Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR285408

Original Issued Date: 03/05/2026

Issued Date: 03/05/2026

Expiration Date: 03/05/2027

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Wachusett Cannabis Inc.

Phone Number: 774-777-0202 **Email Address:** wachusettcannabis@gmail.com

Business Address 1: 470 Main Street **Business Address 2:**

Business City: Clinton **Business State:** MA **Business Zip Code:** 01510

Mailing Address 1: 470 Main Street **Mailing Address 2:**

Mailing City: Clinton **Mailing State:** MA **Mailing Zip Code:** 01510

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

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

PRIORITY APPLICANT

Priority Applicant: no

Priority Applicant Type: Not a Priority Applicant

Economic Empowerment Applicant Certification Number:

RMD Priority Certification Number:

RMD INFORMATION

Name of RMD:

Department of Public Health RMD Registration Number:

Operational and Registration Status:

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

If no, describe the circumstances below:

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 20 **Percentage Of Control:** 100

Role: Executive / Officer **Other Role:**

First Name: Jigar **Last Name:** Patel **Suffix:**

Gender: Male **User Defined Gender:**

What is this person's race or ethnicity?: Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese)

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: Jigar **Last Name:** Patel **Suffix:**

Types of Capital: Monetary/Equity **Other Type of Capital:** **Total Value of the Capital Provided:** $30000 **Percentage of Initial Capital:** 20

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: Jigar **Last Name:** Patel **Suffix:**

Marijuana Establishment Name: Vedi Naturals LLC **Business Type:** Marijuana Retailer

Marijuana Establishment City: Marlborough **Marijuana Establishment State:** MA

Individual 2

First Name: Jigar **Last Name:** Patel **Suffix:**

Marijuana Establishment Name: Wachusett Cannabis, Inc. **Business Type:** Marijuana Product Manufacture

Marijuana Establishment City: Clinton **Marijuana Establishment State:** MA

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 470 Main Street

Establishment Address 2:

Establishment City: Clinton **Establishment Zip Code:** 01510

Approximate square footage of the establishment: 7500 **How many abutters does this property have?:** 25

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	WCI - COM - Adportal Self Service Advertising Confirmation_Redacted.pdf	pdf	68348c6f6cf3645b6201a516	05/26/2025
Community Outreach Meeting Documentation	25_03_05 - WCI - COM Notice - Town Clerk Town Admin.pdf	pdf	68348d4f6cf3645b6201a53f	05/26/2025
Community Outreach Meeting Documentation	WCI - COM Attestation.pdf	pdf	683498416cf3645b6201aa0d	05/26/2025

Plan to Remain Compliant with Local Zoning	WCI - Plan to Remain Compliant with Local Zoning.pdf	pdf	68349caa2309ac25e358c981	05/26/2025
Community Outreach Meeting Documentation	(Reduced) WCI - COM - Certified Abutter Receipts_Redacted.pdf	pdf	6834a86b6cf3645b6201af7e	05/26/2025
Executed HCA	4758_001.pdf	pdf	687e9516e3b66e9040cd4b79	07/21/2025
Executed HCA	25_09_23 - WCI - 1st Amendment to HCA(executed).pdf	pdf	68dfe154366765b777ba2c0b	10/03/2025

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.: $

POSITIVE IMPACT PLAN

Positive Impact Plan:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	25_09_11 - Wachusett Cannabis PIP (updated).pdf	pdf	68c34fcd566b140b4e07e93a	09/11/2025

ADDITIONAL INFORMATION NOTIFICATION

Notification:

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Executive / Officer **Other Role:**

First Name: Jigar **Last Name:** Patel **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
Articles of Organization	WCI - Articles of Org.pdf	pdf	681e9e3b954c173426b765cd	05/09/2025
Bylaws	WCI - executed By-laws (1).pdf	pdf	681e9e9fe70def4ec01d13fd	05/09/2025
Department of Unemployment Assistance - Certificate of Good standing	25_09_10 - WCI - COC DUA.pdf	pdf	68c217f5566b140b4e0677ad	09/10/2025
Department of Revenue - Certificate of Good standing	25_09_10 - WCI - DOR COGs.pdf	pdf	68c2c9d46248b2e3247e0246	09/11/2025
Secretary of Commonwealth - Certificate of Good Standing	25_09_11 - WCI - SOS COG.pdf	pdf	68c2e5d56248b2e3247e4e2d	09/11/2025

No documents uploaded

Massachusetts Business Identification Number: 001837372

Doing-Business-As Name: kosa

DBA Registration City: Clinton

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Operating Agreement or Articles of Incorporation	WCI - Articles of Org.pdf	pdf	681d6d85e70def4ec01bfc41	05/08/2025
Capitalization Table	Screenshot 2025-05-08 225136.png	png	681d6dcbe70def4ec01bfc61	05/08/2025
Plan for Liability Insurance	WCI - Plan for Obtaining Liability Insurance.pdf	pdf	681d6ef4e70def4ec01bfc93	05/08/2025
Business Plan	WCI - Business Plan.pdf	pdf	683488922309ac25e358c428	05/26/2025
Proposed Timeline	WCI - Proposed Timeline (updated).pdf	pdf	68def88b366765b777b9a973	10/02/2025

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for obtaining marijuana or marijuana products	WCI - Plan for Obtaining MJ.pdf	pdf	6876926fe57fbdf5930852a0	07/15/2025
Restricting Access to age 21 and older	WCI - Plan for Restricting Access to Age 21 and Older.pdf	pdf	68769287e57fbdf593085355	07/15/2025
Restricting Access to age 21 and older	WCI - Plan for Restricting Access to Age 21 and Older.pdf	pdf	68769291e57fbdf593085369	07/15/2025
Security plan	WCI - Security Plan.pdf	pdf	68769299e57fbdf59308537d	07/15/2025
Prevention of diversion	WCI - Prevention of Diversion.pdf	pdf	687692d0e57fbdf5930853c1	07/15/2025
Storage of marijuana	WCI - Storage of Marijuana.pdf	pdf	687692fee57fbdf593085468	07/15/2025
Transportation of marijuana	WCI - Transportation of Marijuana.pdf	pdf	68769307d82325fae40b0457	07/15/2025
Inventory procedures	WCI - Inventory Procedures.pdf	pdf	68769311d82325fae40b046b	07/15/2025
Quality control and testing	WCI - Quality Control and Testing.pdf	pdf	6876931cd82325fae40b047f	07/15/2025
Dispensing procedures	WCI - Dispensing Procedures.pdf	pdf	68769327d82325fae40b04b9	07/15/2025
Personnel policies including background checks	WCI - Personnel Policies Including Background Checks.pdf	pdf	68769335e57fbdf5930855d1	07/15/2025
Maintaining of financial records	WCI - Maintaining of Financial Records.pdf	pdf	6876935fd82325fae40b056e	07/15/2025
Qualifications and training	WCI - Qualifications and Training.pdf	pdf	6876938dd82325fae40b05e5	07/15/2025
Energy Compliance Plan	WCI - Energy Policy.pdf	pdf	687693a0d82325fae40b05ff	07/15/2025
Diversity plan	WCI - Diversity Plan.pdf	pdf	687ea0d241aa0138bbc0d32b	07/21/2025
Record Keeping procedures	WCI -PM- Recordkeeping Procedures.pdf	pdf	68c218ea566b140b4e067827	09/10/2025

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

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

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

ADDITIONAL INFORMATION NOTIFICATION

Notification:

COMPLIANCE WITH POSITIVE IMPACT PLAN - PRE FEBRUARY 27, 2024

No records found

COMPLIANCE WITH DIVERSITY PLAN

No records found

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:** 10:00 PM
Saturday From: 10:00 AM	**Saturday To:** 9:00 PM
Sunday From: 10:00 AM	**Sunday To:** 8:00 PM

THANK YOU for your submission!

Your notice has been submitted for publication. Below is a confirmation of your order. You will also receive an email confirmation.

ORDER DETAILS

Order Number:
LNEO0253354
Order Status:
Submitted
Classification:
Public Notices
Package:
General Package
Base amount:
127.72
Service fee:
5.10
Cash/Check/ACH

Discount:
-0.00
Total payment:
132.82
As an incentive for customers, we provide a discount off the total order cost equal to the 3.99% service fee if you pay with Cash/Check/ACH.Pay by Cash/Check/ACH and save! In no event are service fees refundable.
Payment Type:
mastercard
User ID:
L0098120

ACCOUNT INFORMATION

Jigar Patel
[redacted]
774-777-0202
contactjigarp@gmail.com
Wachusett Cannabis, Inc.
Contract ID:

PAYMENT DETAILS

mastercard**********2066

TRANSACTION REPORT

Date
March 5, 2025 1:10:29 PM EST
Amount:
132.82

ADDITIONAL OPTIONS

1 Affidavit

SCHEDULE FOR AD NUMBER LNEO02533540

March 8, 2025
Worcester Telegram & Gazette

PREVIEW FOR AD NUMBER LNEO02533540

Notice of Community Outreach Meeting
Wachusett Cannabis, Inc: Community Outreach Meeting

This Letter is to inform that a Community Outreach Meeting for a proposed Marijuana Retail Establishment (MRE) and Marijuana Product Manufacturing (MPM) Facility has been scheduled for Wednesday, March 26th, 2025, at 6 p.m. in the TYCA Corp. Building, Ground Floor, located at 470 Main Street, Clinton, MA 01510, in the Tyca Corp. Cafeteria.

The proposed MRE and MPM are anticipated to be located at 470 Main Street, Clinton, MA 01510. This meeting will discuss security, diversion prevention, community involvement and planning, and general operating information for the proposed facility. The public will have an opportunity to ask questions.

This Community Outreach Meeting will be held in accordance with the Massachusetts Cannabis Control Commission's applicable requirements set forth in M.G.L. ch. 94G and 935 CMR 500.000 et seq.

The public will have an opportunity to ask questions.

March 8 2025
LNEO0253354

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WACHUSETT
CANNABIS INC.

WACHUSETT CANNABIS, INC.

COMMUNITY OUTREACH MEETING

03/05/25

Wachusett Cannabis, Inc.

470 Main Street, Clinton, MA 01510

Wachusett Cannabis, Inc: Community Outreach Meeting

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Jigar Patel

President

Wachusett Cannabis, Inc.

contactjigarp@gmail.com

RECEIVED
MAR 05 2025
OFFICE OF THE TOWN CLERK
CLINTON, MA 01510

03-05-25P01:26 RCVD

WACHUSETT
CANNABIS INC.

WACHUSETT CANNABIS, INC.

COMMUNITY OUTREACH MEETING

03/05/25

Wachusett Cannabis, Inc.

470 Main Street, Clinton, MA 01510

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Jigar Patel

President

Wachusett Cannabis, Inc.

contactjigarp@gmail.com

RECEIVED
MAR

Cannabis Control Commission
COMMONWEALTH OF MASSACHUSETTS

Community Outreach Meeting Attestation Form

Instructions

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

Attestation

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

1. The Community Outreach Meeting was held on the following date(s): 3/20/2025

2. At least one (1) meeting was held within the municipality where the ME is proposed to be located.

3. At least one (1) meeting was held after normal business hours (this requirement can be satisfied along with requirement #2 if the meeting was held within the municipality and after normal business hours).

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

   a. Date of publication: 3/08/2025

   b. Name of publication: Worcester Telegram

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

   a. Date notice filed: 03/05/2025

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

   a. Date notice(s) mailed: 03/06/2025

7. The applicant presented information at the Community Outreach Meeting, which at a minimum included the following:
   a. The type(s) of ME or MTC to be located at the proposed address;
   b. Information adequate to demonstrate that the location will be maintained securely;
   c. Steps to be taken by the ME or MTC to prevent diversion to minors;
   d. A plan by the ME or MTC to positively impact the community; and
   e. Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.

8. Community members were permitted to ask questions and receive answers from representatives of the ME or MTC.

Name of applicant:

Waehusett Genesis, Inc.

Name of applicant's authorized representative:

Jigar Patel

Signature of applicant's authorized representative:



PLAN TO REMAIN COMPLIANT WITH LOCAL ZONING

Wachusett Cannabis, Inc. ("Wachusett Cannabis") will remain compliant at all times with the local zoning requirements set forth in the Town of Clinton Zoning By-Laws. In accordance with the Zoning Ordinance, Wachusett Cannabis' proposed Marijuana Retail Establishment is to be located at 470 Main Street, Clinton, MA 01510 which is zoned in the Industrial District.

In compliance with 935 CMR 500.110(3) and the Zoning Ordinance, Wachusett Cannabis' proposed facility is not located within five hundred (500) feet of a public or private school providing education to children in kindergarten or grades 1 through 12.

Wachusett Cannabis will apply for a Special Permit from Clinton's Planning Board. Wachusett Cannabis will also apply for other local permits, approvals, registrations or certificates, if any, that are required to site and operate a Marijuana Establishment at the proposed location and will comply with all conditions and standards set forth in any such local permit or approval.

Wachusett Cannabis has engaged municipal officials and the local community to discuss its plans for a proposed Marijuana Establishment, and Wachusett Cannabis has executed the required Host Community Agreement with the Town and has conducted a community outreach meeting. Wachusett Cannabis will continue to work cooperatively with various municipal departments, boards, and officials to ensure that the establishment is compliant with all local laws, regulations, rules, and codes with respect to design, operation, and security.

BOSTON MA

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

394 Main St.
Clinton, MA 01510

9590 9402 9128 4225 6131 02

2. Article Number (Transfer from service label)

9589 0710 5270 2320 3517 77

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X [redacted] ☐ Agent ☐ Addressee

B. Received by (Printed Name) | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery ($500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

22 New Harbor Rd.
Clinton, MA 01510

9590 9402 9128 4225 6131 40

2. Article Number (Transfer from

9589 0710 5270 2320 3518 14

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X [redacted] ☐ Agent ☐ Addressee

B. Received by (Printed Name) [redacted] | C. Date of Delivery 3-11-25

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

460 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 56

2. Article Number (Transfer from service label)

0710 5270 2320 3519 37

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X [redacted] ☐ Agent ☐ Addressee

B. Received by (Printed Name) | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

470 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6131 19

2. Article Number (Transfer from service label)

9589 0710 5270 2320 3517 84

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X [redacted] ☐ Agent ☐ Addressee

B. Received by (Printed Name) | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

Attachment C

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
470 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 94

2. Article Number *(Transfer from service label)*

9589 0710 5270 2128 4188 56

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ ed Mail
☐ ed Mail Restricted Delivery
(over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
663 Main Street
Bolton, MA 01740

9590 9402 9128 4225 6130 10

2. Article Number *(Transfer from service label)*

589 0710 5270 2320 3516 78

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery
(over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

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- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
412 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 49

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3519 20

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ ured Mail
☐ ured Mail Restricted Delivery
(over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
221 Main Street
Boylston, MA 01505

9590 9402 9128 4225 6130 27

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3516 92

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery
(over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
404 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6131 71

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3518 52

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
140 Worcester St. Street
West Boylston, MA 01583

9590 9402 9128 4225 6130 41

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3517 15

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery 3/10/2026

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
Sterling, MA 01564

9590 9402 9128 4225 6130 58

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3517 22

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* [redacted] | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
441 Main Street Unit 441
Clinton, MA 01510

9590 9402 9128 4225 6130 96

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3517 60

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
☐ Adult Signature
☐ Adult Signature Restricted Delivery
☐ Certified Mail®
☐ Certified Mail Restricted Delivery
☐ Collect on Delivery
☐ Collect on Delivery Restricted Delivery
☐ Insured Mail
☐ Insured Mail Restricted Delivery (over $500)
☐ Priority Mail Express®
☐ Registered Mail™
☐ Registered Mail Restricted Delivery
☐ Signature Confirmation™
☐ Signature Confirmation Restricted Delivery

PS Form 3811, July 2020 PSN 7530-02-000-9053 Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
439 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 01

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3518 76

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* [redacted] C. Date of Delivery 3/10/25

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
420 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 32

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3519 13

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* C. Date of Delivery 3/10/2025

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
695 Main Street Suite 1
Lancaster, MA 01523

9590 9402 9128 4225 6130 65

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3517 39

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]
72 Sharp St. Unit A-7
Hingham, MA 02043

9590 9402 9128 4225 6131 95

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3518 69

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X [redacted] ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* [redacted] C. Date of Delivery 3-11-25

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

From: Wachusett Cannabis, Inc
[redacted]
Clinton, MA 01510

CERTIFIED MAIL®

9589 0710 5270 2320 3519 44

Retail

01510

RDC 99

U.S. POSTAG
FCM LETTER
CLINTON, MA
MAR 06, 2025

$9.68

S2324P50644

UNCLAIMED

MBLU 54-2487
467 - 469 MAIN ST
[redacted]
467 - 469 MAIN ST
CLINTON, MA 01510

NL
3-8

NIXIE 015 CE 1 7203/30
RETURN TO SENDER
UNCLAIMED
UNABLE TO FORWARD
BC: [redacted] *1821-05643-0

UNC

From: Wachusett Cannabis, Inc
[redacted]

CERTIFIED MAIL®

9589 0710 5270 2320 3517 91

Retail

01510

RDC 99

U.S. POS
FCM LET
CLINTON
MAR 06,

$9.6

S2324P5

[redacted]
459 - 461 MAIN ST
CLINTON, MA 01510

NL
3/8

NIXIE 015 DE 1 0003/30/
RETURN TO SENDER
ATTEMPTED - NOT KNOWN
UNABLE TO FORWARD
BC: 01510242361 *1821-05532-06

ANK

From: Wachusett Cannabis, Inc
[redacted]

CERTIFIED MAIL®

9589 0710 5270 2320 3518 90

Retail

01510

RDC 99

U.S. POS
FCM LET
CLINTON
MAR 06,

$9.6

S2324P5

MBLU 54-1548
[redacted]
1 UNION ST
CLINTON, MA 01510

BC

Refus
3.11
3-16
3/24

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT
OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: *COMPLETE THIS SECTION*

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

467 - 469 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 63

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3519 44

PS Form 3811, July 2020 PSN 7530-02-000-

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT
OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: *COMPLETE THIS SECTION*

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

459 - 461 Main St.
Clinton, MA 01510

9590 9402 9128 4225 6131 26

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3517 91

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT
OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: *COMPLETE THIS SECTION*

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

451 - 453 Main Street
Clinton MA 01510

9590 9402 9128 4225 6132 25

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery

From: Wachusett Cannabis, Inc.
[redacted]

OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

CERTIFIED MAIL®



9589 0710 5270 2320 3518 38

Retail

UNITED STATES POSTAL SERVICE



01510

RDC 99

U.S. POS
FCM LET
CLINTON
MAR 06,

$9.6

S2324P5

MBLU 54-1390
[redacted]
1 UNION ST
CLINTON, MA 01510

Refused
3/11
3/16
3/96

01510-291601



From: Wachusett Cannabis, Inc.
[redacted]

CERTIFIED MAIL



9589 0710 5270 2320 3518 07

Retail

UNITED STATES POSTAL SERVICE



01510

RDC 99

U.S. P
FCM L
CLINT
MAR 0

$9.

S2324P

MBLU 85-2363
[redacted]
500 MAIN ST
CLINTON, MA 01510

VAC
3-10
3-15
3-21

01510-243699



From: Wachusett Cannabis, Inc.
[redacted]

CERTIFIED MAIL®



9589 0710 5270 2320 3519 68

Retail

UNITED STATES POSTAL SERVICE



01510

RDC 99

U.S. POST
FCM LET
CLINTON,
MAR 06, 2

$9.6

S2324P50

MBLU 85-377
[redacted]
500 MAIN ST., SUITE 206
CLINTON, MA 01510

VAC

NIXIE 015 CE 1 7203/17

RETURN TO SENDER
VACANT

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

10 Union St.
Clinton, MA 01510

9590 9402 9128 4225 6131 64

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3518 38

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

500 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6131 33

2. Article Number *(Transfer from service label)*

9589 0710 5270 2320 3518 07

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

500 Main Street, Suite 206
Clinton, MA 01510

9590 9402 9128 4225 6132 87

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by *(Printed Name)* | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™

From: Wachusett Cannabis, Inc.
[redacted]

CERTIFIED MAIL®

9589 0710 5270 2320 3518 45

Retail

01510

RDC 99

U.S. POSTAGE
FCM LETTER
CLINTON, MA
MAR 06, 20

$9.68

S2324P506

MBLU 85-1436
[redacted]
500 MAIN ST
CLINTON, MA 01510

NIXIE 015 CE 1 7203/1

RETURN TO SENDER
VACANT
UNABLE TO FORWARD

BC: 01510134103 *1821-05933-0

VAC

From: Wachusett Cannabis, Inc.
[redacted]

CERTIFIED MAIL

9589 0710 5270 2320 3519 51

Retail

01775

RDC 99

U.S.
FCM
CLINT
MAR

$9

S2324

UNC

3/6
3/13
return 3/20

MBLU 54-2427
[redacted]
200 MAPLE ST
STOW, MA 01775

NIXIE 015 CE 1 7204/01

RETURN TO SENDER
UNCLAIMED
UNABLE TO FORWARD

BC: 01510134103 *1821-05954-0

UNC

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

500 Main St
Clinton, MA 01510

9590 9402 9128 4225 6131 88

2. Article Number (Transfer from service label)

9589 0710 5270 2320 3518 45

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by (Printed Name) | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

200 Maple Street
Stow, MA 01775

9590 9402 9128 4225 6132 70

2. Article Number (Transfer from service label)

9589 0710 5270 2320 3519 51

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by (Printed Name) | C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

From: Massachusetts Cannabis, Inc.
[redacted]

CERTIFIED MAIL

9589 0710 5270 2320 3518 83

Retail

01510

RDC 99

U.S. POSTAG
FCM LETTEF
CLINTON, M.
MAR 06, 202

$9.68

S2324P50644

MBLU 85-297
[redacted]
500 MAIN ST
CLINTON, MA 01510

NIXIE 015 CE 1 7204/29
RETURN TO SENDER
VACANT
UNABLE TO FORWARD
BC: 01510134103 *1821-05610-0

VMCN
01510-241029

From: Massachusetts Cannabis, Inc.
[redacted]

CERTIFIED MAIL®

9589 0710 5270 2320 3518 21

Retail

01510

RDC 99

U.S. POS
FCM LET
CLINTON
MAR 06,

$9.6

S2324P5

UNCL

-T-S- 015102026-1N 009 04/1
RETURN TO SENDER
UNCLAIMED
UNABLE TO FORWARD
RETURN TO SENDER

UNC
01510-241026

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

474 Main Street
Clinton, MA 01510

9590 9402 9128 4225 6132 18

2. Article Number (Transfer from service label)

9589 0710 5270 2320 3518 83

PS Form 3811, July 2020 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Insured Mail Restricted Delivery (over $500)
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT OF THE RETURN ADDRESS, FOLD AT DOTTED LINE

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

[redacted]

26 New Harbor Rd.
Clinton, MA 01510

9590 9402 9128 4225 6131 57

21

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X ☐ Agent ☐ Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type
- ☐ Adult Signature
- ☐ Adult Signature Restricted Delivery
- ☐ Certified Mail®
- ☐ Certified Mail Restricted Delivery
- ☐ Collect on Delivery
- ☐ Collect on Delivery Restricted Delivery
- ☐ Insured Mail
- ☐ Priority Mail Express®
- ☐ Registered Mail™
- ☐ Registered Mail Restricted Delivery
- ☐ Signature Confirmation™
- ☐ Signature Confirmation Restricted Delivery

Domestic Return Receipt

9589 0710 5270 2320 3517 08

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Berlin, MA 01503

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 23 Linden Street
City, State, ZIP+4® Berlin, MA 01503

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 39

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Lancaster, MA 01523

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 695 Main Street, Suite 1
City, State, ZIP+4® Lancaster, MA 01523

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3516 78

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Bolton, MA 01740

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 663 Main Street
City, State, ZIP+4® Bolton, MA 01740

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 15

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
West Boylston, MA 01583

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 140 Worcester Street
City, State, ZIP+4® West Boylston, MA 01583

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3516 92

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Boylston, MA 01505

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 221 Main Street
City, State, ZIP+4® Boylston, MA 01505

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 22

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Sterling, MA 01564

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 1 Park Square
City, State, ZIP+4® Sterling, MA 01564

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 53

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 476 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 46

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 500 Main St.
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 60

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 441 Main Street, Unit 441
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 77

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 394 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 84

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 470 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3517 91

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 459-461 Main St.
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3519 20

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 412 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3519 44

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 467 -469 Main St.
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3519 37

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 460 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3519 51

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Stow, MA 01775

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 200 Maple St.
City, State, ZIP+4® Stow MA 01775

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2128 4188 56

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 470 Main St.
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3519 68

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07
Postmark Here
MAR 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 500 Main St, Suite 206
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 13

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07

Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 420 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 83

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07

Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 474 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 90

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07

Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 457 – 453 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 76

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07

Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 439 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 69

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Hingham, MA 02043

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07

Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 72 Sharp St. Unit A-7
City, State, ZIP+4® Hingham, MA 02043

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 52

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
Extra Services & Fees (check box, add fee as appropriate)	
☐ Return Receipt (hardcopy)	$0.00
☐ Return Receipt (electronic)	$0.00
☐ Certified Mail Restricted Delivery	$0.00
☐ Adult Signature Required	$0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
Total Postage and Fees	$9.68

0510 07

Postmark Here
MAR – 6 2025
03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 404 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 45

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at *www.usps.com®*.
Clinton, MA 01510

Certified Mail Fee	$4.85
$	$4.10
Extra Services & Fees *(check box, add fee as appropriate)*	
☐ Return Receipt (hardcopy)	$ $0.00
☐ Return Receipt (electronic)	$ $0.00
☐ Certified Mail Restricted Delivery	$ $0.00
☐ Adult Signature Required	$ $0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
$	
Total Postage and Fees	$9.68
$	

0510 07

MAR – 6 2025 Postmark Here

03/06/2025

Sent To [redacted]
Street and Apt. No., or PO Box No. 490 Main Street
City, State, ZIP+4® Clinton, MA 01510

PS Form 3800, January 2023 PSN 7530-02-000-9047 See Reverse for Instructions

9589 0710 5270 2320 3518 38

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☐ Adult Signature Required	$ $0.00
☐ Adult Signature Restricted Delivery	$
Postage	$0.73
$	
Total Postage and Fees	$9.68
$	

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PLAN FOR POSITIVE IMPACT

INTENT

Cannabis prohibition has disproportionately impacted certain communities in Massachusetts. As the Commonwealth begins to embrace the adult-use cannabis industry in earnest, Wachusett Cannabis, Inc. ("WCI") recognizes that it has a responsibility to contribute to ADI communities. Thus, WCI will focus its time and resources on serving the community of Worcester, as it is the nearest ADI community to Clinton. WCI is fully committed to ensuring that it will make positive contributions to the ADI community.

At all times, WCI will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited use of advertising, branding, marketing, and sponsorship practices of our Marijuana Retail and Product Manufacturing Establishment through all Positive Impact Initiatives.

PURPOSE

The purpose of this document is to summarize WCI's plan to ensure the business creates a positive impact in the City of Worcester.

WCI is committed to fostering positive relationships within the community and identifying ways in which to give back. WCI seeks to utilize our resources – including time, talent and/or monies – to provide employment to those who may be underserved and/or in need. We plan to achieve these goals through diligent hiring practices.

INITIATIVES AND METRICS

WCI aims to implement the following initiatives to assist those communities that have been disproportionately impacted.

Proposed Initiative: Wachusett Cannabis will strive to hire 10% of its staff members from Areas of Disproportionate Impact. Wachusett Cannabis will seek local candidates through Indeed.com to achieve this goal. The Indeed.com job positions will be posted every 4 to 6 weeks due to high turnover of the industry in general.

> Goal: Wachusett Cannabis will strive to hire 10% of its staff members from Areas of Disproportionate Impact in the City of Worcester, as identified by the Massachusetts Cannabis Control Commission.

Metrics: Wachusett Cannabis will maintain a record of its employees of people from Areas of Disproportionate Impact in Worcester. Wachusett Cannabis will keep records of feedback that we receive relative to the impact of our contributions, if any. This will in turn help us make decisions about adjustments that need to be made in the future.

Wachusett Cannabis is an equal opportunity employer that will review and assess all candidates that apply to its establishment. However, we will emphasize interviewing and hiring local candidates from these Census Tracts of Worcester County. It will not be until we meet with candidates in person and after their interview and initial collection of personal information to assess if the candidate lives within one of these Census Tracts:

Census Tract 7302, Worcester County, Massachusetts 730200 Census Tract 7305, Worcester County, Massachusetts 730500 Census Tract 7310.02, Worcester County, Massachusetts 731002 Census Tract 7312.03, Worcester County, Massachusetts 731203 Census Tract 7312.04, Worcester County, Massachusetts 731204 Census Tract 7313, Worcester County, Massachusetts 731300 Census Tract 7314, Worcester County, Massachusetts 731400 Census Tract 7315, Worcester County, Massachusetts 731500 Census Tract 7317, Worcester County, Massachusetts 731700 Census Tract 7318, Worcester County, Massachusetts 731800 Census Tract 7320.01, Worcester County, Massachusetts 732001 Census Tract 7323.02, Worcester County, Massachusetts 732302 Census Tract 7324, Worcester County, Massachusetts 732400 Census Tract 7327, Worcester County, Massachusetts 732700 Census Tract 7330, Worcester County, Massachusetts 733000

Proposed Initiative: Wachusett Cannabis has developed specific initiatives to effectuate its stated goals to positively impact the City of Worcester. Such programs will include the following:

- Creating a hiring program for Worcester residents whereby open positions will be advertised (as they become available, but not less than annually) in Worcester Telegram & Gazette.
- Hosting an educational seminar (no less than annually) for residents of Worcester. The educational seminar will be advertised on Kosa Cannabis' website, Facebook Page, and in the Worcester Telegram & Gazette. Participants will be required to attest that they are at least 21 years of age and a resident of Worcester. The educational seminars will be held virtually and will be able to accommodate no fewer than ten (10) participants. Topics covered will include cannabis retailer and product manufacturing operations, operational compliance, and cannabis business best practices.

Measurements

The Executive Management Team will administer the Plan and will be responsible for developing measurable outcomes to ensure Wachusett Cannabis continues to meet its commitments. Such measurable outcomes, in accordance with Wachusett Cannabis's goals and programs described above, include:

- Completing a demographic survey of employees to identify the percentage of employees who are residents of Worcester, and documenting advertisements placed in in Worcester Telegram & Gazette.
- Documenting the educational seminars provided, including the number of participants, copies of any advertisements, and any materials used.

Beginning upon receipt of Wachusett Cannabis's first Provisional License from the Commission to operate a marijuana establishment in the Commonwealth, Wachusett Cannabis will utilize the proposed measurements to assess its Plan and will account for demonstrating proof of success or progress of the Plan upon the yearly renewal of the license. The Executive Management Team will review and evaluate Wachusett Cannabis's measurable outcomes no less than annually to ensure that Wachusett Cannabis is meeting its commitments. Wachusett Cannabis is mindful that demonstration of the Plan's progress and success will be submitted to the Commission upon renewal.

Acknowledgements

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

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

CONCLUSION

WCI will conduct continuous and regular evaluations of the implementation of its goals and at any point will retool its policies and procedures in order to better accomplish the goals set out in this Plan for Positive Impact. Any actions taken or programs instituted by WCI will not violate the CCC's regulations with respect to limitations on ownership or control or other applicable state laws.

The Commonwealth of Massachusetts, William Francis Galvin

Corporations Division

One Ashburton Place - Floor 17, Boston MA 02108-1512 | Phone: 617-727-9640

Articles of Organization

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

Minimum Filing Fee: $250.00

Identification Number: 001837372 (number will be assigned)

ARTICLE I

The exact name of the corporation is:

WACHUSETT CANNABIS, 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. Specify if you want a more limited purpose:

FORMED TO APPLY FOR LICENSURE FROM THE MASSACHUSETTS CANNABIS CONTROL COMMISSION

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 number of shares	Total authorized par value	Total issued and outstanding number of shares
CNP	0	275,000	0	150,000

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 corporation 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.

THE TOTAL NUMBER OF SHARES OF ALL CLASSES OF STOCK WHICH THE CORPORATION SHALL HAVE AUTHORITY TO ISSUE IS 275,000, CONSISTING OF 275,000 SHARES OF COMMON STOCK, NO PAR VALUE PER SHARE (“COMMON STOCK”) THE FOLLOWING IS A STATEMENT OF THE DESIGNATORS AND THE POWERS, PRIVILEGES AND RIGHTS, AND THE QUALIFICATIONS, LIMITATIONS OR RESTRICTIONS THEREOF IN RESPECT OF EACH CLASS OF CAPITAL STOCK OF THE CORPORATION. COMMON STOCK 1. VOTING. THE HOLDERS OF THE COMMON STOCK ARE ENTITLED TO ONE VOTE FOR EACH SHARE HELD AT ALL MEETINGS OF STOCKHOLDERS (AND WRITTEN ACTIONS IN LIEU OF MEETINGS). THERE SHALL BE NO CUMULATIVE VOTING. 2. DIVIDENDS. DIVIDENDS MAY BE DECLARED AND PAID ON THE COMMON STOCK FROM FUNDS LAWFULLY AVAILABLE THEREFOR AS AND WHEN DETERMINED BY THE BOARD OF DIRECTORS. 3. LIQUIDATION. UPON THE DISSOLUTION OR LIQUIDATION OF THE CORPORATION, WHETHER VOLUNTARY OR INVOLUNTARY, HOLDERS OF COMMON STOCK WILL BE ENTITLED TO RECEIVE ALL ASSETS OF THE

CORPORATION AVAILABLE FOR DISTRIBUTION TO ITS STOCKHOLDERS.

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, ASSIGNS, EXECUTORS OR ADMINISTRATORS OF A DECEASED STOCKHOLDER, DESIRING TO SELL OR TRANSFER SUCH STOCK OWNED BY HIM OR THEM, SHALL FIRST OFFER IT TO THE CORPORATION THROUGH THE BOARD OF DIRECTORS, IN THE MANNER FOLLOWING:

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/SHE IS WILLING TO SELL OR TRANSFER AND THE NAME OF ONE ARBITRATOR. THE DIRECTORS SHALL WITHIN THIRTY DAYS THEREAFTER EITHER ACCEPT THE OFFER, OR BY NOTICE TO HIM/HER 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.

AFTER THE ACCEPTANCE OF THE OFFER, OR THE REPORT OF THE ARBITRATORS AS TO THE VALUE OF THE STOCK, THE DIRECTORS SHALL HAVE THIRTY DAYS WITHIN WHICH TO PURCHASE THE SAME AT SUCH VALUATION, BUT IF AT THAT EXPIRATION OF THIRTY DAYS, THE CORPORATION SHALL NOT HAVE EXERCISED THE RIGHT TO 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 HOLDER OR HOLDERS OF THE MAJORITY OF THE STOCK ISSUED AND OUTSTANDING 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.

6A. LIMITATION OF DIRECTOR LIABILITY A DIRECTOR OF THIS CORPORATION SHALL NOT BE PERSONALLY LIABLE TO THE CORPORATION OR ITS STOCKHOLDERS FOR MONETARY DAMAGES FOR BREACH OF FIDUCIARY DUTY AS A DIRECTOR, NOTWITHSTANDING ANY PROVISION OF LAWS IMPOSING SUCH LIABILITY, EXCEPT FOR LIABILITY (I) FOR ANY BREACH OF THE DIRECTOR'S DUTY OF LOYALTY TO THE CORPORATION OR STOCKHOLDERS, (II) FOR ACTS OR OMISSIONS NOT IN GOOD FAITH OR WHICH INVOLVE INTENTIONAL MISCONDUCT OR A KNOWING VIOLATION OF LAW, (III) FOR IMPROPER DISTRIBUTIONS UNDER SECTION 6.40 OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS OR (IV) FOR ANY TRANSACTION FROM WHICH THE DIRECTOR DERIVED AN IMPROPER PERSONAL BENEFIT. NO AMENDMENT TO OR REPEAL OF THIS PROVISION SHALL APPLY TO OR HAVE ANY EFFECT ON THE LIABILITY OR ALLEGED LIABILITY OF ANY DIRECTOR OF THE CORPORATION FOR OR WITH RESPECT TO ANY ACTS OR OMISSIONS OF SUCH DIRECTOR OCCURRING PRIOR TO SUCH AMENDMENT.

6B. INDEMNIFICATION 1. THE CORPORATION SHALL, TO THE FULLEST EXTENT PERMITTED BY THE APPLICABLE PROVISIONS OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS, AS AMENDED FROM TIME TO TIME, INDEMNIFY EACH PERSON WHO WAS OR IS A PARTY OR IS THREATENED TO BE MADE A PARTY TO ANY THREATENED, PENDING OR COMPLETED ACTION, SUIT OR PROCEEDING, WHETHER CIVIL, CRIMINAL, ADMINISTRATIVE OR INVESTIGATIVE, BY REASON OF THE FACT THAT HE IS OR WAS, OR HAS AGREED TO BECOME, A DIRECTOR OR OFFICER OF THE CORPORATION, OR IS OR WAS, OR HAS AGREED TO BECOME, A DIRECTOR OR OFFICER OF THE CORPORATION, OR IS OR WAS SERVING, OR HAS AGREED TO SERVE, AT THE REQUEST OF THE CORPORATION, AS A DIRECTOR OF OFFICER OF, OR IN A SIMILAR CAPACITY WITH, ANOTHER ORGANIZATION OR IN ANY CAPACITY WITH RESPECT TO ANY EMPLOYEE BENEFIT PLAN OF THE CORPORATION, OR BY REASON OF ANY ACTION ALLEGED TO HAVE BEEN TAKEN OR OMITTED IN SUCH CAPACITY, AGAINST ALL EXPENSES (INCLUDING ATTORNEY FEES), JUDGMENTS, FINES AND AMOUNTS PAID IN SETTLEMENT INCURRED BY HIM OR ON HIS BEHALF IN CONNECTION WITH SUCH ACTION, SUIT OR PROCEEDING AND ANY APPEAL THEREFROM, UNLESS SUCH PERSON SHALL BE FINALLY ADJUDICATED IN SUCH ACTION, SUIT OR PROCEEDING NOT TO HAVE ACTED IN GOOD

FAITH IN THE REASONABLE BELIEF THAT HIS ACTION WAS IN THE BEST INTERESTS OF THE CORPORATION OR, THAT HIS CONDUCT WAS AT LEAST NOT OPPOSED TO THE BEST INTERESTS OF THE CORPORATION AND IN THE CASE OF ANY CRIMINAL PROCEEDINGS HE HAD REASONABLE CAUSE TO BELIEVE HIS CONDUCT WAS UNLAWFUL OR TO THE EXTENT SUCH MATTER RELATES TO SERVICE WITH RESPECT TO AN EMPLOYEE BENEFIT PLAN, IN THE BEST INTERESTS OF THE PARTICIPANTS OR BENEFICIARIES OF SUCH EMPLOYEE BENEFIT PLAN OR HIS CONDUCT AT LEAST NOT OPPOSED TO THE BEST INTERESTS OF THE CORPORATION. 2. NOTWITHSTANDING THE PROVISIONS OF SECTION 1 OF THIS ARTICLE 6B, IN THE EVENT THAT A PENDING OR THREATENED ACTION, SUIT OR PROCEEDING IS COMPROMISED OR SETTLED IN A MANNER WHICH IMPOSES ANY LIABILITY OR OBLIGATION UPON ANY PERSON IN A MATTER FOR WHICH SUCH PERSON WOULD OTHERWISE BE ENTITLED TO INDEMNIFICATION HEREUNDER, NO INDEMNIFICATION SHALL BE PROVIDED TO SUCH PERSON WITH RESPECT TO SUCH MATTER IF IT IS DETERMINED, PURSUANT TO SECTION 4 OF THIS ARTICLE 6B, ON THE BASIS OF FACTS KNOWN AT THAT TIME (WITHOUT INDEPENDENT INVESTIGATION), THAT SUCH PERSON DID NOT ACT IN GOOD FAITH IN THE REASONABLE BELIEF THAT HIS ACTION WAS IN THE BEST INTERESTS OF THE CORPORATION OR, THAT HIS CONDUCT WAS AT LEAST NOT OPPOSED TO THE BEST INTERESTS OF THE CORPORATION AND IN THE CASE OF ANY CRIMINAL PROCEEDINGS HE HAD REASONABLE CAUSE TO BELIEVE HIS CONDUCT WAS UNLAWFUL OR TO THE EXTENT SUCH MATTER RELATES TO SERVICE WITH RESPECT TO AN EMPLOYEE BENEFIT PLAN, IN THE BEST INTERESTS OF THE PARTICIPANTS OR BENEFICIARIES OF SUCH EMPLOYEE BENEFIT PLAN OR HIS CONDUCT AT LEAST NOT OPPOSED TO THE BEST INTERESTS OF THE CORPORATION. 3. INDEMNIFICATION MAY INCLUDE PAYMENT BY THE CORPORATION OF EXPENSES IN DEFENDING AN ACTION OR PROCEEDING IN ADVANCE OF THE FINAL DISPOSITION OF SUCH ACTION OR PROCEEDING UPON RECEIPT OF AN AFFIRMATION AND UNDERTAKING AS REQUIRED IN SECTION 8.53 OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS BY THE PERSON INDEMNIFIED THAT HE ACTED IN A GOOD FAITH BELIEF HE HAS MET THE RELEVANT STANDARD OF CONDUCT DESCRIBED IN SECTION 8.51 OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS TO REPAY SUCH PAYMENT IF IT IS ULTIMATELY DETERMINED THAT SUCH PERSON IS NOT ENTITLED TO INDEMNIFICATION UNDER THIS ARTICLE 6B, WHICH UNDERTAKING MAY BE ACCEPTED WITHOUT REFERENCE TO THE FINANCIAL ABILITY OF SUCH PERSON TO MAKE SUCH REPAYMENT. 4. ANY DETERMINATION OF WHETHER A PERSON IS ENTITLED TO INDEMNIFICATION PURSUANT TO SECTION 2 OF THIS ARTICLE 6B SHALL BE MADE BY: (A) A MAJORITY VOTE OF A QUORUM OF THE DIRECTORS OF THE CORPORATION CONSISTING OF PERSONS WHO ARE NOT AT THAT TIME PARTIES TO THE ACTION, SUIT OR PROCEEDING IN QUESTION (“DISINTERESTED DIRECTOR”), (B) IF NO SUCH QUORUM IS OBTAINABLE, A MAJORITY VOTE OF A COMMITTEE OF TWO OR MORE DISINTERESTED DIRECTORS, (C) A MAJORITY VOTE OF A QUORUM OF THE OUTSTANDING SHARES OF STOCK OF ALL CLASSES ENTITLED TO VOTE FOR DIRECTORS, VOTING AS A SINGLE CLASS, WHICH QUORUM SHALL CONSIST OF STOCKHOLDERS WHO ARE NOT AT THAT TIME PARTIES TO THE ACTION, SUIT OR PROCEEDING IN QUESTION, (D) INDEPENDENT LEGAL COUNSEL (WHO MAY BE REGULAR LEGAL COUNSEL TO THE CORPORATION) APPOINTED FOR SUCH PURPOSE BY VOTE OF THE DIRECTORS IN THE MANNER SPECIFIED IN CLAUSE (A) OR (B) ABOVE, OR (E) A COURT OF COMPETENT JURISDICTION. 5. THE CORPORATION SHALL NOT INDEMNIFY ANY SUCH PERSON SEEKING INDEMNIFICATION IN CONNECTION WITH A PROCEEDING (OR PART THEREOF) INITIATED BY SUCH PERSON UNLESS THE INITIATION THEREOF WAS APPROVED BY THE BOARD OF DIRECTORS OFT THE CORPORATION. 6. THE INDEMNIFICATION RIGHTS PROVIDED IN THIS ARTICLE (I) SHALL NOT BE DEEMED EXCLUSIVE OF ANY OTHER RIGHTS TO WHICH THOSE INDEMNIFIED MAY BE ENTITLED UNDER ANY LAW, AGREEMENT OR VOTE OF STOCKHOLDERS OR DISINTERESTED DIRECTORS OR OTHERWISE, AND (II) SHALL INURE TO THE BENEFIT OF THE HEIRS, EXECUTORS AND ADMINISTRATORS OF SUCH PERSONS. THE CORPORATION MAY, TO THE EXTENT AUTHORIZE FROM TIME TO TIME BY ITS BOARD OF DIRECTORS, GRANT INDEMNIFICATION RIGHTS TO THE OTHER EMPLOYEES OR AGENTS OF THE CORPORATION OR OTHER PERSONS SERVING THE CORPORATION AND SUCH RIGHTS MAY BE EQUIVALENT TO, OR GREATER OR LESS THAN, THOSE SET FORTH IN THIS ARTICLE 6B.

6C. OTHER PROVISIONS (A) THE DIRECTORS MAY MAKE, AMEND, OR REPEAL THE BYLAWS IN WHOLE OR IN PART, EXCEPT WITH RESPECT TO ANY PROVISIONS OF SUCH BYLAWS WHICH BY LAW OR THESE ARTICLES OR THE BYLAWS REQUIRES ACTION BY THE STOCKHOLDERS. (B) MEETINGS OF THE STOCKHOLDERS OF THE CORPORATION MAY BE HELD ANYWHERE IN THE UNITED STATES. (C) THE CORPORATION SHALL HAVE THE POWER TO BE A PARTNER IN ANY BUSINESS ENTERPRISE WHICH THIS CORPORATION WOULD HAVE THE POWER TO CONDUCT BY ITSELF. (D) THE CORPORATION, BY VOTE OF A MAJORITY OF THE STOCK OUTSTANDING AND ENTITLED TO VOTE THEREON (OR IF THERE ARE TWO OR MORE CLASSES OF STOCK ENTITLED TO VOTE AS SEPARATE CLASSES, THEN BY VOTE OF A MAJORITY OF EACH SUCH CLASS OF STOCK OUTSTANDING), MAY (I) AUTHORIZE ANY AMENDMENT TO ITS ARTICLES OF ORGANIZATION PURSUANT TO SECTION 10.03 OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS, AS

AMENDED FROM TIME TO TIME; (II) AUTHORIZE THE SALE, LEASE OR EXCHANGE OF ALL OR SUBSTANTIALLY ALL OF ITS PROPERTY AND ASSETS, INCLUDING ITS GOODWILL, PURSUANT TO SECTION 12.02 OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS, AS AMENDED FROM TIME TO TIME; AND (III) APPROVE AN AGREEMENT OF MERGER OR CONSOLIDATION PURSUANT TO SECTION 11.06 OF CHAPTER 156D OF THE MASSACHUSETTS GENERAL LAWS, AS AMENDED FROM TIME TO TIME. (E) THE CORPORATION'S BOARD OF DIRECTORS MAY CONSIST OF ONLY 1 INDIVIDUAL REGARDLESS OF THE NUMBER OF SHAREHOLDERS.

ARTICLE VII

The effective date of organization shall be the date 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 ninety (90) days from the date and time of filing

Later Effective Date (mm/dd/yyyy): Time (HH:MM)

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:

Agent name: JIGAR PATEL

Number and street: 3 CRAIG DRIVE

Address 2:

City or town: CLINTON State: MA Zip code: 01510

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	Address
PRESIDENT	JIGAR PATEL	3 CRAIG DRIVE CLINTON, MA 01510 USA
TREASURER	JIGAR PATEL	3 CRAIG DRIVE CLINTON, MA 01510 USA
SECRETARY	JIGAR PATEL	3 CRAIG DRIVE CLINTON, MA 01510 USA
DIRECTOR	JIGAR PATEL	3 CRAIG DRIVE CLINTON, MA 01510 USA

d. The fiscal year end (i.e., tax year) of the corporation:

December 31

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

APPLYING FOR A LICENSE WITH THE CANNABIS CONTROL COMMISSION

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

Number and street: 3 CRAIG DRIVE

Address 2:

City or town: CLINTON State: MA Zip 01510

code:

Country: UNITED STATES

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

Number and street: 3 CRAIG DRIVE

Address 2:

City or town: CLINTON State: MA Zip code: 01510

Country: UNITED STATES

Which is:

- [x] its principal office
- [ ] an office of its transfer agent
- [ ] an office of its secretary/assistant secretary
- [ ] its registered office

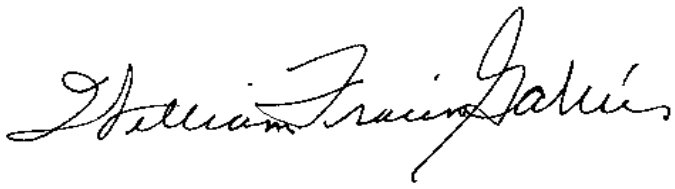
Signed this 9 Day of September, 2024 at 14:09 PM by the incorporator(s). (If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)

JIGAR PATEL

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:

September 09, 2024 12:34 PM



WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

BYLAWS OF

WACHUSETT CANNABIS, INC.

SECTION 1
Articles of Organization

The name of the corporation shall be as set forth in the articles of organization. These bylaws, the powers of the corporation and of its directors and shareholders, and all matters concerning the conduct and regulation of the business of the corporation shall be subject to the articles of organization. All references in these bylaws to the articles of organization shall mean the articles of organization of the corporation, as from time to time in effect. All references in these bylaws to the Massachusetts Business Corporation Act shall mean Massachusetts General Laws Chapter 156D, as from time to time in effect.

SECTION 2
Shareholders

2.1 *Annual Meeting*

The annual meeting of the shareholders shall be held on the third Tuesday of March if it is not a legal holiday, and if it is a legal holiday, then on the next succeeding day not a legal holiday, at the hour stated in the written notice of such meeting, or on such other date as may be determined by the board of directors. Except as otherwise may be provided in the articles of organization, purposes for which an annual meeting is to be held, in addition to the election of directors, may be specified by the board of directors or by the President and stated in the notice of the meeting.

2.2 *Special Meetings*

Special meetings of the shareholders may be called by the President or the board of directors. A special meeting of the shareholders shall be called by the Secretary, or in the case of the death, absence, incapacity, or refusal of the Secretary, by any other officer, if the holders of at least 10 percent of the votes entitled to be cast on any issue to be considered at the proposed special meeting sign, date, and deliver to the Secretary one or more demands for the meeting describing the purpose for which it is to be held. Such call shall state the date, time, place, and purposes of the meeting.

2.3 *Place of Meetings; Remote Participation*

All meetings of the shareholders shall be at the principal office of the corporation or at such other place as the board of directors, the President, or the person or persons calling the meeting may determine. If authorized by the directors, any meeting of shareholders need not be held at any place but instead may be held solely by remote communication. Shareholders and proxy holders not physically present at a meeting of shareholders may participate in a meeting of shareholders, be deemed present in person, and vote at a meeting of shareholders, by means of remote communication, subject to such guidelines and procedures as the board of directors may adopt. Such guidelines and procedures shall include reasonable measures (1) to verify that each person deemed present and permitted to vote at the meeting by means of remote communication is a shareholder or proxy holder, and (2) to provide such shareholders and proxy holders a reasonable opportunity to participate in the meeting and to vote on matters submitted to the shareholders, including an opportunity to read or hear the proceedings of the meeting substantially concurrently with such proceedings. If any shareholder or proxy holder votes or takes other action at the meeting by means of remote communication, the corporation shall maintain a record of such vote or other action.

2.4 *Notice of Shareholder Meetings*

A written notice of each meeting of shareholders, stating the place, day, and hour of such meeting and the purposes for which the meeting is called, shall be given by the Secretary, Assistant Secretary, President, or such person designated by the board of directors, at least seven and no more than 60 days before the meeting, to each shareholder entitled to such notice. A shareholder may waive any notice required by the Massachusetts Business Corporation Act, the articles of organization, or the bylaws, before or after the date and time stated in the notice. The waiver shall be in writing, signed by the shareholder entitled to the notice, and delivered to the corporation for inclusion with the records of the meeting. A shareholder's attendance at a meeting waives objection to lack of notice or defective notice of the meeting, unless the shareholder at the beginning of the meeting objects to holding the meeting or transacting business at the meeting. A shareholder's attendance at a meeting waives objection to consideration of a particular matter at the meeting that is not within the purpose or purposes described in the meeting notice, unless the shareholder objects to considering the matter when it is presented.

2.5 *Action at Meeting*

Unless otherwise provided by the Massachusetts Business Corporation Act, the articles of organization, or these bylaws, at any meeting of the shareholders, a majority of the votes entitled to be cast upon a matter by a voting group at the meeting shall constitute a quorum of that voting group for action on that matter, but a lesser interest may adjourn any meeting from time to time, and the meeting may be held as adjourned without further notice. A share once represented for any purpose at a meeting is deemed present for quorum purposes for the remainder of the meeting and for any adjournment of that meeting unless: (1) the shareholder attends solely to object to lack of notice, defective notice, or the conduct of the meeting on other grounds, and does not vote the shares or otherwise consent that they are to be deemed present; or (2) in the case of an adjournment, a new record date is or shall be set for that adjourned meeting. Unless otherwise required by Massachusetts Business Corporation Act, the articles of organization, or these bylaws, if a quorum of a voting group exists, (1) favorable action on a matter, other than the election of directors, is taken by a voting group if the votes cast within the group favoring the action exceed the votes cast opposing the action, and (2) directors shall be elected by a plurality of the votes cast by the shares entitled to vote in the election at the meeting.

2.6 *Voting and Proxies*

Unless otherwise provided in the articles of organization, each share shall have one vote on any matter to be considered at the meeting. Shareholders may vote either in person or by proxy, which shall be filed with the Secretary or Temporary Secretary at the meeting, or any adjournment of the meeting, before being voted. Unless otherwise provided in the appointment form, a proxy is valid for 11 months from the date the shareholder signed the form or, if it is undated, from the date of its receipt by the officer or agent of the corporation. Such proxy shall entitle the holder thereof to vote at any adjournment of such meeting, but shall not be valid after the final adjournment of such meeting.

2.7 *Action by Consent; Electronic Transmission*

a. Any action required or permitted to be taken at a shareholders' meeting may be taken without a meeting if the action is taken either by all shareholders entitled to vote on the action, or to the extent permitted by the articles of organization, by shareholders having not less than the minimum number of votes necessary to take the action at a meeting at which all shareholders entitled to vote on the action are present and voting. The action shall be evidenced by one or more written consents that describe the action taken, are signed by shareholders having the requisite votes, bear the dates of the signatures of such shareholders, and are delivered to the corporation for inclusion with the records of meetings within 60 days of the

earliest dated consent delivered to the corporation. Such consents shall be treated as a vote of shareholders for all purposes. If the shareholders take action by written consent, the corporation shall give such notice of the action to shareholders who have not signed such consent as is required by the Massachusetts Business Corporation Act.

b. Any vote, consent, waiver, proxy appointment, or other action by a shareholder or by the proxy or other agent of any shareholder shall be considered given in writing, dated, and signed if it consists of an electronic transmission that sets forth or is delivered with information from which the corporation can determine (1) that the electronic transmission was transmitted by the shareholder, proxy, or agent or by a person authorized to act for the shareholder, proxy, or agent; and (2) the date on which such shareholder, proxy, agent, or authorized person transmitted the electronic transmission. The date on which the electronic transmission is transmitted shall be considered the date on which it was signed. The electronic transmission shall be considered received by the corporation if it has been sent to any address specified by the corporation for that purpose or, if no address has been specified, to the principal office of the corporation, addressed to the Secretary or other officer or agent having custody of the records of proceedings of shareholders.

SECTION 3
Directors

3.1 *Number and Election*

The corporation shall have a board of directors consisting of one or more individuals. The board of directors shall be elected by such shareholders as have the right to vote at the annual meeting of the shareholders or at a special meeting held in place thereof. No ballot shall be required for such election unless requested by a shareholder present or represented at the meeting and entitled to vote in the election. Subject to any minimum number of directors required by the Massachusetts Business Corporation Act, the number of directors shall be fixed by vote at the meeting at which they are elected, but the shareholders, at any special meeting held for the purpose, or a majority of the directors then in office, may increase the number of directors as thus fixed and elect new directors to complete the number so fixed, and the shareholders, at any such special meeting, may decrease the number of directors as thus fixed and remove directors to reduce the number of directors to the number so fixed. Subject to the articles of organization and these bylaws, each director shall hold office until the next annual meeting and until his or her successor is elected and qualified.

3.2 *Resignation, Removal, and Vacancy*

A director may resign at any time by delivering written notice of resignation to the board of directors, its chairman, or the corporation. Except as otherwise provided by the Massachusetts Business Corporation Act, the articles of organization, or these bylaws: (1) the shareholders may remove one or more directors with or without cause, (2) the directors may remove a director for cause by vote of a majority of the directors then in office, and (3) the shareholders or board of directors may fill any vacancy, or if the directors remaining in office constitute fewer than a quorum of the board, they may fill the vacancy by the affirmative vote of a majority of all the directors remaining in office.

3.3 *Powers of Directors*

Subject to law and the articles of organization, all corporate power shall be exercised by or under the authority of, and the business and affairs of the corporation shall be managed under the direction of, its board of directors.

3.4 *Regular Meetings*

Regular meetings of the board of directors may be held without call or formal notice at such places and at such times as the board may by vote from time to time determine. A regular meeting of the board of directors may be held without call or formal notice immediately after and at the same place as the annual meeting of the shareholders, or the special meeting of the shareholders held in place of such annual meeting.

3.5 *Special Meetings*

Special meetings of the board of directors may be held at any time and at any place when called by the President, Treasurer, or two or more directors, or the sole director if there is only one director. Notice of such meeting shall be given to each director by the Secretary or, if there is no Secretary, or in case of the death, absence, incapacity, or refusal of the Secretary, by the officer or directors calling the meeting. Such notice (1) must be given at least two days prior to the date of the special meeting, and (2) need not describe the purpose of the meeting unless otherwise required by the articles of organization or these bylaws.

3.6 *Waiver of Notice*

A director may waive notice of any directors' meeting before or after the date of the meeting. The waiver shall be in writing, signed by the director entitled to the notice, or in the form of an electronic transmission by the director to the corporation, and filed with the minutes or corporate records. A director's attendance at or participation in a meeting waives any required notice to such director of the meeting unless the director, at the beginning of the meeting or promptly upon his or her arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

3.7 *Quorum and Voting*

A majority of the directors then in office shall constitute a quorum for the transaction of business, but a lesser number may adjourn any meeting from time to time, and the meeting may be held as adjourned without further notice. If a quorum is present when a vote is taken, the affirmative vote of a majority of the directors present is the act of the board of directors, unless the vote of a greater number of directors is required by the articles of organization or these bylaws.

3.8 *Action by Consent*

Any action by the board of directors may be taken without a meeting by unanimous consent by the directors and filed with the records of the directors' meetings. The action must be evidenced by one or more consents describing the action taken, in writing, signed by each director, or delivered to the corporation by electronic transmission, to the address specified by the corporation for the purpose or, if no address has been specified, to the principal office of the corporation, addressed to the Secretary or other officer having custody of the records of proceedings of directors. Such consent shall be treated as a vote of the board of directors for all purposes.

3.9 *Remote Participation*

Members of the board of directors or any committee designated by the board of directors may participate in a meeting of the board or such committee, or conduct any such meeting, through the use of any means of communication by which all directors participating may simultaneously hear each other during the meeting and participation by such means shall constitute presence in person at the meeting.

3.10 *Committees*

Except as otherwise provided in the articles of organization the board of directors may, by vote of a majority of the directors, appoint from its own number a committee or committees, consisting of one or more members who shall serve at the pleasure of the board of directors and which may exercise such authority of the board of directors as is delegated by the board, except for those powers which, pursuant to the Massachusetts Business Corporation Act, may not be delegated to any such committee. Subject to the Massachusetts Business Corporation Act, the provisions of such Act, and these bylaws governing meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the board of directors shall apply to committees and their members.

SECTION 4
Officers

4.1 *Identity, Election, and Appointment of Officers*

The officers of the corporation shall consist of a President, Treasurer, and Secretary, who shall be elected by the board of directors, and such other officers as the board of directors may appoint.

4.2 *Duties and Powers; Qualification and Tenure*

Subject to these bylaws, each officer shall have, in addition to the duties and powers specifically set forth in these bylaws, such duties and powers as are customarily incident to his or her office and such duties and powers as the board of directors may from time to time designate. Any officer may, but need not, be a shareholder or director. Any two or more offices may be held by the same person. Any officer may be required by the board of directors to give bond for the faithful performance of his or her duties to the corporation in such amount and with such sureties as the board of directors may determine. Except as otherwise provided by law, the articles of organization, these bylaws, or the directors' resolution electing or appointing such officer, the President, Treasurer, and Secretary shall hold office until the first meeting of the board of directors following the annual meeting of shareholders and thereafter until his or her successor is elected and qualified, and all other officers shall hold office until the respective successor of each is elected and qualified.

4.3 *President*

The President shall be the chief executive officer of the corporation and shall, subject to the direction of the board of directors, have general supervision and control of its business. Unless otherwise provided by the board of directors, the President shall preside, if present, at all meetings of shareholders and of the board of directors.

4.4 *Treasurer*

The Treasurer, subject to the direction and under the supervision of the board of directors, shall have general charge of the financial concerns of the corporation and the care and custody of the funds and valuable papers of the corporation, except his or her own bond. The Treasurer shall keep, or cause to be kept, accurate books of account, which shall be the property of the corporation.

4.5 *Secretary*

The Secretary shall keep a record of the meetings of shareholders, the board of directors, and any executive and other committees. In the absence of the Secretary from any such meetings, an Assistant Secretary, if one has been elected, otherwise a Temporary Secretary, designated by the person presiding at the meeting, shall perform the duties of the Secretary.

4.6 *Removal and Vacancies*

The board of directors may remove any officer at any time with or without cause, and may fill any vacancy in any office.

SECTION 5
Capital Shares

5.1 *Share Certificates*

Each shareholder shall be entitled to a share certificate in such form as is prescribed by law and approved from time to time by the board of directors. The certificates shall be signed by the President or any Vice President and by the Treasurer or any Assistant Treasurer. Such signatures may be facsimiles. If any officer who has signed or whose facsimile signature has been placed on such certificate no longer holds office when the certificate is issued, the certificate nevertheless shall be valid.

5.2 *Transfer of Shares*

Subject to restrictions, if any stated below, imposed by the articles of organization, or pursuant to a shareholder agreement, title to a share certificate and to the shares represented thereby shall be transferred only by delivery of the certificate properly endorsed, or by delivery of the certificate accompanied by a written assignment of shares represented by such certificate, or a written power of attorney to sell, assign, or transfer the certificate or the shares represented thereby, properly executed. The person registered in the records of the corporation as the owner of shares shall have the exclusive right to receive dividends thereon and to vote thereon as such owner, shall be held liable for such calls and assessments, if any, as may lawfully be made thereon, and, except only as may be required by law, may in all respects be treated by the corporation as the exclusive owner thereof unless and to the extent that the corporation has established a procedure by which the beneficial owner of shares that are registered in the name of a nominee will be recognized by the corporation as the shareholder.

Restrictions

Any stockholder, including the heirs, assigns, executors or administrators of a deceased stockholder, desiring to sell or transfer such stock owned by him or them, shall first offer it to the corporation through the Board of Directors, in the manner following:

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/she is willing to sell or transfer and the name of one arbitrator. The directors shall within thirty days thereafter either accept the offer, or by notice to him/her 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.

After the acceptance of the offer, or the report of the arbitrators as to the value of the stock, the directors shall have thirty days within which to purchase the same at such valuation, but if at that expiration of

thirty days, the corporation shall not have exercised the right to 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 holder or holders of the majority of the stock issued and outstanding may in any particular instance waive the requirement.

5.3 *Transfer Records*

Unless a transfer agent is appointed, the Secretary shall keep or cause to be kept, at the principal office of the corporation or at the office of the Secretary, the share and transfer records of the corporation, in which are contained the names of all shareholders and the record address and the amount of shares held by each. The transfer records of the shares of the corporation may be closed for such period from time to time in anticipation of shareholders' meetings or the declaration or payment of dividends as the board of directors may determine.

5.4 *Lost or Destroyed Certificates*

In case of the alleged loss, destruction, or mutilation of a share certificate, a new share certificate may be issued in place of the lost, destroyed, or mutilated certificate upon such terms as the board of directors may determine.

SECTION 6
Fiscal Year

Except as from time to time otherwise determined by the board of directors, the fiscal year of the corporation shall end on December 31.

SECTION 7
Indemnification

The corporation shall indemnify and hold harmless each present or former director or officer of the corporation to the fullest extent permitted by law, subject to such determination as the law may require that indemnification is permissible, for any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, arbitrative, or investigative, and whether formal or informal ("Proceeding"), against such director or officer in his or her capacity as such or in his or her capacity as a director, officer, partner, trustee, manager, employee, or agent of another domestic or foreign corporation, partnership, joint venture, trust, limited liability company, employee benefit plan, or other entity, if the corporation requested him or her to so serve. A director or officer is considered to be serving an employee benefit plan at the corporation's request if his or her duties to the corporation also impose duties on, or otherwise involve services by, him or her to the plan or to participants in or beneficiaries of the plan. The corporation may, before final disposition of any Proceeding, advance funds to pay for or reimburse the reasonable expenses incurred by a director or officer who is a party to a Proceeding to the extent permitted by law. Nothing in this Section shall affect any rights to indemnification to which any person may be entitled by contract or otherwise under law. No amendment or repeal of any provision of this Section shall adversely affect the right of a person to indemnification under this Section with respect to his or her acts or omissions that occurred at any time prior to such amendment or repeal.

SECTION 8
Other Provisions

8.1 *Notices*

Notices to or from any shareholder, director, officer, or the corporation may be given in any manner permitted under the Massachusetts Business Corporation Act.

8.2 *Voting of Securities*

Except as the board of directors may otherwise designate, the President may waive notice of, or vote for this corporation or appoint any person or persons to act as proxy or attorney in fact for this corporation with or without power of substitution at, any meeting of shareholders of any other corporation or organization, the securities of which may be held by this corporation.

SECTION 9
Amendments

These bylaws may be amended or repealed by the shareholders. If authorized by the articles of organization, the board of directors may also make, amend, or repeal the bylaws in whole or in part, except with respect to this Section and any provision of these bylaws which, by an express provision in the Massachusetts Business Corporation Act, the articles of organization, or these bylaws, requires action by the shareholders. Not later than the time of giving notice of the meeting of shareholders next following the making, amending, or repealing by the board of directors of any bylaw, notice stating the substance of the action taken by the board of directors shall be given to all shareholders entitled to vote on amending the bylaws. Any action taken by the board of directors with respect to the bylaws may be amended or repealed by the shareholders.

Adopted this 9 day of September, 2024 by the Sole Incorporator/Board of Directors.

Jigar Patel

Attest:

[Seal]

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

mass.gov/dor

Letter ID: L1913222240
Notice Date: September 10, 2025
Case ID: 0-003-050-796

CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE

000016

WACHUSETT CANNABIS INC
3 CRAIG DR
CLINTON MA 01510-1341

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, WACHUSETT CANNABIS 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) 887-6400, Monday through Friday, 9:00 a.m. to 4:00 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

The Commonwealth of Massachusetts

Secretary of the Commonwealth

State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

Date: September 10, 2025

To Whom It May Concern :

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

WACHUSETT CANNABIS, INC.

is a domestic corporation organized on **September 09, 2024** , 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.

William Francis Galvin

Secretary of the Commonwealth

Certificate Number: 25090215620

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

Processed by: mqc

PLAN FOR OBTAINING LIABILITY INSURANCE

Wachusett Cannabis, Inc. ("Wachusett Cannabis") plans to contract with Admiral Insurance Company to maintain general liability insurance coverage for no less than $1,000,000 per occurrence and $2,000,000 in aggregate annually and product liability coverage for no less than $1,000,000 per occurrence & $2,000,000 in aggregate annually. The policy deductible will be no higher than $5,000 per occurrence. Wachusett Cannabis will consider additional coverage based on availability & cost-benefit analysis. If adequate coverage is unavailable at a reasonable rate, Wachusett Cannabis will place in escrow at least $250,000 to be expended for liabilities coverage. Any withdrawal from such escrow will be replenished within 10 business days. Wachusett Cannabis will keep reports documenting compliance with 935 CMR 500.105(10).

BUSINESS PLAN

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This document and the information in it are provided in confidence, for the sole purpose of exploring business opportunities between Wachusett Cannabis, Inc., disclosing party, and the Town of Clinton and may not be disclosed to any third party or used for any other purpose without the express written permission of the disclosing party.

EXECUTIVE SUMMARY

1.1 Mission Statement

Wachusett Cannabis, Inc. ("**Wachusett Cannabis**") is a Massachusetts business corporation that is committed to operating a compliant, safe, and high-quality Marijuana Retailer Establishment ("**MRE**") in the Commonwealth of Massachusetts. Wachusett Cannabis seeks to establish itself as an industry leader through excellence in operational protocol, security systems, product quality, and community integration.

1.2 Product

Wachusett Cannabis will offer high-grade cannabis and extract products compliant with the guidelines and regulations set out by the Commission. In addition to traditional sativa, indica, and hybrid, and CBD cannabis flower, Wachusett Cannabis will offer a wide range of products that will allow Wachusett Cannabis to serve customers with a wide variety of needs and preferences. The products Wachusett Cannabis intends to offer include, but will not be limited to:

1. Topical Salves
2. Creams and Lotion
4. Oral Mucosal/Sublingual Dissolving Tablets
5. Tinctures
6. Oral Sprays
7. Inhalation Ready to Use CO2 Extracted Hash Oils
8. Pre-Dosed Oil Vaporizers
9. Flower
10. Pre-rolls
11. Concentrates
10. Food and Beverages

1.3 Customers

Wachusett Cannabis attract consumers who are 21 years of age or older, who reside and work in the Town of Clinton and surrounding communities in Worcester County. We anticipate bringing more business into the Town, from people who are seeking to purchase high-quality, affordable marijuana and marijuana products in a secure, professional, welcoming and conveniently located retail establishment.

1.4 What Drives Us

Wachusett Cannabis' goals include providing safe and high-grade cannabis and extract products to eligible consumers above the age of 21. Wachusett Cannabis also strives to contribute to the local economy and community by providing jobs, organizing employee volunteer days and industry specific training classes to prospective employees.

2. COMPANY DESCRIPTION

2.1 Corporate and Application Status

Wachusett Cannabis is a Massachusetts business corporation in good standing that is applying for a license from the Massachusetts Cannabis Control Commission (the "**Commission**") to operate an adult use Marijuana Retailer Establishment ("**MRE**") in the Commonwealth.

Wachusett Cannabis will file, in a form and manner specified by the Commission, an application for licensure as a MRE consisting of three (3) packets: an Application of Intent packet; a Background Check packet; and a Management and Operations Profile packet, in addition to submission of the required fees.

2.2 Operations

Wachusett Cannabis has executed a lease agreement at 470 Main Street, Clinton, MA with the landlord for use as a Marijuana Retailer Establishment. 470 Main Street is an industrial mill building with the proposed unit already renovated to suit the operations of a retail cannabis facility as it was previously being occupied as.

Wachusett Cannabis's facility will be designed with the specific intentions of ensuring consumer and client safety; promoting a smooth flow of business throughout the facility; eliminating queuing; and incorporating design nuance that is intended to facilitate one-on-one conversations between customer service representatives and customers. Wachusett Cannabis will meticulously invest in security, interior design, quality control, product testing, and staff training.

Wachusett Cannabis plans to obtain the marijuana flower and marijuana products to be sold at its Retailer Establishment from other licensed Marijuana Cultivator and Product Manufacturer Establishments in the Commonwealth.

2.3 Inventory Procedures

Wachusett Cannabis will establish inventory controls and procedures for reviewing comprehensive inventories of marijuana products; conduct a monthly inventory of finished, stored marijuana, stored marijuana; conduct a comprehensive annual inventory at least once every year after the date of the previous comprehensive inventory.

Wachusett Cannabis will track all marijuana products using a seed-to-sale methodology in a form and manner approved by the Commission. Such procedures have a well-established track record in the industry of preventing internal diversion of products.

Wachusett Cannabis will maintain records which will be available for inspection by the Commission and host upon request. The records will be maintained in accordance with generally accepted accounting principles. Records will be maintained for at least 12 months.

Additional information on Wachusett Cannabis's inventory procedures are available in the Inventory Procedures document included with this submission.

2.4 Security

Wachusett Cannabis will contract with a professional security and alarm company to design, implement, and monitor a comprehensive security plan to ensure that the facility is a safe and secure environment for employees and the local community.

Wachusett Cannabis's state-of-the-art security system will consist of perimeter windows, as well as duress, panic, and holdup alarms connected to local law enforcement for efficient notification and response in the event of a security threat. The system will also include a failure notification system that will immediately alert the executive management team if a system failure occurs. A redundant alarm system will be installed to ensure that active alarms remain operational if the primary system is compromised.

Interior and exterior HD video surveillance of all areas that contain marijuana, entrances, exits, and parking lots will be operational 24/7 and available to the Clinton Police Department. These surveillance cameras will remain operational even in the event of a power outage. The exterior of the dispensary and surrounding area will be sufficiently lit, and foliage will always be minimized to ensure clear visibility of the area.

Only Wachusett Cannabis's registered agents and other authorized visitors (e.g. contractors, vendors) will be allowed access to the facility, and a visitor log will be maintained in perpetuity. All agents and visitors will be required to visibly display an ID badge, and Wachusett Cannabis will maintain a current list of individuals with access.

On-site consumption of marijuana by Wachusett Cannabis's employees and visitors will be prohibited. Wachusett Cannabis will have security personnel on-site during business hours.

Additional information on Wachusett Cannabis's security plan is available in the Security Plan document included with this submission.

2.5 Benefits to the Town of Clinton

Wachusett Cannabis looks forward to working cooperatively with the Town of Clinton to ensure that Wachusett Cannabis operates as a responsible, contributing member of the local community. Wachusett Cannabis anticipates establishing a mutually beneficial relationship with the Town in exchange for permitting Wachusett Cannabis to site and operate. The Town stands to benefit in various ways, including but not limited to the following:

a. **Jobs.** Wachusett Cannabis estimates adding at most 12 full-time and part-time jobs for qualified Clinton residents, in addition to hiring qualified, local contractors and vendors.

b. **Access to Quality Legal Product for Consumers.** Wachusett Cannabis will ensure only qualified consumers ages 21 and over are able to purchase consistent, high-quality marijuana and marijuana products that are regulated and tested for cannabinoid content and contaminants. This will help to eliminate the current black market, in which consumers and patients are not required to verify their age and marijuana products are not tested.

c. **Control.** In addition to the Commission, the Clinton Police Department and other municipal departments will have oversight over Wachusett Cannabis's security systems and processes in coordination with the General Manager and CEO.

d. **Responsibility.** Wachusett Cannabis is comprised of experienced professionals who will be thoroughly background checked and vetted by the Commission.

e. **Economic Development.** Wachusett Cannabis's project will revitalize the surrounding area and contribute to the overall economic development of the local community.

2.6 Zoning and Local Compliance

Wachusett Cannabis will always remain compliant with the local zoning requirements set forth in the Town of Clinton Zoning Ordinance. In accordance with the Zoning Ordinance, Wachusett Cannabis's proposed Marijuana Retail Establishment is located at 470 Main Street, Clinton, MA 01510. The proposed location was previously operating as a cannabis retail operation.

In compliance with 935 CMR 500.110(3) and the Town of Clinton Zoning Map, Wachusett Cannabis's proposed facility is not located within three hundred (300) feet of a public or private school providing education to children in kindergarten or grades 1 through 12.

Wachusett Cannabis will apply for any other local permits, approvals, registrations or certificates required to site and operate a Marijuana Retailer Establishment at the proposed location. Wachusett Cannabis will comply with all conditions and standards set forth in any required local permit or approval.

Wachusett Cannabis will continue to work cooperatively with various municipal departments, boards, and officials to ensure that the establishment is compliant with all local laws, regulations, rules, and codes with respect to design, construction, operation, and security.

3. MARKET RESEARCH

3.1 Industry

Massachusetts presents a dynamic and growing cannabis market, characterized by a consistent upward trajectory in both sales and consumer demand. As of November 2024, the state recorded

total cannabis sales amounting to $133.35 million, reflecting a modest year-over-year growth of 3.7%. This growth is supported by a significant increase in unit sales, which saw a 21.9% rise compared to the previous year, indicating a robust expansion in the consumer base and consumption volume. The average item price in Massachusetts has seen a slight decrease from $18.97 in October 2024 to $18.57 in November 2024, suggesting a market adjustment that could be influencing the purchasing patterns.

Despite a slight month-over-month sales decline of 2.1%, the market's resilience is evident from the annual growth figures. The pricing trends and sales dynamics suggest that Massachusetts is adapting to both market maturation and evolving consumer preferences, which could be a result of increased competition and improved production efficiencies within the state. (Headset, 2024).

3.2 Customers

The Town of Clinton's population is approximately 15,500, with the population of entire Worcester County being approximately 860,000.

Wachusett Cannabis's target customers are consumers 21 years of age or older who live in, work in and visit the Town of Clinton and the surrounding communities in Middlesex County and who are seeking to purchase high-quality marijuana and marijuana products in a secure, professional, welcoming and conveniently located retail establishment.

3.3 Competitors

Wachusett Cannabis's main competitors will include other licensed Adult-Use Retailer Establishments in the Town of Clinton, specifically New England Harvest. But, maintaining a healthy competition with all the emerging competition is always within our best interests. Also, we intend to fully cooperate in a professional, and communicative manner with our: competition, Town's Law Enforcement, and the CCC; all whom will be informed to help solve concerns or issues about customer and business safety when in doubt or in any alerted matter - where their acknowledgement or involvement is required. It is our priority to stay in touch with our neighbors and the other cannabis businesses to keep track of illicit and alarming activity. It's also in our interest to stay updated on how many more Marijuana Retail Establishment Clinton will consider allowing in future. We have and will remain at our best awareness to understand the scope of the industry as it continues to evolve as the market matures.

3.4 Competitive Advantage

Our competitive advantage starts with our location. We stand out from the crowd as we've secured a retail location visible to the main road. Our goal is to maximize our customer intake for the growth and financial stability of our business. With the area redeveloping and Jack's Mill coming to fruition, we find it is only natural to fill the gap of the Town's 2nd cannabis retail license in the same location it former was.

From start-up to operational, the founder's vision to fill the gaps in the market from studying and experiencing the medical cannabis industry and continuing to research the recreational market is

giving us insight on what types of products consumers are asking for. There is a need for affordable cannabis products, that are safer to use from hardware to ingredients in the end products, we're committed to provide a mindful cannabis experience.

4. PRODUCT / SERVICE

4.1 Products

Wachusett Cannabis intends to offer a variety of marijuana strains, concentrates and infused products to meet the wide-ranging needs and preferences of its customer base. The products available for purchase will include, but will not be limited to:

1. Topical Salves
2. Creams and Lotion
4. Oral Mucosal/Sublingual Dissolving Tablets
5. Tinctures
6. Oral Sprays
7. Inhalation Ready to Use CO2 Extracted Hash Oils
8. Pre-Dosed Oil Vaporizers
9. Flower
10. Pre-rolls
11. Concentrates
10. Food and Beverages

4.2 Dispensary Procedures

In accordance with 935 CMR 500.140(3), access to Wachusett Cannabis's establishment will be limited to verified individuals 21 years of age and older. Immediately after entering the dispensary, a customer would be in the waiting room and must present a valid, government-issued photo identification through a pass-through window to a Wachusett Cannabis security agent who will located in the security booth. The Wachusett Cannabis security agent will then determine whether the customer is 21 years of age or older. Once the customer's identity and age are verified through our Advance ID detection system, the security agent will permit the customer to enter the establishment's sales area.

Once inside the sales area, the customer will be called over to receive individualized service from a Wachusett Cannabis agent who will help the customer select from the available products to complete the transaction. Prior to checkout, customers will be required to confirm their identities and ages a second time. The checkout also activates the seed-to-sale tracking system that will be compliant with 935 CMR 500.105(8). Sales will be limited to one (1) ounce of marijuana flower or five (5) grams of marijuana concentrate per adult-use consumer visit. All required taxes will be collected at the point of sale. The benefit of using our Advanced ID detection system, is that it will retain a copy of the driver's license and when it was last scanned which will prevent customers from buying over their allotment a day, and will detect multiple entries.

Once a customer has selected products for purchase, a Wachusett Cannabis agent will collect the requested items from the secure product storage area. The agent will then scan each product's barcode into the Commission-approved point of sale system. All products will be packaged in tamper and child-resistant, resealable packaging that is compliant with 935 CMR 500.105(5) and properly labeled with warnings, strain information, cannabinoid profile, and other information detailed in 935 CMR 500.105. For products that are not readily stored in the secure product storage area behind the counter – our POS system will be capable of sending back the order for fulfillment by an Agent in the stock room.

In the event a Wachusett Cannabis agent determines a consumer would place themselves or the public at risk, the agent will refuse to sell any marijuana products to the consumer.

Otherwise, for normal transactions, Wachusett Cannabis will use the point of sale system to accept payment and complete the sale. The system will back up and securely cache each sale for inspection.

In compliance with 935 CMR 5001.140(8), Wachusett Cannabis will provide educational materials designed to help consumers make informed marijuana product purchases. The educational materials will describe the various types of products available, as well as the types and methods of responsible consumption. The materials will offer education on titration, which is the method of using the smallest amount of products necessary to achieve the desired effect. Additional topics discussed in the education materials will include potency, proper dosing, the delayed effects of edible marijuana products, substance abuse and related treatment programs, and marijuana tolerance, dependence, and withdrawal.

Additional information on Wachusett Cannabis's retail policies and procedures is available in the Dispensing Procedures document included with this submission.

4.3 Pricing Structure

When determining the appropriate pricing structure, Wachusett Cannabis will continually strive to find the perfect balance between affordability for consumers and preventing the diversion of product to the black market.

5. MARKETING & SALES

5.1 Growth Strategy

Wachusett Cannabis's plan to grow the company includes:

1. Strong and consistent branding;
2. Intelligent, targeted, and compliant marketing programs;
3. An exemplary customer in-store experience; and
4. A caring and thoughtful staff made of highly trained, consummate professionals

Wachusett Cannabis plans to seek additional, appropriate locations in the Commonwealth to expand business and reach an increased number of customers in the future.

5.2 Communication

Wachusett Cannabis will engage in reasonable marketing, advertising, and branding practices that do not jeopardize the public health, welfare, or safety of the general public, or promote the diversion of marijuana or marijuana use in individuals younger than 21 years old. Any such marketing, advertising, and branding created for viewing by the public will include the statement: "Please Consume Responsibly," in a conspicuous manner on the face of the advertisement and will include a minimum of two of the warnings, located at 935 CMR 500.105(4)(a), in their entirety in a conspicuous manner on the advertisement.

All marketing, advertising, and branding produced by or on behalf of Wachusett Cannabis will include the following warning, including capitalization, in accordance with M.G.L. c. 94G, § 4(a½)(xxvi): "This product has not been analyzed or approved by the Food and Drug Administration (FDA). There is limited information on the side effects of using this product, and there may be associated health risks. Marijuana use during pregnancy and breast-feeding may pose potential harms. It is against the law to drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN. There may be health risks associated with consumption of this product. Marijuana can impair concentration, coordination, and judgment. The impairment effects of edible marijuana may be delayed by two hours or more. In case of accidental ingestion, contact poison control hotline 1-800-222-1222 or 9-1-1. This product may be illegal outside of MA."

Wachusett Cannabis will communicate with customers through:

1. A company run website;
2. A company blog;
3. Popular online menu platforms such as Dutchie;
4. Popular social media platforms such as Instagram;
5. Opt-in direct communications; and
6. Partnership with local businesses.

Wachusett Cannabis will provide a catalogue and a printed list of the prices and strains of marijuana available to consumers and will post the same catalogue and list on its website and in the retail store.

Wachusett Cannabis will seek events where 85% or more of the audience is reasonably expected to be 21 years of age or older, as determined by reliable, current audience composition data. At these events, Wachusett Cannabis will market its products and services to reach a wide range of qualified consumers.

5.3 Product Packaging

Wachusett Cannabis will ensure that all marijuana products that are provided for sale to consumers are sold in tamper or child-resistant packaging. Packaging for marijuana products sold or displayed for consumers, including any label or imprint affixed to any packaging containing marijuana products or any exit packages, will not be attractive to minors.

Packaging for marijuana products sold or displayed for consumers in multiple servings will allow a consumer to easily perform the division into single servings and include the following statement on the exterior of the package in a printed font that is no smaller than ten-point Times New Roman, Helvetica, or Arial, including capitalization: "INCLUDES MULTIPLE SERVINGS." Wachusett Cannabis will not sell multiple serving beverages and each single serving of an edible marijuana product contained in a multiple-serving package will be marked, stamped, or otherwise imprinted with the symbol issued by the Commission under 935 CMR 500.105(5) that indicates that the single serving is a marijuana product. At no point will an individual serving size of any marijuana product contain more than five (5) milligrams of delta-nine tetrahydrocannabinol.

5.4 Branding and Logos

Wachusett Cannabis will develop logos and branding that complies with state regulations and that will distinguish Wachusett Cannabis from its competitors. Wachusett Cannabis will file for trademark protection at the state level, and when permissible, at the federal level.

Samples of the logos are still in development.

6. FINANCIAL SUMMARY

Wachusett Cannabis is planning to hold a capital funding raise after receiving a Provisional License from the CCC. Given the founder's experiences and background in entrepreneurial, financial, medical, and cannabis industries, we are confident to hold a successful raise for the start-up of our proposed business. Investors will be fully aware of our operational plan to establish a compliant retail operation in a timely manner. The company's proposed facility in Clinton is an existing structure that will require between $250,000 and $500,000 in capital investment based on overall estimates. Thus, we have gathered the required resources to execute a proper raise and plan to handle it strategically.

6.1 Financial Projections

Wachusett Cannabis, Inc.						
Financial Projections						
470 Main Street, Clinton, MA 02143						
Item		2025	2026	2027	2028	2029
Revenue						
Gross Sales		$ 3,375,000	$ 4,800,000	$ 4,200,000	$ 3,600,000	$ 3,360,000
Cost of Goods		$ 1,687,500	$ 2,400,000	$ 2,100,000	$ 1,800,000	$ 1,680,000
Gross Profit		$ 1,687,500	$ 2,400,000	$ 2,100,000	$ 1,800,000	$ 1,680,000
Expenses						
Labor		$ 350,000	$ 360,500	$ 371,315	$ 382,454	$ 393,928
Security labor		$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551
Labor taxes		$ 49,500	$ 49,500	$ 49,500	$ 49,500	$ 49,500
Rent		$ 50,000	$ 27,600	$ 28,800	$ 28,800	$ 28,800
Property Taxes		$ 2,902	$ 2902	$ 2,902	$ 2,902	$ 2,902
Utility		$ 600	$ 618	$ 637	$ 656	$ 675
Security monitoring		$ 1,800	$ 1,854	$ 1,910	$ 1,967	$ 2,026
Accounting		$ 9,000	$ 9,270	$ 9,548	$ 9,835	$ 10,130
Legal compliance		$ 12,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506
Phone/Internet		$ 1,500	$ 1,545	$ 1,591	$ 1,639	$ 1,688
Local taxes		$ 101,250	$ 104,288	$ 107,416	$ 110,639	$ 113,958
Charitable Contributions		$ 50,000	$ 51,500	$ 53,045	$ 54,636	$ 56,275
Other		$ 20,000	$ 20,600	$ 21,218	$ 21,855	$ 22,510
IRC 280E tax on deductions		$ 267,278	$ 275,296	$ 283,555	$ 292,061	$ 300,823
Total Expenses		$ 954,185	$ 981,647	$ 1,009,896	$ 1,039,197	$ 1,069,406
Earnings before income tax		$ 733,315	$ 1,418,353	$ 1,090,104	$ 760,803	$ 610,594
Total Lbs of cannabis Sold		750	1200	1200	1200	1200
Average retail price per LB		$ 4,500	$ 4,000	$ 3,500	$ 3,000	$ 2,800

7. TEAM

7.1 General

Wachusett Cannabis has assembled a team of experienced professionals with a diverse set of talents and skills to operate a Marijuana Retailer Establishment.

7.1 Executive Management Team

7.1.1 Jigar Patel, *Founder, Chief Executive Officer*

Jigar Patel received his Bachelor of Science in Business Administration concentration in Marketing and Entrepreneurship from the University of Massachusetts, Lowell. He has a range of experience in the development of startup businesses by introducing new products and services into their respective markets. He was introduced to the MA cannabis industry in 2017 by becoming a medical cannabis patient advocate. There he explored topics such as: cannabinoids, various components of the plant, methods of titration, effects and side-effects of medicines, dosing, and overall mindful consumption. He further graduated in Innovation and Emerging Technologies through the Starting a New Venture Program, Master of Science in Entrepreneurship at UMass Lowell. From there, he established Vedi Naturals LLC, dba kośa, a cannabis retail establishment in Marlborough, MA. Now, he's driven to continue promoting cannabis healing by pursuing his entrepreneurial journey through this proposed retail marijuana venture.

7.1.2 Shea Merson, *General Manager*

Shea Merson is a local Clintonian, who served as an operations manager at CVS Health for 10 years. He is fond of the benefits of cannabis usage and how it helps all walks of life find relief. He is an outgoing and mindful team member who is excited to bring his retail experience in sale forecasting, inventory management, loss prevention, and pharmacy compliance, to the cannabis industry. Shea has a great vision to bring more variety and affordable cannabis to Clinton and the surrounding community.

8. CONCLUSION

Wachusett Cannabis intends to efficiently serve customers and patients with high quality, consistent, laboratory-tested marijuana and marijuana products in Clinton and the surrounding communities in Worcester County.

Wachusett Cannabis is well-funded and well-positioned in the Massachusetts market and will contribute to the growth of the industry through a highly experienced team of successful operators working under an established framework of high quality standard operating procedures, research and development plans, and growth strategies. In doing so, Wachusett

Cannabis looks forward to working cooperatively with the Town of Clinton to help spread the benefits this market will yield.

PLAN FOR RESTRICTING ACCESS TO AGE 21 AND OLDER

Pursuant to 935 CMR 500.050(8)(b), Wachusett Cannabis, Inc. ("Wachusett Cannabis") will only be accessible to individuals, visitors, and agents who are 21 years of age or older with a verified and valid government-issued photo ID. Upon entry into the premises of the marijuana establishment by an individual, visitor, or agent, a Wachusett Cannabis agent will immediately inspect the person's proof of identification and determine the person's age, in accordance with 935 CMR 500.140(2).

In the event Wachusett Cannabis discovers any of its agents intentionally or negligently sold marijuana to an individual under the age of 21, the agent will be immediately terminated, and the Commission will be promptly notified, pursuant to 935 CMR 500.105(1)(m). Wachusett Cannabis will not hire any individuals who are under the age of 21 or who have been convicted of distribution of controlled substances to minors in the Commonwealth or a like violation of the laws in other jurisdictions, pursuant to 935 CMR 500.030(1).

Pursuant to 935 CMR 500.105(4), Wachusett Cannabis will not engage in any advertising practices that are targeted to, deemed to appeal to or portray minors under the age of 21. Wachusett Cannabis will not engage in any advertising by means of television, radio, internet, mobile applications, social media, or other electronic communication, billboard or other outdoor advertising, including sponsorship of charitable, sporting or similar events, unless at least 85% of the audience is reasonably expected to be 21 years of age or older as determined by reliable and current audience composition data. Wachusett Cannabis will not manufacture or sell any edible products that resemble a realistic or fictional human, animal, fruit, or sporting-equipment item including artistic, caricature or cartoon renderings, pursuant to 935 CMR 500.150(1)(b). In accordance with 935 CMR 500.105(4)(a)(5), any advertising created for public viewing will include a warning stating, "**For use only by adults 21 years of age or older. Keep out of the reach of children. Marijuana can impair concentration, coordination and judgment. Do not operate a vehicle or machinery under the influence of marijuana. Please Consume Responsibly.**" Pursuant to 935 CMR 500.105(6)(b), Wachusett Cannabis packaging for any marijuana or marijuana products will not use bright colors, defined as colors that are "neon" in appearance, resemble existing branded products, feature cartoons, a design, brand or name that resembles a non-cannabis consumer or celebrities commonly used to market products to minors, feature images of minors or other words that refer to products commonly associated with minors or otherwise be marketed to minors. Wachusett Cannabis's website will require all online visitors to verify they are 21 years of age or older prior to accessing the website, in accordance with 935 CMR 500.105(4)(b)(13).

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QUALITY CONTROL AND TESTING

Quality Control

Wachusett Cannabis Inc. ("Wachusett Cannabis") will comply with the following sanitary requirements:

1. Any Wachusett Cannabis agent whose job includes contact with marijuana or nonedible marijuana products, including cultivation, production, or packaging, is subject to the requirements for food handlers specified in 105 CMR 300.000, and all edible marijuana products will be prepared, handled, and stored in compliance with the sanitation requirements in 105 CMR 590.000, and with the requirements for food handlers specified in 105 CMR 300.000.
2. Any Wachusett Cannabis agent working in direct contact with preparation of marijuana or nonedible marijuana products will conform to sanitary practices while on duty, including:
    a. Maintaining adequate personal cleanliness; and
    b. Washing hands thoroughly in an adequate hand-washing area before starting work, and at any other time when hands may have become soiled or contaminated.
3. Wachusett Cannabis's hand-washing facilities will be adequate and convenient and will be furnished with running water at a suitable temperature. Hand-washing facilities will be located in Wachusett Cannabis's production areas and where good sanitary practices require employees to wash and sanitize their hands, and will provide effective hand-cleaning and sanitizing preparations and sanitary towel service or suitable drying devices;
4. Wachusett Cannabis's facility will have sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations;
5. Wachusett Cannabis will ensure that litter and waste is properly removed and disposed of so as to minimize the development of odor and minimize the potential for the waste attracting and harboring pests. The operating systems for waste disposal will be maintained in an adequate manner pursuant to 935 CMR 500.105(12);
6. Wachusett Cannabis's floors, walls, and ceilings will be constructed in such a manner that they may be adequately kept clean and in good repair;
7. Wachusett Cannabis's facility will have adequate safety lighting in all processing and storage areas, as well as areas where equipment or utensils are cleaned;
8. Wachusett Cannabis's buildings, fixtures, and other physical facilities will be maintained in a sanitary condition;
9. Wachusett Cannabis will ensure that all contact surfaces, including utensils and equipment, will be maintained in a clean and sanitary condition. Such surfaces will be cleaned and sanitized as frequently as necessary to protect against contamination, using a sanitizing agent registered by the US Environmental Protection Agency (EPA), in accordance with labeled instructions. Equipment and utensils will be so designed and of such material and workmanship as to be adequately cleanable;
10. All toxic items will be identified, held, and stored in a manner that protects against contamination of marijuana products. Toxic items will not be stored in an area containing products used in the cultivation of marijuana. Wachusett Cannabis acknowledges and understands that the Commission may require Wachusett Cannabis to demonstrate the intended and actual use of any toxic items found on Wachusett Cannabis's premises;

11. Wachusett Cannabis will ensure that its water supply is sufficient for necessary operations, and that any private water source will be capable of providing a safe, potable, and adequate supply of water to meet Wachusett Cannabis's needs;
12. Wachusett Cannabis's plumbing will be of adequate size and design, and adequately installed and maintained to carry sufficient quantities of water to required locations throughout the marijuana establishment. Plumbing will properly convey sewage and liquid disposable waste from the marijuana establishment. There will be no cross-connections between the potable and wastewater lines;
13. Wachusett Cannabis will provide its employees with adequate, readily accessible toilet facilities that are maintained in a sanitary condition and in good repair;
14. Wachusett Cannabis will hold all products that can support the rapid growth of undesirable microorganisms in a manner that prevents the growth of these microorganisms; and
15. Wachusett Cannabis will store and transport finished products under conditions that will protect them against physical, chemical, and microbial contamination, as well as against deterioration of finished products or their containers.

Wachusett Cannabis's vehicles and transportation equipment used in the transportation of marijuana products or edibles requiring temperature control for safety will be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with applicable requirements pursuant to 21 CFR 1.908(c).

Wachusett Cannabis will ensure that Wachusett Cannabis's facility is always maintained in a sanitary fashion and will comply with all applicable sanitary requirements.

Wachusett Cannabis will follow established policies and procedures for handling voluntary and mandatory recalls of marijuana products. Such procedures are sufficient to deal with recalls due to any action initiated at the request or order of the Commission, and any voluntary action by Wachusett Cannabis to remove defective or potentially defective marijuana products from the market, as well as any action undertaken to promote public health and safety.

Any inventory that becomes outdated, spoiled, damaged, deteriorated, mislabeled, or contaminated will be disposed of in accordance with the provisions of 935 CMR 500.105(12), and any such waste will be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations.

Testing

Wachusett Cannabis will not sell or otherwise market marijuana or marijuana products that are not capable of being tested by Independent Testing Laboratories, except as allowed under 935 CMR 500.000. No marijuana product will be sold or otherwise marketed for adult use that has not first been tested by an Independent Testing Laboratory and deemed to comply with the standards required under 935 CMR 500.160.

Any Independent Testing Laboratory relied upon by Wachusett Cannabis for testing will be licensed or registered by the Commission and (i) currently and validly licensed under 935 CMR

500.101: *Application Requirements*, or formerly and validly registered by the Commission; (ii) accredited to ISO 17025:2017 or the most current International Organization for Standardization 17025 by a third-party accrediting body that is a signatory to the International Laboratory Accreditation Accrediting Cooperation mutual recognition arrangement or that is otherwise approved by the Commission; (iii) independent financially from any Medical Marijuana Treatment Center, Marijuana Establishment or Licensee; and (iv) qualified to test marijuana and marijuana products, including marijuana-infused products, in compliance with M.G.L. c. 94C, § 34; M.G.L c. 94G, § 15; 935 CMR 500.000: *Adult Use of Marijuana*; 935 CMR 501.000: *Medical Use of Marijuana*; and Commission protocol(s).

Testing of Wachusett Cannabis's marijuana products will be performed by an Independent Testing Laboratory in compliance with a protocol(s) established in accordance with M.G.L. c. 94G, § 15 and in a form and manner determined by the Commission, including but not limited to, the *Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Marijuana-infused Products*. Testing of Wachusett Cannabis's environmental media will be performed in compliance with the *Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries* published by the Commission.

Wachusett Cannabis's marijuana will be tested for the cannabinoid profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant-growth regulators, and the presence of pesticides. In addition to these contaminant tests, final ready-to-sell Marijuana Vaporizer Products shall be screened for heavy metals and Vitamin E Acetate (VEA) in accordance with the relevant provisions of *the Protocol for Sampling and Analysis of Finished Marijuana and Marijuana Products for Marijuana Establishments, Medical Marijuana Treatment Centers and Colocated Marijuana Operations*. Wachusett Cannabis acknowledges and understands that the Commission may require additional testing.

Wachusett Cannabis's policy of responding to laboratory results that indicate contaminant levels are above acceptable limits established in the protocols identified in 935 CMR 500.160(1) will include notifying the Commission (i) within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the production batch and (ii) of any information regarding contamination as specified by the Commission immediately upon request by the Commission. Such notification will be from both Wachusett Cannabis and the Independent Testing Laboratory, separately and directly, and will describe a proposed plan of action for both the destruction of the contaminated product and the assessment of the source of contamination.

Wachusett Cannabis will maintain testing results in compliance with 935 CMR 500.000 *et seq* and the record keeping policies described herein and will maintain the results of all testing for no less than one year. Wachusett Cannabis acknowledges and understands that testing results will be valid for a period of one year, and that marijuana or marijuana products with testing dates in excess of one year shall be deemed expired and may not be dispensed, sold, transferred or otherwise conveyed until retested.

All transportation of marijuana to and from Independent Testing Laboratories providing marijuana testing services will comply with 935 CMR 500.105(13). All storage of Wachusett

Cannabis's marijuana at a laboratory providing marijuana testing services will comply with 935 CMR 500.105(11). All excess marijuana will be disposed in compliance with 935 CMR 500.105(12), either by the Independent Testing Laboratory returning excess marijuana to Wachusett Cannabis for disposal or by the Independent Testing Laboratory disposing of it directly. All Single-servings of marijuana products will be tested for potency in accordance with 935 CMR 500.150(4)(a) and subject to a potency variance of no greater than plus/minus ten percent (+/- 10%).

Any marijuana or marijuana products that fail any test for contaminants must either be reanalyzed without remediation, remediated or disposed of. In the event marijuana or marijuana products are reanalyzed, a sample from the same batch shall be submitted for reanalysis at the ITL that provided the original failed result. If the sample passes all previously failed tests at the initial ITL, an additional sample from the same batch previously tested shall be submitted to a second ITL other than the initial ITL for a Second Confirmatory Test. To be considered passing and therefore safe for sale, the sample must have passed the Second Confirmatory Test at a second ITL. Any Marijuana or Marijuana Product that fails the Second Confirmatory Test will not be sold, transferred or otherwise dispensed to Consumers, Patients or Licensees without first being remediated. Otherwise, any such product shall be destroyed in compliance with 935 CMR 500.105(12): *Waste Disposal.*

If marijuana or marijuana products are destined for remediation, a new test sample will be submitted to a licensed ITL, which may include the initial ITL for a full-panel test. Any failing Marijuana or Marijuana Product may be remediated a maximum of two times. Any Marijuana or Marijuana Product that fails any test after the second remediation attempt will not be sold, transferred or otherwise dispensed to Consumers, Patients or Licensees and will be destroyed in compliance with 935 CMR 500.105(12): *Waste Disposal.*

Quality Control Samples

Quality Control Samples provided to employees may not be consumed on Wachusett Cannabis's Premises nor may they be sold to another licensee or Consumer. Quality Control Samples will be tested in accordance with 935 CMR 500.160: Testing of Marijuana and Marijuana Products. Wachusett Cannabis will limit the Quality Control Samples provided to all employees in a calendar month period to the following aggregate amounts:

1. Five grams of Marijuana concentrate or extract, including but not limited to tinctures;
2. Five hundred milligrams of Edibles whereby the serving size of each individual sample does not exceed five milligrams and otherwise satisfies the potency levels set forth in 935 CMR 500.150(4): Dosing Limitations; and
3. Five units of sale per Cannabis product line and no more than six individual Cannabis product lines. For purposes of 935 CMR 500.130(8): Vendor Samples, a Cannabis product line shall mean items bearing the same Stock Keeping Unit Number.

If Quality Control Samples are provided as Vendor Samples pursuant to 935 CMR 500.130(8), they will be assigned a unique, sequential alphanumeric identifier and entered into the Seed-to-sale SOR in a form and manner to be determined by the Commission, and further, shall be designated as "Quality Control Sample."

Quality Control Samples will have a legible, firmly Affixed label on which the wording is no less than 1/16 inch in size containing at minimum the following information:

1. A statement that reads: “QUALITY CONTROL SAMPLE NOT FOR RESALE”;
2. The name and registration number of the Marijuana Product Manufacturer;
3. The quantity, net weight, and type of Marijuana flower contained within the package; and
4. A unique sequential, alphanumeric identifier assigned to the Production Batch associated with the Quality Control Sample that is traceable in the Seed-to-sale SOR.

Upon providing a Quality Control Sample to an employee, Wachusett Cannabis will record:

1. The reduction in quantity of the total weight or item count under the unique alphanumeric identifier associated with the Quality Control Sample;
2. The date and time the Quality Control Sample was provided to the employee;
3. The agent registration number of the employee receiving the Quality Control Sample; and
4. The name of the employee as it appears on their agent registration card.

PERSONNEL POLICIES INCLUDING BACKGROUND CHECKS

Overview

Wachusett Cannabis, Inc. ("Wachusett Cannabis") will securely maintain personnel records, including registration status and background check records. Wachusett Cannabis will keep, at a minimum, the following personnel records:

- Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
- A personnel record for each marijuana establishment agent;
- A staffing plan that will demonstrate accessible business hours and safe operating conditions;
- Personnel policies and procedures; and
- All background check reports obtained in accordance with 935 CMR 500.030.

Agent Personnel Records

In compliance with 935 CMR 500.105(9), personnel records for each agent will be maintained for at least twelve (12) months after termination of the agent's affiliation with Wachusett Cannabis and will include, at a minimum, the following:

- All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
- Documentation of verification of references;
- The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
- 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;
- Documentation of periodic performance evaluations;
- A record of any disciplinary action taken;
- Notice of completed responsible vendor and eight-hour related duty training; and
- Results of initial background investigation, including CORI reports.

Personnel records will be kept in a secure location to maintain confidentiality and be only accessible to the agent's manager or members of the executive management team.

Agent Background Checks

- In addition to completing the Commission's agent registration process, all agents hired to work for Wachusett Cannabis will undergo a detailed background investigation prior to being granted access to a Wachusett Cannabis facility or beginning work duties.
- Background checks will be conducted on all agents in their capacity as employees or volunteers for Wachusett Cannabis pursuant to 935 CMR 500.030 and will be used by the Director of Security, who will be registered with the Department of Criminal Justice Information Systems pursuant to 803 CMR 2.04: iCORI Registration and the Commission for purposes of determining the suitability of individuals for registration as a marijuana establishment agent with the licensee.
- For purposes of determining suitability based on background checks performed in accordance with 935 CMR 500.030, Wachusett Cannabis will consider:

a. All conditions, offenses, and violations are construed to include Massachusetts law or like or similar law(s) of another state, the United States or foreign jurisdiction, a military, territorial or Native American tribal authority, or any other jurisdiction.
b. All criminal disqualifying conditions, offenses, and violations include the crimes of attempt, accessory, conspiracy, and solicitation. Juvenile dispositions will not be considered as a factor for determining suitability.
c. Where applicable, all look-back periods for criminal conditions, offenses, and violations included in 935 CMR 500.802 commence upon the date of disposition; provided, however, that if disposition results in incarceration in any institution, the look-back period will commence upon release from incarceration.

- Suitability determinations will be made in accordance with the procedures set forth in 935 CMR 500.800. In addition to the requirements established in 935 CMR 500.800, Wachusett Cannabis will:
    a. Comply with all guidance provided by the Commission and 935 CMR 500.802: Tables B through D to determine if the results of the background are grounds for Mandatory Disqualification or Presumptive Negative Suitability Determination.
    b. Consider whether offense(s) or information that would result in a Presumptive Negative Suitability Determination under 935 CMR 500.802. In the event a Presumptive Negative Suitability Determination is made, Wachusett Cannabis will consider the following factors:
        i. Time since the offense or incident;
        ii. Age of the subject at the time of the offense or incident;
        iii. Nature and specific circumstances of the offense or incident;
        iv. Sentence imposed and length, if any, of incarceration, if criminal;
        v. Penalty or discipline imposed, including damages awarded, if civil or administrative;
        vi. Relationship of offense or incident to nature of work to be performed;
        vii. Number of offenses or incidents;
        viii. Whether offenses or incidents were committed in association with dependence on drugs or alcohol from which the subject has since recovered;
        ix. If criminal, any relevant evidence of rehabilitation or lack thereof, such as information about compliance with conditions of parole or probation, including orders of no contact with victims and witnesses, and the subject's conduct and experience since the time of the offense including, but not limited to, professional or educational certifications obtained; and
        x. Any other relevant information, including information submitted by the subject.
    c. Consider appeals of determinations of unsuitability based on claims of erroneous information received as part of the background check during the application process in accordance with 803 CMR 2.17: Requirement to Maintain a Secondary Dissemination Log and 2.18: Adverse Employment Decision Based on CORI or

Other Types of Criminal History Information Received from a Source Other than the DCJIS.

- All suitability determinations will be documented in compliance with all requirements set forth in 935 CMR 500 et seq. and guidance provided by the Commission.
- Background screening will be conducted by an investigative firm holding the National Association of Professional Background Screeners (NAPBS®) Background Screening Credentialing Council (BSCC) accreditation and capable of performing the searches required by the regulations and guidance provided by the Commission.
- References provided by the agent will be verified at the time of hire.
- As a condition of their continued employment, agents, volunteers, contractors, and subcontractors are required to renew their Program ID cards annually and submit to other background screening as may be required by Wachusett Cannabis or the Commission.

Personnel Policies and Training

As outlined in Wachusett Cannabis's Record Keeping Procedures, a staffing plan and staffing records will be maintained in compliance with 935 CMR 500.105(9) and will be made available to the Commission, upon request. All Wachusett Cannabis agents are required to complete training as detailed in Wachusett Cannabis's Qualifications and Training plan which includes but is not limited to Wachusett Cannabis's strict alcohol, smoke and drug-free workplace policy, job specific training, Responsible Vendor Training Program, confidentiality training including how confidential information is maintained at the marijuana establishment and a comprehensive discussion regarding the marijuana establishment's policy for immediate dismissal. All training will be documented in accordance with 935 CMR 105(9)(d)(2)(d).

Wachusett Cannabis will have a policy for the immediate dismissal of any dispensary agent who has:

- Diverted marijuana, which will be reported the Police Department and to the Commission;
- Engaged in unsafe practices with regard to Wachusett Cannabis operations, which will be reported to the Commission; or
- Been convicted or entered a guilty plea, plea of *nolo contendere*, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of the laws of another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.

MAINTAINING OF FINANCIAL RECORDS

Wachusett Cannabis LLC's ("Wachusett Cannabis") operating policies and procedures ensure financial records are accurate and maintained in compliance with the Commission's Adult Use of Marijuana regulations (935 CMR 500). Financial records maintenance measures include policies and procedures requiring that:

- Confidential information will be maintained in a secure location, kept separate from all other records, and will not be disclosed without the written consent of the individual to whom the information applies, or as required under law or pursuant to an order from a court of competent jurisdiction; provided however, the Commission may access this information to carry out its official duties.
- All recordkeeping requirements under 935 CMR 500.105(9) are followed, including:
    - Keeping written business records, available for inspection, and in accordance with generally accepted accounting principles, which will include manual or computerized records of:
        - Assets and liabilities;
        - Monetary transactions;
        - Books of accounts, which will include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
        - Sales records including the quantity, form, and cost of marijuana products; and
        - Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any persons having direct or indirect control over Wachusett Cannabis.
- All sales recording requirements under 935 CMR 500.140(5) are followed, including:
    - Utilizing a point-of-sale (POS) system approved by the Commission, in consultation with the DOR, and a sales recording module approved by DOR;
    - Prohibiting the use of software or other methods to manipulate or alter sales data;
    - Conducting a monthly analysis of its equipment and sales date, and maintaining records, available to the Commission upon request, that the monthly analysis has been performed;
        - If Wachusett Cannabis determines that software has been installed for the purpose of manipulation or alteration of sales data or other methods have been utilized to manipulate or alter sales data: 1. it shall immediately disclose the information to the Commission; 2. it shall cooperate with the Commission in any investigation regarding manipulation or alteration of sales data; and 3. take such other action directed by the Commission to comply with 935 CMR 500.105.
    - Complying with 830 CMR 62C.25.1: *Record Retention* and DOR Directive 16-1 regarding recordkeeping requirements;
    - Adopting separate accounting practices at the point-of-sale for marijuana and marijuana product sales, and non-marijuana sales; and
    - Maintaining such records that would allow for the Commission and the DOR to audit and examine the point-of-sale system used in order to ensure compliance with Massachusetts tax laws and 935 CMR 500.
- Additional written business records will be kept, including, but not limited to, records of:
    - Compliance with liability insurance coverage or maintenance of escrow requirements under 935 CMR 500.105(10) and all bond or escrow requirements under 935 CMR 500.105(16);
    - Fees paid under 935 CMR 500.005 or any other section of the Commission's regulations; and
    - Fines or penalties, if any, paid under 935 CMR 500.360 or any other section of the Commission's regulations.

- License Renewal Records
    - Wachusett Cannabis shall keep and submit as a component of the renewal application documentation that the establishment requested from its Host Community the records of any cost to a city or town reasonably related to the operation of the establishment, which would include the city's or town's anticipated and actual expenses resulting from the operation of the establishment in its community. The applicant shall provide a copy of the electronic or written request, which should include the date of the request, and either the substantive response(s) received or an attestation that no response was received from the city or town. The request should state that, 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.
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QUALIFICATIONS AND TRAINING

Wachusett Cannabis Inc. ("Wachusett Cannabis") will ensure that all employees hired to work at a Wachusett Cannabis facility will be qualified to work as a marijuana establishment agent and properly trained to serve in their respective roles in a compliant manner. Wachusett Cannabis will maintain a list of anticipated positions and their qualifications.

Qualifications

In accordance with 935 CMR 500.030, a candidate for employment as a marijuana establishment agent must be 21 years of age or older. In addition, the candidate cannot have been convicted of a criminal 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.

Wachusett Cannabis will also ensure that its employees are suitable for registration consistent with the provisions of 935 CMR 500.802. In the event that Wachusett Cannabis discovers any of its agents are not suitable for registration as a marijuana establishment agent, the agent's employment will be terminated, and Wachusett Cannabis will notify the Commission within one (1) business day that the agent is no longer associated with the establishment.

Training

As required by 935 CMR 500.105(2), and prior to performing job functions, each of Wachusett Cannabis's agents (including owners, managers, and employees) will successfully complete a comprehensive training program that is tailored to the roles and responsibilities of the agent's job function. A Wachusett Cannabis Agent will receive a total of eight (8) hours of training annually. A minimum of four (4) hours of training will be from Responsible Vendor Training Program ("RVT") courses established under 935 CMR 500.105(2)(b). Any additional RVT over four (4) hours may count towards the required eight (8) hours of training.

Non-RVT may be conducted in-house by Wachusett Cannabis or by a third-party vendor engaged by the Wachusett Cannabis. Basic on-the-job training in the ordinary course of business may also be counted towards the required eight (8) hour training.

All Wachusett Cannabis Agents that are involved in the handling or sale of marijuana at the time of licensure or renewal of licensure will have attended and successfully completed the mandatory Responsible Vendor Training Program operated by an education provider accredited by the Commission.

Basic Core Curriculum

Wachusett Cannabis Agents must first take the Basic Core Curriculum within 90 days of hire, which includes the following subject matter:

- Marijuana's effect on the human body, including:
    - Scientifically based evidence on the physical and mental health effects based on the type of Marijuana Product;
    - The amount of time to feel impairment;
    - Visible signs of impairment; and
    - Recognizing the signs of impairment.

- Diversion prevention and prevention of sales to minors, including best practices.
- Compliance with all tracking requirements.
- Acceptable forms of identification. Training must include:
    - How to check identification;
    - Spotting and confiscating fraudulent identification;
    - Common mistakes made in identification verification.
    - Prohibited purchases and practices, including purchases by persons under the age of 21 in violation of M.G.L. c. 94G, § 13.
- Other key state laws and rules affecting Wachusett Cannabis Agents which shall include:
    - Conduct of Wachusett Cannabis Agents;
    - Permitting inspections by state and local licensing and enforcement authorities;
    - Local and state licensing and enforcement, including registration and license sanctions;
    - Incident and notification requirements;
    - Administrative, civil, and criminal liability;
    - Health and safety standards, including waste disposal;
    - Patrons prohibited from bringing marijuana and marijuana products onto licensed premises;
    - Permitted hours of sale;
    - Licensee responsibilities for activities occurring within licensed premises; xix. Maintenance of records, including confidentiality and privacy; and
    - Such other areas of training determined by the Commission to be included in a Responsible Vendor Training Program.

Wachusett Cannabis will encourage administrative employees who do not handle or sell marijuana to take the "Responsible Vendor" program on a voluntary basis to help ensure compliance. Wachusett Cannabis's records of Responsible Vendor Training Program compliance will be maintained for at least four (4) years and made available during normal business hours for inspection by the Commission and any other applicable licensing authority on request.

After successful completion of the Basic Core Curriculum, each Wachusett Cannabis Agent involved in the handling or sale of marijuana will fulfill the four-hour RVT requirement every year thereafter for Wachusett Cannabis to maintain designation as a Responsible Vendor. Once the Wachusett Cannabis Agent has completed the Basic Core Curriculum, the Agent is eligible to take the Advanced Core Curriculum. Failure to maintain Responsible Vendor status is grounds for action by the Commission.

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WACHUSETT
CANNABIS INC.

Energy Compliance Plan Efficiency & Conservation Policy

WCI will demonstrate consideration of the following factors:

Identification of potential energy use reduction opportunities (such as natural lighting and energy efficiency measures), and a plan for implementation of such opportunities; Consideration of opportunities for renewable energy generation, including, where applicable, submission of building plans showing where energy generators could be placed on the site, and an explanation of why the identified opportunities were not pursued, if applicable. Strategize to reduce electric demand (such as lighting schedules, active load management, and energy storage); and Engagement with energy efficiency programs offered pursuant to M.G.L. c. 25, § 2 1, or through municipal lighting plants.

To the extent that updates are required to the information provided for initial licensure, WCI will submit an updated energy compliance letter prepared by a Massachusetts Licensed Professional Engineer or Massachusetts Licensed Registered Architect with supporting documentation, together with a renewal application submitted under 935 CMR 500.103 (4) and 935 CMR 50 1.10 3 (4). WCI will use additional best management practices as determined by the Commission, in consultation with the working group established under St. 2017, c. 55, § 78 (b), to reduce energy and water usage, engage in energy conservation and mitigation of other environmental impacts, and will provide energy and water usage reporting to the Commission in a form determined by the Commission. Each license renewal application under 935 CMR 50 0 .10 3(4) will include a report on WCI's energy and water usage over the twelve months before the date of application.

WCI has identified energy reduction opportunities, including natural lighting energy energy-efficient measures. Our facility has been fully designed with features including LED lighting for all fixtures, including shelving and millwork. WCI has identified opportunities for renewable energy generation. Our team is dedicated to consistently striving for sustainability and emission reduction.

WCI has strategies in place to reduce the electrical demand. Light schedules are in place to turn off all lights except a few interior fixtures during non-operational hours to reduce electricity usage. WCI will document renewable or alternative energy credits that represent a portion of the energy usage not generated onsite, which has been purchased and retired yearly. The Commission may further define the standards, or create reasonable exemptions or modifications, through guidelines issued in consultation with the energy and environmental standards working group established under St. 20 17, c. 55, § 78 (b). WCI will regularly check such guidelines and continue to follow the Commission's standards.

WACHUSETT
CANNABIS INC.

Diversity Plan

Statement of Purpose

Wachusett Cannabis Inc. ("Wachusett Cannabis") is committed to promoting equity in its Marijuana Establishment located in the Commonwealth of Massachusetts. Through this commitment, Wachusett Cannabis seeks to adopt diversity goals and programs that allow for meaningful participation of women, minorities, veterans, people with disabilities, and people who identify as LGBTQ+ at Wachusett Cannabis.

Goals

In order for Wachusett Cannabis to promote equity for the above-listed groups in its operations, Wachusett Cannabis has established the following goals:

- Hiring such that Wachusett Cannabis's staff is comprised of at least the following:
  - 30% women;
  - 20% people of color; particularly Black, African American, Hispanic, Latinx, and Indigenous people;
  - 5% LGBTQ+;
  - 5% veterans; and
  - 5% people with disabilities.
- Implementing an annual training program for all employees regarding diversity, equity, and inclusion principles; and
- Creating an inclusive work environment such that Wachusett Cannabis has no less than an 85% employee satisfaction rate with its DEI initiatives and outcomes.

Programs

Wachusett Cannabis has developed specific programs to effectuate its stated goals to promote diversity and equity in its operations, which will include the following:

- Engaging in equitable hiring efforts by ensuring that jobs are posted (as they become available, but not less than annually) with publications and job resource websites focused on diversity hiring including Blackjobs.com, United Latino Job Bank, LatPro.com, Black Career Network, HBCU Connect, Asian Hires, NAAAP Career Center, iHispano, Diversity Inc., and Diversity Job Board.
- Requiring that each employee complete DEI training (upon hire and each year thereafter). Topics covered during such training will include unconscious bias in the workplace. These trainings will become a part of each employee's personnel file.
- Surveying employees no less than annually to assess its inclusivity and seek areas for improvement and conducting exit interviews to receive feedback on its diversity and

inclusivity efforts. Wachusett Cannabis will use these employee surveys and exit interviews to further inform adjustments to its diversity and inclusivity efforts.

Measurements

The Executive Management Team will administer the Plan and will be responsible for developing measurable outcomes to ensure Wachusett Cannabis continues to meet its commitments. Such measurable outcomes, in accordance with Wachusett Cannabis's goals and programs described above, include:

- Completing voluntary employee surveys that evidence Wachusett Cannabis's employee demographics;
- Documenting any job advertisements placed with publications and job resource websites focused on diversity hiring;
- Evidencing all employee trainings on DEI concepts and initiatives; and
- Documenting all surveys and exit interviews of staff with respect to Wachusett Cannabis's diversity and inclusivity efforts.

Beginning upon receipt of Wachusett Cannabis's first Provisional License from the Commission to operate a marijuana establishment in the Commonwealth, Wachusett Cannabis will utilize the proposed measurements to assess its Plan and will account for demonstrating proof of success or progress of the Plan upon the yearly renewal of the license. The Executive Management Team will review and evaluate Wachusett Cannabis's measurable outcomes no less than annually to ensure that Wachusett Cannabis is meeting its commitments. Wachusett Cannabis is mindful that demonstration of the Plan's progress and success will be submitted to the Commission upon renewal.

Acknowledgements

- Wachusett Cannabis will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment.
- Any actions taken, or programs instituted, by Wachusett Cannabis will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

RECORDKEEPING PROCEDURES

General Overview

Wachusett Cannabis, Inc. ("Wachusett Cannabis") has established policies regarding recordkeeping and record-retention in order to ensure the maintenance, safe keeping, and accessibility of critical documents. Electronic and wet signatures are accepted forms of execution of Wachusett Cannabis documents. Records will be stored at Wachusett Cannabis in a locked room designated for record retention. All written records will be available for inspection by the Commission upon request.

Recordkeeping

To ensure that Wachusett Cannabis is keeping and retaining all records as noted in this policy, reviewing Corporate Records, Business Records, and Personnel Records to ensure completeness, accuracy, and timeliness of such documents will occur as part of Wachusett Cannabis's quarter-end closing procedures. In addition, Wachusett Cannabis's operating procedures will be updated on an ongoing basis as needed and undergo a review by the executive management team on an annual basis.

- Corporate Records
  Corporate Records are defined as those records that require, at a minimum, annual reviews, updates, and renewals, including:
  - Insurance Coverage:
    - Directors & Officers Policy
    - Product Liability Policy
    - General Liability Policy
    - Umbrella Policy
    - Workers Compensation Policy
    - Employer Professional Liability Policy
  - Third-Party Laboratory Contracts
  - Commission Requirements:
    - Annual Agent Registration
    - Annual Marijuana Establishment Registration
  - Local Compliance:
    - Certificate of Occupancy
    - Special Permits
    - Variances
    - Site Plan Approvals
    - As-Built Drawings
  - Corporate Governance:
    - Annual Report
    - Secretary of Commonwealth Filings
- Business Records
  Business Records require ongoing maintenance and updates. These records can be electronic or hard copy (preferably electronic) and at minimum include the following financial records, which will be maintained in accordance with generally accepted accounting principles, as applicable:
  - Assets and liabilities;

- Monetary transactions;
- Books of accounts, which will include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
- Sales records including the quantity, form, and cost of marijuana products;
- Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any persons having direct or indirect control over Wachusett Cannabis.

- Personnel Records

  At a minimum, Personnel Records will include:
  - Job descriptions for each agent and volunteer position, as well as organizational charts consistent with the job descriptions;
  - A personnel record for each marijuana establishment agent. Such records will be maintained for at least twelve (12) months after termination of the agent's affiliation with Wachusett Cannabis and will include, at a minimum, the following:
    - All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
    - Documentation of verification of references;
    - The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
    - 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;
    - Documentation of periodic performance evaluations; and
    - A record of any disciplinary action taken.
    - Notice of completed responsible vendor and eight-hour related duty training.
  - A staffing plan that will demonstrate accessible business hours and safe operating conditions;
  - Personnel policies and procedures, which will include, at a minimum, the following:
    - Code of ethics;
    - Whistle-blower policy; and
    - A policy which notifies persons with disabilities of their rights under https://www.mass.gov/service-details/about-employment-rights or a comparable link, and includes provisions prohibiting discrimination and providing reasonable accommodations.
  - All background check reports obtained in accordance with 935 CMR 500.030: Registration of Marijuana Establishment Agents 803 CMR 2.00: Criminal Offender Record Information (CORI).
- Handling and Testing of Marijuana Records
  - Wachusett Cannabis will maintain the results of all testing for a minimum of one (1) year.
- Inventory Records

    - The record of each inventory will include, at a minimum, the date of the inventory, a summary of the inventory findings, and the names, signatures, and titles of the agents who conducted the inventory.
- Seed-to-Sale Tracking Records
    - Wachusett Cannabis will use Metrc as the seed-to-sale tracking software to maintain real-time inventory. The seed-to-sale tracking software inventory reporting will meet the requirements specified by the Commission and 935 CMR 500.105(8)(e), including, at a minimum, marijuana ready for processing; all marijuana products; and all damaged, defective, expired, or contaminated marijuana and marijuana products awaiting disposal.
- Incident Reporting Records
    - Within ten (10) calendar days, Wachusett Cannabis will provide notice to the Commission of any incident described in 935 CMR 500.110(9)(a), by submitting an incident report in the form and manner determined by the Commission which details the circumstances of the event, any corrective action taken, and confirmation that the appropriate law enforcement authorities were notified within twenty-four (24) hours of discovering the breach or incident .
    - All documentation related to an incident that is reportable pursuant to 935 CMR 500.110(9)(a) will be maintained by Wachusett Cannabis for no less than one year or the duration of an open investigation, whichever is longer, and made available to the Commission and law enforcement authorities within Wachusett Cannabis's jurisdiction on request.
- Visitor Records
    - A visitor sign-in and sign-out log will be maintained at the security office. The log will include the visitor's name, address, organization or firm, date, time in and out, and the name of the authorized agent who will be escorting the visitor.
- Waste Disposal Records
    - When marijuana or marijuana products are disposed of, Wachusett Cannabis will create and maintain an electronic record of the date, the type and quantity disposed of or handled, the manner of disposal or other handling, the location of disposal or other handling, and the names of the two Wachusett Cannabis agents present during the disposal or other handling, with their signatures. Wachusett Cannabis will keep disposal records for at least three (3) years. This period will automatically be extended for the duration of any enforcement action and may be extended by an order of the Commission.
- Security Records
    - A current list of authorized agents and service personnel that have access to the surveillance room will be available to the Commission upon request.
    - Recordings from all video cameras which shall be enabled to record twenty-four (24) hours each day shall be available for immediate viewing by the Commission on request for at least the preceding ninety (90) calendar days or the duration of a request to preserve the recordings for a specified period of time made by the Commission, whichever is longer.
    - Recordings shall not be destroyed or altered and shall be retained as long as necessary if Wachusett Cannabis is aware of pending criminal, civil or

administrative investigation or legal proceeding for which the recording may contain relevant information.

- Transportation Records
    - Wachusett Cannabis will retain all transportation manifests for a minimum of one (1) year and make them available to the Commission upon request.
- Vehicle Records (as applicable)
    - Records that any and all of Wachusett Cannabis's vehicles are properly registered, inspected, and insured in the Commonwealth and shall be made available to the Commission on request.
- Agent Training Records
    - Documentation of all required training, including training regarding privacy and confidentiality requirements, and a signed statement of the individual indicating the date, time, and place he or she received the training, the topics discussed and the name and title of the presenter(s).
- Responsible Vendor Training
    - Wachusett Cannabis shall maintain records of Responsible Vendor Training Program compliance for four (4) years and make them available to inspection by the Commission and any other applicable licensing authority on request during normal business hours.
- Closure
    - In the event Wachusett Cannabis closes, all records will be kept for at least two (2) years at Wachusett Cannabis's expense in a form (electronic, hard copies, etc.) and location acceptable to the Commission. In addition, Wachusett Cannabis will communicate with the Commission during the closure process and accommodate any additional requests the Commission or other agencies may have.
- Written Operating Policies and Procedures

  Policies and Procedures related to Wachusett Cannabis's operations will be updated on an ongoing basis as needed and undergo a review by the executive management team on an annual basis. Policies and Procedures will include the following:
    - Security measures in compliance with 935 CMR 500.110;
    - Employee security policies, including personal safety and crime prevention techniques;
    - A description of Wachusett Cannabis's hours of operation and after-hours contact information, which will be provided to the Commission, made available to law enforcement officials upon request, and updated pursuant to 935 CMR 500.000.
    - Storage of marijuana in compliance with 935 CMR 500.105(11);
    - Description of the various strains of marijuana to be processed or sold, as applicable, and the form(s) in which marijuana will be sold;
    - Price list for Marijuana Products;
    - Procedures to ensure accurate recordkeeping, including inventory protocols in compliance with 935 CMR 500.105(8) and (9);
    - Plans for quality control, including product testing for contaminants in compliance with 935 CMR 500.160;
    - A staffing plan and staffing records in compliance with 935 CMR 500.105(9)(d);
    - Emergency procedures, including a disaster plan with procedures to be followed in case of fire or other emergencies;

- Alcohol, smoke, and drug-free workplace policies;
- A plan describing how confidential information will be maintained;
- Policy for the immediate dismissal of any dispensary agent who has:
  - Diverted marijuana, which will be reported to Law Enforcement Authorities and to the Commission;
  - Engaged in unsafe practices with regard to Wachusett Cannabis operations, which will be reported to the Commission; or
  - Been convicted or entered a guilty plea, plea of *nolo contendere*, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of the laws of another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.
- A list of all board of directors, members, and executives of Wachusett Cannabis, and members, if any, of the licensee must be made available upon request by any individual. This requirement may be fulfilled by placing this information on Wachusett Cannabis's website.
- Policies and procedures for the handling of cash on Wachusett Cannabis premises including but not limited to storage, collection frequency and transport to financial institution(s), to be available upon inspection.
- Policies and procedures to prevent the diversion of marijuana to individuals younger than 21 years old.
- Policies and procedures for energy efficiency and conservation that will include:
  - Identification of potential energy use reduction opportunities (including but not limited to natural lighting, heat recovery ventilation and energy efficiency measures), and a plan for implementation of such opportunities;
  - Consideration of opportunities for renewable energy generation, including, where applicable, submission of building plans showing where energy generators could be placed on site, and an explanation of why the identified opportunities were not pursued, if applicable;
  - Strategies to reduce electric demand (such as lighting schedules, active load management and energy storage); and
  - Engagement with energy efficiency programs offered pursuant to M.G.L. c. 25 § 21, or through municipal lighting plants.
- Policies and procedures to promote workplace safety consistent with applicable standards set by the Occupational Safety and Health Administration, including plans to identify and address any biological, chemical or physical hazards. Such policies and procedures shall include, at a minimum, a hazard communication plan, personal protective equipment assessment, a fire protection plan, and an emergency action plan.

- <u>License Renewal and Impact Fee Records</u>
  - Wachusett Cannabis shall keep all documentation related to license renewal applications submitted to the Commission, as well as any invoices of claimed community impact fees or other documentation submitted to or provided by the host municipality related to the company's operations.

<u>Record-Retention</u>

Wachusett Cannabis will meet Commission recordkeeping requirements and retain a copy of all records for two (2) years, unless otherwise specified in the regulations.