

Enterprise Risk Management

The Freedom2Act™ Strategy Review is a quick and efficient way for performing a 360 degree strategy audit including risk identification, assessment and mitigation. The outcome of a few workshops is a clear-sight of the

The outcome of a few workshops is a clear-sight of a business' AS-IS situation pinpointing strategic opportunities and significant vulnerabilities. Furthermore, the result is an initiative mitigating risks, which might prevent the business reaching its potential and achieving its financial goals.

The process is intensive with a high pace, comprehensive, systematic, and stimulates agreement amongst the participants regarding goals and means. The process opens up for new strategic perspectives for the businesses leading to higher growth and profitability.

TYPICAL USES

Improve agreement on strategic goals and means

Strategic Planning Processes

- Situation analysis, risk audit and SWOT in one process
- Mitigation with action plan in the same process

Board of Director Meetings

- Theme for strategic week-end with management team
- A quick assessment of the AS-IS situation, identification of significant risks and audit of strategy

Generational Succession and M&A

- Fast transfer of know-how of important business aspects
- Acceleration of the 100 days after a take-over
- Identification and mitigation of significant risks

Marketing and Sales

- Identification of homogeneous market segments
- Overview of the competitive situation and the customer's decision criteria

Risk Assessment and Mitigation

- Strategy audit

Freedom2Act ApS
Snekkevej 10
DK-4040 Jyllinge
Denmark

tel: +45 4673 0799
e-mail: fr@freedom2act.com
www.freedom2act.com

REFERENCES

CEO, Danish High Tech Company

"We chose the method because it quickly and in a consistent way could perform a clinical external founded analysis of our company. The results of the process were the basis for necessary strategic decisions based upon a much better understanding of the company and its market position."

Group President, Int'l Shipping Service Company

"After the first analysis, I was very impressed. I found the processes you are using down-to earth, very commercially minded, driven by reality rather than by theories. That was the reason why we decided for an audit of the remainder of the company involving the management team of the whole group. I'm equally happy and impressed with the processes after this second time. The mindset of me and my management team have changed somewhat after these last three days."

CEO, Norwegian Ferry Line

"You have given us a common basis for decisions, which we will continue to work on. It gave me more than I originally expected; it is always healthy to see your company with new eyes and ways. One doesn't fall asleep here – you are right on target with your questions and they are relevant."

Chief Internal Auditor, Major Railroad Group

"Using this method in our internal auditing Process helped us focus directly on areas where we needed to take action. We have been able to increase the precision in our work, while at the same time saving 75 per cent of our working time."

Director, Risk Management and Internal Audit, Finnish EUR 7.5 billion Enterprise

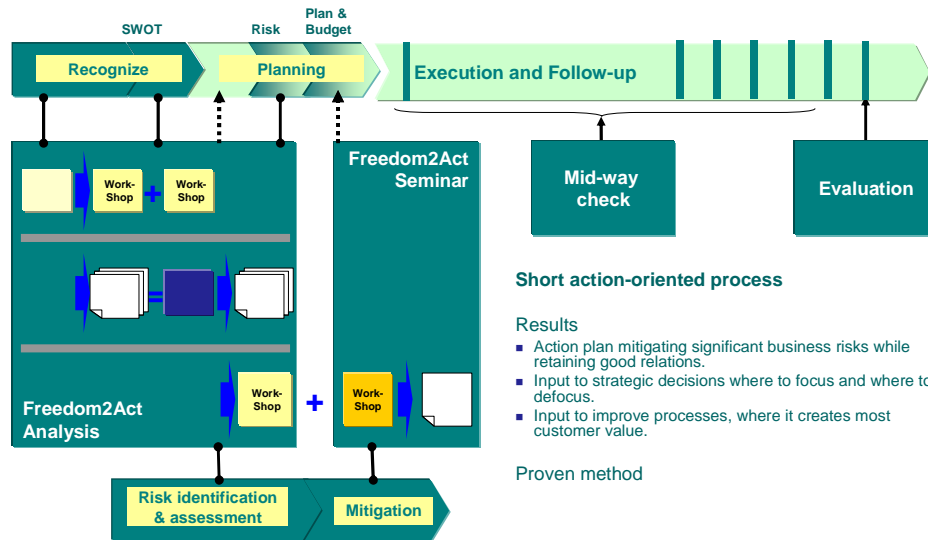
"We have used the method for risk assessment and to integrate risk management with strategic planning for 18 different divisions and units. Having used the method we consider the way of thinking and the analysis model to be a practical and useful instrument for identification of an organization's risks and for improved control. Further, it's a good group tool."

CEO, Swedish Automotive Parts Supplier

"This year's process was even better than last year's. It was easier for me to assimilate and I found it easier to realize where we stand. I only regret that we did not include our chairman from the beginning. Our risks and opportunities were extremely well laid out."

Enterprise Risk Management

Strategic Planning and Risk Management with Freedom2Act Strategy Review



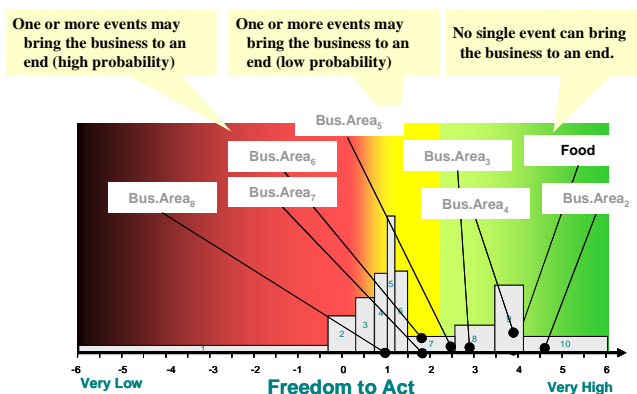
The Freedom2Act™ Strategy Review and potential uses are presented above. It consists of a few intensive workshops. It is fast, exciting, comprehensive, forward-looking, and stimulates agreement amongst the participants regarding goals and means

A down-to-earth, very business-oriented process, governed by realities rather than theory leads to a thorough analysis of the AS-IS situation of a company or business. The process clearly identifies and appraises strengths and weaknesses. Together we decide upon actions aimed at reducing the effect of significant risks. Furthermore, the process opens up for new strategic perspectives for the businesses.

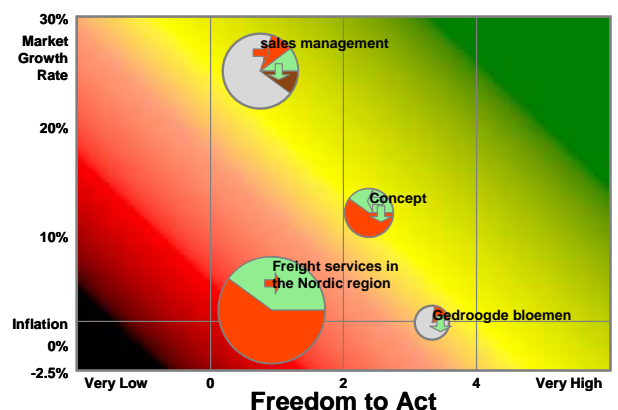
A Freedom2Act™ Strategy Review quickly gives the management an overview over a company's businesses along with assessment of strengths and weaknesses of hundred of business aspects together with effect upon the businesses. Furthermore, management is provided with a number of tools for efficient communication on the businesses with owners, board, employee and other stakeholders.

The result is a neutral and objective of the businesses freedom to act, a measure of their ability to survive, grow and be profitable with detailed explanations of drawn conclusions.

Benchmark



Strategic Opportunity Map



Risk Management

Freedom2Act AS-IS Seminar

The first half of the first workshop is a Freedom2Act Business Mapping, where we jointly identify major business areas and their mission *based on the customers' needs and decision parameters - and not on who they are.*

The process is strictly conducted from a customer perspective. This results in a segmentation in business areas, each serving homogeneous needs-based market segments. Seeing the market with fresh eyes has for many of our customers been an "eye-opener", which has revealed new strategic business opportunities and better ways to organize sales and internal processes to the creation of customer value.

The second half is a concentrated and systematic fact-finding interview.

We collect information of 140 business related aspects covering market, resources, authorities and remaining surroundings. The purpose is to identify and assess those factors, which controls and limits the development of the business.

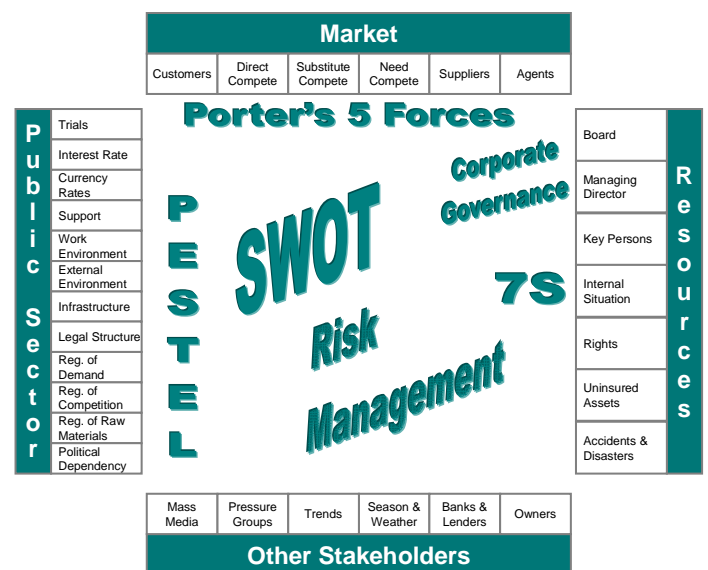
The process is supported by a knowledge-based IT-system, which automatically adapts all posted questions to the company's unique financial and competitive situation.

The use of IT-technology guarantees a comprehensive and thorough data capturing process. Furthermore, it significantly improves efficiency by reducing the time spent collecting data by a factor 5-10 compared with traditional methods without sacrificing quality. Furthermore, the process leads to a sharing of knowledge amongst the participants.

Business Map

| Products | Target Groups | | |
|--------------|--|--|--------------------|
| | Person, own use | Person, as a gift | Company, as a gift |
| Gold Pen | Personal ...get a tool, which at the same time can be used daily and send a social signal of success | Gift ... give a present, which at the same time can be used daily by the recipient and send a social signal of success | |
| Gold Ballpen | | | |
| Gold Pencil | | | |

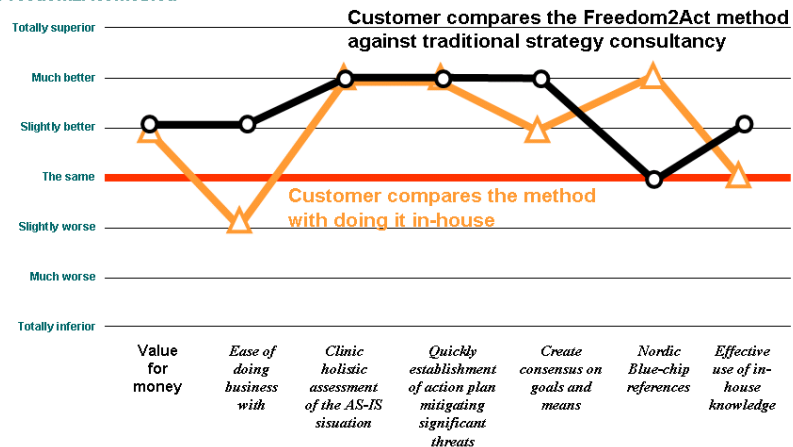
Diagnostics with a 360° Perspective



Competitive Situation

Management's need is to improve predictability and profitability

Freedom2Act Method



Target Group's "Unique Buying Points"

Risk Management

Freedom2Act Workshop

The Freedom2Act™ Seminar establishes a roadmap to the future and takes typically place shortly after the first workshop.

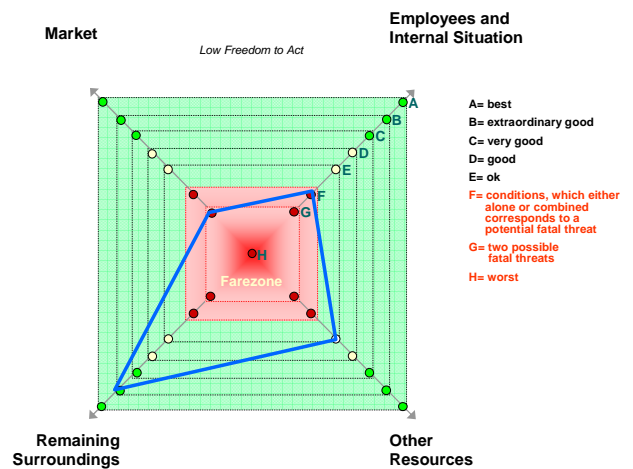
The process leads to consensus on goals and means. It leads to a consolidated understanding amongst the participants for the background for each action to be taken and the effect on the company easing the way for the implementation of required changes.

The **Debriefing** highlights the most essential findings of the diagnosis supported by highly communicative graphics illustrated by the figures of this flyer. The debriefing is complemented by a report including a comprehensive internal and external analysis of the AS-IS situation and an extended SWOT analysis. Each investigated business aspect includes a rating of the effect on the company of each analyzed aspect, positive as negative.

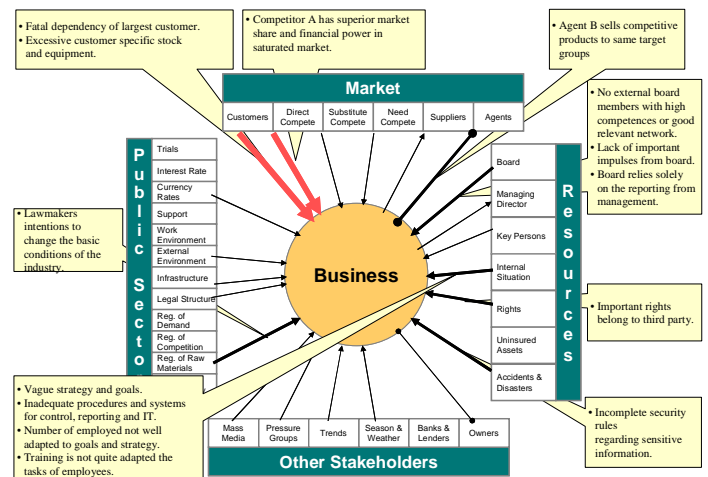
The **Freedom2Act™ Seminar** makes the analysis operational through a resulting action plan and a strategic catalog.

The action plan determines how to manage the identified strategic opportunities identified and mitigating significant risks identified by the strategy audit. The Strategic Catalog consists of prioritized significant problem areas and for each a list of suggestions for improvements; furthermore suggestions for how to protect good relations. This establishes a foundation for actions to be incorporated in the operational plans bringing risk management and strategic planning together.

Freedom-to-Act Profile



Risk Profile



Strategic Catalog

| Significant Threat | 3in12 Action | Who | When |
|---|--|----------|----------------|
| <ul style="list-style-type: none"> Dependency on biggest client. Agent working on big clients. Substitute competition from big clients | <ul style="list-style-type: none"> Develop new market approach towards big clients | NN | mm-dd |
| <ul style="list-style-type: none"> Total dependency on CEO and key persons. | <ul style="list-style-type: none"> Plan for alternatives Develop a stock option program for key employees. | NN NN | mm-dd mm-dd |
| <ul style="list-style-type: none"> Accounts receivable Deductable. Interest rates | <ul style="list-style-type: none"> Refinance the company | NN | mm-dd |
| <ul style="list-style-type: none"> Fire | <ul style="list-style-type: none"> Agreement on resource sharing in case of disaster | NN | mm-dd |

2009-12-14