

2019 Shareholder Letter

# Relief You Can Rely On





# 22

Florida  
Dispensaries

As at 12/31/18  
and 27 as at 5/9/19



# 514.5

Thousand Sq. Ft.  
of GMP Cultivation

As at 12/31/18  
and 660,000 as at 5/9/19



# 125

Number  
of SKUs

As at 12/31/18  
and 195 as at 5/9/19

# \$ 102.8

Revenue

2018

USD millions

# \$ 45.6

Adjusted EBITDA\*

2018

USD millions

\* Adjusted EBITDA is a non-IFRS financial measure. While Trulieve believes that these measures are useful for the evaluation and assessment of its performance, they do not have any standard meaning prescribed by IFRS, are unlikely to be comparable to similar measures presented by other issuers, and should not be considered as an alternative to comparable measures determined in accordance with IFRS.

## Dear Shareholder,

2018 was transformational for Trulieve. We entered the year as a private company experiencing exponential growth in our home state of Florida, and exited as a well-funded, publicly-traded company with multi-state operations. Trulieve consistently delivers a customer-first focus, backed by financial discipline to maximize shareholder value. We are continuing to apply this winning combination throughout 2019—a year to brand and expand.

**Customer-First** Trulieve is committed to providing customers a consistent and welcoming retail experience across Trulieve branded stores. Our goal is to create enthusiastic customers loyal to the Trulieve brand through a superior level of service and product selection.

Trulieve accomplishes this goal through several key strategies. We train our employees to focus on the customer experience and the delivery of exceptional service, and continually measure service success. We also create positive customer experiences through the consistent design of Trulieve stores. Creating that optimal customer experience is carried beyond our stores by giving Trulieve patients multiple methods by which to order products, including home delivery, and the ability to speak with our knowledgeable call center agents.

A key to consistent, quality customer experiences is our brand strategy. The foundation of our brand strategy is the provision of top-quality products. Our house brand is established in Florida, and we have partnered with strategic brands that will be featured in our stores. Each of these brands are customer-favorites with unique value propositions and market penetration strategies.

The loyalty of our customers—or Trulievers—is critical to our continued success. We will maintain a customer-first focus as we expand to other markets.

**Financial Discipline** Financial discipline is key to increased shareholder value. I am pleased to say that Trulieve remains one of the only profitable publicly-traded cannabis companies. We are very excited about the position of Trulieve in 2019 and believe these results reflect Trulieve's great strategic initiatives turning into strong financial performance.

Looking back on 2018, Canada legalized marijuana use and adoption rates for medical and recreational marijuana continued to increase on a state level across the United States. It is a truly exciting time for the cannabis industry. In this climate, supported by phenomenal growth and our strong financial record, Trulieve successfully completed its RTO on September 25, 2018.

Following the RTO, access to capital allowed us to execute on expansion plans into new areas and markets. We gained strategic footholds

in California and Massachusetts, both strong markets that will serve as solid stepping stones for future expansion opportunities.

Trulieve will continue to increase its footprint in a measured and disciplined manner. We will capitalize on our efficiencies and vertical industry experience. As a vertical producer, we control both cost and quality. This control affords us the opportunity to forecast expansion plans that maintain profitability, thus maximizing shareholder value.

**Brand and Expand** Trulieve is focused on maintaining our superior edge in Florida while establishing a leadership position in the markets we chose to enter. We have set a goal of continued growth in Florida, expansion in California and Massachusetts, and entry into additional markets in 2019. We will replicate our Florida success story by ensuring our emphasis remains on supply chain expertise, brand strategy and quality customer experiences. Trulieve will access capital markets in a prudent manner to timely achieve our expansion goals.

Trulieve will continue to be a market leader in pioneering new products, innovations and efficiencies. Our customers will benefit by the quality and variety of products available, while our shareholders will benefit from our cost-effective speed to market. With strong customer loyalty for our house of brands and quality partner brand offerings, coupled with our strategic vision for expansion into new states, we believe we have another exciting year ahead. We will continue to capitalize on our efficiencies, ability to scale the business, depth of organizational talent, and the exceptional brand loyalty we have built with our customers.

**Closing Thoughts** Trulieve employees have a lot to be proud of lately, and I am proud of what we have accomplished as a team. Our award-winning, diverse workforce continually demonstrates dedication and innovation in cultivation, processing and delivery of Trulieve products. This allows for customer experiences that create and maintain loyalty, delivering solid shareholder returns. The credit of our accomplishments goes to the Trulieve team.

All of us at Trulieve continue to be optimistic and excited about our future, which we look forward to sharing with you.

Onward!

**Kim Rivers**  
Chief Executive Officer





#### Board of Directors

**Kim Rivers**  
Chief Executive Officer

**Richard May**  
Director

**Michael J. O'Donnell Sr.**  
Director

**Thad Beshears**  
Director

**George Hackney**  
Director

#### Executive Management Team

**Kim Rivers**  
Chief Executive Officer

**Mohan Srinivasan**  
Chief Financial Officer

**Kevin Darmody**  
Chief Operating Officer

**Jason Pernell**  
Chief Information Officer

**Eric Powers**  
General Counsel &  
Corporate Secretary

#### Auditors

**MNP LLP**  
111 Richmond Street West  
Toronto, Ontario  
Canada M5H 2G4

#### Transfer Agent

**Odyssey Trust Company**  
323-409 Granville Street  
Vancouver, British Columbia  
Canada V6C 1T2

#### Investor Relations

**Lynn Ricci**  
ir@trulieve.com  
850-480-7955

Subordinate Voting Shares listed  
on Canadian Securities Exchange  
Trading Symbol: **TRUL**

#### Registered Office

Suite 2800, Park Place  
666 Burrard Street  
Vancouver, British Columbia  
Canada V6C 2Z7

#### Head Office

6749 Ben Bostic Road  
Quincy, Florida 32351

#### Annual Meeting of Shareholders

June 24, 2019, 10:00 AM EDT  
Offices of DLA Piper (Canada) LLP  
1 First Canadian Place  
Suite 6000, 100 King Street West  
Toronto, Ontario  
Canada M5X 1E2