Court File No. CL-26-00000122-0000

***ONTARIO***
**SUPERIOR COURT OF JUSTICE**
**(COMMERCIAL LIST)**

**IN THE MATTER OF THE *COMPANIES' CREDITORS ARRANGEMENT ACT*, R.S.C. 1985, c. C-36, AS AMENDED**

**AND IN THE MATTER OF A PLAN OF COMPROMISE OR ARRANGEMENT OF THE CANNABIST COMPANY HOLDINGS INC., THE CANNABIST COMPANY HOLDINGS (CANADA) INC., AND COLUMBIA CARE DELAWARE LLC**

(Applicants)

# MOTION RECORD OF FREE STATE BOTANICALS HOLDINGS LLC

(motion returnable November 23, 2026)

November 5, 2026

**DLA PIPER (CANADA) LLP**
1133 Melville Street, Suite 2700
Vancouver, BC V6E 4E5

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Lawyers for U.S. Counsel for
Free State Botanicals Holdings LLC

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# TAB 1

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(Applicants)

# AFFIDAVIT OF SAMANTHA MIKOLAJEWSKI

(Affirmed/Sworn October 16, 2026)

I, Samantha Mikolajewski, of the City of Pittsburgh, in the State of Pennsylvania, AFFIRM/MAKE OATH AND SAY:

1. I am the proposed Chief Executive Officer of Free State Botanicals Holdings LLC and its affiliated entities (collectively, "Free State" or the "Purchaser") and as such I have personal knowledge of the matters hereinafter deposed.

2. Where my knowledge is based on information and belief, or on my review of documents, I have stated the source of such knowledge and verily believe it to be true.

3. Unless otherwise stated herein, all facts set forth in this Affidavit are based upon: (a) my personal knowledge; (b) my experience in the operation and management of multi-state cannabis businesses; (c) my review of the operating information and documents made available to the Purchaser in diligence; and (d) information provided to me by Free State's advisers and the members of its proposed support team. If called upon to testify, I would testify competently to

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the facts set forth in this Affidavit. I am authorized to swear this Affidavit on behalf of Free State.

4. I swear this Affidavit to provide evidence and information with respect to the issues of "whether the person to whom the rights and obligations are to be assigned would be able to perform the obligations" and "whether it would be appropriate to assign the rights and obligations to that person" as provided for in sections 11.3(3)(b) and (c) of the *Companies' Creditors Arrangement Act* in support of a motion to approve the sale of the Maryland Assets (defined below) to Free State (the "Sale Approval Motion").

**Background Information on the Purchaser (Free State)**

5. Free State was formed to acquire and operate three adult-use cannabis dispensaries located in Chevy Chase, Frederick, and Rockville, Maryland, together with a related grower-processor operation (collectively, the "Maryland Assets"), pursuant to the Purchase Agreement dated August 7, 2026 (the "Purchase Agreement").

**Management Qualifications and Operating Experience**

6. Upon closing, I will serve as Chief Executive Officer of the Free State entities. For the past several years, I have served as President of Maitri Holdings LLC, a cannabis operator and multi-state management-services platform. In that role, I oversee general management, corporate functions, and/or operating support for 17 dispensaries and six grower-processor operations across Pennsylvania and Ohio. My responsibilities include enterprise strategy, financial oversight, compliance, human resources, information technology, procurement, inventory and demand planning, sales and marketing, and multi-site retail and cultivation performance.

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7. During the last year, I led the development and opening of six new dispensaries and one dispensary relocation.

8. Before my current role, I worked in the Canadian cannabis market as Master Grower for a licensed producer comprising approximately 17 acres of outdoor cultivation and 6,000 square feet of indoor cultivation.

9. I hold a Master of Business Administration from Indiana University's Kelley School of Business.

**Proposed Management and Support Team**

10. Free State will be supported by an experienced multi-state management and support team. The members of that team and their proposed roles are set out below, and the resumes or CVs of certain team members are attached as Exhibit "A" hereto:

| **Team Member** | **Proposed Role** |
|---|---|
| David Foutz, Corporate Controller | Budgeting, cash forecasting, controls, treasury, and lender reporting. |
| Deborah Altland, Senior Compliance Manager | Licensing support, policies, audit readiness, and compliance monitoring. |
| Grant Richards, Director of Sales, Marketing, and Purchasing | Procurement, vendor negotiation, assortment, pricing, promotions, and demand planning. |
| Stephon Redus, IT Manager | Technology, systems access, cybersecurity, POS support, and data integration. |
| Kaitlyn VanOrnam, HR Generalist | Recruiting, onboarding, employee relations, benefits, and HR compliance. |
| Marisa Maraugha, Marketing Manager | Promotional calendars, digital merchandising, and local-market engagement. |
| Ed Kheun, Graphic Designer | Digital assets, menus, in-store materials, and campaigns. |
| Maryland District Retail Manager (to be recruited) | Local retail leadership and coordination across the dispensaries. |

11. The support team would provide advisory, administrative, and operational-support services only as permitted by the governing agreements, required regulatory approvals, and

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Maryland law. The licensed entities will retain all authority required by the Maryland Cannabis Administration.

12. Free State intends to retain a substantial majority of the current employees who operate the Maryland Assets on a day-to-day basis.

**Ability to Perform and Post-Closing Transition Plan**

13. Free State's capabilities align with the anticipated needs of the Maryland businesses in financial reporting, compliance support, retail performance, cultivation and processing planning, procurement, technology, analytics, human resources, and transition management.

14. Free State has developed a 90-day post-closing transition plan. Within the first 30 days following closing, Free State intends to: (a) confirm decision rights and escalation procedures; (b) implement a 13-week cash forecast and daily liquidity reporting; (c) review payroll, taxes, rent, insurance, critical vendors, inventory controls, and licensing calendars; (d) recruit a Maryland District Retail Manager and establish location-level reporting; and (e) establish weekly cash position and accounts payable reviews.

15. Between days 31 and 60 following closing, Free State intends to: (a) establish budgets and monthly operating reviews; (b) optimize product assortment and purchasing plans using MCP connections to external and internal sales data, and artificial intelligence tools; (c) analyze and optimize pricing, discounting, inventory aging, stock-outs, and vendor terms; and (d) refine cultivation and processing product-mix planning.

16. Between days 61 and 90 following closing, Free State intends to: (a) optimize operating procedures and internal controls; (b) implement weekly and monthly reviews covering revenue,

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margin, labor, inventory, compliance, liquidity, and capital needs; and (c) finalize technology, cybersecurity, maintenance capital, and lender-reporting plans.

17. Subject to the improvements established in the 90-day post transition plan, Free State intends to operate the Maryland Assets and the business in substantially the same manner as they were operated prior to closing.

**Financing of the Purchaser**

18. Free State has entered into a senior secured delayed-draw term loan facility with aggregate commitments of up to $15.0 million, maturing on August 7, 2029, of which an initial amount of $1.0 million has been funded.

19. Based on the foregoing, I believe that Free State has, and at closing will have, the management experience, operating capacity, and financing necessary to assume the operation of the Maryland Assets and to perform the obligations under the agreements to be assigned to it.

20. I make this affidavit in support of the Sale Approval Motion and for no other or improper purpose.

**AFFIRMED** remotely by **Samantha Mikolajewski** of the City of Pittsburgh, in the State of Pennsylvania, before me by videoconference on October 16, 2026, in the City of Toronto, in the Province of Ontario, in accordance with O. Reg. 431/20, Administering Oath or Declaration Remotely.

Signed by:
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Commissioner for Taking Affidavits
(or as may be)
**Cristina Fulop** (LSO #82224H)

Signed by:
Samantha Mikolajewski
FC748937AD03498...

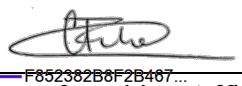
**SAMANTHA MIKOLAJEWSKI**

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This is **Exhibit A** referred to in the Affidavit of Samantha Mikolajewski, sworn before me by videoconference at the City of Toronto, in the Province of Ontario, on October 16, 2026, in accordance with O. Reg. 431/20, Administering Oath or Declaration Remotely

Signed by:



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A Commissioner for taking Affidavits
in Ontario
**Cristina Fulop**
**LSO No. 82224H**

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Applicant: Samantha Mikolajewski | Pittsburgh, PA | linkedin.com/in/sam-mik

## Summary:

Executive leader with 10+ years of experience leading high performing teams. Proven track record for building culture, coordinating cross-functional teams, managing budgets and facilities, and delivering exceptional employee and guest experiences. Lead the business and corporate team through periods of rapid growth, acquisition, and change. Known for blending a culture of hospitality, operational rigor, and data-driven decision-making.

## President

**Maitri Management & PA OH Services—October 2024 – Present**

- Owns enterprise-wide strategy and multi-state operations across 20+ retail locations and 5 manufacturing facilities spanning Pennsylvania and Ohio, supporting 500+ employees across corporate, technical, and frontline teams.
- Led organizational growth through 4 acquisitions, 2 relocations, and 4 new site builds, ensuring continuity of people, projects, and assets.
- Provided executive coaching and guidance to senior leaders on coordinating external vendors, contractors, and internal cross-functional teams.
- Managed an aggregate operating P&L exceeding $83 million in annual revenue
- Built and coached a senior leadership team spanning IT, Finance, HR, Marketing, Compliance, Manufacturing Operations, Retail Operations, and Security
- Champions a culture of hospitality, inclusion, and accountability. Ensured employees, candidates, and guests experienced consistency and professionalism across every site.
- Develops and presents company-wide strategic plans to the Board of Directors; executed approved programs from concept through delivery.
- Negotiates major contracts with service and product vendors.
- Demonstrates executive presence and excellent communication skills
- Manages ambiguity and competing priorities in a fast paced high pressure environment.

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## Director of Operations

**Maitri Medicinals LLC & Maitri Genetics LLC - Jan 2023 – October 2024**

- Directed the day-to-day workplace, operations, and facilities for corporate offices, retail, and a 50,000-sq-ft manufacturing facility, supporting over 100 employees.
- Designed and implemented standardized workplace systems, policies, and organizational structure models to create consistency across 4 diverse sites and teams.
- Oversaw hospitality and service-oriented training programs, embedding customer- and employee-experience principles into frontline and leadership teams.
- Built KPI-driven management systems that improved productivity by 25–50% while holding costs flat or reducing waste.
- Served as the primary change-management leader during organizational restructuring, standardization, and growth initiatives.
- Managed P&L responsibility exceeding $10M annually, aligning operational investment with business priorities and employee needs.

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### Director of Cultivation
**Maitri Medicinals LLC — Jan 2021 – Jan 2023**

- ➢ Led production teams in highly regulated environments with a focus on safety, process discipline, and workforce engagement.
- ➢ Designed lean operational workflows and robust training systems
- ➢ Collaborated closely with maintenance and HR to ensure resilient, compliant work environments.

---

### Master Grower
*Good Buds LLC-* February **2018 – December 2021**

- ➢ Led teams, infrastructure projects, and resource management initiatives with a strong emphasis on sustainability and compliance.
- ➢ Gained foundational experience in hands-on leadership, long-range planning, and operational resilience.

---

### Co-Producer & Operations Manager
**The Emerald Cup LLC — Sep 2011 – Jan 2014**

- ➢ Co-led operations for a large-scale, multi-day event, growing attendance from 700 to 12,000+ over four years.
- ➢ Managed site operations, vendor coordination, logistics, hospitality, and guest experience across complex, high-pressure environments.
- ➢ Partnered with local governments and regulatory bodies to secure approvals for large public events.
- ➢ Designed educational programming and community-building experiences featuring nationally recognized speakers and industry leaders.

---

## Education

MBA, Marketing and Sales — Indiana University, Kelley School of Business  Forte Fellow

BFA, Fine Arts & Design (Summa Cum Laude) — Columbus College of Art & Design

sammikproductions@gmail.com | (412)-613-3074

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# DAVE FOUTZ, CPA

100 Western Ave Apt 7 • Aspinwall, PA 15215
(717) 433-5665 • Foutz.Dave@gmail.com

## SUMMARY OF QUALIFICATIONS

Certified Public Accountant with more than a decade of professional experience in a mix of corporate accounting and public accounting auditing roles. Servant leader who leads by example and thrives in a fast-paced environment. Extensive experience managing teams through month end close, financial reporting, regulatory reporting, and financial statement attestation engagements. Industry experience includes construction, healthcare, manufacturing, not-for-profit, retail, transportation, and utilities.

## EXPERIENCE

**Maitri Genetics** Pittsburgh, PA

*Controller* November 2022 – Present

- Manage the 5 member team responsible for all aspects of the finance function including end-to-end sales and procurement cycles, treasury management, banking, cost accounting, investor relations, financial reporting, regulatory reporting, budgeting, FP&A, and audit and tax
- Design and implement processes to scale, including automated Qlik reporting
- Lead the team through private equity-backed M&A activity and new subsidiary onboarding
- Identify areas of risk and inefficiency, develop solutions, and manage their implementation

*Accounting Manager* April 2022 – November 2022

- Stabilized finance department after change in control resulted in management team turnover
- Restored calm and led the team forward in an environment of uncertainty and culture change
- Led the company through its first financial statement audit despite lacking documentation
- Implemented weekly financial reporting including liquidity forecasting and cash prioritization
- Negotiated account settlements to preserve and maximize severely constrained working capital

**Duquesne Light Company** Pittsburgh, PA

*Senior Accountant II* August 2018 – April 2022

- Led 5 member team through month end close, and presented monthly P&L to senior management
- Researched and analyzed variances, advised senior management on budget and forecast
- Coached the team through workflow management, prioritization, and delegation
- Managed preparation and review of internal and external regulatory reporting
- Prepared and reviewed documentation to support internal and external audit requests
- Re-engineered and validated processes to support multiple accounting system implementations
- Identified opportunities to automate recurring processes and report development in Power BI

**Schneider Downs & Co., Inc.** Pittsburgh, PA

*Audit Senior* July 2016 – August 2018

*Audit In-Charge* July 2015 – June 2016

*Audit Staff* August 2013 – June 2015

- Supervised engagement teams of up to 5 staff with varying levels of experience
- Managed multiple concurrent engagements in a fast paced and deadline oriented atmosphere
- Reviewed staff work and provided coaching, opportunities for improvement, and encouragement
- Researched technical accounting guidance to support the proper treatment of atypical transactions
- Prepared financial statements and footnote disclosures in accordance with U.S. GAAP

## EDUCATION

**University of Pittsburgh – Joseph M. Katz Graduate School of Business** Pittsburgh, PA
Master of Science, Accounting, GPA 3.8 April 2013

**Pennsylvania State University – Capital College** Harrisburg, PA
Bachelor of Science, Accounting, GPA 3.9 December 2011

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# Debra Van Meter-Altland

**SR. MANAGER OF COMPLIANCE**

1270 Ridge Road, Dillsburg, PA 17019 | 717-487-4979 | brough_debra@yahoo.com

## PROFESSIONAL SUMMARY

Senior compliance leader with more than 20 years of experience in heavily regulated healthcare and cannabis environments, including Pennsylvania and Ohio cannabis regulatory requirements. Experienced in regulatory interpretation, permit and license maintenance, accreditation and audit readiness, corrective action, internal auditing, SOP development, employee training, compensation administration, payroll and benefits coordination, risk mitigation, and communication with regulators, counsel, executives, and operational teams. Promoted from Compliance and Compensation Manager to Sr. Manager of Compliance based on expanded responsibility for enterprise compliance oversight and regulatory readiness.

## MARYLAND CANNABIS QUALIFICATIONS

Debra Van Meter-Altland is a senior compliance professional with more than 20 years of experience in highly regulated healthcare and cannabis industries. Throughout her career, she has supported regulatory compliance, operational oversight, licensing, accreditation, policy development, audits, investigations, risk management, employee training, and quality assurance programs. Her experience includes leadership responsibilities involving Medicare, Medicaid, Department of Health requirements, accreditation standards, employment regulations, and cannabis regulatory frameworks.

Her cannabis compliance experience includes supporting Pennsylvania and Ohio operations through licensing and permit administration, regulatory monitoring, policy and procedure development, corrective action management, audit and inspection readiness, employee training, and regulatory documentation. As Sr. Manager of Compliance, she works with executive leadership, legal counsel, regulators, and operational teams to support ongoing compliance and responsible business operations.

This combined healthcare and cannabis background provides a strong foundation in regulatory oversight, risk mitigation, operational controls, and permit maintenance that is transferable to supporting the responsibilities associated with Maryland cannabis operations.

## CORE COMPETENCIES

| | |
|---|---|
| **Regulatory Compliance** | Pennsylvania and Ohio cannabis regulations; Department of Health and state regulatory standards; permit and license maintenance |
| **Compliance Operations** | Internal audits; inspections; corrective and preventive actions; document control |
| **Policy & Training** | SOP and policy development; training programs; acknowledgments; compliance communications |
| **Risk & Governance** | Risk identification; issue escalation; investigations; regulatory response coordination; healthcare and cannabis governance |
| **Compensation & HR** | Compensation review; payroll coordination; benefits support; leave and workers compensation documentation |
| **Leadership** | Cross-functional project management; executive reporting; regulator and counsel coordination |

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## PROFESSIONAL EXPERIENCE

### Maitri Medicinals

**Sr. Manager of Compliance** | *August 18, 2026 - Present*

- Lead organizational compliance activities across regulated cannabis operations in Pennsylvania and Ohio, translating state cannabis regulatory requirements into practical policies, procedures, controls, and assigned actions.
- Oversee permit, license, renewal, affiliation, ownership, bond, facility, and regulatory submission records, with attention to deadlines, supporting documents, approvals, and agency correspondence.
- Direct preparation and revision of standard operating procedures, plans of correction, corrective actions, training materials, inspection checklists, and compliance trackers.
- Coordinate responses to regulatory inquiries, inspections, facility changes, permit matters, and compliance observations with leadership, legal counsel, operational teams, and external agencies.
- Conduct and coordinate internal compliance reviews to identify gaps, document findings, establish corrective actions, assign ownership, and monitor completion.
- Maintain organized compliance documentation for audits, inspections, employee training, facility submissions, regulatory changes, investigations, and management review.
- Provide compliance guidance to dispensary, cultivation, corporate, human resources, payroll, and management teams regarding Pennsylvania and Ohio cannabis regulations and operational requirements.
- Monitor Pennsylvania and Ohio cannabis regulatory developments and communicate applicable changes, operational impacts, deadlines, and implementation expectations to stakeholders.
- Guide employee training and acknowledgment processes, including development of training content, identification of applicable team members, completion tracking, and document retention.
- Support acquisition, transaction, and organizational due diligence by preparing professional histories, compliance records, permit information, and other requested supporting documentation.

**Compliance and Compensation Manager** | *February 13, 2024 - August 17, 2026*

- Managed day-to-day compliance and compensation functions, balancing regulatory obligations with accurate, consistent, and well-documented employee administration.
- Reviewed operational practices, policies, forms, records, and communications for alignment with Pennsylvania and Ohio cannabis regulations, state regulatory expectations, and internal standards.
- Developed and updated SOPs, policies, checklists, corrective actions, inspection tools, and training documentation for use across departments and locations.
- Coordinated compensation-related activities, including wage reviews, employee and department wage reporting, payroll deductions, withholding changes, timesheet issues, and payroll record reconciliation.
- Partnered with payroll, benefits, human resources, management, and outside vendors to resolve employee pay, leave, benefit, and system-related questions.
- Maintained documentation related to FMLA, workers compensation, employee leave, wage statements, separation information, and other employment compliance matters.
- Assisted with Pennsylvania and Ohio cannabis licensing and permit matters, renewals, facility alteration submissions, ownership and affiliation records, bonds, inspections, and regulator-requested documentation.
- Prepared and maintained compliance trackers for due dates, inspections, vendors, licenses, permits, corrective actions, training, and location-specific requirements.
- Investigated reported compliance or process concerns, gathered supporting records, coordinated follow-up, and documented corrective measures.
- Worked cross-functionally with operational leaders to promote consistent execution of regulatory, safety, sanitation, patient-facing, and employee-related requirements.

### Alma Health Human Services / Parea BioSciences / Keystone Center of Integrative Wellness

**Chief of Compliance / HR** | *April 2017 - February 2024*

- Led compliance and human resources functions supporting Pennsylvania medical marijuana operations and Department of Health requirements.

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- Developed and implemented compliance programs, policies, SOPs, audits, training, regulatory records, and risk-reduction initiatives.
- Assisted with a successful Department of Health cannabis permit application for grower/processor and dispensary operations.
- Managed annual permit renewals and submitted requests for product, device, and strain-name approvals.
- Reviewed marketing materials, advertising, product labels, and operational documentation for regulatory compliance.
- Maintained relationships with regulatory agencies and communicated regulatory changes to senior management and department leaders.
- Identified compliance issues and collaborated with legal and operational teams to resolve discrepancies and implement corrective action.

**Chief Operating Officer, Alma Health Skilled Services / Alma Health Human Services** | *December 2012 - December 2021*

- Led approximately 100 staff members and supported achievement of a deficiency-free audit and three-year NCQA accreditation.
- Led a team of 25 medical professionals through Medicare certification.
- Oversaw compliance with Medicare, Medicaid, and other agency requirements, as well as financial practices, recruitment, retention, and succession planning.

**Director of Home Health, Alma Health, LLC d/b/a Medstaffers** | *January 2005 - December 2012*

- Developed the Home Care Program and supported annual sales growth from 2007 through 2012.
- Maintained professional contracts and completed client intakes and assessments.
- Supervised telephonic case managers and regional managers and developed ADL and IADL education programming.

## EDUCATION & CREDENTIALS

- Harrisburg Area Community College - 30 credits in Gerontology, including 20 hours of direct patient volunteer work
- Certified Nurse Aide

## REFERENCES

Available upon request.

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# Grant W. Richards

**Vice President of Sales, Purchasing & Merchandising, Maitri Medicinals**

Exton, Pennsylvania ·grichards@maitrimeds.com · (717) 805-9941

## Professional Summary

Revenue-driving cannabis retail executive and entrepreneur with nearly 20 years of turning stores into profit engines. Leads sales, purchasing and merchandising for a vertically integrated Pennsylvania medical cannabis operator, managing a supplier base of 59 vendors and 236 brands. Known for data-driven pricing, disciplined inventory control and vendor partnerships that protect margin and keep shelves selling. Pairs an owner's accountability for every dollar with the leadership to build high-performing teams across multiple locations.

## Core Competencies

Revenue growth · Category and assortment strategy · Strategic purchasing and vendor negotiation · Retail merchandising · Data-driven pricing · Margin and cost optimization · Inventory planning and sell-through · Multi-unit P&L leadership · Team building and training · Marketing and social media

## Professional Experience

**Vice President of Sales, Purchasing & Merchandising** — Maitri Medicinals, Pennsylvania *March 2025 – Present*

- Lead sales, purchasing and merchandising for Maitri's medical cannabis dispensaries in Pennsylvania, owning the revenue and margin agenda from cultivation output to the retail shelf.
- Manage a supplier portfolio of 59 vendors and 236 brands, negotiating terms that protect margin and keep high-velocity products in stock.
- Drive data-driven buying with Qlik and Hoodie Analytics, using sell-through, days of supply and statewide market data to guide orders, pricing and assortment.
- Balance in-house and third-party brands across stores, rebalancing inventory between locations and clearing slow movers before they erode margin.

Pennsylvania

**Owner** — Giorgio's Pizza and Subs, Exton, PA *October 2011 – Present*

- Have owned and grown an independent restaurant over 15 years, owning every lever of the business: sales, marketing, purchasing, pricing, staffing and P&L.
- Built a loyal local customer base and long-standing vendor partnerships that have sustained the business through 15 years of changing costs and competition.
- Apply the same pricing, cost-control and vendor-negotiation playbook now used at Maitri.

**Co-Owner** — Maggie Moo's, Exton, PA *January 2022 – May 2026*

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- Co-owned and operated a franchise location for more than four years while simultaneously running Giorgio's, proving the ability to lead two businesses at once.
- Executed franchise brand standards while managing local staffing, inventory and marketing.

**General Manager** — Seasons Pizza, Maryland *September 2006 – October 2011*

- Directed multi-unit operations across six Maryland markets (Towson, Joppa, Cockeysville, Essex, Bel Air and Abingdon), managing several stores at once.
- Led new store openings from launch through steady-state operations.
- Ran high-volume concessions at Ripken Stadium, delivering fast, consistent service at game-day scale.
- Owned payroll, inventory, scheduling and staff training, building teams that could run without constant oversight.

## Education

**Bachelor of Science, Marketing** — Towson University *2003 – 2008*

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# Kaitlyn Van Ornam

**Camden Wyoming, DE 19934 Cell: 757-344-5291**
**Kelambley@verizon.net**
**www.linkedin.com/in/kaitlynvanornam**

## EXECUTIVE SUMMARY

Results-driven HR Generalist with experience supporting key human resources functions, including full cycle recruitment, employee relations, onboarding, performance management, policy administration, and HR multistate compliance. Skilled at building positive workplace relationships, maintaining confidential employee records, and partnering with leadership to improve organizational effectiveness and culture.

## EDUCATION

**University of Central Florida** — Orlando, Florida
*Bachelor of Science in Business Administration, Management* — May 2020
Magna Cum Laude
Grade Point Average: 3.8

**Thomas Nelson Community College** — Hampton, Virginia
*Associates of Science in Business Administration* — May 2017
Grade Point Average: 3.8

## CERTIFICATES

Professional of Human Resources (PHR) — March 2025

## WORK EXPERIENCE

**Maitri Genetics** — Pittsburgh, PA (Remote)
Human Resources Generalist — August 2026-Present

- Coordinating pre-employment processes, including background checks, state fingerprinting requirements, and employment verification to ensure compliance with company policies.
- Prepare and extend employment offers, communicate compensation and benefits information, and facilitate offer acceptance.
- Ensure dress code enforcement will all new employees by facilitating t shirt orders and inventory updates.
- Updating current onboarding policies and procedures to ensure a smooth transition for our new and current employees.
- Maintain accurate employee records in the HRIS, ensuring confidentiality and data integrity.
- Organize and categorize emails in our HR inbox to ensure quick responses from the correct parties.

**Strategic Comp** — Cincinnati, OH (Remote)
Human Resources Generalist/Representative — February 2023-August 2026

- Managed full-cycle recruitment, including job postings, candidate sourcing, interviewing, offer preparation, and new hire onboarding.
- Coordinated pre-employment processes, including background checks, reference checks, and employment verification to ensure compliance with company policies.
- Prepared and extended employment offers, communicated compensation and benefits information, and facilitated offer acceptance.
- Conducted new hire onboarding and orientation sessions, ensuring a positive employee experience and successful integration into the organization.
- Completed and verified Form I-9 documentation and maintained compliance with federal employment eligibility requirements.

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- Served as the primary point of contact for employee questions regarding HR policies, payroll, benefits, and workplace procedures.
- Assisted employees with benefits enrollment, life event changes, and open enrollment.
- Assisted and supported employees with expense reports for accurate and timely submissions.
- Maintained accurate employee records in the HRIS, ensuring confidentiality and data integrity.
- Updated and maintained HR policies, procedures, employee handbooks, and internal documentation to reflect organizational and regulatory changes.

**AnnieMac Home Mortgage** Mt. Laurel, New Jersey (Remote)
*Recruiting Coordinator* April 2021-Feburary 2023

- Assist in sourcing leads and scheduling interviews for over 50 offices across 25 states
- Responsible for completing new hire documents, onboarding, and training
- Run weekly recruiting reports detailing hires, interviews, terminations, etc
- Manage up to 10 contracted employees at a time

**Advance Dermatology and Cosmetic Surgery** Maitland, Florida
*Recruiting Coordinator* November 2020-April 2021

- Recruited for over 140 medical offices across 14 states
- Set up over 300 interviews, in person and virtually, to date
- Initiated over 200 background and drug screen reports
- Had continuous communication with all location managers via email and over phone

**Vaco** Orlando, Florida
*Human Resource Assistant (ADCS)* September 2020-November 2020

- Updated over 2,000 new hire and confidential employee files
- Facilitated the transition from paper records to electronic storage
- Used software such as Dayforce to facilitate transition of information

**Walt Disney World** Lake Buena Vista, Florida
*Disney College Program- Bus Greeter* May 2019-January 2020

- Greeted and interacted with guests from all over the world
- Answered guest questions about Walt Disney World property and transportation
- Tracked bus intervals to ensure information provided to guests was accurate and timely

**Children's Home Society of Florida** Maitland, Florida
*Talent Services Intern* January 2019-May 2019

- Processed new hire and confidential paperwork for over 40 employees
- Facilitated the transition from paper records to electronic storage
- Used software such as Adobe and FoxIt to facilitate transition of information

**Harpoon Larry's Fish House and Oyster Bar** Newport News, Virginia,
*Hostess* March 2016-July 2017

- Managed table allocation for over 100 tables ensuring customer satisfaction and effective resource allocation
- Provided information to guests in person and via telephone
- Prepared to-go orders and handled cash payments

*Lead Hostess*

- Made recommendations for new hires
- Assisted active member of the interviewing committee for new staff
- Trained and supervised 5 new hires

**Bonefish Grill** Newport News, Virginia
*Hostess* August 2015-March 2016

- Greeted and sat guests at 50 tables
- Utilized computerized reservation/seating system

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- Assisted in preparing the dining area
- Cleaned hostess stand, lobby, and assisted with bussing tables

## AWARDS/HONORS

UCF Deans list (2 semester)
UCF Presidents Honor Roll (3 semester)
TNCC President's list (5 semesters)
1st place in the College of Business Great Capstone Case Competition
Tau Sigma National Honor Society
Golden Key International Honor Society
Graduated with Magna Cum Laude honors form UCF

## SKILLS

*HRIS software: Dayforce, Monday.com and Workday*
*Computer:* Proficient in Microsoft Office (Word, Excel, Project, and PowerPoint) and SharePoint
*Social Media:* Proficient with Facebook, Instagram, Twitter, Pinterest, LinkedIn, and YouTube
*Other:* Organization, Scheduling, Confidentiality, Independence, Orienting, Verbal Communication, Teamwork

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# MARISA MARAUGHA

Senior Marketing Leader | Multi-State Regulated Retail | Brand Strategy & Compliance
724-562-2489 | marisa.maraugha@gmail.com

## PROFESSIONAL SUMMARY

Marketing leader with 8+ years of experience building brand, retail, and compliance programs across Pennsylvania and Ohio's regulated cannabis industry. Promoted from Brand Specialist to Multi-State Marketing Manager, expanding marketing oversight from 3 Pennsylvania dispensaries to 18 locations across two states, representing $89M in annual net retail sales, with additional locations in development. Leads marketing strategy across eight brands, retail, cultivation, and production operations, with a proven track record of launching new markets, optimizing marketing expenses, and establishing company-wide merchandising and compliance systems.

## PROFESSIONAL EXPERIENCE

**Multi-State Marketing Manager — Maitri Medicinals / FarmaceuticalRx — Pennsylvania & Ohio** *2024 – Present*

- Expanded marketing operations from Pennsylvania into Ohio, leading strategy and execution across 18 dispensaries (9 PA, 9 OH), eight brands, and additional retail locations in development.
- Directed the statewide Gemini launch, a first-of-its-kind dual-device vaporizer, coordinating branding, merchandising, and digital campaigns.
- Led a comprehensive rebranding and merchandising overhaul across 9 dispensaries, standardizing in-store branding, promotional signage, product displays, and visual merchandising to create a cohesive brand experience across locations.
- Directed multi-brand website migrations and transitioned SEO operations in-house, reducing external agency expenses while strengthening digital brand consistency, streamlining website management, and improving operational efficiency.
- Developed and implemented a centralized product imagery and compliance photography workflow across Dutchie Brand Portal, standardizing digital merchandising, streamlining product launches, and ensuring consistent, regulatory-aligned product presentation across multiple dispensary brands.

**Marketing Manager — Maitri Medicinals / Maitri Genetics — Pennsylvania** *2021 – 2024*

- Built and led Pennsylvania retail marketing operations, initially supporting 3 dispensaries and establishing scalable branding, merchandising, and compliance processes to support continued statewide expansion.
- Directed marketing strategy and execution for new dispensary openings across Pennsylvania, overseeing pre-launch campaigns, brand development, community outreach, promotional planning, and regulatory-compliant marketing materials to establish a strong market presence.
- Led the launch of 1,000+ SKUs across Pennsylvania, including the state's first Microgranulated Trichomes (MGT) product, expanding product offerings and driving innovation.
- Built the Maitri Way patient experience program and statewide merchandising standards, adopted across all 3 locations.
- Streamlined product photography and PA DOH compliance operations, bringing key functions in-house and saving approximately $60K annually.
- Directed vendor relationships across signage, apparel, printing, photography, and digital platforms, overseeing procurement, negotiations, budgets, and brand consistency across multiple locations.

**Marketing Brand Specialist — Maitri Medicinals — Pennsylvania** *2018 – 2021*

- Developed statewide educational materials, retail events, and community outreach initiatives, strengthening brand awareness, patient engagement, and community relationships.
- Produced brand photography and marketing assets adopted as statewide standards, establishing consistent visual branding while reducing reliance on outsourced creative services.

## CORE SKILLS

Retail Marketing Strategy | Multi-State Compliance | Brand Development | Merchandising | Digital & SEO Strategy
Product Launches | Vendor Management | Executive Communication

## TECHNOLOGY

POS Systems, Squarespace, Mailchimp, Klaviyo, Google Workspace, Microsoft Office, Canva, Adobe Creative Suite

## EDUCATION & PROFESSIONAL DEVELOPMENT

Laurel Business Institute — Diploma in Pharmacy
Hospitality Quotient Leadership Training — New York City, 2024

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Court File No. CL-26-00000122-0000

**IN THE MATTER OF THE *COMPANIES' CREDITORS ARRANGEMENT ACT*, R.S.C. 1985, c.C-36, AS AMENDED**

**AND IN THE MATTER OF A PLAN OF COMPROMISE OR ARRANGEMENT OF THE CANNABIST COMPANY HOLDINGS INC., THE CANNABIST COMPANY HOLDINGS (CANADA) INC., AND COLUMBIA CARE DELAWARE LLC.**

Applicants

***ONTARIO***
**SUPERIOR COURT OF JUSTICE**
**(COMMERCIAL LIST)**

Proceeding commenced at Toronto

**AFFIDAVIT**

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Lawyers for U.S. Counsel for Free State Botanicals Holdings LLC

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**MOTION RECORD**

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