

To you, Green Thumb Shareholders,

FROM OUR FOUNDER



Ben Kovler

CHAIRMAN
CHIEF EXECUTIVE OFFICER
FOUNDER

“When you’re at the top of your game, change your game.”

JAMES KERR

In 2024, our team achieved results and milestones fit for a tenth-year celebration. We opened our 100th RISE Dispensary and had record revenues of \$1.1 billion, record Adjusted EBITDA of \$371 million at a 33% margin, and cash flow from operations of \$195 million after paying annual taxes of \$131 million. It is no secret that we are operating in a competitive environment complicated by regulatory hurdles, persistent pricing pressure, and a punitive tax code. Navigating such a complex landscape requires a high-performing, passionate team, and we are fortunate to have tremendous team members who can tune out the noise and embrace the challenge.

Our team has a direct understanding of industry trends and what the American consumer desires because we are the American consumer. With THC demand at an all-time high¹, our innate understanding of the plant and its relationship with consumers will propel us forward. While **our mission to promote well-being through the power of cannabis remains the same, our ability to adapt and change our game is what keeps Green Thumb at the top of our game. After all, it’s still Day 1.**

Despite the fact that we continue to post strong results, our stock price has not reflected the value we believe we have created. We are confident in Benjamin Graham’s wise observation that the stock market is a short-term voting machine and a long-term weighing machine. Right now, we feel like contestants on *Survivor*—we have been voted

to Exile Island, but we have not been kicked off the show. While we are working hard to create long-term “weight” in the business, it has been a humbling experience to have the stock price return to our original IPO price level, despite growing revenue from \$60 million for 2018 to \$1.1 billion for 2024, and reversing negative EBITDA to a positive \$370 million. So, while it is literally Day 1 with our stock price, I believe the weight of the business we have built, combined with the quality and experience of our team, positions us to win for the long term in a category where we have edge.

Making jazz music

As Ray Dalio noted, “great collaboration feels like playing jazz.” This is especially true in today’s competitive environment when you need harmony and adaptability to thrive. Hats off to our jazz ensemble for exceeding one billion dollars in annual revenue for the third straight year. In addition, we were able to deliver Adjusted EBITDA margins over 30% despite ongoing price compression. The persistent challenge around pricing pressure is important to address. To put it into perspective, if pricing is down 20%, the team must deliver 25% more units to break even. This math is tremendously powerful. Our growth, even with pricing pressure, shows what our hard-working team focused on execution and operational excellence can accomplish.

Impact of Price Decline on Units	
Price Decline	Increase in Units to Maintain Revenue
-20%	+25%
-50%	+100%

Our strong operating results have given us a distinct competitive advantage in an industry burdened by restricted access to capital and the inflated cost of that capital. Our ability to generate cash flow and effectively manage our balance sheet allowed us to achieve an industry-first \$150 million syndicated bank loan priced at SOFR +500 basis points. We retired our prior \$225 million in senior secured debt, effectively paying down \$75 million in debt. In addition, we took advantage of repurchasing approximately 4 million shares at \$10.75 for \$43 million in 2024. Given that our shares are now trading around half that price, we believe our stock is fundamentally undervalued compared to the long-term “weight” we have built and will continue to create.

Even with these challenges, we had a lot to celebrate in 2024. We hit the milestone opening of our 100th store and added a total of ten new RISE Dispensaries.

¹ “Cannabis, Hallucinogen Use Among Adults Still at Historic Highs,” University of Michigan News, August 17, 2023.



On August 6, 2024, RISE Dispensaries launched adult-use sales at all five RISE Ohio locations.

At year end, we had 101 RISE Dispensary locations and 20 production facilities across 14 states. In August, we successfully launched adult-use sales at all five of our Ohio RISE Dispensaries. Leveraging our experience from prior successful adult-use launches, RYTHM, &Shine, and incredible quickly became CPG market leaders in Ohio, according to BDSA. The launch was an inspiring example of cross-functional collaboration between our retail, production, and corporate teams that spanned countless hours and many months. **Our team certainly is one of the best jazz bands around, and the launch of Ohio adult-use sales was one of our headlining performances.**

Introducing our brands to new faces in new places

As consumers ourselves, we are always closely watching trends to stay informed and ahead. In recent years, the decline in alcohol consumption has been clear, especially with younger generations. According to a 2025 report from Bloomberg Intelligence, young adults in the U.S. are drinking more moderately than prior generations. They are not blindly following the Drug Enforcement Administration and their misleading narratives about cannabis as a gateway drug. They are saying ‘no’ to hangovers and ‘yes’ to well-being and using common



Señorita is a higher form of margarita. The fresh, low-calorie hemp-derived THC (HD9) beverage offers all the fun with none of the hangover. Your Cabana Awaits.

sense to make smart choices. More tangibly, these **consumers are seeking alternatives to alcohol and turning to cannabis².**

Recognizing this consumer shift, along with capital market anomalies, we made a significant investment in Agrify—a NASDAQ-listed company and leading provider of branded innovative solutions for the cannabis and hemp industries. Shortly after our investment, Agrify acquired Señorita—the award-winning, best-tasting, hemp-derived THC beverage on the market. We believe that tens of millions of Americans will turn to THC-infused drinks in the coming years, so adding Señorita to our product portfolio via Agrify is an exciting next step in the rapidly expanding THC beverage space.

We see our brands as more than high-quality cannabis products—they are ideals that guide us. In a way, each brand represents a lifestyle, and in 2024 we made impressive strides demonstrating what it means to live our brands. Through groundbreaking partnerships and brand activations, we provided consumers with memorable experiences like our second annual Miracle in Mundelein music festival. The two-day event brought music and cannabis enthusiasts together for an elevated concert experience showcasing our brands alongside performances by acclaimed musical acts like Wiz Khalifa, Rebelution, and Slightly Stoopid. In October, we launched a multi-brand partnership with the influential media company, Barstool Sports, to spotlight our brands to its huge following through various established media channels. With these moves, we are embedding our brands further into mainstream culture.

Throughout 2024, our team was also working diligently behind the scenes to set the stage for the 2025 launch of a first-of-its-kind partnership with Chicago’s renowned music venue, The Salt Shed. With this partnership, we are once again elevating the concert-going experience while showcasing the RYTHM lifestyle annually to over 600,000 people across 150 music shows. We also opened our new on-site retail concept *RISE at Salt Shed*. Additionally, Señorita is now the exclusive THC beverage available at all venue bars, allowing concertgoers to experience the powerful link between cannabis and music in a way that is long overdue.

Living a culture of gratitude

Since Green Thumb’s founding, our team has been focused on ‘Growing for Good’—not just in **growing award-winning weed, but also through our ‘Growing for Good’ social impact program, which is centered**

² Kenneth Shea and Amir Islam, US Alcoholic Beverages Disrupted by Changing Tastes, Attitudes, Bloomberg Intelligence, January 14, 2025. Accessed via Bloomberg Terminal.



on a shared belief in the importance of giving back to the communities we serve. Our values dictate a culture of inclusion and respect, inspiring us to collectively move our company forward while giving back with gratitude.

Ray Dalio also taught us to “make your passion and your work one and the same and do it with people you want to be with.” I can comfortably say this is true for myself and our team. The passion at Green Thumb is immense, and as a result, we are innately driven. Our passion fuels us to challenge one another and push the envelope. **We win because of the team, and we have the best one in the business. Thank You, team, for taking this journey together.**

This culture at Green Thumb would not be possible without our team members who foster it every day at all levels of the organization, including our senior leadership. Our leaders have worked together for many years and serve as strong examples of living our values. Their tenure has also provided Green Thumb with a consistency that directly benefits the business and its longevity. Our leaders have charted a successful course, and I am immensely confident in their ability to continue identifying the best ways to create enduring shareholder value. On behalf of all the shareholders, Thank You, Green Thumb leaders!

Giving Americans what they want

While we work hard every day on what we can control, the cannabis industry is full of factors beyond our control. There are few U.S. industries more regulated than cannabis, and I honestly cannot identify one industry that is taxed by the federal government as punitively. The situation defies common sense and logic—millions of Americans rely upon and enjoy cannabis products, hundreds of thousands of Americans are employed in the industry, and billions of tax dollars are being generated. Not to mention, close to 90% of American adults believe cannabis should be legal for medical and recreational use³, and only three states lack programs for cannabinoid use in any form. The Green Wave, with all its benefits of well-being, has washed across the country, but stopped at The White House and The Capitol Building in Washington D.C.

I am not sure if it is corruption, stupidity, or ego, but something is preventing progress, and after all the false starts and delays, we are not relying on the current administration for any relief. Personally, I have given up on the folks in Washington D.C. doing the right thing. For the sake of our stakeholders, and what we believe creates a better future for America, we still dream of an enlightened Congress



RISE locations across the country give back to the communities in which we serve. RISE Pasadena partners with Homes 4 Families, a local organization that provides veterans with affordable housing.

that acts in favor of the well-being of Americans, our veterans, and those still incarcerated from the failed War on Drugs. **The success of our business and proving the “weight” of our enterprise does not hinge on such change.** Therefore, instead of waiting, we will continue to follow our own path while strongly advocating for the will of the American people that has been so disregarded.

Moving forward with eyes wide open

We have a clear vision of where we are headed, the imagination to create it, the heart to believe it, and the resolve to execute it. We have kept our strategy simple—**distribute authentic brands at scale with patience and precision.** This effective and proven business model lets us tune out all the distracting noise and respond to the evolving landscape. The American consumer remains our North Star, and we will continue this path in 2025 and for the decades to come. Our success will be determined by four key priorities: (1) a relentless focus on product, (2) strengthening our competitive market positions, (3) investing capital in projects to maximize shareholder returns, and (4) continuously investing in our team, who are the foundation of our organization and central to everything we do. With these four keys in mind, our team will move forward and keep playing beautiful jazz together.

ON BEHALF OF THE ENTIRE
GREEN THUMB TEAM—

Thank you & be well,

A handwritten signature in black ink that reads 'Ben'.

Ben Kovler

Chairman | Chief Executive Officer | Founder
April 26, 2025

³ Pew Research Center, Most Americans Favor Legalizing Marijuana for Medical, Recreational Use, March 26, 2024.