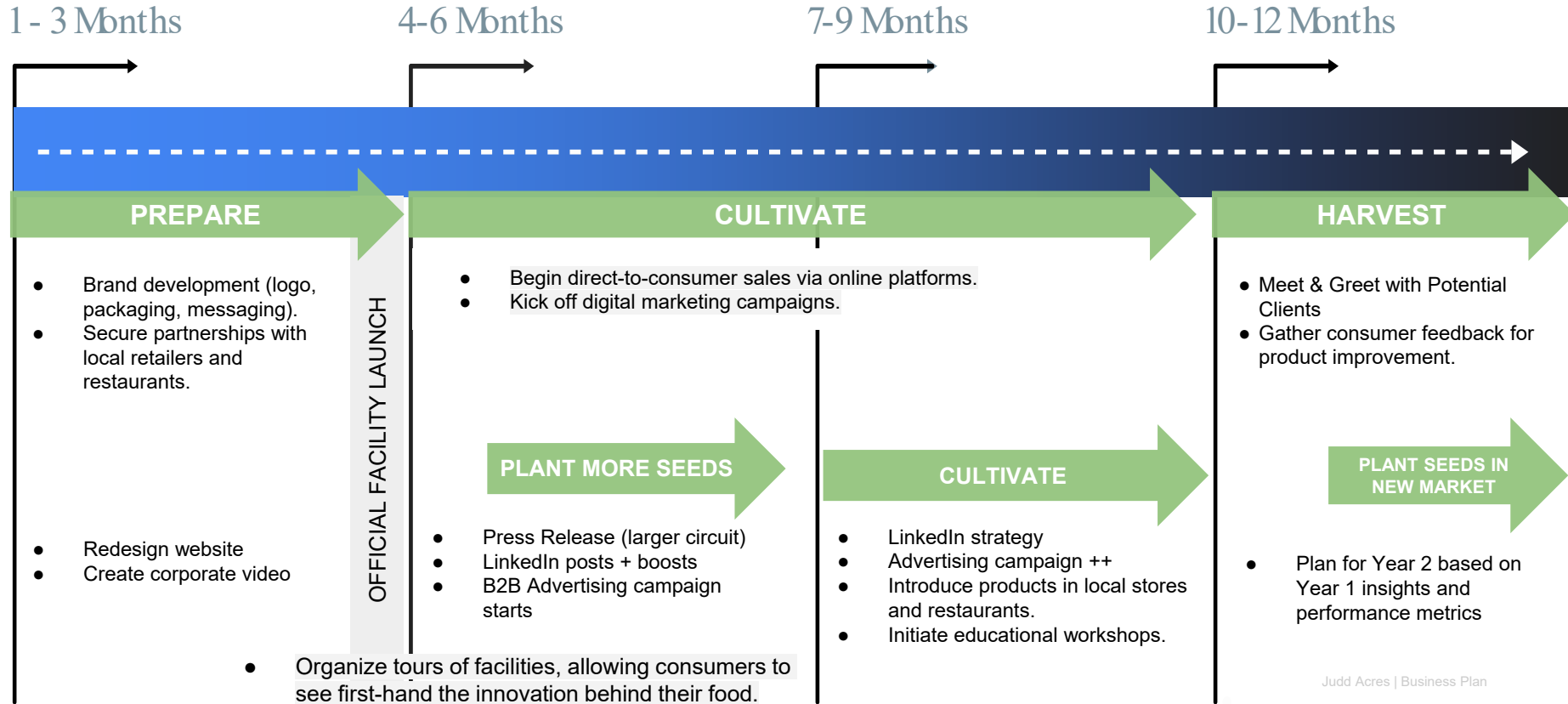
- Partner with local grocery stores and supermarkets.
- Supply to restaurants, cafés and hotels.
- Direct-to-consumer via online platforms or farmer's markets.

## TACTICS:

- Launch Events in local communities to introduce the product and educate consumers.
- Partnerships with local chefs for endorsements.
- Offer samples at farmers' markets, stores, and events.
- Leverage social media to share behind-the-scenes looks & customer & chefs testimonials
- Organize workshops to educate consumers



# Bringing fresh produce to Quebec consumer: 12-month roadmap



# Engaging local entities and communities

Engage and onboard government agencies, municipalities, and sustainability-focused entities for research and development opportunities, emphasizing the potential of controlled environment agriculture in Quebec.

## Why Engage?

- Regulatory compliance & guidance.
- Access to funding, grants, and subsidies.
- Gained credibility through endorsements.
- Infrastructure & utilities support.
- Public awareness & educational collaborations.
- Community Integration
- Land and Resource Acquisition

## Outcomes

- Seamless community integration.
- Facilitated land & resource acquisition.
- Expansive networking opportunities.
- Expert feedback & sustainable practices.
- Support in policy advocacy & crisis management.

## A multi-faceted support system



# Foster long-term collaborations

## VALUE PROPOSITION

- Sustainability goals alignment, regulatory compliance, community impact, and environmental considerations.
- FOOD SECURITY

## ENGAGEMENT CHANNELS:

- Participation in local sustainability and community development events.
- Direct meetings and presentations.
- Workshops and educational seminars.

## TACTICS:

- Tailored outreach materials for each segment of stakeholders
- Showcase studies that demonstrate the Judd Acres value and potential impact.
- Participate in events on sustainable development, community engagement, or local economic growth.
- Structure partnership proposals, detailing collaboration benefits, roles, responsibilities, and potential outcomes.
- Keep stakeholders informed and engaged with regular periodic updates



# Strategic value chain partnerships

Establish partnerships with key players in the value chain to optimize operations, distribution, notoriety and time-to-market.

## Supply chain

Raw Material Suppliers:

Equipment Manufacturers:

Logistics Providers:



## Technology & R&D

Tech Providers:

Research Institutions:

Innovation Labs:



## Marketing & Sales

Channel Partners:

Branding Agencies:

Digital Marketing Firms:



## Finance & Investment

Banks

Investors

Grant Institutions



## Regulatory & Compliance

Legal firms

Industry Associations



## Operations & Infrastructure

Contractor

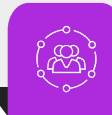
Utilities Providers



## Community

Educational Institutions

City counsel





# Why incorporating the ecosystem

Holistic Understanding for better decision-making and resource allocation.

Efficiency and Optimization reducing costs and improving output quality

Risk Management from supplier disruptions, distribution challenges

Collaborative Innovation driving product and process improvements

Consumer Confidence from transparency and responsibility

Competitive Advantage and better quality control

Regulatory Compliance across all operations

Scalability and Growth seamlessly managed

# Geographic expansion

## Target Locations



### Western provinces

Establishing facilities in major cities like Calgary, Vancouver and Edmonton to cater to the high demand for fresh produce in urban centers and open up export opportunities.



### Northwest territories

Fostering inclusive growth by providing remote northern communities with affordable fresh produce.



### United States

Access a broader market, leading to increased sales and revenue opportunities.

As urbanization swells and climates become less predictable, the quest for a sustainable solution to provide fresh, local produce year-round has never been more urgent.

Ideal for regions facing the following challenges:



EXTREME COLD AND EXTENDED PERIODS OF DARKNESS



SPACE CONSTRAINTS URBAN CENTERS



EXTREME SUN AND WATER EFFICIENCY ISSUES



TRANSPORTATION CHALLENGES ON ISLANDS AND REMOTE AREAS



DISASTER-PRONE OR SOIL CONTAMINATION REQUIRING RAPID RECOVERY AND RESILIENCE

# 6-years Canadian expansion plan

## Facility Expansion Phases:

Montréal - 45,000 sq. ft.

Toronto – 45,000 sq. ft.

Calgary - 45,000 sq. ft.

Edmonton - 45,000 sq. ft.

Saskatoon - 45,000 sq. ft.

Winnipeg - 45,000 sq. ft.

Vancouver - 45,000 sq. ft.

Whitehorse - 28,000 sq. ft.

Yellowknife - 28,000 sq. ft.

Fredericton - 28,000 sq. ft.

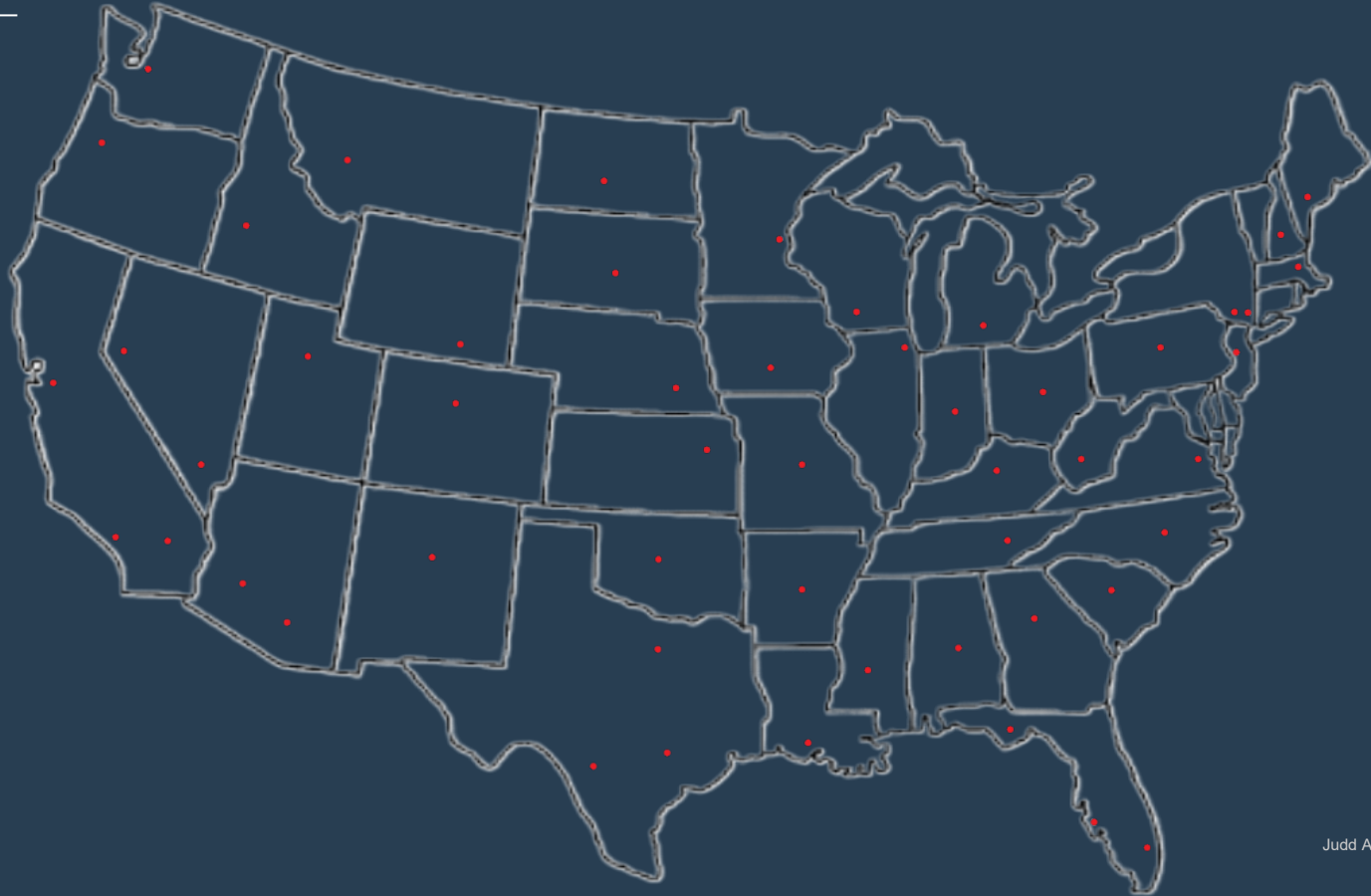


The expansion plan spans through 5 years



# 6-years USA expansion plan

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# 6-years USA expansion plan

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## Facility Expansion Phases:

AL Montgomery	GA Atlanta	MN St Paul	ND Bismarck	VA Richmond
AZ Phoenix	ID Boise	MS Jackson	OH Columbus	WA Seattle
AZ Tucson	IL Chicago	MO Jefferson City	OK Oklahoma City	
AR Little Rock	IN Indianapolis	MT Helena	OR Portland	
CA San Francisco	IA Des Moines	NE Lincoln	PA Philadelphia	
CA Los Angeles	KS Kansas City	NV Carson City	SC Columbia	
CA Rancho Cucamonga	KY Frankfort	NV Las Vegas	SD Pierre	
CO Denver	LA Baton Rouge	NH Concord	TN Nashville	
CT Hartford	ME Portland	NJ Trenton	TX Austin	
FL Tallahassee	MD Annapolis	NM Albuquerque	TX Houston	
FL Tampa	MA Boston	NY (2) New York City	TX Dallas	
FL Miami	MI Detroit	NC Raleigh	UT Salt Lake City	





# Business Model

## Direct sales of produce

- Direct sales of produce to consumers including:
  - Individual lettuce
  - Packaged herbs
  - Salad mix kits

## Bulk sales of produce

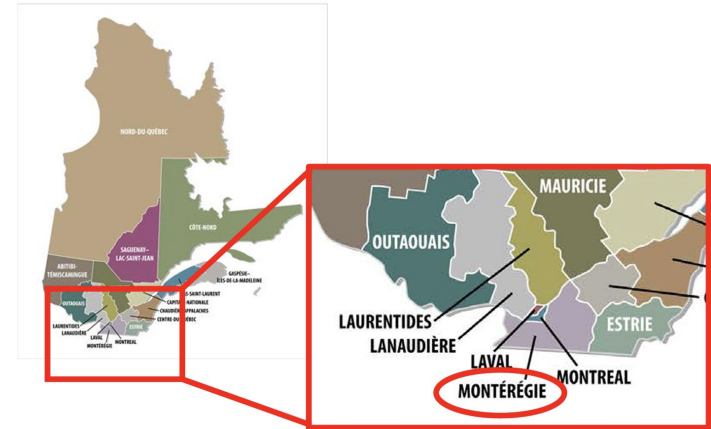
- Bulk sales of produce to businesses including:
  - Bulk lettuce
  - Packaged herbs
  - Salad mix kits



# Building our Facility in a Strategic Location

## Advantages of Judd Acres' location (Hemmingford):

- Proximity to urban center (Montreal) & consumers
- Low-cost electricity
- Agricultural zoned area
- High storefront traffic due to proximity to local orchard and Park Safari

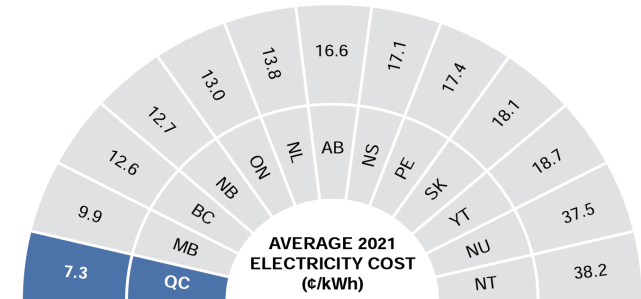


Quebec is a Canadian leader in urban agriculture as it has many urban farms, community-led rooftop gardens and the world's first commercial rooftop greenhouse operation. Despite advances in lighting technology, the energy requirements of vertical farming operations are high. Quebec is therefore well positioned to help this industry, thanks to the **hydroelectricity** it produces. Under certain conditions, the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation can provide financial assistance for this type of business through two **programs aimed at increasing Quebecers' food self-sufficiency**.

## Québec strongly supports locally grown and made goods.

Efforts to shop for or buy local products							
	Canada	BC	AB	SK /MB	ON	QC	Atlantic
In Province	24%	14%	25%	16%	22%	30%	33%
In Region	24%	21%	21%	11%	20%	36%	27%
In City / Municipality	23%	21%	19%	17%	19%	34%	18%

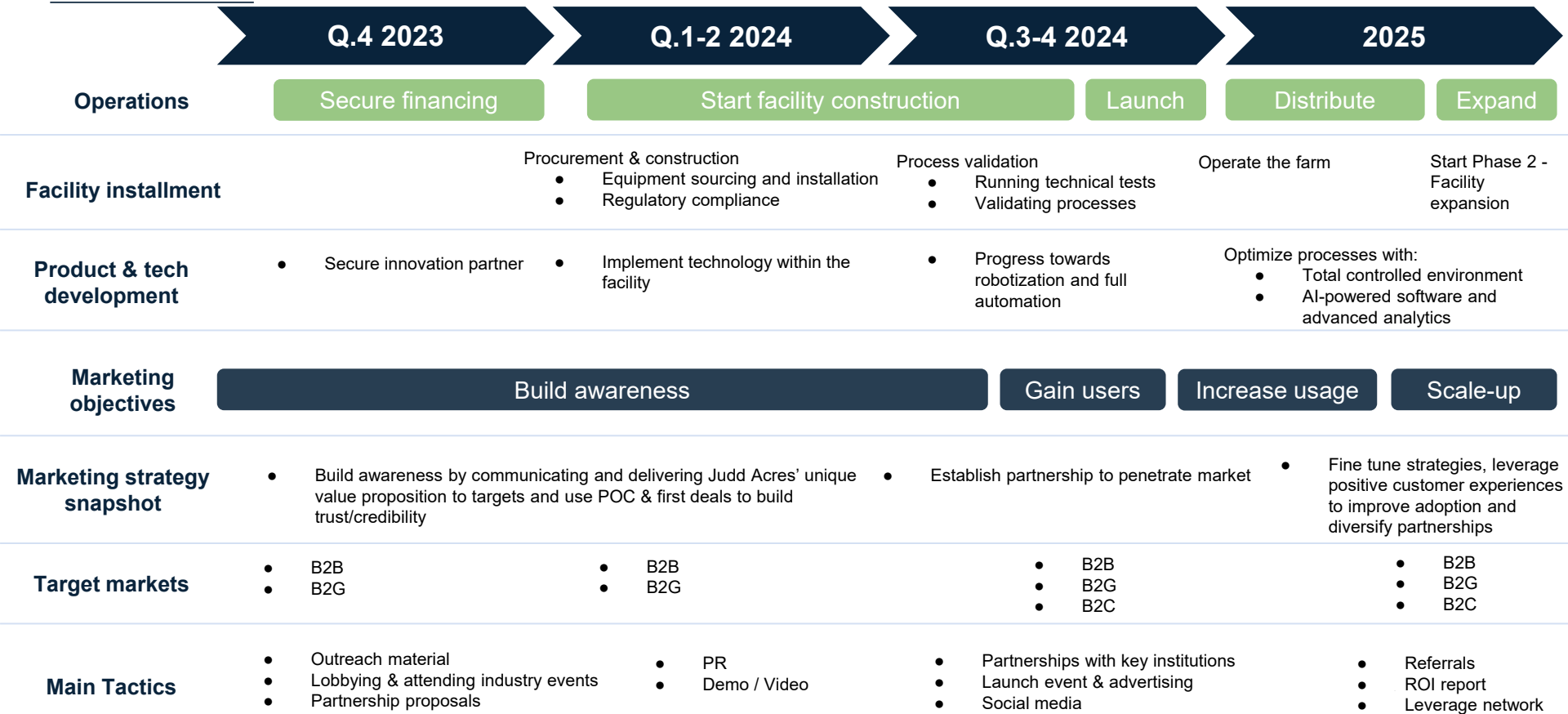
Source: Ipsos Marketing



Québec has the lowest costs for electricity in North America.



# Roadmap to success





# OPERATIONS & FINANCE

# Key team members

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**Jason Judd**

is the CEO and Founder, with 19 years of experience as a General Contractor in several states and Quebec, he has built almost 100 homes across North America. He owned a farm and Ranch for almost 10 years, and he has also owned a Cannabis LP in California for 3 years, which gives him an edge for this project. He has extensive experience in business management and has proven to have a visionary mindset throughout his previous ventures.



**Julie Lefrançois**

is the Vice President and also known as a farmer's daughter, with a background in agriculture and experience in human resources. She has two years of experience as an HR manager, four years of experience in project management, four years of experience in staff recruitment, and experience managing 150 employees. She has great strategic planning and execution skills and strong communication and customer service skills.



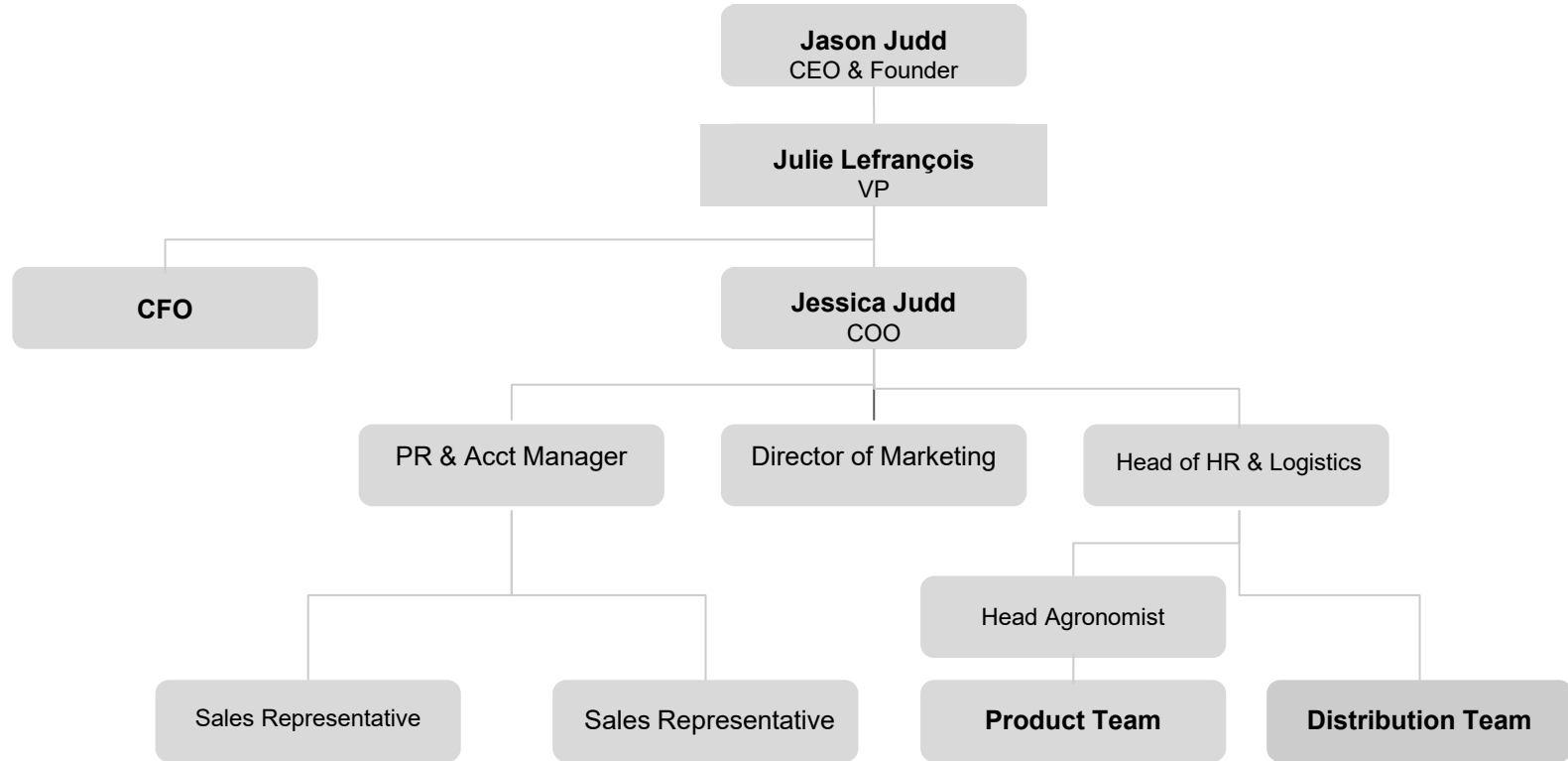
**Jessica Judd**

is the Chief Operating Officer with 17 years of experience in the automotive industry in customer service and eight years of experience in a management position. She has experience in team building, organizing, and leading and is known for her integrity, honesty, mindfulness, and bluntness.





# Organisational structure



# Projected Revenue

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*\*\* See attached document \*\**



# Thank you



Jason Judd, CEO & Founder  
JasonJudd@JuddAcres.ca  
(514)473-8440