



A Uniquely Differentiated Economic Empowerment Cannabis Enterprise

An Uncommon Opportunity in One of the Most Robust US State Markets – Massachusetts

Three Adult Use Retail Dispensaries in Premier Locations (First Entrants):

Chelsea: Operational and Revenue Performing

Harvard Square and Central Square, Cambridge: Coming Q1 2022





The original Western Front had deep roots in Massachusetts history:

Artistic and Cultural Expression Healing and Community Empowerment

Became “**The Front**”: An oasis for gathering diverse music lovers in community through cultural expression in Cambridge’s Riverside area during the 1970s.



- A storied multicultural performance venue: Latin jazz, reggae, gospel and rock
- Helped launch Cassandra Wilson, First Edition, Webster Lewis, the Kelvinators
- Boston’s then-legacy acts played the room: James Montgomery, Peter Bell
- Closed in 2012 after 46 years





It's The Right Time For This Type of Cannabis Company

A preferred brand choice for cannabis customers in an era of values-conscious consumerism.

Launch Store in Chelsea Already at \$7M

- Opened November 2020
- As of September 1: Daily Sales Average **\$20K+** Becoming **\$7M** location; Daily guests **300-350**
- High Times Cannabis Cup Opener (August): **\$40K+** single day sales; **350+** guests

Tier One Revenue Alliances: Exclusive Relationships with Premier Industry Brands

Already in place: Cloud Creamery, CannTonic, High Times.

Revenue Diversification and Community Building Mechanism in Event Operations

4-20 Day, First Fridays producing new guest visits. High Times Cannabis Cup participation delivering national exposure and sales injection.

Months Away: Two New Premier Locations

First adult use dispensaries in Cambridge.

In core areas of most-desirable customers. Central Square 1/22; Harvard Square 3/22.

Additional Chelsea Capacity for Immediate Expansion and Monetization

1,200 sq. ft. of finished available public use space. Some 3,000+ sq. ft. more of rough build-out space.

By Q1 2022: Delivery

In final phase of courier licensing; WF will be MA social equity channel for national brands.

Significant Relationship Capital

Unusual aggregate network across business, finance, government, culture and civic life.



Aggressive Valuation Strategy: Asset Building and Commercialization, Arts, Culture and Social Impact as Active Brand Connector



Brand identity built upon EE/social equity values.
90% local employees of color. Corporate partnerships with aligned or minority-owned industry innovators



Curation/integration of artistic and cultural expression rooted in Western Front's history as the modern embodiment of its brand



Digital mirror with WF online platform for total virtual or hybrid POS experience supplemented with delivery capability (Chelsea)



POS event planning, development and execution for customer loyalty, as community building mechanism, and as growth lever



WF Industry Leadership via creation of a social impact entity and revenue subsidiary: EE Workforce Development Center

The right model for an industry looking to live out its commitment to access, equity, and belonging.

Valuation Strategy: Asset Building/Predictable Revenue

Diversity-Aligned Product Strategy

**westernfront**



Cookies (America's Leading Cannabis Brand; *pending*)

Cloud Creamery (Craft Cannabis Ice Cream Products)

- ✓ Launched June 2021. Coming next: WF-Cloud co-branded half pint
- ✓ First frozen cannabis product entry for Massachusetts dispensaries

CANN Tonic

- ✓ Launched April 2021; three product line

High Times

- ✓ Cannabis Cup Massachusetts; national online exposure, first-time guests
- ✓ Opener generated \$40K+ in single day sales
- ✓ Partnership attracted 3,500+ registered "judges" throughout MA
- ✓ 2.6M High Times web site hits and Instagram exposure

Private Label, White Label

Co-Branded Product Partnerships and Alliances

Exclusively Distributed

MS, Licensing and Channel Partnerships



“The three most important things in retail are location, location, location.
The three most important things for our consumer business are
technology, technology, technology”.

Jeff Bezos



► Location #1

Setting the Stage for Enterprise-Wide Growth

Chelsea Operation Seeing Month-to-Month Sales and Guest Visit Growth



4-20 Day Celebration generated **\$28K** single day sales and **420** guest visits.

As of July: Daily sales average: **\$20K**
Average daily bag/basket: **\$77**
Current range daily # guests: **300-350**



Special Events Generating Record Single Day Sales/First-Time Visits

In addition to sales performance, WF strengthened the trust and confidence of the City of Chelsea, resulting in subsequent awarding of a needed entertainment license for future events ([click image](#) for a short 420 Day video).



Exclusive partnership with **High Times** for Mass. Cannabis Cup in August: **2.6M** HT web site and Instagram exposure; **3,500+** registered “judges”; 300-500 new WF guests.

11K customer transaction records database/IT platform poised for scaling. Current E-newsletter distributed to **1,200** and growing.

14 full and part-time employees.



Pending **courier license** to expand POS into **7** Greater Boston towns beyond Chelsea.

1,200 sq. ft. semi-finished public use space with dedicated access via reception lobby.

1,200 sq. ft. showroom, waiting lounge, reception lobby.

Additional 3,000 sq. ft. of unfinished production/warehouse space.



- **Expansion to Location #2: Central Square, Cambridge.** On the main thoroughfare that extends into the heart of the MIT campus and all the way up into Harvard Square, WF will occupy the former space of the iconic “Central Kitchen.”

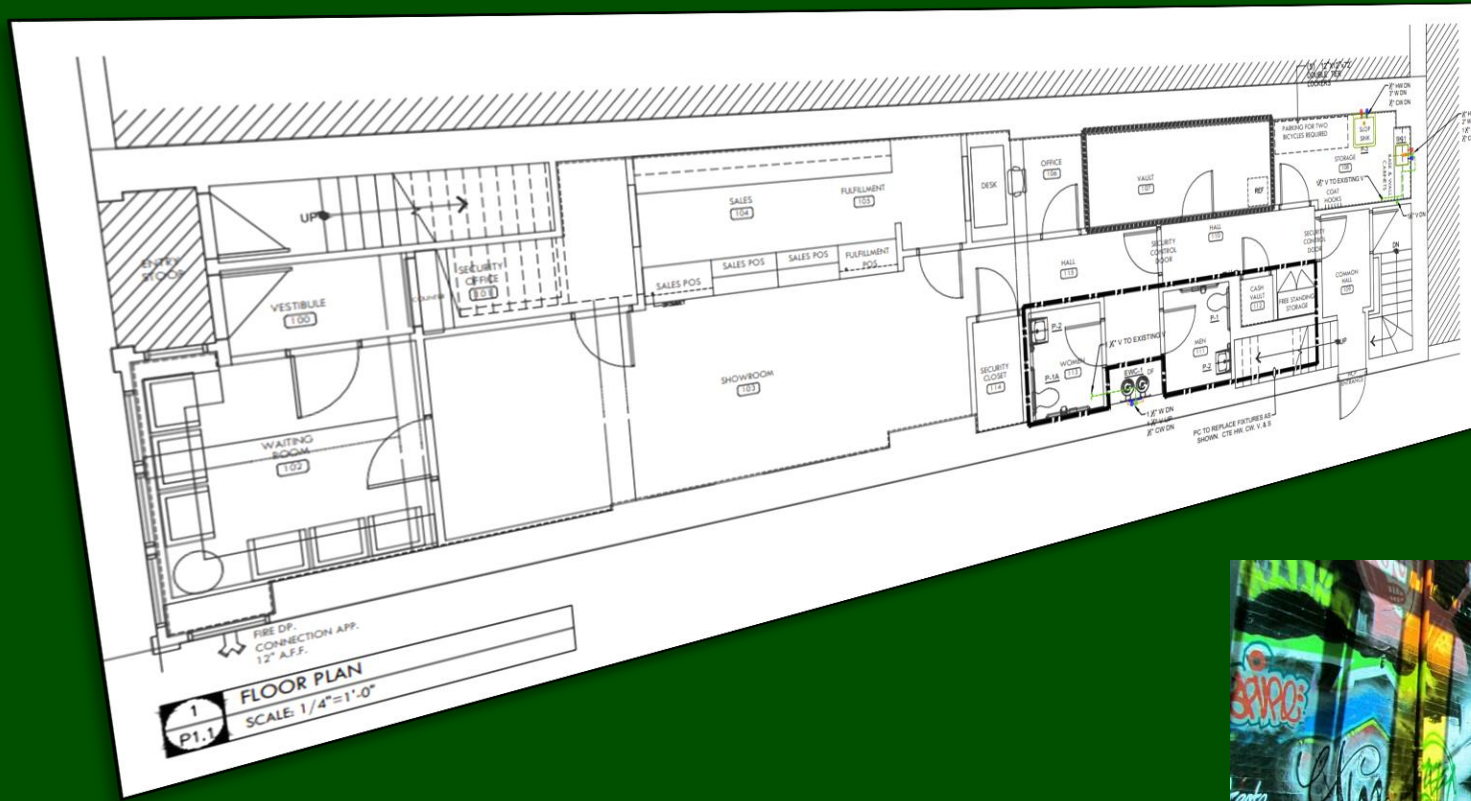


Opening **January 1, 2022:**
567 Massachusetts Avenue, Cambridge





► Location #2: Central Square Cambridge



To be Cambridge's first recreational cannabis retailer!

- ✓ Closest adult use dispensary to the largest concentration of ideal demographics in the region (2,000 sq. ft. showroom and entry)
- ✓ Rich trade footprint beyond campuses to surrounding neighborhoods and correlating experience-based businesses (hotels, dining, entertainment, cultural institutions)
- ✓ Most convenient cannabis retail location to public transit (also on foot, via bicycle and automobile)
- ✓ Ample City parking



Coming to WF-Central Square: First cannabis **Work Force Training Center** in Massachusetts. Designed to educate, train, and help employ Cambridge residents and others from disproportionately impacted communities.





► **Location #2:**
Central Square
Cambridge



The look and feel of a technology retailer or boutique shop

Product browsing via elegant glass displays
located in the center of the sales floor

Tablet computers will enable customer menu review
and product selection

Exceptionally informed Western Front team members
will engage in a hassle free, knowledge-based
customer experience





- **Expansion to Location #3: The Historic Red House**
In the Heart of Harvard Square connecting the Charles Hotel and Kennedy School with Grendel's, Winthrop Park, and the Coop.

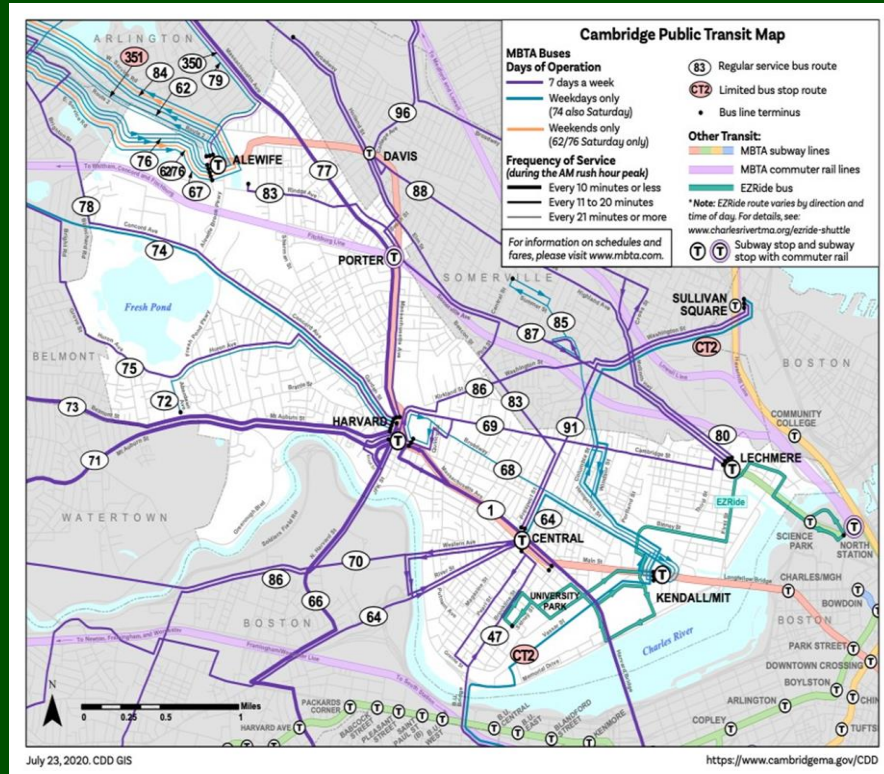


Opening by **March 1, 2022**: 98 Winthrop Street, Cambridge



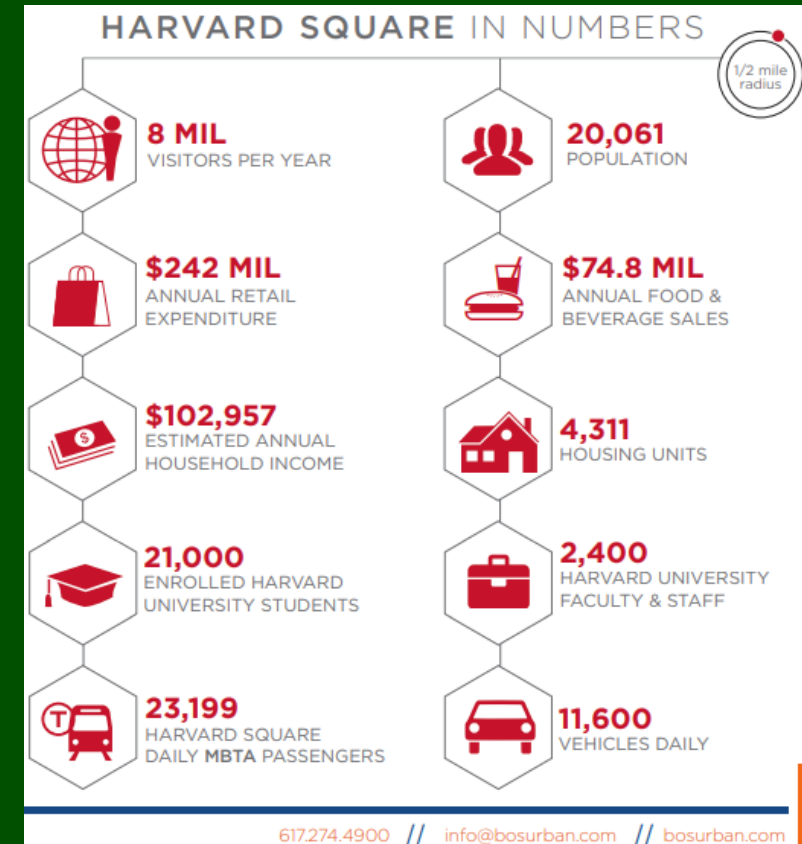


► Expansion to Location #3: The **Historic Red House**



Located within a Public Transportation Hub!

- ✓ Harvard Square Red Line; 9 MBTA bus lines (20,000+ passengers use T station daily)
- ✓ 3 blue bike stations; ample public bicycle parking
- ✓ 4 nearby public parking facilities
- ✓ Pedestrian only streetscape



2020 Annual Town Gown Reports (Harvard, Hult, Lesley and MIT):

14,058 undergraduate students; **21,364** graduate students

Living in Cambridge: **11,509** undergraduates; **11,110** graduate students

2017 Cambridge Department of Community Development Report:

Harvard Square - third best retail market in the state

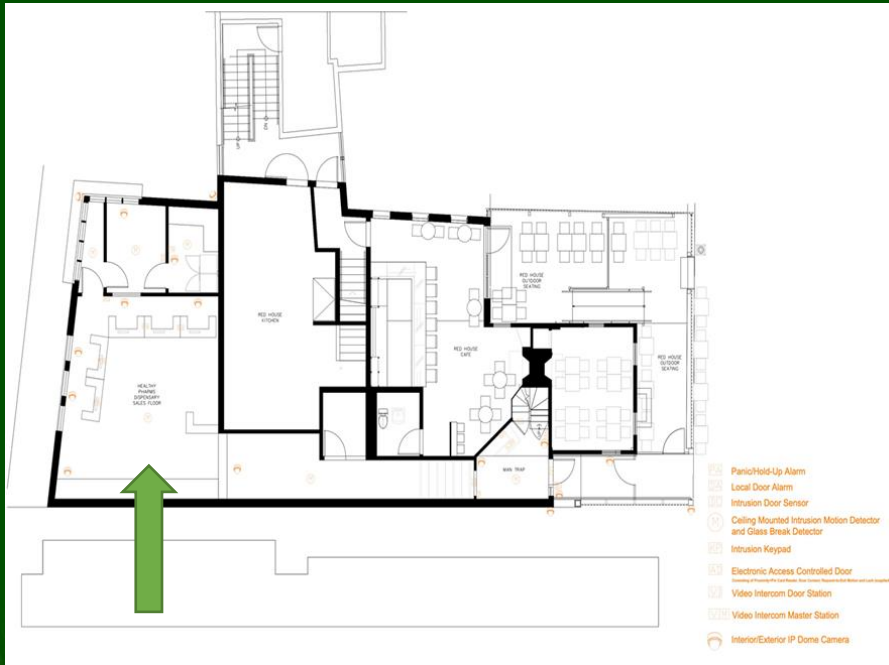
350+ businesses in a ¼ square mile; average sales of \$330/sq. ft.

8,500+ guest rooms nearby



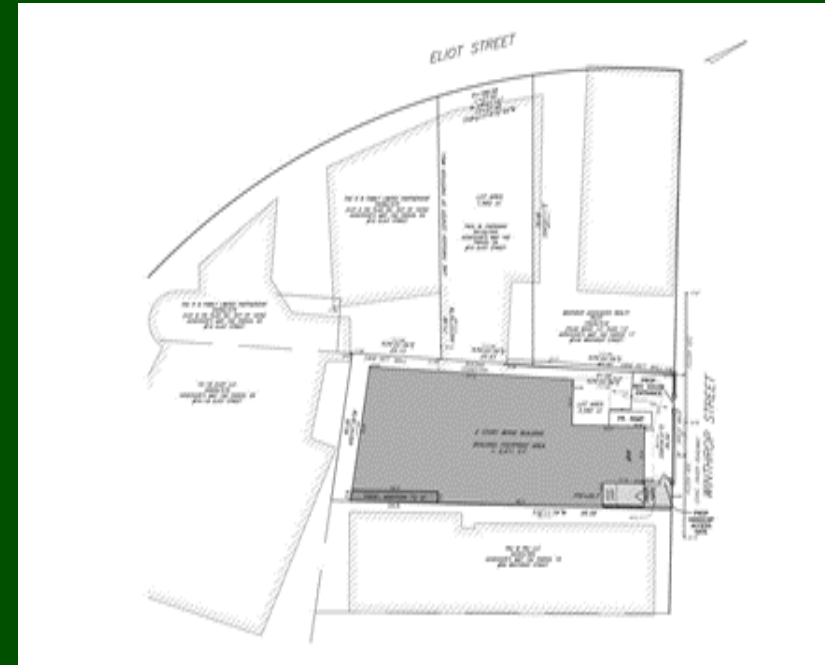


► Location #3: The Historic Red House



Situated in the Heart of a Top Destination!

- **Premier stroll and browse retail trade footprint with exceptional people density ratios per sq. mile** (store 1,445 square feet)
- **Highly trafficked by best demographics and WF top tier prospects:** students, parents, university employees, tourists, shoppers, business professionals, business travelers
- Amidst correlating 'experience' businesses



Risk Management: Smart Neighbor Relations!

- ✓ Ongoing monitoring of adjacent Winthrop Park Square
- ✓ WF 24/7 contact number provided to neighbors
- ✓ Staff to monitor perimeter as 'community ambassadors'
- ✓ Report nuisance activity/observations to stakeholders or law enforcement
- ✓ No more than two days of inventory on site



Top Line Revenue Projections: Aggregate Daily Run Rate

Current Opportunity!

Western Front Series D

Expansion to Harvard and Central Squares

Round Commences Q3 2021

Total raise up to \$3M

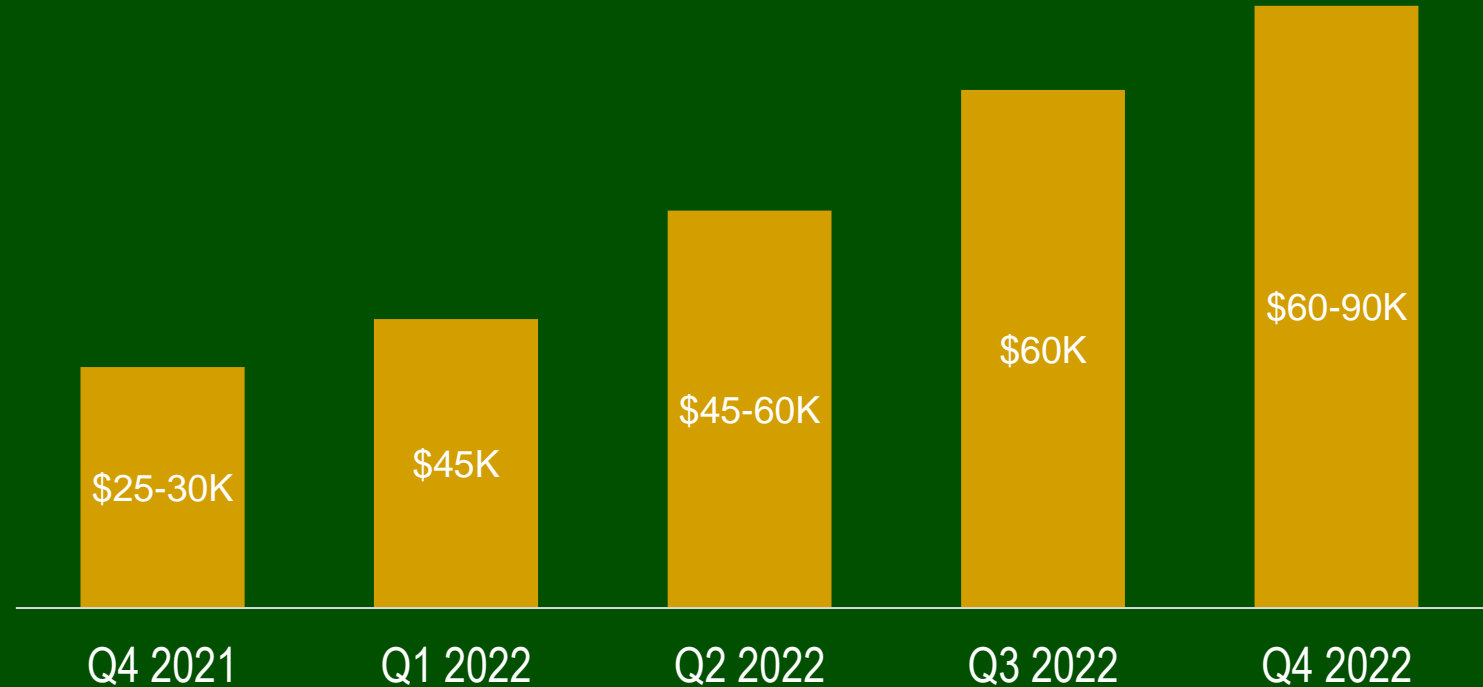
Pre-money valuation: \$35M

15,000 units available; \$200 per unit, rolling closings.

Class D Units in aggregate will represent an initial overall equity ownership interest of 7.5% calculated on a fully units authorized basis.

Class D Units shall receive the same proportional allocation of dividend income and free cash flow as Class A, A-1, B and C Units.

Right to participate on a pro rata basis in subsequent issuances of equity securities.



Chelsea near-term performance goal:

\$25-30K ADRR

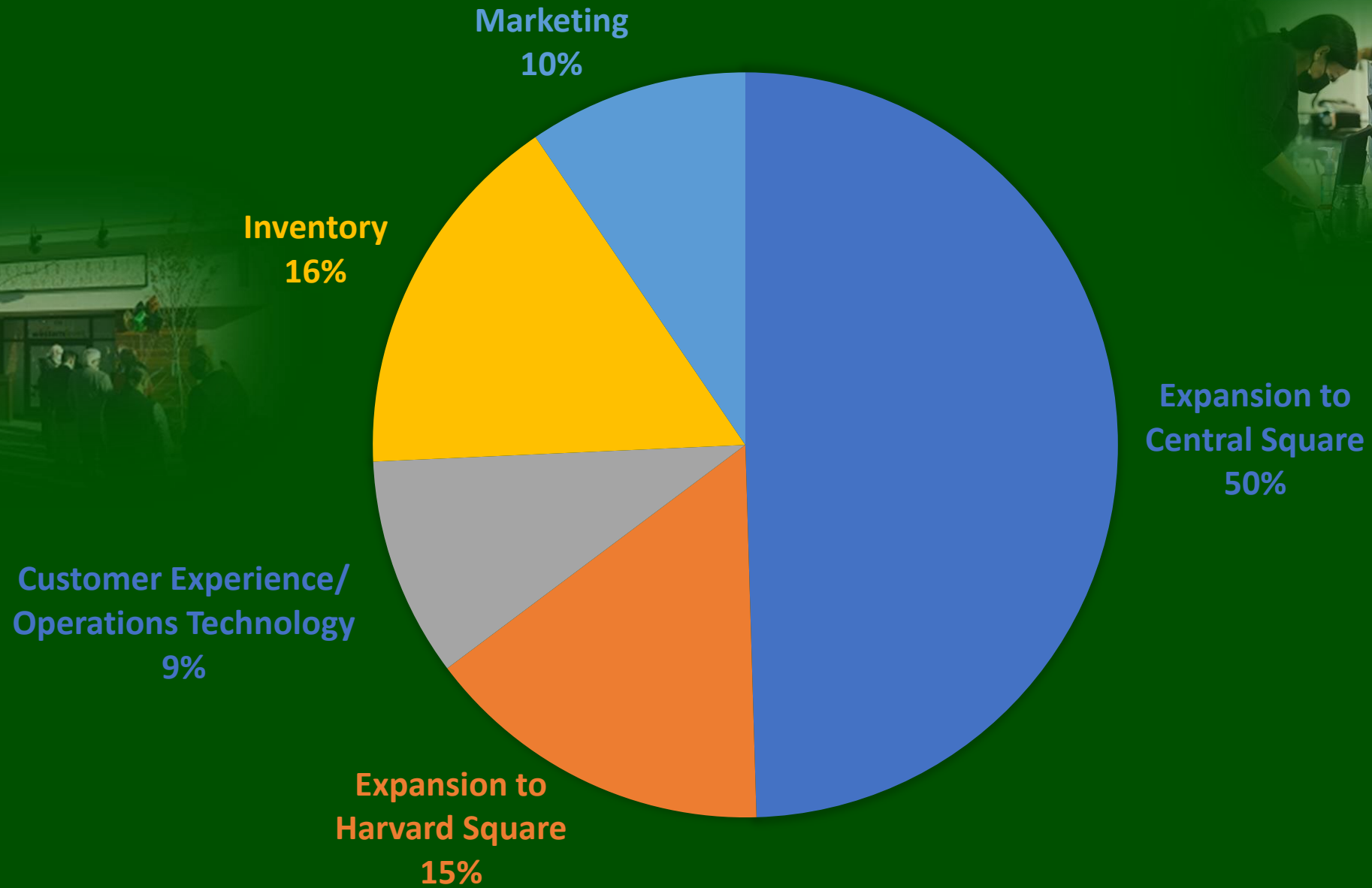
Ultimate three-location daily goal:

\$90-120K ADRR

Annualized:

- Y1 – **\$7M**
- Y2 – **\$27M**
- Y3 – **\$33M**
- Y4 – **\$38M**
- Y5 – **\$44M**

Use of Funds



TIMELINE OF PRIORITIES:

Growing Chelsea Customers Building Out Central Square to Operational Moving In/Launching Harvard Square

Operationalizing and scaling a three-location enterprise in premier regional locations.



Q3 2021

July-September

Central Sq.: Building Permit secured from Cambridge. Accelerated construction underway.

Harvard Sq.: Presentation to HSAC.

Cambridge moratorium protecting EE and social equity businesses renewed until 9/22.

Chelsea: Secured preliminary conditional approval for courier license from MA-CCC.

Awaiting granting of amended HCA.

Q4 2021

October-December

Central Sq.: Construction completed by mid-October. Architectural review, inspection, and post final inspection.

Harvard Sq.: Present to the Cambridge Planning Board.

Chelsea: Contract with specialized courier company to execute service.

Q1 2022

January-March

Harvard Sq.: Permits updated; final inspection. Granting of Provisional License by MA-CCC.

Chelsea: Secure JV partner and/or tenant for space.

Central Square Open.

Harvard Square Open.

Delivery service commences.

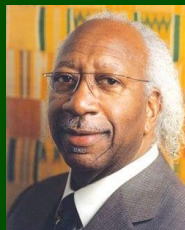




A pioneering local business of color and an industry leader... helping to advance a new era of American Diversity, Equity, Inclusion and Belonging

Leading by Example

- Lifetimes helping to empower **economically disadvantaged individuals and communities**, especially in areas of disproportionate impact (Chelsea)
- Ownership group that includes **25 African Americans and Latinos**
- A **leadership team** of attorneys, business executives, former Cambridge elected officials, and state legislature candidates
- High performing management team supported by **deep Massachusetts roots** of extensive political, business-retail, and civic relationship networks



Marvin E. Gilmore, Jr.

Co-Founder, Unity Bank and Trust
Former President and CEO, Community Development Corporation of Boston
Decorated World War II veteran (French Legion of Honor)
Grandson of Slaves
Lifelong Civil Rights Activist and Cantabridgian



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Co-Founder, Young Ballers Basketball Program
Barr Foundation Fellowship, 2011
Huffington Post, Greatest Person of the Day, 2010
Board of Trustees, Cambridge Public Library
Member, Cambridge Public Arts Commission
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For inquiries, additional information, or to arrange an introductory conversation with principles, please contact:

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