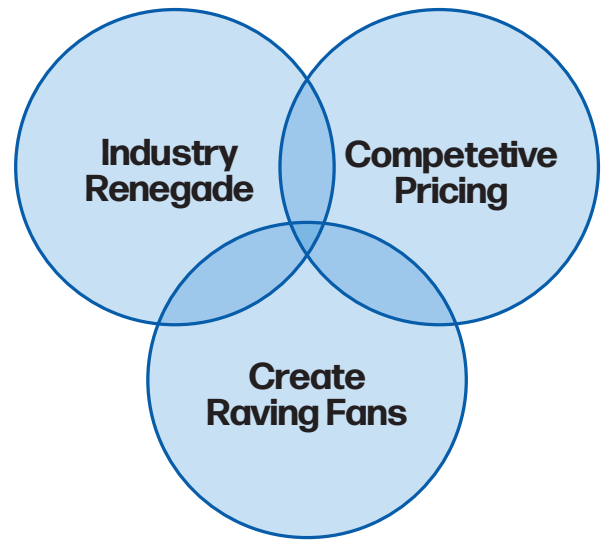


# The TECHNIQUEx<sup>®</sup>

SMaC Recipe

- Quality is the best business plan. We will always put quality first in everything we do.
- Hire exceptional people, instill trust, communicate high expectations & reward them handsomely for exceeding goals.
- We will make money every year.
- We will increase efficiency every year.
- We will capture data & measure all meaningful metrics.
- We will improve our products performance & cost every year.
- We will be the low priced leader and the highest quality product.
- We will always do the right thing.
- Keep it simple: narrow the products and make them the best on earth.



## Developing a SMaC Recipe Specific, Methodical & Consistent

- **Brand Improvement** - Pricing, marketing, installation and product. We must continually drive the costs down and the quality up of our product. Small, subtle changes stick.
- **Balance Sheet Improvement** - We must continually make our balance sheet stronger by reducing debt and increasing equity.
- **Fanatic Discipline** - We will continually adhere & evolve our processes in good times or bad.
- **Empirical Creativity** - We will continually focus on clever ways to improve our product offering.
- **Productive Paranoia** - We will know our competitors' products as well as our own and keep up on all changes.
- **Build Cash Reserves** - We will keep cash reserves planning for bad luck.
- **Zoom In Zoom Out** - We will zoom out and look at our business as a whole and then zoom in before we work on our business.
- **Fire Bullets then Cannonballs** - We will try things small to see if they work. Once they work, we will do them big.
- **ACT on Opportunity** - We will position ourselves to act on opportunities as they arise.