



## Massachusetts Cannabis Control Commission

### Marijuana Cultivator

#### General Information:

License Number: MC283688  
Original Issued Date: 05/17/2023  
Issued Date: 05/17/2023  
Expiration Date: 05/17/2024

### ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Wicked Cultivation LLC

Phone Number: 310-424-0855 Email Address: jhanna@wickedcultivation.com

Business Address 1: 15 Charlotte Court Business Address 2: Units A-L

Business City: Middleborough Business State: MA Business Zip Code: 02346

Mailing Address 1: 622 Andover Street Mailing Address 2:

Mailing City: Lawrence Mailing State: MA Mailing Zip Code: 01843

### CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Minority-Owned Business, Woman-Owned Business

### PRIORITY APPLICANT

Priority Applicant: no

Priority Applicant Type: Not a Priority Applicant

Economic Empowerment Applicant Certification Number:

RMD Priority Certification Number:

### RMD INFORMATION

Name of RMD:

Department of Public Health RMD Registration Number:

Operational and Registration Status:

To your knowledge, is the existing RMD certificate of registration in good standing?:

If no, describe the circumstances below:

### PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 48

Percentage Of Control:

48

Role: Executive / Officer

Other Role:

First Name: Jhanna

Last Name: Ortiz

Suffix:

Gender: Female

User Defined Gender:

What is this person's race or ethnicity?: Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)

Specify Race or Ethnicity: Dominican

#### Person with Direct or Indirect Authority 2

Percentage Of Ownership: 45

Percentage Of Control:

45

Role: Owner / Partner

Other Role:

First Name: Yovanna

Last Name: Espinosa      Suffix:

Gender: Female

User Defined Gender:

What is this person's race or ethnicity?: Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)

Specify Race or Ethnicity: Dominican

#### ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

#### CLOSE ASSOCIATES AND MEMBERS

No records found

#### CAPITAL RESOURCES - INDIVIDUALS

##### Individual Contributing Capital 1

First Name: Jhanna

Last Name: Ortiz

Suffix:

Types of Capital: Monetary/Equity      Other Type of Capital:      Total Value of the Capital Provided: \$250      Percentage of Initial Capital: 3.4

Capital Attestation: Yes

##### Individual Contributing Capital 2

First Name: Yovanna

Last Name: Espinosa

Suffix:

Types of Capital: Monetary/  
Equity

Other Type of  
Capital:

Total Value of the Capital Provided:  
\$7142.57

Percentage of Initial Capital:  
96.6

Capital Attestation: Yes

#### CAPITAL RESOURCES - ENTITIES

No records found

#### BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

#### DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

#### MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 15 Charlotte Court

Establishment Address 2:

Establishment City: Middleborough

Establishment Zip Code: 02346

Approximate square footage of the Establishment: 19845

How many abutters does this property have?: 36

Have all property abutters have been notified of the intent to open a Marijuana Establishment at this address?: Yes

Cultivation Tier:

Cultivation Environment:

### FEE QUESTIONS

Cultivation Tier: Tier 03: 10,001 to 20,000 sq. ft    Cultivation Environment: Indoor

### HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Zoning.pdf	pdf	61f2ba01ea0b000858e883e5	01/27/2022
Certification of Host Community Agreement	HCA Certification - Executed.pdf	pdf	61f943caea0b000858e89895	02/01/2022
Community Outreach Meeting Documentation	Community Outreach Meeting Attestation form-COMplete WITH ATTACHMENTS.pdf	pdf	620e962bea0b000858e8f92b	02/17/2022

Total amount of financial benefits accruing to the municipality as a result of the host community agreement. If the total amount is zero, please enter zero and provide documentation explaining this number.: \$

### PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Plan for Positive Impact on Areas of Disproportionate Impact - 03.31.2022 with attachment.pdf	pdf	6245b08f53957f00086fb93f	03/31/2022

### ADDITIONAL INFORMATION NOTIFICATION

Notification:

### INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Executive / Officer      Other Role:

First Name: Jhanna      Last Name: Ortiz    Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 2

Role: Owner / Partner      Other Role:

First Name: Yovanna      Last Name: Espinosa    Suffix:

RMD Association: Not associated with an RMD

Background Question: no

### ENTITY BACKGROUND CHECK INFORMATION

No records found

### MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
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Secretary of Commonwealth - Certificate of Good Standing	Secretary of States Office Good Standing.pdf	pdf	61f82a6071cb79087958ee1f	01/31/2022
Department of Revenue - Certificate of Good standing	DOR Certificate of Good Standing.pdf	pdf	620aaf78879c73091c81af10	02/14/2022
Articles of Organization	Certificate of Organization.pdf	pdf	620e7a6be95b8c088881b506	02/17/2022
Bylaws	Wicked Cultivation LLC Operating Agreement - executed.pdf	pdf	6216a55611f5a30789d94fac	02/23/2022
Department of Revenue - Certificate of Good standing	Wicked Cultivation Notice re Unemployment.pdf	pdf	624c8358c91bef0009572274	04/05/2022

No documents uploaded

Massachusetts Business Identification Number: 001467591

Doing-Business-As Name:

DBA Registration City:

### BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for Liability Insurance	Plan for Obtaining Liability Insurance - 01.28.2022.pdf	pdf	61f7f6eff2351e085f7271e7	01/31/2022
Plan for Liability Insurance	Insurance Plan for Wicked Cultivation.pdf	pdf	61f82a1671cb79087958ee19	01/31/2022
Business Plan	Wicked Cultivation Business Plan 2022-FINAL.pdf	pdf	621502d0879c73091c81dbc7	02/22/2022
Proposed Timeline	Proposed Timeline - 02.23.2022.pdf	pdf	6216aefb0d00f5077626821f	02/23/2022

### OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Restricting Access to age 21 and older	Restricting Access to Age 21 or Older - 01.28.2022.pdf	pdf	61f416dd35cb3e08f721cbeb	01/28/2022
Prevention of diversion	Prevention of Diversion - 01.28.2022.pdf	pdf	61f41701ea0b000858e88ba4	01/28/2022
Storage of marijuana	Storage of Marijuana Policy - 01.28.2022.pdf	pdf	61f41717ea0b000858e88ba8	01/28/2022
Transportation of marijuana	Transportation Policy - 01.28.2022.pdf	pdf	61f4172a25efbc089300f4be	01/28/2022
Inventory procedures	Inventory Procedures - 01.28.2022.pdf	pdf	61f4173c71cb79087958e57c	01/28/2022
Personnel policies including background checks	Personnel Policies - 01.28.2022.pdf	pdf	61f4176c8d09e508d6113ae9	01/28/2022
Record Keeping procedures	Record Keeping Procedures - 01.28.2022.pdf	pdf	61f4177a35cb3e08f721cbfa	01/28/2022
Maintaining of financial records	Maintaining Financial Records - 01.28.2022.pdf	pdf	61f4178b71cb79087958e587	01/28/2022
Qualifications and training	Qualifications and Training - 01.28.2022.pdf	pdf	61f417a88d09e508d6113af5	01/28/2022
Energy Compliance Plan	Operating Procedures for Energy Efficiency and	pdf	61f417b9879c73091c815ced	01/28/2022



	Conservation - 01.28.2022.pdf			
Policies and Procedures for cultivating.	Cultivation Plan - 02.18.2022.pdf	pdf	620fdca5879c73091c81d016	02/18/2022
Quality control and testing	Quality Control and Testing - 02.18.2022.pdf	pdf	620fdbcb3879c73091c81d01a	02/18/2022
Security plan	Security Policy - 02.18.2022 - COMPLETED.pdf	pdf	620feb458d09e508d611af66	02/18/2022
Diversity plan	Diversity Plan - 06.28.2022.pdf	pdf	62bb03169ff117000822d213	06/28/2022

### ATTESTATIONS

I certify that no additional entities or individuals meeting the requirement set forth in 935 CMR 500.101(1)(b)(1) or 935 CMR 500.101(2)(c)(1) have been omitted by the applicant from any marijuana establishment application(s) for licensure submitted to the Cannabis Control Commission.: I Agree

I understand that the regulations stated above require an applicant for licensure to list all executives, managers, persons or entities having direct or indirect authority over the management, policies, security operations or cultivation operations of the Marijuana Establishment; close associates and members of the applicant, if any; and a list of all persons or entities contributing 10% or more of the initial capital to operate the Marijuana Establishment including capital that is in the form of land or buildings.: I Agree

I certify that any entities who are required to be listed by the regulations above do not include any omitted individuals, who by themselves, would be required to be listed individually in any marijuana establishment application(s) for licensure submitted to the Cannabis Control Commission.: I Agree

#### Notification:

I certify that any changes in ownership or control, location, or name will be made pursuant to a separate process, as required under 935 CMR 500.104(1), and none of those changes have occurred in this application.:

I certify that to the best knowledge of any of the individuals listed within this application, there are no background events that have arisen since the issuance of the establishment's final license that would raise suitability issues in accordance with 935 CMR 500.801.:

I certify that all information contained within this renewal application is complete and true.:

### ADDITIONAL INFORMATION NOTIFICATION

#### Notification:

### COMPLIANCE WITH POSITIVE IMPACT PLAN

No records found

### COMPLIANCE WITH DIVERSITY PLAN

No records found

### HOURS OF OPERATION

Monday From: 8:00 AM	Monday To: 8:00 PM
Tuesday From: 8:00 AM	Tuesday To: 8:00 PM
Wednesday From: 8:00 AM	Wednesday To: 8:00 PM
Thursday From: 8:00 AM	Thursday To: 8:00 PM
Friday From: 8:00 AM	Friday To: 8:00 PM
Saturday From: 8:00 AM	Saturday To: 8:00 PM
Sunday From: 8:00 AM	Sunday To: 8:00 PM

## **PLAN TO REMAIN COMPLIANT WITH LOCAL ZONING**

The Town of Middleborough Zoning Bylaw (the “Bylaw”) provides that Adult-Use Marijuana Establishments, including Marijuana Cultivation, are uses allowed by Special Permit in the Cannabis Business District (“CBD”).

The Wicked Cultivation, LLC (the “Company”) proposed facility is at Charlotte Court, Lot #2, located off 370 Wareham Street (Charlotte Court), Middleborough, MA 02346 (the “Facility”). The Facility is located in the General Use zoning district and the CBD overlay district, which includes any lots within the General use district with frontage on Route 28 west of the rotary, and is eligible for a Special Permit from the Middleborough Planning Board (the “Board”). Pursuant to Section 8.5 of the Bylaw, a Provision License from the Cannabis Control Commission (“CCC”) is required before the Planning Board will issue a special permit. An application will be made to the Board once a Provisional License from the CCC is obtained so that the license can be included in the application package.

In addition, Section 200-4 of the General Bylaw provides that in addition to the Company entering into a Host Community Agreement (“HCA”) with the Town, the Company must also obtain a license from the Board of Selectmen to cultivate marijuana that is to be renewed annually. The Company must file an application on a form provided by the Board of Selectmen, signed under the penalties of perjury by the Company, containing such information as the Board of Selectmen requires from time to time and pay the application fee. The Board of Selectmen must act on the application within 45 days after a public hearing and may either approve, deny or approve the application with conditions.

### **Special Permit Requirements**

The Company will be able to satisfy all application requirements for a special permit for Marijuana Cultivation in the CBD overlay district, as set forth in § 8.5 of the Bylaw.

1. The Company will file an application for a Special Permit with the Board and the Town Clerk pursuant to § 8.5.6 of the Bylaw and in accordance with G.L. c. 40A, § 9.
2. The application will comply with the rules adopted by the Board relative to the procedures for submission and approval of special permits, including providing copies of all application materials and plans.
3. The Company will pay all required fees for the Special Permit application.
4. The Company will provide evidence that it has site control and the right to use the site for the Facility in the form of a deed, purchase and sale agreement, or notarized statement from the property owner and a copy of the lease agreement.
5. The Company will provide a certified copy of the Provisional License issued by the CCC, along with copies of all other materials issued by the CCC to the Company, except those deemed confidential.

6. The Company will provide a notarized statement signed by the Company's Chief Executive Officer and corporate attorney disclosing all of its designated representatives, including officers and directors, shareholders, partners, members, managers, directors, officers or other similarly-situated individuals and entities and their addresses.
7. The Company will provide a narrative providing information about the type and scale of all activities that will take place on the project site, including, but not limited to, cultivating of marijuana, distribution of educational materials, and other programs or activities.
8. The Company will provide a map depicting all properties and land uses within a five hundred foot (500') radius (minimum) of the project site, including, but not limited to, libraries, playgrounds, parks, martial arts and dance studios, houses of worship, pediatric medical offices, toy stores and comic book stores.
9. The Company will provide plans depicting all proposed development on the property, including the dimensions of all existing and proposed structures, the layout of parking, the location of pedestrian and vehicular points of access and egress, the location and design of all loading, refuse and service facilities, the location, type, and direction of all outdoor lighting on the site, and any landscape design.
10. The Company will provide plans showing any proposed stormwater management system, which plan(s) shall meet the submission requirements of MassDEP's Stormwater Management Regulations.
11. The Company will provide architectural drawings of all exterior building facades and all proposed signage, specifying materials and colors to be used. Prospective drawings and illustrations of the site from public ways and abutting properties is required.
12. The Company will provide a Completed FCR Inspections Checklist, to be submitted to the Board and the Middleborough Police Department prior to commencement of operations by the Marijuana Establishment.
13. The Company will provide Traffic Impact Report.
14. The Company will comply with Chapter 38 - Marijuana Growing, Processing, or Extraction Facilities of the National Fire Protection Association's (NFPA) Codes and Standards, if said establishment is a grow, cultivation, processing or extraction facility.
15. The Company will provide detailed information on all chemicals, fertilizers, etc. being used within or on the same property as the Marijuana Establishment.
16. The Company will provide a narrative of organic pest control practices being used.
17. The Company will provide a plan and narrative for odor mitigation.

18. The Company will provide a list of waivers, if any, which were requested by the Marijuana Establishment and granted by the CCC to any section of the regulations, 935 CMR 500.00.

The Board shall provide copies of the Company's application to the Building Commissioner, the Conservation Commission, the Board of Health, the Fire Department, and the Police Department. These boards/departments shall review the application and submit their written recommendations. After notice and public hearing and consideration of the application materials, public comments, and the recommendations of other Town boards and departments, the Board shall act upon the application.

In connection with its special permit application, § 8.5.6(6) of the Bylaw authorizes the Board to consider whether the Company has submitted sufficient information from which it can conclude that:

- a. The Company has received a Provisional License from the CCC and complies with all applicable state and local laws, regulations, and requirements, including, but not limited to, health and safety regulations, and construction and environmental requirements;
- b. The building and site have been designed to be reasonably compatible with other buildings and sites in the area;
- c. The siting of the Marijuana Establishment will be accomplished so as to minimize any adverse impacts on abutters and other parties in interest, as defined in G.L. c. 40A, § 11;
- d. The Marijuana Establishment will create no substantial harm to the established or future character of the neighborhood or town;
- e. With due consideration to aesthetics, the Marijuana Establishment is designed to ensure convenient, safe and secure access as follows:
  - i. personal safety of those working at or utilizing the facility;
  - ii. personal safety for clients and invitees;
  - iii. loading and service areas are designed to be secure;
  - iv. protection of the premises from theft.
  - v. The Company has not provided materially false documents or testimony;
  - vi. The Company has demonstrated the availability and provision of adequate access, utilities and other infrastructure and that the operation of the

Marijuana Establishment will not adversely affect such access, utilities and infrastructure; and

- vii. The Company has satisfied all of the conditions and requirements of Middleborough's Zoning By-Law, including, without limitation, the provisions of Section 9.4 - Special Permits.

The Company will also satisfy the additional criteria set forth in Section 9.4 of the Bylaw, which authorizes the Board to consider whether the adverse effects of the proposed use will not outweigh its beneficial impacts to the town or the neighborhood, in view of the particular characteristics of the site and of the proposal in relation to that site. The determination shall include consideration of each of the following:

- a. The proposed site is appropriate for the use or structure;
- b. Adequate and appropriate facilities will be provided to insure the proper operation of the use, structure or condition;
- c. Traffic flow and safety, including parking and loading, are adequate and there will be no nuisance or serious hazard to vehicles or pedestrians;
- d. Adequate water, sewer and other utilities, as well as other public and private services are available or will be provided; and
- e. The use involved will not be detrimental to the established or future character of the neighborhood and Town and subject to appropriate conditions or safeguards if deemed necessary.

In addition, the Company understands that the Board may impose additional conditions and limitations it deems appropriate to improve siting, design placement, traffic flow, and public safety, protect water quality, air quality, and significant environmental resources, preserve the character of the surrounding area, and otherwise serve the purpose of the Bylaw. In addition to any specific conditions applicable to the Marijuana Establishment, the Board shall include, but not be limited to, the following conditions in any special permit granted under the Bylaw:

- a. The Company shall file a copy of any Incident Report required under the CCC Regulations with the Board of Selectmen, with copies to the Zoning Enforcement Officer and the Board, within 24 hours of creation by the Marijuana Establishment. Such reports may be redacted as necessary to comply with any and all applicable laws and regulations;
- b. The Company shall file a copy of any summary cease and desist order, cease and desist order, quarantine order, summary suspension order, order limiting sales, notice of a hearing, or final action issued by the CCC or the Division of Administrative Law Appeals, as applicable, regarding the Marijuana

Establishment with the Board of Selectmen, with copies to the Zoning Enforcement Officer and the Board, within 48 hours of receipt by the Marijuana Establishment;

- c. The Company shall provide to the Board of Selectmen, the Zoning Enforcement Officer, the Board, the Police Chief, and the Fire Chief the name, telephone number and email address of a contact person in the event that the Police Department, Zoning Enforcement Officer or other Town official determines it is necessary to contact the Applicant after regular business hours. Such contact information shall be kept updated by the permit holder;
- d. The Special Permit shall be limited to the current applicant and shall become void if the permit holder ceases operating the Marijuana Establishment or transfers greater than fifty-one (51%) percent ownership;
- e. The Special Permit shall become void if the CCC refuses to issue a final license or upon the expiration or termination of the applicant's CCC license;
- f. The Company shall notify the Board of Selectmen in writing, with copies to the Zoning Enforcement Officer, the Police Department, and Board, within 48 hours of the cessation of operation of the Marijuana Establishment, notice from the CCC of a denial of a final license, transfer or sale of interest, enforcement action taken by the CCC or the expiration or termination of the permit holder's CCC license;
- g. The Company shall not operate, and the Special Permit will not take effect, until the Company has entered into a Host Community Agreement, specific to the adult use Marijuana Establishment, with the Town. The Special Permit shall become void upon the expiration or termination of the Host Community Agreement. However, the Company may apply to renew on the same terms and conditions if the HCA is renewed on the same terms and conditions;
- h. In the event that the CCC revokes, fails or refuses to issue a final license to the Marijuana Establishment, a Special Permit issued for the Marijuana Establishment shall be deemed null and void; and
- i. The Company agrees to provide the Board with any and all documents related to the Marijuana Establishment if and when requested to do so.

The Company agrees that it will comply with Section 8.5.4 and Section 8.5.5 of the Bylaw and agrees to the following:

- a. Parking and loading for the Marijuana Establishment shall be in accordance with Section 5.3 of the Bylaw. However, the Board may require a greater number of

parking spaces and/or loading bays if it finds that the minimum requirements are not sufficient.

- b. The Board may impose restrictions on signage as appropriate for the site. If additional sign restrictions are not specified with the special permit, the Marijuana Establishment shall abide by 935 CMR 500.105(4).
- c. All Marijuana Establishments shall operate within a fully enclosed building and shall not operate within any mobile facility.
- d. The Board may set the hours of operation, but if none are specified in the special permit, hours of operation shall be limited to 8:00 a.m. to 6:00 p.m. Monday through Saturday and 12:00 p.m. to 6:00 p.m. on Sunday.
- e. No Marijuana Establishment shall be located within five hundred (500') feet of any public or private school or daycare center.
- f. In addition to the Bylaw, any permit applied for and/or issued shall comply with all State and local health regulations and all other applicable state and local laws, rules and regulations at all times for Marijuana Establishments.

The Company will satisfy the additional criteria set forth in Section 8.5.7 of the Bylaw and agrees that it will not create a nuisance to abutters or to the surrounding area, or create any hazard, including, but not limited to, fire, explosion, fumes, gas, smoke, odors, obnoxious dust, vapors, offensive noise or vibration, flashes, glare, objectionable effluent, or electrical interference, which may impair the normal use and peaceful enjoyment of any property, structure or dwelling in the area. The Company understands that a violation of this Bylaw or the conditions of any Special Permit issued hereunder shall entitle the Board to notice a public hearing to consider the modification, suspension or revocation of the Special Permit or any orders or conditions relating thereto.

The Company is or will be able to satisfy the Board that the Bylaw's criteria are met.

The proposed Facility will not have adverse effects on the neighborhood or the Town and will be an asset to the community. The Facility promotes the general welfare of the inhabitants of Middleborough through encouraging economic development, creating employment opportunities, and increasing the Town's tax base through commercial development.

The Company is committed to a long partnership with the Town, whereby both the Company and the Town realize substantial benefits. As such, the Company has agreed to a community impact fee of 3% of its gross sales to be paid to the Town.

The Facility is developed to address potential adverse impacts, traffic congestion and safety concerns, as well as to minimize the impact on the Town's resources and municipal services. The proposed Facility will be well lit at night and have extensive camera coverage of the

premises, promoting safety and discouraging loitering. The Company will maintain the Facility in good condition.

The Facility will create several new jobs and vendor opportunities for those in the community. The Company will make every effort to hire from the local community and plans to use local vendors whenever possible. Additionally, the Company seeks to hire a diverse workforce, consistent with the culture and diversity of the community in the Middleborough area to ensure everyone has the tools and opportunities needed to be successful.

The Facility is solely a cultivation operation that will not have any consumer traffic. Only employees and authorized visitors will be permitted entry to the premises. There will not be a significant increase in traffic or parking as a result of the Facility beyond that of other similar cultivation or agricultural uses in the General Use District. Parking and loading for the Marijuana Establishment will be adequate and in accordance with Section 5.3 of the Bylaw, or any further condition imposed by the Board. There will be no nuisance or serious hazard to vehicles or pedestrians.

There will be adequate water, sewer and other utilities that are available or will be provided to the Facility. The effect on Town utilities and other public services will be roughly equivalent to the effect any cultivation establishment would have. No manufacturing or retail sales of marijuana will occur at this location.

The Facility will not be a detriment to the neighborhood character and social structure. The Company is committed to retaining a positive neighborhood character. The Company will accomplish this by ensuring compliance with the provisions of the Bylaw, including parking, signs, landscaping, environmental standards and other pertinent sections. The Company will also maintain the Facility in good condition. The Facility will maintain normal business hours, as determined by the Board. The Facility will not be located within 500 feet of a pre-existing public or private school providing education in kindergarten or any of grades 1 through 12.

The Company submits that no activities occurring or products offered within or on the premises of the Facility will be displayed in the windows or on the building thereof, or be visible to the public from the pedestrian sidewalks or walkways or from other areas, public or semi-public, outside such Facility or premises.

The Company acknowledges that all business signage at the Facility will conform to the provisions in Section 5.7 of the Bylaw, in addition to being subject to the requirements promulgated by the CCC (935 CMR 500), and that any exterior sign may identify the establishment but will not contain any other advertisement.

The Company acknowledges that no permit shall be granted to any applicant, principal officer, agent, owner or manager of the Facility who has been convicted of a felony in the Commonwealth of Massachusetts or convicted of an offense in another state that would be a felony in the Commonwealth, except a prior conviction solely for a marijuana offense or solely for a violation of G.L. c. 94C, § 34, unless the offense involved distribution of a controlled



substance, including marijuana, to a minor. The application shall include proof of the foregoing, by sworn statement and including submission to a CORI from the Chief of Police for each of the aforementioned individuals. The Chief of Police shall report to the Board prior to the close of the public hearing whether or not the applicant complies with these criteria.

The Facility will demonstrate that it has met the permitting requirements of all applicable state agencies by providing the Board with copies of its accepted permit application(s) and/or granted permit(s), as well as any other information requested by the Board.

### **Application Process**

The Company will be prepared to file both its License Application with the Board of Selectmen and its Special Permit application with the Board, along with all required materials and documentation, after a Provisional License from the CCC is obtained so that the license can be included in the application package. Once the Company has received its Provisional License from the CCC and submitted its Special Permit application, it will become eligible to receive a special permit from the Board.

After the Special Permit application is filed and the submission requirements satisfied, the Board shall hold a public hearing within sixty-five (65) days after the filing of the application. Notice of this hearing shall be given by publication and posting and by mailing to all “parties in interest” — petitioner, abutters, owners of land directly opposite on any public or private street or way and owners of land within three hundred (300) feet of the property line as they appear on the most recent applicable tax list.

The Board shall act within ninety (90) days following the public hearing. Failure by the Board to take final action on a special permit application within ninety (90) days following the close of the public hearing shall be deemed to be a grant of the special permit. The granting of a special permit shall require a favorable vote of at least four (4) members of the Board. The Board shall file the decision with the Town Clerk within ninety (90) days following the close of the public hearing and follow certain notification procedures in accordance with G.L. c. 40A, § 9.

## Host Community Agreement Certification Form

### Instructions

Certification of a host community agreement is a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). Applicants must complete items 1-3. The contracting authority for the municipality must complete items 4-8. Failure to complete a section will result in the application not being deemed complete. This form should be completed and uploaded into your application. Please note that submission of information that is "misleading, incorrect, false, or fraudulent" is grounds for denial of an application for a license pursuant to 935 CMR 500.400(2) and 501.400(2).

### Certification

The parties listed below do certify that the applicant and municipality have executed a host community agreement on the specified date below pursuant to G.L. c. 94G § 3(d):

1. Name of applicant:

Wicked Cultivation

2. Name of applicant's authorized representative:

Yhanna Ortiz

3. Signature of applicant's authorized representative:



4. Name of municipality:

Middleborough, MA

5. Name of municipality's contracting authority or authorized representative:

Robert C. Nunes

6. Signature of municipality's contracting authority or authorized representative:

Christ C. Nunes

7. Email address of contracting authority or authorized representative of the municipality (*this email address may be used to send municipal notices pursuant to 935 CMR 500.102(1) and 501.102(1).*):

nunes@middleboroughMA.gov

8. Host community agreement execution date:

9/27/21



# Community Outreach Meeting Attestation Form

## Instructions

Community Outreach Meeting(s) are a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). 935 CMR 500.101(1), 500.101(2), 501.101(1), and 501.101(2). The applicant must complete each section of this form and attach all required documents as a single PDF document before uploading it into the application. If your application is for a license that will be located at more than one (1) location, and in different municipalities, applicants must complete two (2) attestation forms – one for each municipality. Failure to complete a section will result in the application not being deemed complete. Please note that submission of information that is “misleading, incorrect, false, or fraudulent” is grounds for denial of an application for a license pursuant to 935 CMR 500.400(2) and 501.400(2).

## Attestation

I, the below indicated authorized representative of that the applicant, attest that the applicant has complied with the Community Outreach Meeting requirements of 935 CMR 500.101 and/or 935 CMR 501.101 as outlined below:

1. The Community Outreach Meeting was held on the following date(s):
2. At least one (1) meeting was held within the municipality where the ME is proposed to be located.
3. At least one (1) meeting was held after normal business hours (this requirement can be satisfied along with requirement #2 if the meeting was held within the municipality and after normal business hours).



4. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was published in a newspaper of general circulation in the municipality at least 14 calendar days prior to the meeting. A copy of this publication notice is labeled and attached as "Attachment A."

a. Date of publication:

b. Name of publication:

5. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was filed with clerk of the municipality. A copy of this filed notice is labeled and attached as "Attachment B."

a. Date notice filed:

6. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was mailed at least seven (7) calendar days prior to the community outreach meeting to abutters of the proposed address, and residents within 300 feet of the property line of the applicant's proposed location as they appear on the most recent applicable tax list, notwithstanding that the land of the abutter or resident is located in another municipality. A copy of this mailed notice is labeled and attached as "Attachment C." Please redact the name of any abutter or resident in this notice.

a. Date notice(s) mailed:

7. The applicant presented information at the Community Outreach Meeting, which at a minimum included the following:
- The type(s) of ME or MTC to be located at the proposed address;
  - Information adequate to demonstrate that the location will be maintained securely;
  - Steps to be taken by the ME or MTC to prevent diversion to minors;
  - A plan by the ME or MTC to positively impact the community; and
  - Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.
8. Community members were permitted to ask questions and receive answers from representatives of the ME or MTC.





Name of applicant:

Wicked Cultivation

Name of applicant's authorized representative:

Jhanna Ortiz

Signature of applicant's authorized representative:

Jhanna Ortiz

Digitally signed by Jhanna Ortiz  
Date: 2022.02.17 11:51:33 -05'00'

# Westport's fork in the road carving is a place setting curiosity

Linda Roy

The Standard-Times  
USA TODAY NETWORK

WESTPORT — There's a larger-than-life carving of an actual fork placed at the River and Old Harbor Roads split ... you know ... in case motorists don't see the yellow traffic sign alerting them to the fork.

Tom Schmitt, who lives nearby, constructed the fork back in 2010 after the idea came to him when he was at a local sawmill to get wood for a different project.

"They had some good-looking pine timbers," Schmitt said. And when he found out the price for them, he nodded and said, "Put it in the truck."

The project kept him busy as he pieced the fork together using a real fork for scale.

"It kept me off the streets," he said, and laughed that his neighbors would tell him he must have too much time on his hands.

Once the fork was finished and erected at the River and Old Harbor Roads split, the fork didn't always remain in its place setting.

"The first time I put it up there was a stone pillar there and I just attached it to that," Schmitt said.

Within 24 hours someone made off with the fork and planted it at the wharf down on the harbor.

"That was cool," Schmitt reflected saying the person who took it likely meant no ill will. "So we went down and got it."

This time he had to find a better way to secure the fork in its place so no one could run away with it.

"I put a spike on it and a friend welded it on," he said. Surely that would keep the fork from being lifted. It didn't.

Again the fork was snatched and ended up being jammed into Elephant Rock — a large elephant-looking rock in the waters off Atlantic Avenue by the Elephant Rock Beach Club.



Tom Schmitt and his wife Kate Schmitt in front of the fork sculpture they installed at the intersection of River Road and Old Harbor Road in Westport. They install the hot dog every year to celebrate the 4th of July.

hose," Schmitt said to mix and then pour the concrete. Alas, they could stick the fork in it. It was done.

The fork gets dressed up for the holidays. It dons a heart for Valentine's Day, a Santa hat on Christmas and a hot dog on the Fourth of July.

Yep, a hot dog.

collection of photos and articles written about the fork he keeps in a file labeled "Forklore."

The fork was auctioned off several years ago to raise funds for the Westport River Watershed Alliance and a group of citizens bought it. The fork is actually located on private property and Schmitt said both the property

new ones. "I have so work at the Reserva- at the cult murders?" you know?"

a way of cutting peo- at least the land has l it again. The Biore- go was itself a trade- it on a small portion distribution center is developed, the state in perpetuity.

plans that could have highway, seen blue- e forest and replaced es. Castro heard once acing track there. As wmill on the Copicut life horror story that ood — in the 1970s, a e been built on land ext to Copicut Reser-

ng to a stream that oir, "this would have in a pipe."

**'destiny'**

oods, and so does its t that Fall River has e as a gift to future

"There are countries going to war for water, and it's coming out of our ears," Labossiere says. "We've castled it. We own on all sides of it. ... So we are in such control of our destiny."

He sees a future, too, where the Bioreserve is known for more than some absurd legends. He hopes to maintain the successful partnership with the Appalachian Mountain Club's volunteer hiking guides and have them adopt some trails. Green Futures and the Trustees hold regular events there, and are eager to show the lay of the land to new people. Labossiere knows that many of the Bioreserve's trails need to be better curated and marked with directional blazes and interpretive signs at historic points, to make them more user-friendly to beginners — especially locals who've never been here before.

"There's a lot of ways we can develop some entry-level experiences. We want our residents to be out here, because they pay the freight," he says.

More than anything, he says, the Bioreserve needs a Discovery Center. He envisions a central place where visitors can arrive, park, get maps and information on all the trails nearby, meet forest interpreters, and plan a day of fun — then get information about where else to go and spend money in Fall River once they're out of the woods. The Bioreserve currently has several parking lots for hikers, including at the State Forest headquarters on Slab Bridge Road in Freetown, but there's no central information hub. He says they've been through a few site proposals, and he's still working on it.

Once that happens, he says, it'll be easier than ever for people in Fall River to enjoy the other half of their own city.

"After seeing the Bioreserve happen, it never occurs to me that money is the problem anymore," Labossiere

getting that Discovery Center so we can counteract that negative stuff. I guess it'll always be there, but hopefully the noise we make will be louder."

Dan Medeiros can be reached at [dmedeiros@heraldnews.com](mailto:dmedeiros@heraldnews.com). Support local journalism by purchasing a digital or print subscription to The Herald News today.

## PUBLIC NOTICE



The Board of Selectmen will hold a public hearing in the Selectmen's Meeting Room at the Town Hall, 10 Nickerson Avenue, Middleborough, MA on **Monday, July 26, 2021 at 7:30 PM**, for the purpose of discussing an application filed by **Green Seal Environmental, LLC**, for a **Special Permit** under the Water Resource Protection District By-Law to allow for 39.2% impervious cover in a Z3 zone. The property is located at **Lot 3A Charlotte Court**, in the General Use (GU) District and in Water Resource Protection District (WRPD) Zone 3. This is shown on Assessors Map 079, Lots 5452. Anyone wishing to be heard on this matter should appear at the time and place designated.

Lellani Dalpe, Chairman  
Mark Germain, Vice Chair  
Arthur Battistini  
Nathan Demers  
Neil Rosenthal  
**BOARD OF SELECTMEN**

July 15, 2021 and July 22, 2021  
The Middleboro Gazette Newspaper  
Notice also on [www.masspublicnotices.org](http://www.masspublicnotices.org)



### NOTICE OF HEARING

The Middleborough Zoning Board of Appeals will hold a public hearing on **Thursday, July 22, 2021 at 7:30 P.M.**, in the Selectmen's Room, Middleborough Town Hall, 10 Nickerson Avenue, Middleborough, MA to hear the petition of **Charles Hunt, Manager of Charlotte Furnace, LLC, 23 Causeway St, Boston, MA** relative to his request to be granted a special permit pursuant to Section 4.5.3 of the Zoning By-law to allow for the construction of greater than 20,000 sq gross area of buildings in a General Use District which will contain a total area of 44,295 sq. ft. The subject property is located at **Lot 3A Charlotte Court, Middleborough Assessor's Map 079, lot 5425**. Anyone desiring to be heard on this matter should appear at the time and place designated.

Zoning Board of Appeals  
Darrin DeGrazia, Chairman  
Dr. Edward Braun  
Liz Elgosin  
Jack Healey  
Matthew Maher  
July 8 & 15, 2021  
The Middleboro Gazette Newspaper  
Notice also on [www.masspublicnotices.org](http://www.masspublicnotices.org)

### PUBLIC NOTICE COMMUNITY OUTREACH MEETING

Notice is hereby given that **Wicked Cultivation, LLC**, will hold a **Community Outreach Meeting** on **Tuesday, August 3, 2021, from 5 p.m. to 7 p.m.** at the **Middleborough Public Library, 102 N. Main Street, Middleborough, MA**, to discuss the proposed siting of a licensed **Marijuana Establishment**. The Proposed **Marijuana Cultivation and Product Manufacturing Facility** is anticipated to be located at **370 Wareham Street, Middleborough, MA 02346**. There will be an opportunity for the public to ask questions and receive answers from company representatives about the proposed facility and operations.

Those in attendance are encouraged to follow the Department of Public Health's (DPH) May 29, 2021 Advisory Regarding Face Coverings and Cloth Masks. The DPH advises that all unvaccinated residents continue to wear masks in indoor settings, and masks are optional for those fully vaccinated residents.

July 15, 2021  
The Middleboro Gazette Newspaper  
Notice also on [www.masspublicnotices.org](http://www.masspublicnotices.org)



### NOTICE OF HEARING

The Middleborough Zoning Board of Appeals will hold a public hearing on **Thursday, July 22, 2021, at 7:30 P.M.**, in the Selectmen's Room, Middleborough Town Hall, 10 Nickerson Avenue, Middleborough, MA to hear the petition of **Attorney Michael O'Shaughnessy, 43 East Grove Street, Middleborough, MA 02346** for the applicant **8 Station Street, LLC** relative to his request to allow for the existing building located at 8 Station Street to be used as a sixteen (16) unit residential apartment building pursuant to Massachusetts General Laws Chapter 40B, Sections 20-23. The subject property is located at **8 Station Street, Middleborough Assessor's Map 50N, lot 5981**, in the Residence B and Business District. Anyone desiring to be heard on this matter should appear at the time and place designated.

Zoning Board of Appeals  
Darrin DeGrazia  
Dr. Edward Braun  
Liz Elgosin  
Jack Healey  
Matthew Maher  
July 8 & 15, 2021  
The Middleboro Gazette Newspaper  
Notice also on [www.masspublicnotices.org](http://www.masspublicnotices.org)



cut and Quanipaug roads warns visitors that Copicut Road becomes ad here is unpaved, and cellular service is weak or nonexistent. Besides a est way forward from here is on foot or mountain bike. DAN MEDEIROS



## Attachment B

Landowner: Charlotte Furnace, LLC  
Address: 234 Causeway Street, #1201, Boston, MA 02114

Date Notice Sent: July 26, 2021

Board of Selectmen      Town Clerk of Middleborough  
10 Nickerson Avenue      Middleborough Planning Board  
Middleborough, MA 02346      20 Center Street  
Middleborough, MA 02346

Re:      Notice of Community Outreach Meeting for Proposed Marijuana Establishment at  
370 Wareham Street, Middleborough, MA 02346

Dear City Officials and Members of the Board of Selectmen:

Wicked Cultivation, LLC is seeking to secure a license for marijuana cultivation and product manufacturing from the Cannabis Control Commission. Accordingly, pursuant to 935 CMR 500, we are required to hold a "Community Outreach Meeting" addressing key questions that the Cannabis Control Commission has designated.

The purpose of this letter is to serve as a notice that Wicked Cultivation, LLC will hold a Community Outreach Meeting on Tuesday, August 3, 2021, from 5 p.m. to 7 p.m. at the Middleborough Public Library, 102 N. Main Street, Middleborough, MA, to discuss the proposed siting of a licensed Marijuana Establishment. The Proposed Marijuana Cultivation and Product Manufacturing Facility is anticipated to be located at 370 Wareham Street, Middleborough, MA 02346. There will be an opportunity for the public to ask questions and receive answers from company representatives about the proposed facility and operations. This notice will be published in the Middleborough Gazette on July 15<sup>th</sup> and will also be mailed to all abutters and those residents located 300 feet from the proposed facility at 370 Wareham Street.

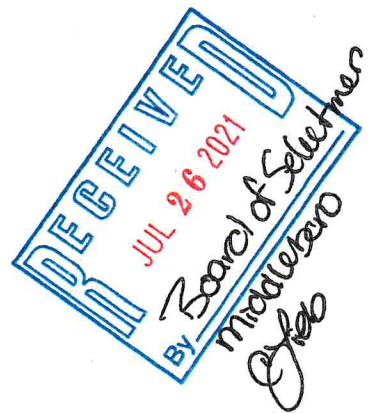
We are encouraging those in attendance to follow the Department of Public Health's (DPH) May 29, 2021 Advisory Regarding Face Coverings and Cloth Masks. The DPH advises that all unvaccinated residents continue to wear masks in indoor settings, and masks are optional for those fully vaccinated residents.

I hope we can address any questions you may have about the project. We are excited for the opportunity in Middleborough and look forward to growing this business and giving back to the community.

Sincerely,

Jhanna Ortiz, Manager  
Wicked Cultivation, LLC  
jhannaortiz@yahoo.com  
968501.1

968503.1



2021 JUL 26 PM 1:27  
RECEIVED  
MIDDLEBOROUGH  
TOWN CLERK

**NOTICE OF INTENT TO ABUTTERS FOR  
PROPOSED MARIJUANA ESTABLISHMENT**

Landowner:

Address:

Date Notice Sent: July 24, 2021

Abutter:

Abutter Address:

MAILING ADDRESS:

Dear Abutter:

The purpose of this letter is to serve as a notice that Wicked Cultivation, LLC will hold a Community Outreach Meeting on Tuesday, August 3, 2021, from 5 p.m. to 7 p.m. at the Middleborough Public Library, 102 N. Main Street, Middleborough, MA, to discuss the proposed siting of a licensed Marijuana Establishment. The Proposed Marijuana Cultivation and Product Manufacturing Facility is anticipated to be located at 370 Wareham Street, Middleborough, MA 02346. There will be an opportunity for the public to ask questions and receive answers from company representatives about the proposed facility and operations.

Those in attendance are encouraged to follow the Department of Public Health's (DPH) May 29, 2021 Advisory Regarding Face Coverings and Cloth Masks. The DPH advises that all unvaccinated residents continue to wear masks in indoor settings, and masks are optional for those fully vaccinated residents.


The records of the Town of Middleborough Assessor's Office show that you are an abutter or a resident owning property within three hundred feet of the property line of the proposed establishment. As an abutter or neighbor to the property in question, this letter is to notify you of this meeting in writing and to satisfy the notice requirement as set out by the Commonwealth of Massachusetts Cannabis Control Commission.

I hope we can address any questions you may have about the project. We are excited for the opportunity in Middleborough and look forward to growing this business and giving back to the community.

Sincerely,


Jhanna Ortiz, Manager  
Wicked Cultivation, LLC  
jhannaortiz@yahoo.com

# ATTACHMENT C


LOCUS		OWNER NAME	APPLICANT NAME	PAGES		
CHARLOTTE CT MAP 079 LOT 2417		CHARLOTTE FURNACE LLC	JHANNA ORTIZ	1 OF 3		
Reason For Project		NAME OF BOARD	CONTACT #	DATE		
COMMUNITY OUTREACH		CCC (CANNABIS CONTROL COMMISSION)	310-424-0855	7/21/2021		
Parcel ID	Location	Owner name	C/O Owner	Mailing Address	City	State
079-888-	370 WAREHAM ST			234 CAUSEWAY ST #1201	BOSTON	MA
072-5695-	WAREHAM ST			43 STANDISH RD	NEEDHAM	MA
079-722-	3 ABBEY LN			3 ABBEY LN	MIDDLEBORO	MA
079-758-	15 ABBEY LN			15 ABBEY LN	MIDDLEBORO	MA
079-1552-	23 ABBEY LN			23 ABBEY LN	MIDDLEBORO	MA
079-2359-	29 ABBEY LN			29 ABBEY LN	MIDDLEBORO	MA
079-1565-	8 ABBEY LN			PO BOX 312	MIDDLEBORO	MA
079-798-	ABBEEY LN			23 ABBEY LANE	MIDDLEBORO	MA
079-2452-	CHARLOTTE CT			234 CAUSEWAY ST #1201	BOSTON	MA
079-891-	CHARLOTTE CT			234 CAUSEWAY ST #1201	BOSTON	MA
079-327-	CHARLOTTE CT			234 CAUSEWAY ST #1201	BOSTON	MA
080-2557-20	20 PINERIDGE WAY			20 PINERIDGE WAY	MIDDLEBORO	MA



# ATTACHMENT C

LOCUS		OWNER NAME	APPLICANT NAME	PAGES			
CHARLOTTE CT MAP 079 LOT 2417		CHARLOTTE FURNACE LLC	JHANNA ORTIZ	2 OF 3			
Reason For Project		NAME OF BOARD	CONTACT #	DATE			
COMMUNITY OUTREACH		CCC (CANABIS CONTROL COMMISSION)	310-424-0855	7/21/2021			
parcel ID	Location	Owner name	C/O Owner	Mailing Address	City	State	Zip
080-2557-21	21 PINERIDGE WAY			21 PINERIDGE WAY UNIT 21	MIDDLEBORO	MA	02346
180-2557-22	22 PINERIDGE WAY			3300 ACUSHNET AVE APT #103	NEW BEDFORD	MA	02745
180-2557-23	23 PINERIDGE WAY			23 PINERIDGE WAY	MIDDLEBORO	MA	02346
80-2557-24	24 PINERIDGE WAY			24 PINERIDGE WAY UNIT 24	MIDDLEBORO	MA	02346
79-738-	4 ABBEY LN			113 EAST GROVE ST	MIDDLEBORO	MA	02346
30-1723-	382 WAREHAM ST			8 PINE TREE CIRCLE	SANDWICH	MA	02563
9-831-	369 WAREHAM ST			369 WAREHAM ST	MIDDLEBORO	MA	02346
3-839-	371 WAREHAM ST			371 WAREHAM ST	MIDDLEBORO	MA	02346
1-141-	373 WAREHAM ST			373 WAREHAM ST	MIDDLEBORO	MA	02346
1-2557-10	10 PINERIDGE WAY			10 PINERIDGE WAY	MIDDLEBORO	MA	02346
1-2557-11	11 PINERIDGE WAY			11 PINERIDGE WAY	MIDDLEBORO	MA	02346
0-2557-12	12 PINERIDGE WAY			12 PINERIDGE WAY	MIDDLEBORO	MA	02346

## ATTACHMENT C

LOCUS		OWNER NAME	APPLICANT NAME	PAGES			
CHARLOTTE CT MAP 079 LOT 2417		CHARLOTTE FURNACE LLC	JHANNA ORTIZ	3 OF 3			
Reason For Project		NAME OF BOARD	CONTACT #	DATE			
COMMUNITY OUTREACH		CCC (CANABIS CONTROL COMMISSION)	310-424-0855	7/21/2021			
parcel ID	Location	Owner name	C/O Owner	Mailing Address	City	State	Zip
80-2557-13	13 PINERIDGE WAY			13 PINERIDGE WAY	MIDDLEBORO	MA	02346
30-2557-14	14 PINERIDGE WAY			14 PINERIDGE WAY	MIDDLEBORO	MA	02346
10-2557-30	30 PINERIDGE WAY			30 PINERIDGE WAY UNIT 30	MIDDLEBORO	MA	02346
0-2557-34	34 PINERIDGE WAY			34 PINE RIDGE WAY 33 PINE RIDGE WAY, UNIT 33	MIDDLEBORO	MA	02346
0-2557-33	33 PINERIDGE WAY				MIDDLEBORO	MA	02346
1-2557-32	32 PINERIDGE WAY			32 PINERIDGE WAY	MIDDLEBORO	MA	02346
1-2557-31	31 PINERIDGE WAY			31 PINERIDGE WAY	MIDDLEBORO	MA	02346
2-2557-44	44 PINERIDGE WAY			44 PINERIDGE WAY	MIDDLEBORO	MA	02346
2-2557-43	43 PINERIDGE WAY			43 PINE RIDGE WAY, UNIT 43	MIDDLEBORO	MA	02346
2-2557-42	42 PINERIDGE WAY			42 PINERIDGE WAY	MIDDLEBORO	MA	02346
1-2557-41	41 PINERIDGE WAY			41 PINERIDGE WAY UNIT 41	MIDDLEBORO	MA	02346
5-2557-40	40 PINERIDGE WAY			40 PINERIDGE WAY	MIDDLEBORO	MA	02346

## PLAN FOR POSITIVE IMPACT ON AREAS OF DISPROPORTIONATE IMPACT

### I. Statement of Purpose

Wicked Cultivation LLC (the “Company”) is a cannabis cultivation business located at 15 Charlotte Ct. Middleborough, MA 02346 (the “Facility”). The Company will develop and implement a Disproportionate Impact Area Plan (the “Plan”) consistent with the guidance of the Cannabis Control Commission (the “Commission” or “CCC”).

### II. Plan Goals

The principal goal of the Plan is to have a positive impact on areas of disproportionate impact, as defined by the Commission, including, but not limited to, Haverhill and other disproportionately impacted areas located close to the Facility – i.e. Taunton, Mansfield, Fall River, New Bedford, Brockton, Quincy, Abington, Randolph and Walpole. The Company’s initial focus will be on Taunton and Brockton, as those areas are closest to the Facility’s location. The Company will commit to advertising job opportunities twice per year in The Enterprise (Brockton’s local newspaper) and the Taunton Daily Gazette. As the Company grows larger, it will seek to extend its advertising to other disproportionately impacted areas, such as New Bedford and Fall River. Although the Company does not anticipate immediately hiring any employees other than the principals, the Company has committed to having at least 50% of its applicants for future at-will employees be residents of the towns and cities designated in this paragraph. The Company has also committed to soliciting at least 30% of its vendor needs from companies located in these and other disproportionate impact areas.

Additionally, the Company will make an annual donation of \$2,500 to Veterans Northeast Reach, located at 10 Reed Street, Haverhill, Massachusetts 01832.

### III. Plan Elements

To achieve the Plan’s goals, the Facility will seek to create cannabis-related jobs within one year of the receipt of a final license for persons living in areas of disproportionate impact – particularly Taunton, Brockton and Haverhill – with room for expansion to meet the overall goals of the Plan. The Facility is also receptive to offering job or contractor opportunities to other categories of individuals and entities potentially adversely affected by past cannabis enforcement, including, but not limited to, Massachusetts residents with previous drug convictions; Massachusetts residents whose parents or spouse have previous drug convictions; and entities qualifying as economic empowerment or social equity program participants. These new jobs may include either salary-based or hourly employees from any of the Commonwealth’s areas of disproportionate impact. The Company cannot commit to hiring all of its employees and/or contractors from areas of disproportionate impact but intends to have residency in areas of disproportionate impact, or participation in economic empowerment or social equity programs, be a supportive factor to be considered relative to a particular applicant.

Further, as discussed above, at the time it creates its annual budget for a particular fiscal year, the Company will earmark \$2,500 for Veterans Northeast Reach located in Haverhill, another disproportionately impacted area.

#### **IV. Measurement and Accountability**

Regularly measuring success will be a key component of the Plan. The Company will periodically gather pertinent information to measure the efficacy of its direct efforts to benefit Commission-designated area of disproportionate impact.

To ensure the Plan has measurable criteria, the Company will log the number of employees from Commission designated areas of disproportionate impact and the amount of funds paid to vendors operating out of such areas. At the end of the first year following receipt of a provisional license and each year thereafter, the Company will undertake written assessments of its success in achieving the aforementioned goals. The written assessments will be submitted to the Commission as part of the license renewal process each year and will include, but not be limited to, (1) amount of Facility gross spending on vendors based in areas of disproportionate impact, (2) number of employees and total gross spending on compensation and benefits for residents of areas of disproportionate impact, and (3) to the extent necessary, recommendations for improving the effectiveness of the Company's efforts relative to disproportionate impact areas. The Company will also track similar information from applicants or contractors adversely affected by past cannabis enforcement as detailed in Section III above.

On an annual basis, Company employees will review the Company's financial records to ensure the \$2,500 donation discussed in Section II, above, was made. The Company will provide proof of this donation to the Commission as part of its annual license renewal process.

#### **V. Legal Obligations**

The Company will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment.

Any actions taken, or programs instituted by the Company will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.





# Veterans Northeast Outreach Center, Inc.

10 Reed Street, Haverhill, MA 01832 ~ Telephone 978-372-3626

[www.vneoc.org](http://www.vneoc.org)

[SForbes@vneoc.org](mailto:SForbes@vneoc.org)

March 10, 2022

Ms. Jhanna Ortiz  
Chief Executive Officer  
Wicked Cultivation  
15 Charlotte Court, Units A-L  
Middleborough, MA 02346

Dear Ms. Ortiz,

The Veterans Northeast Outreach Center (VNEOC) has served the local veteran community since 1985, providing positive pathways for homeless and at-risk veterans. Our housing and congregate care facilities can support up to 75 veterans and their families on any given day. We strive to be the last stop in a veteran's journey for supportive services and the opportunity to significantly improve their overall quality of life.

VNEOC has the capacity to integrate our services from other grant programs to ensure that veterans receive stabilizing resources such as: housing, employment opportunities, access to food & clothing, VA healthcare services & benefits, service connection claims, mental/emotional health, wellness, social engagement, and drug & alcohol interventions/support. It's not "if" we can help you, rather its "how" we can help you. In addition, our follow up services allow for extra levels of support that keeps veterans on a pathway for success.

VNEOC is excited to announce our new partnership with Wicked Cultivation, LLC! Our organization is grateful to work with local businesses that share our commitment to the veteran community. Without outside funding and donations, we wouldn't be able to provide the necessary supports and services to veterans that depend on VNEOC for assistance. Our partnership with Wicked Cultivation, LLC will provide direct support in a veteran's journey and help get them to the finish line!

VNEOC's mission statement is to provide the highest quality of professional services to assist, support and advocate for all veterans and their families. This collaboration will allow us to continue our mission and support the veterans and families that are unable to support themselves. The impact is life changing.

Sincerely,

Scott M. Forbes  
MSgt, USAF (Ret.)  
Executive Director

---

Federal IRS Tax Exempt 501(c)(3) # 04-2879409





William Francis Galvin  
Secretary of the  
Commonwealth

*The Commonwealth of Massachusetts*  
*Secretary of the Commonwealth*  
*State House, Boston, Massachusetts 02133*

January 26, 2022

TO WHOM IT MAY CONCERN:

I hereby certify that a certificate of organization of a Limited Liability Company was filed in this office by

**WICKED CULTIVATION LLC**

in accordance with the provisions of Massachusetts General Laws Chapter 156C on **October 29, 2020.**

I further certify that said Limited Liability Company has filed all annual reports due and paid all fees with respect to such reports; that said Limited Liability Company has not filed a certificate of cancellation; that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156C, § 70 for said Limited Liability Company's dissolution; and that said Limited Liability Company is in good standing with this office.

I also certify that the names of all managers listed in the most recent filing are: **JHANNA ORTIZ**

I further certify, the names of all persons authorized to execute documents filed with this office and listed in the most recent filing are: **JHANNA ORTIZ**

The names of all persons authorized to act with respect to real property listed in the most recent filing are: **JHANNA ORTIZ**



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

*William Francis Galvin*

Secretary of the Commonwealth



Commonwealth of Massachusetts  
Department of Revenue  
Geoffrey E. Snyder, Commissioner

mass.gov/dor

Letter ID: L0523699904  
Notice Date: January 31, 2022  
Case ID: 0-001-414-631

## CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



WICKED CULTIVATION  
15 CHARLOTTE CT. BLDG A-L  
MIDDLEBOROUGH MA 02346

### *Why did I receive this notice?*

The Commissioner of Revenue certifies that, as of the date of this certificate, WICKED CULTIVATION is in compliance with its tax obligations under Chapter 62C of the Massachusetts General Laws.

This certificate doesn't certify that the taxpayer is compliant in taxes such as unemployment insurance administered by agencies other than the Department of Revenue, or taxes under any other provisions of law.

**This is not a waiver of lien issued under Chapter 62C, section 52 of the Massachusetts General Laws.**

### *What if I have questions?*

If you have questions, call us at (617) 887-6400 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 9:00 a.m. to 4:00 p.m..

### *Visit us online!*

Visit [mass.gov/dor](https://mass.gov/dor) to learn more about Massachusetts tax laws and DOR policies and procedures, including your Taxpayer Bill of Rights, and MassTaxConnect for easy access to your account:

- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief  
Collections Bureau



## The Commonwealth of Massachusetts William Francis Galvin

Minimum Fee: \$500.00

Secretary of the Commonwealth, Corporations Division  
One Ashburton Place, 17th floor  
Boston, MA 02108-1512  
Telephone: (617) 727-9640

### Certificate of Organization

(General Laws, Chapter )

Identification Number: 0014675911. The exact name of the limited liability company is: WICKED CULTIVATION LLC

## 2a. Location of its principal office:

No. and Street: 370 WAREHAM ST.,  
LOT 2A, BUILDING 4

City or Town: MIDDLEBOROUGH State: MA Zip: 02346 Country: USA

## 2b. Street address of the office in the Commonwealth at which the records will be maintained:

No. and Street: 370 WAREHAM ST.,  
LOT 2A, BUILDING 4

City or Town: MIDDLEBOROUGH State: MA Zip: 02346 Country: USA

## 3. The general character of business, and if the limited liability company is organized to render professional service, the service to be rendered:

THE LLC IS ORGANIZING TO APPLY FOR A LICENSE WITH THE CCC.

## 4. The latest date of dissolution, if specified:

## 5. Name and address of the Resident Agent:

Name: YOVANNA ESPINOSANo. and Street: 594 CABOT ST.

3  
City or Town: BEVERLY State: MA Zip: 01915 Country: USA

I, YOVANNA ESPINOSA resident agent of the above limited liability company, consent to my appointment as the resident agent of the above limited liability company pursuant to G. L. Chapter 156C Section 12.

## 6. The name and business address of each manager, if any:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	JHANNA ORTIZ	16 CROWNINSHIELD ST. APT 616 PEABODY, MA 01960

## 7. The name and business address of the person(s) in addition to the manager(s), authorized to execute documents to be filed with the Corporations Division, and at least one person shall be named if there are no managers.

Title	Individual Name	Address (no PO Box)
-------	-----------------	---------------------

First, Middle, Last, Suffix

Address, City or Town, State, Zip Code

**8. The name and business address of the person(s) authorized to execute, acknowledge, deliver and record any recordable instrument purporting to affect an interest in real property:**

**Title**

**Individual Name**

**Address** (no PO Box)

First, Middle, Last, Suffix

Address, City or Town, State, Zip Code

**9. Additional matters:**

**SIGNED UNDER THE PENALTIES OF PERJURY, this 29 Day of October, 2020,**  
**YOVANNA ESPINOSA**

*(The certificate must be signed by the person forming the LLC.)*

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are deemed to have been filed with me on:

October 29, 2020 08:18 AM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive style with a large, stylized 'G' at the end.

WILLIAM FRANCIS GALVIN

*Secretary of the Commonwealth*

**OPERATING AGREEMENT**  
**of**  
**Wicked Cultivation LLC**

**This Operating Agreement** (the "Agreement") made and entered into this 22nd day of February, 2022 (the "Execution Date"),

**AMONGST:**

Jhanna Ortiz of 622 Andover St., Lawrence, MA 01843,  
Yovanna Espinosa of 622 Andover St., Lawrence, MA 01843,  
Oscar Littmarck of 104 Westfield St. Dedham, MA 02026, and  
Jeanine Kirkland-Smith of 49 Oakland St. Dedham MA 02026

(individually the "Member" and collectively the "Members").

**BACKGROUND:**

- A. The Members wish to associate themselves as members of a limited liability company.
- B. The terms and conditions of this Agreement will govern the Members within the limited liability company.

**IN CONSIDERATION OF** and as a condition of the Members entering into this Agreement and other valuable consideration, the receipt and sufficiency of which is acknowledged, the Members agree as follows:

**Formation**

1. By this Agreement, the Members form a Limited Liability Company (the "Company") in accordance with the laws of the Commonwealth of Massachusetts. The rights and obligations of the Members will be as stated in the Massachusetts Limited Liability Company Act (the "Act") except as otherwise provided in this agreement.

**Name**

2. The name of the Company will be Wicked Cultivation LLC.

**Purpose**

3. Cannabis Cultivation, Processing, & Manufacturing.

**Term**

4. The Company will continue until terminated as provided in this Agreement or may dissolve under conditions provided in the Act.

**Place of Business**

5. The Principal Office of the Company will be located at 15 Charlotte Ct. Units A-L, Middleborough, MA 023416 or such other place as the Members may from time to time designate.

**Membership Classes**

6. Members will be divided into classes. Each class will have distinct rights and obligations as follows:

Member Class	Rights and Obligations
Class A	Class "A" Members have full voting rights
Class B	Class "B" Members have no voting rights.

7. The following is a list of all Members and the membership class to which they belong:

Member	Member Class
Jhanna Ortiz	Class A

Yovanna Espinosa	Class A
Oscar Littmarck	Class B
Jeanine Kirkland-Smith	Class B

**Capital Contributions**

8. The following is a list of all Members and their Initial Contributions to the Company. Each of the Members agree to make their Initial Contributions to the Company in full, according to the following terms:



<b>Member</b>	<b>Contribution Description</b>	<b>Value of Contribution</b>
Jhanna Ortiz	<p>\$60,000 - Attend various startup and business events all around USA. Built and maintained professional relationships with potential investors and partners. Construct all funding strategies. Created marketing objectives against unit competitors. Formulated company's vision, goals, objectives; hire all vendors. Founded startup which focuses on cultivating premium cannabis. Grew company from idea, to a company valued 67million dollars within one year.</p>	\$3,000,000.00
Yovanna Espinosa	<p>\$120,000 - Purchasing, billing and financial reporting for informed financial decision-making. Focused on strategy execution by providing executive oversight, guidance and support for significant strategic initiatives. Makes timely projections and ensures adequacy of cash flow resources. Oversees the formulation of all finance and business reports</p>	\$1,000,000.00

Oscar Littmarck	\$50,000 - Sweat equity will be rewarded upon completion of accomplishments (2% Max)	\$100,000.00
Jeanine Kirkland-Smith	\$20,000 - Sweat equity will be rewarded upon completion of accomplishments (1% Max)	\$20,000.00

**Allocation of Profits/Losses**

9. Subject to the other provisions of this Agreement, the Net Profits or Losses, for both accounting and tax purposes, will be allocated between the Members in the following manner:

<b>Member</b>	<b>Profit/Loss Percentage</b>
Jhanna Ortiz	48.00%
Yovanna Espinosa	45.00%
Oscar Littmarck	5.00%
Jeanine Kirkland-Smith	2.00%

10. Distributions to Members will be made in the same fixed proportions as the allocation of Net Profits or Losses described above.
11. No Member will have priority over any other Member for the distribution of Net Profits or Losses.

**Nature of Interest**

12. A Member's Interest in the Company will be considered personal property.

**Withdrawal of Contribution**

13. No Member will withdraw any portion of their Capital Contribution without the unanimous consent of the other Members.

**Liability for Contribution**

14. A Member's obligation to make their required Capital Contribution can only be compromised or released with the consent of all remaining Members or as otherwise provided in this Agreement. If a Member does not make the Capital Contribution when it is due, he is obligated at the option of any remaining Members to contribute cash equal to the agreed value of the Capital Contribution. This option is in addition to and not in lieu of any others rights, including the right to specific performance that the Company may have against the Member.

**Additional Contributions**

15. Capital Contributions may be amended from time to time, according to the business needs of the Company. However, if additional capital is determined to be required and an individual Member is unwilling or unable to meet the additional contribution requirement within a reasonable period, the remaining Members may contribute in proportion to their existing Capital Contributions to resolve the amount in default. In such case, the allocation of Net Profits or Losses and the distribution of assets on dissociation or dissolution will be adjusted accordingly.
16. Any advance of money to the Company by any Member in excess of the amounts provided for in this Agreement or subsequently agreed to, will be deemed a debt due from the Company rather than an increase in the Capital Contribution of the Member. This liability will be repaid with interest at such rates and times to be determined by a majority of the Voting Members. This liability will not entitle the lending Member to any increased share of the Company's profits nor to a greater voting power. Repayment of such debts will have priority over any other payments to Members.

**Capital Accounts**

17. An individual capital account (the "Capital Account") will be maintained for each Member and their Initial Contributions will be credited to this account. Any Additional Contributions made by any Member will be credited to that Member's individual Capital Account.

**Interest on Capital**

18. No borrowing charge or loan interest will be due or payable to any Member on their agreed Capital Contribution inclusive of any agreed Additional Contributions.

**Management**

19. Management of the Company is vested in the following managers (individually the "Manager" and collectively the "Managers") until such time as they are removed by the Members or withdraw from the position:
- Jhanna Ortiz
  - Yovanna Espinosa
20. The duties and responsibilities of the Managers will include the following:
- Creating, communicating, and implementing the organization's vision, mission, and overall direction. Leading the development and implementation of the overall organization's strategy. Soliciting advice and guidance, when appropriate, from a Board of Directors. Formulating and implementing the strategic plan that guides the direction of the business or organization. Overseeing the complete operation of an organization in accordance with the direction established in the strategic plans. Evaluating the success of the organization in reaching and surpassing goals.
21. A new Manager may be added to the Company with a unanimous vote of the Members.
22. A Manager will be reimbursed for expenses directly related to the operation of the Company.
23. The Members will be consulted and the advice and opinions of the Members will be obtained as much as is practicable. However, the Managers will have management and control of the day-to-day business of the Company for the purposes stated in this Agreement. All matters outside the day-to-day business of the Company will be decided by the Members as outlined elsewhere in this Agreement.
24. In addition to day-to-day management tasks and any other duties and responsibilities already identified in this Agreement, the Managers' duties will include keeping, or causing to be kept,

full and accurate business records for the Company according to generally accepted accounting principles (GAAP), and overseeing the preparation of any reports considered reasonably necessary to keep the Members informed of the business performance of the Company.

25. A Manager will not be liable to the Members for any action or failure to act resulting in loss or harm to the Company except in the case of gross negligence or willful misconduct.
26. Each Manager will devote such time and attention to the business of the Company as required to carry out their duties and responsibilities for the conduct of the Company's business.

#### **Authority to Bind Company**

27. Any Manager has the authority to bind the Company in contract.

#### **Duty of Loyalty**

28. While a person is a Member or Manager of the Company, and for a period of at least five years after that person ceases to be a Member or Manager, that person will not carry on, or participate in, a similar business to the business of the Company within any market regions that were established or contemplated by the Company before or during that person's tenure as Member or Manager.

#### **Duty to Devote Time**

29. Each Member will devote such time and attention to the business of the Company as the majority of the Voting Members will from time to time reasonably determine for the conduct of the Company's business.

#### **Member Meetings**

30. A meeting may be called by any Member providing that reasonable notice has been given to the other Members.
31. Regular meetings of the Members will be held quarterly.

#### **Voting**

32. Each Member of a voting membership class will be entitled to cast votes, on any matter within the authority of that membership class, based upon the proportion of that Member's Capital Contributions in the Company.

**Admission of New Members**

33. A new Member may only be admitted to the Company with a unanimous vote of the existing Members.
34. The new Member agrees to be bound by all the covenants, terms, and conditions of this Agreement, inclusive of all current and future amendments. Further, a new Member will execute such documents as are needed to affect the admission of the new Member. Any new Member will receive such business interest in the Company as determined by a unanimous decision of the other Members.

**Voluntary Withdrawal of a Member**

35. No Member may voluntarily withdraw from the Company for a period of six months from the execution date of this Agreement. Any such unauthorized withdrawal prior to the expiration of this period will be considered a wrongful dissociation and a breach of this Agreement. In the event of any such wrongful dissociation, the withdrawing Member will be liable to the remaining Members for any damages incurred by the remaining Members including but not limited to the loss of future earnings. After the expiration of this period, any Member will have the right to voluntarily withdraw from the Company. Written notice of intention to withdraw must be served upon the remaining Members at least six months prior to withdrawal.
36. The voluntary withdrawal of a Member will have no effect upon the continuance of the Company.
37. It remains incumbent on the withdrawing Member to exercise this dissociation in good faith and to minimize any present or future harm done to the remaining Members as a result of the withdrawal.

**Involuntary Withdrawal of a Member**

38. Events leading to the involuntary withdrawal of a Member from the Company will include but not be limited to: death of a Member; Member mental incapacity; Member disability preventing reasonable participation in the Company; Member incompetence; breach of fiduciary duties by a Member; criminal conviction of a Member; Operation of Law against a Member or a legal judgment against a Member that can reasonably be expected to bring the business or societal reputation of the Company into disrepute. Expulsion of a Member can also occur on application by the Company or another Member, where it has been judicially determined that the Member:

has engaged in wrongful conduct that adversely and materially affected the Company's business; has willfully or persistently committed a material breach of this Agreement or of a duty owed to the Company or to the other Members; or has engaged in conduct relating to the Company's business that makes it not reasonably practicable to carry on the business with the Member.

39. The involuntary withdrawal of a Member will have no effect upon the continuance of the Company.

**Dissociation of a Member**

40. In the event of either a voluntary or involuntary withdrawal of a Member, if the remaining Members elect to purchase the interest of the withdrawing Member, the remaining Members will serve written notice of such election, including the purchase price and method and schedule of payment for the withdrawing Member's Interests, upon the withdrawing Member, their executor, administrator, trustee, committee or analogous fiduciary within a reasonable period after acquiring knowledge of the change in circumstance to the affected Member. The purchase amount of any buyout of a Member's Interests will be determined as set out in the Valuation of Interest section of this Agreement.
41. Valuation and distribution will be determined as described in the Valuation of Interest section of this Agreement.
42. The remaining Members retain the right to seek damages from a dissociated Member where the dissociation resulted from a malicious or criminal act by the dissociated Member or where the dissociated Member had breached their fiduciary duty to the Company or was in breach of this Agreement or had acted in a way that could reasonably be foreseen to bring harm or damage to the Company or to the reputation of the Company.
43. A dissociated Member will only have liability for Company obligations that were incurred during their time as a Member. On dissociation of a Member, the Company will prepare, file, serve, and publish all notices required by law to protect the dissociated Member from liability for future Company obligations.
44. Where the remaining Members have purchased the interest of a dissociated Member, the purchase amount will be paid in full, but without interest, within 90 days of the date of withdrawal. The Company will retain exclusive rights to use of the trade name and firm name

and all related brand and model names of the Company.

### **Right of First Purchase**

45. In the event that a Member's Interest in the Company is or will be sold, due to any reason, the remaining Members will have a right of first purchase of that Member's Interest. The value of that interest in the Company will be the lower of the value set out in the Valuation of Interest section of this Agreement and any third party offer that the Member wishes to accept.

### **Assignment of Interest**

46. A Member's financial interest in the Company can only be assigned to another Member and cannot be assigned to a third party except with the unanimous consent of the remaining Members.
47. In the event that a Member's interest in the company is transferred or assigned as the result of a court order or Operation of Law, the trustee in bankruptcy or other person acquiring that Member's Interests in the Company will only acquire that Member's economic rights and interests and will not acquire any other rights of that Member or be admitted as a Member of the Company or have the right to exercise any management or voting interests.

### **Valuation of Interest**

48. In the event of a dissociation or the dissolution of the Company, each Member's financial interest in the Company will be in proportion to the following schedule:

<b>Member</b>	<b>Dissolution Distribution Percent</b>
Jhanna Ortiz	48%
Yovanna Espinosa	2%
Oscar Littmarck	5%
Jeanine Kirkland-Smith	45%

49. In the absence of a written agreement setting a value, the value of the Company will be based on the fair market value appraisal of all Company assets (less liabilities) determined in accordance with generally accepted accounting principles (GAAP). This appraisal will be conducted by an independent accounting firm agreed to by all Members. An appraiser will be appointed within a



reasonable period of the date of withdrawal or dissolution. The results of the appraisal will be binding on all Members. The intent of this section is to ensure the survival of the Company despite the withdrawal of any individual Member.

50. No allowance will be made for goodwill, trade name, patents or other intangible assets, except where those assets have been reflected on the Company books immediately prior to valuation.

### **Dissolution**

51. The Company may be dissolved by a unanimous vote of the Members. The Company will also be dissolved on the occurrence of events specified in the Act.
52. Upon Dissolution of the Company and liquidation of Company property, and after payment of all selling costs and expenses, the liquidator will distribute the Company assets to the following groups according to the following order of priority:
- a. in satisfaction of liabilities to creditors except Company obligations to current Members;
  - b. in satisfaction of Company debt obligations to current Members; and then
  - c. to the Members based on Member financial interest, as set out in the Valuation of Interest section of this Agreement.

### **Records**

53. The Company will at all times maintain accurate records of the following:
- a. Information regarding the status of the business and the financial condition of the Company.
  - b. A copy of the Company federal, state, and local income taxes for each year, promptly after becoming available.
  - c. Name and last known business, residential, or mailing address of each Member and Manager, as well as the date that person became a Member or Manager.

- d. A copy of this Agreement and any articles or certificate of formation, as well as all amendments, together with any executed copies of any written powers of attorney pursuant to which this Agreement, articles or certificate, and any amendments have been executed.
  - e. The cash, property, and services contributed to the Company by each Member, along with a description and value, and any contributions that have been agreed to be made in the future.
54. Each Member has the right to demand, within a reasonable period of time, a copy of any of the above documents for any purpose reasonably related to their interest as a Member of the Company, at their expense.
55. Each Manager has the right to examine the above documents for any purpose reasonably related to their position as Manager of the Company.

**Books of Account**

56. Accurate and complete books of account of the transactions of the Company will be kept in accordance with generally accepted accounting principles (GAAP) and at all reasonable times will be available and open to inspection and examination by any Member. The books and records of the Company will reflect all the Company's transactions and will be appropriate and adequate for the business conducted by the Company.

**Banking and Company Funds**

57. The funds of the Company will be placed in such investments and banking accounts as will be designated by the Members. All withdrawals from these accounts will be made by the duly authorized agent or agents of the Company as appointed by unanimous consent of the Members. Company funds will be held in the name of the Company and will not be commingled with those of any other person or entity.

**Audit**

58. Any of the Members will have the right to request an audit of the Company books. The cost of the audit will be borne by the Company. The audit will be performed by an accounting firm acceptable to all the Members. Not more than one (1) audit will be required by any or all of the Members for any fiscal year.

**Tax Treatment**

59. This Company is intended to be treated as a partnership, for the purposes of Federal and State Income Tax.

**Tax Elections**

60. The Company will elect out of the application of Chapter 63 Subchapter C of the Internal Revenue Code of 1986, in each taxable year in which it is eligible to do so in accordance with Section 6221(b), by making that election in a timely filed return for such taxable year disclosing the name and taxpayer identification number of each Member.

**Annual Report**

61. As soon as practicable after the close of each fiscal year, the Company will furnish to each Member an annual report showing a full and complete account of the condition of the Company including all information as will be necessary for the preparation of each Member's income or other tax returns. This report will consist of at least:
- a. A copy of the Company's federal income tax returns for that fiscal year.
  - b. Income statement.
  - c. Balance sheet.
  - d. Cash flow statement.
  - e. A breakdown of the profit and loss attributable to each Member.

**Goodwill**

62. The goodwill of the Company will be assessed at an amount to be determined by appraisal using generally accepted accounting principles (GAAP).

**Governing Law**

63. The Members submit to the jurisdiction of the courts of the Commonwealth of Massachusetts for the enforcement of this Agreement or any arbitration award or decision arising from this Agreement.

**Force Majeure**

64. A Member will be free of liability to the Company where the Member is prevented from executing their obligations under this Agreement in whole or in part due to force majeure, such as earthquake, typhoon, flood, fire, and war or any other unforeseen and uncontrollable event where the Member has communicated the circumstance of the event to any and all other Members and where the Member has taken any and all appropriate action to satisfy his duties and obligations to the Company and to mitigate the effects of the event.

**Forbidden Acts**

65. No Member may do any act in contravention of this Agreement.
66. No Member may permit, intentionally or unintentionally, the assignment of express, implied or apparent authority to a third party that is not a Member of the Company.
67. No Member may do any act that would make it impossible to carry on the ordinary business of the Company.
68. No Member will have the right or authority to bind or obligate the Company to any extent with regard to any matter outside the intended purpose of the Company.
69. No Member may confess a judgment against the Company.
70. Any violation of the above forbidden acts will be deemed an Involuntary Withdrawal and may be treated accordingly by the remaining Members.

**Indemnification**

71. All Members will be indemnified and held harmless by the Company from and against any and all claims of any nature, whatsoever, arising out of a Member's participation in Company affairs. A Member will not be entitled to indemnification under this section for liability arising out of gross negligence or willful misconduct of the Member or the breach by the Member of any provisions of this Agreement.

**Liability**

72. A Member or any employee will not be liable to the Company or to any other Member for any mistake or error in judgment or for any act or omission believed in good faith to be within the scope of authority conferred or implied by this Agreement or the Company. The Member or employee will be liable only for any and all acts and omissions involving intentional wrongdoing.

**Liability Insurance**

73. The Company may acquire insurance on behalf of any Member, employee, agent or other person engaged in the business interest of the Company against any liability asserted against them or incurred by them while acting in good faith on behalf of the Company.

**Life Insurance**

74. The Company will have the right to acquire life insurance on the lives of any or all of the Members, whenever it is deemed necessary by the Company. Each Member will cooperate fully with the Company in obtaining any such policies of life insurance.

**Actions Requiring Unanimous Consent**

75. The following actions will require the unanimous consent of all Members:
- a. Endangering the ownership or possession of Company property including selling, transferring or loaning any Company property or using any Company property as collateral for a loan.

**Amendment of this Agreement**

76. No amendment or modification of this Agreement will be valid or effective unless in writing and signed by all Members.

**Title to Company Property**

77. Title to all Company property will remain in the name of the Company. No Member or group of Members will have any ownership interest in Company property in whole or in part.

**Miscellaneous**

78. Time is of the essence in this Agreement.
79. This Agreement may be executed in counterparts.
80. Headings are inserted for the convenience of the Members only and are not to be considered when interpreting this Agreement. Words in the singular mean and include the plural and vice versa. Words in the masculine gender include the feminine gender and vice versa. Words in a neutral gender include the masculine gender and the feminine gender and vice versa.
81. If any term, covenant, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, it is the Members' intent that such provision be reduced in scope by the court only to the extent deemed necessary by that court to render the provision reasonable and enforceable and the remainder of the provisions of this Agreement will in no way be affected, impaired or invalidated as a result.
82. This Agreement contains the entire agreement between the Members. All negotiations and understandings have been included in this Agreement. Statements or representations that may have been made by any Member during the negotiation stages of this Agreement, may in some way be inconsistent with this final written Agreement. All such statements have no force or effect in respect to this Agreement. Only the written terms of this Agreement will bind the Members.
83. This Agreement and the terms and conditions contained in this Agreement apply to and are binding upon each Member's successors, assigns, executors, administrators, beneficiaries, and representatives.
84. Any notices or delivery required here will be deemed completed when hand-delivered, delivered by agent, or seven (7) days after being placed in the post, postage prepaid, to the Members at the addresses contained in this Agreement or as the Members may later designate in writing.
85. All of the rights, remedies and benefits provided by this Agreement will be cumulative and will not be exclusive of any other such rights, remedies and benefits allowed by law.

**Additional Clause**

86. Failure of obtaining Massachusetts cultivation licenses will result in a return of investment. Full or partial investment returns depending on associated fees. The first round of investors will be guaranteed no dilution.

**Definitions**

87. For the purpose of this Agreement, the following terms are defined as follows:
- a. "Additional Contribution" means Capital Contributions, other than Initial Contributions, made by Members to the Company.
  - b. "Capital Contribution" means the total amount of cash, property, or services contributed to the Company by any one Member.
  - c. "Distributions" means a payment of Company profits to the Members.
  - d. "Initial Contribution" means the initial Capital Contributions made by any Member to acquire an interest in the Company.
  - e. "Member's Interests" means the Member's collective rights, including but not limited to, the Member's right to share in profits, Member's right to a share of Company assets on dissolution of the Company, Member's voting rights, and Member's rights to participate in the management of the Company.
  - f. "Net Profits or Losses" means the net profits or losses of the Company as determined by generally accepted accounting principles (GAAP).
  - g. "Operation of Law" means rights or duties that are cast upon a party by the law, without any act or agreement on the part of the individual, including, but not limited to, an assignment for the benefit of creditors, a divorce, or a bankruptcy.
  - h. "Principal Office" means the office whether inside or outside the Commonwealth of Massachusetts where the executive or management of the Company maintain their primary office.



- i. "Voting Members" means the Members who belong to a membership class that has voting power.

**IN WITNESS WHEREOF** the Members have duly affixed their signatures under hand and seal on this 22nd day of February, 2022.

Jhanna Ortiz  
Jhanna Ortiz (Member)

Yovanna Espinosa  
Yovanna Espinosa (Member)

Oscar Littmarck  
Oscar Littmarck (Member)

Jeanine Kirkland-Smith  
Jeanine Kirkland-Smith (Member)

### **Letter of Attestation**

I, Jhanna Ortiz, Executive/Officer of Wicked Cultivation LLC, have not registered with the Department of Unemployment Assistance because Wicked Cultivation LLC currently has no hired employees. Wicked Cultivation LLC will register with the Department of Unemployment Assistance when employees are hired.

February 14, 2022

**Wicked Cultivation LLC**

By: 

Jhanna Ortiz, Executive/Officer

PLAN FOR OBTAINING LIABILITY INSURANCE

Wicked Cultivation LLC's (the "Company") cultivation facility, located at 15 Charlotte Court, Middleborough, MA (the "Facility"), has secured quotes from an established insurance company (name to be provided to the Cannabis Control Commission if requested) to purchase general liability and products liability coverage for the Facility in the amounts required in 935 CMR 500.105(10) - specifically, general liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually, and product liability insurance coverage for no less than \$1,000,000 per occurrence, and \$2,000,000 in aggregate, annually, and with the deductible for each policy being no higher than \$5,000 per occurrence. The Company is prepared to purchase such coverages for the Facility upon approval of this application.



Cannabis Control Commission  
101 Federal St 13th Floor  
Boston, MA 02110

January 25, 2022

To Whom It May Concern,

Please be advised that we are currently working the team at Wicked Cultivation regarding their business insurance program. All statutory requirements of the Commonwealth of MA will be adhered to including:

- General Liability \$1MM Occurrence / \$2MM Aggregate
- Hired / Non-Owned Auto Liability \$1MM CSL
- Workers' Compensation \$1MM/\$1MM/1\$1MM
- Excess Liability \$1MM
- 30 Day Notice of Cancellation will be granted to prevent any lapse in Coverage

For all policies reference above, deductible may apply however no deductible will exceed the state mandated limit of \$5K.

If I can be of further assistance, please do not hesitate to contact me at [eric@candsins.com](mailto:eric@candsins.com) or 508.948.3453.

All the best,

*Eric McLaughlin*

Eric McLaughlin  
Partner & EVP  
C&S Insurance



# **WICKED CULTIVATION LLC**

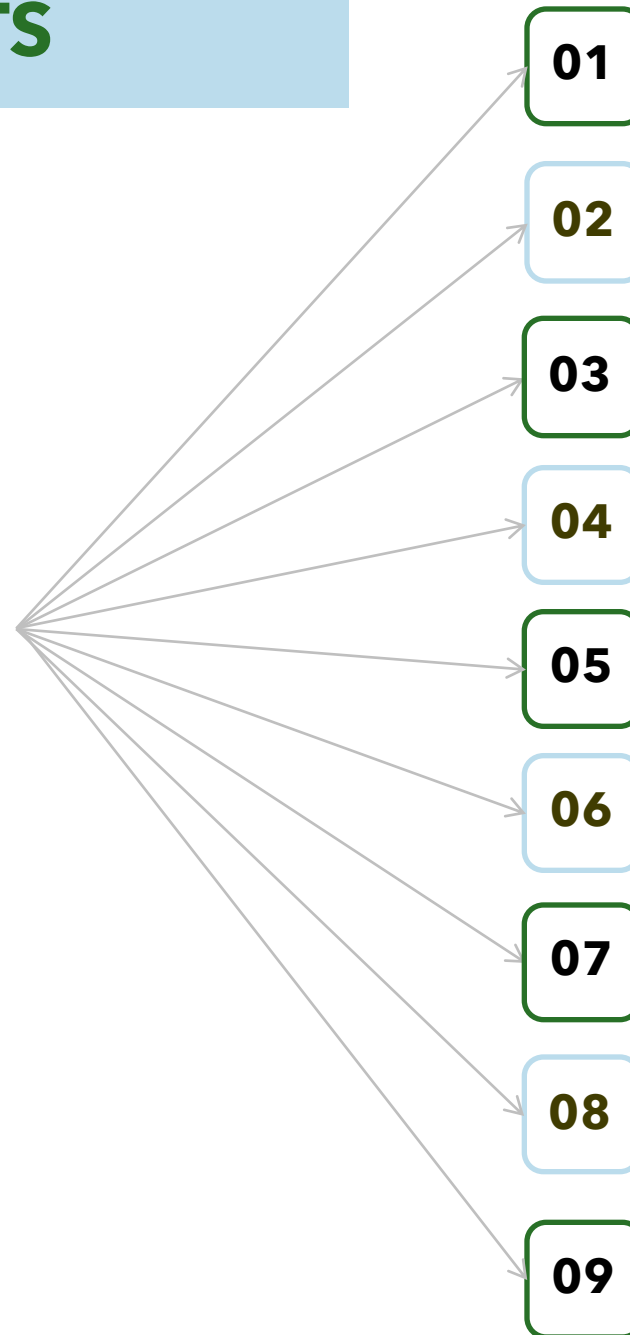
**Business Plan**

## **CONTACT:**

**Name: Jhanna Ortiz**  
**Address: 15 Charlotte Ct.**  
**Middleborough, Massachusetts**  
**E-mail ID: [Jhanna@wickedcultivation.com](mailto:Jhanna@wickedcultivation.com)**  
**Contact Number: +1 (310) 424-0855**

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# EXECUTIVE SUMMARY

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# EXECUTIVE SUMMARY

## COMPANY PROFILE

Wicked Cultivation LLC, "Wicked," was incorporated in late 2020 by minority women founders, Jhanna Ortiz and Yovanna Espinosa. The founders first sought out a zoned location in a cannabis-approved town and obtained a Letter of Intent (LOI) for \$40,000 to lease for cannabis use. The town board of Middleborough, Massachusetts granted Wicked a Community Host Agreement for a 3% community impact fee in September 2021. As minority women owners, the Cannabis Control Commission (CCC) in Massachusetts offers an expedited licensing process and better tax rates. There is a demand for premium cannabis, but it is unmet due to inexperienced cultivators. The founders of Wicked aim to take benefit of the new market and limited supply of top shelf cannabis, meanwhile establishing a luxury brand. In November 2021, the founders executed a lease on a 19,845 sq. ft. facility in a 27-acre cannabis-only park. The lease is secured for the next 10 years with two 10-year options to extend, and the option to buy at year five for a negotiated price. Wicked will also have first right of refusal on a 2<sup>nd</sup> 12,000 sq. ft. facility in the zoned location. Investor funding will be required for facility construction and working capital. Wicked's Middleborough facility will combine modern technology and space innovation for the highest quality, and quantity, production of cannabis. The goal of Wicked is to establish a well trusted, luxury, highly sought out cannabis brand in Massachusetts, with future expansion in nearby New England states.

## BUSINESS MODEL

Wicked leased a 19,845 sq. ft. facility that will be built out to cultivate and manufacture high-quality cannabis concentrates by using state-of-the-art technology. Under 774 growing lights, the facility will have the capacity to easily produce a minimum of 9,000LBS to upwards 15,000LBS of premium marijuana annually. The company will use a three-tier growing system to allow maximized production. Wicked will also establish contracts with reputable premium brands around the country and bring them to the Massachusetts market, all the while staying in compliance with the guidelines issued by the government. In addition to the current facility, the founders will make continuous efforts to add additional facilities in surrounding areas, states, and even open licensed dispensaries to its portfolio to expand its market reach.

## TARGET CUSTOMERS

Geographically, Wicked will first establish its brand presence locally within Massachusetts. After having created a trusted and strong local presence, the company will expand its business reach mainly throughout New England. The ultimate aim of the company is to grow its existence throughout New England by marketing, expansion, and brand recognition without compromising the quality of products. Initially, the company will target licensed dispensaries.. After gaining recognition in the market, Wicked plans to open its own licensed retail dispensaries.

# EXECUTIVE SUMMARY

## INVESTMENT REQUIRED

The founders of Wicked will be selling equity in the business for all construction and working capital funding. In the first round of funding, 7% equity was sold for \$70,000. Oscar Littmarck purchased a 5% equity stake for \$50,000. Jeanine Smith Kirkland purchased a 2% equity stake for \$20,000, which will be bought out for \$30,000 using investor funds. Future growth and expansion will be funded by Wicked's sales and revenues. Wicked will implement strategies for maximizing profits and lowering operating expenses, ultimately increasing Return Of Investment (ROI) and benefitting the stakeholders of the company. To establish the business, the company will need to invest heavily in constructing the infrastructure for cultivating, manufacturing, security systems, lighting, land improvement, machinery, equipment installations, electrical works, marketing, and hiring personnel for various positions. Founders will sell equity in return for \$10 million for all needed costs. The first six years of estimated financials are provided in the chart below.

PARTICULARS	2022	2023	2024	2025	2026	2027
Revenue	\$0	\$25,877,400	\$52,515,900	\$57,082,500	\$63,932,400	\$73,065,600
Revenue %	0%	-	103%	9%	12%	14%
Gross Profit	-\$345,000	\$20,776,515	\$46,696,166	\$50,807,759	\$57,148,255	\$65,728,717
Gross Profit %	-	80%	89%	89%	89%	90%
Earnings before Interest, Tax, Depreciation, and Amortization	-\$680,800	\$19,164,142	\$44,134,789	\$48,055,655	\$54,123,470	\$62,354,108
EBITDA %	-	74%	84%	84%	85%	85%
PAT	-\$2,121,451	\$14,017,063	\$35,119,789	\$38,639,857	\$43,929,431	\$50,773,066
PAT %	-	54%	67%	68%	69%	69%

**\$67  
Million**

**BUSINESS  
VALUATION**

**88%**

**AVERAGE  
GROSS PROFIT**

**34%**

**REVENUE  
CAGR**

**65%**

**AVERAGE  
NET PROFIT**

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# **BUSINESS MODEL**

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# BUSINESS MODEL - THE ENTITY

## COMPANY OVERVIEW

Considering the expanding demand for cannabis in Massachusetts, the founders, are in the works of establishing a facility to cultivate and manufacture high-quality cannabis products (concentrates/resin/oil) by using state-of-the-art technology. Wicked Cultivation LLC was incorporated and registered in Middleborough, MA, which is currently in the process of obtaining a tier-3 cultivating and manufacturing license from the CCC. After successfully obtaining the required licenses, the construction of the facility will be start in late April to May 2022, with an estimated completion date of November 2022. The final building inspection is expected to be passed on December 2022 and the operations are expected to be commence in January 2023.

## PRODUCTS OFFERED

Wicked will sell the premium cannabis flower in packaged and unpackaged forms to licensed dispensaries throughout Massachusetts. In addition, the company will allocate 25% of its production to manufacture high level of concentrates/resin/and oils. Although initially, the company will target recreational clients, it also plans to obtain a medical license in the future to target both markets.

## DISTRIBUTION CHANNELS

Wicked will sell its products to licensed dispensaries. Currently, there are not enough cultivators in Massachusetts to satisfy the ever-growing demand for cannabis among consumers. Our premium cannabis production will be in high demand and dispensaries normally place their orders in advance. By 2024, the company plans to have opened their own dispensary. Wicked will hire experienced, dedicated and passionate staff with required experience to operate, cultivate, manufacture, and accelerate the brand locally, nationally, and internationally.

## INDUSTRY OVERVIEW

After the legalization of cannabis for recreational usage in 2018, there is not enough cannabis production in Massachusetts to meet the ever-growing demand for premium flower. In the wake of COVID-19, more and more people have turned to cannabis to manage their stress, thereby increasing the demand further. In response to such increased demand, some of the state's recreational cannabis retailers had earlier put a cap on the amount of cannabis customers can buy, keeping a reserve for medical cannabis patients. Prices are some of the most expensive in the country, inflated by the limited supply. The government in recent years has taken measures to meet such increased demand by granting licenses to the cannabis cultivators in the region. Currently, this is the right time for the entrepreneurs to leverage the opportunity and apply for cannabis licenses. Moreover, in the scenario of a shortage of cannabis, it will be easy for the cultivators to enter into exclusive contracts with the dispensaries for the supply of cannabis.

# BUSINESS MODEL - THE ENTITY

## FACILITY OVERVIEW

The founders executed a lease agreement with Charlotte Furnace LLC in November 2022 for a 19,845 sq. ft. building, located in the only approved marijuana park in the entire state of Massachusetts. Charlotte Ct. is a 27-acre lot. The pre-manufactured building is set to be delivered at the end of March 2022. The property is zoned, making it identifiable and separate from any nearby establishments or businesses. The cannabis-only tenant park offers elevated security with proper fencing and high security monitoring, which will reduce any burglary attempts.

Out of a total space of 19,845 sq. ft., an estimated 12,384 sq. ft. will be allocated to "active canopy space". The active canopy space will consist of a total of six grow rooms and one veg room using a 3-tier system to maximize space utilization. The floor plans also include rooms designated for: mom, prop, trim/harvest, vault/cure, extract, drying, potting, and transferring.

## GROWING CAPACITY

The production capacity is dependent on the number of lights installed at a given facility. Wicked will install a total of 774 commercial growing LED lights.. Following a conservative approach the facility is expected to produce an estimated 1 to 2.5LBS of cannabis per light during the first five years of operations. The production capacity will be further scalable in the future with proper training and experience.

## SECURITY MECHANISM

The facility will be located in a safe gated marijuana park with 24-hour security monitoring. Wicked will be the sole occupant of the 19,84 sq. ft. building with high-level indoor and outdoor surveillance under 75+ motion censored cameras. These cameras will be placed in locations not visible from the street, set back from high-traffic intersections, distanced from near public roads, located in a light industrial complex, and not accessible to foot traffic. The property is also not located near any schools, freeways, residential housing, or places of worship. There will be only one secured entrance and exit in and out of the marijuana park. Wicked's facility will have one main entrance, one side exit for evacuation purposes, and a shipping and receiving area.

# BUSINESS MODEL - THE ENTITY

## COMPANY OWNERSHIP

Wicked is owned and managed by minority women founders Jhanna Ortiz and Yovanna Espinosa. The licenses for cultivation, manufacturing, and micro-business will all be registered under anyone owning more than 10% equity of the company. The founders will be responsible for building out the infrastructure of the facility for cultivating, production, dispensary and brand contracts. While the recreational cannabis industry is continually expanding, experienced and qualified staff are needed for efficient and successful operation of the business. Wicked will hire passionate individuals with a proven track record of exceeding expectations.

The founders will also join a Social Equity Program developed by the Cannabis Control Commission (CCC) in Massachusetts to have the licensing process expedited. The CCC is committed to encouraging and enabling full participation in the cannabis industry by people from communities that have previously been disproportionately harmed by cannabis prohibition and enforcement. This will positively impact those communities, as well as create better opportunities for minority- and women-owned businesses. The program also offers free, statewide technical assistance and training programs for education, skill-based training, and tools for success in the industry.

## GROWTH STRATEGY

The company will be perfectly positioned to capture a significant share of the multi-billion-dollar recreational cannabis industry through the founders' extensive work and network, and experienced grower's expertise. The company is committed to expanding with highly qualified skilled growers, sales personnel, online marketing initiatives, new technology, potent manufacturing, and continual research and development initiatives to continue creating new products.

## FUTURE PROSPECT

The founders have submitted the application to the CCC for obtaining a cultivation, manufacturing, and micro-business license application with the state of Massachusetts as of February 1, 2022. Wicked plans to utilize the current property, commercially zoned for cultivation and manufacturing. There also exists the potential to expand the business through enlarging the cultivation facilities, adding additional commercial locations, and developing licensed dispensaries.

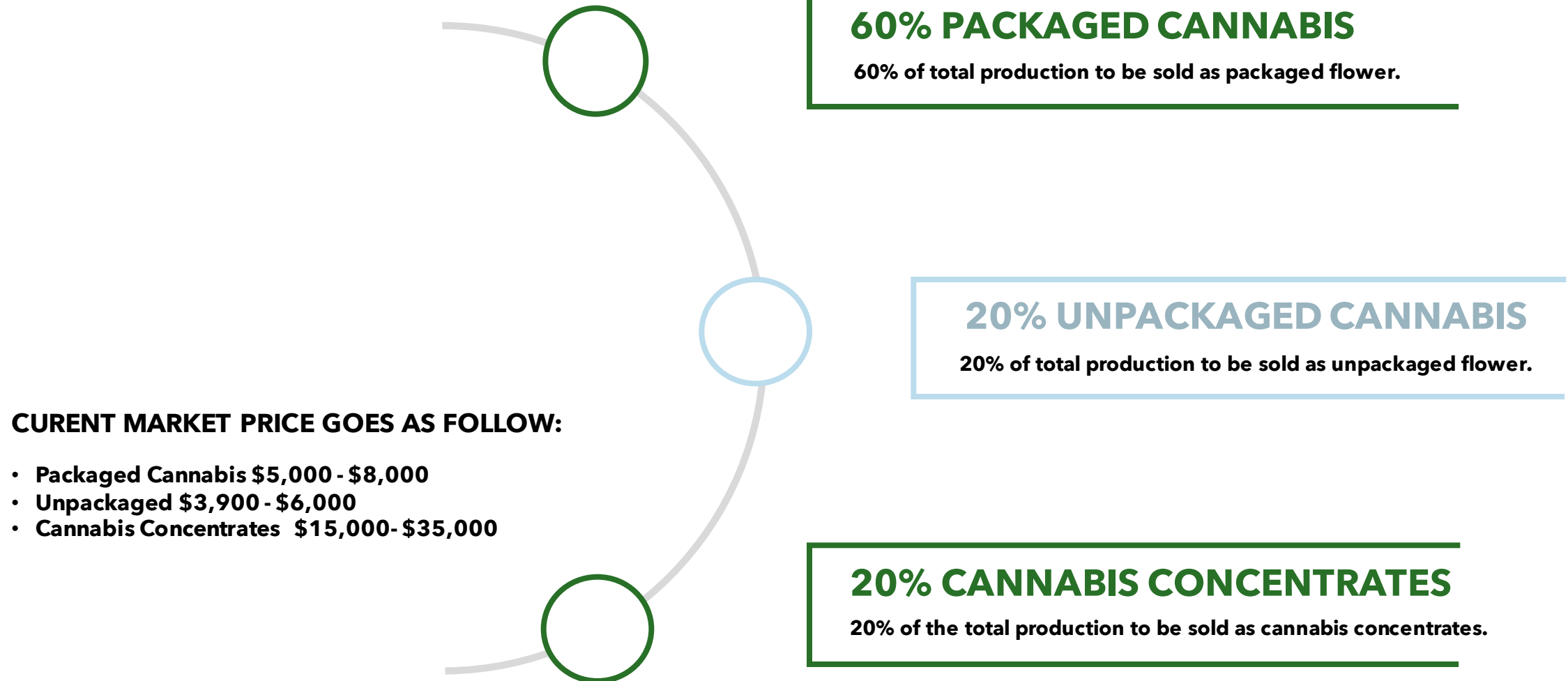
# BUSINESS MODEL - THE ENTITY

BUSINESS NAME	Wicked Cultivation LLC
PRODUCTS OFFERED	Flower, concentrates, resins, and pure oils
COMPANY INCORPORATION YEAR	2020
LICENSES	Is currently obtaining a tier 3 cultivation, manufacturing, and micro business license from the CCC
CURRENT FOUNDERS	Jhanna Ortiz, Yovanna Espinosa, Oscar Littmarck, and Jeanine Smith-Kirkland
INDUSTRY	Recreational cannabis
FOCUS	Build and expand the cannabis and processing capacity with the ultimate aim of acquiring a significant share in the recreational cannabis industry in the United States, while serving medical cannabis products in the future.
BUSINESS LOCATION	Middleborough, Massachusetts, the U.S.
FOUNDERS' INVESTMENT	\$250,000
REQUIRED INVESTOR INFUNDS	\$10M
COMPETITORS	Solar Sustainable Cannabis, Theory Wellness, and Bountiful Farms

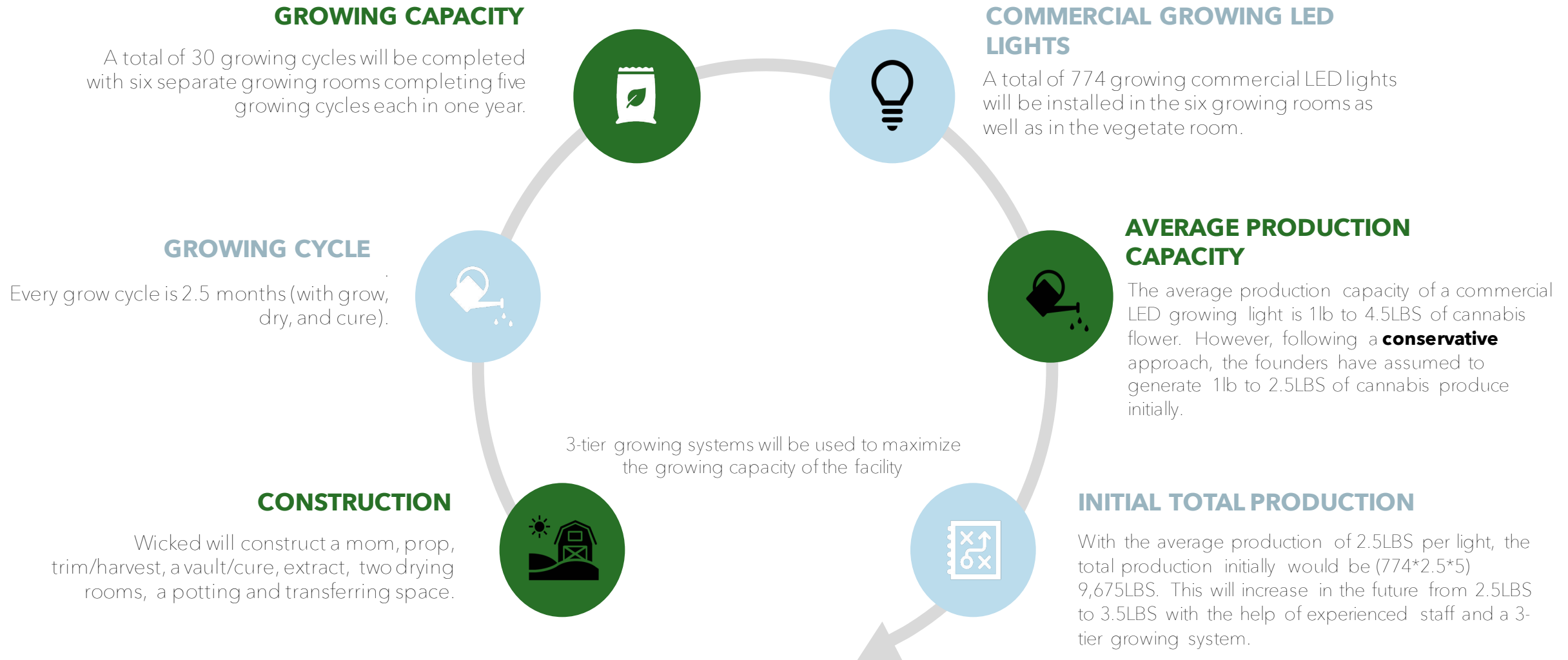
BUSINESS LOCATION USP	The government of Massachusetts has legalized the recreational usage of cannabis in 2018 state-wide, thereby creating a lot of opportunities for the first-movers to take advantage of huge demand and create brand presence and market dominance.
GEOGRAPHICAL FOCUS	The company will initially target business consumers (licensed dispensaries) in Massachusetts. It plans to open its own retail stores in the future to target individual customers.
TARGET CUSTOMERS	B2B licensed dispensaries, with future B2C owning licensed dispensaries.
OVERALL OBJECTIVE	To capture a significant share in the recreational cannabis industry by offering premium cannabis products



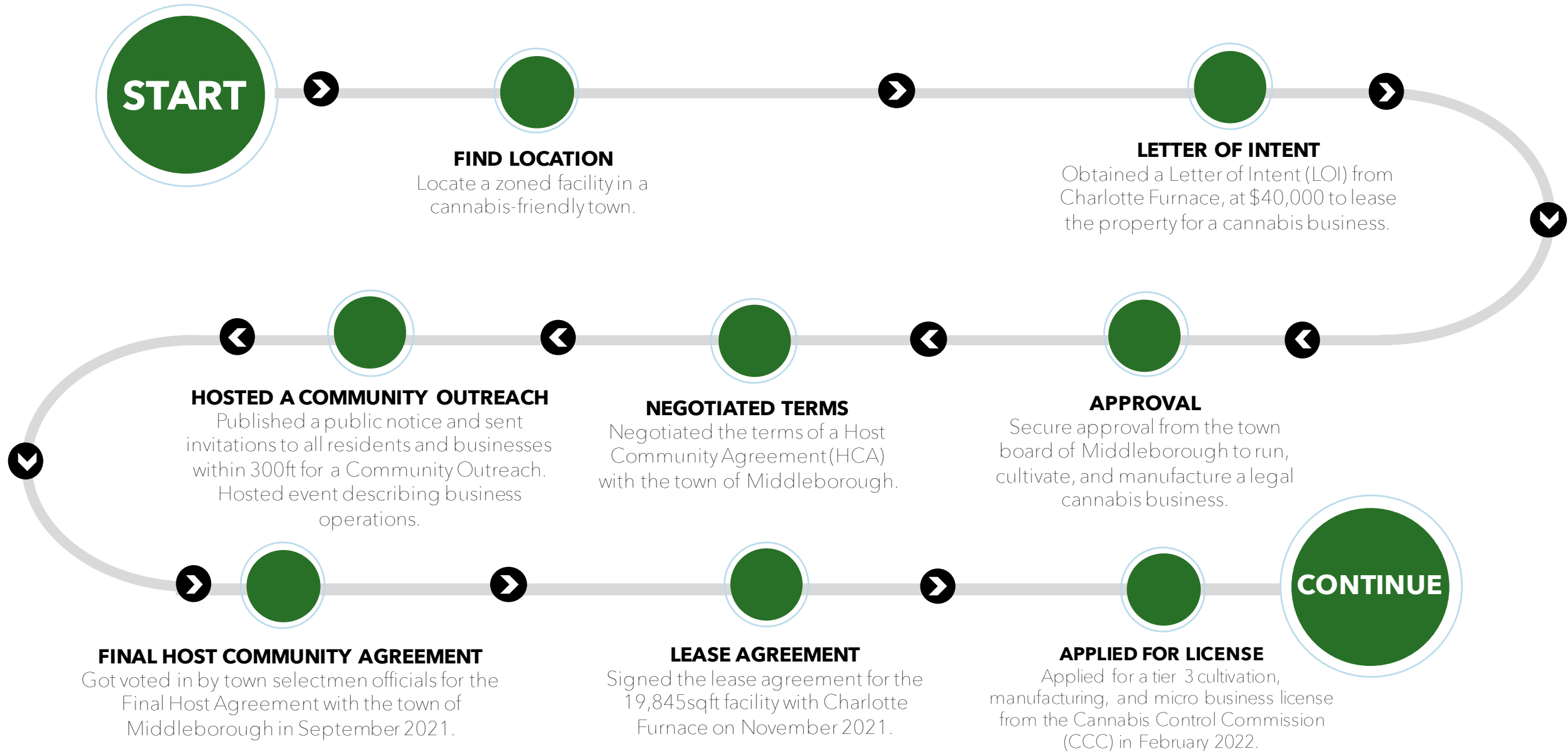
# BUSINESS MODEL - PRODUCTS OFFERED



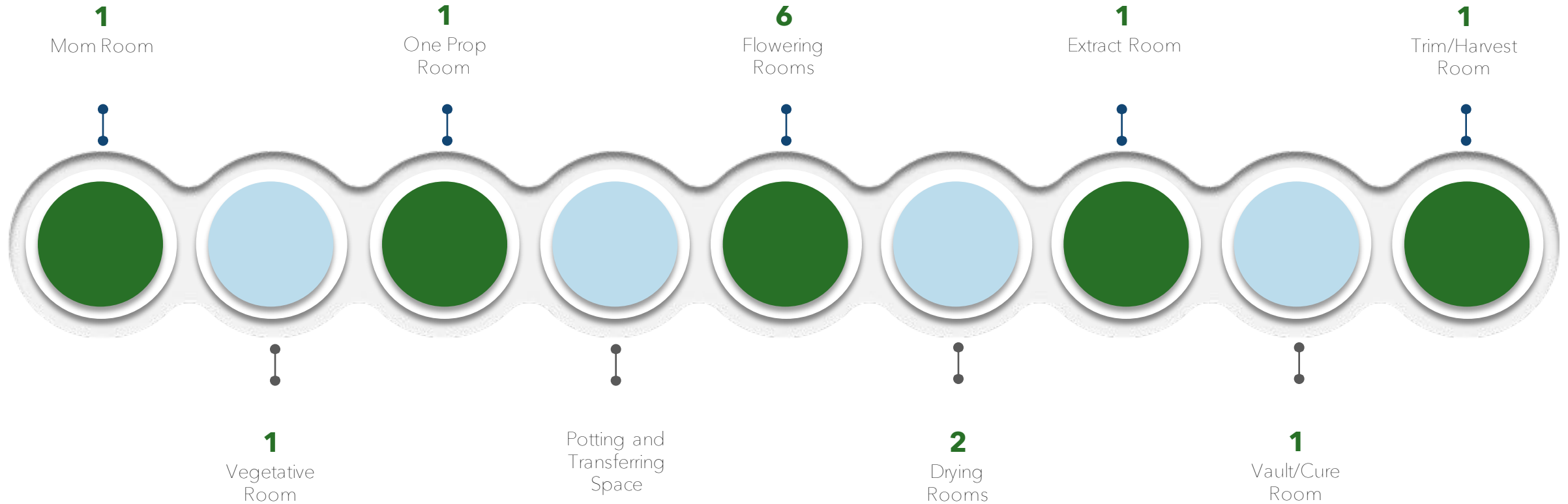
# BUSINESS MODEL - PRODUCTION CAPACITY



# BUSINESS MODEL - MILESTONES



# BUSINESS MODEL - FACILITY OVERVIEW



# BUSINESS MODEL - MISSION AND VISION

## MISSION

To provide high-quality cannabis products to licensed dispensaries, while creating a well-trusted premium cannabis brand. Practicing an unrelenting commitment to people, quality, and innovation.

## VISION

To be known as a trusted, exotic, and high-end luxury cannabis brand, firstly throughout New England, later expanding nationally and internationally.

# BUSINESS MODEL - GOALS

## SHORT-TERM

- Build out a state-of-the-art 19,845sqft indoor cultivation and manufacturing facility in Middleborough, MA
- Cultivate and produce premium organic marijuana flower, concentrates, and other products for recreational use
- Develop and implement business practices consistent with the changing market conditions
- Establish long-term contracts with the best dispensaries in the state
- Frame extensive and direct marketing strategies to establish a unique luxury brand
- Inspire and create an exceptional place to work and establish company culture
- Obtain a 3-tier cultivation, manufacturing, and microbusiness license in the state of Massachusetts by the CCC.
- Recruit skilled and experienced cannabis pioneers from the West Coast
- Secure contracts with premium West Coast cannabis brands

## INTERMEDIATE

- Achieve a high degree of profitability launching as a new brand
- Build organizational capacity and expertise to support the expansion and ensure the highest-quality delivery in all areas of work
- Expand our team based on the expansion of business operations
- Extend the business's reach throughout Massachusetts by opening retail dispensaries
- Promote our company's culture, good values, and business philosophy.
- Review and measure the company's growth and performance periodically while aligning our business strategies with existing market trends
- Significantly contribute to the economic and community development of Massachusetts by capitalizing on opportunities in the growing cannabis industry and social impact
- Provide a more hands-on approach to manage the business effectively.

## LONG-TERM

- Accomplish significant value and growth in the cannabis industry
- Achieve a higher return of consumers than peers operating in the industry and reach sustainable and profitable growth
- Become a leader in the cannabis industry and evolve with the needs of its consumers
- Broaden the business reach throughout the United States and later internationally
- Continually explore new ideas to make Wicked the preferred cannabis brand
- Donate to local charities and enhance local communities effected by the war on drugs
- Expand the business by entering into the medical cannabis industry
- Innovate new products to widen its revenue base
- Seek new opportunities and construct multiple strategies to capitalize Nationally and Internationally

# BUSINESS MODEL - CRITICAL SUCCESS FACTORS

## DEDICATED AND EXPERIENCED STAFF

The company will employ a well-rounded diverse team with great character and experience, including growers & cultivators (from California), sales & marketing personnel, and office administration personnel. Quality control for products and substances in storage & standard operating procedures, the conduct of recalls, complaint management & sample retention, and reporting of adverse reactions will be of paramount importance to the experienced technical team to ensure compliance within each area and to the government regulations. All employees working at the company will ensure that they hold themselves accountable to the highest standards of integrity and passion.

## DIVERSE PORTFOLIO AND QUALITY PRODUCTS

Wicked's diverse product portfolio has been developed to best serve the recreational market. The founders' dedication to product excellence is showcased in the wide range of premium potent concentrates, resins, and oils products in addition to its high-quality dried exotic flower. The impeccable sanitation processes will also ensure that packaging, labeling, and storage activities involving cannabis are conducted under strictly controlled conditions, thereby assuring adherence to quality.

## SALES THROUGH MULTIPLE CHANNELS

The company will focus on selling its products through local channels including licensed dispensaries and eventually Wicked-owned dispensaries. The founders will also leverage their personal networks to create a brand presence in the local market. Providing the premium quality and service through multiple sources. The company will target and cater to a wider range of clients. The decision to operate through multiple distribution channels initially is taken to make people aware of the high-quality exotic cannabis products brand, while also distributing other premium brands via partnerships. The primary and long-term focus of the company will be to sell the products through its own retail stores and expand nationally and internationally.

## EXTENSIVE MARKETING STRATEGIES

Wicked will leverage social media, as well as other online and offline marketing strategies, as marketing tools to target dispensaries and consumers. It will also invest in becoming a pioneering leader in its segment, allowing it to be discovered by prospective recreational clients (medical in the future) across Massachusetts initially, throughout New England, and later internationally. The company will also use local dispensaries to create promotions, inform clients, generate referral business, and brand recognition.

## STRONG RELATIONSHIPS

The company will enter into long-term agreements with other premium brands from the West Coast, vendors, and licensed dispensaries to ensure that customers receive high-quality cannabis products consistently. The company's effective distribution channels (delivery to licensed dispensaries, or own retail dispensaries) will ensure product freshness and quality.

# BUSINESS MODEL - WICKED CULTIVATION

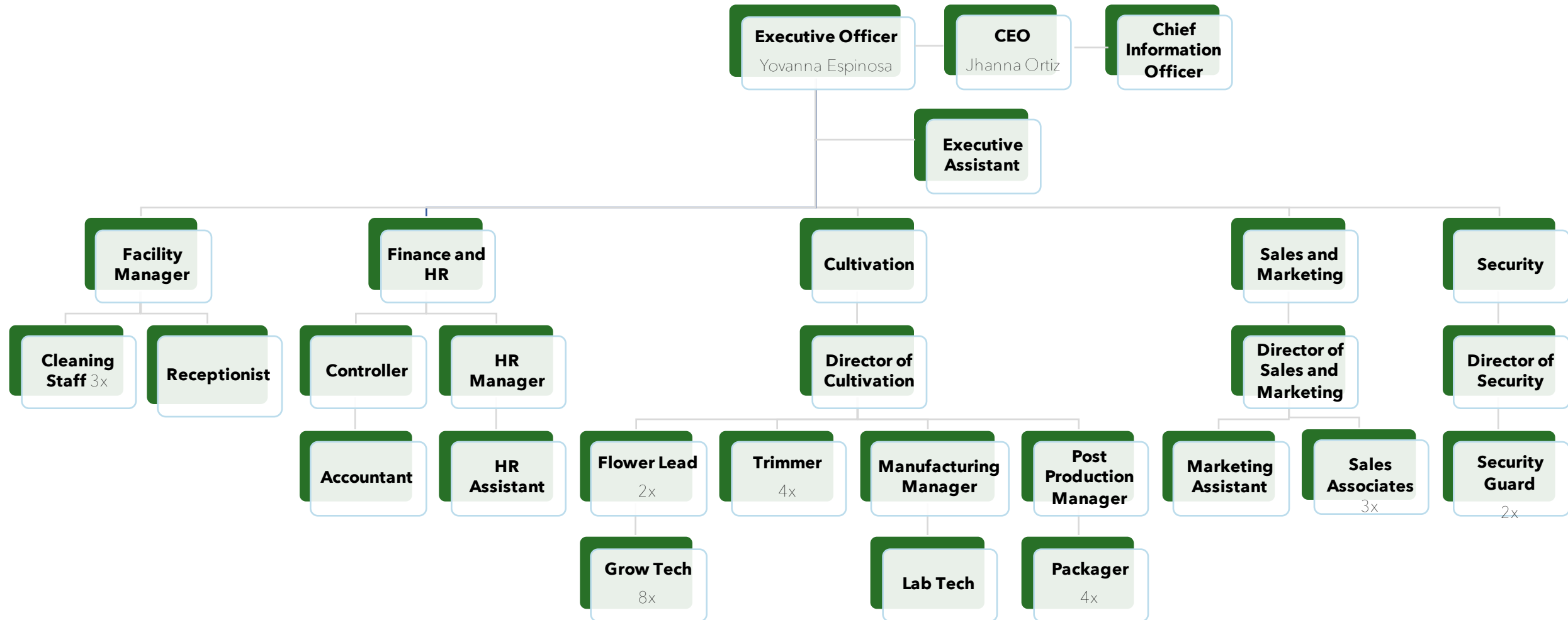
<b>KEY PARTNERS</b> <ul style="list-style-type: none"> <li>Community support</li> <li>Davis-Malm attorneys retained</li> <li>Licensed dispensaries</li> <li>Machinery and equipment suppliers</li> <li>Potential agreement with other premium brands as a official licensed distributor</li> <li>State and city officials</li> <li>Security Vendors</li> <li>Urban-Grow designed facility</li> </ul>	<b>KEY ACTIVITIES</b> <ul style="list-style-type: none"> <li>Actively innovate new and existing products</li> <li>Brand development</li> <li>Construct a 19,845 sq. ft. state-of-the-art indoor growing and manufacturing facility in Middleborough, MA</li> <li>Cultivate a minimum of 9,000LBS of exotic premium flower per year</li> <li>Develop expansion strategies</li> <li>Establish long-term relationships with other licensed dispensaries</li> <li>Networking</li> <li>Obtain tier-3 cultivation, manufacturing, and micro-business licenses</li> <li>Package and delivery of products</li> <li>Sales and marketing</li> <li>Seek zoned properties for licensed dispensaries</li> </ul>	<b>VALUE PROPOSITION</b> <ul style="list-style-type: none"> <li>Be proactive and quickly learn from mistakes</li> <li>Community development through local employment</li> <li>Create a healthy, progressive, and positive relationship between cannabis enthusiasts, new cannabis clients, and cannabis products</li> <li>Cultivate memorable experiences that exceed expectations</li> <li>Diversity and inclusion</li> <li>Education, research, and knowledge-sharing</li> <li>Greater production cycles</li> <li>High-quality premium products</li> <li>Innovation</li> <li>Industry-leading product development</li> <li>State-of-the-art facility and equipment</li> </ul>		<b>CUSTOMER RELATIONSHIPS</b> <ul style="list-style-type: none"> <li>Community, holiday, and social events</li> <li>E-mail newsletters</li> <li>Feedback and customer satisfaction</li> <li>Industry related events</li> <li>Social media</li> <li>Safe and reliable premium products</li> </ul>	<b>CUSTOMER SEGMENTS</b> <p><u>Target Geography</u></p> <ul style="list-style-type: none"> <li>Massachusetts initially</li> <li>Expand the business within the U.S. and international cannabis friendly countries</li> </ul> <p><u>Target Demographics</u></p> <ul style="list-style-type: none"> <li>Later Business to Consumer</li> <li>Medically all cannabis patients</li> <li>Primarily Business to Business (Licensed Dispensaries)</li> <li>Recreationally generation X, Millennials, and iGen</li> </ul>
<b>DISTRIBUTION CHANNELS</b> <ul style="list-style-type: none"> <li>Expand Nationally and Internationally</li> <li>Local licensed dispensaries</li> <li>Wicked Cultivation's dispensaries</li> </ul>	<b>KEY RESOURCES</b> <ul style="list-style-type: none"> <li>CCC issued tier-3 cultivators, manufacturing, and micro business, licenses</li> <li>Cultivation and manufacturing facility</li> <li>Experienced cultivators</li> <li>Founders' network</li> <li>Intellectual property</li> <li>Premium California brand partnerships</li> <li>State of the art facility and equipment</li> </ul>			<b>CHANNELS</b> <ul style="list-style-type: none"> <li>Digital channels</li> <li>Email</li> <li>Events</li> <li>Licensed Dispensaries</li> <li>Networking</li> <li>Promotions</li> <li>Social media</li> <li>Website</li> <li>Word-of-mouth</li> </ul>	
<b>COST STRUCTURE</b> <ul style="list-style-type: none"> <li>Build out facility infrastructure</li> <li>Branding and Recognition</li> <li>Commercial growing lights</li> <li>Electric and water supply allocation</li> <li>Fertigation Systems</li> <li>Marketing and advertising</li> <li>Payroll and employee recruitment</li> <li>Promotions</li> </ul>		<b>REVENUE STREAMS</b> <ul style="list-style-type: none"> <li>Sales from packaged cannabis product</li> <li>Sales from unpackaged cannabis product</li> <li>Cannabis concentrates, resins, and oils</li> <li>Brand Merchandise</li> </ul>			



# BUSINESS MODEL - RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY
<b>COMPETITION</b>	<ul style="list-style-type: none"> <li>▪ Established network in the West Coast cannabis industry</li> <li>▪ Growers with 12 years + of experience</li> <li>▪ Minority women founders</li> <li>▪ Premium Exotic brand partnerships from California</li> <li>▪ Promotions or strategies to stand out from the competitors</li> </ul>
<b>PRODUCTION RISK</b>	<ul style="list-style-type: none"> <li>▪ Expand production highly experienced growers</li> <li>▪ Follow planned production processes and mechanisms</li> <li>▪ Increase production health by using top organic fertilizers</li> <li>▪ Insurance to cover the risk of loss and stabilize the income</li> <li>▪ Maintain the irrigation schedule to yield higher production</li> <li>▪ Preserve equipment and keep the facility in excellent condition</li> </ul>
<b>EMPLOYEE RISKS</b>	<ul style="list-style-type: none"> <li>▪ Employ a sufficient number of people who are familiar with greenhouse cannabis farming techniques</li> <li>▪ Provide adequate training to employees by formalizing programs that may help improve performance</li> <li>▪ Recognize and reward good work to encourage better performance</li> <li>▪ Remain updated with the latest changes in laws and regulations concerning employees to avoid violations of compensation and benefits laws</li> </ul>
<b>FINANCIAL RISKS</b>	<ul style="list-style-type: none"> <li>▪ Diversify the revenue streams by adding more products to the portfolio and expanding the market reach throughout the New England</li> <li>▪ Establish a proper efficient record-keeping method</li> <li>▪ Evaluate the business operations at regular intervals to cut any excessive costs</li> <li>▪ Operate a healthy and positive cash flow throughout the projected period</li> <li>▪ Purchase insurance policies to mitigate the risk</li> <li>▪ Use financial statements to benchmark financial and operational performance against industry averages</li> </ul>
<b>QUALITY RISK</b>	<ul style="list-style-type: none"> <li>▪ Follow a proper approach to manage cultivating processes with planning, scheduling, and temperature controls</li> <li>▪ Follow a proper packaging system to keep the produce fresh</li> <li>▪ Implement a rigorous method to check the quality of products</li> <li>▪ Partner with vendors supplying all growing materials</li> <li>▪ Send batch of each product to testing labs</li> <li>▪ Strict policies about the execution of work at the grow-house and product packaging site</li> </ul>

# BUSINESS MODEL - ORGANIZATIONAL STRUCTURE



# BUSINESS MODEL - STAFFING PLAN

PARTICULARS	2022	2023	2024	2025	2026	2027
<b>Director of Cultivation</b>	1	1	1	1	1	1
Average Salaries	\$0	\$200,000	\$220,000	\$240,000	\$260,000	\$266,500
Signing Bonus	\$50,000					
Total Salaries	\$50,000	\$200,000	\$220,000	\$240,000	\$260,000	\$266,500
<b>Manufacturing Manager</b>		1	1	1	1	1
Average Salaries		\$85,000	\$87,125	\$89,303	\$91,536	\$93,824
Total Salaries	\$0	\$85,000	\$87,125	\$89,303	\$91,536	\$93,824
<b>Facility Manager</b>		1	1	1	1	1
Average Salaries		\$70,000	\$71,750	\$73,544	\$75,382	\$77,267
Total Salaries	\$0	\$70,000	\$71,750	\$73,544	\$75,382	\$77,267
<b>Sales Associates</b>		3	4	4	4	4
Hourly wage		\$20	\$20	\$20	\$20	\$20
Hours per Weeks		30	30	30	30	30
Average Salaries		\$1,800	\$1,845	\$1,891	\$1,938	\$1,987
Annual Bonus		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Salaries	\$0	\$143,600	\$145,940	\$148,339	\$150,797	\$153,317
<b>Trimmer</b>		4	4	4	4	4
Hourly wage		\$22	\$22	\$22	\$22	\$22
Hours per Weeks		40	40	40	40	40
Average Salaries		\$3,520	\$3,608	\$3,698	\$3,791	\$3,885
Annual Bonus		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Salaries		\$233,040	\$237,616	\$242,306	\$247,114	\$252,042
<b>Grow Tech</b>		8	8	8	8	8
Hourly wage		\$25	\$25	\$25	\$25	\$25
Hours per Weeks		40	40	40	40	40
Average Salaries		\$8,000	\$8,200	\$8,405	\$8,615	\$8,831
Annual Bonus		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Salaries		\$466,000	\$476,400	\$487,060	\$497,987	\$509,186

# BUSINESS MODEL - STAFFING PLAN

PARTICULARS	2022	2023	2024	2025	2026	2027
<b>Packager</b>		4	6	8	8	8
Hourly wage		\$20	\$20	\$20	\$20	\$20
Hours per Weeks		30	30	30	30	30
Average Salaries		\$2,400	\$2,460	\$2,522	\$2,585	\$2,649
Annual Bonus		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Salaries	\$0	\$174,800	\$177,920	\$181,118	\$184,396	\$187,756
<b>Accountant</b>		1	1	1	1	1
Average Salaries		\$80,000	\$88,000	\$101,200	\$116,380	\$133,837
Total Salaries	\$0	\$80,000	\$88,000	\$101,200	\$116,380	\$133,837
<b>Flower Lead</b>		2	2	2	2	2
Average Salaries		\$80,000	\$82,000	\$84,050	\$86,151	\$88,305
Total Salaries		\$160,000	\$164,000	\$168,100	\$172,303	\$176,610
<b>Receptionist</b>		1	1	1	1	1
Hours per Week		40	40	40	40	40
Hourly Wage		\$20	\$21	\$22	\$23	\$24
Total Salaries	\$0	\$41,600	\$43,680	\$45,864	\$48,157	\$50,565
<b>Cleaning Staff</b>		3	3	3	3	3
Hourly Wage		\$20	\$21	\$22	\$23	\$24
Hours per week		40	40	40	40	40
Total Salaries	\$0	\$124,800	\$131,040	\$137,592	\$144,472	\$151,695
<b>Security Guard</b>		2	2	2	2	2
Hourly Wage		\$30	\$33	\$36	\$40	\$44
Hours per week		40	40	40	40	40
Total Salaries	\$0	\$124,800	\$137,280	\$151,008	\$166,109	\$182,720
<b>HR Assistant</b>	0	1	1	1	1	1
Annual Salary	\$0	\$45,000	\$46,125	\$47,278	\$48,460	\$49,672
Total Salaries	\$0	\$45,000	\$46,125	\$47,278	\$48,460	\$49,672
<b>Lab Tech</b>		1	1	1	1	1
Annual Salary		\$100,000	\$125,000	\$150,000	\$175,000	\$200,000
Total Salaries	\$0	\$100,000	\$125,000	\$150,000	\$175,000	\$200,000

# BUSINESS MODEL - STAFFING PLAN

PARTICULARS	2022	2023	2024	2025	2026	2027
<b>CEO</b>	1	1	1	1	1	1
Annual Salary	\$120,000	\$175,000	\$200,000	\$225,000	\$250,000	\$275,000
Total Salaries	\$120,000	\$175,000	\$200,000	\$225,000	\$250,000	\$275,000
<b>Executive Officer</b>		1	1	1	1	1
Annual Salary	\$0	\$70,000	\$71,750	\$73,544	\$75,382	\$77,267
Total Salaries	\$0	\$70,000	\$71,750	\$73,544	\$75,382	\$77,267
<b>Controller</b>		1	1	1	1	1
Annual Salary		\$100,000	\$125,000	\$150,000	\$175,000	\$200,000
Total Salaries	\$0	\$100,000	\$125,000	\$150,000	\$175,000	\$200,000
<b>HR Manager</b>		1	1	1	1	1
Annual Salary		\$75,000	\$76,875	\$78,797	\$80,767	\$82,786
Total Salaries	\$0	\$75,000	\$76,875	\$78,797	\$80,767	\$82,786
<b>Director of Sales and Marketing</b>		1	1	1	1	1
Annual Salary		\$125,000	\$150,000	\$175,000	\$200,000	\$225,000
Total Salaries	\$0	\$125,000	\$150,000	\$175,000	\$200,000	\$225,000
<b>Director of Security</b>		1	1	1	1	1
Annual Salary		\$90,000	\$92,250	\$94,556	\$96,920	\$99,343
Total Salaries	\$0	\$90,000	\$92,250	\$94,556	\$96,920	\$99,343
<b>Marketing Assistant</b>		1	1	1	1	1
Annual Salary		\$45,000	\$46,125	\$47,278	\$48,460	\$49,672
Total Salaries	\$0	\$45,000	\$46,125	\$47,278	\$48,460	\$49,672
<b>Post Production Manager</b>		1	1	1	1	1
Annual Salary		\$90,000	\$92,250	\$94,556	\$96,920	\$99,343
Total Salaries	\$0	\$90,000	\$92,250	\$94,556	\$96,920	\$99,343
<b>Executive Assistant</b>		1	1	1	1	1
Annual Salary		\$45,000	\$46,125	\$47,278	\$48,460	\$49,672
Total Salaries	\$0	\$45,000	\$46,125	\$47,278	\$48,460	\$49,672
<b>Chief Information Officer</b>		1	1	1	1	1
Annual Salary		\$120,000	\$123,000	\$126,075	\$129,227	\$132,458
Total Salaries	\$0	\$120,000	\$123,000	\$126,075	\$129,227	\$132,458

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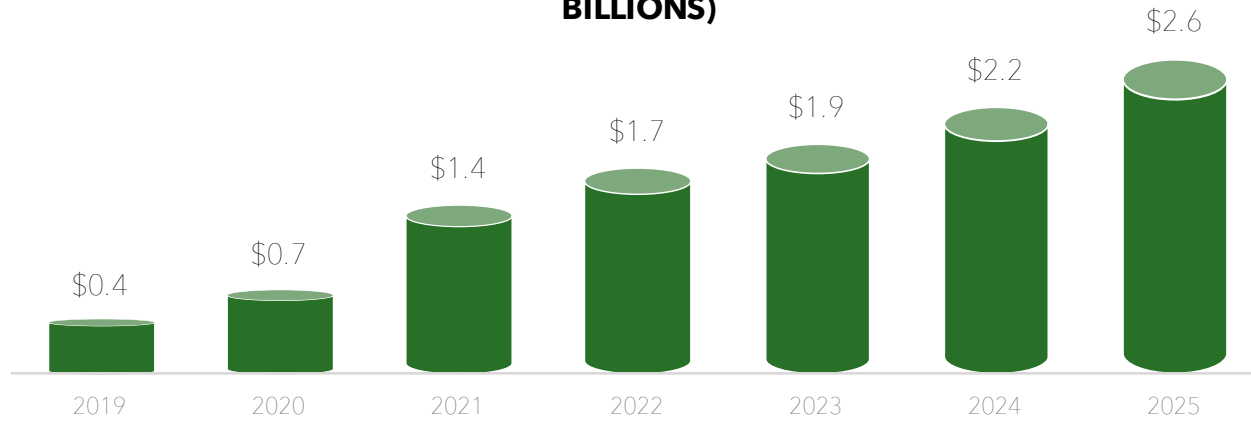
# MARKET RESEARCH

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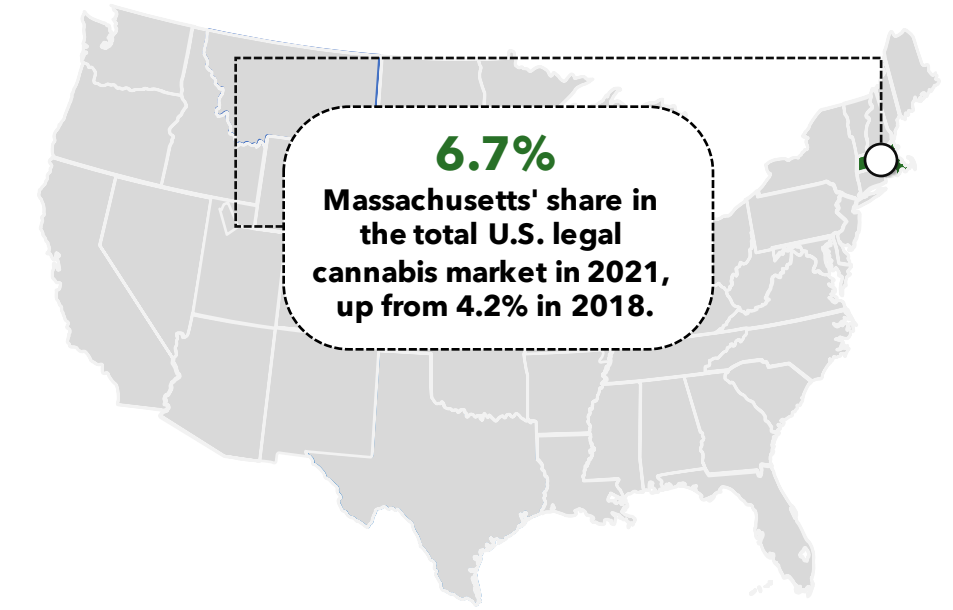
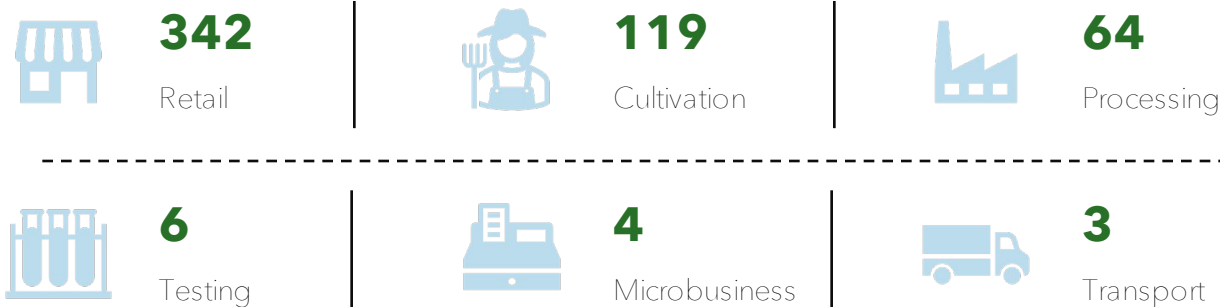
# MARKET RESEARCH - CANNABIS IN MASSACHUSETTS

**RECREATIONAL CANNABIS SALES IN MASSACHUSETTS:** Massachusetts has been booming with adult-use marijuana dispensaries ever since the state legalized retail sales in 2018. There's a solid demand within the state for legal marijuana but meeting that demand has been a long road. There is a limit on how much product consumers can purchase at legal establishments due to the lack of supply.

**RECREATIONAL CANNABIS SALES IN MASSACHUSETTS (IN BILLIONS)**



**CANNABIS LICENSES IN MASSACHUSETTS (AUGUST 2021)**



Cannabis licenses have generated more than **\$600 million** of incremental revenue for the state.

**50+**

Number of recreational dispensaries in the state.

**61%** of residents in Massachusetts feel positive about the legalization of recreational marijuana.

Massachusetts Cannabis Control Commission has created the first Social Equity Program in the nation to provide free technical assistance to more than **400** qualified applicants.

# MARKET RESEARCH - CANNABIS IN MASSACHUSETTS

## RECREATIONAL CANNABIS INDUSTRY REVENUE IN MASSACHUSETTS

**2018**

Year of legalization of recreational cannabis industry in Massachusetts.

**\$393.7 Million**

Gross sales of recreational cannabis from November 2018 to November 2019 from 33 retailers (first year of recreational sales).

**\$2 Billion**

Cumulative sales of recreational cannabis in Massachusetts till August 2021.

**>\$10 Billion**

Projected cumulative sales of recreational cannabis in Massachusetts by the end of 2025.

**\$892.2 Million**

Recreational cannabis sales from November 2020 to September 2021.

**\$714.1 Million**

Recreational cannabis sales from November 2019 to November 2020 from 89 retailers.

**\$844 Million**

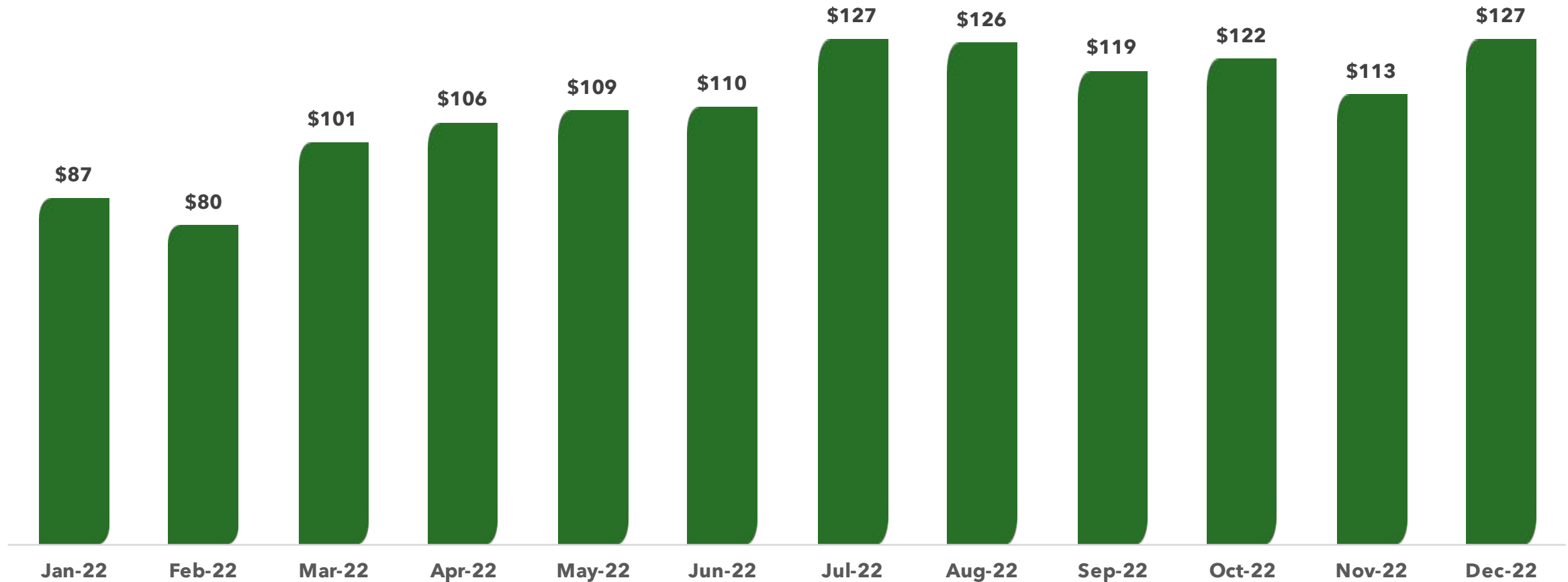
Recreational cannabis sales from January 2021 to August 2021.

**According to the latest statistics as per Cannabis Control Commission, the sales of cannabis has reached \$2.5 billion as of January 2022**



# MARKET RESEARCH - CANNABIS IN MASSACHUSETTS

ADULT-USE CANNABIS SALES IN MASSACHUSETTS IN 2021 (IN MILLIONS)



**INSIGHT:** About **8%** of companies that have opened marijuana facilities are now owned by people who participated in the state's social equity program. As the founders have also decided to participate in the state's social equity program, it will be in a better position to fulfill the requirements and arrange for the required resources to make the business successful. This will also increase Wicked Cultivation's chances of getting licensed.

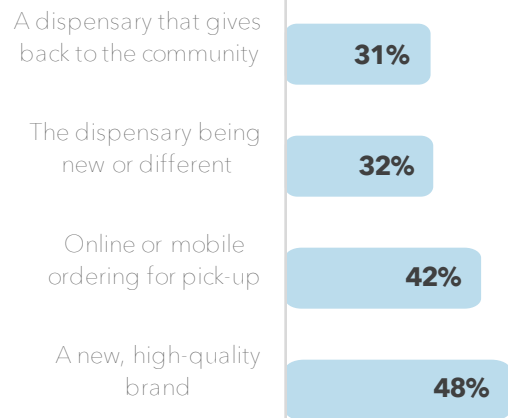
# MARKET RESEARCH - CANNABIS IN MASSACHUSETTS

## CANNABIS USAGE AND PURCHASE STATISTICS:

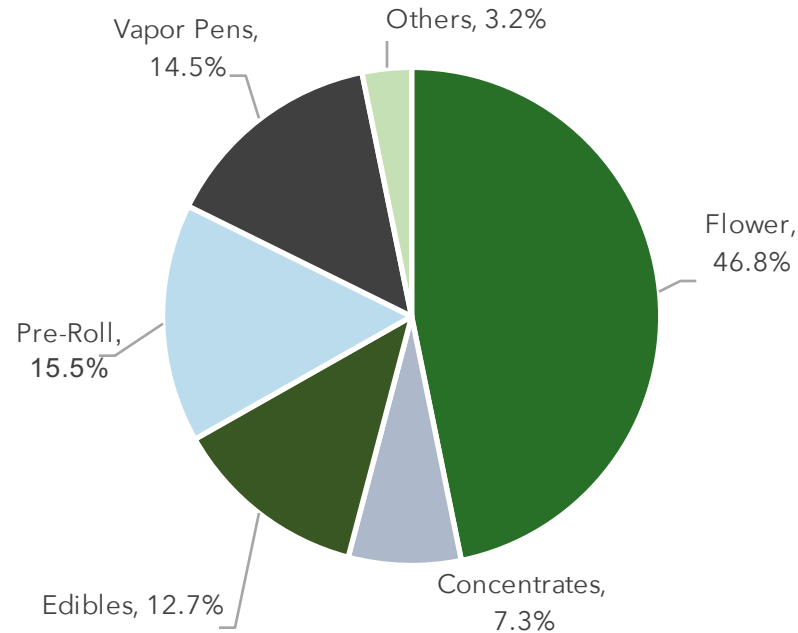
The research found that consumers are willing to travel further distances to try new marijuana brands, products, and dispensaries in Massachusetts. On average, they are willing to travel 20-25 miles to try a new retail store in Massachusetts.

According to a survey of people consuming cannabis in Massachusetts, 71.2% reported using cannabis for recreation and 28.8% reported medical use. The majority of survey respondents have shopped at one or two dispensaries in the last 12 months, though five people reported shopping at 10 or more.

When it comes to trying a new dispensary, survey respondents said that the following factors would most influence their decisions:

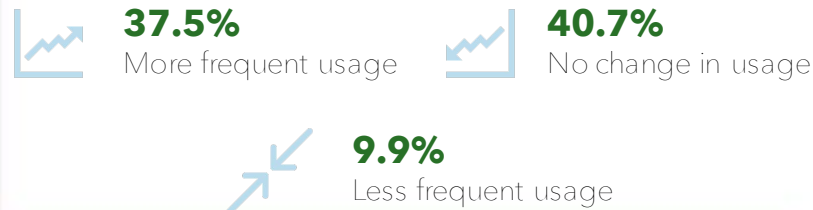


## RECREATIONAL CANNABIS SALES BY PRODUCT CATEGORY - 2020



## IMPACT OF COVID-19

Percentage of respondents who stated change in cannabis usage during the pandemic



Massachusetts stands out among other U.S. cannabis markets with the largest average basket size at **\$96.34** in 2020. That's about 3 times larger than Washington's average basket size of \$32.56, which is the smallest basket size of any state.



Massachusetts was among the top 10 U.S. states concerning the percentage of adults that were using cannabis in 2018 and 2019, with **22.16%** of adults in the state using some form of cannabis.



The volume of cannabis production in Massachusetts in 2020 reached 52 metric tons.



Massachusetts is expected to be among the top 15 U.S. states concerning per capita spending on cannabis products, with an estimated basket size of \$124.



Enthusiasts, consumers who use cannabis several times a week, are more likely to visit multiple dispensaries over a year's time. Gen X and Boomers are much more likely to visit only one or two dispensaries while Gen Z is most likely to visit many.

## SOURCES

<https://www.bostonherald.com/2021/01/28/cannabis-market-research-massachusetts/>  
<https://www.bostonherald.com/2021/01/28/cannabis-market-research-massachusetts/>  
<https://www.bostonherald.com/2021/01/28/cannabis-market-research-massachusetts/>

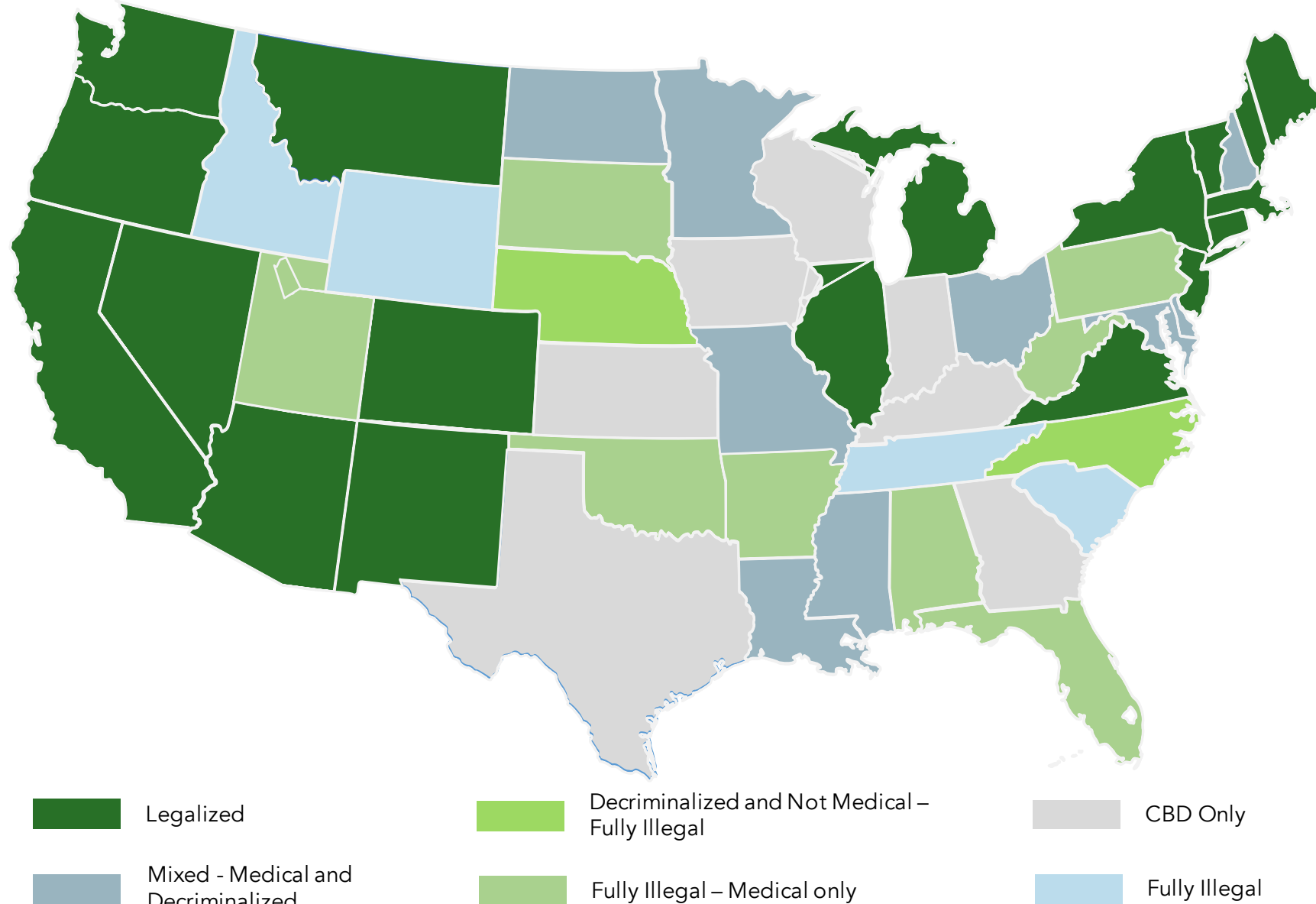
# MARKET RESEARCH - TOP ADULT-USE MARIJUANA DISPENSARIES

COMPANY	SHARE
United Cultivation	3.6%
Triple M	15.1%
Trade Roots	0.1%
Theory Wellness	1%
The Vault	1.1%
The Pass	0.3%
The Hempst Dispensary	1%
Temescal Wellness	1.3%
Stem Haverhill	0.4%
Solar Therapeutics Dispensary	0.1%
Sira Naturals	0.8%
Silver Therapeutics	0.3%
Seed, Jamaica Plain	3%
Seagrass Salem	0.8%
Sanctuary Medicinals	1%
Rise Dispensaries Amherst	0.1%
Revolutionary Clinics	0.5%
Response	0.1%
Pure Oasis, Dorchester	4.6%
Patriot Care Lowell Dispensary	1%
Panacea Wellness	0.3%
ACK Naturals	0.3%
Zen Leaf	0.1%

COMPANY	SHARE
Nova Farms	0.8%
Northeast Alternatives Dispensary	1.3%
NETA Brookline	5.4%
Nature's Remedy	3.8%
Mission Georgetown Cannabis Dispensary	1%
Mayflower Medicinals	0.3%
Mass Wellspring	0.6%
Local Roots Cannabis Crafted	0.1%
Lazy River Products	0.1%
Jack's Cannabis Co.	0.1%
Insa	0.8%
In Good Health	0.5%
Happy Valley	1%
GreenStar Herbals	0.9%
Green Meadows Cannabis Dispensary	0.5%
Good Chemistry Massachusetts	0.9%
Garden Remedies	3.5%
Gage Cannabis Co.	1.3%
Fine Fettle	0.3%
Ethos Dispensary	1%
Ermont, Inc	0.3%
Farmacy Recreational Dispensary	0.4%
Western Front	0.3%

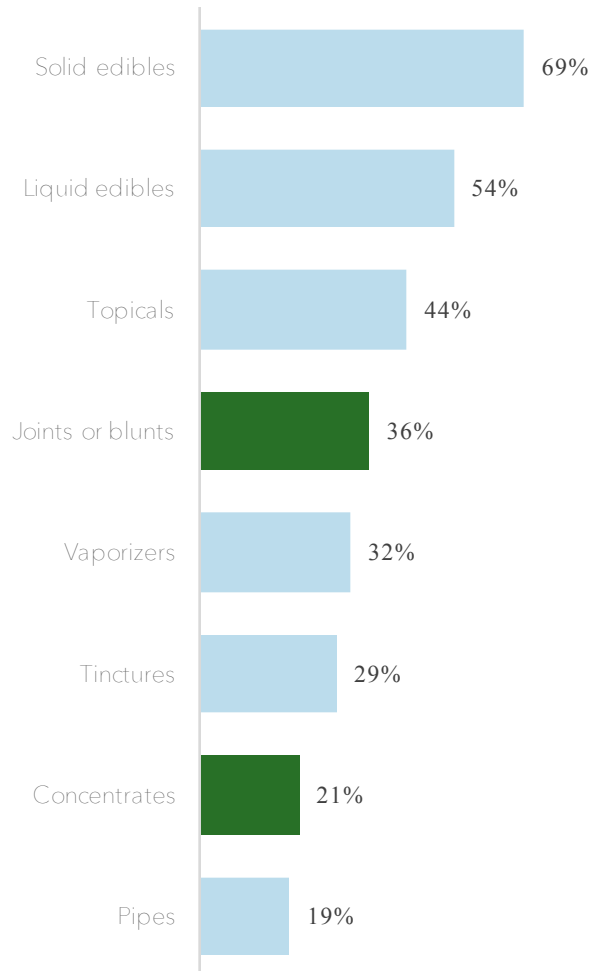
COMPANY	SHARE
Elevated Roots	3.4%
Curaleaf	0.3%
Cultivate	0.9%
CommCan Inc.	1.8%
Clear Sky Cannabis	0.4%
Caroline's Cannabis	0.8%
Cape Cod Cannabis	0.3%
Cape Ann Cannabis	0.6%
CannaVana	1.8%
Cannabis Connection, Inc.	0.3%
Campfire Cannabis	0.3%
Bud's Goods & Provisions	4.4%
Botera	1%
beWell Organic Medicine	0.1%
Berkshire Roots, East Boston	11.9%
Berkshire Roots Cannabis, Pittsfield	0.3%
Bask	0.1%
Ascend Wellness Holdings	5.4%
Apothca	1%
Alternative Therapies Group	1.4%
Alternative Compassion Services	0.4%
Zen Leaf Dispensaries	0.6%
Verilife Marijuana Dispensary	0.3%

# MARKET RESEARCH - LEGALIZATION STATUS IN UNITED STATES

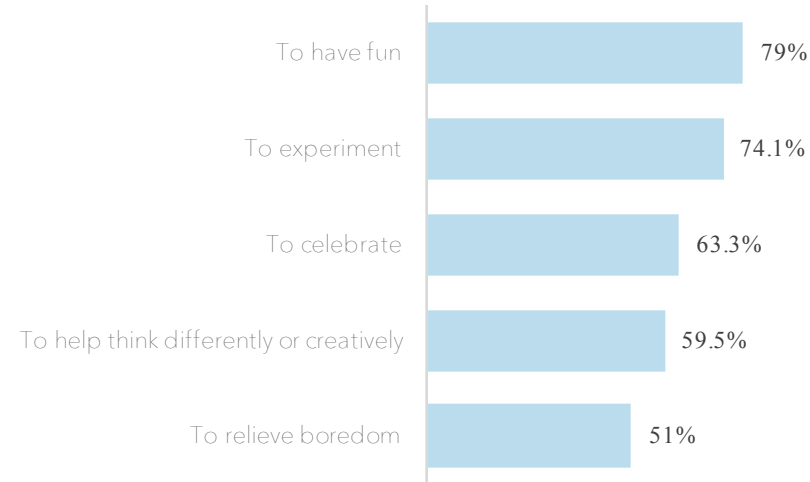


# MARKET RESEARCH - U.S. CONSUMER DEMOGRAPHICS

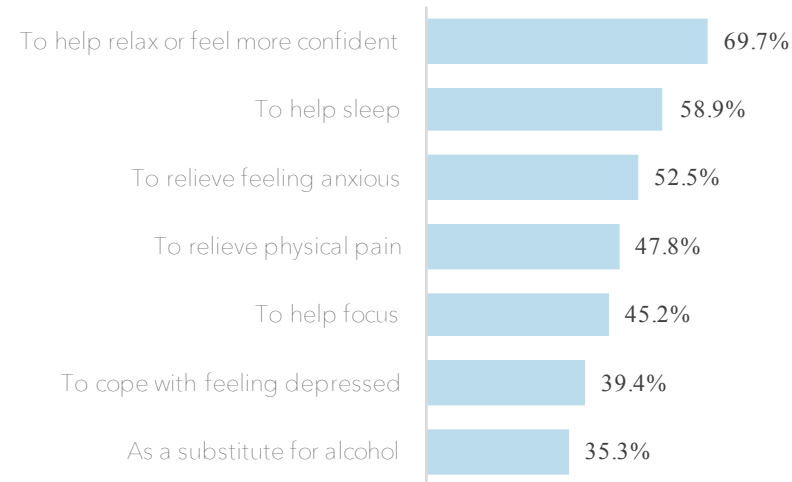
## MOST APPEALING CANNABIS PRODUCTS TO POTENTIAL U.S. CONSUMERS



## TOP RECREATIONAL MOTIVATIONS



## TOP MEDICAL MOTIVATIONS



## \$25 - \$50

The amount most U.S. consumers spend on each trip to the marijuana store.



## 47.7%

Almost half (47.7%) of cannabis consumers are spending between \$500 and \$2,500 per year.



## \$83.6 Billion

Estimated total demand for cannabis in the U.S. in 2019, including the legal and black-market sales.



## \$5.8 Billion

The amount that U.S. consumers spend on marijuana products per month.



## 8 Seconds

U.S. consumers placed a cannabis order every 8 second in 2018.



## Gummies

are the most popular edibles followed by bites, chocolate bars, cookies, and mints.

# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA STORES

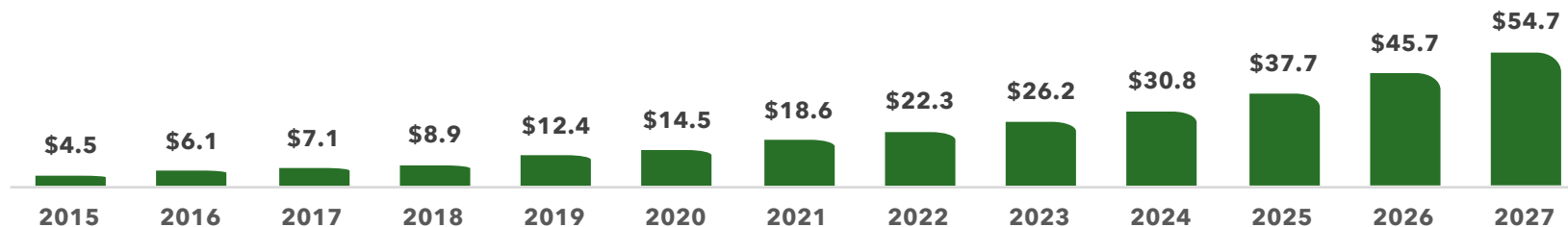
**INDUSTRY OVERVIEW:** The medical and recreational marijuana stores industry, which includes stores that retail medical marijuana (by prescription only) and recreational marijuana, has expanded dramatically over the five years to 2021. The legalization of marijuana for medical and/or recreational purposes and the growing acceptance of legal marijuana use provided operators and investors with unprecedented opportunities. There has been no shortage of demand over recent years, and the cannabis industry has become one of the fastest-growing in the United States.

**REGIONAL ANALYSIS AND GROWTH DRIVERS:** The legal sale of recreational marijuana is currently limited to the states of Alaska, Arizona, California, Colorado, Illinois, Maine, Massachusetts, Michigan, Montana, Nevada, New Jersey, Oregon, South Dakota, Washington, and Vermont, along with Washington, DC. The legalization of recreational marijuana sales in several states has fueled revenue growth. Furthermore, the licensing of commercial recreational marijuana retailers has caused new entrants to flood the legalized market. Additionally, the development of edible cannabis products helped attract consumers that were unfamiliar with marijuana products or averse to smoking. Edible products and vaporizer pens are projected to be a growth segment for the industry in the coming years, as they are convenient alternatives to traditional cannabis consumption.

**LICENSING IN NEW MEXICO:** Recently, the Cannabis Control Division (CCD) of the New Mexico Regulation & Licensing Department has initiated a process to support a strong, thriving, and safe adult-use and medical cannabis industry in the state. The Cannabis Regulatory Act requires the CCD to begin processing all cannabis license types by January 1, 2022. By law, adult-use cannabis sales to consumers will start no later than April 2022.

**INDUSTRY REVENUE:** Overall, the industry is expected to experience an annualized growth of 25.1% to reach \$18.6 billion over the five years to 2021, including a growth of 26.7% in 2021 alone. The COVID-19 pandemic had no impact on this industry. In 2020 alone, the industry revenue increased by 19.4%. Over the five years to 2026, industry revenue is projected to increase at an annualized rate of 19.7% to \$45.7 billion. Rising demand is also forecast to widen profit margins, as is the success of for-profit recreational marijuana businesses in states with large consumer markets such as California, Colorado, and Washington.

INDUSTRY REVENUE IN THE UNITED STATES (IN BILLIONS)



**\$18.6  
BILLION**



Revenue of industry in the United States by 2021.

**\$45.7  
BILLION**



Projected industry revenue in the United States by 2026.

**34,160**



Employment generated by the industry in the U.S. in 2020.

**17,689**



Number of businesses in the industry in the United States in 2020.

**60,106**



Number of businesses in the industry in the United States by 2026.

**19.7%**



Projected growth in the industry revenue between 2022 and 2026.

# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA STORES

**PRODUCTS AND SERVICES SEGMENTATION:** The products and service segmentation has been provided as hereunder:

FLOWER PRODUCTS: The smokable marijuana products (flower or bud products) are forecast to comprise 32.2% of the industry's revenue in 2021. This product segment has consistently been the largest for the industry; however, growth has slowed relative to other consumables. Certain indica products can be used to treat anxiety, chronic pain, insomnia, and muscle spasms. In general, indica provides more physical relaxation than the sativa strain and many consumers use indica as a sleep aid. Popular indica strains include Purple Punch, Blueberry, and Northern Lights.

CARTRIDGES: Cartridges work through the vape battery which heats up the oil before the consumer inhales. This product segment has gained popularity due to its ease of use and portability. Cartridges, vape cartridges, or vape pens are glass cartridges that are pre-filled with cannabis oil and are typically high in THC. The cartridges have grown as a product segment during the last five years. In 2021, cartridges are expected to comprise 26.1% of the industry revenue.

EDIBLES AND INGESTIBLES: Edible marijuana products (edibles), or marijuana-infused products, are goods that contain cannabis that can be consumed orally. Over the five years to 2021 edible marijuana products have grown rapidly as a share of industry revenue. Edibles are forecast to account for an estimated 18.4% of total retail sales in 2021 but are expected to consume a larger share of total retail sales over the five years to 2026.

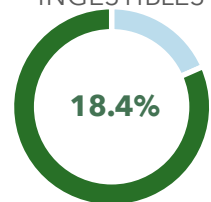
CONCENTRATES: Cannabis concentrates include any product created by an extraction process. Concentrates represent a rapidly growing product segment and are estimated to account for 14.1% of the industry revenue in 2021.

PRE-ROLLED JOINTS: Pre-rolled joints are especially popular with new marijuana smokers; however, they are expected to grow slower compared to other product segments. In 2021, pre-rolled marijuana cigarettes (joints) are forecast to account for an estimated 7% of the industry revenue.

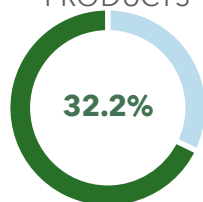
OTHER: Other industry products include topical cannabis products and accessories. Topicals are cannabis-infused products such as lotion and oils that are absorbed through the skin. These are typically used to relieve pain, soreness, and inflammation. Topicals are non-intoxicating and therefore are generally preferred by consumers who only want the therapeutic benefits of marijuana. In 2021, topicals are expected to account for an estimated 1.3% of the industry revenue.

## PRODUCTS AND SERVICE SEGMENTATION (2021)

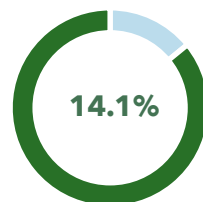
EDIBLES AND  
INGESTIBLES



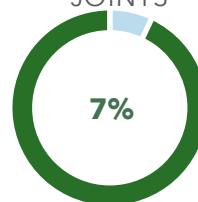
FLOWER  
PRODUCTS



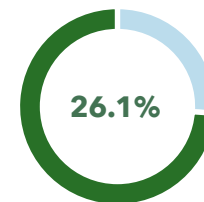
CONCENTRATES



PRE-ROLLED  
JOINTS



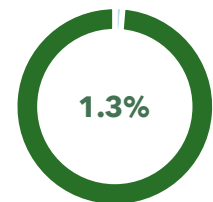
CARTRIDGES



ACCESSORIES



TOPICALS



# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA STORES

**INDUSTRY LIFE CYCLE:** The medical and recreational marijuana stores industry is in the growth stage of its life cycle. Over the 10 years to 2026, its industry value added (IVA), which measures the industry's contribution to the economy, is expected to grow at an annualized rate of 21.4%. This rate is significantly faster than the 1.9% projected growth for the U.S. GDP, indicating the industry will make up a larger share of the economy in the years ahead. The industry is growing due to the widening acceptance of its safety and legitimacy, causing more people to use its products. IVA growing faster than GDP is indicative of an industry in its growth stage.

**MAJOR MARKET SEGMENTATION:** Demand largely depends on how socially accepted marijuana use is. This often differs between generations, and younger generations tend to be more in support of legalization. Support is also split into those who are in favor of recreational and medical use and those who only support the medical use of marijuana. Medical marijuana has a larger market share than recreational due to being legal in more states than recreational. However, the gap between medical and recreational acceptance has gotten smaller over time as more states continue to legalize recreational use.

MILLENNIALS: In 2021, millennials are expected to account for 45% of the total industry revenue. Similar to Gen Z, consumers in this age group are increasingly in support of legalizing medical and recreational marijuana use. Millennials are expected to comprise a larger portion of the recreational marijuana market than the medical marijuana market. In 2021, millennials are estimated to account for 42% of the medical market and 48% of the recreational market. This market segment is expected to continue to grow over the next five years as consumers continue to become more accepting of the industry and legalization.

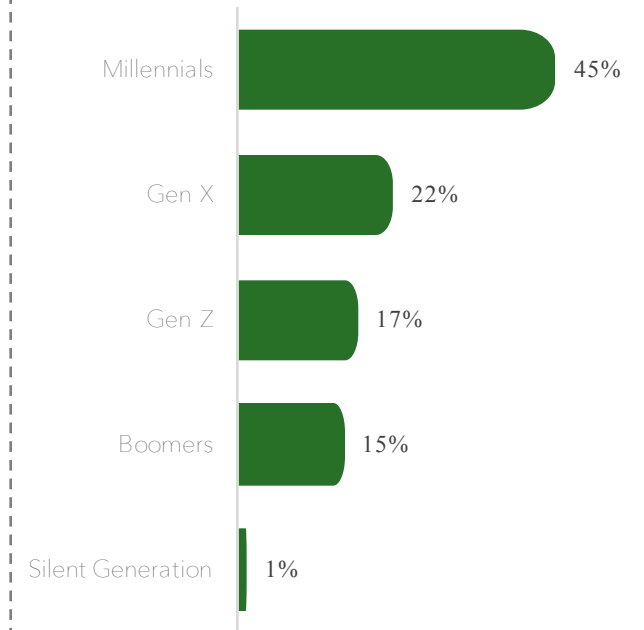
GEN X: In 2021, Gen X is expected to account for 22% of the total industry revenue. This generation is slightly less accepting of legalizing the use of recreational marijuana, however, has become increasingly in support of it. As a result, Gen X is expected to account for 23% of the medical marijuana market and 21% of the recreational market. It is likely that their medical use of marijuana will grow specifically since consumers in this age bracket will be aging and becoming more likely to have medical ailments.

GEN Z: Since this generation is largely accepting of legalizing the medical and recreational use of marijuana, they comprise a significant amount of industry revenue, despite the fact that the majority of ages in this segment are below 21. In 2021, Gen Z consumers are expected to account for 17% of total industry revenue. When breaking out the usage of medical marijuana versus recreational marijuana, Gen Z is expected to account for 17% in both markets.

BOOMERS: In 2021, boomers are expected to account for 15% of the total industry revenue. Consumers in this generation are typically less in support of legalizing marijuana use, especially the recreational use of marijuana. Therefore, boomers are expected to account for 17% of the medical market and 13% of the recreational market.

SILENT GENERATION: This age group accounts for the smallest portion of industry revenue. In 2021, the silent generation is expected to account for 1% of the total industry revenue.

## MAJOR MARKET SEGMENTATION



## MARKET SHARE CONCENTRATION

The medical and recreational marijuana stores industry has a low level of market share concentration. In 2021, the four largest operators are expected to account for less than 20% of the industry revenue.



# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA STORES

**MEDICAL MARIJUANA:** Medical marijuana has led the industry's growth for much of the last decade. Currently, 36 states and Washington, DC, have legalized medical marijuana. In general, the use of medical marijuana is increasing, particularly among people with chronic illnesses and pain. Proponents of medical marijuana have pushed individual states to recognize marijuana as a treatment for a range of diseases.

**INCREASING RECREATIONAL MARKET:** Although the legal sale of recreational marijuana is currently limited to 15 states and Washington, DC, in states that have legalized recreational marijuana, medical marijuana sales have fallen year over year as adult-use recreational purchases outpace medical sales, suggesting that the recreational market is disruptive once legalized. The legal sale of recreational marijuana provided operators with unprecedented opportunities for expansion and has even disrupted medical marijuana markets in states such as Colorado.

**GOVERNMENT REGULATIONS:** Regulation from all levels of government presents the greatest challenge to medical and recreational marijuana dispensaries, especially because state and federal governments often have conflicting regulations.

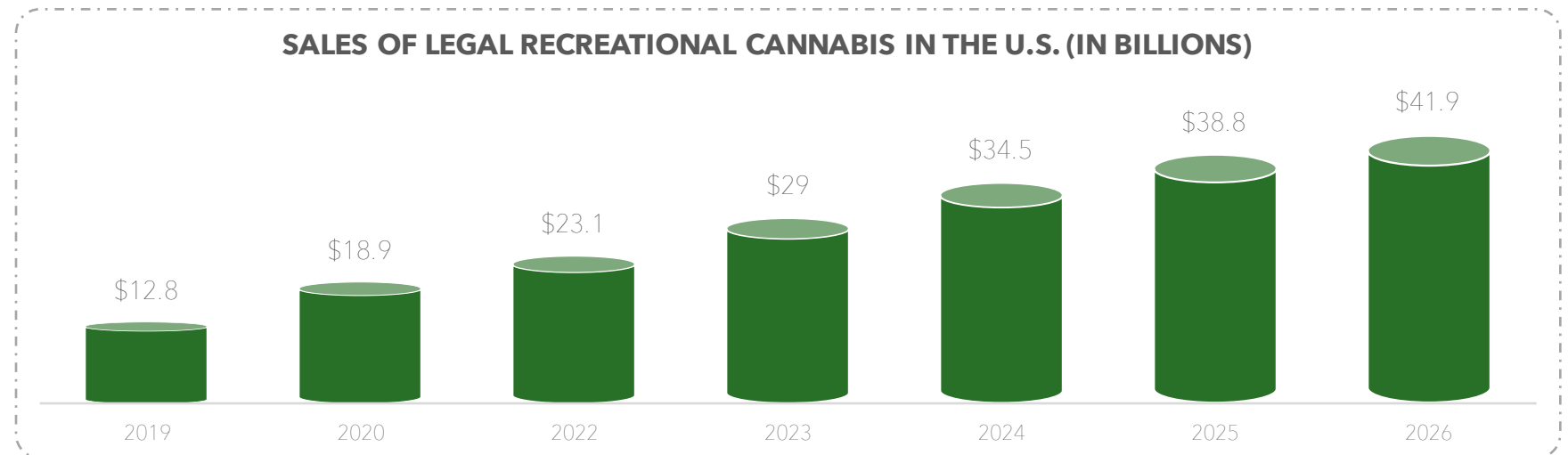
**INCENTIVE TO LEGALIZE FOR-PROFIT MARIJUANA:** The continued success observed in states that have legalized recreational cannabis provides an incentive for other states to legalize for-profit marijuana. According to BDS Analytics, in 2016, taxes from the retail sale of marijuana totaled more than \$500 million in Colorado, Washington, and Oregon alone. Therefore, continued success in these states may provide an incentive for other states to legalize for-profit marijuana distribution.

**REGIONAL ANALYSIS:** Sales are expected to continue to explode in the states that have legalized recreational marijuana. This includes one of the industry's largest markets, California, which leads the country in cannabis expenditure. The overwhelming successes of states such as Colorado, Washington, and Oregon will potentially spur more states to legalize recreational marijuana.

In 2020, Colorado's total marijuana sales surpassed \$2 billion, which is the highest amount since legalization, according to the state's Department of Revenue.

**SALES OF LEGAL RECREATIONAL CANNABIS IN THE U.S.:** In the United States, sales of legal recreational cannabis are expected to reach an estimated \$41.9 billion by 2026. Legal marijuana sales are forecast to increase steadily with each consecutive year.

The number of cannabis consumers is likewise expected to grow in the United States: by 2025, the country is projected to have close to 50 million consumers. In 2018, the state of California was by far the leading American state in terms of legal, as well as illicit, cannabis sales.



# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA STORES

## BUSINESS LOCATIONS

The vast majority of industry establishments are concentrated in the West and the Rocky Mountains, where there has been extensive marijuana legislation over the 10 years to 2026. Together, California, Colorado, Oregon, and Washington alone are home to more than half of industry establishments and the majority of industry revenue. According to 2019 BDS Analytics, California, Colorado, and Washington account for 27%, 20%, and 11% of the legal market respectively. However, Oklahoma has quickly become one of the largest states by establishment since legalizing medical marijuana in 2018. The rapid growth in the state is largely due to the minimal cost of a license in Oklahoma compared with other legal states. Additionally, there is no cap on licenses in the state, driving a large number of dispensaries.

California, which was the first state to enact medical marijuana legislation in 1996, has accounted for a large number of medical dispensaries since legalization. The location of medical marijuana stores is also tied to population; California is the most populous state in the United States.

According to the Oregon government website, the number of approved licenses to marijuana retailers has reached more than 1,000, up from only 213 in 2016, becoming a state with a high concentration of industry establishments.



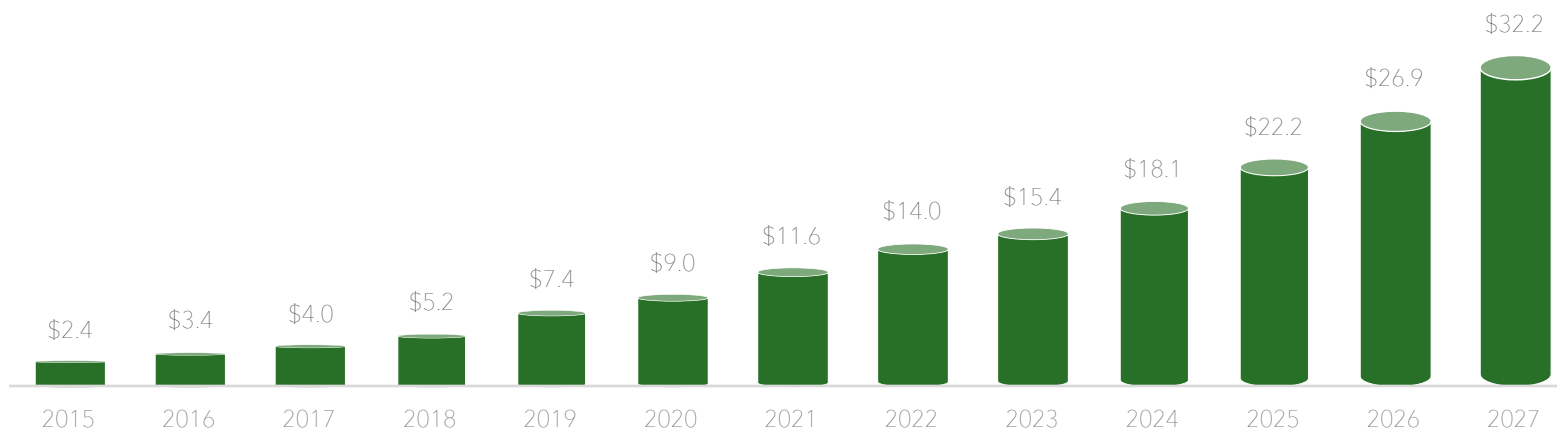
# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA GROWING

**INDUSTRY OVERVIEW:** The medical and recreational marijuana growing industry, which includes both employer and non-employer establishments that grow marijuana for medical and recreational use, boomed over the five years to 2021. Watershed legalization victories over recent years, most notably during the 2016 and 2020 election cycles, proved that the cannabis industry is one of the fastest-growing industries in the U.S. Consumer attitudes are also accelerating legalization efforts at the state level. Gallup reports that an estimated 80% of U.S. citizens approve of legal access to medical marijuana, while 60% approve of full adult-use legalization. The growing acceptance of medical marijuana is providing growers and investors with unprecedented opportunities.

**INDUSTRY REVENUE:** The industry revenue is forecast to grow an annualized 28.1% to \$11.6 billion over the five years to 2021. In 2021 alone, revenue is expected to grow 29.5% due to new legalization initiatives and increased demand brought by the COVID-19 pandemic. Over the five years to 2026, industry revenue is expected to increase at an annualized rate of 18.3% to \$26.9 billion.

**GROWTH DRIVERS:** In the 2016 and 2020 elections, more states increasingly passed legalization laws. The licensing of commercial recreational marijuana growers in these states contributed to industry revenue growth of 40.8% in 2016, as new entrants flooded the market. In addition to the favorable regulatory environment in these states, medical marijuana growers have continued to benefit from the steadily aging population. Chronic illnesses and cancer become more prevalent as individuals age, and these ailments drive the demand for medical marijuana products in particular. As recreational marijuana continues to be legalized and accepted by different states, profit for industry operators is anticipated to increase.

INDUSTRY REVENUE IN THE UNITED STATES (IN BILLIONS)



**\$11.6  
BILLION**



Revenue of industry in the United States by 2021.

**\$26.9  
BILLION**



Projected industry revenue in the United States by 2026.

**92,139**



Employment generated by the industry in the U.S. in 2020.

**22,343**



Number of businesses in the industry in the United States in 2020.

**61,111**



Number of businesses in the industry in the United States by 2026.

**18.3%**



Projected growth in the industry revenue between 2022 and 2026.

# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA GROWING

**PRODUCTS AND SERVICES SEGMENTATION:** The product and service segmentation is outlined as follows:

HYBRID: Hybrid, a combination of indica and sativa strains, is the most popular category, which is expected to account for an estimated 54.1% of the industry revenue in 2021. Sativa-dominant hybrid tends to be uplifting, while on the opposite, indica-dominant strains tend to be more relaxing.

INDICA CANNABIS: Pure indica marijuana can be used to treat anxiety, chronic pain, insomnia, and muscle spasms. In general, indica provides more physical relaxation in comparison with the second strain, sativa. Over the five years to 2021, demand for indica was relatively stable because it treats a wide range of illnesses. In 2021, indica products are expected to generate 24% of the total industry revenue.

SATIVA CANNABIS: Pure sativa marijuana is used as a stimulant to improve appetite, relieve depression, migraines, pain, and nausea. The demand for sativa was relatively stable over the past five years because it fits a wide range of uses and treats multiple illnesses. In 2021, sativa products are expected to generate 21.9% of the total industry revenue.

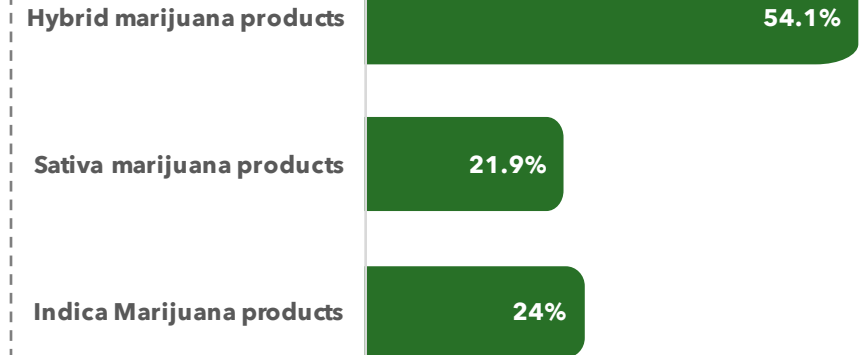
**MAJOR MARKET SEGMENTATION:** Although the sale of recreational marijuana only began in 2014, it will grow to command nearly 40% of the customer market for legal marijuana in 2021.

MEDICAL DISPENSARIES: Medical dispensaries are expected to account for 50.1% of the total industry revenue in 2021. On average, 52.2% of medical marijuana users used medical marijuana because of severe pain. It is estimated that 7% of the industry customers used medical marijuana because of muscle spasms. Medical marijuana can provide relief and muscle relaxation and nearly 5.6% of customers used medical marijuana because of severe nausea.

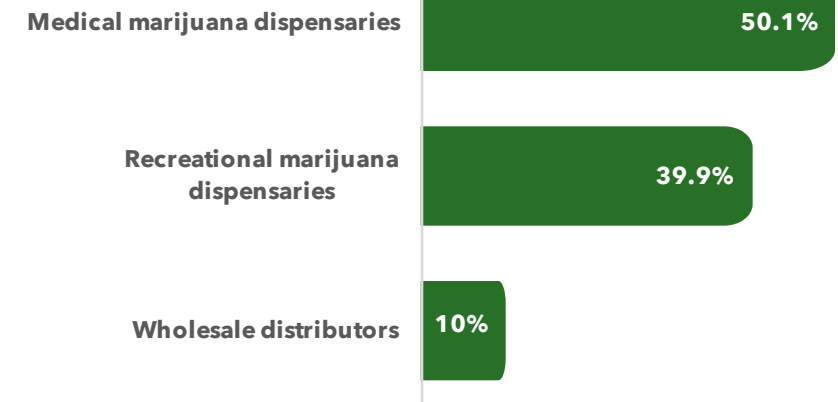
RECREATIONAL DISPENSARIES: Recreational marijuana dispensaries are expected to account for 39.9% of the total industry revenue in 2021. Recreational users' share of the market is set to expand rapidly over the five years to 2026 as additional states permit the purchase of cannabis for recreational use and pass legislation authorizing its sale. Moreover, the expansion of recreational marijuana to the industry's largest market, California, will likely increase this segment of revenue.

WHOLESALE DISTRIBUTORS: Marijuana growers sell to wholesalers that distribute marijuana to medical or recreational dispensaries depending on the law governing the state they operate in. In 2021, wholesale distributors are anticipated to generate 10% of the industry revenue. However, this share has been decreasing as laws continue to loosen up for the industry, permitting cultivators to sell directly to the retailers.

## PRODUCTS AND SERVICES SEGMENTATION (2021)



## MAJOR MARKET SEGMENTATION



# MARKET RESEARCH - MEDICAL AND RECREATIONAL MARIJUANA GROWING

## BUSINESS LOCATIONS

Currently, medical marijuana is legal in 36 states and Washington, DC, while 15 states legalized recreational and medical marijuana (Alaska, Arizona, California, Colorado, Illinois, Maine, Massachusetts, Michigan, Montana, Nevada, New Jersey, South Dakota, Oregon, Vermont, and Washington). Arizona, Montana, New Jersey, and South Dakota are the most recent states to join. New Mexico has joined the race by initiating the process to legalize adult-use marijuana in the state.

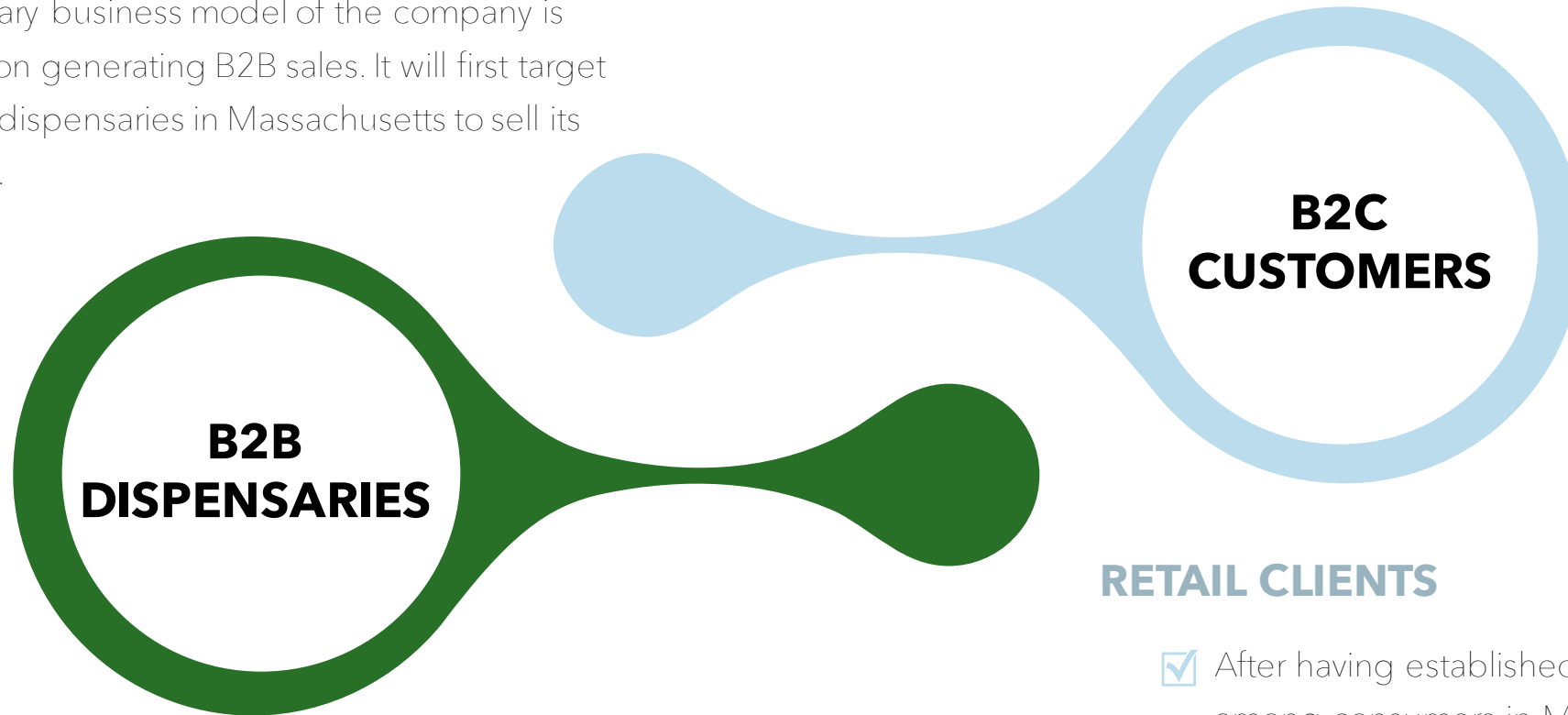
The vast majority of the medical and recreational marijuana growing industry establishments are concentrated in the West Coast where there has been extensive marijuana legislation over the past decade. According to the Cannabis Business Times, 44.3% of cannabis is grown in the West, 23.7% is grown in the South, 19.1% in the Midwest, and 13% in the Northeast. Oklahoma in particular has had rapid growth; this is due to the low costs of licenses and the fact that the state does not have a cap on licenses.



# MARKET RESEARCH - TARGET MARKET

## LICENSED DISPENSARIES

- ✓ The primary business model of the company is focused on generating B2B sales. It will first target licensed dispensaries in Massachusetts to sell its products.



## RETAIL CLIENTS

- ✓ After having established a market presence among consumers in Massachusetts, the company will open its own dispensaries to target retail clients.

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# COMPETITOR ANALYSIS

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# MARKET RESEARCH - COMPETITOR ANALYSIS



**SOLAR CANNABIS CO.:** Solar Cannabis Co. is America's first energy-independent cannabis cultivation and retail facility based in Somerset, MA. Its production architecture is centered around the facility's innovative design that utilizes green infrastructure and microgrid assets to lower its overall carbon emissions. These green concepts enable the company to produce sustainable cannabis both by lowering its overall energy profile as well as by generating all of its own clean power. It is the state's premier adult-use marijuana supplier.

Solar Cannabis Co. manufactures various categories of cannabis products such as flower, pre-rolls, vaporizers, concentrates, edibles, tinctures, topicals, CBD, and accessories as well.

## KEY STATISTICS: Other company statistics are as follows:

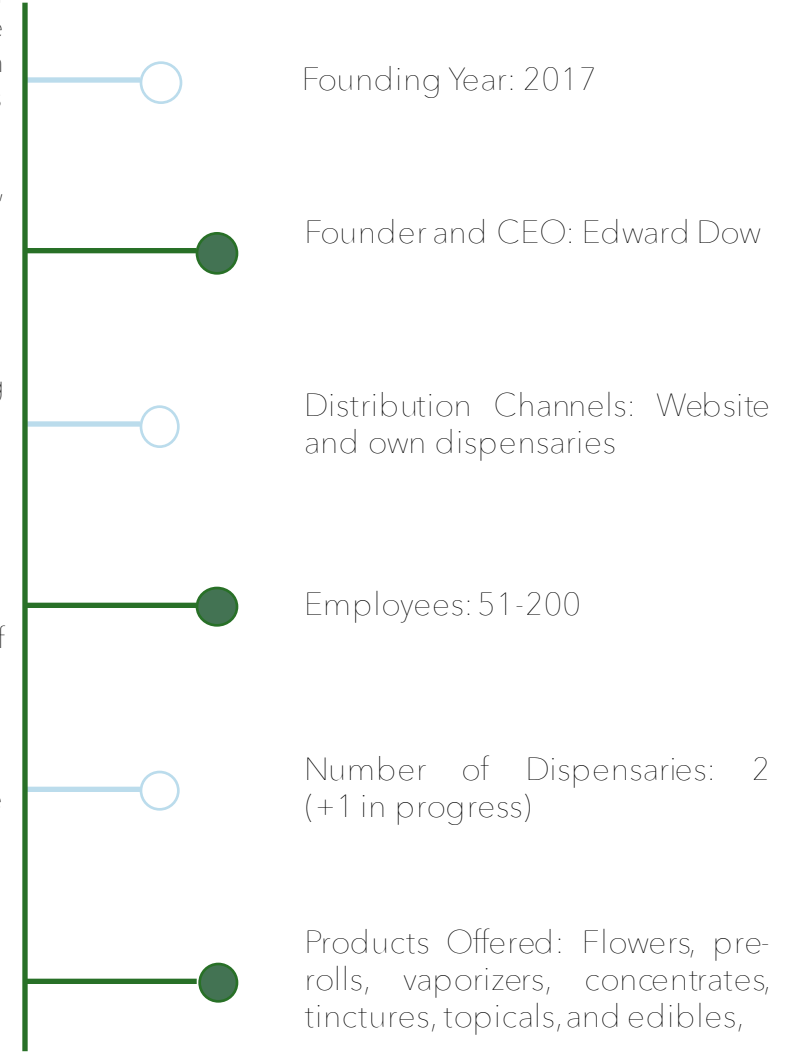
- The company has adult-use cannabis dispensaries in two locations namely Somerset, MA and Seekonk, MA. It is planning to open its third dispensary in Dartmouth, MA in 2022.
- It has a 67,000 sq. ft vertically-integrated cannabis production facility in Somerset, MA.
- It deals in both adult-use and medical use cannabis products.
- It has 150 dedicated parking spots for its customers.
- The company follows no return policy except in case of defective products offer exchanges with prior approval of management.

## STRENGTHS:

- The customers are satisfied with the support staff at the store and their knowledge of products. They are also finding the team very supportive and helpful.
- Customers are finding waiting time very less in the company's store as compared to other dispensaries in the locations.

## WEAKNESSES

- Some of the customers are finding the products overpriced.
- Customers are not satisfied with the quality of two products namely flowers and weeds.



Headquarters: Somerset, MA

1.8K Followers

628 Followers

1 Followers

4.5K Followers



# MARKET RESEARCH - COMPETITOR ANALYSIS



**THEORY WELLNESS:** Theory Wellness is an East Coast medical and recreational cannabis brand; it cultivate cannabis, operates extraction labs, manufactures infused marijuana products, and proudly serves patients and customers at its cannabis dispensary locations in Massachusetts and Maine. Its focus is on small-batch, craft cannabis that it cultivates using sustainable techniques on its outdoor cannabis farm and at its state-of-the-art indoor gardens. It runs unique genetics to develop in-house premium products that include flowers, concentrates, edibles, and an array of infusions for medical and recreational consumers in New England.

**KEY STATISTICS:** Other company statistics are as follows:

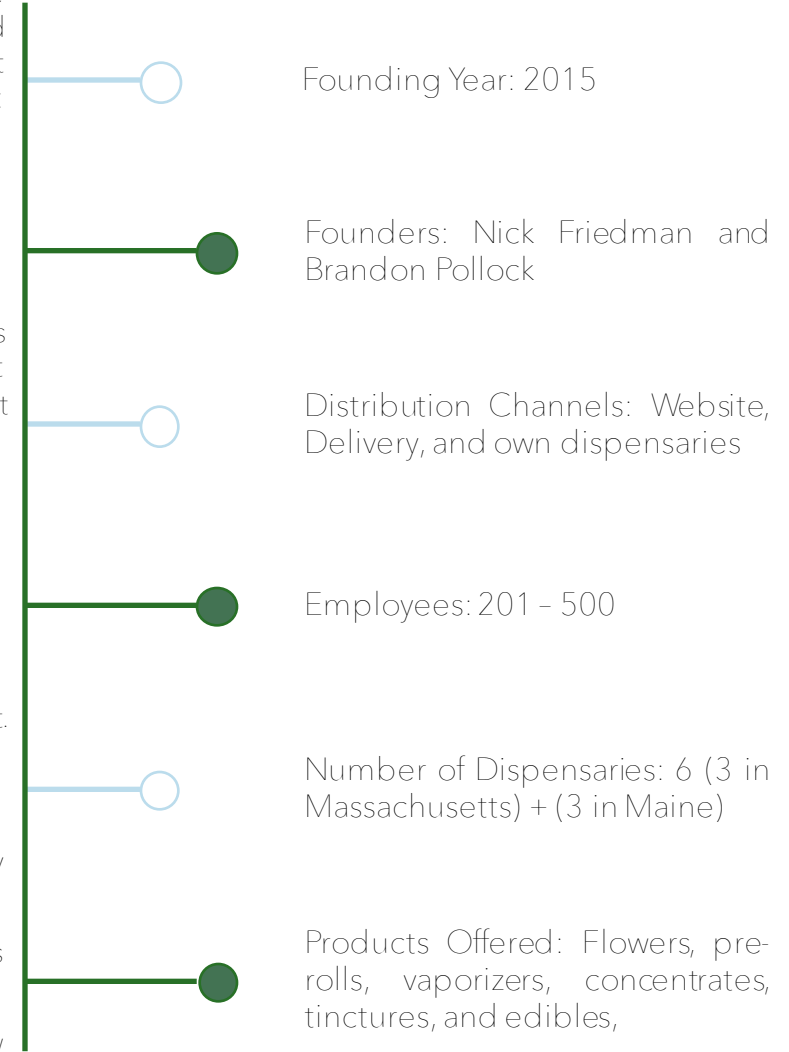
- It also manufacturers, produces, and sells Hi5 Cannabis Infused Seltzer products.
- It serves both medical and recreational marijuana to customers across three dispensaries in Massachusetts. It offers recreational marijuana in its Great Barrington dispensary and its Chicopee dispensary; medical marijuana at its Great Barrington, Chicopee, and its Bridgewater locations. For medical patients, it also offers medical cannabis delivery to most parts of Eastern Massachusetts, including Boston and Bridgewater.
- It operates only three recreational dispensaries in Maine, first at South Portland, second at Waterville, and third at Bangor.
- It offers a 20% discount to new patients on their first visit and a 10% discount to Veterans on every visit.

## STRENGTHS:

- Majority of customers are finding the staff incredibly friendly, knowledgeable, and supportive.
- Employees are happy with their flexible work schedules, remuneration, and support they are getting from the management. Though, it has a rating of 3.3 stars on indeed out of 5 stars, as they are complaining of poor work-life balance.

## WEAKNESSES

- Customers are finding the product underweight and even after complaining for the same, they are not getting any resolution.
- Customers are finding 90% of the flowers as dry as a bone. They are also complaining that the quality of flowers has degraded very sharply as compared to their earlier offerings.
- Employees are also revealing that the company is selling other companies' products because they are unable to grow quality cannabis.



Headquarters: Stoneham, MA



7K Followers



1.8K Followers



5.6K Followers



30.3K Followers

# MARKET RESEARCH - COMPETITOR ANALYSIS



**BOUNTIFUL FARMS:** Bountiful Farms is a family-owned business that began operations in Massachusetts with a vision to be the most trusted and principled cannabis company in the markets it serves. It offers a truly controlled, cultivation to customer, cannabis experience to the Massachusetts market.

It operates a medical dispensary along Mercer Road in Natick and grows all its products at a facility in Lakeville. It is planning to double the number of cannabis plants it grows to sell products at new retail stores in Franklin, Brockton, Salem, Salisbury, Amesbury, and Kingston.

## KEY STATISTICS:

Other company statistics are as follows:

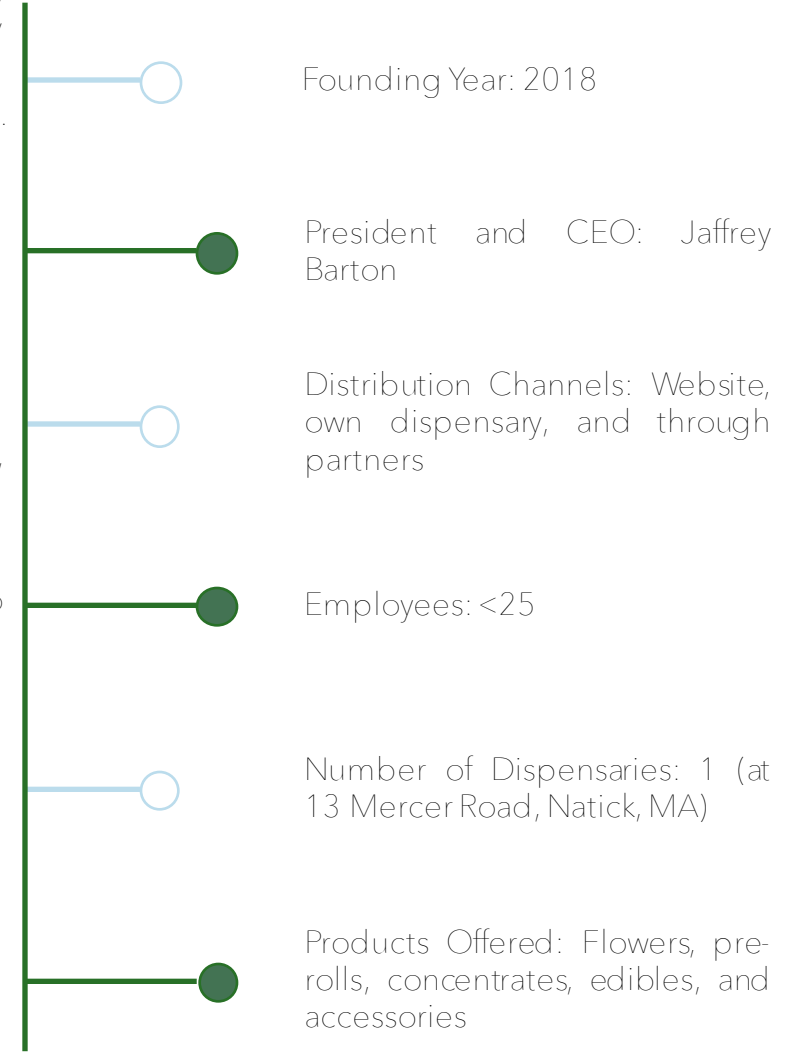
- The company's state-of-the-art facility is designed and built to provide an optimal growing environment. The plants are fed in small bursts throughout the day, rather than in one or two large meals.
- It deals in medical-use cannabis products only.
- The company provides cannabis products to a number of dispensaries namely ATG Cannabis, Theory Wellness, SEED, GreeStar Herbals, reLeaf Alternative, Elevated Roots, and Botera.
- The company offers one free T-shirt per customer on buying a half-ounce.
- The company provides a 10% discount to first-time patients on their first purchase, 15% discount to veterans, 15% to healthcare, 10% to seniors, and 5% to industry.
- In-store everyday pricing is \$55 eighth, \$95 quarter, \$175 half, and \$325oz.

## STRENGTHS:

- The company follows a pesticide-free environment and flowers are hand-trimmed.
- The company supplies quality products, as it has won 2 first place trophies among the most coveted awards in the MA and national cannabis community in 2021 (one in flower category and second in sativa).
- Majority of the customer are finding the company's product rightly priced with good quality.

## WEAKNESSES

- The company doesn't offer recreational cannabis products.



Headquarters: Lakeville, MA



845 Followers



401 Followers



148 Followers



5.4K Followers

# MARKET RESEARCH - COMPETITIVE ADVANTAGE

## LUXURY CANNABIS BRAND WITH FOCUS ON HIGH-QUALITY

In the current scenario, players in the cannabis cultivation industry in Massachusetts charge high price for low-quality products. Wicked will produce high-quality cannabis flowers and process the same in its state-of-the-art manufacturing facility to produce superior-quality concentrates/resin/oil to be sold at value-for-money pricing to generate more business. The founders have already agreed vendors who will supply the required inputs so that the firm can ensure uninterrupted supply to its clients (dispensaries).

## USE OF LATEST EQUIPMENT

Wicked will use the latest technology equipment with greater efficiency to increase productivity, reduce production losses, and eliminate the adverse impact on the environment. It will inspect the equipment at regular intervals and conduct periodic repair and maintenance activities to ensure a steady flow of operations and reduce the chances of a breakdown.

## POSSIBILITY TO ENTER INTO EXCLUSIVE CONTRACTS

The founders are currently in talks to potentially work with premium brands, that are highly coveted and sought-out in the cannabis industry. Being able to procure the agreement will allow Wicked to a exclusive licensed distributor in Massachusetts. The founders will also employ a sufficient number of employees to the position of sales and marketing specialists, who will be provided adequate training to educate them on the different types of cannabis products produced by the company. These professionals will search for and make efforts to generate exclusive contracts for the supply of cannabis flowers and concentrates. Serving these clients with high-quality and competitively priced products will further generate referral business in the form of business leads.

## EXPERIENCED GROWERS

Unlike most of the competitors, Wicked will be bringing experienced growers from California with 20+years of growing experience, which will help it to achieve optimum production level and cultivate high-quality and exotic cannabis products. Moreover, having an experienced team will allow it to control the expenditure and suggest innovative ways to maximize productivity.

## PREMIUM CANNABIS EXPERIENCE

Wicked aims to position itself as an exotic luxury brand and provide premium cannabis experience. This will be achieved through a combination of founder's knowledge, team's ability and experience, and use of high-quality inputs. This combination of premium resources will allow Wicked to produce high-quality cannabis, which will ultimately generate more business to the dispensaries associated with the company and in tun will benefit Wicked in terms of increased demand.

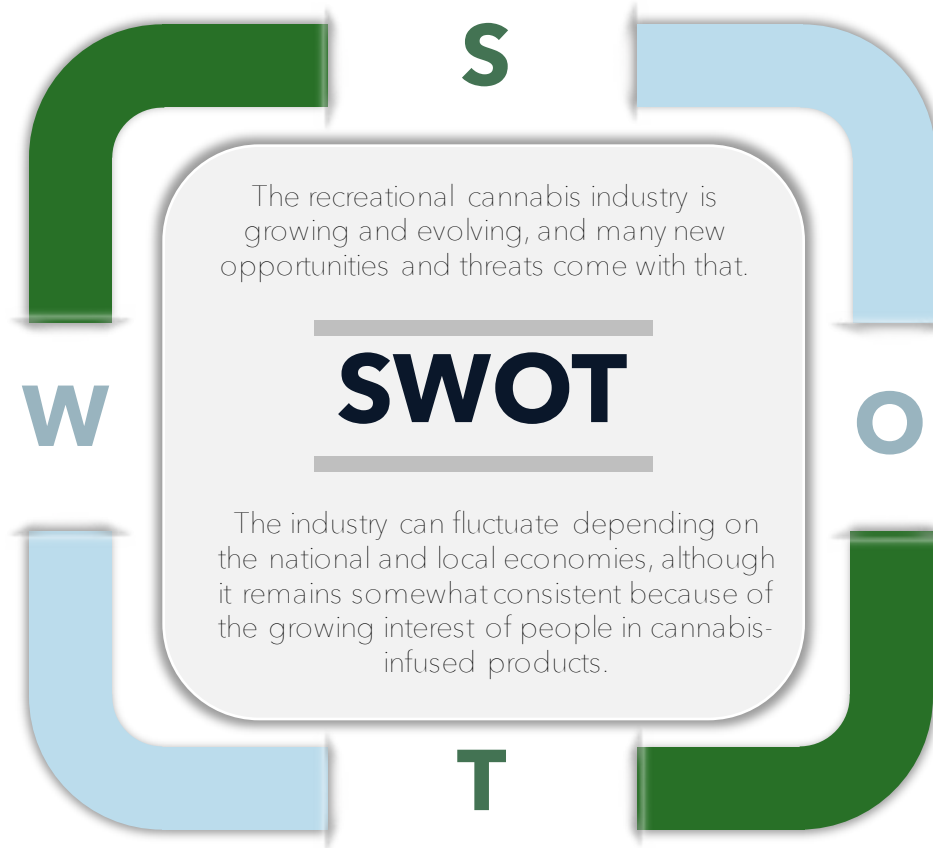
# MARKET RESEARCH - SWOT ANALYSIS

## STRENGTHS

- Capable of supplying products throughout the year to dispensaries, making a considerable profit
- Energy efficient technologies allow a significant reduction in electricity bills
- Extensive industry knowledge
- Focus on high volume sales to increase profitability
- Highly successful go-to-market strategies
- Minority women owned business
- Potential to enter into agreement with premium cannabis brands
- Production flexibility
- Reliable suppliers
- Secure dependable relationships with input vendors and licensed dispensaries
- Strong, loyal, and honest company culture
- Use of top-quality organic fertilizers and other necessities

## WEAKNESSES

- Start-up costs are expensive
- Lack of professional workforce for the cannabis industry
- New brand to the industry



## OPPORTUNITIES

- Currently, there are a few licensed cultivators in Massachusetts, however, the legalization has created more demand, which is currently not being met
- Growing acceptance of recreational cannabis among people in the United States
- Growing disposable income is expected to drive the demand for cannabis products in the future.
- Opportunity to expand the business reach by opening its dispensaries and entering into the medical cannabis industry
- Opportunity to improve upon its distribution and sourcing activities
- The demand for cannabis products has grown in the wake of COVID-19 due to the increased levels of stress among people
- The growing adult population in the United States will increase the demand for recreational cannabis products

## THREATS

- Changes in cannabis regulations can impact business performance in the future
- Economic downturn or slowdown can hamper sales
- High competition from already established cannabis growers
- Large companies entering the market

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# **MARKETING STRATEGY**

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# MARKET ANALYSIS - MARKETING STRATEGIES

## WEBSITE

Having a website is equivalent to having a physical facility in every part of the world. According to research, 88% of clients search for products online before purchasing them. The company will create a user-friendly website listing basic information regarding the cannabis products and pricing, indoor facility overview, contact details, and links to social media pages to inform clients of the latest offers. Wicked will engage with clients through its website by posting relevant content in the form of informative blogs and posting photos of the facility and products, and give them more reasons to stay connected with the business. The website and regularly updated blog will serve as useful tools to share knowledgeable information regarding cannabis products that can be consumed to lead a healthy life. The company will regularly update its website content and features to keep itself at the top of search engine results.

## SIGNAGE & BROCHURES

The company will get materials printed (signage, brochures, flyers, banners, etc.) with the company's name, logo, products offered, contact information, promotions, and description. These print materials will be distributed to potential clients. Distribution and placement of materials at strategic points will further establish business authority and credibility, increase brand awareness, improve brand popularity, expand business visibility, build trust, and grow business leads. These promotional materials will also be circulated through social media and cannabis events.

## WORD OF MOUTH/PROMOS

Word of mouth marketing is one of the oldest yet most effective organic marketing techniques. The founders will use their existing network to build an initial client base. The company will approach potential buyers including licensed dispensaries over the phone, through e-mail, or in-person to spread the word regarding the company's products. The sales personnel at the company will also talk to the business managers of dispensaries explaining the usage of products offered by the company and how entering into a long-term relationship with the company can create a good source of income for them. The founders will also capitalize on their network to create a solid base of initial clients.

## CONTENT MARKETING

Most businesses have complex buyer cycles, multiple decision-makers, and long-term nurturing periods. Content can support these potential clients during their decision-making journey, educate them thoroughly on the types of cannabis products and the market. Wicked will establish itself as an industry leader by posting valuable content on its website. Posting informative content regarding the health benefits of cannabis-infused products and the number of products to be consumed will help to boost the company's online reputation. Promotion of this content online will result in improvement of ranking on search engines and more people will stumble upon the articles and bookmark them, share them with friends, and get in touch to ask about the company's products. Content marketing also reduces the overall marketing cost by a massive 62%, compared to other age-old techniques, so will be beneficial to the company.

# MARKET ANALYSIS - MARKETING STRATEGIES

## SOCIAL MEDIA



Social media is one of the easiest ways to promote and market in the modern era. More than one billion people are active on Facebook. According to Statista, the average internet user spends 2 hours and 23 minutes on social media every day. Although this varies per country, this presents an unmissable opportunity for the recreational cannabis businesses. Considering the usage statistics, the company will use different social media networks like Facebook, LinkedIn, and other groups to reach out to its potential clients. These social media channels will be used to get closer to the potential clients, build a community, and spread awareness of the company's greenhouse facility. The company will also target potential clients through sharing previous client testimonials (happy clients sharing their experience) and making new product addition announcements through these social media platforms. The detailed strategy to market through social media channels is as follows:

Facebook: It is one of the largest networks in the world, with over 2.4 billion users worldwide. The number of active Facebook users in the United States is estimated to be 223 million. Wicked will engage with prospective clients by posting updates about their favorite topics and the company's most recent activities. It will also post photos and videos of Wicked's products offered, farming procedures, event highlights, and the latest trends in the industry that might interest potential clients. Additionally, the company will engage with the clients by liking images that have been uploaded by them and writing comments about them.

LinkedIn: Having a LinkedIn presence will help the company to connect with potential clients and create a brand presence among them. It will also help the company to build a great network with suppliers and distributors to procure the agricultural tools, organic fertilizers, equipment and machinery, and sell the products. The LinkedIn audience wants a deeper understanding of businesses and platforms, and this drives the appetite for many different types of content. The company will display its complete information on its LinkedIn page and use its brand colors to highlight the relevant information to engage more clients to the platform.

YouTube: Social media video achieves 1200% more shares than text and image combined. Wicked will create its YouTube channel and post relevant videos concerning a tour of the greenhouse facility, introducing potential clients to the key employees working within the farm and showing the cannabis grown at the facility to encourage users to try the company's products.

Twitter: As of 2021, Twitter had approximately 73.2 million users in the United States. Wicked will share information regarding new product additions, pricing updates, and attractive offers with its existing clients and prospects to continue growing its network.

# MARKET ANALYSIS - MARKETING STRATEGIES

## SEO

Google's search engine results pages (SERPs) have become extremely important for businesses. According to Google, 28% of searches for something nearby result in a purchase or action. Potential clients researching cannabis cultivators are most likely to use search engines. Search engine optimization (SEO) involves optimizing website pages to rank higher in search results for specific keywords and phrases. Wicked will develop a well-crafted SEO strategy to drive more traffic to its website, as it will push the platform to the top of search engine rankings. It will develop appropriate keywords, including 'best cannabis flowers', 'top cannabis manufacturers around me', 'cannabis concentrates brands', etc., to rank its platform higher in search engine results, enabling it to drive more traffic. The company's SEO-friendly website will leave a lot of potential traffic and revenue on the table.

## GOOGLE ADS

The detailed strategy to target dispensaries in Massachusetts and its surrounding cities through Google Ads is outlined as follows:

- Run responsive search ads and responsive display ads with various keyword groups to help maximize exposure when being searched.
- Target the nearby regions' clients (dispensaries) to the website by showing them targeted ads.
- Research competitors and their keywords.
- Include site link extensions, physical greenhouse facility location, and contact information extensions.

## REFERRALS

71% of clients who've had a positive experience with a brand on social media are likely to recommend the brand to the people in their network. Wicked understands that the best promotion comes from satisfied clients. The company will encourage its existing clients to refer their friends and neighbors by providing discounts for new leads introduced. This strategy will increase effectiveness after the business has already been established. Moreover, when an existing client refers someone from his/her network, the company will not have to go through the expensive lead generation process, which will ultimately save the biggest part of marketing costs. The company will regularly add new referral incentives to encourage and remind its present clients to provide valuable leads. The high-quality products will automatically encourage its present clients to spread the word about it.

## ONLINE AND OFFLINE DIRECTORIES

Licensed dispensaries would be Wicked's major clients. So, the company will make efforts to be visible to the business managers of these dispensaries who usually search for suppliers who can assure a regular supply of high-quality cannabis products throughout the year. The company will get itself registered on the international online as well as offline directories and create its Google My Business account to enable businesses to find it conveniently over the phone or through the website. It will also mention the location of its cannabis growing facility, or head office on these sources to enable business managers to visit the facility easily.



# MARKET ANALYSIS - MARKETING STRATEGIES

## E-MAIL MARKETING

E-mail marketing has proven to be an effective tool among other successful marketing strategies for directly communicating with the targeted clients. Email is the third most influential source of information for B2B audiences. 86% of businesses prefer to use email when communicating for business purposes. The company will collect the clients' (licensed dispensaries) email addresses through various online and offline channels. It will create monthly newsletters including various sections such as existing and new product offerings, as well as the latest developments in the cannabis industry, which will be distributed to the existing and potential clients via e-mail. It will create a loyal client base for the company and generate more valuable leads.

## RETARGETING

Retargeting is the practice of sending targeted ads to specific users who have already interacted with the company's website. More than 90% of web traffic does not take action on their first website visit. Remarketing will allow the company to encourage interested clients to purchase the company's products. The retargeting ads will recapture that traffic by showing ultra-targeted ads to people who have already visited or performed a specific action on the website.

## SALES PERSONNEL

The company will employ a sufficient number of employees to the position of sales personnel who will assist with lead generation. These sales personnel will also provide social media and online marketing support to the company. They will approach the cannabis and hemp dispensaries & retail stores, demonstrate the products, and educate them regarding the benefits that they will receive after becoming associated with the company. These sales personnel will also attend the local business events and conferences to spread the word about the company's products.

## ATTEND EVENTS AND CONFERENCES

Cannabis events are growing in popularity around the world with growing instances of legalization. These events aim to connect the cannabis cultivators with multiple B2B products and service providers to enable collaboration and capitalization of multiple business opportunities. The sales professionals at Wicked Cultivation will attend these events, as there is always a potential to connect with unexpected businesses and licensed dispensaries. Educating the businesses or dispensaries regarding the high-quality and exotic cannabis products of the company can generate business for the company, which will then be converted into long-term business relationships.

# MARKET ANALYSIS - MARKETING MIX

## PRICE

Wicked will follow strategic pricing practices to stay ahead of the competition and gain a substantial market share in the recreational cannabis industry. The company will follow a rigorous mechanism and lab testing to ensure the quality of products by following sampling techniques to assure high-quality delivery in all segments. Pricing is outlined as follows:

- ✓ Packaged Cannabis Price per LB: \$5,000
- ✓ Unpackaged Cannabis Price per LB: \$2,500
- ✓ Concentrates Price per LB: \$12,000

## PROMOTION

The company's promotional strategy will revolve around various online and offline marketing channels. Satisfied clients will be the first marketing tool of the company. It will also list its business in various online and offline directories. The sales professionals at the firm will meet with the managers of big cannabis dispensaries to generate valuable leads. The founders of the firm will also attend cannabis events and exhibitions to reach out to potential clients and spread the word about its cannabis-growing facility, brand, and partnerships.



## PRODUCT

Wicked Cultivation LLC has been incorporated in Middleborough, Massachusetts in 2020 by founders, Jhanna Ortiz and Yovanna Espinosa. Wicked will engage in cannabis production and related products. The founders have executed a lease on a 19,845 sq. ft. facility. The founders will grow, cultivate, and produce cannabis flowers (in packaged and unpackaged form) and concentrates/resins/oil at this location with an aim to provide high-quality pure products to consumers. The founders will also add additional products in the future depending upon the market demand.

## PLACE

The company's main growing facility will be in Middleborough, Massachusetts, and will initially target B2B clients (licensed dispensaries) across Massachusetts and its surrounding cities. After having established a brand presence in the local market, it will expand the business operations throughout other states and countries. Having studied the demographics of the area, the place is considered an ideal location to set up a cannabis business, as the state has permitted the usage of recreational cannabis in 2018, which has created a huge unmet demand for the industry. Moreover, the number of adults demanding recreational marijuana products and older age people has increased over the past years, depicting a growth potential for the cannabis business.

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# **MANAGEMENT SUMMARY**

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# MANAGEMENT SUMMARY – FOUNDER’S DETAILS

## JHANNA ORTIZ

### CO-FOUNDER AND CEO

**OVERVIEW:** Jhanna Ortiz will be working in her capacity as the CEO of the company. Jhanna is a highly motivated solution-focused individual. She is capable of managing both people and budgets, and cultivating a comfortable & productive working environment, among other duties helping to achieve strategic departmental targets, ensuring the highest level of quality. She has extensive experience in training and marketing communication skills with proficiency in promoting confidence, building and maintaining strategic business/employee relationships, while working positively with people of diverse backgrounds.

She has the ability to manage multiple tasks without compromising quality or productivity and inspire the staff to enable them to perform at their best and keep them motivated at all times, requiring excellent communicative and interpersonal skills.

### EDUCATION

Economics and Finance Major Global Studies and Pre-Law Minor

University: Bentley University, Waltham, Massachusetts

Period: 2012 to 2014

### WORK EXPERIENCE

- Company: Wicked Cultivation  
Position: Chief Executive Officer  
Period: August 2020 to Present  
Responsibilities: Attend various start-up and business events, build and maintain professional relationships, with potential partners and investors, construct all funding strategies, create marketing objectives, formulate company's vision, goals, and objectives, and grow the company from idea to multimillion dollar business
- Company: HeadStash  
Position: Cannabis Brand Manager  
Period: November 2015 to August 2021  
Responsibilities: Collaborate and direct the work of outside marketing and PR agencies, conduct business analysis and present performance reviews, create marketing objectives, develop and execute brand communication strategy, implement consumer research and market trends, track and adjust brand support spending, and work closely with sales department to develop and execute promotional programs
- Company: Mass Eye & Ear (Harvard Medical)  
Position: MAA II to Chief of Otology  
Period: November 2019 to June 2021  
Responsibilities: Answer phone calls, assist the students, check patients in and out of appointments, coordinate and organize events, help organize and manage incoming information, maintain calendar and schedule, manage confidential patient information, etc.
- Company: Metro Jets  
Position: Executive Flight Attendant & Office Manager  
Period: January 2017 to October 2019
- Company: SnF Management  
Position: Administrative Assistant  
Period: March 2016 to May 2016

# MANAGEMENT SUMMARY – FOUNDER’S DETAILS

## YOVANNA ESPINOSA

### CO-FOUNDER AND EXECUTIVE DIRECTOR

**OVERVIEW:** Yovanna Espinosa will be managing the business in her capacity as the executive director of Wicked Cultivation. Yovanna Espinosa is a skilled professional with over 20 years of diverse and progressive experience in variety of industries. Her demonstrated hands-on management style in the development and implementations of strategic plans will ensure company growth in the long run. She possesses strong organizational and communication skills with the ability to independently plan and manage diverse business relationships. She has proven track record of managing businesses effectively while increasing efficiency and reducing overall expenses. She is accustomed to fast-paced, high-pressure positions, and has demonstrated the ability to prioritize multiple tasks, meet deadlines, and provide quality services.

### EDUCATION

Qualification: Business Administration  
University: APEC, Dominican Republic  
Period: 1986

### WORK EXPERIENCE

- Company: Wicked Cultivation  
Position: Executive Director  
Period: 2020 to Present  
Responsibilities: Handle purchases, billing, and financial reporting, focus on strategy execution by providing executive oversight, guidance, and support, make timely projections, ensure adequacy of cash flow resources, and oversee the formulation of all finance and business reports
- Company: D’manny Cargo Express  
Position: Owner  
Period: 2008 to 2013  
Responsibilities: Manage the movement of goods into and out of production facilities, monitor business and agencies to ensure that they efficiently and effectively provide needed services, determine staffing requirements, hire and train new employees, establish and implement departmental policies, goals, objectives, and procedures, review financial statements, and determine cost reduction areas
- Company: Ira Toyota in Danvers, MA  
Position: Sales Representative  
Period: 2000 to 2008  
Responsibilities: Cultivate relationships with new customers, strategically negotiate with customers to close on deals and increase sales, qualify and follow up on warm Internet leads regarding new and pre-owned vehicle availability, price, and options, and maintain contact with customers via email, phone calls, and regular updates on promotional offers

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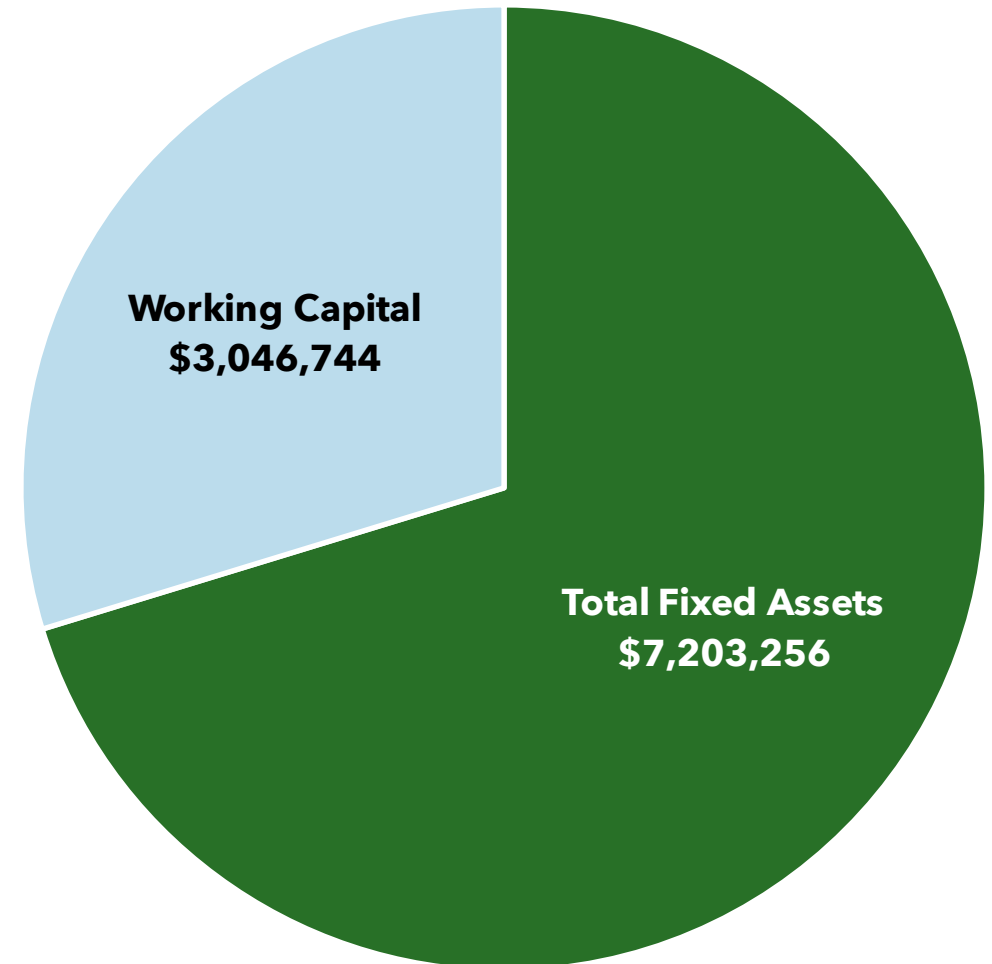
# SOURCES AND USAGE

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# SOURCES AND USAGE OF FUNDS

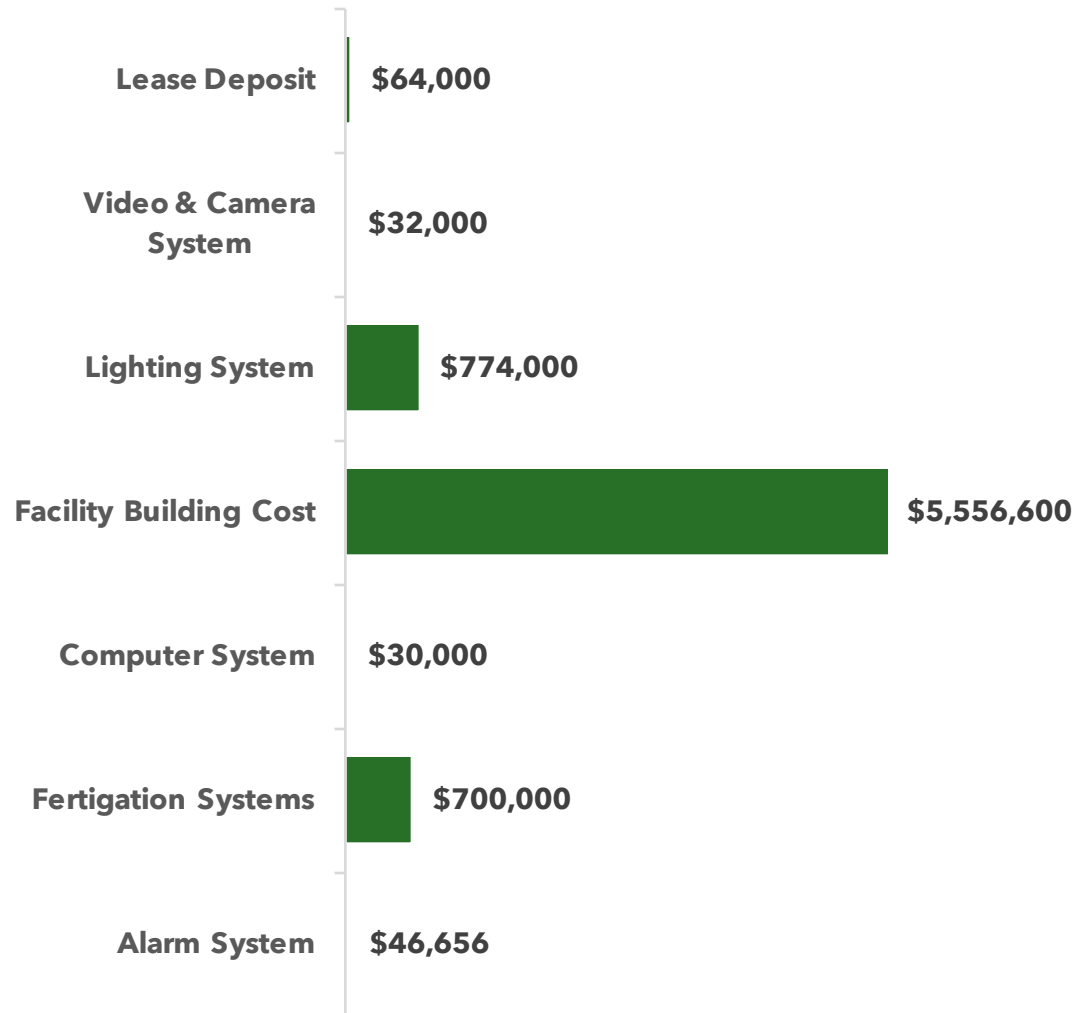
SOURCES AND USAGE OF FUNDS	AMOUNT
<u>Sources of Funds</u>	
Equity	\$250,000
Investment as a Loan	\$10,000,000
<b>Total Funding</b>	<b>\$10,250,000</b>
<u>Usage of Funds</u>	
Fixed Assets	
Alarm System	\$46,656
Fertigation Systems	\$700,000
Computer System	\$30,000
Facility Building Cost	\$5,556,600
Lighting System	\$774,000
Video & Camera System	\$32,000
Lease Deposit	\$64,000
<b>Total Fixed Assets</b>	<b>\$7,203,256</b>
Direct Cost	\$2,045,295
Indirect Cost	\$873,258
Buffer Cash	\$128,191
<b>Total Working Capital</b>	<b>\$3,046,744</b>
<b>Total Usage of Funds</b>	<b>\$10,250,000</b>

USAGE OF FUNDS

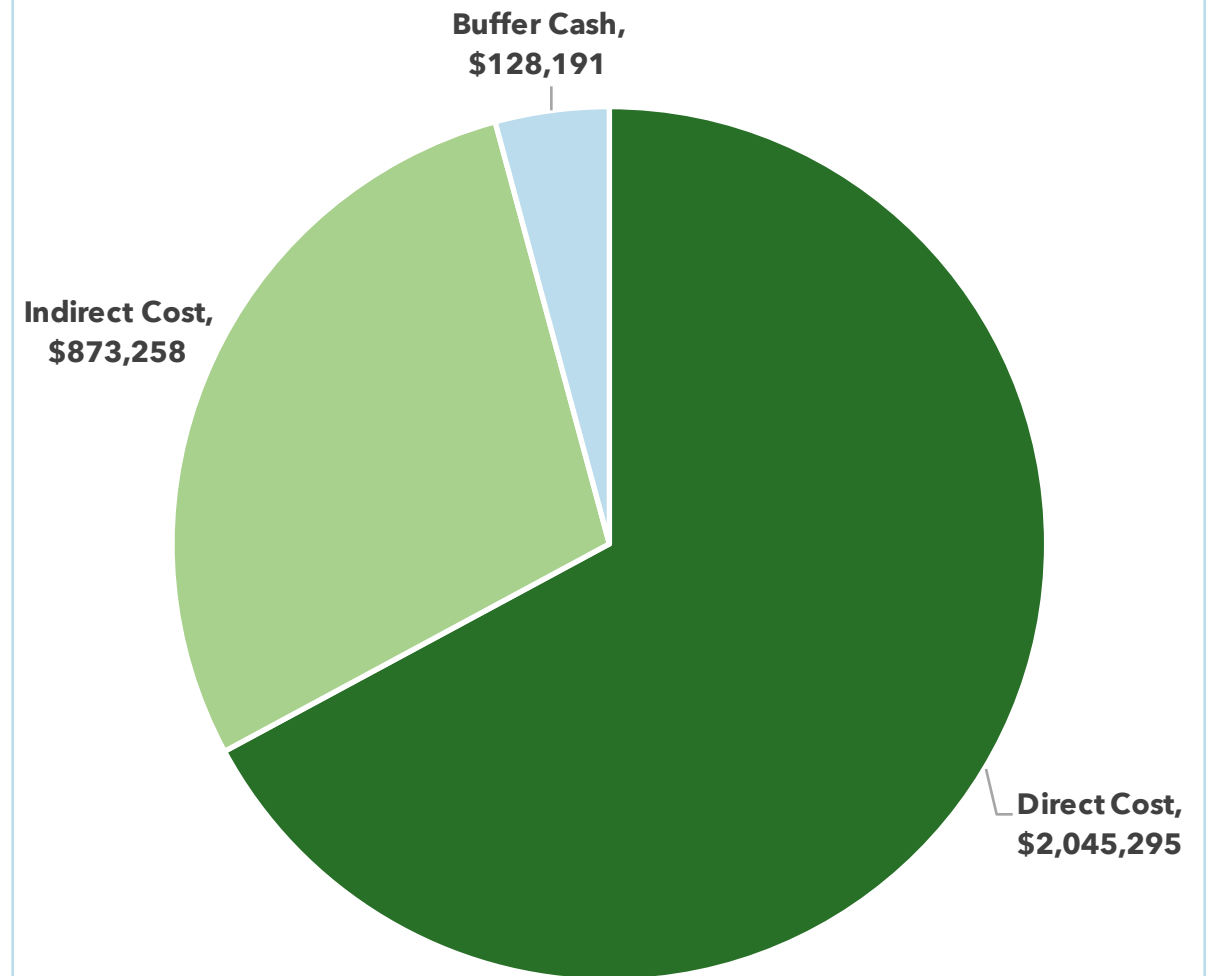


# SOURCES AND USAGE OF FUNDS

## FIXED ASSETS



## WORKING CAPITAL





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# FINANCIAL PLAN

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# FINANCIAL PLAN - INCOME STATEMENT

PARTICULARS	2022	2023	2024	2025	2026	2027
<b>Total Revenue</b>	\$0	\$25,877,400	\$52,515,900	\$57,082,500	\$63,932,400	\$73,065,600
<i>Growth (%)</i>		-	103%	9%	12%	14%
<b>Direct Costs</b>	\$345,000	\$5,100,885	\$5,819,734	\$6,274,741	\$6,784,145	\$7,336,883
Maintenance Cost	\$0	\$80,000	\$88,000	\$96,800	\$106,480	\$117,128
Security Monitoring	\$0	\$50,000	\$55,000	\$60,500	\$66,550	\$73,205
Cost of Goods Sold	\$0	\$150,769	\$165,846	\$182,430	\$200,673	\$220,741
Packaging	\$0	\$339,476	\$688,937	\$748,845	\$838,706	\$958,522
Outsourcing	\$0	\$129,000	\$141,900	\$156,090	\$171,699	\$188,869
Transport	\$0	\$60,000	\$66,000	\$72,600	\$79,860	\$87,846
Electric	\$30,000	\$430,000	\$473,000	\$520,300	\$572,330	\$629,563
Water	\$30,000	\$360,000	\$396,000	\$435,600	\$479,160	\$527,076
Propane	\$15,000	\$218,000	\$239,800	\$263,780	\$290,158	\$319,174
Salaries	\$170,000	\$2,983,640	\$3,175,251	\$3,374,796	\$3,579,228	\$3,775,530
Growing Solutions	\$100,000	\$300,000	\$330,000	\$363,000	\$399,300	\$439,230
<b>Gross Profit</b>	-\$345,000	\$20,776,515	\$46,696,166	\$50,807,759	\$57,148,255	\$65,728,717
<i>Gross Margin (%)</i>	-	80%	89%	89%	89%	90%
<b>Indirect Costs</b>	\$335,800	\$1,612,373	\$2,561,377	\$2,752,104	\$3,024,785	\$3,374,609
Marketing	\$0	\$45,000	\$49,500	\$54,450	\$59,895	\$65,885
Website Development	\$2,000	\$500	\$500	\$500	\$500	\$500
License Renewal	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000

# FINANCIAL PLAN - INCOME STATEMENT

PARTICULARS	2022	2023	2024	2025	2026	2027
Legal Fees	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Insurance	\$45,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
Property tax	\$6,800	\$7,140	\$7,497	\$7,872	\$8,265	\$8,679
Community Service	\$10,000	\$20,000	\$20,000	\$25,000	\$30,000	\$30,000
Miscellaneous	\$80,000	\$88,000	\$96,800	\$106,480	\$117,128	\$128,841
Licensing for setup	\$40,000	\$0	\$0	\$0	\$0	\$0
Branding	\$0	\$30,000	\$33,000	\$36,300	\$39,930	\$43,923
Rent	\$69,000	\$253,024	\$253,024	\$260,614	\$268,433	\$276,486
Town Tax	\$0	\$776,322	\$1,575,477	\$1,712,475	\$1,917,972	\$2,191,968
Internal Theft and other Expenses	\$0	\$129,387	\$262,580	\$285,413	\$319,662	\$365,328
<b>Earnings before Interest, Tax, Depreciation, and Amortization</b>	<b>-\$680,800</b>	<b>\$19,164,142</b>	<b>\$44,134,789</b>	<b>\$48,055,655</b>	<b>\$54,123,470</b>	<b>\$62,354,108</b>
<i>Earnings before Interest Tax, Depreciation, and Amortization Margin</i>	-	74%	84%	84%	85%	85%
Depreciation	\$1,440,651	\$1,212,521	\$1,036,017	\$901,413	\$800,991	\$898,919
<b>Profit Before Taxes</b>	<b>-\$2,121,451</b>	<b>\$17,951,621</b>	<b>\$43,098,772</b>	<b>\$47,154,241</b>	<b>\$53,322,479</b>	<b>\$61,455,189</b>
<i>Profit Before Tax Margin</i>	-	69%	82%	83%	83%	84%
<i>Interest on Loan</i>		\$628,891	\$466,625	\$292,628	\$106,053	\$0
Sales Tax	\$0	\$1,617,338	\$3,282,244	\$3,567,656	\$3,995,775	\$4,566,600
Taxable Profit/Loss (Post Federal Tax)	-\$2,121,451	\$15,705,392	\$39,349,903	\$43,293,957	\$49,220,651	\$56,888,589
State Tax	\$0	\$1,688,330	\$4,230,115	\$4,654,100	\$5,291,220	\$6,115,523
<b>Profit After Taxes</b>	<b>-\$2,121,451</b>	<b>\$14,017,063</b>	<b>\$35,119,789</b>	<b>\$38,639,857</b>	<b>\$43,929,431</b>	<b>\$50,773,066</b>
<i>Profit After Tax Margin</i>	-	54%	67%	68%	69%	69%

# FINANCIAL PLAN - CASH FLOW STATEMENT

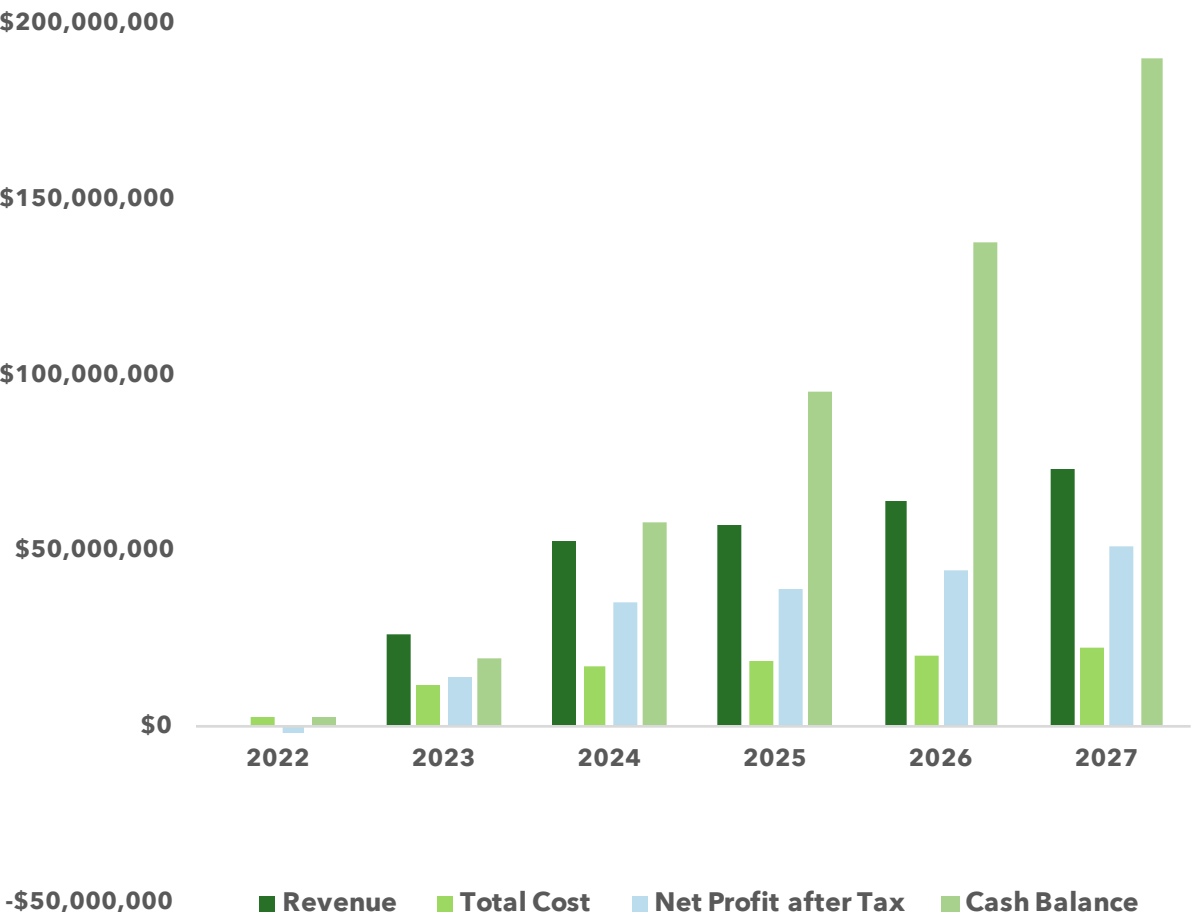
PARTICULARS	2022	2023	2024	2025	2026	2027
<b>A. Cash Flow from Operating Activities</b>						
<b>Net Profit / (Loss) after Tax</b>	-\$2,121,451	\$14,017,063	\$35,119,789	\$38,639,857	\$43,929,431	\$50,773,066
<b>Adjustments for:</b>						
Non cash adjustment						
Depreciation and Amortisation	\$1,440,651	\$1,212,521	\$1,036,017	\$901,413	\$800,991	\$898,919
Provision For Tax	\$0	\$4,081,989	\$9,087,835	\$9,934,232	\$11,204,967	\$12,874,091
<b>Operating Profit / (Loss) before Working Capital Changes</b>	-\$680,800	\$19,311,573	\$45,243,641	\$49,475,502	\$55,935,389	\$64,546,076
Changes in Working Capital:						
Tax Paid		\$0	-\$4,081,989	-\$9,087,835	-\$9,934,232	-\$11,204,967
<b>Cash Generated from Operations (A)</b>	-\$680,800	\$19,311,573	\$41,161,652	\$40,387,666	\$46,001,157	\$53,341,109
<b>B. Cash Flow from Investing Activities</b>						
Addition in Fixed Assets	-\$7,203,256	-\$300,000	-\$330,000	-\$363,000	-\$399,300	-\$1,290,630
<b>Net Cash Flow from / (used in) Investing Activities (B)</b>	-\$7,203,256	-\$300,000	-\$330,000	-\$363,000	-\$399,300	-\$1,290,630
<b>C. Cash Flow from Financing Activities</b>						
Equity	\$250,000	\$0	\$0	\$0	\$0	\$0
Cashflow from buyback of shares	-\$30,000	\$0	\$0	\$0	\$0	\$0
Investment as a Loan	\$10,000,000	\$0	\$0	\$0	\$0	\$0
Repayment of Loan		-\$2,244,658	-\$2,406,924	-\$2,580,921	-\$2,767,496	
<b>Net Cash Flow from / (used in) Financing Activities (C)</b>	\$10,220,000	-\$2,244,658	-\$2,406,924	-\$2,580,921	-\$2,767,496	\$0
Adj. For Group Business	\$0	\$0	\$0	\$0	\$0	\$0
Net Increase / (Decrease) in Cash and Cash Equivalents (A+B+C)	\$2,335,944	\$16,766,915	\$38,424,727	\$37,443,745	\$42,834,361	\$52,050,479
Cash and Cash Equivalents at the Beginning of the Year	\$0	\$2,335,944	\$19,102,859	\$57,527,586	\$94,971,331	\$137,805,692
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>\$2,335,944</b>	<b>\$19,102,859</b>	<b>\$57,527,586</b>	<b>\$94,971,331</b>	<b>\$137,805,692</b>	<b>\$189,856,171</b>

# FINANCIAL PLAN - BALANCE SHEET

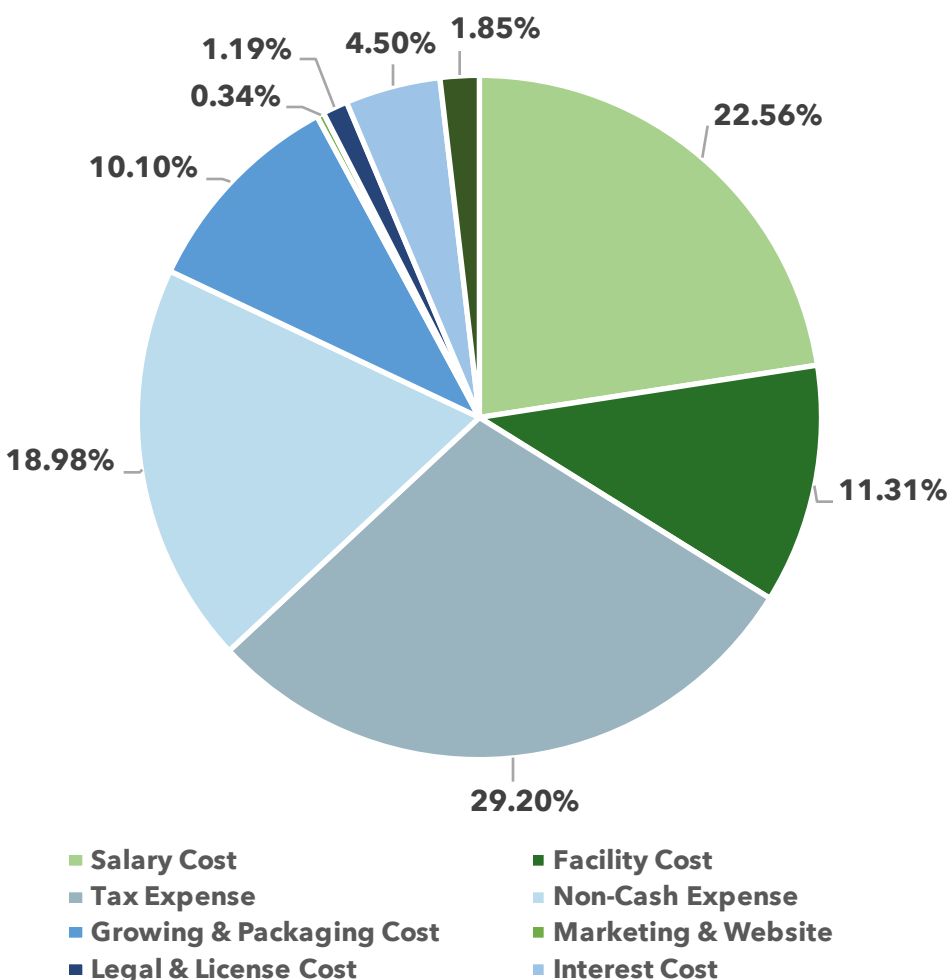
PARTICULARS	2022	2023	2024	2025	2026	2027
<b>EQUITY &amp; LIABILITY</b>						
Share Capital	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000
Reserve and Surplus	-\$2,121,451	\$11,895,611	\$47,015,400	\$85,655,257	\$129,584,688	\$180,357,754
<b>Sub-Total</b>	-\$1,901,451	\$12,115,611	\$47,235,400	\$85,875,257	\$129,804,688	\$180,577,754
Investment as a Loan	\$10,000,000	\$10,000,000	\$7,755,342	\$5,348,418	\$2,767,496	\$0
Repayment of Loan	\$0	-\$2,244,658	-\$2,406,924	-\$2,580,921	-\$2,767,496	\$0
<b>Closing Balance</b>	<b>\$10,000,000</b>	<b>\$7,755,342</b>	<b>\$5,348,418</b>	<b>\$2,767,496</b>	<b>\$0</b>	<b>\$0</b>
<b>Current Liabilities &amp; Provisions</b>						
Tax Provisions	\$0	\$4,081,989	\$9,087,835	\$9,934,232	\$11,204,967	\$12,874,091
<b>Sub-Total</b>	\$0	\$4,081,989	\$9,087,835	\$9,934,232	\$11,204,967	\$12,874,091
<b>Total Equity &amp; Liability</b>	<b>\$8,098,549</b>	<b>\$23,952,943</b>	<b>\$61,671,653</b>	<b>\$98,576,985</b>	<b>\$141,009,655</b>	<b>\$193,451,845</b>
<b>ASSETS</b>						
<b>Fixed Assets</b>						
Tangible & Intangibles	\$5,762,605	\$4,850,084	\$4,144,067	\$3,605,654	\$3,203,963	\$3,595,674
<b>Sub-Total</b>	\$5,762,605	\$4,850,084	\$4,144,067	\$3,605,654	\$3,203,963	\$3,595,674
<b>Current Assets, Loans and Advances</b>						
Cash & Bank balance	\$2,335,944	\$19,102,859	\$57,527,586	\$94,971,331	\$137,805,692	\$189,856,171
<b>Sub-Total</b>	\$2,335,944	\$19,102,859	\$57,527,586	\$94,971,331	\$137,805,692	\$189,856,171
<b>Total Assets</b>	<b>\$8,098,549</b>	<b>\$23,952,943</b>	<b>\$61,671,653</b>	<b>\$98,576,985</b>	<b>\$141,009,655</b>	<b>\$193,451,845</b>

# FINANCIAL PLAN - FINANCIAL CHARTS

REVENUE, COST, AND PROFITABILITY



STRUCTURE OF EXPENSES



# FINANCIAL PLAN - COMPANY VALUATION

PARTICULARS	2022	2023	2024	2025	2026	2027	
Year	1	2	3	4	5	6	
EBITDA	-\$680,800	\$19,164,142	\$44,134,789	\$48,055,655	\$54,123,470	\$62,354,108	
Adjustments to :							
Changes in working capital	\$136,160	\$1,051,227	\$173,740	\$101,747	\$115,318	\$125,713	
Taxation	\$0	\$3,305,667	\$7,512,358	\$8,221,757	\$9,286,995	\$10,682,123	
Additions to Fixed Assets	\$7,203,256	\$300,000	\$330,000	\$363,000	\$399,300	\$1,290,630	<b>Terminal Value</b>
Free Cash Flow	-\$8,020,216	\$14,507,248	\$36,118,691	\$39,369,151	\$44,321,857	\$50,255,641	\$139,605,936
<b>Present Value of FCF</b>	<b>-\$5,896,116</b>	<b>\$7,840,521</b>	<b>\$14,350,659</b>	<b>\$11,499,418</b>	<b>\$9,517,386</b>	<b>\$7,933,494</b>	<b>\$22,038,579</b>
Discount Factor	74%	54%	40%	29%	21%	16%	

<b>Enterprise Value</b>	<b>\$67,283,942</b>
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Restricting Access to Age 21 or Older

Wicked Cultivation LLC's (the "Company") cultivation facility located 15 Charlotte Court, Middleborough, MA will be an indoor cultivation facility of approximately 19,845 square feet, with additional storage and office areas (the "Facility"). The main entrance to the Facility's building will have a reception area and security check-in desk. All visitors to the building will initially be required to check-in and present an ID at the security check-in desk. Visitors will then go past the reception/security area to enter the Facility. The entrance to the Facility will have a double-lock door. As the Company will be conducting no retail sales, restricting access to individuals aged 21 or older should pose no problems.

The Company will never knowingly invite a person under the age of 21 to visit the Facility. All employees and registered agents shall be at least 21 years of age. If a visitor appears at one of the main entrances of the Facility's building or the doors of the Facility, either the security check-in staff or a Company employee will confirm the visitor is expected or has a valid purpose for visiting the Facility (such as a potential supplier, potential wholesale customer, or Cannabis Control Commission inspector). Once at the door of the Facility, a Company employee will verify the identity of the visitor and confirm he or she is at least 21 years old by checking the visitor's ID, log the visitor to ensure the Facility has records of who has been in the Facility and at what times the visitor was present, give him or her a visitor badge, and ensure the visitor is escorted while on the premises. If a visitor cannot produce a valid ID, the visitor may not enter the Facility. If the ID presented appears to be fake or altered, the employee will seek to retain the ID and will contact appropriate law enforcement personnel.



PERSONNEL POLICIES INCLUDING BACKGROUND CHECKS

Wicked Cultivation LLC (the “Company”) will maintain personnel policies at its planned cultivation facility located at 15 Charlotte Ct, Middleborough, MA (the “Facility”) suitable for an employer in the Commonwealth of Massachusetts and, additionally, will maintain and enforce personnel policies required by Cannabis Control Commission (“Commission”) rules, including, but not limited to, ensuring that: (1) hiring is consistent with the Company’s Diversity Plan and Disproportionate Impact Plan, each submitted separately herewith; (2) employees pass background checks and are licensed as a condition for being hired on a pay or voluntary basis; (3) references are checked prior to hiring all employees; (4) training is conducted for each employee each year to at least the minimum extent required by Commission rules; and (5) records of personnel are maintained and retained in accordance with Commission record retention requirements.

Projected staff will include at least the following positions:

- Chief Executive Officer – Jhanna Ortiz
- Executive Officer – Yovanna Espinosa
- Chief Information Officer – Needs to Be Hired
  - Responsible for the technological information and strategies that will support our enterprise’s goals. You will be implementing and using various strategies that will further the success of Wicked Cultivation LLC by analyzing how various technologies will benefit our company and improve it in a multitude of ways.
    - Qualifications:
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - High level of integrity and strong work ethic
      - Regular and on-time attendance
      - Bachelor’s Degree in computer science, information technology, and systems.
      - Five years of direct responsible experience, preferably in a municipal setting (please provide references if any.)
      - Regular and on-time attendance
- Executive Assistant – Needs to Be Hired
  - Provides high level administrative support to executives in the workplace. Will be taking many calls, scheduling meetings, managing executive requests, as well as supervising and overseeing lower level office employees.

- **Qualifications**
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Able to pass all background checks as mandated by the Massachusetts CCC
  - Impeccable communication skills
  - Versatile, able to handle a range of tasks
  - High level of integrity and strong work ethic
  - Regular and on-time attendance
- **Facility Manager- Needs to Be Hired**
  - Responsible for supervising cleaning staff and Receptionist. Supervise the company's maintenance operations and processes. Will be assisting with the budget creation and tracking their expenses for the leadership team to review.
- **Cleaning Staff x3 – Needs to Be Hired**
  - Responsible for daily cleaning and sanitizing of offices, meeting rooms, bathrooms, break rooms, locker rooms, production areas, and equipment.
    - **Qualifications:**
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - One year of continuous work experience (in a janitorial and/or maintenance field preferred)
      - Experience working in a warehouse environment preferred
      - Strong attention to detail
      - High level of integrity and strong work ethic
      - Regular and on-time attendance
- **Receptionist- Needs to Be Hired**
  - Greet, welcome and direct visitors appropriately when entering the facility. Notify company personnel of the visitor's arrival. Maintain security and telecommunications systems. Inform the visitors by answering or referring inquiries.
    - **Qualifications:**
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - High level of integrity and strong work ethic
      - **High School diploma or GED**
      - Must be 21 years of age or older as required by the Massachusetts CCC

- Proficient in Microsoft Office and computer programs in general
  - Regular and on-time attendance
  - One-year experience in an office environment
  - Strong phone skills
- Controller - Needs to Be Hired
  - In charge of closely monitoring the Company's financial health. Must be able to maintain, manage, and analyze financial statements, payroll, budgets, tax compliance and more. Oversees all accountants in the department.
    - Qualifications
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Bachelor's degree in accounting or business (preferably an MBA)
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Plenty of real world experience in the accounting field
      - Regular and on-time attendance
      - Two to Four Years in a executive/management position
- Accountant - Needs to Be Hired
  - Responsible for keeping and interpreting financial records. Bachelor's or Master's degree in accounting. Must be extremely organized.
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Attention to Detail
      - Data Analysis
      - Effective Communication
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Problem Solving
      - Tax Compliance
      - Two Years in accounting
      - Understanding of financial reporting
- Director of Cultivation - Needs to Be Hired
  - Oversee all cannabis production operations in the facility, manage other cannabis production employees, and keep track of the Facility's product, ensuring consistent compliance with all regulations and the highest levels of safety and cleanliness inside the Facility.
    - Qualifications:

- A minimum of eight years' experience working as a master grower
  - Able to pass all background checks as mandated by the Massachusetts CCC
  - At least four years of experience in a management position
  - Exceptional knowledge of the cannabis plant, its growth requirements, and disease management techniques
  - Great leadership and communication skills
  - High level of integrity and strong work ethic
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Regular and on-time attendance
  - Willingness to stay on top of current cannabis farming trends
- Flower Lead x2 - Need to Be Hired
  - Performs all the tasks in the grow cycle, including transplanting, feeding, cloning, cropping and inventory management.
  - Makes sure the other employees are in the designated area and performing their daily activities.
  - Qualifications:
    - Four Years experience growing cannabis indoors
    - Able to pass all background checks as mandated by the Massachusetts CCC
    - Great leadership and communication skills
    - High level of integrity and strong work ethic
    - Must be 21 years of age or older as required by the Massachusetts CCC
    - Regular and on-time attendance
    - At least two years in a management/supervisor position
- Trimmer x4 - Need to Be Hired
  - Harvest marijuana plants by cutting the flowers of the plants from their stems. Manicuring and pruning plants during all phases of the growth process. Meet daily production quotas.
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Regular and on-time attendance
      - Time management

- Grow Tech x8 - Need to Be Hired
  - Record daily temperature readings, participate in transplanting, water all stages of plants, and cleanup drained water. Sift and dispose of dirt from harvested plants, spray flowering plants. Clean pots, fans, lights and the Facility.
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Regular and on-time attendance
  
- Manufacturing Manager/Director of Extraction - Needs to Be Hired
  - The Director of Extraction oversees the preparation and the extraction process of marijuana plants in accordance with the state and company standards. This position is responsible for developing and documenting the standard operating procedures for extraction and proprietary processing techniques. The Director will provide oversight of weighing, packaging, labeling and documentation of all products, as well as the tracking of batch numbers, lot numbers and expiration dates. The director will also be responsible for providing the executive team reports associated with process efficacy, efficiency, and quality.
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Assess the product inventory requirements and coordinate with grow team to ensure an adequate supply of medical cannabis is available to meet all facets of the company's strategic approach.
      - Ensure that sanitation, safety and security protocols are strictly enforced throughout the facility in accordance with the company's standard operating procedures and state regulations.
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Manage vendor relationships for extraction and processing equipment to ensure equipment quality is optimal.
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Oversee daily laboratory activities for extraction and processing of medical cannabis products.
      - Provide weekly, monthly, annual reporting on production of medical cannabis products, sales projections, and compliance.

- Regular and on-time attendance
  - Provide expert recommendations on specific medical marijuana product formulations to meet the needs of patients and strategic approaches set forth by the executive team.
  - Work with local, state-approved laboratories to provide samples for regular testing of plant material and extracted product and ensure all results are documented in compliance with state regulations.
  - Work in conjunction with the fulfillment department to ensure that products are produced in accordance with demand.
- Lab Tech x1 - Needs to Be Hired
  - Will be responsible for safely and effectively converting the cannabis materials into high quality, safe cannabis oils and liquids for inhalation
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Effective communication skills
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Mechanically inclined
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Regular and on-time attendance
      - Strong work ethic
      - Willingness to learn and improve each operation
- Post Production Manager - Needs to Be Hired
  - The Processing Manager is responsible for handling all post-harvest production. The Processing Manager shall be responsible for leading a processing team, maintenance of all processing equipment, staffing, and the ongoing operation of all post-harvest processing.
    - Qualifications:
      - 3-5 years experience in a supervisory role in a production environment.
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Develop and administer training, both documented and hands-on
      - Develop and document workflow policies and procedures that improve efficiency without compromising safety or quality.
      - Experience leading and managing a team of 4-10 employees
      - Great leadership and communication skills
      - High level of integrity and strong work ethic

- Highly trained in anti-theft solutions
  - Hiring/Termination of packaging technicians as needed
  - Motivating, supporting and providing guidance to production staff
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Regular and on-time attendance
  - Strong attention to detail
- Packager x4 - Need to Be Hired
  - Responsible for the safe and accurate packaging and labeling of all products. Working within a team environment, the Packaging Technician maintains the chain of integrity of our premium cannabis products from processing to patient
    - Qualifications:
      - Ability to move from one task to another with efficiency.
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Able to stand for long periods of time.
      - Great leadership and communication skills
      - Have above average hand-dexterity.
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Previous experience in a high-volume production setting is preferred but not required.
      - Regular and on-time attendance
      - Seeking candidates with a great attitude and who are excellent team players
- Director of Sales and Marketing - Needs to Be Hired
  - Oversees sales and marketing programs. Develops strategic sales and marketing objectives. Establishes sales territories and quotas, manages budgets and evaluates sales performance.
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Regular and on-time attendance
      - Ability to understand the impact of operational initiatives from a sales or marketing person's perspective

- Ability to prepare reports and use appropriate modes of communication. Must be proficient at analyzing data, building reporting and making strategic recommendations based on data and trends
  - Ability to manage multiple projects and work to tight deadlines
  - Proven success working in a fast-paced, high-growth environment
  - Keen business sense, with the ability to find creative business-oriented solutions to problems
- Marketing Assistant - Needs to Be Hired
  - Administrative and clerical support to Marketing Managers. Responsible for writing sales copy, organizing events, contributing to the annual marketing plan, helping implement and monitor marketing campaigns, handling correspondence and assessing the effectiveness of marketing efforts
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Develop and execute marketing campaigns.
      - Execute marketing strategy.
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC
      - Provide support to marketing department.
      - Regular and on-time attendance
      - Work with marketing team to manage brand and marketing initiatives.
- Sales Associates - Need to Be Hired
  - The ideal candidate should have a proven track record of sales growth, strong relationship management, along with the ability to think outside-the-box to identify solutions which drive sales and market share in a competitive environment.
    - Qualifications:
      - A minimum of two (2) years of customer service experience
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Driver's license, clean driving record, and auto insurance
      - Enthusiastic, energetic and positive attitude
      - Event or Brand Ambassador experience is also desirable



- Excellent verbal and written communication skills
  - Great leadership and communication skills
  - High level of integrity and strong work ethic
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Outstanding interpersonal and persuasive skills
  - Previous sales experience preferred (cannabis sales experience is a plus!)
  - Regular and on-time attendance
  - Top-notch time management and organizational skills
- Director of Security - Needs to Be Hired
  - Qualifications:
    - Able to pass all background checks as mandated by the Massachusetts CCC
    - Conducting monthly security audits in order to identify potential problems related to physical security, staff safety, and asset protection; and inspecting security design features, installations and programs to verify compliance with standards
    - Great leadership and communication skills
    - High level of integrity and strong work ethic
    - Must be 21 years of age or older as required by the Massachusetts CCC
    - Regular and on-time attendance
    - Effectively manages current and future members of security team by setting clear expectations and accountability, delivering feedback and monitoring overall performance
    - Manages relationships with both internal/external security, governmental partners/vendors and 3rd party vendors/contractors
    - Conducts routine audits and follow-up inspections of corporate, retail and cultivation facilities nationally to ensure compliance with local and state rules & regulations
- Security Guards x2 – Need to Be Hired
  - Security guard serves as a stabilizing presence to ensure the safety of employees and visitors to the marijuana Facility. They monitor the premises, check surveillance equipment, and remove those who pose a disturbance or threat.
    - Qualifications:
      - Able to pass all background checks as mandated by the Massachusetts CCC
      - Great leadership and communication skills
      - High level of integrity and strong work ethic
      - Must be 21 years of age or older as required by the Massachusetts CCC

- Regular and on-time attendance
- A minimum of 2 years security, safety, or related experience.
- Experience working in a fast-paced retail, production environment with diverse clientele preferred.
- Demonstrated safety, security, risk management, and client service capabilities.

Please note that this projected personnel plan can change once operations begin. More or fewer positions may become available depending on the demand for Company cannabis and the efficiency of the operation. Details of the duties of the principals, managers and employees in the above positions are listed in the qualifications and training procedures policy, separately submitted herewith.

The Company's employees shall not be permitted to use, possess or be under the influence of drugs, tobacco or alcohol during business hours. In addition, the Company's employees shall not be permitted to use or possess drugs, whether or not such employee is working, that are criminalized by federal law, other than marijuana legally obtained from a licensed adult-use retailer or medical marijuana dispensary. The Company reserves the right to randomly drug test employees.

In terms of employee conduct, the Company will immediately dismiss any employee who has:

- Diverted marijuana, which shall be reported to law enforcement officials and to the Commission;
- At any time while working for Company or at the Facility, including vehicles used for the transportation of marijuana products, used, possessed, or were under the influence of alcohol, tobacco, or drugs deemed illegal under federal law (except for the possession of marijuana products during the normal course of business for the Company's business purposes);
- Engaged in unsafe practices with regard to operation of the Marijuana Establishment, which shall be reported to the Commission; or
- Been convicted or entered a guilty plea, plea of *nolo contendere*, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of the laws of another state or jurisdiction.

In terms of personnel recordkeeping, the Company will retain personnel records in at least the following categories:

- Job descriptions for each employee and volunteer position;
- Organizational charts consistent with the job descriptions;

- A personnel record for each Marijuana Establishment agent, to be retained until not less than 12 months following termination of the individual's affiliation with the Company, and that will specifically include, at minimum: (1) the registration information on the agent submitted in connection with that agent's licensure; (2) documentation of verification of references; (3) the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision; (4) documentation of all required training, including training regarding privacy and confidentiality requirements, and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters; (5) documentation of periodic performance evaluations; (6) records of any disciplinary action taken; and (7) notice of completed responsible vendor and eight-hour related duty training;
- A staffing plan that will demonstrate accessible business hours;
- Personnel policies and procedures; and
- All background check reports obtained by the Company.

The Company shall ensure all employee records and confidential information involving employees and customers are kept confidential, except as otherwise required by law or court order. All physical copies of confidential information and employee records shall be kept in a locked file cabinet and only Jhanna Ortiz and Yovanna Espinosa will have access to such. All electronic copies of confidential information and employee records shall be kept in a password-protected file and only Jhanna Ortiz and Yovanna Espinosa will be provided with the password to access such password-protected file. Any confidential information qualifying as personal information under applicable laws of Massachusetts or other states shall be protected pursuant to 201 CMR 17.00 or counterpart laws or rules in other states, as applicable.

### RECORD KEEPING PROCEDURES

Wicked Cultivation LLC (the “Company”) at its cultivation facility located at 15 Charlotte Ct., Middleborough, MA (the “Facility”), will maintain required records and make them available for inspection by the Cannabis Control Commission (“Commission”), upon request. These records will include the following records that will be retained for at least two years after Facility closure:

- Detailed written operating procedures in all areas specified by Commission rules;
- Inventory records;
- Seed-to-sale tracking records for all marijuana products;
- Recordkeeping mandated by Department of Revenue rules at 830 CMR 62C.25.1 and Department of Revenue Directive 16-1 regarding record keeping requirements.
- The following personnel records:
  - Job descriptions for each employee and volunteer position;
  - Organizational charts consistent with the job descriptions;
  - Personnel records for each marijuana establishment agent which are to be maintained at least 12 months after termination of the individual’s affiliation with the Company and shall include (1) all materials submitted to the Commission pursuant to 935 CMR 500.030(2); (2) documentation of verification of references; (3) the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision; (4) documentation of all required training, including training regarding privacy and confidentiality requirements, and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters; (5) documentation of periodic performance evaluations; (6) records of any disciplinary action taken; and (7) notice of completed eight-hour duty training and, when applicable, responsible vendor training;
  - A staffing plan that will demonstrate accessible business hours and safe cultivation conditions;
  - Personnel policies and procedures; and
  - All background check reports obtained in accordance with 935 CMR 500.030.

- Waste disposal records, which shall be kept for at least three (3) years.
- Business records, including, but not limited to,
  - Assets and liabilities;
  - Monetary transactions;
  - Books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
  - Sales records including the quantity, form and cost of marijuana products; and
  - Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any Persons Having Direct or Indirect Control (as defined in 935 CMR 500.000) over the Company.
- Incident reports filed with the Commission and appropriate local law enforcement authorities.

Please note that many Company records will be retained for periods longer than the minimum two years after Facility closure, including certain records not specified in Commission rules that will be retained permanently.

All financial records shall be maintained in accordance with generally accepted accounting principles.

### MAINTAINING OF FINANCIAL RECORDS

Records maintained by Wicked Cultivation LLC (the “Company”) at its cultivation facility located at 15 Charlotte Ct., Middleborough, MA (the “Facility”) will properly record sales in full compliance with Cannabis Control Commission (the “Commission”) rules and maintain records of same in the manner required by the Commission and applicable law. Sales will only be made to wholesale customers, not retail customers. Sales recording and maintenance requirements include, but are not limited to, the following:

- The Company shall not manipulate or alter sales data or make use of software or other methods to manipulate or alter sales data.
- To the extent applicable, the Company shall adopt and maintain separate accounting practices for marijuana sales and non-marijuana sales.
- The Company is not collocated with a medical marijuana treatment center. Therefore, there is no ability or need for submission of preexisting medical sales data to the Commission for use in determining adequacy of marijuana and marijuana products. However, if the Company were to be collocated with a medical marijuana treatment center, then the Company would maintain and provide to the Commission accurate sales data collected during the six months prior to the Company’s application to ensure an adequate supply of marijuana and marijuana products under 935 CMR 500.140(10), to the extent applicable.

Records maintained by the Company will include financial records maintained in accordance with generally accepted accounting principles. Additionally, the Company will maintain business records, which will be retained for at least two years after Facility closure, and which shall include manual or computerized records of the following items specified in Commission rules:

- The Company’s assets and liabilities;
- Monetary transactions;
- Books of accounts, which shall include, but not be limited to, journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
- Sales records including the quantity, form, and cost of marijuana products; and
- Salary and wages paid to each employee, stipends paid to each board member, and any executive compensation, bonus, benefit, or item of value paid to any individual affiliated with the Company.

Please note that many of the Company’s records will be retained for periods longer than the minimum two years after Facility closure, including certain records not specified in Commission rules that will be retained permanently.

## **Qualifications and Training for Marijuana Establishment Agent Employees**

### **Overview of Personnel**

Jhanna Ortiz and Yovanna Espinosa of Wicked Cultivation LLC (the “Company”), are equally responsible for maintaining and updating a staffing plan that will ensure the Company has the right quantity of staff with the current skill set and experience to ensure the success of all operations, subject to leadership and overall supervision from the Company’s principals/managers. New employees may not work on-site at the facility located at 15 Charlotte Ct. Middleborough, MA (the “Facility”) until they have received initial orientation training and any critical task-specific training. All staff, including managers, employees and volunteers, must be 21 years of age or older and hold a marijuana establishment agent license and registration card issued by the Cannabis Control Commission (“Commission”).

Jhanna Ortiz and Yovanna Espinosa will be equally responsible for the operation of the Company’s business.

In addition, the Company staff will potentially include up to and including the following positions:

- Cultivation Manager
- Accountant
- Cannabis Sales Consultant(s)
- Growing Assistant(s)
- Security Guards
- Security Monitors (Third Party Monitoring Service – Off-site)
- Packaging Specialist(s)
- Maintenance/Cleaning Staff
- Lab Manager
- Front Desk Receptionist
- Master Grower

### **Roles, Responsibilities and Qualifications**

**Cultivation Manager** - Oversee inventory of plants. Plan species to be planted in conjunction with holidays, climate, time of year. Provide supervision over grow house workers. Be knowledgeable about the stages of plant life and diseases that may occur. Perform harvest plants

or their fruits. Make recommendations on fertilizer and potting mediums. Effectively manage grow house equipment and computer controls. Explore ways to improve processes for more efficient growth and harvest yields. Maintain breeding records. Ensure that operation is compliant with environmental regulations.

Accountant - Prepare asset, liability, and capital account entries by compiling and analyzing account information. Document financial transactions by entering account information. Recommend financial actions by analyzing accounting options. Summarize current financial status by collecting information, preparing balance sheet, profit and loss statement, and other reports. Substantiate financial transactions by auditing documents. Maintain accounting controls by preparing and recommending policies and procedures. Guide accounting clerical staff by coordinating activities and answering questions. Reconcile financial discrepancies by collecting and analyzing account information. Secure financial information by completing database backups. Verify, allocate, post, and reconcile transactions. Produce error-free accounting reports and present their results. Prepare financial statements and produce budget according to schedule. Direct internal and external audits to ensure compliance. Plan, assign, and review staff's work. Support month-end and year-end close process. Develop and document business processes and accounting policies to maintain and strengthen internal controls. Communicate with Cultivation Manager and/or CEO on work status and client issues that arise.

Cannabis Sales Consultant - Adhere to all company security policies and procedures. Educate themselves on strain genetics, effects, and various methods of consumption. Educate clients on products so they're able to make an educated decision based on their needs. Adhere to all state and local Medical and Recreational Cannabis laws. Establish contracts with local dispensaries. Comply with all HR policies including confidentiality and non-disclosure.

Growing Assistants - The Assistant Grower position is responsible for assisting in the management of crop growing operations for the grow house. This position is also responsible for the proper care of the grow house, including the principles and practices of plant cultivation, propagation, and protection.

Security Guards (On-Site) - Monitor the premises, check surveillance equipment, and remove those who pose a disturbance or threat. Security Guards assist during emergencies and contact law enforcement and/or emergency services when required. The Security Guard will perform regular observations and patrols, report irregularities, answer queries, assist staff, and maintain order at all times. The Security Guard should be able to remove or restrain anyone who would threaten the safety of employees or operations.

Security Monitor (Contract Based, Off-Site):

- Remotely oversee the safety and security of all employees and clients as well as the Facility
- Remotely record and/or monitor all clients and staff entering and leaving the building for security purposes



- Report serious guideline violations to Jhanna Ortiz or Yovanna Espinosa immediately following discovery. Minor incidents will be reported during business hours following discovery

Master Grower - Oversee all cannabis production operations in the facility, manage other cannabis production employees and keep track of the facility's product, ensuring consistent compliance with all regulations and the highest levels of safety and cleanliness inside the facility.

- Qualifications
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Able to pass all background checks as mandated by the Massachusetts CCC
  - A minimum of eight years' experience working as a master grower
  - At least four years of experience in a management position
  - Exceptional knowledge of the cannabis plant, its growth requirements, and disease management techniques
  - Great leadership and communication skills
  - Willingness to stay on top of current cannabis farming trends
  - High level of integrity and strong work ethic
  - Regular and on-time attendance

Lab Manager - Oversee the preparation, extraction, and refinement process of cannabis plants, ensuring consistent compliance with all regulations and the highest levels of safety and cleanliness inside the processing area.

- Qualifications
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Able to pass all background checks as mandated by the Massachusetts CCC
  - Experience training and mentoring laboratory technicians and scientists with techniques for analysis and good laboratory practices
  - At least one year of lab/extraction management experience
  - Three years of cannabis extraction experience
  - High level of integrity and strong work ethic
  - Regular and on-time attendance

Packaging Specialist - Responsible for accurately weighing, packing, and labeling cannabis flower for shipment, ensuring consistent compliance with all regulations and the highest levels of safety and cleanliness inside the packaging area.

- Qualifications:
  - Must be 21 years of age or older as required by the Massachusetts CCC
  - Able to pass all background checks as mandated by the Massachusetts CCC
  - Must meet hygiene and quality controls at all times
  - High level of integrity and strong work ethic
  - Regular and on-time attendance

Maintenance/Cleaning Staff - Responsible for daily cleaning and sanitizing of offices, meeting rooms, bathrooms, break rooms, locker rooms, production areas, and equipment.

- Qualifications:

- Must be 21 years of age or older as required by the Massachusetts CCC
- Able to pass all background checks as mandated by the Massachusetts CCC
- Two years of continuous work experience (in a janitorial and/or maintenance field preferred)
- Experience working in a warehouse environment preferred
- Strong attention to detail
- High level of integrity and strong work ethic
- Regular and on-time attendance

*Employee Background Check and Training:*

The Company will invest in training to ensure regulatory compliance, decrease turnover and deliver consistent service. The Company (or, as needed, a qualified third party) will provide training to produce quality cannabis products, ensure regulatory compliance and deliver consistent service. Training will include meeting responsible vendor training program requirements.

In order to be retained as an employee, the candidate must be age 21 or older, undergo a background check that complies with Commission requirements and become licensed by the Commission as a licensed marijuana agent.

Training will, at minimum, include Responsible Vendor Training Program training and not less than eight hours of training annually, or such other amounts as are required by the Commission, and will be completed within ninety (90) days of each new hire. Each training is done one-on-one with either Jhanna Ortiz, a manager, or an exceptional employee or, in appropriate cases, an outside vendor. Training topics will include, but not be limited to, the following areas:

- Local, state and federal cannabis laws and rules
- How to check customer and visitor IDs
- Personnel, product and premises security, including, but not limited to, display of ID badges on Facility employees and visitors to the Facility
- Marijuana and marijuana products handling procedures, including hand washing, sanitation practices, and ensuring product is in lawful, sale-able condition
- Locations of Limited Access Areas (“LAAs”), locations or knowledge of keys and lock-codes to such areas, and who are entitled to enter them.
- Recordkeeping and other specific regulatory responsibilities
- Strategies for avoiding diversion, theft and loss of cannabis products
- Protocols for emergency situations
- Protocols and requirements for transportation of cannabis products to and from the Facility, whether by Facility staff or by third-party transportation providers

- Incident reporting protocols
- Waste disposal procedures
- Quality control
- Effects of marijuana on the body and recognizing and preventing substance abuse
- Privacy and confidentiality of sensitive information.

Additionally, all current principals, managers, and employees will complete the Commission's Responsible Vendor Program prior to the commencement of business operations. Employees hired thereafter shall complete the Responsible Vendor Program within 90 days of being hired. Upon completion of the Responsible Vendor Training Program, all principals, managers and employees of the Company shall fulfill the four-hour Responsible Vendor Training requirement every year thereafter so as to ensure the Company maintains its designation as a Responsible Vendor. All documentation related to employee training, including the Responsible Vendor Program, will be retained for at least four (4) years and shall be available to the Commission upon request.

The Responsible Vendor Program will include at least two hours of instruction time and will be taught in a real-time, interactive classroom setting where the instructor is able to verify the identification of each individual attending the program and certify completion of the program by the identified individual. Pursuant to 935 CMR 500.105(2)(b), the Responsible Vendor Training Program curriculum will cover at least the following subject-matter:

1. Marijuana's effect on the human body, including:
  - a. Scientifically based evidence on the physical and mental health effects based on the type of Marijuana Product;
  - b. The amount of time to feel impairment;
  - c. Visible signs of impairment; and
  - d. Recognizing the signs of impairment
2. Diversion prevention and prevention of sales to minors, including best practices.
3. Compliance with all tracking requirements.
4. Acceptable forms of identification. Training shall include:
  - a. How to check identification;
  - b. Spotting false identification;

- c. Patient registration cards formerly and validly issued by the Department of Public Health or currently and validly issued by the Commission;
  - d. Provisions for confiscating fraudulent identifications; and
  - e. Common mistakes made in verification.
5. Other key state laws and rules affecting owners, managers and employees, which shall include:
- a. Local and state licensing and enforcement;
  - b. Incident and notification requirements;
  - c. Administrative and criminal liability;
  - d. License sanctions;
  - e. Waste disposal;
  - f. Health and safety standards;
  - g. Patrons prohibited from bringing Marijuana onto licensed premises;
  - h. Permitted hours of sale;
  - i. Conduct of establishment;
  - j. Permitting inspections by state and local licensing and enforcement authorities;
  - k. Licensee responsibilities for activities occurring within licensed premises;
  - l. Maintenance of records;
  - m. Privacy issues;
  - n. Prohibited purchases and practices; and
  - o. Such other areas of training determined by the Commission to be included in a Responsible Vendor Training Program

All employees, managers and principals of the Company will be required to pass the required program written test with a score of 70% or higher. In the event an employee, manager or principal of the Company cannot speak or write English, they may complete a verbal test offered by such vendor with a 70% score or higher.

The Company will schedule Responsible Vendor Training for its principals, managers and employees so as to have this training completed prior to business launch.

The cultivation of marijuana is a brand-new industry, which means there will be new strains, new products, customer feedback, and regulatory changes of which management and staff must learn about and remain apprised. Employees must be excited to participate in frequent training programs to stay up-to-date with the industry, and must be welcome to accepting feedback from both management and wholesale customers and suppliers.

## OPERATING PROCEDURES FOR ENERGY EFFICIENCY AND CONSERVATION

As a Tier 3 cultivation operation occupying under 20,000 square feet of leased space, Wicked Cultivation LLC (the “Company”) takes seriously its obligations to investigate and implement energy efficiency and conservation measures, including what is required by 935 CMR 500.105(1)(q), 500.105(15) and 500.120(11). The Company has met these requirements in the following manner.

The Company is leasing space in an existing building, located at 15 Charlotte Ct. Middleborough, MA (the “Facility”). The Company has investigated and/or identified potential energy use reduction opportunities for the Facility such as natural light, heat recovery ventilation and other energy efficient measures. The Company will implement these opportunities by “smart” thermostats for heat recovery ventilation, use of “smart” or advanced power strips that shut off power to electronics when they are idle, use of high-efficiency LED lighting as opposed to incandescent lighting. The Company will monitor energy consumption on a monthly basis and make adjustments to operations based on energy usage data.

The Company is committed to regularly evaluating renewable energy options available to the Facility and will do so by ensuring the use of high efficiency equipment. At present, the Company has considered opportunities for renewable energy generation at the Facility. Renewable energy generators can be placed on the roof.

The Company will further reduce electric demand at the Facility by using active lighting schedules, active load curtailment and management, energy storage, other active demand management programs, subject to landlord approval. On a bi-monthly basis, the Company will engage with energy efficiency programs offered pursuant to M.G.L. c. 25, § 21, by means of active discussions with the Company’s account representatives and vendors, as applicable, so as to ensure consistent awareness of new energy opportunities and incentives for energy use reduction.

In the event the Company’s equipment fails and needs to be replaced, or the Company undertakes an upgrade, renovation or other form of expansion for the Facility, the Company will consult and engage with account representatives, vendors, and energy agencies, as applicable, to identify further energy savings opportunities.

In addition to the foregoing, the Company shall satisfy minimum energy efficiency and equipment standards established by the Cannabis Control Commission (the “Commission”) and meet all applicable environmental laws, regulations, permits and other applicable approvals including, but not limited to, those related to water quality and quantity, wastewater, solid and hazardous waste management, and air pollution control, including prevention of odor and noise pursuant to 310 CMR 7.00: *Air Pollution Control*.

In order to ensure that all equipment is maintained, calibrated and operating properly, the Company will maintain and consult with on a regular basis operations manuals and operating procedures for all major energy-using equipment. Such operating procedures will ensure

Applicant meets all requirements for energy efficiency set forth in 935 CMR 500.120(11)(a) – (e), as described in the following manner:

- The Company is located in an existing building and will comply with code minimum standards for Type Factory Industrial F-1, as further defined in guidelines issued by the Commission.
- All lighting used for cannabis cultivation in the Facility satisfies the requirements of 935 CMR 500.120(11)(b), in that Horticulture Lighting Power Density does not exceed 36 watts per square foot (“HLPD Requirement”).
- All horticultural lighting products used in the Facility meet applicable safety requirements and standards, as certified by the Design Lighting Consortium, on the third-party safety certification submitted alongside these *Operating Procedures*.
- Heating Ventilation and Air Condition (HVAC) and dehumidification systems used in the Facility meet Massachusetts Building Code requirements and all Massachusetts amendments (780 CMR *State Building Code*), IECC Section C403 or ASHRAE Chapter 6 as applied or incorporated by reference in 780 CMR: *State Building Code*. All such systems have been evaluated and sized for the anticipated loads of the Facility.
- The Company shall follow, and has established, all safety protocols and procedures suggested or required by the Occupational Safety and Health Administration, for the protection of workers, consumers and visitors at the Facility.
- To the extent the Company generates or in the future will generate any portion of its energy usage off-site, the Company shall document that renewable energy credits or alternative energy credits representing such portion have been purchased and retired on an annual basis.

In conjunction with, and in further support of, these *Operating Procedures*, the Company will submit, prior to final licensure, an Energy Compliance Letter demonstrating compliance with 935 CMR 500.120(11), prepared and signed by a qualified Massachusetts Licensed Professional Engineer or Massachusetts Registered Architect, along with supporting documentation and a copy of the Facility building plans, as required by 935 CMR 500.120(11)(f).

QUALITY CONTROL, TESTING AND SAMPLES

Wicked Cultivation LLC (the “Company”), at its cultivation facility located at 15 Charlotte Ct., Middleborough, MA (“Facility”), will implement and adhere to the following quality control and testing procedures as required by 935 CMR 101(1)(c)(7) and other rules of the Cannabis Control Commission (“Commission” or “CCC”), as applicable:

- The Company shall not sell or otherwise market for adult-use any marijuana that is not capable of being tested by a licensed Independent Testing Laboratory (“ITL”).
- Testing of the Company’s marijuana products will be preferably done by a CCC-licensed Independent Testing Laboratory (“ITL”) to examine samples in accordance with 935 CRM 500.160. The testing shall be in compliance with the Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Marijuana-infused Products, as amended in November, 2016, published by the Department of Public Health (“DPH”) or successor standard established by the Commission.
- Testing of environmental media utilized by the Company shall be performed in compliance with the Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries.
- With respect to such testing on samples:
  - All results obtained from the ITL shall be catalogued and responded to in accordance with written policies that will be maintained as part of the Company’s Standard Operating Procedures (“SOPs”). All personnel responsible for the receipt of any such test results shall receive regular periodic training on the SOPs to ensure compliance. The policies will require the Company to notify the Commission within 72 hours of any laboratory results indicating contamination that cannot be remediated and a requirement that any such contaminated product be disposed. Notification of any contaminated batches to the Commission will come from the Company and the Company will also require that the ITL separately and directly transmit said results to the Commission as part of their engagement. Said notifications will include a plan of action to destroy the contaminated batches as well as an analysis as to the root cause for the contamination;
  - Testing results on all samples shall be retained for not less than one year (if applicable). Marijuana and marijuana products tested more than one year prior shall not be sold, transferred or otherwise conveyed until such are retested;



- Sales of seeds (if applicable) are not subject to these testing requirements;
  - Sales of clones (if applicable) are subject to these testing requirements, but are exempt from testing for metals;
  - Transportation to and from the ITL must comply with Commission rules at 935 CMR 500.105(13);
  - Any excess marijuana returned from the ITL for disposal must be properly disposed of by the Company in compliance with 935 CMR 500.105(12);
  - All marijuana products submitted for retesting prior to remediation shall be submitted to an ITL other than the laboratory which provided the initial failed result;
  - If contaminated marijuana cannot be remediated, the Company shall dispose of the product (to the extent not already disposed of by the testing laboratory) and notify the Commission of such product disposal; and
  - To the extent the Company receives results indicating contamination after some product in such batch already has been sold to customers, the Company will reach out to each customer and request that they immediately return the product to the Company for replacement product at no cost or for a full refund.
- At all times, the Company staff will comply with Commission requirements for the handling of marijuana including, but not limited to, the following:
    - In its processing of plant and plant products, the Company will only process the leaves and flowers of the female marijuana plant and keep the product: (1) well cured and generally free of seeds and stems; (2) free of dirt, sand, debris, and other foreign matter; (3) free of contamination by mold, rot, other fungus, and bacterial diseases; (4) prepared and handled on food-grade stainless steel tables; and (5) packaged in a secure area.

To prevent problems that could potentially cause a product recall, such as improper handling of marijuana, dirty machinery, or unsafe conditions, the Company will maintain strict standards and ensure adherence. The Company will consistently train and retrain managers and employees on good practices and bring in outside quality assurance consultants to the extent needed to prevent contamination or other circumstances that may require product recalls. In the event a product recall arises or becomes necessary, the Company will maintain transparency, notifying the public, as well as any vendors or Marijuana Establishments with which it does business as soon as practicable. The Company will seek the return and either replace the contaminated product at no cost, or issue a refund, as applicable.

The Company may provide quality control samples to employees for the purpose of ensuring product quality and determining whether to make the product available to sell. In providing quality control samples, the Company will implement and adhere to the following requirements as required by 935 CMR 500.120(14) and other rules of the Commission, as applicable:

- Quality control samples may not be consumed at the Facility (500.120(14)(b)(1));
- Quality control samples may not be sold to another licensee or consumer (500.120(14)(b)(2));
- Quality control samples shall be tested in accordance with 935 CMR 500.160: *Testing of Marijuana and Marijuana Products* ((500.120(14)(b)(3));
- Quality control samples shall be limited to the aggregate of four grams of flower per strain, using no more than seven strains, for all employees in a calendar month (500.120(14)(c));
- All quality control samples provided pursuant to this policy shall be assigned a unique, sequential alphanumeric identifier, entered into the Seed-to-sale SOR in the form and manner required by the Commission and designated as “Quality Control Sample” (500.120(14)(d)); and
- All quality control samples provided pursuant to this policy shall have a legible, firmly affixed label featuring in no less than 1/16 in. the following information:
  - A statement that reads “QUALITY CONTROL SAMPLE NOT FOR RESALE”;
  - The Company’s name and registration number;
  - The quantity, net weight and type of flower contained within the package; and
  - The unique, sequential alphanumeric identifier assigned to the cultivation batch associated with the particular quality control sample that is traceable in the Seed-to-sale SOR.

Upon providing a quality control sample to an employee, the Company shall record the following information:

- The reduction in quantity of the total weight or item count under the unique alphanumeric identifier associated with that quality control sample;
- The date and time that the quality control sample was provided to the employee;
- The Marijuana Establishment agent registration number of the employee receiving the quality control sample; and

- The name of the employee as it appears on his/her/their Marijuana Establishment agent registration card.

All agents whose job includes contact with marijuana are subject to the requirements for food handlers specified in 105 CMR 300.000. Any agent working in direct contact with marijuana shall conform to sanitary practices while on duty, including maintaining adequate personal cleanliness and washing hands appropriately. Hand-washing facilities shall be located in production areas and where good sanitary practices require employees to wash and sanitize their hands. The Company will provide its employees with adequate, readily accessible toilet facilities.

There will be sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations. Litter and waste will be properly removed to minimize the development of odor and the potential for the waste attracting and harboring pests.

The Company will keep all floors, walls and ceilings of the Marijuana Establishment clean and in good repair. All contact surfaces, shall be maintained, cleaned, and sanitized as frequently as necessary to protect against contamination. The Company will identify any toxic items and store them in a manner that protects against contamination of marijuana. The storage and transportation of all finished products will be under conditions that protect them against physical, chemical, and microbial contamination.

The Company will have sufficient water supply necessary for its operations. The plumbing will be of adequate size and design and maintained to carry sufficient quantities of water to required locations throughout the establishment.

## DIVERSITY PLAN

The Wicked Cultivation LLC (the “Company”) cannabis cultivation facility located at 15 Charlotte Ct., Middleborough, MA 02346 (the “Facility”), will develop and implement a Diversity Plan (the “Plan”) consistent with the guidance of the Cannabis Control Commission (the “Commission”).

### 1. Statement of Purpose

As a women and minority-owned business, the Company is committed to promoting diversity and inclusivity. The Company seeks a high quality, diverse workforce, consistent with the culture and diversity of the community in the Middleborough area, to ensure greater representation and visibility not only in Middleborough, but in the Massachusetts cannabis industry more broadly. Further, by donating funds to community organizations that are focused on helping diverse groups, the Company hopes to improve the support system for historically marginalized persons including minorities, women, veterans, LGBTQ+ individuals and those with disabilities.

### 2. Plan

The emphasis of the Plan will be to recruit a diverse applicant pool for all job openings for this cannabis cultivation facility, hire diverse employees, and provide advancement opportunities for minority populations in order to create and maintain a diverse workplace and to support the success of minority employees in all protected classifications, including, but not limited to, race, gender, veteran status, disability status, and LGBTQ. Once the Company commences hiring activities, it plans to hire at least 20% of its employees from the above-listed demographics. It is the Company’s goal that this 20% portion of will be made up of at least 50% women, 50% minorities, 20% LGBTQ, 20% veteran status and 20% disability, with some employees qualifying in multiple categories. Aside from women, which is separately specified here and in the Company’s other policies and governing documents, it is exceedingly difficult to establish and ensure percentages of employment for each diverse demographic category, particularly given the limited expected hiring needs for the Company’s licensed cultivation activities and the prohibition on inquiring into an applicant’s LGBTQ+ status in particular. Notwithstanding the foregoing, the Company will seek to retain at least one employee from each diverse demographic, including women, minorities, veterans, the disabled and LGBTQ+. All employees shall be 21 years of age or older.

The Company will offer an annual seminar, lasting 4-5 hours across 1-2 days, to be presented virtually by Zoom or some equivalent videoconferencing platform, focused on educating members of Commission-identified diverse populations on the ins and outs of the cannabis industry in Massachusetts. Specifically, the seminar will include such topics as devising a business plan, funding a cannabis operation, and creating employment opportunities for people of color, women, LGBTQ+, veterans and those with disabilities. Company employees that fall within these diverse populations will be encouraged to present and discuss their individual backgrounds and path to success in the cannabis industry.

### 3. Programs

To achieve its goals, the Plan will prioritize four focus areas, as follows:

#### a. Recruitment and Hiring

Information about open positions will be disseminated as needed and, at least, bi-annually via the following methods:

- Internet.
- Listings at local college placement offices, such colleges to include one or more of the following: Bridgewater State College, Massasoit Community College, Wheaton College, Bay State College and Roger Williams University. The Company will also seek to participate in job fairs sponsored by these colleges, subject to the solicitation and receipt of written approval from the institution.
- Contact with varied community organizations, as well as the Department of Unemployment Assistance, to encourage diversity among job applicants.

All listings and outreach efforts will make clear that candidates must be age 21 or older. The Company will solicit and receive written authorization from each organization prior to communicating job openings. Further, when the Company begins hiring additional employees, it will seek to post job opportunities, on a bi-annual basis, with non-profit organizations that work closely with members of the protected classifications mentioned above. All such written permissions will be provided to the Commission upon receipt in the future.

Particular care will be paid to each aspect of the hiring process, including job applications, interviewing, background checks and orientation, to support the goals of the Plan. The Company's hiring will be based on merit with special care taken to ensure procedures are free from bias.

#### b. Seminars

Information about the cannabis industry and licensing process will be provided to the public through Company held seminars, with a focus on educating individuals and minority employees in all protected classifications, including, but not limited to, race, gender, veteran status, disability status, and LGBTQ. Such information will be disseminated at least annually, lasting 4-5 hours across 1-2 days, to be presented virtually by Zoom or some equivalent videoconferencing platform. The topics covered will include, but are not limited to the following:

- Licensing types
- Property identification

- Developing a business plan
- Obtaining capital resources
- Creating employment opportunities

The seminars will include personal stories and experiences of Company employees within diverse/minority populations. The Company plans to hire at least 20% of its employee from protected classifications, including, but not limited to, race, gender, veteran status, disability status, and LGBTQ, with some employees qualifying in multiple categories.

c. Training

The Plan will emphasize ongoing training of management to support the success and retention of a diverse workforce. The principals will ensure that all employees receive the oversight, guidance and constructive feedback necessary to support their individual job performance. The Company seeks to ensure all employees have the necessary training and opportunities to succeed not only in the Company's organization, but in the cannabis industry more generally.

d. Advertisement

The Company will advertise the seminar discussed in Sections 2 and 3 of this Plan to its retail store and manufacturing enterprise customer base throughout the month leading up the planned date of presentation, and encourage them to circulate information about the seminar. The Company will also take steps to place ads in the Middleboro Gazette that will encourage attendance by those who fall within Commission-identified diverse populations and will explore other avenues of outreach to such individuals in and around Middleboro.

4. Measurement and Accountability

At the end of the first year from receipt of a provisional license, and each year thereafter, the Company will undertake written assessments of its success in attracting and retaining a diverse workforce, consistent with the goals of the Plan and will submit such at each renewal period. The written assessment will include, but not be limited to, (1) self-reported and/or objective data on the characteristics of the overall applicant pool, (2) self-reported and/or objective data on the characteristics of the overall work force retained by the Company, at each level of the organization, (3) a written good faith evaluation of the Company's success at attracting and maintaining diverse applicant pools and a diverse workforce, and (4) recommendations for improving the effectiveness of the Company's diversity efforts. Such assessments will include evaluation of both qualitative and quantitative information, where available.

The Company will further provide proof to the Commission that it advertised and held the seminar described in Section 2 and 3, above, as part of its annual license renewal process.

5. Acknowledgements

The Company acknowledges that it will adhere to the following minimum requirements:

- a. The Company has contacted and received permission to post employment openings, or will do so in the future, prior to communicating employment openings to all organizations and other entities.
- b. The Company will adhere to the requirements set forth in 935 CMR 500.105(4), which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment; and
- c. Any actions taken, or programs instituted, by the Company will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.