



Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR281450
Original Issued Date: 04/13/2020
Issued Date: 04/16/2021
Expiration Date: 04/17/2022

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Hennep, Inc.

Phone Number: 914-483-9167 Email Address: akoudijs@hennep.com

Business Address 1: 246 Commercial St.

Business Address 2:

Business City: Provincetown Business State: MA

Business Zip Code: 02657

Mailing Address 1: PO Box 1375

Mailing Address 2:

Mailing City: Provincetown Mailing State: MA

Mailing Zip Code: 02657

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

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: 100

Percentage Of Control: 100

Role: Owner / Partner

Other Role:

First Name: Andrew

Last Name: Koudijs

Suffix:

Gender: Male

User Defined Gender:

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

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: Andrew

Last Name: Koudijs

Suffix:

Types of Capital: Monetary/Equity Other Type of Capital: Total Value of the Capital Provided: \$250000 Percentage of Initial Capital: 100

Capital Attestation: Yes

CAPITAL RESOURCES - ENTITIES

No records found

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

DISCLOSURE OF INDIVIDUAL INTERESTS

Individual 1

First Name: Andrew

Last Name: Koudijs

Suffix:

Marijuana Establishment Name: Hennep Cultivation LLC

Business Type: Marijuana Cultivator

Marijuana Establishment City: Franklin

Marijuana Establishment State: MA

Individual 2

First Name: Andrew

Last Name: Koudijs

Suffix:

Marijuana Establishment Name: Hennep Cultivation LLC

Business Type: Marijuana Product Manufacture

Marijuana Establishment City: Franklin

Marijuana Establishment State: MA

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 246 Commercial Street

Establishment Address 2:

Establishment City: Provincetown

Establishment Zip Code: 02657

Approximate square footage of the establishment: 600

How many abutters does this property have?: 122

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

HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Community Outreach Meeting Documentation	Andrew COM Attachment A.pdf	pdf	5bd76b746427cd044e627847	10/29/2018
Community Outreach Meeting Documentation	Andrew COM Attachment B.pdf	pdf	5bd76b84730d5d0462f1131a	10/29/2018
Community Outreach Meeting	Andrew COM Attachment C.pdf	pdf	5bd76b90d84f77046ceec74d	10/29/2018

Documentation				
Plan to Remain Compliant with Local Zoning	Plan to remain compliant with local zoning - Google Docs.pdf	pdf	5bd7713c2d1cf504966f234b	10/29/2018
Certification of Host Community Agreement	HENNEP cert 2.pdf	pdf	5d6fbcc27e918b22a66bf2c5	09/04/2019
Community Outreach Meeting Documentation	COM Attestation New Ptown Hennep.pdf	pdf	5db05dec572d3130006a3dcf	10/23/2019

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.: \$1

PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Positive Impact Plan -Hennep Inc. Ptown - 11_27_19.pdf	pdf	5dde89a30f35e05798b393f7	11/27/2019

ADDITIONAL INFORMATION NOTIFICATION

Notification: I understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role:	Other Role:
First Name: Andrew	Last Name: Koudijs 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
Bylaws	Corporate Bylaws - Hennep, Inc..pdf	pdf	5c06f5f65c9a65176fa447c2	12/04/2018
Articles of Organization	Art of Org Hennep Ptown with address change.pdf	pdf	5c13c682831c7b177943eb7d	12/14/2018
Secretary of Commonwealth - Certificate of Good Standing	Certificate of Good Standing SOC Hennep final.pdf	pdf	5c13c74d52a57c1797efe1e5	12/14/2018
Department of Revenue - Certificate of Good standing	Cert of Good Standing DOR Hennep Ptown.pdf	pdf	5d66c6a9d8b08e1dbf143236	08/28/2019

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
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Department of Unemployment Assistance - Certificate of Good standing	unemployment good standing.pdf	pdf	6058e698021c1507b3981a7e	03/22/2021
Secretary of Commonwealth - Certificate of Good Standing	Hennep SOC Cert. of Good Standing 031921.pdf	pdf	6058f3be15bf0e07a4ba6331	03/22/2021
Department of Revenue - Certificate of Good standing	DOR Certificate of Good Standing.pdf	pdf	6058f6904c3a6c079db3ddb8	03/22/2021

Massachusetts Business Identification Number: 001322872

Doing-Business-As Name:

DBA Registration City:

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Business Plan	Business Plan - Hennep Rvsd 091219.pdf	pdf	5d7bc0b8c544c91e011c852a	09/13/2019
Proposed Timeline	hennep inc updated timeline to commence operations.pdf	pdf	6053bee915bf0e07a4ba5958	03/18/2021

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Diversity plan	Diversity Plan - Hennep Ptown - 121919.pdf	pdf	5dfbecf7bb37d053183de099	12/19/2019
Restricting Access to age 21 and older	SOP-005 Restricting Access to Age 21 and Older.pdf	pdf	6053c12bd90419077cc3258e	03/18/2021
Dispensing procedures	SOP-012 Dispensing Procedures.pdf	pdf	6053c3da694f45077ebc2c79	03/18/2021
Security plan	Hennep Security Plan.pdf	pdf	6053c46959735d07bd821af8	03/18/2021
Prevention of diversion	SOP-006 Prevention of Diversion.pdf	pdf	6053cf50a9f50407ba30bb6a	03/18/2021
Storage of marijuana	SOP-016 Storage of Marijuana.pdf	pdf	6053dad1d90419077cc325f9	03/18/2021
Transportation of marijuana	SOP-008 Transportation_Intake of Marijuana Products.pdf	pdf	6053daebd90419077cc325fd	03/18/2021
Inventory procedures	SOP-009 Inventory Control (manager).pdf	pdf	6053db09e5be0207aec7239b	03/18/2021
Quality control and testing	SOP-007 Quality Control and Testing.pdf	pdf	6053dbb259735d07bd821b5f	03/18/2021
Personnel policies including background checks	SOP-001 Personnel Policies_Employee Handbook.pdf	pdf	6053dbdc1c41b407a7672daa	03/18/2021
Record Keeping procedures	SOP-004 Record Keeping Procedures.pdf	pdf	6053dcad4967a0078ae96382	03/18/2021
Maintaining of financial records	SOP-003 Maintaining Financial Records.pdf	pdf	6053dcf61c41b407a7672db0	03/18/2021
Qualifications and training	SOP-002 Qualifications and Training.pdf	pdf	6053dd2f15bf0e07a4ba59d8	03/18/2021

MARIJUANA RETAILER SPECIFIC REQUIREMENTS

No documents uploaded

No documents uploaded

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 Understand

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 Agree

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 Agree

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

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

COMPLIANCE WITH POSITIVE IMPACT PLAN

Progress or Success Goal 1

Description of Progress or Success: The following is a report and documentation on the progress of our Positive Impact Plan for our first year. We are not open yet but we have provided help to Social Equity Applicants, Minority Applicants, and others, in entering the cannabis industry.

Our positive impact plan (PIP) met the goal of advertising quarterly entrepreneurial training and consulting sessions to those in our Primary Target Group (PTG) with good response but even better response through word of mouth. We engaged with Ezra Parzybok, SE Applicant SE304457 to help conduct over 40 hours of business consulting to others in the PTG. He provided consultation to those seeking full participation in the regulated cannabis industry in Massachusetts.

Covid-19 forced us to move all educational sessions online and once PTG individuals were selected for support we shifted our one day quarterly seminars to one-on-one mentoring as needed which increased our interactions from quarterly to almost daily with the PTG.

We exceeded our training goals and gave weekly and sometimes daily call/zoom mentoring to PTG participants on topics including;
location selection
HCA support,
business development,
SOP writing, and;
investor relations

We have facilitated over 40 hours of one on one consultation and supplied numerous documents to SE applicants in support of their marijuana establishment licenses such as sample business plans, and compliant SOP templates. We also met the goal of connecting SE applicants from the 2nd cohort with numerous ancillary contacts such as attorneys, architects, and insurance agents. We did not develop a survey for participants and did not provide any reporting to area job training centers because the PIP shifted toward direct team mentoring and is still ongoing.

We feel our PIP progressed successfully and we continue to mentor applicants on their way to entering the regulated cannabis industry as full participants.

COMPLIANCE WITH DIVERSITY PLAN

Diversity Progress or Success 1

Description of Progress or Success: As Hennep, Inc. is not open yet we have non on-boarded employees and thus have not fulfilled our Diversity plan as written in our SOPs. We will comply with our Diversity Plan and we have selected a Laura Amato (LGBTQ+) agent #ARN299854 to head up the retail as well as Natalie Benson, both women, as a bud tender which would make our current staff 100% women.

HOURS OF OPERATION

Monday From: 10:00 AM	Monday To: 9:00 PM
Tuesday From: 10:00 AM	Tuesday To: 9:00 PM
Wednesday From: 10:00 AM	Wednesday To: 9:00 PM
Thursday From: 10:00 AM	Thursday To: 9:00 PM
Friday From: 10:00 AM	Friday To: 9:00 PM
Saturday From: 10:00 AM	Saturday To: 9:00 PM
Sunday From: 10:00 AM	Sunday To: 7:00 PM

CLASSIFIEDS

WWW.PROVINCETOWN.WICKEDLOCAL.COM/LOCAL/CLASSIFIEDS

PETS

CHANG POO

Chang Poo is an old gentleman whose needs are few.

A comfy lap and lots of love. To learn more, call CASAS at 508-487-4243.



YARD SALES

GALE FORCE BIKES
Spring Sale - This weekend through Sunday May 13. New bikes up to 40% off. Used bikes from \$75. Bicycle apparel 10% to 50% off. 144 Bradford St Extension-Corner of West Vine - 508-487-4849

LEGALS

"Notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for May 11th at 5pm at Nap's Restaurant. The proposed retail cannabis establishment is anticipated to be located at 246 Commercial Street in Provincetown. There will be an opportunity for the public to ask questions."

NOTICE OF MORTGAGEE'S SALE OF REAL ESTATE

By virtue and in execution of the Power of Sale contained in a certain mortgage given by Dieter Groll to Mortgage Electronic Registration Systems, Inc. as nominee for Lending Solutions, Inc. dba Mortgage Plus, dated May 23, 2007 and registered with the Barnstable County Registry District of the Land Court as Document No. 1065922 as noted on Certificate of Title No. 129863, of which mortgage the undersigned is the present holder by assignment from Mortgage Electronic Registration Systems, Inc. as nominee for Lending Solutions, Inc. dba Mortgage Plus to The Bank of New York as Trustee for the certificateholders, CWABS, Inc., ASSET-

BACKED CERTIFICATES, SERIES 2007-11 dated September 9, 2009 and registered with said registry on November 9, 2009 at Document No. 1127679 Certificate of Title No. 129863, for breach of the conditions of said mortgage and for the purpose of foreclosing, the same will be sold at Public Auction at 12:00 p.m. on May 18, 2018, on the mortgaged premises located at 49 Bayberry Avenue, Meadow Heights, Provincetown, Barnstable County, Massachusetts, all and singular the premises described in said mortgage.

TO WIT:

THE LAND SITUATED IN PROVINCETOWN, BARNSTABLE COUNTY, MASSACHUSETTS, BOUNDED AND DESCRIBED AS FOLLOWS:

LOT 87 AS SHOWN ON LAND COURT PLAN NO. 35780-D (SHEET 1) LOCATED ON BAYBERRY AVENUE, PROVINCETOWN, BARNSTABLE COUNTY, MASSACHUSETTS.

FOR INFORMATIONAL PURPOSES ONLY: THE APN IS SHOWN BY THE COUNTY ASSESSOR AS 2-7-0-R. SOURCE OF TITLE IS DOCUMENT NO. 580053 (RECORDED 04/16/93)

For mortgagee's title see deed registered with Barnstable County Registry District of the Land Court as Document No. 580053, as noted on Certificate of Title No. 129863.

These premises will be sold and conveyed subject to and with the benefit of all rights, rights of way, restrictions, easements, covenants, liens or claims in the nature of liens, improvements, public assessments, any and all unpaid taxes, tax titles, tax liens, water and sewer liens and any other municipal assessments or liens or existing encumbrances of record which are in force and are applicable, having priority over said mortgage, whether or not reference to such restrictions, easements, improvements, liens or encumbrances is made in the deed.

TERMS OF SALE:

A deposit of Fifteen Thousand (\$15,000.00) Dollars by certified or bank check will be required to be paid by the purchaser at the time and place of sale. The balance is to be paid by certified or bank check at Harmon Law Offices, P.C., 150 California Street, Newton, Massachusetts 02458, or by mail to P.O. Box 610389, Newton

Highlands, Massachusetts 02461-0389, within thirty (30) days from the date of sale. Deed will be provided to purchaser for recording upon receipt in full of the purchase price. The description of the premises contained in said mortgage shall control in the event of an error in this publication.

Other terms, if any, to be announced at the sale.

THE BANK OF NEW YORK MELLON FKA THE BANK OF NEW YORK, AS TRUSTEE FOR THE CERTIFICATEHOLDERS, CWABS, INC., ASSET-BACKED CERTIFICATES, SERIES 2007-11 Present holder of said mortgage

By its Attorneys, HARMON LAW OFFICES, P.C., 150 California Street, Newton, MA 02458 (617) 558-0500 201606-0467 - TEA

Provincetown Banner April 26, May 3 & 10, 2018

PROVINCETOWN

Board of Selectmen Public Hearing Notice

Aquaculture License Renewals, Transfers and Applications

The Provincetown Board of Selectmen will hold a Public Hearing on May 14, 2018, at 6:00 p.m. in the Judge Welsh Room, Town Hall, 260 Commercial Street, Provincetown, MA 02657 to receive comments from the public on the following requests pursuant to MGL C.130.557-60:

VOTE to renew the following aquaculture licenses as shown on maps posted at the Harbor Master's office and permit for five (5) years as per Town regulations:

Tidal Grant #101 issued to Daniel DeGruttola of 6 Sandy Hill Lane, Unit 4 Provincetown.

Tidal Grant #102 issued to Nathaniel Mayo of 560 Commercial St. Provincetown.

Tidal Grant #103 issued to Michael Chute of 2 Maple Ct. Provincetown.

Tidal Grant #104 issued to Robert Hazard of 652 Commercial St. Provincetown.

Tidal Grant #105 issued to A.Famiglietti/J.Stanislaus/T.Cormay of 157-A Commercial St. and 37 Mayflower Ave. Provincetown.

VOTE to transfer the following aquaculture

licenses as shown on maps posted at the Harbor Master's office and permit for two (2) years as per Town regulations:

Tidal Grant #107 Transferred from Edward Ritter and issued to Stephanie Cady of 27-F Bradford St. Provincetown.

Tidal Grant #109 Transferred from Richard Silva and issued to Frederik Gascon of 90 Shank Painter Rd. Provincetown.

Tidal Grant #110 Transferred from Alex/Joady Brown and issued to Alex Iacono of 632 Commercial St. Provincetown.

VOTE to approve the following aquaculture license applications as shown on maps posted at the Harbor Master's office for two (2) years as per Town regulations:

Tidal Grant #113 approve for John Santos of 1 Good Templar Place Provincetown.

Tidal Grant #114 approve for Alex Brown of 46 Franklin St. Provincetown.

Tidal Grant #115 approve for Jonathan Chase of 66 Commercial St. Provincetown.

ADA Grant #13-14 approve for David Flattery of 3 Kings Way Provincetown.

Comments may be submitted in writing to the Office of the Board of Selectmen, 260 Commercial Street, Provincetown, MA 02657 or selectmen@provincetown-ma.gov by Tuesday, May 8, 2018 or in person at the hearing.

Cheryl L. Andrews Chairman, Board of Selectmen

Provincetown Banner April 26 & May 3, 2018

Town of Provincetown Public Hearing

Board of Selectmen Harbor Committee

REVIEW AND APPROVE HARBOR PLAN AMENDMENT

In accordance with 301 CMR 23.033, as set forth in M.G.L. c. 21A, §§ 2 and 4; the Board of Selectmen and the Harbor Committee will hold a Joint Public Hearing on Monday, May 14, 2018 at 6:00 pm in the Judge Welsh Hearing Room, Town Hall, 260 Commercial Street, Provincetown, MA, to hear comments from the public on the Harbor Committee's proposed Harbor Plan Amendment.

Copies of the Harbor Plan

are available for inspection in the offices of the Town Manager or Board of Selectmen Town Hall, 260 Commercial Street, Provincetown, MA, or Harbor Master, McMillan Pier or on the town's website at www.provincetown-ma.gov.

The public is encouraged to submit any comments in writing by Tuesday, May 8, 2018, to the Board of Selectmen, Provincetown Town Hall, 260 Commercial Street, Provincetown, MA, 02657, by email to selectmen@provincetown-ma.gov, or in person at the hearing.

Cheryl Andrews Chairman, Board of Selectmen

David Flattery Chairman, Harbor Committee

Provincetown Banner April 19, 26 & May 3, 2018

Historic District Commission Public Hearing May 16, 2018

The Provincetown Historic District Commission will hold a Public Hearing at 4:00 P.M. on Wednesday, May 16, 2018, in the Judge Welsh Hearing Room, Town Hall, 260 Commercial Street, Provincetown, MA.

Public Hearings will be held for the following applications requesting a Certificate to be issued in accordance with the Provincetown Historic District Commission established under the General By-Laws, Chapter 15 of the Town of Provincetown.

HDC 18-228 Application by Mark

Kinnane, of Cape Associates, Inc., requesting to raise the foundation of a structure by 1' on the property located at 51 Commercial Street.

HDC 18-246 Application by Christopher Flint requesting to replace a fence in kind at the property located at 22 Franklin Street.

HDC 18-248 Application by Alfred J. Pickard, on behalf of 129 Commercial Street Corp., requesting to raze an existing structure and rebuild with a larger footprint on a new foundation at the property located at 129 Commercial Street.

HDC 18-249 Application by Custom Crafted Homes, on behalf of Jeffrey Giles, requesting to rebuild the southeast elevation of a structure, including adding a farmer's porch, enlarging windows, adding dormers on the northeast and southwest elevations and to slightly expand the rear of the foundation of the structure located at 6 Atwood Avenue.

HDC 18-251 Application by Don DiRocco, of Hammer Architects, on behalf of Mark Boucher & Peter Gherardi, requesting to construct two bays on a west elevation and a screened porch on a south elevation, to remove, relocate and install windows in various locations, to install painted red cedar shake siding and new trim on a structure and to replace an existing fence, gates and arbors on the property located at 15 Atwood Avenue.

HDC 18-252 Application by Holly Tarleton, on behalf of

Michelle O'Connor-St. Pierre, requesting to rebuild a front porch and deck above on the south elevation and to replace red cedar clapboards on the south and west elevations and a south fence in kind on the property located at 452 Commercial Street.

Thomas Biggart, Chairman Historic District Commission

Provincetown Banner April 26 & May 3, 2018

INVITATION TO BID


The Provincetown School Committee is seeking bids for #2 heating oil, LP gas and milk. Sealed bids will be opened and publicly read in the Superintendent's Office on Monday, May 14, 2018 at 1:00 p.m. Specifications may be obtained from the Superintendent's Office, Provincetown High School, 12 Winslow Street, Provincetown, MA 02657 (508) 487-5000.

Classified advertising works.

Place your ad in the Provincetown Banner (508) 487-7400

classified@provincetownbanner.com

All ads also appear on provincetownbanner.com



WANT TO REACH THOUSANDS OF READERS???

Place your next Classified Ad in the Provincetown Banner for only \$15.00* per issue.

All classified ads will appear both in the print & the on-line edition.

Email your ad to: classified@provincetownbanner.com

*\$15.00 for the first 25 words and \$.30 each additional word.

Ezra Parzybok
Cannabis Consultant
30 Norwood Avenue
Northampton, Massachusetts 01060
413-539-3059

Select Board
260 Commercial St.
Provincetown, MA 02657

April 23rd, 2018

Dear Select Board,

Hennep, Inc. of 21 Business Park Road, Ashley Falls, MA proposes to utilize the storefront at 246 Commercial Street #2, Provincetown for retail sale of cannabis and cannabis products, subject to all licensing requirements of the Massachusetts Cannabis Control Commission and local zoning.

A community outreach meeting will take place on Friday, May 11, at 5 PM at Napi's Restaurant, 7 Freeman St, Provincetown, MA 02657 at which time I and other representatives will be present to explain the proposal and answer all questions. Kindly accept this notice for filing.

Please feel free to contact me at any time if you would like to discuss this project.

We invite your attendance on May 11 and look forward to seeing you then.

Sincerely,



Ezra Parzybok
Consultant

Hennep, Inc.
200 Brookline Ave. Apt. #3
Boston, MA 02215

April 26th, 2018

Dear Abutter to 246 Commercial Street,

Hennep, Inc. is a proposed retail cannabis business located at 246 Commercial St. Unit #2, Provincetown, applying for a license from the Massachusetts Cannabis Control Commission. All abutters are required to be notified of our community outreach meeting to discuss the site, it's plans, and its adherence to CCC regulations. All public is welcome to attend the meeting May 11, 5pm at Napi's Restaurant; 7 Freeman St, Provincetown, MA 02657. There will be an opportunity for the public to ask questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ezra Parzybok', with a stylized, flowing script.

Ezra Parzybok, cannabis consultant, on behalf of Hennep, Inc.

Hennep, Inc.; Plan to Remain Compliant with Local Zoning

Hennep, Inc, attests that it will, through its operation of a retail establishment in the town of Provincetown, MA, follow and remain compliant with all local zoning requirements, including but not limited to the following sections of the Provincetown Zoning Bylaw:

- Article 2, section 2400 - Use regulations
- Article 2, section 2600 - Design Standards
- Article 3, - General Requirements
- Article 3, section 3200 - Sign Regulation
- Article 5 - Administration
- Article 5, section 5300 - Special Permits

As Hennep, Inc. has been granted a host agreement by the town of Provincetown, much of these requirements have been considered and resolved through our special permit application and review process. We plan to follow regulations for permitted use at our 246 Commercial Street location, performance standards for security and fire, and any special provisions for parking, loading, signs, etc. We will also communicate with the town on a regular basis to remain updated and compliant with any changes or additions to local zoning.

Host Community Agreement Certification Form

The applicant and contracting authority for the host community must complete each section of this form before uploading it to the application. Failure to complete a section will result in the application being deemed incomplete. Instructions to the applicant and/or municipality appear in italics. 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(1).

Applicant

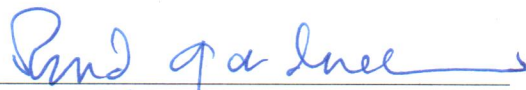
I, Andrew Koudijs, (*insert name*) certify as an authorized representative of Hennep, Inc. (*insert name of applicant*) that the applicant has executed a host community agreement with Provincetown, MA (*insert name of host community*) pursuant to G.L.c. 94G § 3(d) on 10/29/18 (*insert date*).



Signature of Authorized Representative of Applicant

Host Community

I, DAVID GARDNER, (*insert name*) certify that I am the contracting authority or have been duly authorized by the contracting authority for Provincetown, MA (*insert name of host community*) to certify that the applicant and Provincetown (*insert name of host community*) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on TOWN OF PROVINCETOWN (*insert date*).



Signature of Contracting Authority or
Authorized Representative of Host Community

Community Outreach Meeting Attestation Form

The applicant must complete each section of this form and initial each page before uploading it to the application. Failure to complete a section will result in the application being deemed incomplete. Instructions to the applicant appear in italics. 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(1).

I, **Andrew Koudijs**, (*insert name*) attest as an authorized representative of **Hennep, Inc.** (*insert name of applicant*) that the applicant has complied with the requirements of 935 CMR 500 and the guidance for licensed applicants on community outreach, as detailed below.

1. The Community Outreach Meeting was held on **Friday May 11, 2018** (*insert date*).
2. A copy of a notice of the time, place, and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was published in a newspaper of general circulation in the city or town on **Provincetown** (*insert date*), which was at least seven calendar days prior to the meeting. A copy of the newspaper notice is attached as Attachment A (*please clearly label the newspaper notice in the upper right hand corner as Attachment A and upload it as part of this document*).
3. A copy of the meeting notice was also filed on **4/30/18** (*insert date*) with the city or town clerk, the planning board, the contracting authority for the municipality, and local licensing authority for the adult use of marijuana, if applicable. A copy of the municipal notice is attached as Attachment B (*please clearly label the municipal notice in the upper right-hand corner as Attachment B and upload it as part of this document*).
4. Notice of the time, place and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was mailed on **4/27/18** (*insert date*), which was at least seven calendar days prior to the community outreach meeting to abutters of the proposed address of the Marijuana Establishment, and residents within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town. A copy of one of the notices sent to abutters and parties of interest as described in this section is attached as Attachment C (*please clearly label the municipal notice in the upper right hand corner as Attachment C and upload it as part of this document; please only include a copy of one notice and please black out the name and the address of the addressee*).



Colin Noel <cnoel@hennep.com>

Hennep Host Community Agreement

Colin Noel <cnoel@hennep.com>

Wed, Mar 17, 2021 at 5:59 PM

To: jyoung@provincetown-ma.gov

Hi Josie,

My name is Colin Noel. I work with Andrew Koudijs at Hennep, the cannabis dispensary located at 246 Commercial Street. As part of the process for our annual license renewal with the Cannabis Control Commission, we must request documentation from the host community of any cost imposed on the town related to the operation of our establishment.

I must make the following statement as part of this formal request:

In accordance with M.G.L. c. 94G, § 3(d), any cost to a city or town imposed by the operation of a Marijuana Establishment or MTC shall be documented and considered a public record as defined by M.G.L. c. 4, § 7, cl. 26.

Would you please forward a record of any such costs at your earliest convenience? If no costs have been incurred, would you please make a statement to that effect so that I can submit it to the CCC to complete our renewal?

Thank you

Colin Noel

cnoel@hennep.com

508.243.3405



Hennep, Inc.
MR281450
246 Commercial Street
Provincetown, MA

3/22/2021

Re: Attestation of Cost Letter to Municipality

Attn: Licensing Department
Cannabis Control Commission
2 Washington Square
Worcester, MA 01604

To whom it may concern:

I, Andrew Koudijs, as President of Hennep, Inc., hereby attest that Hennep received no response to its request for cost documentation to the Host Community, the Town of Provincetown. The request was made on March 17, 2021. No communication has been received in return.

I declare that the above statement is true and accurate to the best of my knowledge.

Andrew Koudijs
President
Hennep, Inc.

The Green Gateway Positive Impact Program

Introduction

This direct mentor-to-mentee program will be hosted in Spencer, MA, a community that is an Area of Disproportionate Impact (ADI) as defined by the Commission. Hennep Inc. has committed to funding the *Green Gateway Positive Impact Program* for a minimum of five years. Execution of this program will commence at the receipt of a final Marijuana Establishment license. Quarterly scheduled seminars will be promoted and advertised through print media, social media, poster campaigns, and any other means.

Acknowledgements

The applicant 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.

No actions taken, or programs instituted by the applicant will violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

No donation or program to support any specifically named organizations or the furtherance of their goals have been proposed as this is a direct mentor-to-mentee program.

Goals:

This program will meet the spirit and objectives of state law M.G.L. Ch. 94G §4 that requires LMEs to, *"...engage in processes and policies that promote and encourage full participation in the regulated cannabis industry by people from communities that have previously been disproportionately harmed by marijuana prohibition and enforcement and to positively impact those communities."*

The Commission has identified the groups this plan is intended to impact as the following:

- Past or present residents of the geographic ADI, which have been defined by the Commission and identified in its *Guidance for Identifying Areas of Disproportionate Impact*.
- Commission-designated Economic Empowerment Priority applicants;
- Commission-designated Social Equity Program participants;
- Massachusetts residents who have past drug convictions; and
- Massachusetts residents with parents or spouses who have drug convictions.
- The above persons are hereinafter referred to as the **Primary Target Group (PTG)**.

The goal of the program is to provide ADI communities access to the following training, educational and mentorship resources, with a goal of attracting 25% of attendees (of approximately 10-20 total attendees per session) from the PTG described above:

- Access to **quarterly** training seminars (see seminar content below)
 - PTG participants will acquire or adapt some of the tools and skills necessary to achieve success as either an entrepreneur or employee within the licensed marijuana industry.
 - PTG participants will be empowered to better understand and recognize if, and where, their interest within the licensed marijuana industry lies.
 - PTG participants will have access to guidance and support in the job-seeking process for those looking to gain employment within the industry.
- Provide PTG participants open access to expert, proactive, post-seminar mentorship and counseling, an online resource center providing links and information of use to both PTG

entrepreneurs and those seeking employment in the licensed marijuana industry, and access to weekly group and individual conference calls with leading industry consultants and ancillary professionals

- Promote PTG attendee participation in a wide-reaching quarterly survey designed to identify and overcome the obstacles to success in the industry, and thus make a positive impact on others seeking to contribute or participate in the licensed marijuana industry.

Programs:

The *Green Gateway Positive Impact Program* comprises three main elements:

One day seminar - This free, quarterly seminar will be conducted at a suitable venue in the above ADI and is open to 10-20 individuals per session. The goal of these seminars is to directly assist members of the PTG by providing participants with knowledge, resources, tools and guidance to strengthen, promote and empower their successful participation in this industry as an entrepreneur, business owner, or employee.

Seminar Content:

- Introduction
- A brief history of Marijuana regulation
- Federal Law, State Law, Regulations and Administrative Decisions
- The Cannabis Control Commission
- Developing your vision
- Developing your business plan
- The Application Process - Threading the needle
- Community Resources for Economic Development (Permitting, training, etc.)
- Home-Grown Cannabis regulations
- Employment in the Marijuana Industry
- Open Forum
- Next steps

Mentorship and Counseling - Seminar participants will be offered free, **ongoing** access to a web-based, “help-desk” facility that provides access to the knowledge and experience of professional industry consultants with expertise in Business Development, local and state Marijuana Licensing, Federal and State law, and Federal and State accounting. This post-seminar mentorship and counseling facility will assist and guide PTG participants by providing the following:

- Exclusive access to an online resource center that provides links to documents, state and local resources, service providers and articles that will benefit the PTG participant.
- Exclusive access to our “Ask me anything” FAQ page, where PTG participants may post questions and receive answers to Marijuana industry related issues.
- A **weekly** telephone conference that comprises a 60-minute check-in with PTG participants, with a Q&A session, followed by a number of, 30-minute, pre-booked individual calls that allow PTG participants to pose or discuss business sensitive or confidential questions and matters without fear of disclosure.

Positive Impact Survey - A goal and measurement of our program progress will be our Positive Impact Survey. All participants in the one-day seminar are required to complete and submit the pre-seminar baseline survey. The goal of the survey is to help identify the “capture” demographics of attendees. A second, follow-up survey will be completed and submitted at the conclusion of the one-day seminar. This will help identify our core survey group.

The goal of the program is to gather a cadre of core survey participants. This group should comprise those participants whose interest in the marijuana industry and the Green Gateway Program extends beyond the initial seminar. Participants in the core survey, while benefiting from ongoing mentorship and counseling, will through a series of in-depth questionnaires, focus groups and feedback opportunities, provide a wealth of data detailing demographics, backgrounds, challenges and advantages encountered or perceived by seminar attendees and survey participants. The qualitative and quantitative findings of our survey will be published in an annual report and will serve as documentation of the progress and success of our plan. This report will be made available to the CCC, state funding agencies, and local business development organizations. This report will help assess and measure the obstacles and routes to success for PTG participants.

Measurements:

Program Progress and Success - The success and impact of this program will be measured through the following means:

- **Attendance** - Attendance will be counted and recorded through both the survey and attendee records. Attendance goals will be achieved if at least 25% of attendees are PTGs from any ADI.
- **Feedback** - All attendees, survey participants, and survey recipients will be asked to complete feedback surveys on the content and delivery of this program. Our feedback goals will be achieved if 75% or more attendees provide feedback and that feedback rating is at least 3.5 out of 5.
- **Sustainability** - One of our benchmarks of success will be sustained participation in our program. We define "sustained participation" as the continued engagement of at least 25% of PTG attendees in our post seminar activities such as mentorship and counseling activities, accessing our online resource center, or participating in our weekly telephone conference during the 3 months following their first seminar
- **Survey Data use** -The success of our survey data efforts may be measured by the circulation of our annual survey data report to at least two state organizations, the governing body of the above ADI, and at least two independent regional workforce development and/or economic development organizations.
- **License Renewal:** A comprehensive annual report that shows the progress or success of this plan will be provided to the CCC prior to annual renewal of the license and each year thereafter, commencing with the date of provisional license.

HENNEP, INC.

Bylaws

ARTICLE I OFFICES

Section 1. The principal office of this corporation shall be in the Commonwealth of Massachusetts.

Section 2. The corporation may also have offices at such other places both within and without the Commonwealth of Massachusetts as the Board of Directors may from time to time determine or the business of the corporation may require.

ARTICLE II MEETINGS OF STOCKHOLDERS

Section 1. All annual meetings of the stockholders shall be held at the registered office of the corporation or at such other place within or without the Commonwealth of Massachusetts as the directors shall determine. Special meetings of the stockholders may be held at such time and place within or without the Commonwealth as shall be stated in the notice of the meeting, or in a duly executed waiver of notice thereof.

Section 2. Annual meetings of the stockholders, commencing with the year 2019, shall be held in May of each year as may be set by the Board of Directors from time to time, at which the stockholders shall elect by vote a Board of Directors and transact such other business as may properly be brought before the meeting. Meetings may be held by telephonic conference call provided all stockholders are present telephonically, or have expressly declined to participate.

Section 3. Special meetings of the stockholders, for any purpose or purposes, unless otherwise prescribed by statute or by the Articles of Organization, may be called by the President or the Secretary by resolution of the Board of Directors or at the request in writing of stockholders owning a majority in amount of the entire capital stock of the corporation issued and outstanding and entitled to vote. Such request shall state the purpose of the proposed meeting.

Section 4. Notices of meetings shall be in writing and signed by the President or the

Secretary or by such other person or persons as the directors shall designate. Such notices shall state the purpose or purposes for which the meeting is called and the time and the place, which maybe within or without the Commonwealth, where it is to be held. A copy of such notice shall be either delivered personally to or shall be mailed, postage prepaid, to each stockholder of record entitled to vote at such meeting not less than ten nor more than sixty days before such meeting. If mailed, it shall be directed to a stockholder at his address as it appears upon the records of the corporation and upon such mailing of any such notice, the service thereof shall be complete and the time of the notice shall begin to run from the date upon which such notice is deposited in the mail for transmission to such stockholder. Personal delivery of any such notice to any officer of a corporation or association, or to any member of a partnership shall constitute delivery of such notice to such corporation, association or partnership. In the event of the transfer of stock after delivery of such notice of and prior to the holding of the meeting it shall not be necessary to deliver or mail notice of the meeting to the transferee.

Section 5. Business transacted at any special meeting of stockholders shall be limited to the purposes stated in the notice.

Section 6. The holders of a majority of the stock, issued and outstanding and entitled to vote thereat, present in person or represented by proxy, shall constitute a quorum at all meetings of the stockholders for the transaction of business except as otherwise provided by statute or by the Articles of Organization. If, however, such quorum shall not be present or represented at any meeting of the stockholders, the stockholders entitled to vote thereat, present in person or represented by proxy, shall have power to adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present or represented. At such adjourned meeting at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the meeting as originally notified.

Section 7. When a quorum is present or represented at any meeting, the vote of the holders of a majority of the stock having voting power present in person or represented by proxy shall be sufficient to elect directors or to decide any question brought before such meeting, unless the question is one upon which by express provision of the statutes or of the Articles of Organization, a different vote is required in which case such express provision shall govern and control the decision of such question.

Section 8. Each stockholder of record of the corporation shall be entitled at each meeting of stockholders to one vote for each share of stock standing in his name on the books of the corporation. Upon the demand of any stockholder, the vote for directors and the vote upon any question before the meeting shall be by ballot.

Section 9. At any meeting of the stockholders any stockholder may be represented and vote by a proxy or proxies appointed by an instrument in writing. In the event that any such instrument in writing shall designate two or more persons to act as proxies, a majority of such persons present at the meeting, or, if only one shall be present, then that one shall have and may exercise all of the powers conferred by such written instrument upon all of the persons so

designated unless the instrument shall otherwise provide. No proxy or power of attorney to vote shall be used to vote at a meeting of the stockholders unless it shall have been filed with the secretary of the meeting when required by the inspectors of election. All questions regarding the qualification of voters, the validity of proxies and the acceptance or rejection of votes shall be decided by the inspectors of election who shall be appointed by the Board of Directors, or if not so appointed, then by the presiding officer of the meeting.

Section 10. Any action which may be taken by the vote of the stockholders at a meeting may be taken without a meeting if authorized by the written consent of stockholders holding at least a majority of the voting power, unless the provisions of the statutes or of the Articles of Organization require a greater proportion of voting power to authorize such action in which case such greater proportion of written consents shall be required.

ARTICLE III DIRECTORS

Section 1. The business of the corporation shall be managed by its Board of Directors which may exercise all such powers of the corporation and do all such lawful acts and things as are not by statute or by the Articles of Organization or by these Bylaws directed or required to be exercised or done by the stockholders.

Section 2. The number of directors which shall constitute the whole board shall initially be one (1). The number of directors may from time to time be increased or decreased to not less than one nor more than seven (7) by action of the Board of Directors. The directors shall be elected at the annual meeting of the stockholders and except as provided in Section 2 of this Article, each director elected shall hold office until his successor is elected and qualified. Directors need not be stockholders.

Section 3. Vacancies in the Board of Directors including those caused by an increase in the number of Directors, may be filled by a majority of the remaining directors, though less than a quorum, or by a sole remaining director, and each director so elected shall hold office until his successor is elected at an annual or a special meeting of the stockholders. The holders of a two-thirds of the outstanding shares of stock entitled to vote may at any time peremptorily terminate the term of office of all or any of the directors by vote at a meeting called for such purpose or by a written statement filed with the secretary or, in his absence, with any other officer. Such removal shall be effective immediately, even if successors are not elected simultaneously and the vacancies on the Board of Directors resulting therefrom shall be filled only by the stockholders.

A vacancy or vacancies in the Board of Directors shall be deemed to exist in case of the death, resignation or removal of any directors, or if the authorized number of directors be increased, or if the stockholders fail at any annual or special meeting of stockholders at which any director or directors are elected to elect the full authorized number of directors to be voted for at that meeting.

The stockholders may elect a director or directors at any time to fill any vacancy or vacancies not filled by the directors. If the Board of Directors accepts the resignation of a director tendered to take effect at a future time, the Board or the stockholders shall have power to elect a successor to take office when the resignation is to become effective.

No reduction of the authorized number of directors shall have the effect of removing any director prior to the expiration of his term of office.

ARTICLE IV MEETINGS OF THE BOARD OF DIRECTORS

Section 1. Regular meetings of the Board of Directors shall be held at any place within or without the Commonwealth or by written consent of all members of the Board. In the absence of such designation regular meetings shall be held at the registered office of the corporation. Special meetings of the Board may be held either at a place so designated or at the registered office.

Section 2. The first meeting of each newly elected Board of Directors shall be held immediately following the adjournment of the meeting of stockholders and at the place thereof. No notice of such meeting shall be necessary to the directors in order legally to constitute the meeting, provided a quorum be present. In the event such meeting is not so held, the meeting may be held at such time and place as shall be specified in a notice given as hereinafter provided for special meetings of the Board of Directors.

Section 3. Regular meetings of the Board of Directors may be held without call or notice at such time and at such place as shall from time to time be fixed and determined by the Board of Directors.

Section 4. Special meetings of the board of Directors may be called by the President. Written notice of the time and place of special meetings shall be delivered personally to each director, or sent to each director by mail or by other form of written communication, charges prepaid, addressed to him at his address as it is shown upon the records or is not readily ascertainable, at the place in which the meetings of the Directors are regularly held. In case such notice is mailed or telegraphed, it shall be deposited in the United States mail at least forty-eight (48) hours prior to the time of the holding of the meeting. In case such notice is delivered as above provided, it shall be so delivered at least twenty-four (24) hours prior to the time of the holding of the meeting. Such mailing, telegraphing or delivery as above provided shall be due, legal and personal notice to such director.

Section 5. Notice of the time and place of holding an adjourned meeting need not be given to the absent directors if the time and place be fixed at the meeting adjourned.

Section 6. The transactions of any meeting of the Board of Directors, however called and noticed or wherever held, shall be as valid as though had at a meeting duly held after regular call and notice, if a quorum be present, and if, either before or after the meeting, each of the

directors not present signs a written waiver of notice, or a consent to holding such meeting, or an approval of the minutes thereof. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 7. A majority of the authorized number of directors shall be necessary to constitute a quorum for the transaction of business, except to adjourn as hereinafter provided. Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board of Directors, unless a greater number be required by law, or by the Articles of Organization. Any action of a majority, although not at a regularly called meeting, and the record thereof, if assented to in writing by all of the other members of the Board shall be as valid and effective in all respects as if passed by the Board in regular meeting.

Section 8. A quorum of the directors may adjourn any directors meeting to meet again at a stated day and hour; provided, however, that in the absence of a quorum, a majority of the directors present at any directors meeting, either regular or special, may adjourn from time to time until the time fixed for the next regular meeting of the Board.

ARTICLE V COMMITTEES OF DIRECTORS

Section 1. The Board of Directors may, by resolution adopted by a majority of the whole Board, designate one or more committees of the Board of Directors, each committee to consist of two or more of the directors of the corporation which, to the extent provided in the resolution, shall have and may exercise the power of the Board of Directors in the management of the business and affairs of the corporation and may have power to authorize the seal of the corporation to be affixed to all papers which may require it. Such committee or committees shall have such name or names as may be determined from time to time by the Board of Directors. The members of any such committee present at any meeting and not disqualified from voting may, whether or not they constitute a quorum, unanimously appoint another member of the Board of Directors to act at the meeting in the place of any absent or disqualified member. At meetings of such committees, a majority of the members or alternate members shall constitute a quorum for the transaction of business, and the act of a majority of the members or alternate members at any meeting at which there is a quorum shall be the act of the committee.

Section 2. The committees shall keep regular minutes of their proceedings and report the same to the Board of Directors.

Section 3. Any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof may be taken without a meeting if a written consent thereto is signed by all members of the Board of Directors or of such committee, as the case may be, and such written consent is filed with the minutes of proceedings of the Board or committee.

ARTICLE VI COMPENSATION OF DIRECTORS

Section 1. The directors may be paid their expenses of attendance at each meeting of the Board of Directors and may be paid a fixed sum for attendance at each meeting of the Board of Directors or a stated salary as director. No such payment shall preclude any director from serving the corporation in any other capacity and receiving compensation therefor. Members of special or standing committees may be allowed like reimbursement and compensation for attending committee meetings.

ARTICLE VII NOTICES

Section 1. Notices to directors and stockholders shall be in writing and delivered personally or mailed to the directors or stockholders at their addresses appearing on the books of the corporation. Notice by mail shall be deemed to be given at the time when the same shall be mailed. Notice to directors may also be given by telegram.

Section 2. Whenever all parties entitled to vote at any meeting, whether of directors or stockholders, consent, either by a writing on the records of the meeting or filed with the secretary, or by presence at such meeting and oral consent entered on the minutes, or by taking part in the deliberations at such meeting without objection, the doings of such meeting shall be as valid as if had at a meeting regularly called and noticed, and at such meeting any business may be transacted which is not excepted from the written consent or to the consideration of which no objection for want of notice is made at the time, and if any meeting be irregular for want of notice or of such consent, provided a quorum was present at such meeting, the proceedings of said meeting may be ratified and approved and rendered likewise valid and the irregularity or defect therein waived by a writing signed by all parties having the right to vote at such meeting; and such consent or approval of stockholders may be by proxy or attorney, but all such proxies and powers of attorney must be in writing.

Section 3. Whenever any notice whatever is required to be given under the provisions of the statutes, of the Articles of Organization or of these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent thereto.

ARTICLE VIII OFFICERS

Section 1. The officers of the corporation shall be chosen by the Board of Directors and shall be a President, a Secretary and a Treasurer. Any person may hold two or more offices.

Section 2. The salaries and compensation of all officers of the corporation shall be fixed by the Board of Directors.

Section 3. The officers of the corporation shall hold office at the pleasure of the Board of Directors. Any officer elected or appointed by the Board of Directors may be removed at any time by the Board of Directors. Any vacancy occurring in any office of the corporation by death, resignation, removal or otherwise shall be filled by the Board of Directors.

Section 4. The President shall be the chief executive officer of the corporation and shall have active management of the business of the corporation. He shall execute on behalf of the corporation all instruments requiring such execution except to the extent the signing and execution thereof shall be expressly designated by the Board of Directors to some other officer or agent of the corporation.

Section 5. The Secretary shall act under the direction of the President. subject to the direction of the President he shall attend all meetings of the Board of Directors and all meetings of the stockholders and record the proceedings. He shall perform like duties for the standing committees when required. He shall give, or cause to be given, notice of all meetings of the stockholders and special meetings of the Board of Directors, and shall perform such other duties as may be prescribed by the President or the Board of Directors.

Section 6. The Treasurer shall act under the direction of the President. Subject to the direction of the President he shall have custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation and shall deposit all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board of Directors. He shall disburse the funds of the corporation as may be ordered by the President or the Board of Directors, taking proper vouchers for such disbursements, and shall render to the President and the Board of Directors, at its regular meetings, or when the Board of Directors so requires, an account of all his transactions as Treasurer and of the financial condition of the corporation.

Section 7. If required by the Board of Directors, he shall give the corporation a bond in such sum and with such surety or sureties as shall be satisfactory to the Board of Directors for the faithful performance of the duties of his office and for the restoration to the corporation, in case of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his possession or under his control belonging to the corporation.

ARTICLE IX CERTIFICATES OF STOCK

Section 1. Every stockholder shall be entitled to have a certificate signed by the President and the Treasurer, certifying the number of shares owned by him in the corporation. If the corporation shall be authorized to issue more than one class of stock or more than one series of any class, the designations, preferences and relative, participating, optional or other special rights of the various classes of stock or series thereof and the qualifications, limitations or

restrictions of such rights, shall be set forth in full or summarized on the face or back of the certificate which the corporation shall issue to represent such stock.

Section 2. If a certificate is signed (a) by a transfer agent other than the corporation or its employees or (b) by a registrar other than the corporation or its employees, the signatures of the officers of the corporation may be facsimiles. In case any officer who has signed or whose facsimile signature has been placed upon a certificate shall cease to be such officer before such certificate is issued, such certificate may be issued with the same effect as though the person had not ceased to be such officer. The seal of the corporation, or a facsimile thereof, may, but need not be, affixed to certificates of stock.

Section 3. The Board of Directors may direct a new certificate or certificates to be issued in place of any certificate or certificates theretofore issued by the corporation alleged to have been lost or destroyed upon the making of an affidavit of that fact by the person claiming the certificate of stock to be lost or destroyed. When authorizing such issue of a new certificate or certificates, the Board of Directors may, in its discretion and as a condition precedent to the issuance thereof, require the owner of such lost or destroyed certificate or certificates, or his legal representative, to advertise the same in such manner as it shall require and/or give the corporation a bond in such sum as it may direct as indemnity against any claim that may be made against the corporation with respect to the certificate alleged to have been lost or destroyed.

Section 4. Upon surrender to the corporation or the transfer agent of the corporation of a certificate for share duly endorsed or accompanied by proper evidence of succession, assignment or authority to transfer, it shall be the duty of the corporation, if it is satisfied that all provisions of the laws and regulations applicable to the corporation regarding transfer and ownership of shares have been complied with, to issue a new certificate to the person entitled thereto, cancel the old certificate and record the transaction upon its books.

Section 5. The Board of Directors may fix in advance a date not exceeding sixty (60) days nor less than ten (10) days preceding the date of any meeting of stockholders, or the date for the payment of any dividend, or the date for the allotment of rights, or the date when any change or conversion or exchange of capital stock shall go into effect, or a date in connection with obtaining the consent of stockholders for any purpose, as a record date for the determination of the stockholders entitled to notice of and to vote at any such meeting, and any adjournment thereof, or entitled to receive payment of any such dividend, or to give such consent, and in such case, such stockholders, and only such stockholders as shall be stockholders of record on the date so fixed, shall be entitled to notice of and to vote at such meeting, or any adjournment thereof, or to receive payment of such dividend, or to receive such allotment of rights, or to exercise such rights, or to give such consent, as the case may be, notwithstanding any transfer of any stock on the books of the corporation after any such record date fixed as aforesaid.

Section 6. The corporation shall be entitled to recognize the person registered on its books as the owner of shares to be the exclusive owner for all purposes including voting and

dividends, and the corporation shall not be bound to recognize any equitable or other claim to or interest in such share or shares on the part of any other person, whether or not it shall have express or other notice thereof, except as otherwise provided by the laws of Massachusetts.

ARTICLE X GENERAL PROVISIONS

Section 1. Dividends upon the capital stock of the corporation, subject to the provisions of the Articles of Organization, if any, may be declared by the Board of Directors at any regular or special meeting, pursuant to law. Dividends may be paid in cash, in property or in shares of the capital stock, subject to the provisions of the Articles of Organization.

Section 2. Before payment of any dividend, there may be set aside out of any funds of the corporation available for dividends such sum or sums as the directors from time to time, in their absolute discretion, think proper as a reserve or reserves to meet contingencies, or for equalizing dividends or for repairing or maintaining any property of the corporation or for such other purpose as the directors shall think conducive to the interest of the corporation, and the directors may modify or abolish any such reserve in the manner in which it was created.

Section 3. All checks or demands for money and notes of the corporation shall be signed by such officer or officers or such other person or persons as the Board of Directors may from time to time designate.

Section 4. The fiscal year of the corporation shall end March 31 of each year unless fixed otherwise by resolution of the Board of Directors.

Section 5. The corporation may or may not have a corporate seal, as may from time to time be determined by resolution of the Board of Directors. If a corporate seal is adopted, it shall have inscribed thereon the name of the corporation and the words "Corporate Seal" and "Massachusetts." The seal may be used by causing it or a facsimile thereof to be impressed or affixed or in any manner reproduced.

ARTICLE XI INDEMNIFICATION

Every person who was or is a party or is threatened to be made a party to or is involved in any action, suitor proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or a person of whom he is the legal representative is or was a director or officer of the corporation or is or was serving at the request of the corporation or for its benefit as a director or officer of another corporation, or as its representative in a partnership, joint venture, trust or other enterprise, shall be indemnified and held harmless to the fullest extent legally permissible under the law of the Commonwealth of Massachusetts from time to time against all expenses, liability and loss (including attorneys' fees, judgments, fines and amounts paid or to be paid in settlement) reasonably incurred or suffered by him in connection therewith. The expenses of officers and directors incurred in defending a civil or criminal

action, suit or proceeding must be paid by the corporation as they are incurred and in advance of the final disposition of the action, suit or proceeding upon receipt of an undertaking by or on behalf of the director or officer to repay the amount if it is ultimately determined by a court of competent jurisdiction that he is not entitled to be indemnified by the corporation. Such right of indemnification shall be a contract right which may be enforced in any manner desired by such person. Such right of indemnification shall not be exclusive of any other right which such directors, officers or representatives may have or hereafter acquire and, without limiting the generality of such statement, they shall be entitled to their respective rights of indemnification under any bylaw, agreement, vote of stockholders, provision of law or otherwise, as well as their rights under this Article.

The Board of Directors may cause the corporation to purchase and maintain insurance on behalf of any person who is or was a director or officer of the corporation or is or was serving at the request of the corporation as a director or officer of another corporation, or as its representative in a partnership, joint venture, trust or other enterprise against any liability asserted against such person and incurred in any such capacity or arising out of such status, whether or not the corporation would have the power to indemnify such person.

The Board of Directors may from time to time adopt further Bylaws with respect to indemnification and may amend these and such Bylaws to provide at all times the fullest indemnification permitted by the law of the Commonwealth of Massachusetts.

ARTICLE XII AMENDMENTS

Section 1. The Bylaws may be amended by a majority vote of all the stock issued and outstanding and entitled to vote at any annual or special meeting of the stockholders, provided notice of intention to amend shall have been contained in the notice of the meeting.

Section 2. The Board of Directors by a majority vote of the whole Board at any meeting may amend these bylaws, including Bylaws adopted by the stockholders, but the stockholders may from time to time specify particular provisions of the Bylaws which shall not be amended by the Board of Directors.

###

APPROVED AND ADOPTED
April 20, 2018.



Andrew Koudijs, Secretary



The Commonwealth of Massachusetts
William Francis Galvin

Minimum Fee: \$250.00

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

[Special Filing Instructions](#)

Articles of Organization

(General Laws, Chapter 156D, Section 2.02; 950 CMR 113.16)

Identification Number: 001322872

ARTICLE I

The exact name of the corporation is:

HENNEP, INC.

ARTICLE II

Unless the articles of organization otherwise provide, all corporations formed pursuant to G.L. C156D have the purpose of engaging in any lawful business. Please specify if you want a more limited purpose:

ARTICLE III

State the total number of shares and par value, if any, of each class of stock that the corporation is authorized to issue. All corporations must authorize stock. If only one class or series is authorized, it is not necessary to specify any particular designation.

Class of Stock	Par Value Per Share Enter 0 if no Par	Total Authorized by Articles of Organization or Amendments		Total Issued and Outstanding Num of Shares
		Num of Shares	Total Par Value	
CNP	\$0.00000	100,000	\$0.00	1,000

G.L. C156D eliminates the concept of par value, however a corporation may specify par value in Article III. See G.L. C156D Section 6.21 and the comments thereto.

ARTICLE IV

If more than one class of stock is authorized, state a distinguishing designation for each class. Prior to the issuance of any shares of a class, if shares of another class are outstanding, the Business Entity must provide a description of the preferences, voting powers, qualifications, and special or relative rights or privileges of that class and of each other class of which shares are outstanding and of each series then established within any class.

ARTICLE V

The restrictions, if any, imposed by the Articles of Organization upon the transfer of shares of stock of any class are:

ANY STOCKHOLDER, INCLUDING THE HEIRS AND PERSONAL REPRESENTATIVES OF A DECEASED STOCKHOLDER, DESIRING TO SELL OR TRANSFER STOCK OWNED BY HIM OR HER, SHALL FIRST OFFER IT TO THE CORPORATION THROUGH THE BOARD OF DIRECTORS IN THE FOLLOWING MANNER: HE/SHE SHALL NOTIFY THE DIRECTORS OF HIS/HER DESIRE TO SELL OR TRANSFER BY NOTICE IN WRITING, WHICH NOTICE SHALL CONTAIN THE PRICE AT

WHICH HE IS WILLING TO SELL OR TRANSFER AND THE NAME OF ONE ARBITRATOR. THE DIRECTORS SHALL WITHIN THIRTY (30) DAYS THEREAFTER EITHER ACCEPT THE OFFER, OR BY NOTICE TO HIM IN WRITING NAME A SECOND ARBITRATOR, AND THESE TWO SHALL NAME A THIRD. IT SHALL THEN BE THE DUTY OF THE ARBITRATORS TO ASCERTAIN THE VALUE OF THE STOCK, AND IF ANY ARBITRATOR SHALL NEGLECT OR REFUSE TO APPEAR AT ANY MEETING APPOINTED BY THE ARBITRATORS, A MAJORITY MAY ACT IN THE ABSENCE OF SUCH ARBITRATOR. AFTER THE ACCEPTANCE OF THE OFFER, OR THE REPORT OF THE ARBITRATORS AS TO THE VALUE OF THE STOCK, THE DIRECTORS SHALL HAVE THIRTY (30) DAYS WITHIN WHICH TO PURCHASE THE SAME AT SUCH VALUATION, BUT IF AT THE EXPIRATION OF THIRTY (30) DAYS, THE CORPORATION SHALL HAVE NOT EXERCISED THE RIGHT TO SO PURCHASE, THE OWNER OF THE STOCK SHALL BE AT LIBERTY TO DISPOSE OF THE SAME IN ANY MANNER HE/SHE MAY SEE FIT. NO SHARES OF STOCK SHALL BE SOLD OR TRANSFERRED ON THE BOOKS OF THE CORPORATION UNTIL THESE PROVISIONS HAVE BEEN COMPLIED WITH, BUT THE BOARD OF DIRECTORS MAY IN ANY PARTICULAR INSTANCE WAIVE THE REQUIREMENT.

ARTICLE VI

Other lawful provisions, and if there are no provisions, this article may be left blank.

Note: The preceding six (6) articles are considered to be permanent and may be changed only by filing appropriate articles of amendment.

ARTICLE VII

The effective date of organization and time the articles were received for filing if the articles are not rejected within the time prescribed by law. If a *later* effective date is desired, specify such date, which may not be later than the *90th day* after the articles are received for filing.

Later Effective Date: Time:

ARTICLE VIII

The information contained in Article VIII is not a permanent part of the Articles of Organization.

a,b. The street address of the initial registered office of the corporation in the commonwealth and the name of the initial registered agent at the registered office:

Name: RICHARD M. EVANS

No. and Street: 90 CONZ STREET

City or Town: NORTHAMPTON

State: MA

Zip: 01060

Country: USA

c. The names and street addresses of the individuals who will serve as the initial directors, president, treasurer and secretary of the corporation (an address need not be specified if the business address of the officer or director is the same as the principal office location):

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
PRESIDENT	ANDREW KOUDIJS	11 TOMPKINS CT. NYACK, NY 10960 USA
TREASURER	ANDREW KOUDIJS	11 TOMPKINS CT. NYACK, NY 10960 USA
SECRETARY	ANDREW KOUDIJS	11 TOMPKINS CT.

DIRECTOR	ANDREW KOUDIJS	NYACK, NY 10960 USA 11 TOMPKINS CT. NYACK, NY 10960 USA
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d. The fiscal year end (i.e., tax year) of the corporation:

March

e. A brief description of the type of business in which the corporation intends to engage:

FARMING

f. The street address (post office boxes are not acceptable) of the principal office of the corporation:

No. and Street: 11 TOMPKINS CT.
City or Town: NYACK State: NY Zip: 10960 Country: USA

g. Street address where the records of the corporation required to be kept in the Commonwealth are located (post office boxes are not acceptable):

No. and Street: C/O RICHARD M. EVANS
90 CONZ STREET
City or Town: NORTHAMPTON State: MA Zip: 01060 Country: USA

which is

☐ its principal office ☐ an office of its transfer agent
☐ an office of its secretary/assistant secretary ☒ its registered office

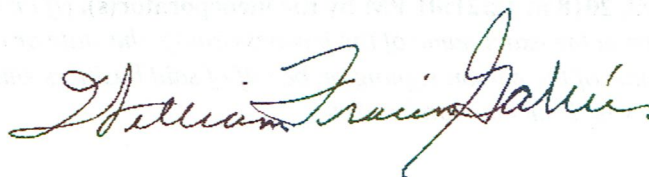
Signed this 20 Day of April, 2018 at 12:21:01 PM by the incorporator(s). *(If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)*

RICHARD M. EVANS

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:

April 20, 2018 12:20 PM

A handwritten signature in dark ink, reading "William Francis Galvin". The signature is fluid and cursive, with the first name "William" and last name "Galvin" being the most prominent parts.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth



The Commonwealth of Massachusetts
William Francis Galvin

No Fee

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

Statement of Change of Supplemental Information

(General Laws, Chapter 156D, Section 2.02 AND Section 8.45; 950 CMR 113.17)

1. Exact name of the corporation: HENNEP, INC.

2. Current registered office address:

Name: RICHARD M. EVANS

No. and Street: 90 CONZ STREET

City or Town: NORTHAMPTON

State: MA

Zip: 01060

Country: USA

3. The following supplemental information has changed:

☒ Names and street addresses of the directors, president, treasurer, secretary

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box)
		Address, City or Town, State, Zip Code
PRESIDENT	ANDREW KOUDIJS	200 BROOKLINE AVE. #508 BOSTON, MA 02215 USA
TREASURER	ANDREW KOUDIJS	200 BROOKLINE AVE. #508 BOSTON, MA 02215 USA
SECRETARY	ANDREW KOUDIJS	200 BROOKLINE AVE. #508 BOSTON, MA 02215 USA
DIRECTOR	ANDREW KOUDIJS	200 BROOKLINE AVE. #508 BOSTON, MA 02215 USA

☐ Fiscal year end:

March

☐ Type of business in which the corporation intends to engage:

FARMING

☒ Principal office address:

No. and Street: 200 BROOKLINE AVE. #508

City or Town: BOSTON

State: MA

Zip: 02215

Country: USA

☐ g. Street address where the records of the corporation required to be kept in the Commonwealth are located (post office boxes are not acceptable):

No. and Street: C/O RICHARD M. EVANS

90 CONZ STREET

City or Town: NORTHAMPTON

State: MA

Zip: 01060

Country: USA

which is

☐ its principal office

☐ an office of its transfer agent

☐ an office of its secretary/assistant secretary ☒ its registered office

Signed by ANDREW KOUDLIS, its PRESIDENT
on this 7 Day of December, 2018

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

William Francis Galvin
Secretary of the
Commonwealth

Date: December 11, 2018

To Whom It May Concern :

I hereby certify that according to the records of this office,
HENNEP, INC.

is a domestic corporation organized on **April 20, 2018** , under the General Laws of the Commonwealth of Massachusetts. I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156D section 14.21 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,
I have hereunto affixed the
Great Seal of the Commonwealth
on the date first above written.

A handwritten signature in blue ink, reading "William Francis Galvin".

Secretary of the Commonwealth

Certificate Number: 18120159780

Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by:



Commonwealth of Massachusetts
Department of Revenue
Christopher C. Harding, Commissioner

mass.gov/dor

Letter ID: L1553086080
Notice Date: December 14, 2018
Case ID: 0-000-302-990



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



HENNEP, INC
200 BROOKLINE AVE UNIT 508
BOSTON MA 02215-3952

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, HENNEP, INC 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) 887-6367 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 8:30 a.m. to 4:30 p.m..

Visit us online!

Visit 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



BUSINESS PLAN – HENNEP, INC. - PROVINCETOWN

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1. Executive Summary

SNAPSHOT: Hennep, Inc.

Business Overview

- Massachusetts-based retailer.
- Retailing flower (buds), cannabis extract products, high THC oil products, and edibles in Massachusetts.
- Processed cannabis products sold under “Hennep” brand.
- Offering recreational cannabis & High-THC cannabis strains for recreational use.
- Secured location on Commercial street in Provincetown

Financial Projections

- Gross revenues are projected to be \$6.6M in year one, climbing to \$8M in year five.

Sources and Uses

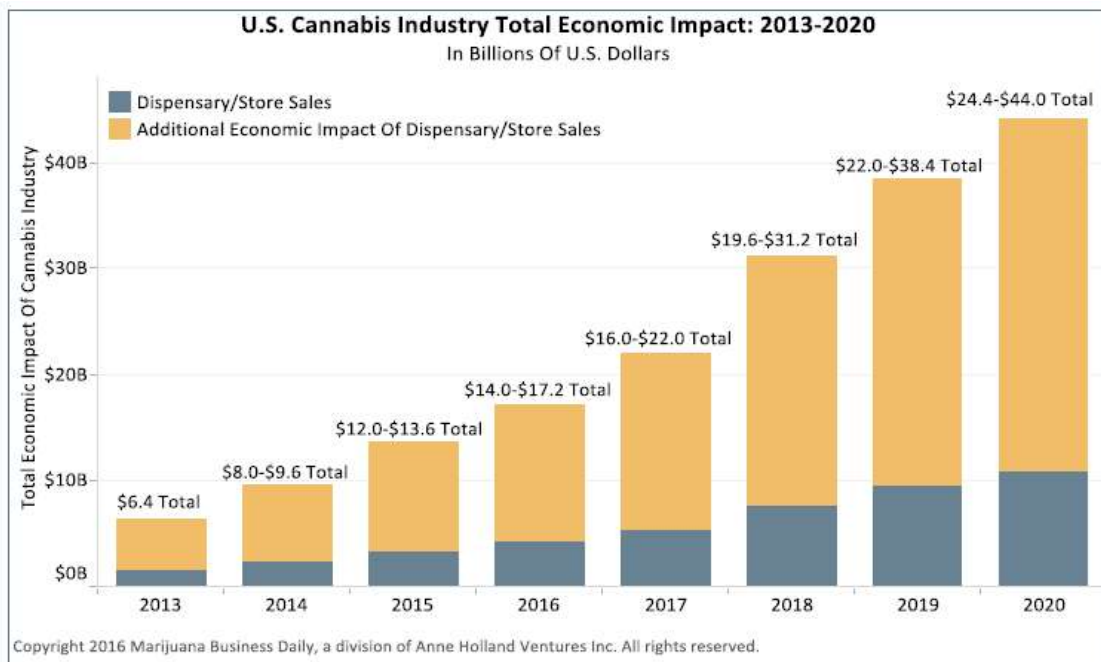
- Company is privately funded and will require approximately \$608,850 for start up
- Investment will be used to fund capital costs, startup expenses, and 1 year of working capital requirements.

Overview: *Hennep* is a Massachusetts-registered Limited Liability Corporation, established to achieve the legal retail sale of high-quality marijuana plants and products. The retail store will serve locals and visitors to the esteemed Provincetown commercial district.

Hennep will stand out in the market due to the uncompromising quality of its products, community engagement, and integration with local community. *Hennep's* core business strategy is to inspire a conscientious approach to responsible, adult-use cannabis consumption through community, retailer, and customer engagement.

Market: With the passing of new legislation, legalized marijuana is the fastest growing US Industry. According to ArcView Market Research, the US national legal marijuana market value is now assessed at \$6.7 billion, comprising all states that have active and open sales of marijuana to people legally allowed to possess it under state law. The national market is projected to grow from current levels to \$24.1 billion by 2025 according to New Frontier Data's 2017 Executive Summary. The opening and legalization of the Massachusetts adult-use marijuana market are sure to see a great many players of all sizes looking to claim their share of the market. The initial phases of this liberalization will likely witness much innovation, novelty, and social exploration. Certain constants will prevail, however. It is likely that a great many retailers will successfully apply for licenses and that these retailers will naturally need products to sell. The initial "novelty-factor" of legalized marijuana will (if legalization in

other states is anything to go by) likely lead to an initial surge in sales leading to shortages of supply, followed by a modest downward trend towards stabilization in sales on the market as a whole.



Hennep benefits from being rapidly able to offer a range of mature products. We intend to build and gain market share by appealing to a broad spectrum of customer groups and demographics and by supplying our own cannabis via our state of the art hybrid greenhouse located in Lancaster, MA. Utilizing sustainable, low energy greenhouse cultivation techniques, we will be able to bring higher quality products to market at a lower price.

Hennep will engage in numerous public relations and marketing strategies. These will include engagement and support of local community activities as well as consultative participation in marijuana educational seminars. These services are intended to build market awareness of the *Hennep* brand, highlight the quality of our products, and implement community objectives encouraged by *Hennep's* value system.

Competition: The Massachusetts adult-use marijuana industry is still in the emerging stages of market growth. *Hennep* undoubtedly will see competition from other retailers. It is evident that medical marijuana growers, confronted by the projected slump of the medical niche in favor of the recreational market, will rapidly make their product available to retailers or open recreational retail stores of their own. That being said, not all cultivators, manufacturers or retailers are created equal. A great many cultivators are planning to use indoor growing techniques that consume large quantities of electricity. While these methods are entirely viable, they are likely to create significantly higher overheads. Similarly, outdoor cultivators use large-scale cultivation techniques that focus on quantity rather than quality. *Hennep's* competitive advantage over such players is that our hybrid greenhouse technology, our cultivation, curing process, and mindful approach, together with enhanced energy efficient technologies, superior quality, advanced extraction techniques, lower overheads and readily

scalable production volume will allow us to successfully carve out an appropriate market share and aggressively establish brand recognition.

Risk/Opportunity: The most significant risk associated with our business model is timing. The early movers offering consistent quality and availability will have a distinct advantage and strong position within the local market. Rapid product launch will lead to the realization of a product offering that not only caters to immediate market needs, but that preemptively embraces the projected demands of the market. Implementing our strategy in a timely manner will put *Hennep* in the best position to succeed.

Price/Profitability Projections: It's important to note a few keys to this plan and how projections have been calculated. Our yields are conservatively based on known standards in the industry which this plan has rounded down by approximately 10-20%. For example, we have calculated a yield of 1lb of dried flower per 18 Sq. ft of space in the flowering sections of the greenhouse. We know that we can produce closer to 1lb per 12-14 Sq. ft., however. We have chosen to adopt a conservative approach to yield estimation as a form of contingency. We still anticipate higher profits at our retail location due to lower overhead at cultivation.

Similarly, we intend to use a portion of our concentrate to make edibles. Concentrate used in this manner will create a product that offers a 2-3 times greater profit margin than sales of concentrate alone. It is both challenging and speculative to estimate the likely sales of edibles at this stage. Therefore, for the purposes of this business plan, we have chosen to demonstrate projections based on sales of concentrate (and its respective products) alone rather than sales of edibles. This, again, allows us to demonstrate a conservative, default position as a form of contingency.

Sales price points have been estimated following a study of the sales patterns and trends in the states of Colorado, California, Washington, and Oregon. Since these states have a longer cannabis sales history than Massachusetts, their pricing trends over the past 2-3 years are useful and relevant to our projections. We have also considered current black-market pricing in Massachusetts along with the Cannabis Bench Mark.

- We have calculated our prices on sales per lb, whereas, in reality, we will be selling in increments of 1/8 oz, 1/4 oz, and 1/2 oz primarily. The margins on these smaller packaging units is much stronger and will likely strengthen our margin by 20% more than the price per lb we have used in our proforma projections.
- Our growing methods at the hybrid greenhouse which will supply *Hennep* will rely on a large proportion of organic sourced elements in our cultivation medium. Top quality product grown in this manner will sustain a higher price point, will be marketed as *Hennep's* high-end line and will serve as the bench mark for the *Hennep* brand.

Capital Requirements: The capital requirements for *Hennep* to execute this business plan are approximately **\$,358,850** plus working capital of a further **\$250,000** for the first year of operations.

The Company will allocate the invested capital to the following:

Construction and fit-out	261,000
Permits, consulting, licensing and applications	22,850
State-mandated contingency	75,000
Working Capital	250,000
TOTAL	608,850

Financial Snapshot:

Consolidated Financials				
	Year 1	Year 2	Year 3	Year 4
Flower revenue retail	2,911,516	3,057,092	3,209,947	3,370,444
Infused revenue retail	3,493,820	3,668,511	3,851,936	4,044,533
Other revenue retail	201,600	211,680	222,264	233,377
Total revenue	6,606,936	6,937,283	7,284,147	7,648,354
Total COGS	3,283,308	3,489,809	3,664,300	3,847,515
Total non-deductible expenses	557,620	483,634	503,760	529,619
Income Tax @30%	997,088	1,046,943	1,099,290	1,154,254
Estimated net income	\$1,570,711	\$1,751,115	\$1,842,725	\$1,934,191

Keys to Success:

- Licensing
- Build-out
- Community outreach, training, and engagement
- Effective management of funding and working capital

2. Project Overview

2.1 Introduction

Hennep will sell a range of expertly cultivated, high-quality marijuana products. *Hennep* will apply advanced horticulture production methodologies in a manner that allows for year-round production and superior yields. We will use commercial scale laboratory techniques to extract food-grade cannabis extract from much of the resulting plant growth. This cannabis extract will form the active ingredient in our topical and edible products. Excess cannabis extract may be used for additional cartridges or sold as bulk extract to retail customers as the key ingredient in other marijuana-based products.

100% of the harvested top-grade flower will be dried and cured for sales as pure flower product. Our cannabis extraction methods carefully avoid the toxic nature of some techniques by employing a non-hydrocarbon, clean extraction process. Production output will be sold retail directly to the end-user and wholesale to other licensed retail outlets and manufacturers.

2.2 Company Ownership

Hennep, Inc. will be owned by Andrew Koudijs

2.3 Company Location and Facilities

246 Commercial Street, Provincetown, MA 02657

2.4 Product Testing



ProVerde Laboratories, Inc. (PVL) in Medford, MA, will fulfill all laboratory testing requirements for the Company as per state regulations. ProVerde associates also have experience with the

logistical planning and build-out of production space, combining functional design with required production infrastructure, including electrical, ventilation, plumbing and specialty gases required for processing equipment.

PVL can advise on:

- Production Facility design
- Strain selection and blending of strains to meet desired composition of material for production
- Development of delivery systems consistent with the regulations
- Develop a variety of dosing levels for the selected product line
- Develop a staffing plan for the lab and production
- Providing quality control supervision for products being developed and produced in the facility

2.5 Legal Counsel



Richard M. Evans

Richard M. Evans has practiced law in Western Massachusetts for over 35 years, concentrating in the representation of non-profit state and regional land conservation organizations. As a Main Street practitioner, he has represented many business owners, buyers and sellers of residential and commercial real estate, litigants, estate fiduciaries and clients seeking permits or other indulgences from local and municipal boards. For nearly his entire professional career, he has participated prominently in the marijuana legalization effort. In 1981, he authored the first comprehensive regulation/taxation plan to be introduced as legislation in Massachusetts, upon which bills were modeled and introduced in other states. It was re-introduced for the 2011-12 legislative session as H1371, An Act to Tax and Regulate the Cannabis Industry. As a member of NORML's board of directors, he was the moving force behind NORML's adoption of the Principles of Responsible Cannabis Use. His numerous op-eds and other writings have helped shape and propel the counter-prohibitionist narrative. He maintains the archive, www.cantaxreg.com, a website providing resources for taxing and regulating the developing legal cannabis industry.

Michael D. Cutler

Michael D. Cutler has practiced law in Massachusetts for more than 35 years, focusing on criminal defense, civil litigation, and state and municipal administrative proceedings. He has served as a town planning board member evaluating applications for real estate development permits; he has represented applicants seeking such permits and others, including liquor licenses. He is state-certified to represent prisoners and patients in state criminal post-conviction and mental health proceedings, to train and recertify private lawyers who accept such appointments, and is state-certified to represent prisoners, convicted of murder at trial, in post-conviction proceedings in state and federal court. As a 20-year member of the National Legal Committee of NORML, Attorney Cutler is well connected with colleagues in states that protect medical marijuana. He has consulted for a successful cannabis dispensary licensee in a neighboring state overcoming the threat of federal interference.

3. Products

3.1 Product Description

As marijuana emerges from the shadow of prohibition it reveals itself to be a widely popular drug in the U.S., currently second only to alcohol and nicotine. Hennep will offer a spectrum of Indica, Sativa, and hybrid flower cultivars to serve market demand. The strains we have selected are prized genetics and have become sought after at legal and medical marijuana dispensaries nationwide. Our master grower will carefully select only the superior current and future stars of the marijuana constellation.

Hennep will offer the following products for sale to our retail and wholesale customers:



- **Flower** - The curing process is a critical determinant of the final quality of marijuana. While all cultivators and manufacturers understand the importance of the process, most accept sacrificing high quality for speed and convenience of production. At the same time, while some manufacturers do take the time to produce a beautifully cured product, their offerings are often defeated by woefully inadequate dispensing methods that see the product deteriorating rapidly pre-sale. We address this problem by hand-selecting flower buds, curing them correctly, and creating standardized weight portions pre-packaged that preserve freshness, quality, and flavor at the point of sale.



- **THC-Infused Edibles** – Cannabis edibles are preferred by some consumers because ingesting cannabinoids through the GI tract provides a different and often more therapeutic effect than inhaling. Hennep will offer a range of attractive, appetizing, and appealing, adult-use focused edible products.
- **Topicals** – These are external applications of cannabis that can be used to treat body pain or skin conditions. Topicals are infused with THC, CBD, and other cannabinoid extracts. Topicals include lotions, creams, balms, and oils. As they are non-psychoactive, topicals are often chosen by individuals who need the therapeutic benefits of marijuana without the cerebral euphoria associated with other delivery methods.
- **Other Products** – While our core products will be those listed above, Hennep fully intends to develop a number of cutting-edge products and will carefully study the opportunities offered for the profitable resale of exceptional products offered by other manufacturers. Hennep will also experiment with modern strain-specific capsules for recreational use.

4. The Market

4.1 Market Overview

Currently, 32 states in America and the District of Columbia have legalized marijuana use in some form (medical or recreational). The majority of these states have allowed sales for medical use and nine states, including Massachusetts, have legalized recreational or adult-use. Since 60% of the population resides in states that have legalized the use of marijuana for medical use, recreational use, or both, this indicates immense possibilities for the future growth of the industry.

4.2 Target Market

On November 8, 2016, Massachusetts voters approved the adult recreational use of marijuana. In 2017, an eight-person Cannabis Control Commission (CCC) was appointed by the Massachusetts state government to write the draft regulations for the law. The final regulations were released in April 2018, and outline the requirements for cultivation, production, security, transport, and retail sale of marijuana to consumers over 21 years of age. The CCC is now accepting applications for LMEs. With 39 cities, 312 towns, and 14 counties, the local municipalities of Massachusetts have been granted the authority to govern their own recreational marijuana industry which will inevitably result in varying local by-laws on the production, manufacturing, and sale of the plant across the state.

The advent of medical marijuana legalization in 2012 has helped produce market conditions that have created a more educated and sophisticated product consumer. It is natural, therefore, that the emerging adult-use market will lead consumers to have high expectations for the quality of the products they consume.

Hennep's high-end production and cultivation facility will supply quality products through our licensed retail store while building a brand that represents a culture of sophistication, quality, respect for the plant, and respect for the customer's interaction with cannabis.

5. Competition

5.1 Competitive Landscape

Companies in the marijuana industry typically compete on product type, quality, volume, and reliability. As a result of the maturity of a once illicit market, price competition, while an important factor, has widely recognized norms and expectations. These conditions may superficially appear to make competing on the price a somewhat lower expectation. Nonetheless, the sheer volume of potential cultivators makes price competition a genuine possibility. We will counter this with a robust pricing strategy that ensures the Cost of Goods Sold is carefully balanced against a potentially variable sales price providing revenue stability and continued profitability.

5.2 Direct Competition

The direct competition for *Hennep* will come, unsurprisingly, from cultivators, manufacturers and/or retailers that grow, produce or sell similar products with the same high quality and volume. The exact nature of such competition is difficult to quantify as the state of Massachusetts is in the very early stages of issuing adult-use marijuana licenses. With that said, Hennep feels that as the industry is inchoate, working collaboratively with competitors in the area will benefit the local community as well as the industry.

5.3 Competitive Advantages

- Family business with strong working capital
- Supplied by an energy-efficient greenhouse using a large proportion of natural light
- Mindful cultivation practices developed in the local climate
- Competitive pricing
- High traffic area in the commercial pedestrian district
- Effective and collaborative management
- Timing of entry into the marketplace

6. Strategy and Execution

6.1 Summary

Hennep will be recognized as a marijuana brand that offers a range of distinctive products representing excellence, quality, sophistication, mindful production practices, and community values that thoughtfully represent customer needs and shared ideals. *Hennep* will carve a significant niche among competitors using cultivation, extraction, sales, marketing and presentation methods that reflect a deeper understanding of the context for adult-use marijuana.

6.2 Marketing Strategy

Value Proposition – *Hennep* will produce exceptional flower and THC-infused products offering customers the convenience and pleasure of a premium marijuana experience. Our high-quality marijuana products will be created using careful cultivation, processing and extraction methods that demonstrate respect for the needs and nature of the cannabis plant. *Hennep* product users will, through the purchase of our products, signal their appreciation for a sophisticated, flavorful product, made by a mindful, community-supportive company.

The customer will recognize *Hennep* as a mindfully-produced, environmentally-friendly brand that offers an entirely natural product free from contaminants; where quality, consistency, and an appreciation of the recreational and healthful benefits of marijuana are held in high esteem.

Hennep customers, together with *Hennep*, will take an active role in supporting events and activities that matter to the community on a local or national level; and together, will take part in those endeavors through the various means outlined in the *customer engagement*, *direct advertising*, and *educational activities* sections below.

Product Differentiation - The biggest players in the market use cultivation and extraction techniques that often require the use of chemicals such as butane or methods that tend to strip the integrity and flavor of the marijuana plant, leaving a discernible aftertaste. While this approach aids product consistency and simplifies processing, it inevitably compromises the end product. These methods often result in marijuana products that seem lifeless and lack complexity with regards to both flavor and healthful attributes. In short, a product that is fine for a quick high, but which is sorely lacking for the more discerning or sophisticated demographic.

Hennep's approach allows us to respect and nurture the fundamental needs of the marijuana plant in a manner that ensures that we maintain and amplify its natural characteristics, preserving the flavor, complexity, and healthful benefits for which it is valued and appreciated. We achieve this using methods that allow us to compete favorably with industrial cultivation techniques while producing a superior product using processes that offer excellent energy efficiency and minimal environmental impact when compared to other approaches.

Price point - While price is rarely the most important factor affecting buying behavior, it should strive to achieve parity with the customer's perceived value of the product. All pricing will ultimately be determined by economic and marketplace conditions, not least those presented by competitors and their pricing models. Nonetheless, marijuana products enjoy – in no small degree – the benefits of commodity values. Most vendors have a good idea of the fair market price for marijuana products as do the majority of current consumers. Our target market users will seek out or be attracted to a product that offers quality and value. The financial projections take into account a potential price drop in year 3.

Promotion - The *Hennep* Brand and products will be promoted through the following means:

Branding through product appearance and packaging – *Hennep* products will be attractively presented in a manner that demonstrates the high-quality marijuana experience for which they stand. Our pure flower and THC-infused product packaging will boast design attributes that make them unique, distinctive, and distinguishable from afar.

Hennep's core flower product will comprise the standard eighth, quarter, and half ounce sizes, carefully pre-packaged to preserve quality and freshness. This will avoid the tendency of bud tenders to break large buds or colas into smaller buds which dry out and blend in with inferior product before resale.

Direct marketing through our retail outlet – While the main thrust of our marketing efforts will aim at building a brand relationship with end-users, our route to market through our retail outlet requires that our marketing and sales efforts work hand in hand. We will endeavor to engage our client-base personally with marketing collateral such as product information leaflets, advertising posters, product displays, and community campaign literature to support our retail sales efforts. We will establish marketing partnerships through workshops, presentations, and mutually beneficial training seminars that further strengthen our brand.

State, regional, and locally focused advertising and advertorials – The Massachusetts regulations regarding marijuana advertisements through print advertising, online advertising, sponsorship and more present many challenges. These challenges are further exacerbated by the unwillingness of players like Facebook and Google to allow paid, marijuana-related advertisements across their medium. Federal laws that currently prohibit the sale of marijuana products across state lines largely negate the need for brand-building beyond adjoining state borders in the short term. As the principal market for our immediate future lies within the state of Massachusetts and surrounding states, this is where the main thrust of the advertising opportunities lie. While there are numerous national marijuana advertising platforms – often pay-per-click models – these can be costly and are most likely to reach those who are already fully embedded in the marijuana culture rather than the more significant part of our general target market.

Hennep will circumvent the above-mentioned state advertising regulations by a policy of indirect advertising; leveraging our educational and community outreach programs to build

brand awareness, through advertorials and carefully "sanitized" brand message advertisements aimed exclusively at the Massachusetts market, and direct advertising through our customer database as this grows via promotional activities.

Customer engagement through community support activities – *Hennep* embraces community outreach, engagement, and support as a central tenet of our brand ethos. We aim to support activities, events, and organizations that benefit the local community and the causes our client-base support. Through packaging, marketing collateral and advertisements, current and prospective customers will be invited to visit our website and share in our support of local charities and organizations. These efforts will demonstrate *Hennep* customers' values to the local community while reinforcing the *Hennep* brand.

Direct advertising – The most straightforward and unfettered means of advertising to current and prospective customers is through direct advertising in the form of e-mail, electronic newsletters, social media and the like. Using branded marketing collateral available at our retail outlet, in product packages, on websites, and social media, current and prospective customers will be invited to participate in our program of community campaigns and events. A condition of voting in our community fund campaign or participation in our educational programs will be to share e-mail or social media contact details. This data will allow us to rapidly build our marketing database and enable us – in a manner that satisfies legislative constraints - to direct advertising and promotions at a target audience that is of legal age to consume, is pre-disposed to marijuana consumption and is likely to share our community support aspirations and values.

Educational activities – Massachusetts state regulations encourage all licensed marijuana establishments to provide relevant educational opportunities for their local communities. *Hennep* has created a comprehensive series of courses and lectures and will leverage the legitimate advertising and promotion of these courses to strengthen and enhance our brand and its underlying ethos. Participation in these classes will require online enrollment, providing additional opportunities to gather direct advertising data. The courses include:

- Cannabis 101 – An introduction to the complex world of marijuana.
- Effective Medicinal Cannabis Use to Manage Ailments
- Cannabis Use for Seniors
- The Marijuana Industry – An introduction to entrepreneurship in the industry.

Community informational activities – The *Hennep* team will engage in lectures, seminars, and presentations in support of promotional exercises at our retail outlet and community events. These activities may include educational activities, allowing *Hennep* to partner in activities that help us qualify for the *Leadership Ratings Program*. Such events will be used to promote *Hennep* products and the *Hennep* brand.

Customer Service Excellence - *Hennep* must engage their customers with superlative customer service. It is essential that each member of staff knows our products well, can speak to our brand

ethos, and understands customer needs and expectations. The entire *Hennep* team must strive to act as individual brand ambassadors at all times.

Sales and Marketing Relationship: As a retail vendor of marijuana products *Hennep* is compelled to approach the sales and marketing challenge with firm intent. We must strive to successfully engage our target market groups in a manner that facilitates sales by creating the desire to purchase among the end-user audience. Retail customers will learn about our product range and will be enticed to select our product above others through the activities mentioned above. Our marketing strategy will allow retail customers to view *Hennep* as a thoughtful, reliable and knowledgeable product supplier offering a branded product with which its customers can readily identify. At the same time, end-users will view *Hennep* as a responsible, mindful producer of high-quality marijuana products that meet their consumption needs in a manner that also satisfies their ethical, environmental, health, and recreational aspirations.

Marketing Objectives

1. Persuade our retail and wholesale customers that our brand and products represent qualities and features that they desire.
2. Persuade end-users that our brand and products fit well with their consumption patterns, lifestyle, and ethical self-image.
3. Engage end-user customers in our community supportive marketing efforts.
4. Satisfy and exceed supply and customer service expectations of retail customers.



Target Market - The traditional thrust of the Massachusetts marijuana market will aim to serve men in the 21-40 years age group primarily. While this is a market we fully intend to exploit, anecdotal evidence suggests that the real growth market lies elsewhere. *Hennep* aims to direct its products, marketing, and branding at three additional groups that we see as the emerging market;

Proprietary and Confidential – Do Not Distribute

Consumers over 40 years old – Those over 40 years old are statistically the highest earners in the household. They are more likely to have mature, sophisticated tastes, more aches and pains, a greater appreciation for high-quality products, and a willingness to pay for this higher quality.

Adult female consumers – With a tendency for the industry to aim marketing at men in the 21-40 years age group, women struggle to find products with which they can readily identify. Our products will be presented and packaged in a manner that women will find attractive, and that will demonstrate that marijuana is a product for them rather than a male-dominated culture to which they must adapt.

Independent medical consumers – While medical marijuana dispensaries will undoubtedly continue to thrive in one form or another, many current medical marijuana patients are merely regular consumers leveraging medical marijuana as a means to legitimize their purchase and use of marijuana recreationally. The advent of retail outlets will effectively eliminate the need for such patients to visit dispensaries to fulfill their marijuana needs. Genuine medical consumers with a good understanding of which form of marijuana offers them the benefits that they seek and new medical consumers who prefer to explore the benefits of marijuana through anecdotal advice or recommendation, will possibly do so through retail outlets rather than medical dispensaries.

Market Channels - Retail sales of marijuana are strictly limited to licensed retail outlets, medical marijuana dispensaries and, in the future, marijuana cafes and smoke clubs. The location, presence, and licensing status of these establishments will be publicly available through a single online source. Regulations effectively preclude opportunities for online purchases as the transportation of marijuana products is strictly regulated. Similarly, home delivery licenses are not yet permitted. *Hennep* will sell its products through our licensed retail marijuana establishment and wholesale to manufacturers and other retail outlets.

6.3 Sales Strategy

Target Sales Market

As a vertical cultivation, manufacturing and retail sales operation, our primary target sales market must be the current and potential adult cannabis users. It is challenging to make an exact prediction of the number of future retail outlets. We can make sensible estimates, however. There are currently 19 medical marijuana outlets in the state, most of which will likely make a rapid transition to selling recreational marijuana or supplying marijuana to retail outlets. Based on the fact that there are some 200 marijuana dispensaries awaiting licensure through the Department of Public Health, and that some of these will likely opt to apply for recreational retail licenses, it is estimated that by the end of year one 100 recreational marijuana retail outlets will have received licenses, with a further 150 outlets opening by the conclusion of year three. Naturally, these will be spread throughout the cities and towns of the state that have not chosen to prohibit cannabis or have not imposed a moratorium.



6.4 Implementation Strategy

Capex/Opex capital

The license application process requires that applicants demonstrate and document that the capital funds required to execute their business plan successfully are available (in escrow, initially), and have been obtained from legitimate sources. The *Hennep* business plan demonstrates a need for \$358,850 in capital expenditure for space preparation, fit-out, systems, and equipment, and a further \$250,000 to meet operational expenditure needs and a strategic reserve during the first twelve months of operation. These funds are readily available and privately funded.

License Application

The process for license application is divided into three "packets." These packets may be submitted simultaneously or sequentially. Each packet must be approved before the next will be considered. However, all packages must be submitted before any review commences. All three packages must be fully approved before a provisional license will be granted. Once a provisional license has been granted the state will verify the approval of the relevant municipality. Subsequently, the state will perform specific inspections before issuing a full license. No cultivation or manufacture may begin before a full license has been granted.

Construction, Fit-out, and Systems Acquisition

Hennep retail shop and equipment will be constructed, installed and commissioned under the supervision of the architect. The "breaking ground" to "ribbon-cutting" timeline is estimated to be 4-6 months.

Operations organization, Policies, and Inspection

The state of Massachusetts imposes substantial demands regarding systems and administration for marijuana establishment operators. State law provides powers to impose fines for violations of these regulations. Accordingly, it is essential we ensure that our systems, policies, and administrative routines are robust, compliant and efficient before any state inspection and the subsequent commencement of operations.

7. Management

The proper management of all aspects of the proposed project is crucial to the success of *Hennep*. We will bring together a highly-qualified team that offers the experience and knowledge to achieve our goals in the community. As the Koudijs family has decades of experience building and managing a retail chain, retail management is in our DNA. Andrew Koudijs will have decades of retail management experience behind him. Laura Amato, an experienced retail manager will oversee Hennep in Provincetown, and Ian Leahy, a Provincetown local with years of business experience will also serve in a managerial role.

7.1 Personnel plan

Making allowances for sickness, personal days, vacations, and the like, we anticipate 5 full-time, year-round employees. This number will increase to 7 or more during the peak summer season. Our retail manager who currently lives in Provincetown will start with a \$60,000 yearly salary with bonuses up to \$85,000. Our assistant manager will start at \$50,000 annually , and retail clerks and security staff at \$20 per hour. We feel that a living wage will help build and solidify a team that is inspired to contribute to Hennep and Provincetown.

The following positions will be filled to fulfill needs at full operation. The hiring schedule will be timed to meet production needs and is expected roll out in accordance with the headcount table below:

STAFFING – NON-DEDUCTIBLE					
Staff – Year-Round					
Store Manager	1	1	1	1	1
Assistant Store Manager	1	1	1	1	1
Store Associates	1	1	1	1	1
Security Personnel	2	2	2	2	2
Staff – Seasonal					
Store Associates	2	2	2	2	2

8. Financials

8.1 Financial Assumptions

The appended proforma financial statements are based upon the following financial assumptions:

Conservative sales estimates – Sales are estimated using average sales per person x average customer flow for a similarly-sized MMJ dispensary (an average of several states).

General costs are estimated to increase 5%, year-on-year.

Salaries are estimated to increase 5% year-on-year.

Summary

PROFORMA PROFIT AND LOSS STATEMENT Hennep, Inc.

Revenue	Year One	Year Two	Year Three	Year Four	Year Five
Retail sales pure flower products	2,911,516	3,057,092	3,209,947	3,370,444	3,538,966
Retail sales infused products	3,493,820	3,668,511	3,851,936	4,044,533	4,246,760
Retail sales other products	201,600	211,680	222,264	233,377	245,046
Net Sales	6,606,936	6,937,283	7,284,147	7,648,354	8,030,772
COGS pure flower products	1,455,758	1,834,255	1,925,968	2,022,266	2,123,380
COGS infused products	1,746,910	84,672	88,906	93,351	98,018
COGS other products	80,640	3,447,473	3,619,847	3,800,839	3,990,881
Total COGS	3,283,308	3,489,809	3,664,300	3,847,515	4,039,891
Gross Profit	50%	50%	50%	50%	50%
Expenses (Non-Deductible)	Year One	Year Two	Year Three	Year Four	Year Five
Salaries & Wages – Year-round	279,462	293,435	308,106	323,512	339,687
Salaries & Wages – Seasonal	43,908	46,104	46,104	50,830	53,371
Marketing, Advertising, PR	0	0	0	0	0
Security & Surveillance Monitoring	4,800	5,040	5,292	5,557	5,834
Utilities	4,200	4,410	4,631	4,862	5,105
Bank Services & Payment Processing	12,000	12,600	13,230	13,892	14,586
Permits, Licenses & Applications	97,850	5,000	5,000	5,000	5,000
Software	14,400	15,120	15,876	16,670	17,503
Insurance	8,500	8,925	9,371	9,840	10,332
Professional Fees	24,000	25,200	26,460	27,783	29,172
Property Lease	32,500	30,000	30,000	30,000	30,000
General Admin Overhead	30,000	31,500	33,075	34,729	36,465
General Distribution	6,000	6,300	6,615	6,946	7,293
Total Non-Deductible Expenses	557,620	483,634	503,760	529,619	554,349
Income From Operations	2,725,688	3,006,176	3,160,540	3,317,896	3,485,542
Community Fund @ 3% gross	198,208	208,118	218,524	229,451	240,923
Other Expenses	198,208	208,118	218,524	229,451	240,923
Income Before Income Taxes	2,567,800	2,798,057	2,942,015	3,088,446	3,244,618
Taxable Income	3,323,628	3,489,809	3,664,300	3,847,515	4,039,891
Income Tax @ 30%	997,088	1,046,943	1,099,290	1,154,254	1,211,967
Net Income	1,570,711	1,751,115	1,842,725	1,934,191	2,032,651
Income Margin	24%	25%	25%	25%	25%

Year 1

PROFORMA PROFIT AND LOSS STATEMENT
Hennep, Inc.

NET INCOME

\$1,570,711

Revenue	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year One
Retail sales pure flower products	242,626	242,626	242,626	242,626	242,626	242,626	242,626	242,626	242,626	242,626	242,626	242,626	2,911,516
Retail sales infused products	291,152	291,152	291,152	291,152	291,152	291,152	291,152	291,152	291,152	291,152	291,152	291,152	3,493,820
Retail sales other products	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	201,600
Net Sales	550,578	550,578	550,578	550,578	550,578	550,578	550,578	550,578	550,578	550,578	550,578	550,578	6,606,936
COGS pure flower products	121,313	121,313	121,313	121,313	121,313	121,313	121,313	121,313	121,313	121,313	121,313	121,313	1,455,758
COGS infused products	145,576	145,576	145,576	145,576	145,576	145,576	145,576	145,576	145,576	145,576	145,576	145,576	1,746,910
COGS other products	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	6,720	80,640
Total COGS	273,609	273,609	273,609	273,609	273,609	273,609	273,609	273,609	273,609	273,609	273,609	273,609	3,283,308
Gross Profit	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	\$3,323,628
Expenses (Non-Deductible)	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year One
Salaries & Wages – Year-round	23,288	23,288	23,288	23,288	23,288	23,288	23,288	23,288	23,288	23,288	23,288	23,288	279,462
Salaries & Wages – Seasonal	0	0	0	0	7,318	7,318	7,318	7,318	7,318	0	0	7,318	43,908
Marketing, Advertising, PR	0	0	0	0	0	0	0	0	0	0	0	0	0
Security & Surveillance Monitoring	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Utilities	350	350	350	350	350	350	350	350	350	350	350	350	4,200
Bank Services & Payment Processing	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Permits, Licenses & Applications	97,850	0	0	0	0	0	0	0	0	0	0	0	97,850
Software	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Insurance	8,500	0	0	0	0	0	0	0	0	0	0	0	8,500
Professional Fees	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Property Lease	10,000	0	0	7,500	0	0	7,500	0	0	7,500	0	0	32,500
General Admin Overhead	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
General Distribution	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Total Non-Deductible Expenses	\$147,588	\$31,238	\$31,238	\$38,738	\$38,557	\$39,557	\$46,057	\$38,557	\$38,557	\$38,738	\$31,238	\$38,557	\$557,620
Income From Operations	129,381	245,731	245,731	238,231	238,412	238,412	230,912	238,412	238,412	238,231	245,731	238,412	2,766,008
Community Fund @ 3% gross	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	198,208
Other Expenses	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	16,517	198,208
Income Before Income Taxes	112,863	229,213	229,213	221,713	221,895	221,895	214,395	221,895	221,895	221,713	229,213	221,895	2,567,800
Taxable Income	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	276,969	3,323,628
Income Tax @ 30%	83,091	83,091	83,091	83,091	83,091	83,091	83,091	83,091	83,091	83,091	83,091	83,091	997,088
Net Income	\$29,772	\$146,122	\$146,122	\$138,622	\$138,804	\$138,804	\$131,304	\$138,804	\$138,804	\$138,622	\$146,122	\$138,804	\$1,570,711

Year 2

PROFORMA PROFIT AND LOSS STATEMENT
Hennep, Inc.

NET INCOME

\$1,751,115

Revenue	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Two
Retail sales pure flower products	254,758	254,758	254,758	254,758	254,758	254,758	254,758	254,758	254,758	254,758	254,758	254,758	3,057,092
Retail sales infused products	305,709	305,709	305,709	305,709	305,709	305,709	305,709	305,709	305,709	305,709	305,709	305,709	3,668,511
Retail sales other products	17,640	17,640	17,640	17,640	17,640	17,640	17,640	17,640	17,640	17,640	17,640	17,640	211,680
Net Sales	578,107	578,107	578,107	578,107	578,107	578,107	578,107	578,107	578,107	578,107	578,107	578,107	6,937,283
COGS pure flower products	127,379	127,379	127,379	127,379	127,379	127,379	127,379	127,379	127,379	127,379	127,379	127,379	1,528,546
COGS infused products	152,855	152,855	152,855	152,855	152,855	152,855	152,855	152,855	152,855	152,855	152,855	152,855	1,834,255
COGS other products	7,056	7,056	7,056	7,056	7,056	7,056	7,056	7,056	7,056	7,056	7,056	7,056	84,672
Total COGS	287,289	287,289	287,289	287,289	287,289	287,289	287,289	287,289	287,289	287,289	287,289	287,289	3,447,473
Gross Profit	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	3,489,809
Expenses (Non-Deductible)	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Two
Salaries & Wages – Year-round	24,453	24,453	24,453	24,453	24,453	24,453	24,453	24,453	24,453	24,453	24,453	24,453	293,435
Salaries & Wages – Seasonal	0	0	0	0	7,684	7,684	7,684	7,684	7,684	0	0	7,684	46,104
Marketing, Advertising, PR	0	0	0	0	0	0	0	0	0	0	0	0	0
Security & Surveillance Monitoring	420	420	420	420	420	420	420	420	420	420	420	420	5,040
Utilities	368	368	368	368	368	368	368	368	368	368	368	368	4,410
Bank Services & Payment Processing	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,600
Permits, Licenses & Applications	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Software	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	15,120
Insurance	8,925	0	0	0	0	0	0	0	0	0	0	0	8,925
Professional Fees	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	25,200
Property Lease	7,500	0	0	7,500	0	0	7,500	0	0	7,500	0	0	30,000
General Admin Overhead	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	31,500
General Distribution	525	525	525	525	525	525	525	525	525	525	525	525	6,300
Total Non-Deductible Expenses	\$54,225	\$32,800	\$32,800	\$40,300	\$40,484	\$40,484	\$47,984	\$40,484	\$40,484	\$40,300	\$32,800	\$40,484	\$483,634
Income From Operations	236,592	258,017	258,017	250,517	250,333	250,333	242,833	250,333	250,333	250,517	258,017	250,333	3,006,176
Community Fund @ 3% gross	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	208,118
Other Expenses	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	17,343	208,118
Income Before Income Taxes	219,249	240,674	240,674	233,174	232,990	232,990	225,490	232,990	232,990	233,174	240,674	232,990	2,798,057
Taxable Income	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	290,817	3,489,809
Income Tax @ 30%	87,245	87,245	87,245	87,245	87,245	87,245	87,245	87,245	87,245	87,245	87,245	87,245	1,046,943
Net Income	\$132,004	\$153,429	\$153,429	\$145,929	\$145,745	\$145,745	\$138,245	\$145,745	\$145,745	\$145,929	\$153,429	\$145,745	\$1,751,115

Year 3

PROFORMA PROFIT AND LOSS STATEMENT
Hennep, Inc.

NET INCOME

\$1,842,725

Revenue	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Three
Retail sales pure flower products	267,496	267,496	267,496	267,496	267,496	267,496	267,496	267,496	267,496	267,496	267,496	267,496	3,209,947
Retail sales infused products	320,995	320,995	320,995	320,995	320,995	320,995	320,995	320,995	320,995	320,995	320,995	320,995	3,851,936
Retail sales other products	18,522	18,522	18,522	18,522	18,522	18,522	18,522	18,522	18,522	18,522	18,522	18,522	222,264
Net Sales	607,012	607,012	607,012	607,012	607,012	607,012	607,012	607,012	607,012	607,012	607,012	607,012	7,284,147
COGS pure flower products	133,748	133,748	133,748	133,748	133,748	133,748	133,748	133,748	133,748	133,748	133,748	133,748	1,604,973
COGS infused products	160,497	160,497	160,497	160,497	160,497	160,497	160,497	160,497	160,497	160,497	160,497	160,497	1,925,968
COGS other products	7,409	7,409	7,409	7,409	7,409	7,409	7,409	7,409	7,409	7,409	7,409	7,409	88,906
Total COGS	301,654	301,654	301,654	301,654	301,654	301,654	301,654	301,654	301,654	301,654	301,654	301,654	3,619,847
Gross Profit	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$305,358	\$3,664,300
Expenses (Non-Deductible)	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Three
Salaries & Wages – Year-round	25,676	25,676	25,676	25,676	25,676	25,676	25,676	25,676	25,676	25,676	25,676	25,676	308,106
Salaries & Wages – Seasonal	0	0	0	0	7,684	7,684	7,684	7,684	7,684	0	0	7,684	46,104
Marketing, Advertising, PR	0	0	0	0	0	0	0	0	0	0	0	0	0
Security & Surveillance Monitoring	441	441	441	441	441	441	441	441	441	441	441	441	5,292
Utilities	386	386	386	386	386	386	386	386	386	386	386	386	4,631
Bank Services & Payment Processing	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	13,230
Permits, Licenses & Applications	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Software	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	15,876
Insurance	9,371	0	0	0	0	0	0	0	0	0	0	0	9,371
Professional Fees	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	26,460
Property Lease	7,500	0	0	7,500	0	0	7,500	0	0	7,500	0	0	30,000
General Admin Overhead	2,756	2,756	2,756	2,756	2,756	2,756	2,756	2,756	2,756	2,756	2,756	2,756	33,075
General Distribution	551	551	551	551	551	551	551	551	551	551	551	551	6,615
Total Non-Deductible Expenses	\$56,312	\$34,440	\$34,440	\$41,940	\$42,124	\$42,124	\$49,624	\$42,124	\$42,124	\$41,940	\$34,440	\$42,124	\$503,760
Income From Operations	249,047	270,918	270,918	263,418	263,234	263,234	255,734	263,234	263,234	263,418	270,918	263,234	3,160,540
Community Fund @ 3% gross	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	218,524
Other Expenses	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	18,210	218,524
Income Before Income Taxes	230,836	252,708	252,708	245,208	245,024	245,024	237,524	245,024	245,024	245,208	252,708	245,024	2,942,015
Taxable Income	305,358	305,358	305,358	305,358	305,358	305,358	305,358	305,358	305,358	305,358	305,358	305,358	3,664,300
Income Tax @ 30%	91,607	91,607	91,607	91,607	91,607	91,607	91,607	91,607	91,607	91,607	91,607	91,607	1,099,290
Net Income	\$139,229	\$161,100	\$161,100	\$153,600	\$153,416	\$153,416	\$145,916	\$153,416	\$153,416	\$153,600	\$161,100	\$153,416	\$1,842,725

Year 4

PROFORMA PROFIT AND LOSS STATEMENT
Hennep, Inc.

NET INCOME

\$1,934,191

Revenue	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Four
Retail sales pure flower products	280,870	280,870	280,870	280,870	280,870	280,870	280,870	280,870	280,870	280,870	280,870	280,870	3,370,444
Retail sales infused products	337,044	337,044	337,044	337,044	337,044	337,044	337,044	337,044	337,044	337,044	337,044	337,044	4,044,533
Retail sales other products	19,448	19,448	19,448	19,448	19,448	19,448	19,448	19,448	19,448	19,448	19,448	19,448	233,377
Net Sales	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	7,648,354
COGS pure flower products	140,435	140,435	140,435	140,435	140,435	140,435	140,435	140,435	140,435	140,435	140,435	140,435	1,685,222
COGS infused products	168,522	168,522	168,522	168,522	168,522	168,522	168,522	168,522	168,522	168,522	168,522	168,522	2,022,266
COGS other products	7,779	7,779	7,779	7,779	7,779	7,779	7,779	7,779	7,779	7,779	7,779	7,779	93,351
Total COGS	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	3,800,839
Gross Profit	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$320,626	\$3,847,515
Expenses (Non-Deductible)	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Four
Salaries & Wages – Year-round	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	323,512
Salaries & Wages – Seasonal	0	0	0	0	8,472	8,472	8,472	8,472	8,472	0	0	8,472	50,830
Marketing, Advertising, PR	0	0	0	0	0	0	0	0	0	0	0	0	0
Security & Surveillance Monitoring	463	463	463	463	463	463	463	463	463	463	463	463	5,557
Utilities	405	405	405	405	405	405	405	405	405	405	405	405	4,862
Bank Services & Payment Processing	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	13,892
Permits, Licenses & Applications	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Software	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	16,670
Insurance	9,840	0	0	0	0	0	0	0	0	0	0	0	9,840
Professional Fees	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	27,783
Property Lease	7,500	0	0	7,500	0	0	7,500	0	2,315	7,500	0	0	30,000
General Admin Overhead	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,729
General Distribution	579	579	579	579	579	579	579	579	579	579	579	579	6,946
Total Non-Deductible Expenses	\$58,502	\$36,162	\$36,162	\$43,662	\$44,634	\$44,634	\$52,134	\$44,634	\$44,634	\$43,662	\$36,162	\$44,634	\$529,619
Income From Operations	262,124	284,464	284,464	276,964	275,992	275,992	268,492	275,992	275,992	276,964	284,464	275,992	3,317,896
Community Fund @ 3% gross	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	229,451
Other Expenses	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	229,451
Income Before Income Taxes	243,003	265,343	265,343	257,843	256,871	256,871	249,371	256,871	256,871	257,843	265,343	256,871	3,088,446
Taxable Income	320,626	320,626	320,626	320,626	320,626	320,626	320,626	320,626	320,626	320,626	320,626	320,626	3,847,515
Income Tax @ 30%	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	1,154,254
Net Income	\$146,815	\$169,155	\$169,155	\$161,655	\$160,683	\$160,683	\$153,183	\$160,683	\$160,683	\$161,655	\$169,155	\$160,683	\$1,934,191

Year 5

PROFORMA PROFIT AND LOSS STATEMENT
Hennep, Inc.

NET INCOME

\$2,032,651

Revenue	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Five
Retail sales pure flower products	294,914	294,914	294,914	294,914	294,914	294,914	294,914	294,914	294,914	294,914	294,914	294,914	3,538,966
Retail sales infused products	353,897	353,897	353,897	353,897	353,897	353,897	353,897	353,897	353,897	353,897	353,897	353,897	4,246,760
Retail sales other products	20,421	20,421	20,421	20,421	20,421	20,421	20,421	20,421	20,421	20,421	20,421	20,421	245,046
Net Sales	669,231	669,231	669,231	669,231	669,231	669,231	669,231	669,231	669,231	669,231	669,231	669,231	8,030,772
COGS pure flower products	147,457	147,457	147,457	147,457	147,457	147,457	147,457	147,457	147,457	147,457	147,457	147,457	1,769,483
COGS infused products	176,948	176,948	176,948	176,948	176,948	176,948	176,948	176,948	176,948	176,948	176,948	176,948	2,123,380
COGS other products	8,168	8,168	8,168	8,168	8,168	8,168	8,168	8,168	8,168	8,168	8,168	8,168	98,018
Total COGS	332,573	332,573	332,573	332,573	332,573	332,573	332,573	332,573	332,573	332,573	332,573	332,573	3,990,881
Gross Profit	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$336,658	\$4,039,891
Expenses (Non-Deductible)	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Five
Salaries & Wages – Year-round	28,307	28,307	28,307	28,307	28,307	28,307	28,307	28,307	28,307	28,307	28,307	28,307	339,687
Salaries & Wages – Seasonal	0	0	0	0	8,895	8,895	8,895	8,895	8,895	0	0	8,895	53,371
Marketing, Advertising, PR	0	0	0	0	0	0	0	0	0	0	0	0	0
Security & Surveillance Monitoring	486	486	486	486	486	486	486	486	486	486	486	486	5,834
Utilities	425	425	425	425	425	425	425	425	425	425	425	425	5,105
Bank Services & Payment Processing	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	14,586
Permits, Licenses & Applications	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Software	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	17,503
Insurance	10,332	0	0	0	0	0	0	0	0	0	0	0	10,332
Professional Fees	2,431	2,431	2,431	2,431	2,431	2,431	2,431	2,431	2,431	2,431	2,431	2,431	29,172
Property Lease	7,500	0	0	7,500	0	0	7,500	0	0	7,500	0	0	30,000
General Admin Overhead	3,039	3,039	3,039	3,039	3,039	3,039	3,039	3,039	3,039	3,039	3,039	3,039	36,465
General Distribution	608	608	608	608	608	608	608	608	608	608	608	608	7,293
Total Non-Deductible Expenses	\$60,802	\$37,971	\$37,971	\$45,471	\$46,866	\$46,866	\$54,366	\$46,866	\$46,866	\$45,471	\$37,971	\$46,866	\$554,349
Income From Operations	275,855	298,687	298,687	291,187	289,792	289,792	282,292	289,792	289,792	291,187	298,687	289,792	3,485,542
Community Fund @ 3% gross	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	240,923
Other Expenses	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	20,077	240,923
Income Before Income Taxes	255,778	278,610	278,610	271,110	269,715	269,715	262,215	269,715	269,715	271,110	278,610	269,715	3,244,618
Taxable Income	336,658	336,658	336,658	336,658	336,658	336,658	336,658	336,658	336,658	336,658	336,658	336,658	4,039,891
Income Tax @ 30%	100,997	100,997	100,997	100,997	100,997	100,997	100,997	100,997	100,997	100,997	100,997	100,997	1,211,967
Net Income	\$154,781	\$177,613	\$177,613	\$170,113	\$168,718	\$168,718	\$161,218	\$168,718	\$168,718	\$170,113	\$177,613	\$168,718	\$2,032,651

Summary

PROFORMA CASH FLOW STATEMENT Hennep, Inc.

	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Cash on Hand	0	300,000	300,000	300,000	300,000
Startup Capital	250,000	0	0	0	0
Cash from reserve	0	0			
Cash Receipts					
Cash Sales	6,606,936	6,937,283	7,284,147	7,648,354	8,030,772
Total Cash Available (before cash out)	\$6,856,936	\$7,237,283	\$7,584,147	\$7,948,355	\$8,330,772
Cash Paid Out	Year 1	Year 2	Year 3	Year 4	Year 5
Cost of Goods Sold	3,283,308	3,447,473	3,619,847	3,800,839	3,990,881
Salaries & Wages – Year-round	279,462	293,435	308,106	323,512	339,687
Salaries & Wages – Seasonal	43,908	46,104	46,104	50,830	53,371
Marketing, Advertising, PR	0	0	0	0	0
Security & Surveillance Monitoring	4,800	5,040	5,292	5,557	5,834
Utilities	4,200	4,410	4,631	4,862	5,105
Bank Services & Payment Processing	12,000	12,600	13,230	13,892	14,586
Permits, Licenses & Applications	97,850	5,000	5,000	5,000	5,000
Software	14,400	15,120	15,876	16,670	17,503
Insurance	8,500	8,925	9,371	9,840	10,332
Professional Fees	24,000	25,200	26,460	27,783	29,172
Property Lease	32,500	30,000	30,000	30,000	30,000
General Admin Overhead	30,000	31,500	33,075	34,729	36,465
General Distribution	6,000	6,300	6,615	6,946	7,293
Total	3,840,928	3,931,107	4,123,607	4,330,458	4,545,230
Cash Paid Out (Non P&L)	Year 1	Year 2	Year 3	Year 4	Year 5
Community Fund @ 3% gross	198,208	208,118	218,524	229,451	240,923
Income Tax @30%	997,088	1,046,943	1,099,290	1,154,254	1,211,967
Owners' withdrawal	1,270,711	1,501,115	1,592,725	1,684,192	1,782,651
Total	2,466,007	2,756,176	2,910,539	3,067,897	3,235,541
Total Cash Paid Out	6,306,936	6,687,283	7,034,147	7,398,355	7,780,772
Cash Position Ending	550,000	550,000	550,000	550,000	550,000
Transfer to Cash Reserve	250,000	250,000	250,000	250,000	250,000
Operating Cash Balance	300,000	300,000	300,000	300,000	300,000
Cash Reserve					
Starting Balance	\$0	\$250,000	\$500,000	\$750,000	\$1,000,000
Credit	250,000	250,000	250,000	250,000	250,000
Debit	0	0	0	0	0
Ending Balance	\$250,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000

PROFORMA CASH FLOW STATEMENT

Hennep, Inc.

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PROFORMA CASH FLOW STATEMENT

Hennep, Inc.

Operating Cash Position (end of Month)

PROFORMA CASH FLOW STATEMENT

Hennep, Inc.

	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	ELEVEN	TWELVE	Year Four
Cash on Hand (Beginning of month)	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Startup Capital	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash from Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Receipts													
Cash Sales	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	637,363	7,648,354
Total Cash Available (before cash out)	\$937,363	\$937,362	\$937,363	\$937,363	\$937,363	\$937,363	\$937,363	\$937,363	\$937,362	\$937,363	\$937,363	\$937,363	\$7,948,355
Cash Paid Out													
Cost of Goods Sold	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	316,737	3,800,839
Salaries & Wages – Year-round	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	26,959	323,512
Salaries & Wages – Seasonal	0	0	0	0	8,472	8,472	8,472	8,472	8,472	0	0	8,472	50,830
Marketing, Advertising, PR	0	0	0	0	0	0	0	0	0	0	0	0	0
Security & Surveillance Monitoring	463	463	463	463	463	463	463	463	463	463	463	463	5,557
Utilities	405	405	405	405	405	405	405	405	405	405	405	405	4,862
Bank Services & Payment Processing	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	13,892
Permits, Licenses & Applications	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Software	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	16,670
Insurance	9,840	0	0	0	0	0	0	0	0	0	0	0	9,840
Professional Fees	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	27,783
Property Lease	7,500	0	0	7,500	0	7,500	0	7,500	0	7,500	0	7,500	30,000
General Admin Overhead	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,729
General Distribution	579	579	579	579	579	579	579	579	579	579	579	579	6,946
Total	375,239	352,899	352,899	360,399	361,371	361,371	368,871	361,371	361,371	360,399	352,899	361,371	4,330,458
Cash Paid Out (Non P&L)													
Community Fund @ 3% gross	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	19,121	229,451
Income Tax @30%	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	96,188	1,154,254
Owners' withdrawal	0	65,971	169,155	161,655	160,683	160,683	153,183	160,684	160,683	161,655	169,155	160,684	1,684,192
Total	115,309	181,280	284,464	276,964	275,992	275,993	268,492	275,993	275,992	276,964	284,464	275,993	3,067,897
Total Cash Paid Out	\$490,548	\$534,179	\$637,363	\$637,363	\$637,362	\$637,363	\$637,362	\$637,363	\$637,362	\$637,363	\$637,363	\$637,363	\$7,398,355
Total Cash	446,816	403,184	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	550,000
Transfer to Cash Reserve	146,816	103,184	0	0	0	0	0	0	0	0	0	0	250,000
Operating Cash Position (end of Month)	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

PROFORMA CASH FLOW STATEMENT
Hennep, Inc.

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Hennep, Inc. Diversity Plan

Introduction

To the extent permissible by law it is the policy of this company to promote equity among the following demographic groups:

1. Minorities;
2. Women;
3. Veterans;
4. People with disabilities; and
5. People of all gender identities and sexual orientations.

The execution of this plan will be documented and reviewed annually. The outcome of this review will be provided by our company to the Commission prior to the annual renewal of our license.

Any action taken, or programs instituted, by our company for the execution of this plan will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

This plan 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 Marijuana Establishments.

Goals

Our company has established specific goals to promote equity for people of all gender identities and sexual orientations in the operations of our Marijuana Establishment:

1. Employing 20% or more women in retail positions and or management to help them achieve their goal of entering the adult-use marijuana industry;

Programs

The following programs will help effectuate the above goals:

1. Employment opportunities- when available- will be published no less frequently than annually- in diverse media with the objective of more effectively reaching people of all gender identities and sexual orientations;
2. Distribute internal workplace information sheets, bi-annually, aimed at encouraging current employees to recommend people of all gender identities and sexual orientations for employment;
3. Participate in job and recruitment fairs- no less than annually when employees are needed- that specifically target people of all gender identities and sexual orientations.

4. people of all gender identities and sexual orientations will be offered opportunities to shadow their immediate supervisor to help achieve a transfer of the skills, knowledge, and responsibilities that this role demands.

Measurement

Ideally, a cross-section of the individuals that are employed by our company should reflect the demographic make-up of the community that we serve. To that end we intend to focus our efforts on the following metrics:

1. Have five employment positions been created since initial licensure?
2. Have we advertised available positions in diverse media with the objective of more effectively reaching women and people of diverse gender identities and sexual orientations?
3. Have we attended at least one job and recruitment fair that specifically targets women and people of diverse gender identities and sexual orientations?
4. Have women and people of diverse gender identities and sexual orientations been hired and retained for at least 20% of the available positions?
5. Have women and people of diverse gender identities and sexual orientations been offered opportunities to engage in shadow training?
6. How many women and people of diverse gender identities and sexual orientations have chosen to engage in shadow training?

None of the above shall prevent the company from hiring the most qualified candidates and complying with all employment laws and other legal requirements. In addition to direct hiring, the company will work in good faith, in a legal and non-discriminatory manner to consider the status of vendors, suppliers, contractors, and tradesmen when planning to employ such individuals from within the local municipality



Hennep, Inc.
MR281450
246 Commercial Street
Provincetown, MA 02657

SOP-005 Restricting Access to Age 21 and Older

Purpose

This SOP covers the process for age verification of all individuals seeking access to the establishment.

Scope

This SOP is intended to be used by Greeters.

Restricting Access to Age 21 and Older

No individual under the age of 21 shall be granted access to the establishment at any time.

1. **Any individual** seeking access to the establishment shall be age verified before being granted access.
2. Politely request and inspect the individual's identification. Ensure that the individual in question matches the individual portrayed on the identification.
3. Verify the individual is 21 years of age or older.
4. Verify the ID is valid and not expired.
5. Make a determination whether to accept or reject the individual's identification.
 - a. A determination can be made **only if the individual presents an acceptable form of identification**. Reference "List of Acceptable Forms of Identification" below.

Reasonable Suspicion of Fraudulent Identification

It is the Greeters' duty to determine whether to accept or reject an individual's identification.

1. Compare the individual's physical characteristics to those listed on the ID. Pay close attention to eye color and height.
 - a. Utilize the Height Reference Tape located in the doorway as an aid.
2. If suspicion persists or increases, politely ask one or two challenge questions, such as:
 - a. "What's your zip code?"
 - b. "What's your date of birth?"
 - c. A challenge question must carry a high expectation of a correct response. Asking someone their astrological sign, while creative, is an example of an unacceptable challenge question.
3. Ask to inspect additional forms of identification.

Rejecting an Individual's Identification

It is the Greeters' duty to reject any individual's identification if the Greeter has reasonable suspicion that the identification is being used fraudulently.

1. Politely inform the individual that the ID in question cannot be accepted.
2. **Never destroy an individual's identification**. This includes cutting, snapping, or ripping. Property destruction is a crime.

3. Never confiscate an individual's identification. In Massachusetts, there are no legal grounds for confiscating suspected fraudulent identification.
4. Write down the First and Last name, the Date of Birth, and the issuing state of the rejected identification.
 - a. These records must be filed in a comprehensive list of known or suspected fraudulent identification for future use.

List of Acceptable Forms of Identification

- Massachusetts Driver's License (or other State)
- Massachusetts Liquor Identification Card
- United States Passport **OR** United States Passport Card
- Passport issued by a government that is recognized by the United States government
- Military Identification Card

Additional Forms of Identification

Additional forms of identification may be requested from an individual to aid in making a determination. These forms of ID must only be used in conjunction with the aforementioned "List of Acceptable Forms of Identification." These forms must include Full Name and DOB. In descending order of preference, the following are examples of Additional Forms of Identification.

- Any government-issued (state or federal) identification
- Any institution-issued photo identification (such as a college ID)
- Valid bank-issued credit cards (unexpired)
- Valid membership cards (AAA, medical insurance, Costco)

The following are examples of Additional Forms of Identification that **should NOT be utilized**:

- Store loyalty cards
- Gift cards styled to resemble a debit or credit card

1.11. Quality Control and Testing

- 1.11.1. In accordance with 935 CMR 500.160 (9), no marijuana product shall be sold or otherwise marketed for adult use that has not first been tested by an independent, state-licensed, testing laboratory and deemed to comply with the standards required under 935 CMR 500.160
- 1.11.2. All of our products are sold pre-packaged and tested by our cultivation and manufacturing suppliers. The initial quality control and testing of these products is the responsibility of these suppliers. That being said, there are certain steps that we can take to ensure that the products entering our inventory are tested, have achieved the correct quality, and are stored and rotated in a manner the best ensures their continued quality throughout their shelf-life.
 - 1.11.2.1. All products must be thoroughly checked upon arrival at our facility in accordance with **Transportation of marijuana and Inventory Control and Reconciliation** protocols above.
 - 1.11.2.2. Should the accompanying test report indicate contaminant levels in excess of those accepted by DPH protocols identified in 935 CMR 500.160 (1), the store manager will immediately notify senior management who will notify the commission within 72 hours.
 - 1.11.2.3. Together, the store manager, the testing laboratory, and the original producer will determine whether the product is suitable for remediation or whether the entire production batch must be destroyed in accordance with 935 CMR 500.105 (12).
 - 1.11.2.4. Each of the three parties should submit a report on the incident to the Commission.
 - 1.11.2.5. The store manager should check each item and identify any that are outdated, damaged, mislabeled, contaminated or compromised. Any such products should be set aside for disposal.
 - 1.11.2.6. Once the products enter our inventory it is the store manager's responsibility to ensure that:
 - 1.11.2.6.1. Stock is efficiently rotated to ensure that older product is sold before newer product.
 - 1.11.2.6.2. All stock is appropriately stored to prevent spoiling and damage to the product.

Hennep, Inc - Employee Handbook

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1. Introduction

1.1. This Employee Handbook ("Handbook") is designed to summarize certain personnel policies and benefits of Hennep, Inc. (the "Company") and to acquaint employees with many of the rules concerning employment with the Company. This Handbook applies to all employees, and compliance with the Company's policies is a condition of employment. This Handbook supersedes all previous employment policies, written and oral, express and implied. The Company reserves the right to modify, rescind, delete, or add to the provisions of this Handbook from time to time at its sole and absolute discretion. This Employee Handbook is not a binding contract between the Company and its employees, nor is it intended to alter the at-will employment relationship between the Company and its employees. The Company reserves the right to interpret the policies in this Handbook and to deviate from them when, in its discretion, it determines it is appropriate.

1.2. Changes in Policy

- 1.2.1. Since our business is constantly changing, the Company expressly reserves the right to revise, modify, delete, or add to any and all policies, procedures, work rules, or benefits stated in this handbook or in any other document, except for the policy of at-will employment as described below. Nothing in this employee handbook or in any other document, including benefit plan descriptions, creates or is intended to create a promise or representation of continued employment for any employee. Any changes to your at-will employment status, described below, must be in writing and must be signed by the Company.
- 1.2.2. With respect to all other changes to Company policies, we will notify you of these changes in writing. No oral statements or representations can in any way alter the provisions of this Handbook. Changes will be effective on dates determined by Hennep, Inc. and you may not rely on policies that have been superseded.
- 1.2.3. **If you are uncertain about any policy or procedure, please check with your Supervisor or Human Resources Manager.**

1.3. Employment-At-Will

- 1.3.1. Employment with the Company is on an at-will basis, unless otherwise specified in a written employment agreement. You are free to resign at any time, for any reason, with or without notice. Similarly, the Company is free to conclude the employment relationship at any time for any lawful reason, with or without cause, and with or without notice.
- 1.3.2. Nothing in this Handbook will limit the right of either party to terminate an at-will employment. No section of this Handbook is meant to be construed, nor should be construed, as establishing anything other than an employment-at-will relationship. This Handbook does not limit management's discretion to make personnel decisions such as reassignment, change of wages and benefits, demotion, etc. No person other than the Executive Director, President, or a member of the Board of Directors has the authority to enter into an agreement for employment for

any specified period of time or to make an agreement for employment other than at-will terms. Only the Executive Director, President, or member of the Board of Directors of the Company has the authority to make any such agreement, which is only binding if it is in writing and signed by the President of the Company.

1.4. Marijuana Establishment Agent - Background Checks

- 1.4.1. The Commonwealth of Massachusetts requires that all board members, directors, employees, executives, managers, or volunteers of a Marijuana Establishment must be 21 years of age or older and in possession of a state-issued Registration Card. Consequently, all those described above are subject to extensive background checks.
- 1.4.2. Executive officers, managers and employees of a Licensed Marijuana Establishment shall apply for registration for all of its board members, directors, employees, executives, managers, and volunteers who are associated with that Marijuana Establishment.
- 1.4.3. The Commission shall issue a registration card to each individual determined to be suitable for registration. All such individuals shall:
 - 1.4.3.1. be 21 years of age or older;
 - 1.4.3.2. not been convicted of an offense in the Commonwealth involving the distribution of controlled substances to minors, or a like violation of the laws of another state, the United States or foreign jurisdiction, or a military, territorial, or Native American tribal authority; and
 - 1.4.3.3. be determined suitable for registration consistent with the provisions of 935 CMR 500.800 and 500.802.
- 1.4.4. The Commonwealth of Massachusetts requires, as a condition of employment in a Licensed Marijuana Establishment, the possession of a valid marijuana establishment agent Registration Card. No board member, director, employee, executive, manager, or volunteer may be engaged by a Licensed Marijuana Establishment without possession of a valid Registration Card.
- 1.4.5. Consequently, denial or revocation of a registration card by the Commission will render any individual unemployable by a Licensed Marijuana Establishment. This may lead to the withdrawal of offers of employment or appointment in the event of a denial of a registration card, and immediate dismissal in the event of revocation of a registration card.
- 1.4.6. The Company shall notify the Commission no more than one business day after a marijuana establishment agent ceases to be associated with the establishment. The registration shall be immediately void when the agent is no longer associated with the Company..
- 1.4.7. Registration cards are valid for one year from the date of issue, and may be renewed on an annual basis upon a determination by the Commission that the applicant for renewal continues to be suitable for registration.
- 1.4.8. After obtaining a registration card for a marijuana establishment agent, the Company is responsible for notifying the Commission of any changes to the information that the establishment was previously required to

submit to the Commission or after discovery that a registration card has been lost or stolen.

1.4.9. All marijuana establishment agents shall carry the registration card associated with the appropriate Marijuana Establishment at all times while in possession of marijuana products, including at all times while at the establishment or while transporting marijuana products.

1.4.10. A marijuana establishment agent affiliated with multiple Marijuana Establishments shall be registered as a marijuana establishment agent by each Marijuana Establishment and shall be issued a registration card for each establishment.

2. Retail Store Roles, Qualifications, Training, and Selection

2.1. Store Job Classifications and Requirements:

- 2.1.1. **Store Manager** - The store manager is the face of the facility. The manager must interface with staff, law enforcement, vendors, and others. The principal responsibility of the store manager is to coordinate and facilitate the transactions of the store. They must maintain records, have contact with suppliers and the grow site, embrace customer service and understand marketing. They will train employees and decide which product to carry and determine best pricing based on market conditions. They are responsible for keeping up with all changes in local and state law regarding operation of the facility. The most important job of the store manager is to ensure the security and integrity of our inventory.
- 2.1.2. **Retail Sales Agent** - The store has a need for retail professionals who can communicate articulately and passionately with customers about a wide range of cannabis products. Desirable backgrounds include previous marijuana vertical experience, retail sales, pharmacy, education, and customer service. Knowledge of cannabis, the varieties of cannabis, and their effects is highly relevant. They must be keenly aware of the difference of Indica, Sativa and their hybrids. A retail sales agent will maintain records in accordance with the Operations Manual, serve customers, offering advice and recommendations, be mindful and vigilant in terms of security, diversion, and facility cleanliness. Retail Sales Agents will be trained by the store manager alongside whom they will work to learn the total operation of the retail store. This position may be full-, or part-time.
- 2.1.3. **Security Guards** - Our retail store has an ongoing demand for trained law enforcement and security professionals. The store employs 24/7 security protection. Duties include ensuring the integrity of the facility's security systems and protecting the facility and its customers from outside criminal disturbance. Desired backgrounds include previous military, law enforcement, and security experience.

2.2. Employee Training and Selection

- 2.2.1. Our retail store is constantly looking for motivated, friendly, articulate and passionate people to work with our customers to provide them with the best product for their recreational needs. We are looking for people with the above attributes and are willing to train others in order to have a diverse workforce. Some of the desirable backgrounds we are looking for include marijuana vertical experience, retail sales, pharmacy, education, and customer service. We tend to train all employees in the following subjects, but tailor each topic to meet the needs required by individual roles:
 - 2.2.1.1. Cannabis Science
 - 2.2.1.2. Horticultural & Organic Cultivation

- 2.2.1.3. Methods of Extraction
- 2.2.1.4. Methods of Ingestion
- 2.2.1.5. Cooking with Cannabis
- 2.2.1.6. Medical marijuana use
- 2.2.1.7. Harm Reduction Methods
- 2.2.1.8. Sensible Cannabis Use
- 2.2.1.9. Customer Relations
- 2.2.1.10. Massachusetts Cannabis Law

2.3. Our company is looking for all types of help for our retail sales operation, both front-of-house, and in the back office. Typical responsibilities include:

- 2.3.1. Retails Sales
- 2.3.2. Packaging labeling and inventory
- 2.3.3. Sanitation and maintenance of the facility
- 2.3.4. Security of the facility and deliveries
- 2.3.5. Standard business and management roles such as, account management, administration, etc.

3. Employment Policies

3.1. Employee Classifications

- 3.1.1. The following terms are used to describe employees and their employment status:
- 3.1.2. **Exempt Employees** - Employees whose positions meet specific tests established by the Federal Labor Standards Act ("FLSA") and Massachusetts state law. In general, exempt employees are those engaged in executive, managerial, high-level administrative and professional jobs who are paid a fixed salary and perform certain duties. In addition, certain commissioned sales employees and highly paid computer professionals are exempt. Exempt employees are not subject to the minimum wage and overtime laws.
- 3.1.3. **Non-exempt Employees** - Employees whose positions do not meet specific tests established by the FLSA and Massachusetts state law. All employees who are covered by the federal or state minimum wage and overtime laws are considered non-exempt. Employees working in non-exempt jobs are entitled to be paid at least the minimum wage per hour and a premium for overtime.
- 3.1.4. **Regular Employee** - Employees who are hired to work on a regular schedule. Such employees can be either full-time or part-time. The distinction between full-time and part-time depends upon the number of hours that an employee works.
- 3.1.5. **Full-Time Employee**- Employees who are not temporary employees, independent contractors, or independent consultants and who are regularly scheduled to work a schedule of 40 hours per work week.
- 3.1.6. **Part-Time Employee** - Employees who are not temporary employees, independent contractors, or independent consultants and who are regularly scheduled to work less than 40 hours per work week.
- 3.1.7. **Temporary Employees** - Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project. Employment assignments in this category are of limited duration and the temporary employee can be let go before the end of the defined period. Short term assignments generally are periods of three (3) months or less, however, such assignments may be extended. All Temporary employees are at-will regardless of the anticipated duration of the assignment [see Employment-at-Will Policy]. Temporary employees retain that status unless and until notified in writing of a change.

- 3.1.8. **Independent Contractor or Consultant** - These individuals are not employees of the Company and are self-employed. An independent contractor or consultant is engaged to perform a task according to his/her own methods and is subject to control and direction only as to the results to be accomplished. Independent contractors or consultants are not entitled to benefits.
- 3.1.9. Each employee will be advised of his or her status at the time of hire and any change in status. Regardless of the employee's status, the employee is employed at-will and the employment relationship can be terminated by the Company or the employee at any time, with or without cause.
- 3.2. **Equal Employment Opportunity & American with Disabilities Act.**
- 3.2.1. It is the policy of the Company to provide equal employment opportunities to all employees and employment applicants without regard to unlawful considerations of race, religion, creed, color, national origin, sex, sexual orientation, gender identity, age, ancestry, physical or mental disability, medical condition including medical characteristics, marital status or any other classification protected by applicable local, state or federal laws. This policy prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. This policy applies to all aspects of employment, including, but not limited to, hiring, job assignment, working conditions, compensation, promotion, benefits, scheduling, training, discipline and termination. Reasonable accommodation is available for qualified individuals with disabilities, upon request.
- 3.2.2. The Company expects all employees to support our equal employment opportunity policy, and to take all steps necessary to maintain a workplace free from unlawful discrimination and harassment.
- 3.2.3. In compliance with the Americans with Disabilities Act (ADA), the Company provides accommodation to the disabled to the full extent required by law. The Company may require medical certification of both the disability and the need for accommodation. Keep in mind that the Company can only seek to accommodate the known physical or mental limitations of an otherwise qualified disabled individual. Therefore, it is your responsibility to come forward if you are in need of an accommodation. The Company will engage in an interactive process with the employee to identify possible accommodations, if any will help the applicant or employee perform the job. We further recognize that employees with life threatening illnesses, including but not limited to cancer, heart disease and AIDS, may wish to continue engaging in as many of their normal pursuits as their condition allows, including work. As long as these employees are able to meet acceptable performance standards with or without reasonable accommodation, and medical

evidence indicates that their working does not present a substantial threat to themselves or others, they will be permitted to do so.

3.3. Diversity Plan

It is the policy of this company to foster equal opportunity for all employees and to promote principles of diversity management that will enhance the level of effectiveness and efficiency of its business operations. The concept of diversity management is a strategic business objective that seeks to increase organizational capacity in a workplace where the contributions of all employees are recognized and valued. Our company's goal is to build a high-performing, diverse workforce based on mutual acceptance and trust. It is also our company's policy to select the best qualified applicant for the job, regardless of race, national origin, gender, age, disability, religion, sexual orientation, or any other non-merit factor.

Senior management support the development and implementation of a Diversity Management Plan (DMP) to guide diversity management initiatives and the development of appropriate measures to document how well the company is achieving its diversity management objective. The DMP represents a structured approach to ensure continued progress in reaching its diversity management goals, promoting a discrimination-free work environment, and providing opportunities for all employees to use their diverse talents to support the company's business operations.

3.3.1. The company is committed to the following objectives:

- 3.3.1.1. Building a talented, dedicated, diverse workforce;
- 3.3.1.2. Educating the workforce regarding diversity management principles;
- 3.3.1.3. Improving communication throughout the company;
- 3.3.1.4. Motivating employees to reach their highest potential and to make their greatest contribution to the company;
- 3.3.1.5. Encouraging employees to offer their views and suggestions toward achieving business and organizational goals without threat of retribution;
- 3.3.1.6. Respecting and appreciating individual differences;
- 3.3.1.7. Creating and maintaining an inclusive approach to all systems, policies, and practices; and
- 3.3.1.8. Selecting the best qualified applicant for the job, regardless of race, national origin, gender, age, disability, religion, sexual orientation, or any other non-merit factors.

3.3.2. Role of Leadership (Managers and Supervisors)

Leaders are responsible for leading change, fostering desired behaviors, and ensuring that:

- 3.3.2.1. Organizational systems, policies, and practices support the vision and are responsive to change;
- 3.3.2.2. The workplace is inclusive; and Managing diversity principles are integrated into the operations of the organization.

3.3.3. Role of All Employees

- 3.3.3.1. Support the principles of diversity management;
- 3.3.3.2. Respect others, including differences and similarities in views, styles, backgrounds, etc.; and
- 3.3.3.3. Fully participate in the company's efforts to foster greater organizational effectiveness and efficiency through the application of the principles of diversity management.

3.3.4. Initial Approach

This DMP represents the company's initial approach to establish comprehensive diversity management goals and measures, and allows for periodic review of company accomplishments to determine future focus areas. The Plan is based on the best information currently available about the company's internal environment and will be reevaluated every 3 years, or as needed.

3.3.5. Goals and Measures

The DMP goals, along with the performance measures that will be tracked at the agency level, are as follows:

- 3.3.5.1. **Goal 1** - Recruit diverse employees at all levels.
 - 3.3.5.1.1. **Outcome Measure** - Diversity of new hires compares favorably to relevant local labor market.
- 3.3.5.2. **Goal 2** - Develop and retain diverse employees by promoting an environment that values differences.
 - 3.3.5.2.1. **Outcome Measure 1** - The company's retention rate by demographic group compares favorably with external retention rates.
 - 3.3.5.2.2. **Outcome Measure 2** - Employee satisfaction survey results by demographic group compare favorably to survey results of the company's total workforce.
- 3.3.5.3. **Goal 3** - Increase the diversity of employees in senior and managerial positions.
 - 3.3.5.3.1. **Outcome Measure** - Consistent with applicable law, representation of minorities and women in senior level and managerial positions is enhanced.

3.3.6. Our company's Organizational Values

Our company Organizational Values serve as a guide to decision-making and individual conduct. They indicate qualities our company endorses and how our company will conduct critical work efforts as well as how it will value and treat its employees. Each of the following values embodies the diversity management and inclusion initiatives:

- 3.3.6.1. **Integrity** in our working relationships, practices and decisions.
- 3.3.6.2. **Excellence** both in our individual and collective actions.
- 3.3.6.3. **Service** to the customer, and others who are affected by our work.
- 3.3.6.4. **Respect** for individuals' roles, diversity, and viewpoints.

- 3.3.6.5. **Cooperation** in the planning, management, and work of the agency.
- 3.3.6.6. **Commitment** to protecting the health and safety of our customers and each other..
- 3.3.6.7. **Openness** in communications and decision making.

3.3.7. Strategic Plan

The Strategic Plan includes five goals: Safety, Security, Openness, Effectiveness, and Management Excellence. Of these, the Management Excellence Goal provides for the use of innovative recruitment strategies, leadership development, enhanced management accountability, creation of a discrimination-free environment, and support for training and development of staff.

3.3.8. Performance Plan

The company Performance Plan incorporates the diversity workforce goals of sustaining a high-performing, diverse workforce and achieving a level of workplace diversity that compares favorably with the relevant local labor market.

3.3.9. Performance Management

The company's Performance Management System links to diversity management principles through the leadership of people. Every manager should aspire to the following key leadership attributes which reflect the goals of diversity management:

- 3.3.9.1. Build diversity
- 3.3.9.2. Communicate effectively
- 3.3.9.3. Demonstrate personal leadership
- 3.3.9.4. Build capability
- 3.3.9.5. Coach
- 3.3.9.6. Mentor
- 3.3.9.7. Develop
- 3.3.9.8. Motivate

3.3.10. Affirmative Employment Plan

The company Affirmative Employment Plan includes four Guiding Principles that embody the principles of diversity management. They include:

- 3.3.10.1. Creating a working environment that is free from discrimination, including harassment, and is accessible to individuals with disabilities;
- 3.3.10.2. Ensuring that company policies, processes, and procedures provide all employees the opportunity to participate in business accomplishments, and to compete fairly and equitably for career enhancement and advancement;
- 3.3.10.3. Employing a competent and highly skilled workforce, consistent with the local labor market, and enabling employees to accomplish

- the company's business objectives by providing support, tools, and a positive environment; and
- 3.3.10.4. Recognizing, appreciating and valuing diversity, thereby establishing trust, respect, and concern for the welfare of all employees within the company

The DMP builds on the Guiding Principles of the Affirmative Employment Plan and specifically details those actions that management needs to take to make diversity and inclusion a reality at our company.

3.3.11. Human Capital Strategic Plan

- 3.3.11.1. The company has established several human capital goals which are embodied in the Human Capital Strategic Plan. The following goals link to the DMP:
- 3.3.11.1.1. Develop the company's current and future leaders.
 - 3.3.11.1.2. Strengthen managerial and supervisory accountability for setting individual and organizational performance expectations and for providing timely and complete feedback.
 - 3.3.11.1.3. Foster a work environment that is free of discrimination and provides opportunities for all employees to optimally use their diverse talents in support of the company's business objectives and goals.
 - 3.3.11.1.4. Use innovative recruitment, development, and retention strategies to achieve a high quality, diverse workforce with the skills needed to achieve our mission.

3.3.12. Workplace Operating Plan

The workplace operating plans include activities that management plans to achieve during the fiscal year consistent with the company's Performance Plan and Strategic Plan. The operating plans take the overall goals in the Strategic Plan and specify actions that will be taken to accomplish the goals.

Several areas are delineated in the operating plans to highlight the diversity and inclusion initiatives.

3.3.13. Examples of diversity strategies

- 3.3.14. Management strategies are provided for workplace consideration. Strategies implemented in the workplace should contribute to the company's success in diversity management. Senior management will monitor company progress in this area and provide periodic status reports.
- 3.3.14.1. **GOAL 1.0** - Recruit diverse employees at all levels.

Strategic response:

- 3.3.14.1.1. Use diverse members of staff to evaluate candidates for vacancies, when possible.

- 3.3.14.1.2. Strengthen and develop relationships with targeted groups (e.g., minority populations) in historically minority communities and organizations and identify other areas with large diverse populations.
- 3.3.14.1.3. Serve as liaison with employees, and encourage them to apply for development programs.
- 3.3.14.1.4. Continue to review and modify recruitment strategies for identifying and attending minority and women job fairs.

3.3.14.2. **GOAL 2.0** - Develop and retain diverse employees by promoting an environment that values differences.

Strategic response:

- 3.3.14.2.1. Communicate strategies to clarify links between diversity management strategies and successful business operations.
- 3.3.14.2.2. Support skills and training needs assessments and the development and implementation of individual development plans (IDPs) consistent with business priorities and workforce goals.
- 3.3.14.2.3. Conduct an organizational assessment to determine organizational strengths and areas for improvements related to diversity management principles. Develop action plans to address any improvement areas identified in the employee satisfaction survey results or based upon workplace-specific organizational assessment.
- 3.3.14.2.4. Enhance mechanisms (e.g., discussion groups, staff meetings) where managers and employees can express their ideas and concerns on diversity and work environment issues. Use facilitated support as needed.
- 3.3.14.2.5. Promote company diversity management efforts through effective communications.
- 3.3.14.2.6. Promote diversity on major team tasks. Where appropriate, incorporate best diversity management practices.
- 3.3.14.2.7. Support continuous development of managerial leadership, technical, and administrative talent to ensure organizational continuity.

3.3.14.3. **GOAL 3.0** - Increase the diversity of employees in senior and managerial positions.

Strategic response:

- 3.3.14.3.1. Support participation of qualified employees in internal and external leadership and development programs.
- 3.3.14.3.2. Provide staff with meaningful career planning, mentoring, and developmental opportunities for exposure to senior management.

- 3.3.14.3.3. Hold focus groups (or conduct survey) to determine where there may be concerns or problems with fairness in recruitment, developmental opportunities, appraisals, promotions, and awards.
- 3.3.14.3.4. Identify and address perceived barriers to advancement opportunities.
- 3.3.14.3.5. Increase emphasis on developing candidates for internal and external leadership development programs.
- 3.3.14.3.6. Ensure that employees are given challenging assignments to develop core skills and qualifications.
- 3.3.14.3.7. Ensure emphasis on the principles contained in the DMP.
- 3.3.14.3.8. Attract a pool of more diverse applicants for senior positions.
- 3.3.14.3.9. Select the most qualified candidate regardless of race, national origin, gender, age, disability, religion, sexual orientation, or any other non-merit factor.

3.4. Confidentiality.

- 3.4.1. In the course of employment with the Company, employees may have access to "Confidential Information" regarding the Company, which may include its business strategy, future plans, financial information, contracts, suppliers, customers, personnel information or other information that the Company considers proprietary and confidential. Maintaining the confidentiality of this information is vital to the Company's competitive position in the industry and, ultimately, to its ability to achieve financial success and stability. Employees must protect this information by safeguarding it when in use, using it only for the business of the Company and disclosing it only when authorized to do so and to those who have a legitimate business need to know about it. This duty of confidentiality applies whether the employee is on or off the Company's premises, and during and even after the end of the employee's employment with the Company. This duty of confidentiality also applies to communications transmitted by the Company's electronic communications. See Internet, Email and Computer Use policy, below.
- 3.4.2. As a condition of employment with the Company, all employees must sign a Non- Disclosure Agreement.

3.5. Employment of Minors.

- 3.5.1. The Company strictly adheres to the FLSA in regards to the employment of minors. Generally speaking, the FLSA sets the minimum age for employment (14 years for non- agricultural jobs), restricts the hours youth under the age of 16 may work, and prohibits youth under the age of 18 from being employed in hazardous occupations. In addition, the FLSA establishes subminimum wage standards for certain employees who are

less than 20 years of age, full-time students, student learners, apprentices, and workers with disabilities. Employers generally must have authorization from the U.S. Department of Labor's Wage and Hour Division (WHD) in order to pay sub-minimum wage rates.

- 3.5.2. The FLSAs child labor provisions are designed to protect the educational opportunities of youth and prohibit their employment in jobs that are detrimental to their health and safety.

3.6. Employment of Relatives

- 3.6.1. The Company recognizes that the employment of relatives in certain circumstances, such as when they will work in the same department, or supervise or manage the other, or have access to confidential or sensitive information regarding the other, can cause problems related to supervision, safety, security or morale, or create conflicts of interest that materially and substantially disrupt the Company's operations. When the Company determines any of these problems will be present, it will decline to hire an individual to work in the same department as a relative of an existing employee. Relatives subject to this policy include: father, mother, sister, brother, current spouse or domestic partner, child (natural, foster, or adopted), current mother-in-law, current father-in-law, grandparent, or grandchild.
- 3.6.2. If present employees become relatives during employment, the Company should be notified so that we may determine whether a problem involving supervision, safety, security or morale, or a conflict of interest that would materially and substantially disrupt the Company's operations exists. If the Company determines that such a problem exists, the Company will take appropriate steps to resolve the problem, which may include reassignment of one relative (if feasible) or asking for the resignation of one of the relatives.

3.7. Introductory Period

- 3.7.1. The first 30 days of employment are considered an introductory period for all newly hired employees. During this time, you will learn your new responsibilities, get acquainted with fellow employees, and determine whether you are happy with the position. Also, during this time, your manager will monitor your performance. Upon completion of the introductory period, your manager will review your performance. If the Company finds your performance satisfactory and decides to continue your employment, you will be advised of any improvements expected. This is also an opportunity for you to make suggestions to improve the Company's efficiency and operations. Completion of the introductory period does not entitle you to remain employed by the Company for any definite period of time, but instead allows both you and the Company to evaluate whether or not you are right for the position. Your status as an

at-will employee does not change. The employment relationship may be terminated with or without cause and with or without advance notice, at any time by you or the Company.

3.8. Personnel Records and Employee References

- 3.8.1. The Company maintains a personnel file and payroll records for each employee as required by law. Personnel files and payroll records are the property of the Company and may not be removed from Company premises without written authorization. Because personnel files and payroll records are confidential, access to the records is restricted. Generally, only those who have a legitimate reason to review information in an employee's file are allowed to do so. Disclosure of personnel information to outside sources will be limited. However, the Company will cooperate with requests from authorized law enforcement or local, state, or federal agencies conducting official investigations and as otherwise legally required.
- 3.8.2. Employees may contact a Human Resources representative to request a time to review their payroll records and/or personnel file. With reasonable advance notice, an employee may review his or her own records in the Company's offices and in the presence of an individual appointed by the Company to maintain the records. No copies of documents in your file may be made, with the exception of documents that you have previously signed, or documents that may be obtained by you subject to state and/or federal law. You may add your comments to any disputed item in the file.
- 3.8.3. By policy, the Company will provide only the former or present employee's dates of employment and position(s) held with the Company and eligibility for rehire, if asked. Compensation information may also be verified if written authorization is provided by the employee.

3.9. Privacy

- 3.9.1. The Company is respectful of employee privacy. All employee demographic and personal information will be shared only as required in the normal course of business. Healthcare enrollment information is kept in a separate folder from other human resources forms. Workers' Compensation information is not considered private healthcare information; however, this information will be released only on a need-to-know basis.
- 3.9.2. The Company does not make or receive any private healthcare information through the course of normal work. If any employee voluntarily shares private healthcare information with a member of management, this information will be kept confidential. If applicable, the Company will set up guidelines for employees and management to follow

to ensure that company employees conform to the requirements of the Health Insurance Portability and Accountability Act (HIPAA).

3.10. Immigration Law Compliance

- 3.10.1. In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form 1-9 on day of hire and present documentation establishing identity and employment eligibility within three business days of date of hire. Former employees who are rehired must also complete an 1-9 form if they have not completed an 1-9 form with the Company within the past three years, or if their previous 1-9 form is no longer retained or valid. You may raise questions or complaints about immigration law compliance without fear of reprisal.

3.11. Religious Accommodation

- 3.11.1. The Company will make reasonable accommodations for employees' observance of religious holidays and practices unless the accommodation would cause an undue hardship on the Company's operations. If you desire a religious accommodation, you are required to make the request in writing to your manager as far in advance as possible. You are expected to strive to find co-workers who can assist in the accommodation (e.g., trade shifts) and cooperate with the Company in seeking and evaluating alternatives.

3.12. Political Neutrality

- 3.12.1. Maintenance of individual freedom and our political institutions necessitates broad scale participation by citizens concerning the selection, nomination and election of our public office holders. The Company will not discriminate against any employee because of identification with and support of any lawful political activity. Company employees are entitled to their own personal political position. The Company will not discriminate against employees based on their lawful political activity engaged in outside of work. If you are engaging in political activity, however, you should always make it clear that your actions and opinions are your own and not necessarily those of the Company, and that you are not representing the Company.

4. Hours of Work and Payroll Practices

4.1. Pay Periods and Paydays

- 4.1.1. Employees are paid on a weekly basis. All employees will be paid on Friday of each week. All employees are paid by check on the above-mentioned payday. If the regular payday falls on a weekend or Company holiday, employees will be paid on the last business day before the holiday and/or weekend.

4.2. Overtime

- 4.2.1. non-exempt employees will be paid in accordance with Federal and Massachusetts state law. All overtime work by non-exempt employees must be authorized in advance by their manager. Only hours actually worked will be used to calculate overtime pay.

4.3. Rest and Meal Periods

- 4.3.1. All rest and meal periods will be in accordance with Massachusetts state law. To the extent Massachusetts state law does not require rest and meal breaks, non-exempt employees will be provided a 10-minute rest break for every four hour period of work. This time is counted and paid as time worked. Non-exempt employees scheduled to work more than a five hour period will be provided a 30-minute unpaid meal period.

4.4. Time Cards

- 4.4.1. Non-exempt employees are required to keep an accurate and complete record of their attendance and hours worked. Time cards are official business records and may not be altered without the employee's supervisor's approval and may not be falsified in any way.

4.5. Payroll Deductions

- 4.5.1. Various payroll deductions are made each payday to comply with federal and state laws pertaining to taxes and insurance. Deductions will be made for the following: Federal and State Income Tax Withholding, Social Security, Medicare, State Disability Insurance & Family Temporary Disability Insurance, and other items designated by you or required by law (including a valid court order). You can adjust your federal and state income tax withholding by completing the proper federal or state form and submitting it to Accounting. At the start of each calendar year, you will be supplied with your Wage and Tax Statement (W-2) form for the prior year. This statement summarizes your income and deductions for the year.

4.6. Wage Garnishment

- 4.6.1. A garnishment is a court order requiring an employer to remit part of an employee's wages to a third party to satisfy a just debt. Once the Company receives the legal papers ordering a garnishment, we are required by law to continue making deductions from your check until we

have withheld the full amount or until we receive legal papers from the court to stop the garnishment. Even if you have already paid the debt, we still need the legal papers to stop the garnishment.

5. Standards of Conduct and Employee Performance

5.1. Anti-Harassment and Discrimination

- 5.1.1. The Company is committed to providing a work environment free of sexual or any form of unlawful harassment or discrimination. Harassment or unlawful discrimination against individuals on the basis of race, religion, creed, color, national origin, sex, sexual orientation, gender identity, age, ancestry, physical or mental disability, medical condition including medical characteristics, marital status or any other classification protected by local, state or federal laws is illegal and prohibited by Company policy. Such conduct by or towards any employee, contract worker, customer, vendor or anyone else who does business with the Company will not be tolerated. Any employee or contract worker who violates this policy will be subject to disciplinary action, up to and including termination of his or her employment or engagement. To the extent a customer, vendor or other person with whom the Company does business engages in unlawful harassment or discrimination, the Company will take appropriate corrective action.

5.2. Prohibited Conduct

- 5.2.1. Prohibited harassment or discrimination includes any verbal, physical or visual conduct based on sex, race, age, national origin, disability or any other legally protected basis if:
- 5.2.2.
- 5.2.3. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or engagement.
- 5.2.4. submission to or rejection of such conduct by an individual is used as a basis for decisions concerning that individual's employment or engagement; or it creates a hostile or offensive work environment.
- 5.2.5. Prohibited harassment includes unwelcome sexual advances, requests for sexual favors and lewd, vulgar or obscene remarks, jokes, posters or cartoons, and any unwelcome touching, pinching or other physical contact. Other forms of unlawful harassment or discrimination may include racial epithets, slurs and derogatory remarks, stereotypes, jokes, posters or cartoons based on race, national origin, age, disability, marital status or other legally protected categories.
- 5.2.6. Prohibited harassment might also be transmitted using the Company's electronic communications system, or through other on-line conduct.

5.3. Complaint Procedure

- 5.3.1. Employees or contract workers who feel that they have been harassed or discriminated against, or who witness any harassment or discrimination by an employee, contract worker, customer, vendor or anyone else who does business with the Company, should immediately report such conduct to their supervisor or any other member of management.

- 5.3.2. Do not allow an inappropriate situation to continue by not reporting it, regardless of who is creating the situation. No employee, contract worker, customer, vendor or other person who does business with this organization is exempt from the prohibitions in this policy. In response to every complaint, the Company will conduct an investigation and, if improper conduct is found, take appropriate corrective action.
- 5.3.3. To the extent that an employee or contract worker is not satisfied with the Company's handling of a harassment or discrimination complaint, he or she may also contact the appropriate state or federal enforcement agency for legal relief.

5.4. Attendance

- 5.4.1. Punctuality and regular attendance are essential to the successful operation of the Company's business. If an employee is unable to report to work (or to report to work on time) for any reason, the employee must notify his or her supervisor before his or her starting time. If an employee desires to leave work for any reason during the workday, the employee must obtain the approval of his or her supervisor prior to leaving. In the event that the employee fails to call his or her supervisor or report for work for 3 consecutive
- 5.4.2. workdays, the employee will be deemed to have voluntarily resigned from his or her employment with the Company and will be removed from the payroll. Excessive absenteeism or tardiness may subject the employee to disciplinary action, up to and including termination.

5.5. Discipline and Standards of Conduct.

- 5.5.1. As an at-will employer, the Company may impose discipline whenever it determines it is necessary or appropriate. Discipline may take various forms, including verbal counseling, written warnings, suspension, demotion, transfer, reassignment or termination. The discipline imposed will depend on the circumstances of each case; therefore, discipline will not necessarily be imposed in any particular sequence. Moreover, at any time the Company determines it is appropriate, an employee may be discharged immediately.
- 5.5.2. Every organization must have certain standards of conduct to guide the behavior of employees. Although there is no possible way to identify every rule of conduct, the following is an illustrative list (not intended to be comprehensive or to limit the Company's right to impose discipline for any other conduct it deems inappropriate]. Keep in mind that these standards of conduct apply to all employees whenever they are on Company property and/or conducting Company business (on or off Company property]. Engaging in any conduct the Company deems inappropriate may result in disciplinary action, up to and including termination. Such conduct may include:
 - 5.5.2.1. Dishonesty;
 - 5.5.2.2. Falsification of Company records;

- 5.5.2.3. Unauthorized use or possession of property that belongs to the Company, a coworker, or member of the public;
- 5.5.2.4. Possession or control of illegal drugs, weapons, explosives, or other dangerous or unauthorized materials;
- 5.5.2.5. Fighting, engaging in threats of violence or violence, use of vulgar or abusive language, horseplay, practical jokes or other disorderly conduct that may endanger others or damage property;
- 5.5.2.6. Insubordination, failure to perform assigned duties or failure to comply with the Company's health, safety or other rules;
- 5.5.2.7. Unauthorized or careless use of the Company's materials, equipment or property;
- 5.5.2.8. Unauthorized and/or excessive absenteeism or tardiness;
- 5.5.2.9. Lack of teamwork, poor communication, unsatisfactory performance, unprofessional conduct, or conduct improper for the workplace;
- 5.5.2.10. Sexual or other illegal harassment or discrimination;
- 5.5.2.11. Unauthorized use or disclosure of the Company's confidential information;
- 5.5.2.12. Violation of any Company policy.

5.6. Dress Code

- 5.6.1. What we wear to work is a reflection of the pride we have in our Company, in what we do, and in ourselves. Although dress code requirements will vary according to job responsibilities, we ask that your appearance at all times show discretion, good taste, and not present a hazard in the performance of your job.

5.7. Safety

- 5.7.1. The Company is committed to providing a safe workplace. Accordingly, the Company emphasizes "safety first." It is the employee's responsibility to take steps to promote safety in the workplace and work in a safe manner. By remaining safety conscious, employees can protect themselves and their coworkers.
- 5.7.2. Employees are expected to promptly report all unsafe working conditions, accidents and injuries, regardless of how minor so that any potential hazards can be corrected.

5.8. Substance and Abuse

- 5.8.1. The Company is committed to providing its employees with a safe and productive work environment. In keeping with this commitment, it maintains a strict policy against the use of alcohol and the unlawful use of drugs in the workplace. Consequently, no employee may consume or possess alcohol, or use, possess, sell, purchase or transfer illegal drugs at any time while on the Company's premises or while using the Company vehicles or equipment, or
- 5.8.2. No employee may report to work with illegal drugs (or their metabolites) or alcohol in his or her bodily system. The only exception to this rule is that employees may engage in moderate consumption of alcohol that may be

served and/or consumed as part of an authorized Company social or business event.

- 5.8.3. "Illegal drug" means any drug that is not legally obtainable or that is legally obtainable but has not been legally obtained in accordance with the Laws of the Commonwealth of Massachusetts. It includes prescription drugs not being used for prescribed purposes or by the person to whom it is prescribed or in prescribed amounts. It also includes any substance a person holds out to another as an illegal drug.
- 5.8.4. Any violation of this policy will result in disciplinary action, up to and including termination of employment.
- 5.8.5. Any employee who feels he or she has developed an addiction to, dependence upon, or problem with alcohol or drugs, legal or illegal, is strongly encouraged to seek assistance before a violation of this policy occurs. Any employee who requests time off to participate in a rehabilitation program will be reasonably accommodated. However, employees may not avoid disciplinary action, up to and including termination, by entering a rehabilitation program after a violation of this policy is suspected or discovered. When, in the Company's sole and absolute discretion, the Company determines it is appropriate, an employee may be offered the option of participating in and satisfactorily completing a Company-approved drug and/or alcohol rehabilitation program in lieu of termination.

5.9. Workplace Searches.

- 5.9.1. To protect Company property, prevent diversion, and to ensure the safety of all employees, the Company reserves the right to inspect and search any employee's office, desk, drawers, cabinets, files, locker, equipment, including computers, e-mail and voicemail, Company vehicles, and any area on Company premises. In this regard, it should be noted that all offices, desks, file drawers, cabinets, lockers, and other Company equipment and facilities are the property of the Company, and are intended for business use.
- 5.9.2. Employees should have no expectation of privacy with respect to items brought onto Company property and/or stored in Company facilities. Inspection may be conducted at any time, without notice, at the discretion of the Company.
- 5.9.3. In addition, when the Company deems appropriate, employees may be required to submit to searches of their personal vehicles, parcels, purses, handbags, backpacks, briefcases, lunch boxes or any other possessions or articles brought on to the Company's property.
- 5.9.4. Persons entering the premises who refuse to cooperate in an inspection conducted pursuant to this policy may not be permitted to enter the premises. All employees must cooperate in an inspection; failure to do so is insubordination and will result in disciplinary action, up to and including termination.

5.10. Social Media Policy.

- 5.10.1. Hennep, Inc. is committed to utilizing social media to enhance its profile and reputation, to listen and respond to customer opinions and feedback, and to drive revenue, loyalty and advocacy. We encourage employees to support our activities through their personal social networking channels while adhering to the guidelines outlined in this section.
- 5.10.2. For the purpose of this section, social media and networking refers to the use of web-based and mobile applications for social interaction and the exchange of user generated content. Social media channels can include, but are not limited to: Facebook, Twitter, LinkedIn, YouTube, blogs, review sites, forums, online communities and any similar online platforms.
- 5.10.3. Employees are expected to conduct themselves in a professional manner, to respect the views and opinions of others, and to demonstrate respect for the company, its ownership, clients, guests, vendors, employees and competitors.
- 5.10.4. The Company and its employees are committed to conducting ourselves in accordance with best industry practices in social networking, to being responsible citizens and community members, to listening and responding to feedback, and to communicating in a courteous and professional manner. Behavior and content that may be deemed disrespectful, dishonest, offensive, harassing or damaging to the company's interests or reputation are not permitted.
- 5.10.5. The use of social media channels on company time for personal purposes is not allowed.
- 5.10.6. Any social media contacts, including "followers" or "friends," that are acquired through accounts (including but not limited to email addresses, blogs, Twitter, Facebook, YouTube, LinkedIn, or other social media networks) created on behalf of the Company will be the property of the Company.
- 5.10.7. Employees must not disclose private or confidential information about the Company, its employees, clients, suppliers or customers on social networks. Employees must respect trademarks, copyrights, intellectual property and proprietary information. No third-party content should be published without prior permission from the owner.
- 5.10.8. The Company maintains the right to monitor company-related employee activity in social networks. Violation of policy guidelines is grounds for discipline, up to and including termination.

5.11. Cell Phone Policy

- 5.11.1. The use of personal cell phones at work is discouraged because it can interfere with work and be disruptive to others. Therefore, employees who bring personal cell phones to work are required to keep the ringer shut off or placed on vibrate mode when they are in the office, and to keep cell phone use confined to breaks and meal periods. Conversations should be had away from areas where other employees are working. When cell phone use interferes with the satisfactory performance of an employee's duties or disturbs others, the privilege of using a personal cell phone at

work may be taken away and other disciplinary action, up to and including termination, may be imposed.

- 5.11.2. The Company may provide cell phone allowances to employees in certain positions in an effort to improve efficiency and effectiveness. When cell phones are used for Company business, employees must comply with all Company policies governing conduct, including our policies prohibiting discrimination, harassment, and violence in the workplace. When using the cell phone in a public place, please remember to maintain the confidentiality of any private or confidential business information. As a courtesy to others, please shut cell phones off or place on vibrate mode during meetings.

6. Employee Benefits and Services

6.1. General

- 6.1.1. Aside from those benefits required by state and federal regulations, Hennep, Inc. also offers additional benefits for its full-time employees.
- 6.1.2. From time to time, benefits may be added or deleted from the benefits package.
- 6.1.3. The Company reserves the right to make such changes. This Handbook does not contain the complete terms and/or conditions of any of the Company's current benefit plans. It is intended only to provide general explanations.
- 6.1.4. For information regarding employee benefits and services, employees should contact Human Resources.

6.2. Group Health Insurance

- 6.2.1. Hennep, Inc. offers a group health plan for eligible employees. The Company's group health insurance plan is offered through Blue Cross. For more information, refer to the Company's benefits booklet for complete details and benefits.

6.3. COBRA

- 6.3.1. Under the provisions of the Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1986, if you are covered under the Company's group health insurance plan(s) you are entitled to continue your coverage in the event that your employment with the Company ends. Under COBRA, the Company must offer each qualified beneficiary (the employee and any covered dependents) who would otherwise lose coverage under the plan as a result of a qualifying event an opportunity to continue their insurance coverage. A qualifying event is defined as termination of employment, a reduction in the number of hours of employment, death of covered employee, divorce or legal separation, a dependent child ceases to be dependent, eligibility of the covered employee for Medicare, or an employer's bankruptcy.

6.4. Worker's Compensation.

- 6.4.1. All states have Workers' Compensation laws whose purpose is to promote the general welfare of people by providing compensation for accidental injuries or death suffered in the course of employment. These laws are designed to provide protection to workers suffering occupational disabilities through accidents arising out of, and in the course of employment.
- 6.4.2. Hennep, Inc. carries Workers' Compensation Insurance for all employees and pays the entire cost of the insurance program.
- 6.4.3. An employee who suffers an injury or illness in connection with the job is usually eligible to receive payment through the insurance company for lost wages.

- 6.4.4. In addition to disability payments, necessary hospital, medical and surgical expenses are covered under Workers' Compensation, with payments being made directly to the hospital or physician.
- 6.4.5. Workers' Compensation benefits to injured workers also includes assistance to help qualified injured employees return to suitable employment.

6.5. Social Security Benefits (FICA)

- 6.5.1. During your employment, you and the Company both contribute funds to the Federal government to support the Social Security Program. This program is intended to provide you with retirement benefit payments and medical coverage once you reach retirement age.

6.6. Unemployment Insurance

- 6.6.1. The company pays a state and federal tax to provide employees with unemployment insurance coverage in the event they become unemployed through no fault of their own or due to circumstances described by law. This insurance is administered by applicable state agencies, who determine eligibility for benefits, the amount of benefits (if any), and duration of benefits.

7. Employee Leaves of Absence and Time Off

7.1. General

- 7.1.1. While regular attendance is crucial to maintain business operations, the Company recognizes that, for a variety of reasons, employees may need time off from work. The Company has available a number of types of leaves of absence. Some are governed by law and others are discretionary. For all planned leaves, however, employees must submit a request at least 14 days in advance; in case of emergencies, employees should submit the request as soon as they become aware of the need for leave. All leaves must have the approval of the Company management. If, during a leave, an employee accepts another job, engages in other employment or consulting outside of the Company, or applies for unemployment insurance benefits, the employee may be considered to have voluntarily resigned from employment with the Company.
- 7.1.2. All requests for a leave of absence will be considered in light of their effect on the Company and its work requirements, as determined by the Company management, which reserves the right to approve or deny such requests in its sole discretion, unless otherwise required by law. For disability-related leave requests, the Company will engage in an interactive process with the employee to determine if a leave is the most appropriate accommodation.
- 7.1.3. The employee must provide a certification from his or her health care provider to the Company to support a leave for medical reasons. Failure to provide the required certification to the Company in a timely manner will result in delay or denial of leave.
- 7.1.4. If an employee requires an extension of leave, the employee must request such extension and have it approved before the expiration of the currently approved leave.
- 7.1.5. While the Company will make a reasonable effort to return the employee to his or her former position or a comparable position following an approved leave of absence, there is no guarantee that the employee will be reinstated to his or her position, or any position, except as required by law.

7.2. Sick Days

- 7.2.1. Eligible employees are entitled to 5 paid sick days per year. Sick days' pay for regular full-time employees will be calculated based on the employee's base pay rate times the number of hours the employee would otherwise have worked on that day. Regular part-time employees will be paid on a pro-rata basis.

7.3. Holidays

- 7.3.1. Hennep, Inc. observes the following paid holidays:
 - 7.3.1.1. New Year's Day
 - 7.3.1.2. Memorial Day
 - 7.3.1.3. Independence Day

- 7.3.1.4. Labor Day
- 7.3.1.5. Thanksgiving Day
- 7.3.1.6. Christmas Day

- 7.3.2. The Company will grant paid holiday time off to all eligible employees. Holiday pay for regular full-time employees will be calculated based on the employee's base pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day.
- 7.3.3. Regular part-time employees will be paid on a pro-rata basis.
- 7.3.4. If an eligible non-exempt employee works on a recognized holiday with Company approval, he or she will receive holiday pay plus wages at his or her straight-time rate for the hours worked on the holiday.

7.4. Pregnancy-Disability Leave

- 7.4.1. Employees who are disabled on account of pregnancy, childbirth, or a related medical condition may request an unpaid leave of absence. Such leave will be granted for the period of disability, up to a maximum of four months. Time off may be requested for prenatal care, severe morning sickness, doctor-ordered bed rest, childbirth, and recovery from childbirth.
- 7.4.2. Leave provided for pregnancy disability is treated separately from leaves required by the state family and medical leave law. However, the first 12 workweeks of a pregnancy disability leave will be treated concurrently as a leave pursuant to the federal Family and Medical Leave Act ("FMLA") for all eligible employees.
- 7.4.3. Employees who wish to take a pregnancy disability leave must notify Human Resources of the date the leave is expected to commence and the estimated duration of the leave. Notice should be given as indicated above. The employee must also provide a medical certification of disability to the Company. Failure to provide the required medical certification to the Company in a timely manner will result in delay or denial of leave. Before returning to work, the employee must provide a medical certification that she is able to resume her original job duties. Appropriate forms may be obtained from Human Resources.
- 7.4.4. Employees who return to work immediately following the expiration of an approved pregnancy disability leave will generally be reemployed in their former position or a comparable job, as required by law.
- 7.4.5. Employees who are affected by pregnancy may also be eligible to transfer to a less strenuous or hazardous position or duties, provided certain prerequisites are met. Reasonable accommodations may be requested with the advice of the employee's health care provider. In addition, lactation accommodation is also available, upon request. For more information on pregnancy disability leave or transfer and its effect on the terms, conditions or benefits of employment, please contact Human Resources.

7.5. Workers' Compensation Leave

- 7.5.1. Any employee who is unable to work due to a work related injury or illness and who is eligible for Workers' Compensation benefits will be provided

an unpaid leave for the period required. The first 12 weeks will be treated concurrently as a family and medical leave under the federal Family Medical Leave Act ("FMLA") for eligible employees.

7.6. Voting Time

- 7.6.1. Employees who are registered voters and who lack sufficient time outside of work to vote in any local, state, and national election may take up to two hours off work with pay at the beginning or end of the day for this purpose. Employees should provide at least two working days' notice when time off is required.

At-Will Employment Agreement and Acknowledgement of Receipt of Employee Handbook

Employee: _____

I acknowledge that I have been provided with a copy of the The Company Employee Handbook. I understand that I am responsible for familiarizing myself with the policies in this handbook and agree to comply with all rules applicable to me.

I understand and agree that the policies described in the handbook are intended as a guide only and do not constitute a contract of employment. I specifically understand and agree that the employment relationship between the Company and me is at-will and can be terminated by the Company or me at any time, with or without cause or notice. Furthermore, the Company has the right to modify or alter my position, or impose any form of discipline it deems appropriate at any time. Nothing in this handbook is intended to modify the Company's policy of at-will employment. The at-will employment relationship may not be modified except by a specific written agreement signed by me and an authorized representative of the Company. This is the entire agreement between the Company and me regarding this subject. All prior or contemporaneous inconsistent agreements are superseded.

I understand that the Company reserves the right to make changes to its policies, procedures or benefits at any time at its discretion. However, the at-will employment agreement can be modified only in the manner specified above. I further understand that the Company reserves the right to interpret its policies or to vary its procedures as it deems necessary or appropriate.

I have received the Company Employee Handbook. I have read (or will read) and agree to abide by the policies and procedures contained in the Handbook.

By: _____ Date: _____
Manager name

By: _____ Date: _____
Employer name

3.3. Record keeping procedures

3.3.1. Pursuant to 935 CMR 500.000, company records will be available for inspection by the Commission, upon request. The company will maintain the following written records that are required and subject to inspection, as well as any additional documentation that it may be directed to record by the Commission:

3.3.1.1. Written Operating Procedures as required by 935 CMR 500.105
(1) The store manager has copies of the company operating procedures.

3.3.1.1.1. It is the responsibility of all employees to carefully read, understand and follow these operating procedures.

3.3.1.1.2. All employees are responsible for ensuring that these operating procedures are followed.

3.3.1.1.3. Any deviation from standard operating procedures must be authorized by the store manager or your immediate supervisor.

- 3.3.1.1.4. These operating procedures will be revised from time-to-time and minor adjustments will likely be made. All revisions will be carefully noted and the operating procedures manual updated.
- 3.3.1.1.5. Any material changes will be communicated to the Commission
- 3.3.1.1.6. Inventory records as required by 935 CMR 500.105(8);

3.3.2. Inventory records include:

Shipping manifests
Delivery and unpacking video recordings
Daily sales stock withdrawal and return reports
Weekly inventory reports
Product return reports

- 3.3.2.1. Shipping manifests - All deliveries will be accompanied by a shipping manifest. Once this document has been used to verify the shipment it must be scanned for digital storage and the original placed in the appropriate ringbinder and stored in the records cabinet.
- 3.3.2.2. Delivery and unpacking video recordings - All deliveries will be recorded using a hand-held video recorder. These recordings will be transferred to digital storage medium, clearly labelled with the date and manifest number(s) and stored in the records cabinet. Any and all variances from the manifest must be reported in accordance with standard operating procedures.
- 3.3.2.3. Daily sales stock withdrawal and return reports - Each day, items will be removed from the main storage vault and placed in the counter area for sale. These items will be carefully recorded at the time of withdrawal. Unsold sales stock will be recorded on the same sheet when returned to the storage vault each evening.
 - 3.3.2.3.1. If, during the course of the day, additional items must be withdrawn from the storage vault, they too will be added to the withdrawal report and accounted for upon the return of sales stock to the storage vault.
 - 3.3.2.3.2. Any and all variances must be reported in accordance with standard operating procedures. All inventory records are to be digitized and a hard copy kept in the records cabinet.
- 3.3.2.4. Weekly inventory reports - Each week, the store manager, together with another licensed employee will conduct an inventory of all goods in the storage vault. Any and all variances must be reported in accordance with standard operating procedures. All inventory records are to be digitized and a hard copy kept in the records cabinet.

- 3.3.2.5. Seed-to-sale tracking records for all marijuana products as required by 935 CMR 500.105(8)(e);
- 3.3.2.6. The company uses a proprietary Seed-to-sale tracking software that allows cultivators, manufacturers, retailers, the Commission and others to quickly and easily track marijuana and marijuana products from propagation to sale.
- 3.3.2.7. Our retail establishment receives marijuana, and marijuana products in pre-packed, shelf-ready packaging.
- 3.3.2.8. Once goods are delivered and manifests verified, all products - each individual unit for sale - must be entered into the Seed-to-sale tracking software in order to maintain an unbroken chain of custody.
- 3.3.2.9. All goods pertaining to a specific manifest will be entered into the system as a batch. Where applicable, a report pertaining to these items will be generated on the seed-to-sale software, printed out, and securely attached to the manifest and stored in accordance with section 2 (b) of this operating procedure.

3.3.3. Personnel records:

- 3.3.3.1. All personnel files are to be stored in the records cabinet
- 3.3.3.2. The employee handbook contains a job description for each employee and volunteer position in the company. A signed copy of the relevant job description for each employee will also be kept in the individual personnel record of each employee.
- 3.3.3.3. The company organizational chart will be clearly posted in the office area but may also be found the operations manual and employee handbook.
- 3.3.3.4. A personnel record for each marijuana establishment agent shall be maintained for at least 12 months after termination of the individual's affiliation with the Marijuana Establishment and shall include, at a minimum, the following:
 - 3.3.3.4.1. all materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - 3.3.3.4.2. documentation of verification of references; the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision
 - 3.3.3.4.3. 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;
 - 3.3.3.4.4. documentation of periodic performance evaluations;
 - 3.3.3.4.5. a record of any disciplinary action taken.

- 3.3.3.4.6. notice of completed responsible vendor and eight-hour related duty training.
- 3.3.3.4.7. records of any health and safety related incidents
- 3.3.3.5. A staffing plan that will demonstrate accessible business hours and safe cultivation conditions for the current and following week will be clearly posted in the office area. A copy of each staffing plan will be stored for future reference in the appropriate ringbinder in the records cabinet.

3.3.4. Personnel policies and procedures

- 3.3.4.1. All personnel policies and procedures are clearly outlined in the employee handbook, a copy of which is available to all employees.
- 3.3.4.2. Certain specialized procedures are contained in the security plan.
- 3.3.4.3. All new employees will be required to read the employee handbook and security plan, undergo basic security training and sign a document acknowledging receipt of each and all of these elements. This acknowledgement will be stored with their individual personnel record.
- 3.3.4.4. All personnel files are to be stored in the records cabinet
- 3.3.4.5. All employees will be subject to a state-mandated background check. Background check reports obtained in accordance with 935 CMR 500.030 will be digitized and a hard copy placed into the individual personnel records
- 3.3.4.6. All records of waste disposal must be maintained pursuant to 935 CMR 500.105(12).
- 3.3.4.7. In the course of normal operations small amounts of marijuana waste may be generated from (for example) broken packaging, or customer returns. All marijuana waste must be disposed of in accordance with 935 CMR 500.105 (12).
- 3.3.4.8. All marijuana waste will be placed in a ziplock bag and deposited into the locked disposal container for inventory at the end of the day. Each item for disposal must be weighed, recorded, and entered into the inventory reconciliation report in accordance with the company's security plan.
- 3.3.4.9. The items disposed of and recorded in the inventory reconciliation report must also be entered in the seed-to-sale tracking software to ensure the completion of an unbroken chain of custody.
- 3.3.4.10. At least two licensed marijuana agents must witness and document this process.
- 3.3.4.11. Such documentation shall be retained for a minimum of three years or longer if so directed by the Commission.

3.3.5. Security Device Log

- 3.3.5.1. The issue and return of all security devices such as swipe cards, keys, codes and combinations must be noted in the security device log.
 - 3.3.5.2. Employees acknowledge the receipt or return of such devices by signing this log.
 - 3.3.5.3. Recording the issue and return of all security devices is the responsibility of the store manager or senior management as required in the security plan.
 - 3.3.5.4. The issue of security devices may only be authorized by the store manager or senior management as required in the security plan.
 - 3.3.5.5. The issue of codes and combinations is acknowledged by signing the relevant entry in the security device log. On NO account may the actual code or combination be noted or written down, either in the security device log or elsewhere. See the security plan for additional details.
- 3.3.6. Following closure of a Marijuana Establishment, all records must be kept for at least two years at the expense of the Marijuana Establishment and in a form and location acceptable to the Commission.

3.4. Financial Record Keeping

Pursuant to 935 CMR 500.000, company records will be available for inspection by the Commission, upon request. All financial records will be maintained in accordance with generally accepted accounting principles. The company will maintain the following written records that are required and subject to inspection, as well as any additional documentation that it may be directed to record by the Commission:

- 3.4.1. The company will maintain business financial records, which shall include manual or computerized records of:
 - 3.4.1.1. Assets and liabilities.
 - 3.4.1.2. Monetary transactions.
 - 3.4.1.3. Books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers
 - 3.4.1.4. Sales records including the quantity, form, and cost of marijuana products; and
 - 3.4.1.5. Inventory records as required by 935 CMR 500.105(8) and as outlined in the General Record Keeping section of our standard operating procedures.

- 3.4.2. Inventory records include:
 - 3.4.2.1. Shipping manifests
 - 3.4.2.2. Delivery and unpacking video recordings
 - 3.4.2.3. Daily sales stock withdrawal and return reports
 - 3.4.2.4. Weekly inventory reports
 - 3.4.2.5. Product return reports
- 3.4.3. 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 a Marijuana Establishment, including members of the nonprofit corporation, if any.
- 3.4.4. All financial transactions and accounts will be entered into a proprietary accounting software by a bookkeeper specifically employed for the purpose.
- 3.4.5. The accounting software used will provide security and back-up capabilities in accordance with 935 CMR 500.000 and the company security plan.
- 3.4.6. Daily sales reports will be generated by the bookkeeper and stored both digitally and as a hard copy in the records cabinet.
- 3.4.7. The accounts will be reviewed monthly by a licensed CPA.
- 3.4.8. The point of sale system software will automatically transfer all sales transactions to our accounting system for reconciliation by the bookkeeper.
- 3.4.9. The store manager will generate a sales report from the point of sale system at the conclusion of each day. This report should be digitized and a hard copy stored in the records cabinet
- 3.4.10. Expense records
 - 3.4.10.1. store managers and senior management may be provided with a company debit card and/or check-signing authorization. A receipt must be obtained and presented to the bookkeeper for all expenses paid through these means
 - 3.4.10.2. Documentation supporting business expenses such as statements and invoices, details of cash payments, receipts and the like must be securely stored in the records cabinet and presented to the bookkeeper for entry into the accounting software.
- 3.4.11. Contracts and Agreements - the company will likely enter into a number of contracts and agreements with the host municipality, service providers, financial institutions, property owners etc. Such contracts and agreements include, but are not limited to;
 - Sales and Purchase agreements
 - Loan agreements
 - Rental agreements
 - Lease agreements
 - Franchise agreements

Sale and lease back agreements

Trading agreements with suppliers

Insurance policies

Legal documentation

All such documentation must be digitized and a hard copy stored in the records cabinet.

3.4.12. Other documents may include;

Deposits with utility companies

Contracts with telecommunications companies

Business registration documents and certificates

Business licensing documents

Surety bonds

Tax records

All such documentation must be digitized and a hard copy stored in the records cabinet.

2. Retail Store Roles, Qualifications, Training, and Selection

2.1. Store Job Classifications and Requirements:

- 2.1.1. **Store Manager** - The store manager is the face of the facility. The manager must interface with staff, law enforcement, vendors, and others. The principal responsibility of the store manager is to coordinate and facilitate the transactions of the store. They must maintain records, have contact with suppliers and the grow site, embrace customer service and understand marketing. They will train employees and decide which product to carry and determine best pricing based on market conditions. They are responsible for keeping up with all changes in local and state law regarding operation of the facility. The most important job of the store manager is to ensure the security and integrity of our inventory.
- 2.1.2. **Retail Sales Agent** - The store has a need for retail professionals who can communicate articulately and passionately with customers about a wide range of cannabis products. Desirable backgrounds include previous marijuana vertical experience, retail sales, pharmacy, education, and customer service. Knowledge of cannabis, the varieties of cannabis, and their effects is highly relevant. They must be keenly aware of the difference of Indica, Sativa and their hybrids. A retail sales agent will maintain records in accordance with the Operations Manual, serve customers, offering advice and recommendations, be mindful and vigilant in terms of security, diversion, and facility cleanliness. Retail Sales Agents will be trained by the store manager alongside whom they will work to learn the total operation of the retail store. This position may be full-, or part-time.
- 2.1.3. **Security Guards** - Our retail store has an ongoing demand for trained law enforcement and security professionals. The store employs 24/7 security protection. Duties include ensuring the integrity of the facility's security systems and protecting the facility and its customers from outside criminal disturbance. Desired backgrounds include previous military, law enforcement, and security experience.

2.2. Employee Training and Selection

- 2.2.1. Our retail store is constantly looking for motivated, friendly, articulate and passionate people to work with our customers to provide them with the best product for their recreational needs. We are looking for people with the above attributes and are willing to train others in order to have a diverse workforce. Some of the desirable backgrounds we are looking for include marijuana vertical experience, retail sales, pharmacy, education, and customer service. We tend to train all employees in the following subjects, but tailor each topic to meet the needs required by individual roles:
 - 2.2.1.1. Cannabis Science
 - 2.2.1.2. Horticultural & Organic Cultivation
 - 2.2.1.3. Methods of Extraction
 - 2.2.1.4. Methods of Ingestion

- 2.2.1.5. Cooking with Cannabis
- 2.2.1.6. Medical marijuana use
- 2.2.1.7. Harm Reduction Methods
- 2.2.1.8. Sensible Cannabis Use
- 2.2.1.9. Customer Relations
- 2.2.1.10. Massachusetts Cannabis Law

2.3. Our company is looking for all types of help for our retail sales operation, both front-of-house, and in the back office. Typical responsibilities include:

- 2.3.1. Retails Sales
- 2.3.2. Packaging labeling and inventory
- 2.3.3. Sanitation and maintenance of the facility
- 2.3.4. Security of the facility and deliveries
- 2.3.5. Standard business and management roles such as, account management, administration, etc.