

STRATEGIC PLANNING



SYNOGY

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STRATEGIC PLANNING INTRODUCTION



OVERVIEW

Strategic Planning is a key component of building a strong foundation for success. Through the process of strategic planning a company's leadership and staff identifies not only where the company going but also how to get there. It's not enough for a company to know its vision and mission - it must figure out the details of how to accomplish it. Synogy provides critical support in this process. Our proven expertise enables a company to analyze, synthesize, and articulate a clear description of its plans and the methods which will be used to accomplish the company's goals.

Strategic Planning is often impeded by lack of time or experience within a company. Staff is busy fighting the fires of everyday existence and doesn't have time to focus on completing the process, or there is a lack of understanding of how to do the process. Synogy's services provide a solution to both of these problems. Our attention brings the process into focus for the company and insures that the project moves forward to completion. Our proprietary processes enable the project to be accomplished in a timely fashion with exceptionally high quality planning documents.

DESCRIPTION OF SERVICES

Synogy's services focus on providing effective strategic planning in four areas:

- ♦ **Business Plan** - An articulate Business Plan which effectively "tells the story" of the company is critical for achieving long-term success. A Business Plan not only provides a roadmap for management and staff to follow - and measure progress against - it also is the primary tool for communicating the company to investors and other business contacts.
- ♦ **5-Year Financial Proforma** - Developing a realistic and effective financial proforma requires careful detailed analysis of the operations of all functional areas of the company to define realistic assumptions for staff, product and process development, resources, and overhead expenses. This analysis must then be translated into a lucid set of financial spreadsheets that demonstrate the careful planning and provide an understanding of the company's financial operations ... without raising "red flags" and questions of concern.
- ♦ **Implementation Project Planning** - A good Business Plan is a map for how to build a company. It is, however, only a "high-level" map. Synogy's experience in teaching Project Management to numerous Fortune 500 companies, such as GE, Wylie Laboratories, and BJ Services, provides a foundation of skills for helping management develop an in-depth project plan on how to implement the Business Plan over the first couple of years. This service includes assisting in the development of project plans, reports, and tracking methodologies; assignment of responsibilities; and definition of milestones.
- ♦ **Systems & Process Development** - establishing a business that accomplishes its goals effectively entails identifying areas where the establishment of defined and documented systems and processes can speed up the critical path of value creation and increase customer satisfaction. Synogy can help management identify these strategic opportunities for value enhancement and define methods for establishing effective systems and processes.

SYNOGY'S VALUE PROPOSITION

Synogy's services are widely recognized for excellence and value. There are a great many advantages to using Synogy for Strategic Planning services:

- ♦ **Business Plans** - Synogy's business plans are recognized for their clarity and professional presentation. Experienced investment bankers and investors have rated the quality of Synogy's Business Plans in the top 5% of the market. They will provide the company with a package that demonstrates the highest degree of professionalism.

TRADITIONAL SOURCES: Major financial consulting and legal firms are sometimes perceived as being the "traditional" centers of expertise when management is looking for help in strategic planning. Expenses for having a business plan developed by such firms usually start at \$25,000 and go up significantly if the company is complex. However, the actual experience and expertise in strategic planning and package preparation that is provided by such firms is often minimal. Junior staff in their 20's are usually assigned such projects as "learning projects." The results are often poor, management receives little of the strategic planning value it desires, and the investment is wasted. In addition, payment for services is expected immediately.

SYNOGY'S VALUE: Since 1987 Synogy's leaders have been producing business plans that are recognized as being in the Top 5% in quality and professional presentation. Actual hands-on experience in management and business development is applied to the project so that management receives the strategic planning assistance that it needs.

- ♦ **Financial Proformas** - One of Synogy's greatest claims to fame is the Synogy Financial Proforma Package. This proprietary financial planning spreadsheet was developed over three years with a focus on developing a method for creating dynamic financial plans quickly, accurately, and with a presentation that demonstrates the highest levels of professionalism for the company. The integrated design enables a company to produce "what-if" scenarios by changing assumptions to quickly see what the impact would be on the entire company. The proforma is also used by some companies to track their progress over the first years of the company's growth and to quickly create updated financial proformas as the company changes. Synogy's Financial Proforma Package can also provide companies a method for producing detailed financial analysis for specific projects within a company.

TRADITIONAL SOURCES: Typically expertise for creating financial proformas is sought from major accounting firms. Fees for professional services are exceptionally high. Since a well constructed and detailed set of financials usually cost more than \$25,000 most companies settle for simple and often inadequate financial plans. The short-comings of using major consulting or accounting firms for producing financial proformas are similar to what is confronted in developing a business plan - young inexperienced accountants with little or no actual management experience are usually assigned such projects. Instead of expertise coming into the company at a critical time the company often becomes the "teacher" of young consultants. Producing financials which can be easily understood by an investor is an art as well as a skill. Most business financial proformas provide questions and "red-flags" to investors rather than understanding and comfort.

SYNOGY'S VALUE: Synogy's Financial Proforma Package maximizes the value the company receives. The process of producing the financial projections is designed to assist management in analyzing the operations and plans of the company in detail. This service provides exceptionally high value by helping management figure out the details of how it is going to create its vision. Synogy's services in this area have been called "vision engineering" - taking a vision and creating a blueprint and financial plan on how to implement the vision and make it a reality. Many investors and investment bankers have said that they have never seen a

financial proforma like Synogy's Financial Proforma Package - that communicates so clearly a company's financials in a fashion that is dynamic, professional, easily understandable, and removes red-flags rather than raising them. The CFO of one investment bank stated that, "Synogy's financials remove an investor's objections. He can't argue the numbers because of the way in which they are all logically calculated and presented, the only thing left to argue is the assumptions - but the assumptions are broken down into small enough assumptions that it is impossible to argue with the assumptions." This methodology produces a financial proforma package that helps the company demonstrate to investors that it knows what it is doing and is committed to doing its business with excellence and detailed planning.

The last two areas of service are usually grouped together as part of a long-term relationship between Synogy and the company.

- ♦ **Implementation Project Planning** - Producing an effective Business Plan is only the first step in creating a successful business. Synogy leverages its expertise in teaching Project Management to assist management to create working project plans that cover how to implement all of the areas of the Business Plan.
- ♦ **Systems & Process Development** - Michael Gerber, author of "The E-Myth", and Advisory Board member for Synogy, points out in his books that the reason most business fail is because "they do not create effective systems and processes which enable any idiot to run the business effectively." Using McDonald's as an example he points out that the reason franchises are successful is because there is a committed focus to creating systems and process which are designed and documented so that any minimally skilled person can accomplish the tasks. This part of strategic planning is critical to long-term company success. Failure to establish effective systems and process will mean that the company operates inefficiently and will be handicapped in competing in the marketplace.

SYNOGY'S VALUE: These on-going services are typically provided by Synogy through a long-term consulting contract with the company that enables the company to continue to take advantage of Synogy's strategic planning expertise throughout the initial development phase of the company. By building on the interaction and strategic planning process that takes place during development of the Business Plan and Financial Proforma the company can leverage its investment into an effective foundation for long-term strategic planning services at an economical rate. Synogy is willing to contract for a long-term retainer relationship that produces significant return on investment for the company.

FINANCIAL VALUE PROPOSITION

One of the biggest values that Synogy provides its clients is the ability to acquire assistance in developing a Business Plan and Financial Proforma through a flexible, customized compensation plan.

Synogy recognizes that most companies that need its services can not afford to pay cash for the \$40-50,000+ value of a Business Plan and Financial Proforma. Traditional sources of expertise do not provide flexible compensation plans which meet the needs of young or rapidly growing companies. Synogy, however, is willing to provide its services to clients who recognize the exceptionally high value of Synogy's services through a customized compensation plan that meets the specific needs and abilities of each client.

Synogy provides its services at an hourly rate that provides significant value to the client. With the strategic templates and processes that Synogy has developed it can produce effective progress substantially faster than most other options open to a company. One hour of Synogy's time may equal 3-4 hours of time from someone building everything from scratch. Payments are made every two weeks during the project.

To help the company manage its cash flow, an estimated value of the project is determined based upon the market value adjusted upwards for the complexity of the company or downwards if the company has existing

Business Plans which provide substantial refined-material for building the Business Plan and Financials. A customized compensation plan can be negotiated between Synogy and the company to facilitate cash management for the company while still providing fair recognition of the value of the services Synogy provides. Generally a customized compensation plan consists of compensation in four areas:

- ♦ **Development Fee:** Funds paid during the Business Plan development phase. A portion is paid up-front to recognize the invested value that Synogy brings to the project through its strategic templates and processes. The balance of the development fee is billed and paid every two weeks during the project. Every project must include some funds paid prior to and during the project. Synogy is willing to negotiate adjustments in the amount and schedule for specifically accepted projects.

For companies not able or willing to pay the full amount of the project value, Synogy is willing to negotiate to take some deferred compensation in one or more of the following ways. Since the risk goes up with each type of compensation it is expected that the company will adjust the compensation in each area to recognize the risk that Synogy accepts by being willing to accept such deferred compensation.

- **Percentage of Funds Raised:** Synogy is willing to take a percentage of its compensation through a fee or percentage of funds raised by using the Business Plan and Financial Proforma Package. It may also include a percentage fee on a defined revenue stream of the company. [*Risk = Moderate, funds may not be raised at the level expected*]
- **Long Term Relationship:** Synogy is willing to accept part of the payment through a long-term (1-2 year) retainer relationship agreement with the client. Under this arrangement the company commits to a monthly retainer fee. Most of this fee is recognized as payment for the strategic planning services, but in recognition of the long-term relationship Synogy provides its services at a discounted rate of \$750 per day. [*Risk = Moderate, lack of cash flow may prevent the company from following through on its commitment.*]
- **Equity:** Synogy expects that equity of some sort will be included as a part of every agreement. If Synogy is able to help the company become successful, Synogy wants to share in part of that success. Stock or options, depending on the situation, may be included as a part of the compensation. [*Risk = Very High Stock is volatile and may lose significant value. Private companies stock is difficult to liquidate. A substantial adjustment should be made for the high-risk*]

Synogy's vision is to help other business leaders turn their vision into reality. We understand first-hand the challenges of trying to start a new company or dramatically expand an existing company. We look forward to establishing a mutually beneficial relationship that will produce significant long-term value as goals are achieved. Give us an opportunity to help create your future.

Sincerely,



Hank Tate
CEO

DEVELOPING A BUSINESS PLAN

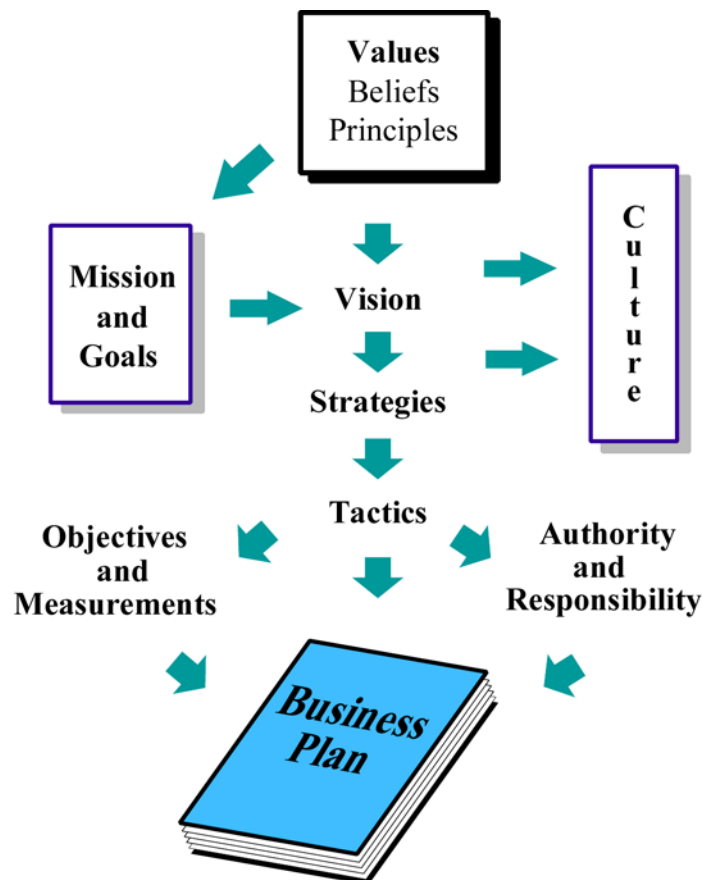


A business plan is a *PROCESS* not a product.

Many misconceptions exist about the purpose and value of a business plan. The major value resides in the process and how it enables management to create a practical workable plan for achieving success. Research has shown very clearly that one of the major reasons that 75% of companies fail within the first five years is lack of planning. In business the old saying “Failing to Plan is Planning to Fail!” is especially true.

If the immediate and only purpose for creating the business plan is to justify an investment by an outside investor a business plan sometimes becomes a “puff piece” which is created to entice investment. The resulting plan often bears little resemblance to reality and could constitute fraud if investors lose money that was invested based on a plan that is “made up.” In addition management loses all of the time and expense invested in the business plan because it has no long-term value to the company.

A properly created business plan can play a major role in building a foundation for success. The process, however, requires that company management take time away from the whirlwind demands of the day and focus on defining in detail the following areas of the company’s structure, operations, and culture.



Careful analysis must be done to determine what functional areas exist, or need to be developed, within the company to carry out the mission and vision. Attention must be focused on defining the strategy, people, processes, and technology required to make each functional division of the company effective in fulfilling its support position in accomplishing the company's mission.

Some business leaders believe they can spend a few hours talking with someone and have a third-party write the business plan. Nothing could be further from the truth. The involvement of a third-party consultant is often critical to the successful completion of a business plan because it helps elevate the process to a high priority and takes some of the development and project management off the shoulders of management. The proper role of the consultant is to direct the process of analysis, planning, and communication by the management team so that the end product not only provides a blueprint for future business activity, but also communicates effectively to investors. A consultant cannot read the minds of management to know the complexities and nuances of company vision and plans. Even planning and review meetings, though well structured, will not produce suitable material for the business plan. Narrative communication is too loose and often leaves many details unsaid.

In order to capture the essence of a company, it is critical that company leadership writes their thoughts and plans in many key areas. This process forces management to carefully select words that explain thoughts in a lucid manner. Some material for the business plan can be obtained from company marketing materials and previously written plans, but in the absence of such documents management must commit to preparing drafts of sections required in the business plans. These drafts may then be rewritten and massaged by the consultant into a seamless fit with other sections. No effective business plan, however, can be created unless management is willing to invest the time to write at least rough drafts of assigned sections of the business plan.

The following skills will be critical to building a successful business plan:

Analysis: The vision, mission, structure, and processes of the company must be “dissected” into components that can be analyzed for effectiveness, cost efficiency, and relationship to the overall mission of the company. This is the “understanding” step. It is critical, but can be time consuming when few materials are available describing existing processes.

Strategic Planning: The components defined in the analysis are then reassembled in a manner that describes how short-term and long-term goals can be accomplished effectively and can be understood logically by management, staff, and investors.

Financial Reporting: Each component identified must be analyzed for its particular cost parameters (people, resources, technology, and time). The amount and timing of expenses must be defined. A logical, supportable plan for projecting revenues must be developed. It needs to demonstrate growth rates that will be conservative when compared to the results of similar companies. Revenue must be projected conservatively and expenses projected aggressively to assure the highest likelihood of reaching the financial goals presented to investors. Financial statements and logical assumptions must be communicated clearly and in detail. Describing the assumptions on which the financial projections are developed is an often overlooked, but critical, part of the business plan.

Effective Communication: All of the results from the analysis and planning must be collected into a package that logically and clearly explains the company in a manner that staff and investors can quickly understand. An effective package must contain the following characteristics:

- Logical structure
- Understandable narrative
- Professional packaging
- Answers to all the “red flags”
- Detailed and understandable financial projections
- Detailed and Logical financial assumptions
- Bios of key staff
- Supporting Documents, Statistics, and Articles

An effective consultant will not only have demonstrated skills in the above areas, but will also have experience in business leadership and management. Management experience provides an insight and understanding that cannot be found in someone who has never been faced with the challenges of managing a business.

Synogy's process of developing a business plan is an iterative process that produces an effective, attractive, highly professional business plan that will present the company in a highly favorable light. With concerted focus, any company can accomplish a successful business plan.

- Analysis Meetings:** Initial meetings with management focus on establishing an understanding of the core competency, structure, operations, culture, and future plans of the company. Typically, this stage will run 2-3 days with different management and support staff involved.
- Collect Existing Documents:** During the meetings management will define what documents are available to provide information that can be used in the business plan or can be included in the Appendix as supporting documents.
- Match Information to Business Plan Outline:** These documents will be collected, read by the consultant, and analyzed for content to determine what sections need to be written.
- Collect Industry Information:** The Company must provide information on the industry, technology, and competition that can be included in the business plan to validate the assumptions presented in the plan. This may require staff to collect necessary information.
- Assign Missing Sections:** Sections that cannot be completed from existing documents will be assigned to various members of the staff to write drafts of the section.
- Write Drafts of All Sections:** The consultant will provide assistance in explaining what needs to be included in the draft, but staff members will be expected to produce most of the first drafts.
- Leadership Bios:** All management individuals will be required to write brief bios for the narrative of the business plan, and to provide complete resumes for possible inclusion in the Appendix.
- Create Layout Design:** The draft sections will be collected into a combined document and formatted into a first draft business plan.
- Edit All Sections:** Everyone will read, edit, and comment on the first draft. The consultant will rewrite all sections as necessary to provide continuity and clarity throughout the business plan. Some section drafts may be returned to staff for additional information.
- Collect Supporting Documents:** Decisions will be made on what documents need to go into the Appendix. Staff will be responsible for collecting high-quality copies of the documents.
- Establish Revenue Projection Methodology:** Consultant will work with management to develop a logical method for driving revenue projections in the financial spreadsheet.
- Identify Functional Divisions:** Collaborative determination of functional divisions of the company. This will define the sections presented on the financial projections. The financials need to include statistical data on sales or services growth which drives the revenue so investors will understand where the revenues are coming from.
- Define Staff & Expenses:** Consultant will direct an analysis of expenses required for each section of the financial projections. This analysis will project operational growth and expenses for five years.
- Create Spreadsheet Projections:** A spreadsheet must be developed which details sales statistics, revenue, expenses, capital expenses, and cash flow for 3-5 years. Synogy has developed a business plan spreadsheet template which provides an exceptionally effective and rapid method for developing the financial projections. Over 700 hours have been invested in creating the tool.
- Edit Projections:** Review draft of financial projections with management and modify as necessary.
- Document Assumptions:** Document the final financial assumptions in the Appendix.
- Additional editing:** Consultant will make final edits to the business plan and financials.
- Publish Plan:** Consultant will provide a final electronic copy of the business plan to the company. Consultant will help determine the method for publishing and binding the final documents.

The final product will become a "living" document that will guide the company for the following years. Changes will be made over time as conditions change, but a foundation of understanding and communication will be available to all personnel. In addition, the business plan will provide an effective tool for demonstrating the professional operations and future potential to prospective investors.

DEVELOPING A FINANCIAL PROFORMA



A Synogy Proforma is a PLAN - not a presentation to impress investors.

Financial planning is critically important to the success of a project or business venture. Even ancient writings have recognized the need for accurate assessment of resource requirements before starting a project:

“Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him, saying, ‘This fellow began to build and was not able to finish.’” Luke 14:28-30 The Bible

Synogy's Financial Proforma Program is a system - NOT a spreadsheet.

The purpose of Synogy's Financial Proforma Program is to assist business leaders in analyzing the details of their project in a systematic manner that produces an accurate and realistic plan for accomplishing the goals of the company. The data and assumptions derived from this process are then used to build a 5-year Financial Proforma and a Business Plan which demonstrates the professionalism and attention to detail of the business leaders.

Synogy has combined years of experience in strategic business planning and more than 1,000 hours of development to produce a proprietary computer application and system which enables Synogy to provide exceptionally high-quality financial Proforma packages rapidly. Synogy's Proformas are widely recognized for their clarity, detail, and professional presentation. The ultimate goal of a Synogy Proforma is to provide a financial roadmap that will accomplish three goals:

- Provide leadership a realistic financial plan
- Demonstrate professionalism & attention to detail to investors
- Clearly demonstrate the financial potential and integrity of the project

If the immediate and only purpose for creating the plan is to justify an investment by an outside investor a business plan sometimes becomes a “puff piece” which is created to entice investment. The resulting plan often bears little resemblance to reality and could constitute fraud if investors lose money that was invested based on a plan that is “made up.” In addition management loses all of the time and expense invested in the process because it has no long-term value to the company.

A Synogy Proforma does not guarantee that investors will invest, and Synogy will not knowingly produce fraudulent or unrealistic proformas to enhance a project's image. Experience has proven, however, that the detail and professionalism of Synogy's Proformas plays a dramatically positive role in giving investors peace about the security of their investment.

PLANNING PRINCIPLES

The following principles have proven valuable in developing an effective plan:

- ◆ **COMMUNICATE THE FULL VISION:** Too often business leaders are scared by what they “think” investors want and will minimize the scope of their vision to keep the funding requirements small. A large vision with a realistic progression of steps to reach the goal is much more impressive to investors than a small vision with limited potential.
- ◆ **PLAN IN PHASES:** Investment specialists point out that it is easier to raise large investments, over \$1,000,000, than smaller investment. If very large investments will be required to accomplish the ultimate vision, breaking the projecting into more than one funding phase will make it easier to raise funds and help founders retain the most ownership. Each funding phase must be sufficient in scope to “prove out” the realism of the plan at that phase.

- ◆ **PLAN FOR WHAT YOU ACTUALLY NEED:** Determine the complete and actual financial requirements for accomplishing the objectives. Often a financial plan is developed around what leadership feels they can get from investors rather than what is NEEDED to actually accomplish the plan. This is always self-defeating. The plan will not work. Two negative things usually happen:
 - Investors are astute enough to see that the plan is unworkable and no funds are received.
 - Funds are exhausted and management's lack of planning is demonstrated. Either additional funds will have to be raised, often at a premium, or the project will be cancelled.
- ◆ **BREAK DOWN THE PLAN BY FUNCTIONAL AREAS:** Synogy's Proforma Program leads leadership through the process of breaking the business or project into the various functional areas that must be addressed to accomplish the goal. This process enables leadership to develop the most accurate analysis of what must be done, who is responsible, and what resources are required. This information is also used to develop the Business Plan and explain the project and its operations.
- ◆ **RELATE EXPENSES TO SALES AND GROWTH:** The power of Synogy's Financial Proforma Program is best demonstrated when assumptions for expenses are related to growth or sales statistics. "What If?" modeling can be easily done by changing growth assumptions. Such relationship will also provide investors easier understanding of the logic of the calculations and greater security with the accuracy of the projections.
- ◆ **FINANCIAL PLANNING WILL BE A CONTINUAL PROCESS:** Developing a Synogy Proforma is not the end of the process. As the project progresses new information will emerge and plans will change. The financial plan will need to be revised so the roadmap will continue to be accurate and can provide management with support for making wise decisions. If the funding is in phases, each phase will require an update of the Proforma to reflect what has taken place and changes in the plan.

MANAGEMENT'S COMMITMENT

A properly created plan can play a major role in building a foundation for success. The process, however, requires that company management take time away from the whirlwind demands of the day and focus on defining in detail the following areas of the company's structure, operations, and culture.

Careful analysis must be done to determine what functional areas exist, or need to be developed, within the company to carry out the mission and vision. Attention must be focused on defining the strategy, people, processes, and technology required to make each functional division of the company effective in fulfilling its support position in accomplishing the company's mission. Employee requirements, pay, and benefits must be defined to determine accurate personnel costs. Management must commit time for thinking through the issues and defining appropriate assumptions for the Proforma. Synogy's process breaks basic assumptions down to a level where calculations can be developed to automate the planning process. No effective plan can be created unless management is willing to invest the time to define basic assumptions and explain the business processes for each functional area of the company.

SYNOGY'S PROGRAM

Synogy's process of developing an accurate Proforma is an iterative process that produces an effective, attractive, highly professional package that will present the company in a highly favorable light. With concerted focus and Synogy's Program, any company can create a successful financial Proforma.

Analysis Meetings: Initial meetings with management focus on establishing an understanding of the core competency, structure, operations, culture, and future plans of the company. Typically, this stage will run 1-3 days with different management and support staff involved.

Synogy Proforma Questionnaire: Synogy has developed a questionnaire that leads management through the process of defining the operating details and assumptions of the project. This data is used to develop the financial modeling formulas for Synogy's Program. Careful attention to answering all of the questions accurately and thoughtfully is critical to success of the project. The questionnaire will include both definition of assumptions and explanations of why the assumption is valid.

- Review of Assumptions:** Synogy's staff will review the assumptions defined in the Proforma Questionnaire. This review will clarify details and identify missing information. The review can often be completed in less than one day.
- Collect data to justify assumptions:** Some assumptions, such as office rental rates and competitive market prices, will require third party information to validate the assumptions. The Company must obtain such validation in a timely manner.
- Develop Synogy Proforma:** Synogy's staff will use the questionnaire, data collected, and review with management to build a Synogy Proforma using Synogy's proprietary software. The time requirements will vary depending on the complexity of the project and timely response of management to requests for further information.
- Write Financial Assumptions Section:** Management will write a draft of the Financial Assumptions Section while the Proforma is being developed. Guidelines and examples will be provided by Synogy.
- Production of First Draft Proforma:** Synogy will provide drafts of the Proforma to management for review and approval. The drafts will be provided in Adobe Acrobat (.PDF) format.
- Review / Approval of First Draft Proforma:** Synogy staff will walk management through an explanation of each section in the First Draft Proforma. Management must then review the First Draft Proforma in detail and request any specific changes or approve the Proforma.
- Update of Assumptions Section:** Synogy staff will edit the Assumptions Section to verify that there is agreement between the written Financial Assumptions Section and the Proforma. Any reformatting necessary will be performed by Synogy staff.
- Production of Final Proforma:** Once the Assumptions Section and the Proforma are updated a final version of the Proforma will be produced and provided to the company. The final version will be in an Adobe Acrobat (.PDF) format suitable for printing and electronic distribution.
- Release of Proforma:** Upon completion of management's commitments under the contract the PDF of the Final Proforma will be released for distribution outside the company. Under terms of a standard agreement Synogy's proprietary software will NOT be provided to the company.
- Future changes and updates:** Synogy will provide continuing modifications and updates to the Proforma under either: 1) a long-term strategic planning consulting retainer, or 2) at standard consulting rates. All changes and updates will be performed in a timely fashion.

The final product will become a "living" document that will guide the company for the following years. Changes will be made over time as conditions change, but a foundation of understanding and communication will be available to all personnel. In addition, the Synogy Proforma will provide an effective tool for demonstrating the professional operations and future potential to prospective investors.