



# LEADING THE WAY IN MASSACHUSETTS





*Sira Naturals is a leading provider of premium cannabis products for both medical and adult-use markets.*

# Founded in Massachusetts in 2013,

Sira has become one of the most respected vertically integrated producers of cannabis products in the region, and one of the largest cannabis industry employers in the state. Since its founding, Sira has been focused on delivering the highest-quality cannabis products available anywhere while empowering its employees and communities to thrive. These missions are integral to everything that Sira does, and they remain at the core of the company's plans for continued success and expansion in the coming decade and beyond.



With medical dispensary operations nestled in the heart of Davis Square in Somerville and off I-95/Route 128 in Needham, Sira has served over 15,000 medical patients with a wide spectrum of medical conditions across the commonwealth since opening its doors in 2017. Recognizing the essential role medical cannabis plays in the health and well-being of patients, Sira offers discounted medicines to seniors, those suffering from financial hardships, veterans, industry professionals and “Frank’s Friends” Compassionate HIV/AIDS patients.



As one of Massachusetts' largest cannabis employers, Sira is the **first and only cannabis company to unionize its workforce**. Sira's industry-leading community investment programs include **workforce development** and **supporting communities impacted by the war on drugs** through education, employment and direct investment. Sira's initiatives also include the launch of the first cannabis **accelerator** in 2018, which offers business mentoring and advisory to economic empowerment applicants looking to start small businesses in cannabis.

Sira has been at the forefront of Massachusetts' growing cannabis marketplace since Day 1, successfully navigating industry challenges and leading by example. Sira was one of the first cannabis companies in the state to open its doors to medical card holders, the first to receive recreational adult-use licenses for cultivation, product manufacturing and transportation in the state and on the East Coast in June 2018. Even amid ongoing changes

and challenges in the industry, Sira has continued to grow steadily in terms of revenue, cultivation capacity and employment numbers. As a subsidiary of Ayr Strategies – a leading multi-state operator that shares Sira's commitment to both its quality and its people – Sira has access to institutional capital and operational support, ensuring that it can weather whatever changes may arise, as evidenced by its performance during the COVID-19 crisis.

Sira has an established history of serving both the medical and adult-use markets with the highest-quality products. The company's full product line – spanning premium-quality flower, concentrates, edibles, topicals and more – are produced by expert cultivators and manufacturers in carefully controlled facilities, ensuring consistency and quality, and earning Sira's products wide recognition and awards from across the industry.



# OUR PILLARS

- ☆ Inclusive and Empowered Workforce
- ☆ Empowerment Through Experience
- ☆ Partnering with Our Community
- ☆ Operational Excellence, Financial Stability and Innovation
- ☆ Premium Cannabis, Sustainably Grown and Sold with Integrity



## OUR CULTURE

### Inclusive and Empowered Workforce

Sira sets the industry standard with its commitment to creating an inclusive workforce where every employee is empowered to contribute their best.



Sira is **the first and only cannabis company in Massachusetts to unionize its**

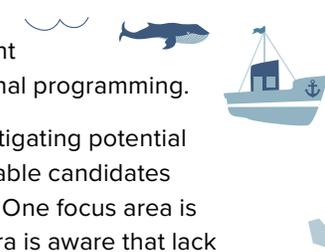
**workforce.** To accomplish this goal, **they have invited the United Food and Commercial Workers Union (UFCW)** to work with its employees and is in the final stage of implementing a Collective Bargaining Agreement. The unionization will enable Sira to support jobs in the Massachusetts cannabis industry, adhere to highly competitive hourly wages and provide additional union benefits to its employees. It's also a significant step in the normalization and professionalization of the industry.



**Inclusion is a cornerstone of Sira's HR practices.** The company conducts self-audits of payroll practices to ensure pay equity by gender and holds D&I seminars and networking events. Moreover, it employs practices that ensure diversity in the applicant pool and strives to mitigate unconscious bias. As part of its continuous improvement process, it employs regular surveys to collect feedback from employees about the work environment and corporate culture to develop internal programming.

Sira is committed to identifying and mitigating potential barriers that may prevent otherwise viable candidates from becoming a part of its workforce. One focus area is removing the transportation barrier. Sira is aware that lack of reliable transportation options may prevent potential candidates from accessing areas not covered by public transit routes, such as its Milford facility. To address this potential issue, Sira engaged a **Transportation Barrier and Remedy Study** to assess the impact new transportation programs would have on expanding hiring from CCC-designated impacted communities into careers in cannabis beyond retail facilities.

Satisfied employees are the foundation of any strong and healthy organization, and Sira understands that its employees are crucial in effectively serving the company's patients, customers and communities.



# Empowerment Through Experience

*Programming that Positively Impacts  
Local Massachusetts Communities*

**The Sira Community Initiative** helps lower barriers to entry in the cannabis industry through the Incubator Program and the Sira Accelerator. **The Incubator program** uses community outreach to educate individuals about an array of topics including basic cannabis history and workforce opportunities. **Sira Accelerator** offers business mentoring and advisory to entrepreneurs from communities disproportionately affected by the war on drugs who are looking to start small businesses in cannabis.

Sira continues to leverage its growing business, resources and footprint to pioneer a series of “firsts” in making a positive impact – offering resources and mentorship for small cannabis businesses and entrepreneurs, partnering with local agencies and organizations for advocacy efforts, making direct community investments, and supporting public policy initiatives around responsible cannabis use.

## Partnering with Our Community

*Strong, Collaborative Relationships  
with Local Organizations*

Sira is **one of the first cannabis companies to partner with established community organizations like the Community Action**

**Agency of Somerville (CAAS)**, to ensure that care, assistance and subsidy provided to those living with the impacts of the war on drugs will continue and grow.

Sira is currently partnering with CAAS to subsidize a Housing Counselor position for the agency’s Homeless Prevention program. The subsidy will enable CAAS to hire a full-time staffer dedicated to housing research and stabilization, significant areas of need for CAAS clients.

Sira is keenly attuned to the needs of the communities where it operates, and supports a number of local organizations and causes. Amid the coronavirus pandemic, Sira’s production team has dedicated time and resources to **manufacturing hand sanitizer that was donated to hospitals**

**and healthcare facilities** in partnership with the Massachusetts Emergency Management Agency (MEMA) and the Department of Public Health.



“Sira has an obligation to meaningfully invest in the communities of our customers and patients.”

Jonathan Sandelman, CEO

## SIRA COMMUNITY INITIATIVES

*We are focused on expanding access to opportunities in the cannabis industry by providing education and training opportunities as well as an employment network.*

**Sira Accelerator** First-ever accelerator in the Massachusetts cannabis industry to help set up small cannabis businesses for success. Offering business mentoring, advisory and the ability to leverage Sira’s retail and wholesale distribution network, it is open to applicants from any small business, but has a focus on leveling the playing field for disproportionately impacted communities. It gives priority status to economic empowerment and social equity applicants, as well as women, minority and veteran-owned businesses. The inaugural members of the Sira Accelerator program have launched Purient, the single most distributed product in the adult-use market.



**Mass CultivatED** This unique public-private partnership, where Sira is a Founding Member and Member of the Board of Overseers, provides education and employment

opportunities for communities that have experienced disproportionate impact through the war on drugs. The program offers selected fellows with pro-bono legal services, background checks, suitability support services, a fully-funded certificate program of higher education, placement in a paid and fully benefited cooperative position, an externship program for educational credit hours, and support for job placement. Sira has pledged an annual contribution of at least \$25,000 to the program.

**“There’s a Place for You in the Cannabis Industry”** is designed to introduce greater Boston communities impacted by the war on drugs to employment opportunities in the cannabis industry. The program conducts a series of trainings in partnership with Harvard Business School’s Cannabis Club, the Workforce Development Department in Somerville and the Community Policing Unit in Boston. The initiative also enables Sira to better understand the interests and needs of impacted neighborhoods in the area.

**An internal group of Sira employees (Sira Culture Committee) regularly identify and sponsor events & causes. Examples include:**

- Cannabis conviction expungement events with the Massachusetts Recreational Consumer Council and the Equity First Alliance
- Monthly drive donations for employee-chosen organizations such as Rosie's Place, Toys for Tots, Women's Lunch Place, MSPCA, Bundle Up Boston, Cradles to Crayons and Greater Boston Food Bank, yielding over **3,000 items for donations**
- Running 5K events including Milford Hot to Trot (Chamber of Commerce benefit event), Cambridge Freedom Run (benefit event for the East Cambridge Business Association) and Summer Classic – City of Cambridge



- Breast Cancer Research Fund, Boston Pride and other advocacy groups
- The Claflin Hill Symphony

As one of the state's leading cannabis companies, Sira is also engaged in efforts to promote the **responsible consumption of cannabis**. It is the first cannabis company to focus on public policy partnerships, such as issuing a public service announcement highlighting the dangers of youth use and impaired driving.

## LEADING BY EXAMPLE

# Operational Excellence, Financial Stability and Innovation

### *A Solid Foundation for Success*

Sira's commitment to excellence enables the company to deliver operationally and financially, even in the midst of unprecedented challenges such as the coronavirus pandemic. As an essential medical dispensary, Sira worked side-by-side with its local communities to ensure

# SIRA LEADS THROUGH COVID-19

- ☆ **First cannabis company** in Massachusetts to pivot to new business and delivery models to protect the health and safety of its employees, patients and customers.
- ☆ **The first operator in the state to receive special approval for a medical home delivery license** by the Cannabis Control Commission.
- ☆ **The first operator in the Greater Boston area to launch medical curbside pick-up.**
- ☆ Sira switched to online order-ahead and appointment-only in dispensaries to ensure social distancing and limit patient interaction. It has received tremendous accolades from consumers who visited the dispensary for its commitment to safety standards and serving patients.

that they understood all of the steps that were taken to mitigate the COVID-19 threat, while also donating PPE to specific communities in need.

Despite this operational challenge, Sira was able to implement industry-leading safety protocols for its patients while doubling its transactions per day, and welcoming new patients to the Sira stores.

Sira demonstrated similar operational expertise during the Massachusetts vape ban. Out of an abundance of caution and commitment to patient safety, it was the first company to pull the vape products off the shelves when the ban went into effect. It was also the first company



to bring tested vape products back to the market after the ban. With a commitment to patient health and safety, Sira continues to use industry-leading testing and safety protocols for each product.

Communities and regulators recognize Sira’s commitment to safety, to bringing patients the highest-quality tested products, and to running a responsible business. Building on the success with which it has served the medical community, Sira was among the first adult-use cultivation and product manufacturing license holders in the state and on the East Coast.

Sira also has the advantage of being a subsidiary of Ayr Strategies, a leading multi-state operator that shares the same commitment to product quality, employees, community and operational excellence, **as well as respect for Sira’s local independence.** The partnership structure enables Sira additional access to institutional capital and operational support to weather the unpredictable nature of the cannabis industry, and further **support Massachusetts communities.**



## Premium Cannabis, Sustainably Grown and Sold with Integrity

### *Award-Winning Products that Meet Diverse Consumption Preferences*

Sira is committed to delivering the highest-quality cannabis products available anywhere. Sira’s award-winning products – all of which are produced reliably and sustainably – include top-quality flower, concentrates, edibles, topicals and more.

**The Sira Naturals Cultivation Center in Milford is one of the most sophisticated cannabis cultivation facilities in Massachusetts.** Every plant is barcoded for traceability from seed to shelf. Custom-built environmental control software carefully regulates the growth conditions for the plants, continuously adjusting the amount of light, nutrition, airflow and humidity that each plant receives. This allows Sira to ensure that its products are always of consistent and exceptional quality, despite the challenges of growing agricultural products indoors.

Sira’s commitment to consistency and quality continue throughout its production line. Sira’s Infusions Team operates a **full commercial-grade kitchen** to craft the company’s renowned chocolate and gummies, and the Extractions Team leverages a **state-of-the-art lab** to produce oils, tinctures and concentrates.



**CUSTOMERS APPRECIATE AND  
RECOGNIZE THE EXCELLENCE  
OF SIRA’S PRODUCTS**

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*Annual Boston Trees Subreddit Products Awards*

<p><b>Overall Product of the Year – Finalist</b> 3 Chems Live Rosin</p> <p>•</p> <p><b>Best Rosin – Winner</b> 3 Chems Live Rosin</p> <p>•</p> <p><b>Best Shatter – Winner</b> Jilly Bean, Tangie, Old Time Bubblegum</p> <p>•</p> <p><b>Best Cartridge – Winner (tied)</b> 3 Chems Rosin Cartridge</p> <p>•</p> <p><b>Best Wax – Finalist</b></p>	<p><b>Best CBD:x – Finalist</b> <i>Best Product Regardless of CBD:THC Ratio</i> Four Lights</p> <p>•</p> <p><b>Best Extract Overall – Finalist</b></p> <p>•</p> <p><b>Best Tincture – Finalist</b> CBD Tincture</p> <p>•</p> <p><b>Best CBD Product – Finalist</b> CBD Tincture</p>
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As a company that was born in Massachusetts and that continues to be operated by Massachusetts residents, Sira also prioritizes building B2B relationships with other businesses in the state, including micro-businesses and craft co-operatives. It continues to provide support to 30 additional dispensaries across the state, leveraging its scale, speed and relevance to build thriving cannabis communities across Massachusetts.



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