CONSULTING SERVICES GUIDE

Halcyon Strategy Partners

Consulting Services Guide

> Designed to Attract. Designed to Scale. Designed to Compound.

Strategic education, coaching, consulting and specialist advisory for established professional, technical and expertise-led services businesses generating approximately US$1 million to US$50 million in annual revenue.

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PART I

Part I: Our Firm and Philosophy

Who we are, what we believe, and the principles that guide how we help growing businesses.

1 Welcome to Halcyon Strategy Partners

A More Deliberate Approach to Building an Exceptional Business

Building a successful professional, technical or expertise-led services business requires more than technical expertise, hard work or the ability to attract clients. Sustained success demands a clear strategic direction, a differentiated market position, disciplined commercial management and the organisational capability to execute consistently.

As businesses grow, decisions become more consequential, operational complexity increases and the demands on management intensify. The strategies that enabled a business to reach its current position may no longer take it to the next level. At these stages, independent strategic perspective, rigorous analysis and experienced guidance become particularly valuable.

Halcyon exists to help established services businesses navigate these challenges, identify opportunities for meaningful improvement and pursue sustainable, profitable growth. We work with ambitious owners and leadership teams who recognise that exceptional performance is rarely accidental: it is the product of deliberate strategic choices, effective management systems, disciplined execution and a willingness to challenge conventional thinking.

> Sustainable business growth is not simply about becoming larger. It is about building a stronger, more profitable, more differentiated and more valuable enterprise. One that is Designed to Attract, Designed to Scale, and Designed to Compound.

We refer to these principles as our **Growth Authority Philosophy**. Through business education, coaching, strategic consulting and specialist advisory services, we help clients develop the knowledge, strategic clarity and management capability required to pursue their commercial objectives.



Welcome to Halcyon Strategy Partners, continued

Our role is not to substitute for the judgement or responsibilities of business owners and executives. Rather, it is to provide the strategic perspective, structured methodologies, commercial analysis and professional guidance that support better-informed decisions and more effective implementation.

The Purpose of This Guide

This Consulting Services Guide has been prepared to help prospective and existing clients understand Halcyon Strategy Partners, the services we offer and the arrangements under which those services may be provided.

It explains:

- The nature and purpose of our services.
- Our approach to strategic analysis, consulting, coaching and implementation support.
- Our fees, pricing arrangements and other potential costs.
- Important professional, commercial and regulatory boundaries.
- The types of businesses we seek to assist.
- How our services are structured and delivered.
- The responsibilities of Halcyon and our clients.
- How to commence an engagement with Halcyon Strategy Partners.

We encourage prospective clients to read this guide carefully and discuss any questions with us before entering into an engagement.

> This guide provides general information about our services. It does not constitute an offer to provide a particular service, a guarantee of any commercial outcome or a substitute for the terms of a signed engagement agreement.
>
> The specific scope, deliverables, fees, responsibilities and contractual terms applicable to an engagement will be documented separately.

Our objective is to ensure that every client understands both the opportunities associated with working with Halcyon and the commitments required to establish a productive professional relationship.

2 About Halcyon Strategy Partners

Designed to Attract. Designed to Scale. Designed to Compound.

Halcyon Strategy Partners is a specialist management consulting, business coaching and strategic education firm focused on helping established professional, technical or expertise-led services businesses improve performance, strengthen competitive positioning and pursue sustainable enterprise growth.

Our principal target market comprises professional, technical or expertise-led services businesses generating approximately **US$1 million to US$50 million in annual revenue**, with particular emphasis on businesses operating in the United States and Canada.

We recognise that businesses within this revenue range can differ substantially in their organisational maturity, management capabilities, commercial complexity and strategic requirements.

Accordingly, Halcyon provides a structured range of services designed to address different stages of business development. These range from strategic education and group coaching through to comprehensive business diagnosis, tailored strategic planning, ongoing management advisory and specialist commercial transformation projects.

While the nature and intensity of our services vary, they are united by a consistent philosophy: meaningful business improvement requires clarity of purpose, commercial discipline and effective execution.

2.1 Our Purpose

Our purpose is to help professional, technical and expertise-led services businesses move beyond the limitations that constrain their performance and growth.

For some businesses, those limitations arise from insufficient strategic differentiation or an overreliance on their founders.

For others, they emerge through declining profitability, operational inefficiency, management complexity, inconsistent business development or the absence of a coherent long-term strategy.

In larger enterprises, the challenges may involve organisational alignment, leadership effectiveness, service-line performance, strategic investment priorities or the integration of expanding operations.

Whatever the circumstances, our objective is to help clients better understand the underlying drivers of their performance and develop practical strategies to address them.

We seek to create value through improved strategic decision-making, stronger commercial performance, more effective management and enhanced organisational capability.

PERSPECTIVE

2.2 Our Perspective on Business Growth

> We believe that revenue growth, while important, is an incomplete measure of business success.

A business can increase revenue while simultaneously weakening its profitability, placing excessive demands on its owners, introducing operational inefficiencies or exposing itself to unnecessary commercial risk.

Equally, a business may achieve substantial improvements in profitability, resilience and enterprise value without increasing revenue at the same rate.

For this reason, our approach considers business performance across multiple interconnected dimensions, including:

Revenue

Revenue quality and commercial growth.

Profitability

Profitability, margins and operating efficiency.

Positioning

Competitive differentiation and market positioning.

Clients

Client acquisition, retention and lifetime value.

Leadership

Leadership effectiveness and organisational capability.

Execution

Management systems, accountability and execution.

Resilience

Cash generation and commercial resilience.

Sustainability

Scalability, owner independence and long-term enterprise sustainability.

We believe these factors must be considered collectively rather than managed as isolated objectives.

> The most effective growth strategies are those that strengthen the underlying economics, competitive position and operating capabilities of the enterprise.

APPROACH

2.3 Our Approach to Client Engagement

Halcyon's approach is analytical, collaborative and implementation-oriented.

We begin by seeking to understand the business as it exists today: its commercial model, strategic position, operating performance, leadership capabilities and principal constraints.

We then consider the opportunities available to the business, the resources required to pursue them and the practical implications of different strategic choices.

Our work is intended to help clients answer fundamental questions:

1

Where are we today?

What is the true commercial and operational position of the business, and what factors are driving its performance?

2

Where should we be going?

What strategic direction offers the most appropriate opportunity to achieve the owners' and leadership team's objectives?

3

What must change?

Which strategic, commercial, organisational and operational improvements are required?

4

How will we get there?

What sequence of actions, management responsibilities, performance measures and implementation disciplines will support progress?

5

How will we know we are succeeding?

What evidence and performance indicators will enable management to assess results and make informed adjustments?

These questions form the foundation of our consulting methodology and inform the broader Growth Authority Philosophy.

2.4 Our Commitment to Professional Standards

We seek to conduct our engagements with professionalism, integrity, commercial objectivity and respect for the responsibilities entrusted to us.

Our professional commitments include:

Clarity

We aim to communicate our advice, recommendations, fees and responsibilities in a clear and understandable manner.

Commercial relevance

Our work is directed towards matters that can meaningfully influence the client's business performance, strategic position or management effectiveness.

Analytical discipline

We seek to ground recommendations in relevant evidence, sound commercial reasoning and an understanding of the client's circumstances.

Confidentiality

We recognise the sensitivity of the commercial, operational and strategic information clients may share with us.

Accountability

We establish agreed scopes, deliverables and responsibilities and seek to communicate openly about progress, dependencies and material issues.

Professional boundaries

We operate within the services we are appropriately able to provide and recognise when clients require independent specialist advice.

> Our services are intended to support commercial management and business decision-making. They do not transfer responsibility for management decisions, legal compliance or implementation outcomes from the client to Halcyon.

2.5 Who We Serve

Halcyon primarily serves owners, founders, managing partners, chief executives and leadership teams of established professional, technical and expertise-led services businesses.

Our services are particularly relevant to businesses that:

- Have established a commercially viable operating model and seek their next stage of growth.
- Wish to improve profitability, productivity or revenue quality.
- Need greater strategic clarity and management discipline.
- Are seeking to differentiate themselves in competitive markets.
- Have become overly dependent on their founder or a small number of key individuals.
- Are experiencing increased organisational complexity.
- Require an independent perspective on important commercial decisions.
- Are prepared to invest time, resources and management attention in meaningful business improvement.

> We do not believe that every business requires comprehensive consulting.

For some organisations, structured education and group coaching provide the most appropriate and economically proportionate form of support.

For others, a more extensive diagnostic and ongoing strategic advisory relationship may be justified.

Our service framework is designed to help clients select an approach that is appropriate to their circumstances, capabilities and commercial objectives.



FRAMEWORK

3 The Growth Authority Philosophy

Building the Conditions for Sustainable Competitive Advantage

The Growth Authority Philosophy is the overarching framework informing Halcyon's education, coaching and consulting. It reflects our belief that sustainable growth is created through the deliberate development of competitive advantage, commercial capability, management effectiveness and disciplined execution.

Growth is not treated as an isolated objective. It is an outcome of the strategic decisions, operating disciplines and organisational capabilities that shape an enterprise. The philosophy asks owners to look beyond short-term activity to the business they are building, and how growth can become more profitable, manageable, resilient and sustainable.

3.1 Strategic Clarity Before Strategic Activity

A common challenge for growing businesses is confusing activity with progress. New marketing initiatives, additional personnel, geographic expansion, technology investments and new service offerings can all create the appearance of momentum. Without coherent direction, they may increase complexity without improving commercial performance.

> Effective growth begins with strategic clarity.

Leaders must understand their desired position, the markets they will serve, the advantages they seek and the outcomes they pursue. That clarity is the basis for prioritising resources, evaluating opportunities and avoiding initiatives that do not support the enterprise's broader objectives.



3.2 Competitive Differentiation and Market Authority

In many professional services markets, businesses compete on broadly similar claims of expertise, quality, responsiveness and client service. While these attributes may be important, they are not always sufficient to establish meaningful competitive distinction.

The Growth Authority Philosophy emphasises the importance of developing a market position that gives prospective clients compelling reasons to select a particular business over its alternatives.

This may involve:

- Distinctive expertise
- Specialist market focus
- Proprietary methodologies
- Differentiated service models
- Exceptional client experiences
- Other commercially meaningful advantages

The objective is to reduce dependence on price-based competition and strengthen the business's capacity to attract and retain suitable clients.

Where relevant, this includes developing a *Category of One* positioning: a distinctive market proposition that makes direct comparison with competitors less relevant. Our use of this concept recognises its association with Dan Kennedy's Magnetic Marketing approach.

> Market authority, in this context, is not simply visibility or reputation.
>
> It is the degree to which a business is recognised by its intended market as a credible, differentiated and desirable provider of its services.

3.3 Commercial Economics and Profitable Growth

Growth should be evaluated by the economic value it creates. Revenue expansion requiring disproportionate increases in cost, management effort or capital may weaken rather than strengthen a business. We therefore emphasise the underlying economics of the enterprise: pricing architecture, service-line profitability, client acquisition economics, retention, workforce utilisation, operating leverage, overhead efficiency and cash generation.

The objective is to improve the quality and profitability of revenue while ensuring the business can support its intended growth.

3.4 Organisational Capability and Scalability

Capacity to grow is often constrained by organisational design and management capability. In founder-led enterprises, decision-making, client relationships, business development and oversight may remain concentrated in a few individuals. As the business expands, this creates bottlenecks, management overload and inconsistent execution.

The philosophy recognises the importance of an organisation that supports growth without ever-increasing founder involvement, through stronger leadership structures, clearer accountability, more effective management systems, documented processes and improved coordination.

> Scalability is not simply the ability to generate more revenue. It is the ability to manage increased commercial activity while maintaining profitability, service quality, control and leadership effectiveness.



3.5 Disciplined Strategic Implementation

> A strategy has limited commercial value unless it influences decisions and actions.

For this reason, the Growth Authority Philosophy emphasises implementation discipline as an essential component of strategic management.

Effective implementation requires priorities to be translated into practical initiatives, responsibilities to be assigned, resources to be allocated and progress to be measured.

We encourage clients to establish clear performance indicators, management review processes and mechanisms for addressing obstacles.

We also recognise that strategies must evolve as circumstances change. Implementation should therefore combine accountability with the flexibility to respond to new information, changing market conditions and emerging commercial opportunities.

3.6 Leadership and Management Accountability

Sustainable business performance depends heavily on the quality of leadership and management. Business owners and executives must make decisions under uncertainty, allocate limited resources, manage competing priorities and maintain organisational alignment.

Strategic discipline

The Growth Authority Philosophy encourages leaders to develop the discipline to distinguish strategically important decisions from day-to-day operational demands.

Clear responsibilities

It also emphasises the importance of clear management responsibilities, appropriate delegation, constructive performance review and a culture of accountability.

Our role is to support leadership teams in strengthening these capabilities while recognising that responsibility for business decisions and their implementation remains with management.

GROWTH AUTHORITY PHILOSOPHY

3.7 Building Long-Term Enterprise Strength

We believe the ultimate objective of business growth should extend beyond increasing annual revenue.

A stronger enterprise

- Durable commercial advantages
- Sound operating economics
- Capable leadership
- Effective systems
- The resilience to navigate changing circumstances

Such a business may provide its owners with greater strategic flexibility, improved financial performance, reduced operational dependence and a wider range of future opportunities.

The Growth Authority Philosophy therefore considers growth in the context of the enterprise's long-term strength, sustainability and commercial value.

> This does not mean that every business must pursue rapid expansion.

For some owners, the most appropriate strategy may emphasise profitability, stability, management independence or a more sustainable operating model.

The appropriate direction depends on the objectives, circumstances and capabilities of the business.

3.8 Applying the Growth Authority Philosophy

The philosophy informs Halcyon's services, but its application varies according to the nature of the engagement.

Halcyon Intelligence

Within **Halcyon Intelligence**, it provides a foundation for strategic education, commercial insights and practical business frameworks.

Halcyon Coaching Cohorts

Within **Halcyon Coaching Cohorts**, it supports structured learning, guided strategic development, peer engagement and management accountability.

Growth Authority Consulting

Within **Growth Authority Consulting**, it informs a comprehensive business diagnosis, the development of a tailored strategic blueprint and ongoing strategic advisory support.

Special Situations Advisory

Within **Special Situations Advisory**, it guides focused commercial and operational projects addressing specific challenges or opportunities.

Events, Masterminds and Executive Retreats

Within **Events, Masterminds and Executive Retreats**, it provides a framework for executive learning, strategic discussion and collaborative problem-solving.

Across these services, our objective is consistent:

> **To help business owners and leadership teams make better strategic decisions, strengthen the commercial foundations of their enterprises and pursue sustainable, profitable growth with greater clarity and discipline.**



PART II

Our Services

Five coordinated divisions providing the right level of strategic education, coaching, consulting and specialist advisory support for each stage of business development.

4 Our Services at a Glance

The Right Strategic Support for Every Stage of Business Development

No two businesses follow precisely the same path to growth. A founder-led enterprise generating US$2 million in annual revenue faces fundamentally different strategic, organisational and commercial challenges from an established US$25 million business operating across multiple locations, service lines or management divisions.

Similarly, the challenges confronting an engineering consultancy, accounting practice, technology services company or specialist technical enterprise may differ considerably, even when their annual revenues are comparable. At Halcyon Strategy Partners, we recognise that effective strategic support must reflect these differences.

Our services have been structured to provide an appropriate level of strategic education, business coaching, management consulting and specialist commercial advisory support according to the circumstances, complexity and objectives of each enterprise.

Rather than offering a single consulting model to every business, we provide a coordinated portfolio of services designed to help clients strengthen their commercial performance, develop management capability and pursue sustainable growth.

> Our principal focus is on **professional, technical and expertise-led service businesses generating approximately US$1 million to US$50 million in annual revenue**, primarily operating in the United States and Canada.

Within this market, we work with businesses at different stages of organisational development, from established founder-led enterprises seeking greater structure and strategic direction to more complex organisations requiring comprehensive strategic management consulting.

Our services are organised into five principal divisions.

- Halcyon Intelligence
- Halcyon Coaching Cohorts
- Growth Authority Consulting
- Special Situations Advisory
- Events, Masterminds & Executive Retreats

DIVISION 1

4.1 Halcyon Intelligence — Strategic Knowledge & Commercial Insight

> Helping business leaders think more strategically, identify opportunities and make better-informed commercial decisions.

Halcyon Intelligence is our strategic education and business intelligence division. It provides business owners, executives and leadership teams with access to strategic insights, commercial frameworks, management perspectives and practical knowledge designed to strengthen their understanding of business growth and performance.

The division comprises three principal offerings.

Halcyon Strategy Brief

Our complimentary weekly publication provides a concise perspective on an important strategic, commercial or management issue affecting established service businesses. It is designed to encourage strategic thinking, introduce relevant business concepts and help readers identify opportunities for improvement.

Halcyon Intelligence

Our paid intelligence service provides more detailed strategic analysis, practical business frameworks and commercial insights for leaders seeking a deeper understanding of the principles and disciplines underpinning business performance.

Digital Learning Programs

Our digital educational products provide structured learning opportunities addressing selected aspects of strategy, growth, commercial management, leadership and organisational development.

Halcyon Intelligence is particularly appropriate for business owners and executives seeking access to strategic knowledge and practical frameworks without entering into an individual consulting engagement.

> Its content is educational and general in nature. It is not a substitute for advice tailored to the circumstances of an individual business.

Further information is provided in Section 5.

4.2 Halcyon Coaching Cohorts — Structured Growth & Management Development

Helping established business owners translate strategic knowledge into practical business improvement.

Halcyon Coaching Cohorts provide structured group-based coaching and strategic development programs for owners and leaders of established service businesses. These programs combine business education, strategic frameworks, facilitated coaching, peer learning and management accountability: a commercially proportionate alternative to comprehensive individual management consulting.

Platinum Growth Accelerator

Our principal coaching program is the **Platinum Growth Accelerator (PGA)**, designed primarily for professional, technical and expertise-led service businesses generating approximately **US$1 million to less than US$25 million in annual revenue**.

Owners at this stage face significant challenges involving strategic direction, competitive differentiation, business development, profitability, management systems and founder dependence. Although these businesses may benefit from comprehensive strategic consulting, a substantial bespoke engagement may not be economically proportionate to their revenue, profitability or available resources.

PGA addresses this gap through a structured 13-month group coaching and business development program. Participants are guided through a coordinated approach to strategic planning, commercial growth, management improvement and implementation accountability. The program provides a defined coaching methodology and shared learning environment rather than a fully bespoke consulting engagement.

> The standard program fee is **US$2,500 per month for 13 months**, representing a total program commitment of **US$32,500**, subject to the applicable engagement terms.

Growth Authority Continuum

Halcyon intends to offer an ongoing alumni coaching and accountability program for eligible participants who have completed PGA. The Growth Authority Continuum is designed to help graduates maintain strategic momentum, reinforce management disciplines and continue developing their businesses through structured group engagement.

Its availability, eligibility criteria, inclusions and commercial terms will be confirmed in the applicable program documentation.

Further information is provided in Section 6.

DIVISION 3

4.3 Growth Authority Consulting — Comprehensive Strategic Management Advisory

> Helping established enterprises diagnose their challenges, establish a clear strategic direction and implement meaningful commercial improvement.

Growth Authority Consulting is Halcyon's principal bespoke strategic management consulting service. It is designed for established professional, technical and expertise-led service businesses that require a more comprehensive, individualised approach to strategic analysis, business planning and management advisory.

The service is primarily intended for businesses generating approximately **US$5 million to US$50 million in annual revenue**. Unlike our group coaching programs, Growth Authority Consulting involves a detailed examination of the client's particular commercial circumstances, organisational structure, strategic position and management requirements.

The service follows one integrated methodology delivered through two separately contracted stages.

Stage 1 — Growth Authority Business Diagnosis & Strategic Blueprint

The initial engagement is a comprehensive strategic and commercial assessment of the enterprise. Its purpose is to establish an evidence-based understanding of the business's current position, identify material constraints and opportunities, and develop a tailored strategic blueprint for its future development.

Depending on the agreed scope, the assessment may consider commercial performance, revenue quality, profitability, competitive positioning, service delivery economics, organisational capability, management systems and strategic priorities.

The resulting Strategic Blueprint establishes the proposed strategic direction, principal improvement initiatives, management priorities, performance measures and implementation roadmap.

This engagement is independently valuable and may be undertaken without any obligation to proceed to ongoing advisory services.

Stage 2 — Growth Authority Strategic Advisory Partnership

Following completion of the initial diagnostic, eligible clients may elect to enter into a separate ongoing strategic advisory engagement.

Growth Authority Consulting — Comprehensive Strategic Management Advisory, continued

Stage 2 supports management in translating the Blueprint into initiatives, organisational improvements and measurable outcomes, with continuing perspective, guidance, implementation oversight, performance review and accountability. Decisions and implementation remain with the client's owners and management, unless a separately agreed and permissible scope provides otherwise.

Standard and Complex Enterprise Classifications

	Standard Enterprise	Complex Enterprise	
Annual revenue	US$5M to less than US$15M	US$15M to US$50M	
Diagnostic	US$30,000, typically two months	US$50,000, typically two months	
Optional advisory	US$10,000/month, initial 12 months (US$120,000)	US$15,000/month, initial 12 months (US$180,000)	

These classifications do not represent different standards of professional quality. They reflect anticipated differences in diagnostic depth, complexity, stakeholder involvement, advisory intensity and delivery requirements.

ⓘ Annual revenue is an initial guide, not the sole factor. Final classification and scope are established through qualification and engagement. Further information is provided in Section 7.



DIVISION 4

4.4 Special Situations Advisory — Focused Strategic & Commercial Transformation

Helping businesses respond to consequential commercial challenges, organisational transitions and strategic opportunities.

Not every business challenge requires a comprehensive, ongoing strategic management consulting relationship. Some circumstances call for a focused engagement addressing a specific commercial problem, performance constraint, organisational transition or strategic opportunity. Halcyon's Special Situations Advisory division provides separately scoped commercial management consulting services for these circumstances.

Our principal specialist service categories are:

Business Turnaround & Performance Recovery

Commercial and operational assessments and improvement strategies addressing deteriorating profitability, inefficient operations, declining performance or other material business challenges.

Strategic Restructuring & Transformation

The redesign of organisational structures, operating models, management systems and commercial processes to improve efficiency, accountability and enterprise performance.

Revenue Growth & Commercial Transformation

Focused initiatives addressing competitive positioning, pricing, service offerings, sales management, client acquisition, retention and commercial growth.

Acquisition Integration & Business Consolidation

Operational and organisational integration planning and implementation support following business acquisitions or consolidations, where the proposed activities fall within Halcyon's permitted management consulting scope.

Ownership Succession & Enterprise Readiness

Commercial and organisational improvement initiatives designed to reduce owner dependence, strengthen management capability, improve business resilience and prepare enterprises for future leadership or ownership transitions.

Strategic Partnerships & Commercial Expansion

Commercial strategy and operating-model development supporting geographic expansion, service-line development and appropriate business-to-business collaboration.

Special Situations engagements are individually assessed and scoped. Fees generally reflect the complexity, duration, resources and commercial requirements of the assignment. Indicative project fees range from approximately **US$20,000 to US$175,000 or more**, depending on the service and agreed scope.

Where appropriate, a separate ongoing implementation advisory engagement may be offered.

⚠ Certain transaction-related, financing-related or other regulated activities are excluded from our services. Projects with potential regulatory implications are subject to additional review and may be declined or restricted.

Further information, including service-specific fee guidelines and exclusions, is provided in Section 8.

DIVISION 5

4.5 Events, Masterminds & Executive Retreats — Strategic Learning & Leadership Engagement

> Creating opportunities for business leaders to broaden their perspectives, challenge assumptions and strengthen their strategic capabilities.

Halcyon's Events, Masterminds & Executive Retreats division provides structured learning and facilitated discussion experiences for business owners and senior executives.

These experiences are intended to complement our educational, coaching and consulting services by creating dedicated environments for strategic reflection, peer interaction and leadership development.

Depending on the program, activities may include:

- Executive strategy workshops
- Facilitated business growth and management forums
- Peer advisory and mastermind sessions
- Specialist commercial and leadership seminars
- Multi-day strategic planning retreats
- Selected executive development experiences

Programs may be delivered virtually, in person or through a combination of formats.

Participation requirements, inclusions, fees, accommodation arrangements, travel costs and cancellation conditions will be specified for each event or program.

Indicative participation fees for premium programs may range from **US$10,000 to US$30,000 or more**, although individual events may have different pricing arrangements.

Further information is provided in Section 9.

4.6 Selecting the Appropriate Service

The most appropriate service depends on more than annual revenue. Size indicates what support may be proportionate, but we also consider strategic objectives, management capabilities, financial circumstances, organisational complexity and willingness to implement change. In general:

Business requirement	Potentially appropriate service
Access to strategic ideas, commercial insights and business education	**Halcyon Intelligence**
Structured group coaching, strategic development and management accountability	**Halcyon Coaching Cohorts**
Comprehensive business diagnosis, tailored strategic planning and ongoing management advisory	**Growth Authority Consulting**
Resolution of a specific commercial, operational or organisational challenge	**Special Situations Advisory**
Executive learning, peer engagement and strategic leadership development	**Events, Masterminds & Executive Retreats**

A business may use more than one service where appropriate. A PGA participant may also subscribe to Halcyon Intelligence; a Growth Authority Consulting client may commission a separately scoped Special Situations project.

ⓘ Participation in one service does not automatically establish eligibility for another. Each engagement is considered on its objectives, requirements and commercial suitability.



4.7 Our Commitment to Appropriate Engagements

Halcyon does not seek to recommend the most extensive or expensive service to every prospective client.

We believe the appropriate engagement is one that aligns the nature and cost of the service with the client's requirements, resources and reasonable expectations of commercial benefit.

Where a structured coaching program is more appropriate than comprehensive consulting, we may recommend that approach.

Where a specific problem can be addressed through a focused specialist project, a broader consulting engagement may not be necessary.

Similarly, where a prospective client's requirements fall outside our professional capabilities or permitted scope of services, we may decline the engagement or recommend that the client obtain independent specialist assistance.

Our objective is to establish productive professional relationships founded on strategic relevance, clear expectations, appropriate commercial arrangements and mutual accountability.

> **The measure of a successful engagement is not the volume of advice provided, but the relevance of the work undertaken and its contribution to better-informed management decisions and meaningful business improvement.**



5. Halcyon Intelligence

Strategic Knowledge. Commercial Insight. Better Business Decisions.

In an increasingly competitive and complex business environment, the quality of a company's strategic decisions can be as important as the quality of the services it delivers. For owners and executives of professional, technical and expertise-led service businesses, this presents a particular challenge.

Their expertise may lie in engineering, technology, accounting, consulting, architecture or other highly developed technical disciplines. Yet building and managing a successful enterprise requires a broader set of commercial and strategic competencies.

Decisions involving competitive positioning, pricing, profitability, client acquisition, organisational structure, leadership, operating efficiency and business expansion can materially influence the performance and future direction of the enterprise. These decisions cannot always be addressed through technical expertise alone. They require an understanding of business strategy, commercial economics, organisational dynamics and the management disciplines that support sustainable growth.

> Halcyon Intelligence exists to help business owners and leadership teams develop that understanding.

It is Halcyon Strategy Partners' dedicated strategic knowledge, commercial insight and business education division. Through complimentary publications, premium intelligence content and structured digital learning programs, it provides business concepts, analytical perspectives and practical frameworks designed to strengthen strategic thinking and management capability.

Its purpose is not merely to provide information. It is to help business leaders recognise important commercial issues, challenge established assumptions, evaluate opportunities and develop a more informed perspective on the businesses they lead.



5.1 The Halcyon Intelligence Philosophy

Understanding the Business Behind the Business

Many established service businesses are founded and developed by individuals with exceptional professional or technical expertise. Their early success is often driven by the quality of their work, their personal reputation and their ability to establish strong client relationships.

However, the capabilities required to deliver an excellent professional or technical service are not necessarily the same as those required to build an increasingly complex, profitable and sustainable enterprise.

As a business grows, its leadership must develop capabilities beyond the underlying professional discipline. These include strategic planning, commercial management, organisational leadership, competitive differentiation, business development, financial performance analysis and operational improvement.

Halcyon Intelligence is designed to support this transition. We believe that business owners and executives benefit from regular exposure to ideas and frameworks that encourage them to examine their businesses from a broader strategic perspective.

This includes understanding not only what is happening within the enterprise, but why it is happening, what it may mean and which management responses warrant consideration.

Our educational approach is built around four principles:

Strategic Relevance

Content should address issues that have meaningful implications for business performance, competitive positioning, management effectiveness or sustainable growth.

Commercial Substance

Insights should extend beyond motivational commentary and general business advice to examine the commercial reasoning, organisational considerations and management disciplines underlying business performance.

Practical Application

Where appropriate, concepts should be supported by frameworks, questions, examples or structured approaches that help readers consider how the ideas may apply to their own businesses.

Independent Thinking

Our objective is to encourage business leaders to exercise informed judgement rather than follow prescribed formulas without considering their particular circumstances.

These principles inform the three principal components of Halcyon Intelligence.

5.2 Halcyon Strategy Brief

> Five Minutes of Strategic Perspective That Could Change How You Think About Your Business

The **Halcyon Strategy Brief** is our complimentary weekly strategic business publication, designed for busy owners, founders, managing partners and senior executives who recognise the importance of strategic thinking but have limited time to explore the wider commercial issues affecting their businesses.

Each edition presents a concise perspective on a selected strategic, commercial, organisational or management topic. The objective is to introduce an important idea, explain why it matters and encourage readers to consider its implications for their own enterprise. Rather than an exhaustive treatment of a subject, the Strategy Brief focuses on stimulating informed reflection and identifying issues worthy of deeper examination.

5.2.1 What Readers Can Expect

The Halcyon Strategy Brief is intended to provide:

Strategic Perspectives — Concise observations on the decisions, market dynamics and management practices that influence business growth and performance.

Commercial Insights — Accessible explanations of selected commercial concepts involving profitability, pricing, competitive differentiation, business development and operating efficiency.

Leadership Considerations — Perspectives on organisational effectiveness, management accountability, founder dependence, decision-making and leadership capability.

Growth Opportunities and Constraints — Discussion of common challenges and opportunities affecting established professional, technical and expertise-led service businesses.

Questions Worth Considering — Thought-provoking questions intended to help readers assess assumptions, identify potential weaknesses and consider alternative approaches to important business issues.

5.2.2 Format and Availability

The Halcyon Strategy Brief is provided as a complimentary publication, generally distributed weekly to registered subscribers. Each edition is designed to be a concise read of approximately five minutes, although the length may vary depending on the subject.

Subscription is voluntary and may be discontinued in accordance with the unsubscribe arrangements provided. Halcyon may amend the publication's format, frequency or content from time to time.

5.2.3 The Role of the Strategy Brief

The Strategy Brief is intended to introduce concepts and stimulate strategic curiosity. It does not seek to provide a comprehensive examination of every subject or deliver a complete implementation methodology.

Readers who wish to explore selected topics in greater depth may find the premium Halcyon Intelligence service or our structured educational programs more appropriate.

The Strategy Brief is general educational content and does not constitute individualised management consulting or advice tailored to a particular enterprise.

5.3 Halcyon Intelligence — Premium Strategic Business Intelligence

Go Beyond the Idea. Understand the Strategy, the Economics and the Execution.

While identifying an important business issue is valuable, understanding how to address it often requires more detailed examination. A business owner may recognise that profitability is deteriorating, but determining whether the underlying cause is pricing, service mix, delivery efficiency, workforce utilisation, client economics or organisational structure requires a more disciplined approach.

Similarly, a leadership team may understand the importance of differentiation without knowing how to evaluate its current market position or develop a more compelling competitive proposition.

The paid **Halcyon Intelligence** service bridges the gap between recognising a strategic issue and developing a deeper understanding of the principles, frameworks and management considerations relevant to addressing it. It provides more substantial strategic analysis, commercial insight and structured educational resources than the complimentary Strategy Brief.

5.3.1 What Halcyon Intelligence Provides

Depending on the subject and content format, premium Halcyon Intelligence resources may include the following.

In-Depth Strategic Analysis

Detailed examinations of business growth, competitive positioning, commercial management and organisational performance issues: underlying commercial dynamics, relevant considerations and alternative strategic approaches.

Practical Business Frameworks

Structured models, diagnostic questions and analytical approaches to examine pricing, profitability, market positioning, service-line performance, client acquisition, operating efficiency and management accountability.

Implementation Considerations

Guidance on management disciplines, organisational requirements, sequencing and performance measures relevant when applying particular strategic concepts.

Commercial Case Examples

Illustrative business situations, scenarios and examples demonstrating how strategic principles may influence management decisions and business performance. Examples may be hypothetical, anonymised or drawn from appropriately authorised sources and will be identified where necessary.

Leadership and Management Insights

More detailed consideration of the capabilities, structures and practices required to lead and manage growing service enterprises.

Strategic Questions and Decision Frameworks

Tools and perspectives to assist subscribers in evaluating opportunities, identifying potential risks and improving the quality of their commercial decision-making.

5.3.2 Areas of Strategic Coverage

Halcyon Intelligence may address a broad range of interconnected business management subjects, including:

- Corporate and business strategy.
- Competitive positioning and market differentiation.
- Revenue growth and business development.
- Pricing strategy and commercial economics.
- Profitability and operating performance.
- Client acquisition, retention and relationship management.
- Service-line performance and delivery efficiency.
- Leadership, management and organisational development.
- Strategic planning and implementation.
- Business systems, scalability and founder independence.
- Commercial transformation and organisational resilience.
- Innovation, technology adoption and operational improvement.

The specific topics, formats and resources available may evolve in response to subscriber interests, emerging business issues and Halcyon's editorial priorities.

5.3.3 Who Should Subscribe?

Halcyon Intelligence is particularly appropriate for business owners, managing partners, chief executives and senior managers who:

- Want to develop stronger strategic and commercial management capabilities.
- Recognise that technical excellence alone is insufficient to build an exceptional enterprise.
- Prefer substantive business analysis over general commentary.
- Wish to examine business challenges through structured commercial frameworks.
- Value independent perspectives that challenge conventional thinking.
- Want access to strategic education without immediately committing to a consulting or coaching engagement.
- Seek to strengthen their ability to evaluate opportunities and make informed management decisions.

It may also be valuable to leadership teams seeking a shared foundation of strategic and commercial knowledge.

5.3.4 The Distinction Between Intelligence and Consulting

> Halcyon Intelligence is a subscription-based educational and informational service. It is not an individualised consulting engagement.

Although subscribers may receive detailed analytical frameworks, business models and implementation considerations, these resources are prepared for general educational purposes.

Halcyon does not undertake a comprehensive assessment of an individual subscriber's business as part of the standard Intelligence subscription.

Nor does subscription establish an ongoing strategic advisory relationship, an obligation to review the subscriber's commercial decisions or a commitment to supervise implementation.

> Businesses requiring an individual diagnosis, tailored strategic blueprint or continuing management advisory support should consider whether Growth Authority Consulting or another appropriately scoped service is suitable.

5.3.5 Subscription Fees and Access

Halcyon Intelligence is offered as a paid subscription service.

The applicable subscription price, billing frequency, included resources, access conditions and cancellation arrangements will be disclosed before purchase and governed by the relevant subscription terms.

Unless expressly stated otherwise, subscription fees do not include individual consulting, private coaching, bespoke analysis, implementation services or access to separately priced educational programs.

Halcyon may introduce new content formats, modify its publication schedule or update the range of resources provided, subject to applicable subscription terms and consumer protection requirements.



5.4 Halcyon Digital Learning Programs

Structured Education for Specific Business Challenges

In addition to our publications and premium intelligence resources, Halcyon offers digital learning programs addressing selected areas of business strategy, commercial management and organisational development. These programs are designed for business owners, executives and managers who wish to develop a more structured understanding of a particular subject.

Whereas the Strategy Brief introduces ideas and Halcyon Intelligence explores them in greater depth, digital learning programs provide a more organised educational pathway through a defined topic.

Depending on the program, participants may receive:

Structured Learning Modules: A sequenced curriculum explaining the concepts, principles and management considerations relevant to a particular business subject.
Educational Presentations and Recorded Lessons: Video, audio or written materials designed to explain important strategic and commercial frameworks.
Practical Worksheets and Templates: Structured educational resources intended to assist participants in examining relevant aspects of their businesses.
Case Examples and Applied Exercises: Illustrations and exercises designed to reinforce learning and encourage practical consideration of the subject matter.
Supporting Reference Materials: Additional resources, explanations and recommended areas for further study.

The precise inclusions depend on the individual program.

5.4.1 Program Topics

Digital learning programs may address subjects such as:

- Strategic planning for established service businesses.
- Developing competitive differentiation and market authority.
- Improving pricing and commercial performance.
- Strengthening business development systems.
- Understanding service-business profitability.
- Building effective management and accountability structures.
- Reducing founder dependence.
- Improving operational efficiency and scalability.
- Translating business strategy into implementation priorities.

These subjects are indicative. The availability and content of individual programs will be published separately.

5.4.2 Delivery and Access

Digital learning programs may be provided through an online learning platform, recorded educational materials, downloadable resources or a combination of delivery methods. Programs may be self-paced or made available according to a defined release schedule.

Access periods, usage rights, updates, support arrangements and any prerequisites will be disclosed in the relevant program description or purchase terms.

Unless expressly included, purchasing a digital learning program does not provide individual coaching, tailored consulting, private strategic reviews or access to other Halcyon services.

5.4.3 Program Fees

Digital learning programs are generally offered for a separately disclosed purchase price or other specified fee arrangement. Prices may vary according to the scope, duration, content and resources included.

Any applicable taxes, payment arrangements, refund rights and access conditions will be disclosed before purchase.

5.5 How the Three Offerings Work Together

Halcyon Intelligence has been structured to provide different levels of educational depth and engagement.

Halcyon Strategy Brief — Discover

Introduces strategic ideas, highlights important business issues and encourages readers to examine their assumptions.

Halcyon Intelligence — Understand

Provides more comprehensive analysis, commercial frameworks and practical management perspectives to support deeper understanding.

Digital Learning Programs — Develop

Offers structured educational pathways through specific business disciplines and management challenges.

These offerings are complementary but distinct. A reader may subscribe to the Strategy Brief without purchasing any other service. A Halcyon Intelligence subscriber may choose to purchase a digital learning program where the subject is relevant to their interests. Similarly, a business owner may participate in a coaching or consulting engagement while continuing to access Intelligence resources.

There is no requirement to progress through these offerings in a prescribed sequence. Each is intended to provide value independently.

5.6 The Relationship Between Halcyon Intelligence and Our Other Services

Halcyon Intelligence provides a foundation of strategic knowledge and commercial understanding that complements the broader Halcyon service portfolio.

- For business owners seeking structured guidance, peer engagement and management accountability, our **Halcyon Coaching Cohorts** may provide a more interactive educational experience.
- For established enterprises requiring a detailed examination of their individual circumstances, our **Growth Authority Consulting** service provides a bespoke diagnostic and strategic advisory methodology.
- For businesses facing a particular commercial or organisational challenge, **Special Situations Advisory** may provide a more focused professional engagement.
- Our **Events, Masterminds and Executive Retreats** offer additional opportunities for strategic learning, leadership development and structured peer discussion.

The availability of these services does not mean that every Intelligence subscriber will require or benefit from a further engagement.

We encourage clients to consider the nature of the assistance they need, the resources they are prepared to commit and the level of individual support appropriate to their circumstances.

5.7 Important Information About Educational Content

Halcyon Intelligence resources are for general business education and information. They are not an assessment of any business or a recommendation for a specific subscriber; decisions should reflect each enterprise's circumstances, with independent professional advice where necessary.

No Financial Services

No financial product, investment or securities advice, capital-raising or other regulated services. References to profitability or cash generation are general management education.

No Guarantee of Results

Outcomes vary with circumstances, implementation and markets; no level of growth, profitability or success is guaranteed.

Intellectual Property

Materials are protected; access or purchase transfers no ownership. Use only per the applicable licence.

Availability and Changes

Resources and formats may be revised; material changes for paid subscribers follow subscription terms and law.

Privacy and Communications

Personal information follows our Privacy Policy; marketing, preferences and unsubscribes follow applicable law.

5.8 The Value of Better Strategic Thinking

Growth is associated with visible actions: more clients, more staff, new offices, new services. Yet their quality depends on the thinking that precedes them. A business that understands its economics, position, limitations and priorities allocates resources more deliberately.

> Because better business decisions begin with better strategic thinking.

SECTION 6

6 Halcyon Coaching & Mentoring

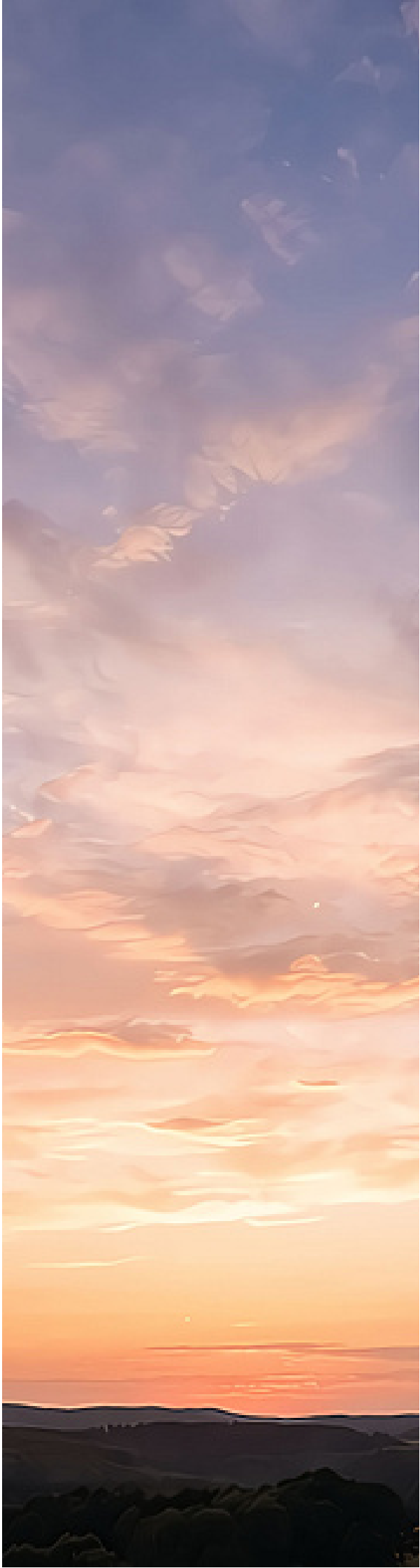
Structured Strategic Development. Commercial Growth. Management Accountability.

As an enterprise grows, its leaders need a more sophisticated grasp of strategy, positioning, commercial management, leadership and execution. The founder who built a business on expertise, reputation and determination must become a strategic business leader. Intuitive decisions need analysis; informal practices need systems; growth must become deliberate, profitable and sustainable.

Yet many businesses at this stage are not ready for, or do not require, the expense and intensity of bespoke consulting.

> Halcyon Coaching Cohorts have been developed to bridge this gap.

Structured education, facilitated group coaching, practical frameworks and ongoing accountability help owners build stronger, more profitable and more sustainable enterprises.



6.1 Our Coaching Philosophy

From Technical Expert to Strategic Business Leader

Many successful service businesses begin with an individual or small group possessing exceptional professional, technical or specialist expertise. The founders understand their discipline, deliver high-quality services and establish relationships that create a commercially viable enterprise.

However, the capabilities required to establish a successful practice or service business are not necessarily those required to manage its next stage of growth. As the business develops, new challenges emerge. The owner must consider competitive differentiation, pricing, business development, workforce productivity, leadership structures, operational systems, management accountability and the allocation of resources.

> Without deliberate attention to these areas, growth may become increasingly difficult to manage. Revenue may increase without a corresponding improvement in profitability. The business may become more dependent on its founder rather than less. Management complexity may expand faster than organisational capability.

Halcyon's coaching philosophy recognises that overcoming these challenges requires a combination of strategic knowledge, practical application and consistent management discipline. Our programs are therefore designed around four complementary elements.

1

Strategic Education

Helping participants understand the business principles, commercial frameworks and management disciplines relevant to enterprise growth.

2

Facilitated Coaching

Providing structured group discussions, guidance and questioning that encourage participants to evaluate their circumstances and develop their own management responses.

3

Practical Application

Encouraging participants to apply relevant concepts and frameworks within their businesses, taking account of their particular circumstances and capabilities.

4

Management Accountability

Supporting participants in establishing priorities, reviewing progress and maintaining focus on the actions required to pursue their objectives.

Together, these elements provide a structured environment for ongoing business and leadership development.

6.2 Platinum Growth Accelerator

A 13-Month Strategic Growth & Business Development Program

The **Platinum Growth Accelerator (PGA)** is Halcyon Strategy Partners' flagship group coaching program, designed primarily for owners and leaders of established professional, technical and expertise-led service businesses generating approximately **US$1 million to less than US$25 million in annual revenue**.

The program is intended for businesses with a viable commercial foundation whose existing strategies, management systems or operating practices may be limiting future development.

Business owners often face a recurring dilemma: meaningful growth requires better strategic planning, stronger commercial management and improved organisational capabilities, but they may lack the structured methodology, external perspective or management accountability needed to implement these improvements consistently.

PGA addresses this challenge through a coordinated 13-month program combining business education, group coaching, strategic development and implementation accountability. Based on Halcyon's Growth Authority Philosophy, it focuses on strengthening the underlying characteristics of the enterprise rather than pursuing revenue growth in isolation.

6.2.1 Who PGA Is Designed For

PGA is particularly appropriate for owners, founders, managing directors, managing partners and senior leaders of established service businesses that:

- Generate approximately US$1 million to less than US$25 million in annual revenue.
- Have an established client base and a commercially viable service offering.
- Wish to improve profitability, revenue quality and sustainable growth.
- Recognise the need for stronger strategic direction and competitive differentiation.
- Experience challenges involving founder dependence, management capacity or operational complexity.
- Want to improve pricing, business development, service delivery economics or organisational effectiveness.
- Are prepared to commit time and management attention to business improvement.
- Value structured learning, external perspective and constructive accountability.
- Are willing to participate in a professional group learning environment.

Platinum Growth Accelerator, continued

The revenue range is an indicative eligibility guideline rather than an absolute qualification. Halcyon may consider businesses outside this range where their organisational maturity, commercial circumstances and coaching requirements make participation appropriate. However, PGA is not intended to replace comprehensive bespoke consulting for enterprises whose complexity requires a more individualised engagement.

6.2.2 The Objectives of PGA

PGA is designed to help participants develop the strategic and management capabilities required to pursue the next stage of their business development. Its principal objectives include:

Greater Strategic Clarity

Developing a clearer understanding of the enterprise's current position, strategic direction and principal opportunities for improvement.

Stronger Competitive Positioning

Examining how the business differentiates itself, communicates its value and establishes a more compelling market position.

Improved Commercial Performance

Developing a stronger understanding of the factors influencing revenue quality, pricing, profitability, operating efficiency and commercial sustainability.

More Effective Business Development

Strengthening the systems, disciplines and management approaches supporting client acquisition, retention and revenue growth.

Enhanced Organisational Capability

Identifying opportunities to improve leadership, management accountability, delegation, operating systems and scalability.

Disciplined Implementation

Encouraging participants to translate strategic ideas into defined priorities, practical initiatives and ongoing management review.

Reduced Founder Dependence

Helping owners consider how to build organisational capability and management structures that reduce excessive reliance on their personal involvement.

These objectives describe the intended developmental outcomes of the program. Actual results will depend on the participant's circumstances, decisions, resources, implementation and other factors.

6.3 The PGA Development Framework

A Structured Approach to Sustainable Business Growth

PGA applies the Growth Authority Philosophy through an integrated strategic development framework.

Rather than treating marketing, profitability, leadership and operations as unrelated subjects, the program encourages participants to consider how these disciplines influence one another.

The program's educational content and coaching activities may address seven principal areas of business development.

6.3.1 Strategic Direction & Business Positioning

Participants examine the strategic foundations of their businesses, including their commercial objectives, market positioning, service offerings and principal growth constraints.

The focus is on developing a clearer understanding of the enterprise's desired direction and the strategic choices required to support it.

6.3.2 Competitive Differentiation & Market Authority

Participants explore how their businesses compete, how prospective clients perceive their offerings and what opportunities exist to establish stronger market differentiation.

This may include examining specialist positioning, value propositions, service models and approaches to developing a more distinctive commercial identity.

6.3.3 Revenue Growth & Business Development

The program considers the management disciplines and commercial systems that influence revenue generation.

Subjects may include client acquisition, relationship development, retention, service expansion, sales management and the economics of business development.

6.3.4 Profitability & Commercial Performance

Participants develop a stronger understanding of the commercial factors affecting business profitability.

This may include pricing, service delivery economics, workforce utilisation, overhead efficiency, revenue quality and the relationship between growth and operating performance.

6.3.5 Organisational Development & Leadership

The program examines the management challenges associated with building a growing enterprise.

Subjects may include leadership capability, organisational structure, delegation, management accountability, role clarity and the development of more effective operating practices.

6.3.6 Systems, Scalability & Operational Effectiveness

Participants consider how business systems, processes, technology and organisational design influence the capacity to manage growth.

The objective is to encourage more consistent service delivery, stronger management control and reduced dependence on informal or founder-centred practices.

6.3.7 Strategic Implementation & Accountability

The program encourages participants to establish practical priorities, define management actions and assess progress against their objectives.

This element is intended to help participants maintain strategic focus and translate learning into business improvement initiatives.

> The specific sequencing, learning activities and coaching emphasis may be adjusted within the program's defined curriculum.

6.4 Program Structure & Delivery

Thirteen Months of Structured Strategic Development

PGA is delivered over a **13-month program term**. The extended duration provides opportunity to develop strategic understanding, examine important commercial and management issues, and apply relevant concepts within their businesses. The program combines structured educational content with facilitated group coaching and implementation-oriented discussions.

Depending on the published program schedule and inclusions, participants may have access to:

Structured Group Coaching Sessions	Facilitated sessions addressing strategic, commercial, organisational and management topics relevant to established service businesses.
Growth Authority Educational Frameworks	Structured concepts, methodologies and business development resources drawn from Halcyon's Growth Authority Philosophy.
Strategic Planning & Management Exercises	Practical exercises to examine their businesses, evaluate opportunities and develop management priorities.
Peer Learning & Group Discussion	Exchange perspectives and experiences with other business owners and leaders in a professional learning environment.
Implementation & Accountability Activities	Structured opportunities to review progress, discuss challenges and maintain focus on selected business improvement initiatives.
Program Learning Resources	Educational materials, worksheets, templates and other resources specified in the program inclusions.

The precise frequency, duration and format of coaching sessions, access to learning resources, group size and any additional program benefits will be set out in the applicable program description and participation agreement. Unless expressly stated in those documents, PGA does not include unlimited access to Halcyon personnel, individual consulting sessions or bespoke business analysis.

6.5 What Participants Are Expected to Contribute

PGA is an active developmental experience rather than a passive educational subscription. Participants are expected to take responsibility for applying relevant concepts within their own businesses. To derive meaningful value, participants should be prepared to:

- Attend scheduled coaching sessions wherever reasonably practicable.
- Engage constructively in discussions and learning activities.
- Complete relevant strategic and management exercises.
- Allocate appropriate time to considering and implementing business improvements.
- Evaluate the suitability of program concepts for their individual circumstances.
- Maintain responsibility for commercial and management decisions.
- Respect the confidentiality and commercial sensitivities of other participants.
- Contribute to a professional, constructive and respectful group environment.

Halcyon may establish additional participation standards and group conduct requirements in the applicable program agreement. The program's effectiveness depends in part on the participant's willingness and capacity to engage with the material and take appropriate action.

6.6 The Distinction Between Group Coaching and Bespoke Consulting

Understanding What PGA Is — and What It Is Not

An important feature of Halcyon's service model is the distinction between structured group coaching and individual management consulting.

PGA is a **group-based strategic education and business coaching program**. It is not a bespoke management consulting engagement.

Although participants may discuss business challenges, receive coaching guidance and consider practical frameworks, Halcyon does not undertake a comprehensive individual business diagnosis or prepare a tailored enterprise-wide Strategic Blueprint as part of the standard PGA program.

The program does not ordinarily include:

- A comprehensive bespoke commercial and organisational assessment.
- An individually commissioned strategic consulting report.
- A tailored enterprise-wide implementation roadmap prepared by Halcyon.
- Ongoing private strategic advisory meetings.
- Dedicated management consulting personnel.
- Direct operational management or implementation services.
- Unlimited individual access to Halcyon's advisers.
- Services outside the published program inclusions.

These activities, where appropriate and within Halcyon's permitted professional scope, may be available through separately contracted services.

Participants should understand that the frameworks and coaching discussions provided through PGA are intended to support their own business planning and decision-making.

> **Responsibility for assessing and implementing any action remains with the participant and their business.**

6.7 PGA Program Fees & Commercial Arrangements

A Defined Investment in Strategic & Management Development

The standard Platinum Growth Accelerator program fee is US$2,500 per month for 13 months: a total program commitment of US$32,500.

The fee covers participation in the standard PGA program and access to the coaching, educational activities and resources expressly included in the applicable participation agreement. The monthly payment structure is an instalment arrangement for the agreed 13-month program commitment, unless the signed agreement expressly provides otherwise. Participation is subject to acceptance into the program and execution of the applicable agreement.

6.7.1 Payment Arrangements

The standard fee is payable in 13 monthly instalments of US$2,500, in accordance with the agreed billing schedule. The participation agreement will specify the initial payment date, subsequent payment dates, accepted payment methods and treatment of overdue payments. Any applicable taxes or separately agreed expenses will be disclosed in accordance with the relevant terms and legal requirements.

6.7.2 Additional Services & Expenses

The standard PGA fee does not automatically include: private management consulting engagements; separately commissioned business assessments; bespoke strategic planning projects; Special Situations Advisory assignments; paid executive retreats or external events; third-party professional services; other separately priced Halcyon products or programs. Where additional services are offered, their scope and fees will be disclosed separately.

6.7.3 Cancellation, Withdrawal & Refunds

PGA is structured as a defined 13-month program commitment. Any rights to cancel, withdraw, suspend participation or obtain a refund will be governed by the applicable participation agreement and relevant consumer protection laws. The agreement will also address any consequences of missed sessions, changes in participant circumstances, program postponement or termination by Halcyon. Nothing in the participation agreement or this guide is intended to exclude rights or remedies that cannot lawfully be excluded.

6.7.4 Program Changes

Halcyon may make reasonable changes to the delivery arrangements, learning resources or session schedules where necessary, subject to the participation agreement and applicable law. Material changes affecting participants' contractual rights or the substantive services purchased will be managed in accordance with those requirements.

6.8 Eligibility, Qualification & Acceptance

PGA is intended for business owners and leaders who are sufficiently established to benefit from structured strategic development.

Participation is not automatic. Halcyon may undertake an initial qualification process to determine whether the program is appropriate for the prospective participant and their business.

Relevant considerations may include:

Business Profile

The nature of the business, its principal services, annual revenue and stage of organisational development.

Commercial Suitability

The business's general commercial circumstances and its capacity to support the financial and management commitments associated with participation.

Strategic Requirements

Whether the challenges and objectives identified by the prospective participant align with the program's educational and coaching framework.

Leadership Commitment

The participant's willingness and ability to engage in the program and take responsibility for implementation.

Group Suitability

Whether participation is likely to be constructive for the individual and consistent with the professional learning environment of the cohort.

Professional Scope

Whether the assistance sought falls within the nature and permitted scope of Halcyon's coaching and educational services.

Halcyon may decline an application where it reasonably considers that the program is unsuitable or that the prospective participant's requirements would be better addressed through another form of assistance.

> Acceptance into PGA does not constitute a representation that the participant will achieve a particular commercial outcome.



6.9 Growth Authority Continuum

Maintaining Strategic Momentum Beyond the Accelerator

Business improvement does not conclude when a structured coaching program ends. As enterprises evolve, owners and leadership teams continue to face new strategic decisions, organisational challenges and commercial opportunities. Maintaining progress requires ongoing attention to strategic priorities, management accountability and the disciplines established during earlier stages of business development.

The **Growth Authority Continuum** is Halcyon's proposed ongoing coaching and strategic accountability offering for eligible PGA graduates. It is intended to provide a structured environment in which participants can continue developing their management capabilities, discussing business challenges and maintaining focus on their longer-term objectives.

6.9.1 Purpose of the Continuum

The proposed program is designed to support:

- **Ongoing Strategic Focus:** Helping graduates maintain attention on their business objectives and evolving strategic priorities.
- **Management Accountability:** Encouraging regular consideration of progress, implementation challenges and management commitments.
- **Continued Professional Development:** Providing opportunities to explore additional business strategy, commercial management and leadership subjects.
- **Peer Engagement:** Maintaining access to a professional group environment in which experienced business owners can exchange perspectives and learn from one another.
- **Sustainable Business Improvement:** Reinforcing the disciplines and frameworks developed during PGA while recognising that business requirements change over time.

6.9.2 Intended Delivery Model

The Continuum is envisaged as an ongoing group-based coaching and accountability program. Its precise coaching schedule, learning resources, participation conditions and membership benefits will be established before launch. It is not intended to provide bespoke management consulting, individually commissioned strategic analysis or dedicated implementation services unless expressly contracted separately.

6.9.3 Eligibility

The Continuum is intended primarily for graduates of the Platinum Growth Accelerator who wish to maintain an ongoing relationship with Halcyon through structured group engagement. Admission may be subject to eligibility, availability and acceptance requirements. Completion of PGA will not automatically create an entitlement to membership.

6.9.4 Fees & Membership Terms

The proposed standard membership fee is **US$1,000 per month**, subject to final confirmation before the program is offered. The applicable billing arrangements, minimum term, cancellation rights, renewal provisions and included services will be disclosed in the relevant membership agreement.

Membership will be separate from the initial PGA engagement and will not commence automatically upon completion of the 13-month program.

6.10 Progression to Other Halcyon Services

Coaching & Mentoring form part of a broader portfolio. As a business develops, a participant who benefited from group coaching may face complexity, challenges or opportunities that call for a more individualised approach, such as Growth Authority Consulting or a separately scoped Special Situations Advisory engagement.

> Progression is neither automatic nor required. PGA does not guarantee eligibility for another service or create an obligation to engage further. Any additional service is independently assessed, scoped, priced and contracted.

6.11 Building the Business Beyond the Founder

The transition from specialist practitioner to capable enterprise leader is a defining challenge of growing a services business. It demands a more deliberate approach to strategy, stronger commercial understanding, effective management systems and an organisation that performs without constant founder intervention.

PGA is designed to support this transition through structured education, group coaching, practical frameworks and accountability. For eligible graduates, the proposed Growth Authority Continuum continues that development through ongoing group engagement.

> The objective is not simply to help business owners grow their revenue. It is to help them become more effective leaders of stronger, more profitable and more sustainable enterprises.



6.12 Professional Boundaries & Important Information

Nature of the Coaching & Mentoring Relationship

Cohorts provide structured business education, facilitated coaching and general management development. Halcyon does not assume responsibility for participants' operations, decisions or outcomes. Participants evaluate concepts, obtain independent specialist advice where required and decide for their enterprises.

No Financial Services

No financial product, investment or securities advice, capital-raising or other regulated services. Discussion of profitability, pricing or cash generation is general management education; seek authorised professionals for anything outside scope.

No Guarantee of Business Results

Performance depends on decisions, implementation, markets, demand, competition and capability. PGA and the Continuum guarantee no revenue, profitability or enterprise value result.

Group Confidentiality

Participants must meet confidentiality obligations, but Halcyon cannot guarantee every participant complies. Use judgement on what sensitive information to disclose.

Intellectual Property

Methodologies, materials, frameworks and templates remain protected; only expressly granted usage rights apply.

Program Availability

Dates, cohorts, capacity and delivery may vary. Halcyon may set reasonable eligibility and participation requirements, subject to law and contract.



SECTION 7

7 Growth Authority Consulting

When the Next Stage of Growth Demands More Than Conventional Business Advice

As services businesses grow, the practices that created early success may no longer suffice. Growth adds demands on leadership, structure, delivery, productivity and commercial management. The challenge becomes building an enterprise that performs, sustains advantage and manages complexity.

> Growth Authority Consulting is Halcyon's flagship bespoke strategic management consulting service.

For established businesses of approximately **US$5 million to US$50 million**, primarily in the United States and Canada. We start from no predetermined solutions: rigorous analysis, tailored strategy, management engagement and disciplined implementation support, moving beyond problems to the priorities and capabilities needed to address them.



7.1 The Growth Authority Consulting Philosophy

> Diagnose Before You Prescribe. Strategise Before You Execute.

One of the most common weaknesses in business improvement initiatives is the tendency to prescribe solutions before the underlying problem has been adequately understood. Slowing revenue growth may prompt additional marketing or sales personnel, yet the underlying issue may involve weak market differentiation, inappropriate pricing, poor client retention or an ineffective service offering. Declining profitability may prompt reducing costs when the more significant opportunity lies in service delivery economics, client selection, utilisation, management accountability or commercial positioning.

Without a sufficiently comprehensive understanding of the enterprise, management may invest resources in initiatives that address symptoms rather than causes. Growth Authority Consulting begins with a disciplined assessment of the business as an interconnected commercial and organisational system: how strategy, market positioning, revenue generation, profitability, service delivery, management structures and organisational capabilities influence one another.

Our methodology is guided by five principles:

1. Evidence Before Assumption	A sound factual and analytical basis for understanding the enterprise's performance and strategic circumstances.
2. Strategic Coherence	An integrated strategic direction rather than disconnected improvement initiatives.
3. Commercial Relevance	Matters that can materially influence performance, resilience or long-term development.
4. Practical Implementation	Defined management actions, responsibilities, milestones and performance measures.
5. Management Ownership	The client's leadership team retains responsibility for business decisions, resource allocation and operational execution.

These principles underpin the Growth Authority Consulting methodology and inform both stages of our service.

7.2 One Integrated Consulting Methodology — Two Distinct Engagement Stages

Stage 1 — Growth Authority Business Diagnosis & Strategic Blueprint
A comprehensive two-month consulting engagement to assess the enterprise, identify material commercial and organisational issues, and develop a tailored strategic blueprint.

Stage 2 — Growth Authority Strategic Advisory Partnership
An optional, separately contracted 12-month advisory engagement to support management in translating the Strategic Blueprint into practical business improvement initiatives.

These sequential stages form one integrated methodology but are distinct commercial engagements. Clients may commission Stage 1 without committing to Stage 2. Progression to the Strategic Advisory Partnership is subject to mutual agreement, the suitability of the proposed scope and execution of a separate engagement agreement.

This structure provides a comprehensive strategic diagnosis and development plan before clients decide whether they require ongoing advisory support.

STAGE 1

7.3 Growth Authority Business Diagnosis & Strategic Blueprint

Understanding the Enterprise. Identifying the Opportunities. Establishing the Strategic Direction.

The Business Diagnosis & Strategic Blueprint is the foundation of Growth Authority Consulting: a structured, two-month consulting engagement intended to provide the client's owners and leadership team with a comprehensive assessment of the enterprise's strategic, commercial and organisational position.

The engagement seeks to answer four fundamental questions:

Where is the business today?

What is its current strategic position, commercial performance, operating model and organisational capability?

What is constraining its performance?

Which strategic, commercial, operational or management factors are limiting profitability, competitive advantage, organisational effectiveness or growth?

Where are the most meaningful opportunities?

Which improvements or strategic initiatives warrant management attention, having regard to their potential commercial significance, feasibility and implementation requirements?

What should management do next?

What strategic priorities, management actions, performance measures and implementation sequence should guide the next stage of enterprise development?

The diagnostic process is intended to establish a sufficiently detailed understanding of the business to support informed strategic recommendations. The resulting Strategic Blueprint provides a structured framework for management decision-making and implementation.

7.3.1 The Diagnostic Scope

The precise scope of the diagnostic is established through the engagement agreement and Statement of Work. Depending on the client's circumstances, the assessment may address the following interconnected areas.

A. Strategic Position & Business Model

Examination of the enterprise's strategic objectives, business model, service portfolio, target markets and competitive position. This may include consideration of: strategic direction and business objectives; principal sources of competitive advantage; market positioning and differentiation; service portfolio and commercial proposition; business model strengths and limitations; growth opportunities and strategic constraints.

B. Revenue Quality & Commercial Performance

Assessment of the factors influencing revenue generation, client relationships and commercial sustainability.

Growth Authority Business Diagnosis & Strategic Blueprint, continued

Area	May include
B. Revenue Quality	Composition and concentration; acquisition and retention; service-line and segment performance; pricing and terms; business development; predictability.
C. Profitability & Operating Economics	Revenue and cost structures; delivery economics; gross and operating margins; utilisation and productivity; overhead efficiency; trends; working-capital and cash-conversion processes as operating management.
D. Organisational Structure & Leadership	Structure and reporting; responsibilities and accountability; decision-making; delegation and capacity; key-person and founder dependence; alignment; succession and capability.
E. Operational Effectiveness & Scalability	Delivery processes; efficiency and capacity; workflow; technology and systems; quality assurance and controls; bottlenecks; scalability and consistency.
F. Strategic Execution & Performance Management	Planning practices; reporting and indicators; prioritisation; accountability and review; resource allocation; execution capability; communication and alignment.

ⓘ Area C is management-level analysis, not an audit, financial product advice, securities valuation or other regulated service. The diagnostic does not cover every issue with equal depth; areas, methods and detail reflect the agreed scope, complexity and engagement objectives.

7.4 Our Diagnostic Methodology

A Disciplined Process From Discovery to Strategic Blueprint

The Business Diagnosis & Strategic Blueprint ordinarily follows five interconnected phases over approximately two months.

Phase l — Engagement Initiation & Strategic Discovery

The engagement begins with a structured onboarding and discovery process to establish a shared understanding of the enterprise, its strategic objectives, the concerns of its leadership team and the principal issues requiring examination.

Activities may include:

- An initial executive engagement meeting.
- Review of the agreed consulting objectives and scope.
- Identification of relevant management stakeholders.
- Requests for appropriate business and operational information.
- Review of existing strategic plans and management documentation.
- Preliminary identification of key commercial and organisational questions.

The objective is to establish the analytical foundation for the diagnostic.

Phase 2 — Business & Commercial Analysis

Halcyon undertakes the agreed assessment of the enterprise's strategic, commercial and operating position. Depending on scope and available information, this may involve:

- Analysis of management information and operating performance.
- Review of service offerings, client segments and pricing practices.
- Examination of business development and revenue processes.
- Assessment of organisational structures and management systems.
- Review of operational workflows and delivery economics.
- Discussions with relevant members of the leadership team.
- Identification of material performance drivers and constraints.

The nature of the analysis will be proportionate to the agreed engagement and the quality and availability of information supplied by the client.

Phase 3 — Findings, Opportunities & Strategic Priorities

Following the principal analytical work, Halcyon consolidates its observations and identifies the issues most relevant to the enterprise's future development.

Our Diagnostic Methodology, continued

This phase may include identification of principal strategic and commercial constraints; assessment of organisational and operating weaknesses; identification of improvement opportunities; consideration of alternative strategic approaches; evaluation of implementation dependencies; and prioritisation of management initiatives.

The purpose is to distinguish commercially significant issues from matters that may be less consequential.

Phase 4 — Strategic Blueprint Development

Halcyon develops a tailored Strategic Blueprint informed by the diagnostic findings and discussions with management. The Blueprint is intended to provide an integrated framework for business improvement and future strategic development.

It may include:

- A summary of the enterprise's current strategic position and principal diagnostic findings.
- Recommended strategic direction; commercial and operational improvement priorities; organisational and management development initiatives.
- A sequenced implementation roadmap and proposed management responsibilities.
- Recommended performance indicators and review mechanisms.
- Key assumptions, dependencies and implementation considerations.

The Blueprint is developed for the client's circumstances and the agreed scope of work.

Phase 5 — Executive Presentation & Strategic Alignment

The engagement concludes with presentation and discussion of the diagnostic findings and Strategic Blueprint with the client's nominated leadership team.

This phase is intended to explain the principal findings and their commercial implications; present the recommended strategic direction; discuss the proposed improvement priorities; clarify implementation considerations and dependencies; address reasonable questions concerning the recommendations; and support management's understanding of the next steps.

> The executive presentation is an important component of the engagement because the value of the Strategic Blueprint depends on management's understanding of its implications and willingness to consider the proposed direction.

7.5 Principal Stage 1 Deliverables

The standard Business Diagnosis & Strategic Blueprint engagement is expected to produce the following principal outputs, subject to the agreed Statement of Work.

1

Business Diagnostic Findings

A structured summary of the material strategic, commercial, operational and organisational issues identified through the assessment.

2

Strategic Opportunity & Constraint Assessment

An analysis of the principal factors influencing business performance and the opportunities warranting management consideration.

3

Growth Authority Strategic Blueprint

A tailored strategic document establishing the recommended direction, improvement priorities and management considerations for the enterprise.

4

Strategic Implementation Roadmap

A sequenced plan identifying principal initiatives, suggested responsibilities, milestones, dependencies and performance measures.

5

Executive Findings & Strategy Presentation

A structured presentation and discussion of the findings and recommendations with the client's nominated leadership team.

The format, level of detail and precise contents of these deliverables will be established in the applicable Statement of Work.

Unless expressly included, Stage 1 does not involve implementing the recommendations, assuming management responsibilities or providing ongoing advisory services after completion.

7.6 Stage 1 Duration & Client Participation

The standard diagnostic engagement is designed to be completed over approximately **two months**. The timetable assumes that the client provides timely access to relevant information, management personnel and decision-makers.

Delays in the provision of information, changes in scope or other circumstances beyond Halcyon's reasonable control may affect the delivery schedule.

Clients are expected to:

- Nominate an appropriately authorised executive sponsor.
- Provide relevant business and operational information.
- Facilitate reasonable access to nominated management personnel.
- Participate in agreed discovery and review meetings.
- Review draft findings or materials where required.
- Make timely decisions concerning matters within management's authority.

Halcyon will establish the principal information requirements, meeting arrangements and delivery milestones during onboarding.

STAGE 2

7.7 Growth Authority Advisory Program (GAAP)

From Strategic Blueprint to Disciplined Business Improvement

Developing a coherent strategy is an important achievement. Implementing that strategy consistently is often a more demanding undertaking.

Even where business owners and leadership teams understand the improvements required, competing operational priorities, organisational resistance, management capacity and unforeseen commercial challenges can interfere with execution.

Strategic initiatives may lose momentum. Management responsibilities may become unclear. Performance measures may not be reviewed consistently.

The Growth Authority Advisory Program (GAAP) is designed to address these challenges.

It is a separately contracted, ongoing strategic management advisory engagement intended to support the client's leadership team as it implements the priorities established through the Business Diagnosis & Strategic Blueprint.

12 months

The standard initial engagement term is **12 months**.

The objective is to provide continuity of strategic perspective, structured management review, implementation guidance and accountability over a period sufficient for significant business improvement initiatives to be pursued.

The advisory partnership does not transfer responsibility for operating the enterprise to Halcyon.

Rather, it establishes a professional relationship through which Halcyon supports management in evaluating decisions, monitoring progress, addressing implementation challenges and maintaining strategic alignment.



7.8 The Scope of the Program

The precise scope and advisory cadence will be established in a separate engagement agreement and Statement of Work.

Depending on the client's requirements, the partnership may encompass the following activities.

7.8.1 Strategic Implementation Guidance

Supporting management in translating the Strategic Blueprint into defined initiatives, implementation priorities and practical management actions. This may involve reviewing proposed implementation plans, discussing sequencing and identifying relevant dependencies.

7.8.2 Executive Strategic Advisory

Providing structured strategic discussions with the client's nominated owners, chief executive or senior leadership team. These discussions may address important commercial decisions, emerging challenges, strategic opportunities and management priorities.

7.8.3 Executive Training, Education & Mentorship

Providing structured Growth Authority education, training and mentorship to the business' owners, executives, senior leadership and, where appropriate, employees. These sessions will typically be structured so to address important knowledge gaps and upskilling critical to achieve stakeholder engagement and buy-in and improve commercial decision making.

7.8.4 Performance Review & Management Accountability

Reviewing agreed business performance indicators and the progress of principal strategic initiatives. The objective is to support management in assessing whether implementation is proceeding as intended and identifying areas requiring attention.



The Scope of the Program, continued

7.8.5 Commercial & Operational Improvement Guidance

Providing management-level guidance concerning selected commercial and operating improvements identified in the Strategic Blueprint.

These may involve pricing practices, service delivery economics, revenue development processes, management systems or organisational effectiveness.

7.8.6 Organisational & Leadership Development

Supporting management discussions concerning organisational structures, leadership responsibilities, delegation, accountability and management capability.

7.8.7 Strategic Adaptation & Prioritisation

Helping the leadership team consider whether changing circumstances require adjustments to strategic priorities, implementation sequencing or management attention.

7.8.8 Management Review & Forward Planning

Facilitating periodic consideration of progress, emerging risks, future priorities and the continued relevance of the strategic direction.

> The partnership is intended to provide strategic guidance and management accountability rather than unlimited access to Halcyon personnel or the delivery of all operational work associated with implementing the Strategic Blueprint.

7.9 The Advisory Delivery Model

GAAP is delivered through an agreed program of executive engagement, strategic review and advisory support. The precise arrangements may vary according to the complexity and requirements of the enterprise. The delivery model may include:

Scheduled Executive Advisory Meetings	Structured discussions with the client's nominated leadership team addressing strategic priorities, implementation progress and material management issues.
Training & Education Sessions	Periodic or ad hoc training sessions designed to upskill key stakeholders and project champions to ensure the business is aligned and sufficiently capable to execute the strategic direction.
Periodic Strategic Performance Reviews	Review of agreed performance indicators, management initiatives and the commercial or organisational implications of progress.
Implementation Priority Reviews	Assessment of selected strategic initiatives, dependencies, obstacles and proposed management responses.
Advisory Communications	Reasonable communications concerning matters within the agreed advisory scope, subject to the access and response arrangements specified in the engagement agreement.
Periodic Strategic Reassessment	Consideration of whether developments in the business or its operating environment warrant adjustments to strategic priorities.

The specific meeting frequency, session duration, participants, communication channels, reporting outputs and service availability will be documented in the applicable Statement of Work. Unless expressly agreed, the partnership does not include unlimited consulting hours, dedicated on-site personnel, operational management, project execution or specialist services outside the agreed scope.

7.10 The Relationship Between Advice and Implementation

Management Retains Responsibility for the Enterprise

A central principle of GAAP is that strategic advisory support must be distinguished from management responsibility. Halcyon's role is to provide analysis, training and education, strategic recommendations, commercial management guidance and implementation-oriented advisory support within the agreed scope.

The client remains responsible for: approving strategic recommendations; making commercial and operational decisions; allocating personnel and financial resources; managing employees and service providers; executing business improvement initiatives; maintaining appropriate governance and internal controls; meeting legal, regulatory and contractual obligations; and assessing the commercial risks associated with implementation.

Halcyon may assist management in evaluating implementation options and reviewing progress, but does not ordinarily assume executive authority or direct control of the client's operations nor responsibility for decisions.

Any separately proposed implementation assignment must be expressly scoped, independently assessed for professional and regulatory suitability, and documented under an appropriate agreement.

ENTERPRISE CLASSIFICATIONS & FEES

7.11 Standard and Complex Enterprise Classifications

Growth Authority Consulting operates through one integrated methodology. Scope and intensity vary materially according to the size and complexity of the client enterprise.

A business generating US$7 million annually with a relatively concentrated service offering and straightforward organisational structure may require different analysis and advisory involvement from a US$35 million enterprise operating across multiple locations, service lines and management divisions.

Halcyon uses two principal enterprise classifications reflecting anticipated delivery requirements—not different standards of professional quality, commitment or care.

7.11.1 Standard Enterprise

Indicative annual revenue: US$5 million to less than US$15 million.

Established businesses with meaningful commercial scale but comparatively moderate organisational complexity: developed management teams, multiple service offerings and established operating systems, retaining a relatively concentrated leadership structure.

Comprehensive strategic diagnosis and ongoing advisory support proportionate to the enterprise's requirements.

7.11.2 Complex Enterprise

Indicative annual revenue: US$15 million to US$50 million.

Larger or more organisationally complex enterprises operating across multiple locations, business units, service lines or management divisions.

Broader stakeholder engagement, more extensive diagnostic analysis, greater consideration of organisational interdependencies and a more intensive advisory relationship. The classification reflects these additional delivery requirements.

7.11.3 Classification Considerations

Annual revenue is an initial guideline rather than an absolute determinant. Halcyon may also consider:

- Number of employees and management layers.
- Geographic dispersion.
- Number and diversity of service lines.
- Complexity of the operating model.
- Organisational structure and governance arrangements.
- Availability and quality of management information.
- Extent of operational or commercial challenges.
- Number of stakeholders requiring engagement.
- Required diagnostic depth and advisory intensity.
- Overall engagement complexity and delivery requirements.

An enterprise may be classified differently from the revenue-based guideline where its circumstances reasonably justify that approach. The applicable classification, scope and fees will be confirmed before commencement.

7.12 Growth Authority Consulting Fees

Transparent Pricing for Comprehensive Strategic Engagements

Fees reflect the resources, analytical depth, management engagement and advisory commitment of each classification.

7.12.1 Summary of Standard Fees

Engagement component	Standard Enterprise	Complex Enterprise
Indicative annual revenue	US$5M–under $15M	US$15M–$50M
Stage 1 duration	2 months	2 months
Stage 1 total fee	US$30,000	US$50,000
Stage 1 monthly payment	US$15,000	US$25,000
Stage 2 initial term	12 months	12 months
Stage 2 monthly fee	US$10,000	US$15,000
Stage 2 total commitment	US$120,000	US$180,000
Combined fee if both stages are commissioned (14 months)	**US$150,000**	**US$230,000**

All amounts in United States dollars, subject to the engagement agreement, taxes and approved expenses or additional services.

7.12.2 Separate Engagements

Stages are independently contracted; Stage 1 creates no obligation to enter Stage 2, and Halcyon need not offer unsuitable or out-of-scope advisory. Combined figures are illustrative, not one compulsory 14-month contract.

7.12.3 Variations

Materially different complexity, scope or resources may receive a separately priced proposal, agreed before work begins.

7.12.4 Additional Services and Expenses

Unless in the Statement of Work, excludes Special Situations projects; independent legal, tax, audit or professional services; third-party specialists; material additional assignments; extraordinary travel or on-site needs; and other identified expenses.

7.12.5 Invoicing, Payment and Termination

Set in the engagement agreement, subject to relevant law.

7.13 Qualification & Client Acceptance

GAAP is intended for businesses whose circumstances warrant comprehensive strategic management consulting. Before accepting an engagement, Halcyon will ordinarily undertake a qualification process to assess the proposed client's requirements and the suitability of the service.

Relevant considerations may include:

Business Profile

The nature of the enterprise, its principal activities, revenue, organisational structure and operating markets.

Strategic Requirements

The business challenges, objectives and opportunities that management wishes to address.

Engagement Complexity

The anticipated analytical requirements, management involvement, delivery resources and organisational considerations.

Commercial Suitability

The client's capacity and willingness to commit the resources required for the engagement and any subsequent implementation.

Management Commitment

The availability of relevant executives and their willingness to participate constructively in the diagnostic and strategic development process.

Professional and Regulatory Suitability

Whether the proposed activities fall within Halcyon's permitted professional scope and can be undertaken consistently with applicable legal and regulatory requirements.

Halcyon may decline an engagement where the proposed services are unsuitable, cannot be appropriately delivered or fall outside its permitted activities.

7.14 Engagement Documentation & Scope Management

Each GAAP engagement will be documented through an appropriate engagement agreement and Statement of Work. These documents will ordinarily establish:

- The identity of the contracting parties.
- The applicable enterprise classification.
- The objectives and scope of the engagement.
- Principal services and deliverables.
- Engagement duration and indicative timetable.
- Management participation and information requirements.
- Fees, payment arrangements and approved expenses.
- Professional responsibilities and limitations.
- Confidentiality and intellectual property arrangements.
- Scope variation procedures.
- Termination and dispute-resolution provisions.
- Other applicable contractual terms.

Material changes to the agreed scope may require a written variation or separate engagement. Halcyon is not obliged to perform additional work outside the agreed scope unless the parties have expressly agreed to the relevant arrangements.

7.15 Information, Assumptions & Analytical Limitations

GAAP depends on the availability and reliability of relevant business information.

In undertaking its work, Halcyon may rely on financial, commercial, operational and management information provided by the client or its authorised representatives.

Unless expressly agreed, Halcyon does not independently audit, verify or certify that information. The client is responsible for the completeness and accuracy of information it provides.

Our findings and recommendations may also depend on assumptions concerning market conditions, operating performance, management capability and other matters. Where material assumptions or information limitations are identified, these may be noted in the relevant deliverables.

Strategic assessments, projections, scenarios and commercial recommendations involve uncertainty. Actual business performance may differ materially from expectations.

> Halcyon does not guarantee that any proposed strategy, initiative or management decision will achieve a particular commercial outcome.

7.16 Confidentiality & Intellectual Property

GAAP may involve access to sensitive information concerning the client's strategy, commercial performance, operations, personnel, customers and future plans.

Halcyon recognises the importance of maintaining appropriate confidentiality and information-handling standards. The parties' confidentiality obligations will be specified in the engagement agreement.

Halcyon may use proprietary methodologies, analytical frameworks, diagnostic processes, templates and other intellectual property in delivering its services.

The ownership of these materials, together with the client's rights to use engagement-specific deliverables, will be governed by the applicable contractual terms.

Unless otherwise agreed, the client will not acquire ownership of Halcyon's pre-existing methodologies or proprietary intellectual property merely by commissioning an engagement.

7.17 Professional Boundaries & Regulatory Limitations

Strategic Management Consulting — Not Regulated Financial Services

GAAP provides strategic management consulting, commercial and operational analysis, organisational development and performance advisory. It excludes financial product advice, securities advice, investment recommendations, capital-raising, financial product dealing and other regulated financial services.

Analysis of profitability, costs, working capital or cash generation is business management and operational improvement, not advice on acquiring, disposing of, valuing or the suitability of financial products. Halcyon does not undertake securities transactions, arrange investments, manage portfolios or provide other excluded services.

⚠ Assignments involving financing, acquisitions, ownership transactions, financial products or regulated professional activities are separately assessed and may be excluded. Scope is determined by the services actually performed, applicable law and regulation, not by the terminology used.

7.18 No Guarantee of Results

GAAP supports better-informed decisions and more disciplined management, but performance depends on factors beyond Halcyon's control: economic conditions, competition, demand, leadership decisions, resources, implementation quality, workforce performance and unforeseen events.

Halcyon does not guarantee any revenue growth, profitability, cost reduction, valuation, return on investment or other outcome. Scenarios and targets are subject to stated assumptions; the client decides whether and how to implement recommendations.



7.19 The Value of an Independent Strategic Perspective

Building an Enterprise That Is Stronger, Not Simply Larger

For many established service businesses, the most significant growth opportunities are not immediately visible.

They may lie in the economics of existing services, the quality of the client base, the structure of the organisation, the effectiveness of management systems or the strength of the enterprise's competitive position.

Identifying these opportunities requires a willingness to examine the business critically and challenge assumptions that may have shaped its development over many years.

Growth Authority Consulting provides a structured approach to that examination.

Business Diagnosis & Strategic Blueprint

Through the Business Diagnosis & Strategic Blueprint, we seek to establish a clear understanding of the enterprise and a coherent direction for its improvement.

GAAP

Through GAAP, we seek to support management in translating that direction into sustained strategic focus, disciplined implementation and meaningful business development.

Our objective is not to create dependence on external consultants.

It is to help owners and leadership teams develop the strategic clarity, commercial understanding and organisational capabilities required to build stronger enterprises.

> Because the ultimate measure of business growth is not simply how much larger an enterprise becomes, but how much stronger, more profitable, more competitive and more sustainable it is as a result.

SECTION 8

8 Special Situations Advisory

When the Circumstances Demand a More Focused Approach

Sometimes the need for change emerges gradually: profitability falls despite revenue growth, inefficiencies entrench, structures stop fitting scale, differentiation weakens. Sometimes it arises from an event: integrating an acquisition, a leadership transition, restructuring delivery or entering new markets. These situations can be significant, time-sensitive and hard to address through ordinary management.

> Focused strategic management consulting for established businesses confronting material commercial, operational or organisational challenges and opportunities.

Unlike the two-stage Growth Authority methodology, each assignment is individually scoped around a particular challenge, objective or requirement, with clear expectations on deliverables, responsibilities, fees and implementation.



8.1 Our Special Situations Advisory Philosophy

Focused Diagnosis. Commercial Clarity. Practical Transformation.

Material business challenges rarely exist in isolation. A decline in profitability may reflect inappropriate pricing, inefficient operations, weak management accountability and changes in client demand.

An organisational restructuring may require more than a revised reporting chart: redesigning service delivery processes, clarifying leadership responsibilities and establishing new management systems. An enterprise preparing for a leadership transition may need to address founder dependence, operational resilience, management capability and the quality of its internal processes.

Our approach recognises these interdependencies. Special Situations Advisory is founded on five principles.

1

Define the Real Problem

Before proposing solutions, understand the underlying commercial or organisational circumstances and distinguish root causes from symptoms.

2

Establish Clear Engagement Objectives

Every assignment should have a defined purpose, an agreed scope and identifiable outputs.

3

Concentrate on Material Issues

Prioritise matters that can meaningfully influence the enterprise's performance, operating effectiveness or strategic development.

4

Develop Practical Recommendations

Take account of the client's capabilities, resources, implementation requirements and commercial circumstances.

5

Preserve Management Accountability

The client's owners and executives retain responsibility for decisions, approvals, implementation and business outcomes.

These principles guide our specialist consulting assignments and help ensure that each engagement is proportionate to the client's requirements.

8.2 Our Specialist Advisory Services

Halcyon Special Situations Advisory comprises six principal service categories. Each addresses a different set of commercial and organisational circumstances, although individual assignments may involve related issues across more than one category. The categories provide a framework for engagement design rather than a fixed menu of identical projects.

8.2.1 Business Turnaround & Performance Recovery

Restoring Commercial Discipline and Strengthening Business Performance

Even well-established businesses can experience periods of deteriorating commercial performance. Revenue may stagnate. Profit margins may contract. Operating costs may rise faster than income. Service delivery inefficiencies may become more pronounced, while management struggles to identify the underlying causes.

These pressures emerge through changes in market demand or competitive conditions, or weaknesses in pricing, operational management, organisational accountability or the business's underlying commercial model. Halcyon's Business Turnaround & Performance Recovery service focuses on diagnosing these management and operating issues and developing practical improvement strategies.

When This Service May Be Appropriate

This service may be suitable where an enterprise is experiencing:

- Declining profitability or operating margins.
- Revenue stagnation or deterioration in revenue quality.
- Inefficient service delivery or workforce utilisation.
- Excessive overheads or operational complexity.
- Weak management accountability.
- Inconsistent commercial performance.
- Difficulty identifying and prioritising corrective action.
- A need to restore management discipline and operational effectiveness.

Indicative Scope of Services

Depending on the engagement, our work may include:

- Assessment of the enterprise's commercial and operating performance.
- Examination of revenue, pricing and service delivery economics.
- Review of management-level cost structures and operating efficiency.
- Identification of material performance constraints.
- Evaluation of organisational and management practices.
- Development of commercial improvement priorities.
- Preparation of a structured performance recovery plan.
- Management workshops addressing implementation responsibilities.

Principal Deliverables

A typical engagement may produce:

1. Commercial and Operational Performance Assessment.
2. Principal Findings and Performance Constraints Report.
3. Prioritised Business Improvement Recommendations.
4. A Performance Recovery Action Plan.
5. Executive Presentation and Management Implementation Workshop.

Indicative Project Fees

US$25,000–US$100,000+

The final fee will depend on the complexity of the enterprise, the extent of analysis required, stakeholder involvement and the agreed deliverables.

⚠ Important Scope Limitation

This service concerns commercial and operational business improvement. It does not include insolvency administration, formal external administration, debt restructuring involving regulated financial products, securities advice, capital raising or other regulated financial services.

Where a business is experiencing insolvency concerns or requires specialist legal, insolvency or financial services assistance, independent appropriately qualified professionals should be engaged.

8.2.2 Strategic Restructuring & Transformation

Redesigning the Enterprise for Greater Efficiency, Accountability and Scalability. As businesses expand, responsibilities overlap, reporting grows inconsistent, decisions concentrate in too few people and systems lag growth. This service addresses how the enterprise is structured, managed and operated.

When appropriate

- Outgrown organisational structure.
- Bottlenecks or unclear responsibilities.
- Inefficient or inconsistent delivery.
- Need for stronger accountability.
- Consolidating units or functions.
- Operating-model redesign or major change.
- Strengthening scalability and resilience.

Indicative scope

- Structure, roles and reporting review.
- Processes and operating systems.
- Organisational inefficiencies.
- Alternative operating-model structures.
- Clarified accountabilities.
- Workflow and process recommendations.
- Transformation roadmap and workshops.

Principal deliverables

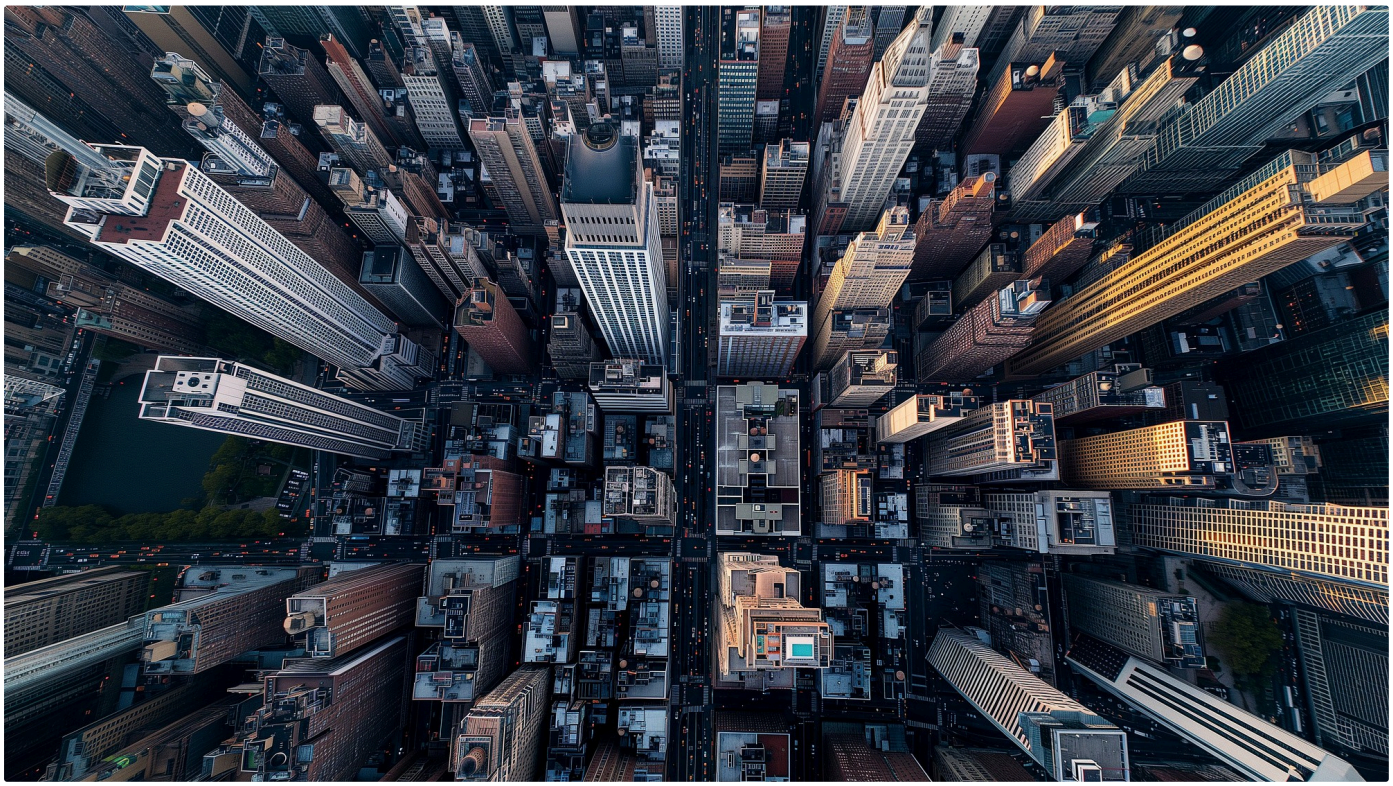
1. Organisational and Operating-Model Assessment. 2. Proposed Organisational Structure and Management Accountability Framework. 3. Operating-Model Improvement Recommendations. 4. Strategic Transformation Roadmap. 5. Management Implementation and Change Priorities.

Indicative fees

US$35,000–US$150,000+

Reflects units, locations, stakeholders and processes.

⚠ Excludes securities restructuring, corporate financing transactions, regulated financial product arrangements and legal restructuring. Legal, employment, tax and specialist matters remain with qualified advisers.



8.2.3 Revenue Growth & Commercial Transformation

Strengthening the Commercial Engine of the Enterprise. A firm may have outstanding expertise yet struggle to differentiate, attract clients without adequate margins, or depend on relationships held by the founder or a few seniors. This service improves the strategies, systems and practices behind sustainable revenue.

When appropriate

- Inconsistent or slowing growth.
- Insufficiently differentiated position.
- Reliance on price-based competition.
- Weak business development processes.
- Client concentration or retention issues.
- Improving pricing and revenue quality.
- Sales or relationship management gaps.
- Service portfolio performance.

Indicative scope

- Positioning and differentiation.
- Segments and service propositions.
- Pricing and commercial practices.
- Acquisition and retention processes.
- Business development systems.
- Service-line performance.
- Growth opportunities, strategy, priorities and indicators.

Principal deliverables

1. Commercial Growth Diagnostic. 2. Competitive Positioning and Revenue Opportunity Assessment. 3. Pricing and Commercial Model Improvement Recommendations. 4. Business Development and Client Growth Framework. 5. Commercial Transformation Roadmap.

Indicative fees

US$20,000–US$100,000+

Depends on analysis, markets, service lines and revenue model.

⚠ Concerns the client's own professional, technical or expertise-led services. Excludes marketing, distribution, recommendation or arrangement of financial products or other regulated services.



8.2.4 Acquisition Integration & Business Consolidation

Turning Completed Business Combinations Into Effective Operating Enterprises

The commercial benefits anticipated from a business acquisition or consolidation do not arise automatically. Following completion of a transaction, businesses may face substantial challenges involving organisational integration, management alignment, service delivery consistency, operational systems and commercial coordination. Different management cultures, duplicated processes, incompatible systems and unclear responsibilities can undermine the intended benefits of combining operations.

Acquisition Integration & Business Consolidation is designed to support the operational and organisational integration of businesses following completion of an acquisition or other business combination. **Halcyon's role is confined to appropriately scoped post-transaction business management and operational integration activities.** The service does not involve originating, arranging, negotiating or executing the underlying transaction.

When This Service May Be Appropriate

Subject to legal and regulatory assessment, the service may be suitable where: a business acquisition has been completed; two or more operating businesses require organisational integration; management responsibilities must be aligned across combined operations; service delivery systems and processes require consolidation; duplicated operating functions need to be reviewed; leadership teams require a coordinated operating plan; the combined enterprise needs stronger management reporting and accountability.

Indicative Scope of Services

Permissible assignments may include: post-completion organisational integration assessment; review of existing operating models and management structures; identification of duplicated or inconsistent operating processes; development of management accountability arrangements; service delivery and operational integration planning; commercial process and management-system alignment; preparation of an operational integration roadmap; management workshops concerning implementation priorities.

Principal Deliverables

Subject to the approved scope, deliverables may include:

1. Post-Completion Operational Integration Assessment.
2. Combined Operating-Model Recommendations.
3. Management and Organisational Alignment Framework.
4. Operational Integration Roadmap.
5. Integration Performance and Accountability Framework.

Indicative Project Fees

US$40,000–US$175,000+

Fees will depend on the number of operating entities, locations, management teams, service lines and operational systems involved.

Important Scope Limitation

This service is restricted to appropriately authorised post-completion commercial and operational integration activities.

It does not include: identifying or introducing acquisition targets or purchasers; advising on the acquisition or disposal of shares or other financial products; negotiating transaction terms; arranging or facilitating securities transactions; advising on transaction consideration or financial product valuation; capital raising or acquisition financing; acting as a transaction intermediary; receiving transaction-based or success-based remuneration.

⚠ Because acquisition-related assignments may involve regulated activities, Halcyon will undertake additional legal and regulatory assessment before accepting any such engagement. Halcyon may decline an assignment where the proposed work cannot be clearly separated from excluded activities.

8.2.5 Ownership Succession & Enterprise Readiness

Building an Enterprise That Can Thrive Beyond Its Founder. Founder dependence aids early success but later concentrates decisions, leaves client relationships uninstitutionalised, succession undefined and systems informal. This service strengthens management capability, systems and independence, preparing the business operationally for leadership change or reduced founder involvement. It does not advise on or arrange the sale, transfer or acquisition of securities or ownership interests.

When appropriate

- Excessive founder dependence.
- Need for management depth and continuity.
- Clearer responsibilities; formalised systems.
- Internal leadership transition.
- Resilience; reducing key-person risk.

Indicative scope

- Founder and key-person dependence.
- Leadership capabilities; accountability.
- Systems and process documentation.
- Continuity risks; transition priorities.
- Succession capability; readiness roadmap.

Principal deliverables

1. Founder Dependence and Organisational Readiness Assessment. 2. Management Capability and Succession Priorities Report. 3. Organisational Resilience Recommendations. 4. Enterprise Readiness Improvement Roadmap. 5. Leadership Transition Implementation Framework.

Indicative fees

US$25,000–US$100,000+

⚠ Excludes securities valuation, ownership transaction advice, sale arrangements, purchaser introductions, capital raising and investment recommendations. Legal succession, estate planning, tax structuring and transaction execution need qualified independent advisers.



8.2.6 Strategic Partnerships & Commercial Expansion

Creating New Commercial Opportunities Through Disciplined Strategic Development. New markets, capabilities, offerings or collaboration can drive growth, but expansion without analysis and preparation adds complexity and risk. This service addresses geographic expansion, service-line development and ordinary-course collaboration between operating businesses.

When appropriate

- Expansion into new geographic markets.
- Complementary service offerings.
- Evaluating operational capacity.
- Non-investment collaboration with another provider.
- Coordination across markets or units.
- A structured expansion roadmap.

Indicative scope

- Expansion opportunities.
- Positioning and capabilities.
- Organisational readiness.
- Expansion strategies.
- Ordinary-course collaboration arrangements.
- Delivery implications; priorities and roadmap.

Principal deliverables

1. Commercial Expansion Assessment. 2. Market and Operating Readiness Review. 3. Strategic Expansion Recommendations. 4. Commercial Collaboration Operating Framework, where appropriate. 5. Expansion Implementation Roadmap.

Indicative fees

US$20,000–US$85,000+

⚠ Excludes arranging investment partnerships, securities-based joint ventures, investor introductions, arranging capital, financial product advice and regulated transactions. Collaboration involving equity, securities or investment interests requires legal assessment and may be excluded.



8.3 How Special Situations Engagements Are Structured

A Tailored Approach With Defined Commercial Boundaries

Special Situations Advisory engagements are structured according to the nature of the client's requirements. Although the precise methodology may vary, our assignments ordinarily follow five stages.

Stage 1 — Initial Assessment & Engagement Definition

Halcyon seeks to understand the client's circumstances, objectives, principal challenges and desired outcomes. This process establishes whether the proposed assignment is appropriate for Halcyon's capabilities and permitted professional scope.

Stage 2 — Scope, Proposal & Engagement Agreement

Where the assignment is suitable, Halcyon develops a proposed scope of services, principal deliverables, anticipated timetable, fees and client responsibilities. The engagement proceeds only after the applicable documentation has been agreed.

Stage 3 — Diagnostic & Strategic Analysis

Halcyon undertakes the agreed commercial, operational or organisational assessment. The analytical methods and level of detail reflect the particular assignment.

Stage 4 — Recommendations & Transformation Roadmap

Halcyon develops the agreed findings, recommendations and implementation framework. Depending on the assignment, this may involve management workshops, organisational design recommendations, commercial improvement plans or transformation roadmaps.

Stage 5 — Executive Review & Engagement Completion

The principal findings and recommendations are presented to the client's nominated management team. The engagement concludes following delivery of the agreed outputs and completion of the applicable review arrangements. Where appropriate, the parties may separately consider whether ongoing implementation advisory support is required.

8.4 Engagement Duration

Special Situations assignments vary in duration according to their scope and complexity. A focused commercial performance assessment may require a comparatively short engagement. A substantial organisational transformation or multi-entity operational integration project may involve a more extensive period of analysis, management consultation and implementation planning.

As a general guideline, project engagements may extend from approximately **six weeks to six months**, although more complex assignments may require longer. The anticipated duration and delivery milestones will be established in the Statement of Work. Timetables may be affected by the availability of management information, stakeholder access, changes in scope and other relevant circumstances.

8.5 Special Situations Advisory Fees

Generally priced as a fixed project fee, set by assessing scope: the challenge's nature and complexity; enterprise size and structure; locations or units; depth of analysis; stakeholders; duration and intensity; resources and specialist capabilities; deliverables; and implementation dependencies.

8.5.1 Indicative Project Fee Schedule

Specialist service	Indicative project fee
Business Turnaround & Performance Recovery	US$25,000–$100,000+
Strategic Restructuring & Transformation	US$35,000–$150,000+
Revenue Growth & Commercial Transformation	US$20,000–$100,000+
Acquisition Integration & Business Consolidation	US$40,000–$175,000+
Ownership Succession & Enterprise Readiness	US$25,000–$100,000+
Strategic Partnerships & Commercial Expansion	US$20,000–$85,000+

Indicative, not binding quotations; final fees confirmed in the proposal and agreement.

8.5.2 Minimum Engagement Value

Generally from **US$20,000**; higher where justified.

8.5.3 Standard Payment Structure

40% on signing; 30% at an agreed intermediate milestone; 30% on final deliverables. May be monthly where deliverables rely heavily on management.

8.5.4 Scope Variations

Material changes need a written variation agreed before work proceeds.

8.5.5 Third-Party Services & Expenses

Legal, tax, accounting, technical or specialist services excluded unless included; travel and expenses per the agreement.

8.6 Optional Implementation Advisory Support

Supporting Management Beyond the Initial Project

Some Special Situations assignments identify improvement initiatives that require sustained management attention beyond the initial diagnostic and planning engagement. An organisational transformation may require ongoing strategic guidance as it implements a revised operating model; a performance recovery project may benefit from periodic management review and accountability while the enterprise pursues its agreed improvement priorities.

Where appropriate, Halcyon may offer a separately contracted implementation advisory engagement. This service provides continuing strategic and management guidance rather than direct operational control.

8.6.1 Indicative Scope

Depending on the engagement, implementation advisory support may include:

- Scheduled management advisory meetings.
- Review of agreed implementation priorities.
- Discussion of progress and performance indicators.
- Consideration of implementation challenges.
- Guidance concerning organisational or commercial adjustments.
- Periodic strategic reassessment.
- Management accountability and forward planning.

8.6.2 Indicative Fees

Implementation advisory fees generally range from approximately **US$7,500 to US$20,000 or more per month.**

The final monthly fee will reflect the complexity of the assignment, the level of advisory involvement and the agreed delivery requirements. Engagements may be structured for an initial period of approximately six to twelve months, subject to the client's circumstances and the agreed scope.

8.6.3 Separate Engagement Requirement

Implementation advisory support is not automatically included in the initial Special Situations project fee. Any continuing engagement will require separate agreement concerning:

- Scope and objectives.
- Advisory services and deliverables.
- Meeting and communication arrangements.
- Engagement duration.
- Monthly fees and payment terms.
- Management responsibilities.
- Professional and regulatory limitations.

Halcyon is not obliged to offer continuing advisory support where the proposed scope is unsuitable or outside its permitted activities.

8.7 The Distinction Between Special Situations Advisory and Growth Authority Consulting

Although both services draw upon Halcyon's Growth Authority Philosophy, they address different client requirements.

Growth Authority Consulting

Designed for enterprises seeking a comprehensive business diagnosis, tailored Strategic Blueprint and potentially an ongoing strategic advisory relationship across the broader business.

A client requiring a comprehensive reassessment of its entire enterprise may be better suited to Growth Authority Consulting.

Special Situations Advisory

Designed for enterprises requiring a focused engagement addressing a defined commercial, operational or organisational issue.

A client seeking to address a specific operational restructuring, profitability issue or commercial transformation may be better suited to Special Situations Advisory.

The distinction is principally one of engagement purpose and scope. The services are complementary but separately contracted.

A Growth Authority Consulting client may commission a Special Situations project where the proposed work falls outside the scope of its existing engagement. Likewise, completion of a Special Situations assignment does not automatically establish an ongoing Growth Authority Consulting relationship.

8.8 Client Qualification & Engagement Acceptance

Special Situations assignments may involve commercially sensitive circumstances, substantial management commitments and complex organisational issues. For this reason, Halcyon undertakes an assessment before accepting an engagement. Relevant considerations may include:

Nature of the Assignment — Whether the client's requirements involve strategic management, commercial improvement, organisational transformation or another service within Halcyon's professional capabilities.

Commercial Objectives — The business outcomes, management improvements or strategic objectives the client wishes to pursue.

Enterprise Complexity — The size, organisational structure, operating model and commercial circumstances of the business.

Information & Management Access — The availability of relevant business information and appropriately authorised management personnel.

Implementation Capacity — The client's ability and willingness to allocate the resources required to act upon the recommendations.

Professional & Regulatory Suitability — Whether the proposed activities can be undertaken consistently with Halcyon's permitted professional scope and applicable law.

Halcyon may decline an assignment where the scope cannot be appropriately defined, the engagement is commercially unsuitable or the proposed activities fall outside its permitted services.

8.9 Client Responsibilities

The effectiveness of a Special Situations engagement depends on cooperation between Halcyon and the client's management team.

Clients are expected to provide accurate and reasonably complete information relevant to the engagement; nominate appropriate management representatives; facilitate access to agreed personnel and operational resources; participate in scheduled meetings and review processes; make timely decisions concerning matters within management's authority; review and approve relevant recommendations and implementation priorities; maintain responsibility for the enterprise's operations and commercial decisions; obtain independent specialist advice where required; and meet the payment and other obligations established in the engagement agreement.

Halcyon may rely on information supplied by the client unless the engagement expressly provides for additional verification procedures. Delays, omissions or inaccuracies in information may affect the analysis, recommendations and delivery timetable.

8.10 Professional Boundaries & Regulatory Limitations

Strategic Management Consulting — Not Transaction or Financial Services Advisory

Halcyon Special Situations Advisory provides management consulting services relating to commercial performance, business strategy, organisational design, operating models and operational improvement. It does not include regulated financial services.

Halcyon does not provide or undertake:

- Financial product advice or investment recommendations.
- Securities advice, dealing or transaction arrangements.
- Equity or debt securities capital raising.
- Investor introductions or securities distribution.
- Financial product brokerage or placement activities.
- Negotiation or execution of securities acquisitions or disposals.
- Transaction intermediation involving financial products.
- Investment portfolio management.
- Regulated financing or financial product arrangements.
- Other activities outside Halcyon's permitted professional scope.

Halcyon does not act as a securities transaction adviser, capital-raising intermediary or financial services business. The use of terms such as *turnaround*, *restructuring*, *acquisition integration*, *ownership succession* or *strategic partnerships* does not mean that Halcyon undertakes the regulated activities associated with those subjects. Services are confined to the agreed and legally permissible management consulting scope.

Where an assignment raises legal, tax, insolvency, financial services or other specialist professional issues, the client should obtain independent advice from appropriately qualified and authorised professionals. Certain assignments may require additional legal assessment before Halcyon can determine suitability for acceptance.

Halcyon reserves the right to decline, restrict, suspend or terminate an engagement where proposed or continuing activities fall outside its permitted scope, subject to the applicable contractual terms and law.

8.11 Confidentiality, Conflicts & Professional Conduct

Special Situations engagements may involve access to commercially sensitive information concerning the client's financial performance, operations, management, personnel, commercial relationships and strategic plans.

Halcyon recognises the importance of maintaining appropriate confidentiality and professional standards. The parties' confidentiality obligations will be established in the engagement agreement.

Halcyon may also assess potential conflicts of interest before accepting an assignment. Where a material conflict is identified, Halcyon will determine whether the engagement can appropriately proceed, whether additional safeguards are required or whether the assignment should be declined.

Any use of independent third-party specialists will be subject to appropriate engagement arrangements, professional boundaries and applicable confidentiality requirements.

8.12 No Guarantee of Commercial Outcomes

Special Situations Advisory is intended to support better-informed management decisions and the development of practical commercial improvement strategies. However, the results of any business transformation initiative depend on numerous factors beyond Halcyon's control.

These may include:

- The accuracy and completeness of information supplied.
- Management decisions and implementation quality.
- Organisational capability and resource availability.
- Market and competitive conditions.
- Employee and stakeholder responses.
- Operational constraints.
- Economic and regulatory developments.
- Other circumstances affecting the enterprise.

Accordingly, Halcyon does not guarantee any particular increase in revenue, profitability, operating efficiency, enterprise value or other commercial outcome.

Recommendations, scenarios and implementation plans are subject to the assumptions and limitations identified in the relevant engagement materials.

The client remains responsible for deciding whether and how recommendations are implemented.

SPECIAL SITUATIONS

8.13 The Value of Focused Strategic Intervention

Not every enterprise requires a complete strategic redesign.

Sometimes the most meaningful improvements arise from addressing a particular issue that has become a significant constraint on business performance.

Operating model

An inefficient operating model may be limiting profitability.

Management team

A poorly structured management team may be constraining growth.

Commercial proposition

An ineffective commercial proposition may be undermining revenue quality.

Leadership depth

A founder-dependent organisation may lack the leadership depth required for its next stage of development.

Special Situations Advisory provides a structured approach to identifying and addressing these challenges.

Through focused analysis, practical recommendations and clearly defined implementation priorities, we seek to help business owners and leadership teams respond to consequential commercial circumstances with greater clarity and discipline.

> Our objective is to help clients address the issues that matter most, strengthen the underlying capabilities of their enterprises and pursue meaningful business improvement through deliberate strategic action.

SECTION 9

9 Events, Masterminds & Executive Retreats

Strategic Perspectives. Executive Connections. Leadership Development.

Leadership requires the ability to challenge assumptions, weigh new perspectives and make informed strategic decisions. These experiences complement our education, coaching and consulting with dedicated time for learning and engagement.

9.1 Our Programs

- **Executive Strategy Workshops** on specific challenges, with frameworks and facilitation.
- **Business Growth Masterminds**: facilitated peer groups exchanging experience.
- **Executive Leadership Forums** on leadership, accountability and organisational development.
- **Strategic Planning Retreats** away from daily operations.
- **Specialist Seminars & Executive Events** on differentiation, profitability, transformation, scalability and effectiveness.

For founders, owners, CEOs, managing directors and partners, senior teams and Halcyon clients. Some programs are invitation-only or restricted.



9.2 Program Format & Inclusions

Programs may be delivered virtually, in person or through a combination of formats.

Depending on the offering, inclusions may comprise:

- Facilitated workshops and strategic discussions.
- Educational presentations and business frameworks.
- Peer learning and networking opportunities.
- Executive development activities.
- Strategic planning exercises.
- Supporting educational materials.
- Venue, hospitality or accommodation arrangements, where expressly included.

The applicable program description will specify the schedule, location, duration, inclusions and participation requirements.

Unless expressly stated, attendance does not include bespoke management consulting, individual business assessments or ongoing advisory services.

9.3 Fees & Payment Arrangements

Fees are established separately for each event or program.

Premium executive retreats and mastermind experiences may attract participation fees of approximately **US$10,000 to US$30,000 or more**, depending on their duration, format, exclusivity and inclusions.

Other events may be offered at different prices or without charge.

Before registration, participants will be informed of the applicable fees, payment arrangements, inclusions and any additional costs.

Travel, accommodation and incidental expenses are the participant's responsibility unless expressly included.

Cancellation, transfer, refund and postponement conditions will be specified in the applicable registration terms, subject to relevant law.

9.4 Participation & Confidentiality

Halcyon maintains a professional, constructive environment for open discussion. Participants are expected to engage professionally and respectfully; respect others' confidentiality; avoid disclosing sensitive information without authority; comply with reasonable event requirements; and take responsibility for their own commercial decisions.

> Halcyon cannot guarantee the conduct of every participant in a group environment. Exercise discretion when discussing commercially sensitive matters.

9.5 Professional Boundaries

These are principally educational and developmental experiences, not individual consulting engagements. Halcyon provides no regulated financial services, securities advice, investment recommendations or capital-raising through them. Participants assess the relevance of content and obtain specialist advice where necessary. No business, financial or commercial outcome is guaranteed.

9.6 The Value of Strategic Engagement

Leaders can become absorbed in immediate demands. Dedicated time for reflection, informed discussion and learning broadens perspective and sharpens judgement.

> Our objective is to help business leaders think more strategically, lead more effectively and return to their enterprises with greater clarity about the decisions that matter.





PART III

Engaging Halcyon

How engagements begin, how fees and responsibilities are structured, and the professional, legal and commercial boundaries of our work.

10 Our Client Engagement Process

A Clear, Professional and Transparent Approach to Working Together

Engaging a management consulting or business coaching firm is an important commercial decision. At Halcyon Strategy Partners, every engagement should begin with a clear understanding of the client's circumstances, objectives, expectations and the services being proposed.

Our engagement process establishes whether we are the right fit, identifies the most appropriate form of assistance and ensures both parties understand their responsibilities before work commences. The process generally follows six stages.

10.1 Initial Enquiry

Prospective clients may contact Halcyon through our website, direct correspondence, professional referrals or other authorised channels. We seek to understand the general nature of the business and the assistance being requested.

Depending on the enquiry, preliminary information may concern: the business's principal activities and industry; annual revenue and organisational size; geographic location and operating markets; current commercial or strategic challenges; principal objectives and desired outcomes; and the type of assistance being considered.

This information helps determine whether a more detailed discussion is appropriate. An initial enquiry does not establish a consulting, coaching or advisory relationship.

10.2 Qualification & Strategic Consultation

Where appropriate, prospective clients may be invited to a Strategy Consultation to examine the business's circumstances, clarify its principal challenges and consider suitable support.

The consultation may address current business performance and strategic direction; growth opportunities and commercial constraints; organisational and management challenges; leadership objectives and implementation capacity; and potential alignment with Halcyon's services.

It is primarily an exploratory and qualification discussion. Unless expressly agreed otherwise, it does not constitute a comprehensive business diagnosis, formal consulting engagement or commitment to provide particular recommendations. Halcyon may decline requirements outside our expertise, service criteria or permitted professional scope.

10.3 Service Recommendation & Proposal

Following qualification, Halcyon may recommend an appropriate service or engagement structure: Halcyon Intelligence or a digital learning program; Platinum Growth Accelerator or another coaching cohort; Growth Authority Consulting; Special Situations Advisory; or an executive event, mastermind or retreat.

For bespoke consulting assignments, we will ordinarily provide a written proposal outlining engagement objectives and scope; principal services and deliverables; anticipated duration and milestones; proposed fees and payment arrangements; client participation requirements; and relevant assumptions, exclusions and limitations.

Proposals are subject to their stated validity period and any applicable conditions. A proposal does not create an engagement unless accepted in accordance with its terms and the required contractual documentation is completed.

10.4 Engagement Agreement & Formal Acceptance

Before a paid coaching or consulting engagement begins, Halcyon and the client enter into the applicable agreement.

Document	Purpose
Engagement Agreement	Contractual relationship, commercial terms, professional responsibilities and conditions.
Statement of Work	Consulting scope, deliverables, timetable, fees and requirements.
Program Participation Agreement	Terms for coaching cohorts or structured development programs.
Subscription or Purchase Terms	Access to Halcyon Intelligence, digital programs and other products.

Event registration and participation terms govern attendance. Review all documentation carefully; where documents overlap, priority follows the expressly agreed terms.

10.5 Onboarding & Engagement Commencement

Once documentation is complete and initial payment conditions are met, onboarding begins. For consulting: confirming the executive sponsor and contacts, communication and meetings, objectives and milestones, information requests, document sharing and initial meetings. For coaching: platform access, materials, participation information and the coaching schedule.

10.6 Service Delivery & Ongoing Communication

Halcyon delivers within the contractual scope: for consulting, analysis, management discussions, reports and progress reviews; for coaching and education, the published program structure.

Engagement Agreement & Formal Acceptance, continued

We seek to maintain clear communication concerning: engagement progress; upcoming meetings and milestones; information or decisions required from the client; material changes affecting delivery; agreed deliverables and completion requirements.

Where additional work is requested outside the existing scope, a separate agreement or written variation may be required.

10.7 Engagement Completion & Continuing Relationships

At the conclusion of a consulting engagement, Halcyon will provide the agreed final deliverables and complete any applicable executive review or handover activities.

For coaching programs, completion occurs in accordance with the relevant program term and participation agreement.

Where appropriate, clients may elect to consider further services, including:

- Ongoing strategic advisory support.
- A separately scoped Special Situations engagement.
- Continued group coaching or executive development.
- Additional educational resources or programs.

Any subsequent engagement is optional and subject to separate acceptance and contractual arrangements. Completion of one service does not automatically create an obligation to purchase another.

10.8 Our Commitment to Appropriate Engagements

Halcyon seeks to establish professional relationships based on clarity, commercial relevance and mutual accountability.

We do not believe that every prospective client requires comprehensive consulting or that every business challenge warrants an extended advisory engagement.

Our objective is to recommend services appropriate to the client's circumstances, the nature of the assistance required and the resources involved.

We may decline an engagement where we believe the proposed services are unsuitable, cannot be delivered responsibly or fall outside our permitted professional activities.

> The foundation of a successful engagement is a clear understanding of the challenge, an appropriate scope of work and a shared commitment to meaningful business improvement.

11 Fees, Pricing & Payment Arrangements

> Transparent Pricing. Clear Commitments. No Unnecessary Surprises.

At Halcyon Strategy Partners, we believe clients should understand the financial commitments associated with our services before entering into an engagement.

Our fees reflect the nature, scope, complexity and duration of the services provided.

We seek to establish clear commercial arrangements that define what is included, how fees are calculated and when payments are required. All fees are disclosed before purchase or engagement acceptance.

11.1 Our Pricing Principles

Halcyon's pricing arrangements are guided by four principles:

Transparency

Clients receive clear information concerning applicable fees, payment obligations and material additional costs.

Defined Scope

Consulting and coaching fees relate to specified services, deliverables or program entitlements.

Commercial Proportionality

Fees reflect the complexity, resources and professional commitment required for the engagement.

Prior Agreement

Material additional services or changes to agreed fees require appropriate authorisation.

> Unless expressly stated otherwise, all prices are quoted in **United States dollars (USD)**.



11.2 Summary of Service Fees

Service	Standard or indicative fees
Halcyon Strategy Brief	Complimentary
Halcyon Intelligence	Subscription pricing disclosed before purchase
Digital Learning Programs	Individually priced
Platinum Growth Accelerator	US$2,500/month for 13 months — US$32,500 total
Growth Authority Continuum	Proposed US$1,000/month, subject to launch confirmation
Growth Authority Consulting — Standard Enterprise	Stage 1: US$30,000; optional Stage 2: US$10,000/month for 12 months
Growth Authority Consulting — Complex Enterprise	Stage 1: US$50,000; optional Stage 2: US$15,000/month for 12 months
Special Situations Advisory	From US$20,000 per project; individually scoped
Special Situations Implementation Advisory	Indicatively US$7,500–US$20,000+/month
Premium Events, Masterminds & Retreats	Indicatively US$10,000–US$30,000+

General guidance only. Final fees, inclusions and terms are confirmed in the proposal, purchase terms or engagement agreement. Proposed services and indicative prices do not constitute an offer of availability.

11.3 Consulting Engagement Fees

Bespoke assignments use **fixed project fees** for a defined scope and deliverables, **monthly advisory fees** for separately contracted advisory engagements, or **individually scoped** proposals where requirements differ materially from standard arrangements. The Statement of Work identifies the services included, duration and deliverables.

12 Working Together: Roles & Responsibilities

Clear Expectations. Mutual Accountability. Professional Collaboration.

Successful consulting and coaching engagements depend on a productive working relationship between Halcyon Strategy Partners and our clients. The best outcomes arise when both parties understand their responsibilities, communicate openly and maintain a shared commitment to the engagement's objectives. Our approach is founded on professional integrity, commercial discipline, transparency and mutual accountability.

12.1 Our Commitments to Clients

Halcyon is committed to delivering its services with professionalism, diligence and appropriate care. Within the scope of each engagement, we undertake to:

- **Act Professionally and Ethically:** Conduct our activities with integrity, exercise appropriate professional judgement and comply with applicable legal and regulatory requirements.
- **Provide Objective Strategic Perspectives:** Offer considered commercial and management insights informed by the information available, the agreed scope and our professional assessment.
- **Maintain Clear Communication:** Keep clients reasonably informed about engagement progress, material issues, agreed milestones and matters requiring management attention.
- **Respect Confidentiality:** Protect confidential client information in accordance with our contractual obligations and applicable privacy and information-handling requirements.
- **Deliver Agreed Services:** Use reasonable professional care and diligence in performing the services and producing the deliverables specified in the engagement agreement.
- **Recognise Professional Boundaries:** Operate within our expertise, contractual responsibilities and permitted professional scope, and identify where independent specialist assistance may be required.

12.2 Client Responsibilities

Clients play an essential role in the effectiveness of our services. We expect clients to provide accurate, complete and timely information relevant to the engagement; identify appropriate management representatives and decision-makers; participate constructively in agreed meetings and activities; communicate material changes affecting the engagement; review recommendations and deliverables within agreed timeframes; make timely decisions concerning matters within their authority; allocate appropriate resources to approved implementation initiatives; meet contractual, payment and confidentiality obligations; and obtain independent specialist advice where necessary.

The quality and timeliness of our work may depend on the information, cooperation and access provided by the client.

12.3 Decision-Making & Management Authority

Halcyon provides strategic management consulting, business coaching and educational services. Unless expressly agreed within a legally permissible scope, we do not assume responsibility for managing or operating a client's business.

Clients retain authority and responsibility for strategic and commercial decisions; approval and implementation of recommendations; financial and operational management; employment and personnel decisions; allocation of business resources; compliance with applicable laws and regulations; and business performance and commercial outcomes. Our role is to support informed decision-making, not replace the client's management or governance responsibilities.

12.4 Communication & Engagement Management

Each consulting engagement will establish appropriate communication arrangements. These may include nominated contacts, scheduled meetings, progress reviews and agreed reporting procedures. Clients should raise concerns, material developments or requests for clarification promptly. Where a matter falls outside the agreed scope, Halcyon may recommend a separate engagement or written variation. For coaching programs, communication and access arrangements will follow the applicable participation agreement.

12.5 Confidentiality & Information Security

Halcyon recognises that clients may provide sensitive commercial, operational and organisational information. We will handle such information in accordance with the applicable engagement agreement, our Privacy Policy and relevant legal obligations.

Clients are responsible for ensuring they have the necessary authority to disclose information to Halcyon. Both parties should use agreed communication and document-sharing arrangements and take reasonable precautions to protect confidential information. Any permitted disclosure to third-party professionals will be managed in accordance with applicable confidentiality obligations.

12.6 Use of Recommendations & Deliverables

Halcyon's reports, strategic frameworks, recommendations and other deliverables are prepared for the purposes specified in the relevant engagement. Clients are responsible for evaluating the suitability of recommendations before implementation. Unless expressly agreed, deliverables should not be relied upon by third parties or used for purposes outside the original engagement. Ownership, permitted use and distribution of deliverables will be governed by the applicable contractual terms.

12.7 Independent Professional Advice

Certain business decisions may require specialist legal, taxation, accounting, employment, insolvency, technical or other professional advice. Halcyon's services do not replace advice from appropriately qualified and authorised specialists. Where a matter falls outside our expertise or permitted professional activities, we may recommend that the client obtain independent assistance. Halcyon does not provide regulated financial services. Any involvement of third-party professionals will be subject to appropriate engagement arrangements and professional boundaries.

12.8 Managing Changes & Resolving Concerns

Business circumstances and engagement requirements may change. Where a material change affects the agreed scope, timetable or deliverables, the parties should discuss its implications and document any agreed variation. If a client has concerns about our services, we encourage them to raise those concerns promptly through their nominated Halcyon contact. We will seek to address concerns professionally and in accordance with the applicable engagement agreement. Formal dispute-resolution arrangements will be governed by the relevant contractual terms and applicable law.

12.9 A Partnership Built on Accountability

Our objective is to establish professional relationships in which responsibilities are clear, expectations are realistic and both parties remain focused on the agreed objectives. Halcyon contributes strategic perspective, commercial analysis, structured methodologies and professional guidance. Our clients contribute their business knowledge, leadership, decisions and commitment to implementation.

> Effective business improvement requires both: sound strategic guidance and accountable management execution.

13 Nature and Limitations of Our Services

Professional Management Consulting, Coaching and Strategic Education

Halcyon provides strategic management consulting, business coaching, executive development and educational services to services businesses, offering independent commercial perspectives, structured methodologies and practical recommendations within each engagement's scope.

13.1 Nature of Our Services

Halcyon Intelligence	Business strategy education, insights and learning resources.
Halcyon Coaching Cohorts	Structured group coaching and business development programs.
Growth Authority Consulting	Bespoke strategic management consulting and ongoing advisory.
Special Situations Advisory	Project-based commercial, operational and organisational consulting.
Events, Masterminds & Executive Retreats	Executive education, facilitated discussion and leadership development.

Each service is subject to its description, scope, terms and limitations. Halcyon does not undertake activities outside its legally permitted scope.

13.2 Management Consulting Versus Regulated Professional Advice

We do not provide regulated financial services, financial product advice, investment recommendations, securities dealing or capital-raising, nor legal, taxation, audit, insolvency administration or other regulated professional advice; engage qualified independent professionals where needed.

> ⓘ A service description or disclaimer does not determine whether an activity is legally permitted. Halcyon assesses proposed assignments and their actual activities against regulatory requirements before accepting or performing them.

13.3 Strategic Recommendations & Management Decisions

Our recommendations represent professional management consulting perspectives based on the agreed scope, available information and relevant assumptions. They are intended to assist clients in evaluating business challenges, opportunities and strategic alternatives.

Halcyon does not ordinarily exercise executive management authority or make operational decisions on behalf of clients.

Clients retain responsibility for:

- Evaluating and approving recommendations.
- Determining their commercial suitability.
- Making business and management decisions.
- Implementing approved initiatives.
- Monitoring performance and outcomes.
- Obtaining independent professional advice where necessary.

Recommendations should be considered in the context of the client's specific circumstances and risk tolerance.

13.4 Information, Assumptions & Analytical Limitations

Our work may rely on financial, operational, commercial and organisational information supplied by clients or other agreed sources. Unless expressly included in the engagement scope, Halcyon does not independently audit, verify or certify this information.

Our findings and recommendations may be affected by:

- Incomplete or inaccurate information.
- Assumptions concerning future business conditions.
- Changes in market or competitive circumstances.
- Management estimates and projections.
- Limitations in the agreed scope or available resources.

Clients should promptly identify any material inaccuracies or changes in information relevant to an engagement.

13.5 Forecasts, Estimates & Illustrative Scenarios

Consulting assignments may involve financial modelling, operating forecasts, growth scenarios or estimates of potential commercial improvements. Such analyses are intended to support internal business planning and management decision-making.

They are based on assumptions that may not materialise and should not be interpreted as guarantees or predictions of actual performance.

Unless expressly agreed and legally permissible, Halcyon does not provide independent assurance, audit opinions, financial product valuations or representations concerning the future value of securities or investments.

13.6 No Guarantee of Results

Business performance is influenced by factors beyond the control of any consulting or coaching provider: market conditions, competition, leadership decisions, implementation quality, organisational resources and broader economic circumstances.

Accordingly, Halcyon does not guarantee particular outcomes, including:

Revenue or profit increases.	Cost reductions or efficiency improvements.	Business growth or market expansion.
Successful organisational transformation.	Specific investment returns or enterprise valuations.	Achievement of individual business objectives.

Any examples, case studies or historical results are illustrative and should not be interpreted as promises of future performance.

13.7 Educational Content & Group Coaching

Halcyon Intelligence, digital learning programs, coaching cohorts and executive events are primarily educational and developmental in nature. Their content may include strategic concepts, management frameworks, commercial examples and general business guidance.

Unless expressly provided under a separate engagement, participation does not include a comprehensive assessment of the participant's individual business or bespoke consulting recommendations. Participants are responsible for determining how educational concepts may apply to their circumstances.

13.8 Use of Reports, Materials & Intellectual Property

Halcyon's methodologies, frameworks, educational resources, reports and other materials may be protected by intellectual property rights. Clients receive the rights to access or use these materials specified in their applicable agreement.

Unless expressly authorised, materials must not be reproduced, distributed, commercially exploited or provided to third parties beyond the permitted scope.

Consulting deliverables are prepared for the agreed client and purpose. Third parties should not rely upon them without Halcyon's express written authorisation and any necessary contractual arrangements.

13.9 Third-Party Information & Specialist Providers

Halcyon may refer to third-party research, software, market information or professional resources when delivering its services. We do not guarantee the accuracy, completeness or continued availability of third-party information or services.

No Guarantee of Results, continued

Independent specialists' responsibilities are governed by their own engagements unless agreed otherwise. Halcyon does not assume responsibility for their advice or conduct merely because it suggested their involvement.

13.10 Engagement Scope & Contractual Limitations

Services are set by the engagement agreement, Statement of Work or accepted program terms; out-of-scope work requires separate approval. Liability, warranties, exclusions, termination and disputes follow the agreement and applicable law. Nothing in this Guide excludes, restricts or modifies rights, remedies or obligations that cannot lawfully be excluded.

13.11 Professional & Regulatory Suitability

Halcyon may assess, restrict or decline services where professional, commercial or regulatory considerations make an engagement unsuitable. Where an existing assignment raises permissibility concerns, Halcyon may seek independent legal advice and modify, suspend or discontinue work under law and contract. A client operating outside Australia does not, by itself, determine the regulatory treatment of Halcyon's services.

13.12 Important Client Acknowledgement

Our role is to provide agreed consulting, coaching or educational services, not to assume responsibility for clients' commercial decisions or performance. Recommendations inform management judgement, strengthen capability and support disciplined improvement.

> Halcyon provides strategic insight and professional guidance. Our clients retain ownership of their decisions, implementation and business outcomes.



14 Professional Conduct, Confidentiality & Conflicts

Integrity. Discretion. Professional Accountability.

At Halcyon Strategy Partners, we believe trust is fundamental to every successful professional relationship. Our clients may share commercially sensitive information, strategic plans and internal business challenges. We recognise the responsibility that accompanies this access.

We are committed to conducting our activities with integrity, discretion, professional judgement and respect for our clients' interests.

14.1 Our Professional Standards

Halcyon's approach to professional conduct is guided by five principles:

Integrity

We seek to act honestly, transparently and consistently with our professional and contractual obligations.

Objectivity

Our recommendations are informed by professional judgement, relevant information and the agreed engagement objectives.

Confidentiality

We respect the sensitivity of client information and take appropriate measures to protect it.

Accountability

We accept responsibility for delivering our agreed services with reasonable professional care and diligence.

Professional Boundaries

We operate within our expertise, contractual responsibilities and legally permitted activities.

These principles underpin our consulting, coaching, educational and executive development services.

14.2 Confidentiality of Client Information

During an engagement, Halcyon may receive confidential information relating to a client's:

- Business strategy and commercial plans.
- Financial and operating performance.
- Pricing, clients and supplier relationships.
- Management structures and personnel.
- Proprietary systems, processes and intellectual property.
- Other commercially sensitive matters.

We will use confidential information for authorised

15 Legal, Commercial & Administrative Disclosures

General legal, commercial and administrative information about Halcyon and this Guide, to be read with the relevant engagement agreement, Statement of Work, program terms and other contractual documentation.

15.1 Business Identity & Contact Information

Business Name	Halcyon Strategy Partners
Website	https://halcyonsp.com
Contracting Legal Entity	To be confirmed in the applicable agreement.
Registered Business Address	30 N Gould Street Ste R, Sheridan WY 82801 USA
Contact Details	Ph: +1 332 334 8898, E: info@halcyonsp.com

A strategic management consulting, coaching and executive education business serving services businesses, particularly in the United States and Canada. The delivering entity is identified in each agreement, invoice or purchase document.

15.2 Status of This Guide

General information only. It is not a binding offer; a guarantee of availability or acceptance; a substitute for an executed agreement; individual legal, tax, financial product or investment advice; or a Financial Services Guide or representation of authorisation to provide regulated financial services. Descriptions, fees and arrangements may change, subject to existing commitments and law.

15.3 Contractual Documentation

Each client relationship is governed by the applicable accepted or executed documentation.

Legal, Commercial & Administrative Disclosures, continued

Depending on the service, this may include a Consulting Engagement Agreement, Statement of Work, Coaching Program Participation Agreement, subscription or digital product purchase terms, event registration conditions and any agreed amendments. These documents establish the scope, fees, responsibilities, duration and contractual rights of the engagement and prevail over this Guide to the extent permitted by law.

15.4 Governing Law & Jurisdiction

Governing law and dispute resolution are specified in each agreement. Halcyon may serve clients in different jurisdictions, including the United States and Canada. A client's location does not necessarily determine all applicable laws; mandatory consumer protection, privacy and professional regulation may apply regardless. Seek independent legal advice where appropriate.

15.5 Professional & Regulatory Status

Halcyon's services comprise business management consulting, coaching, strategic education and related professional development within its legally permitted scope. Halcyon does not provide regulated financial services, financial product advice, securities dealing, investment arrangements or capital-raising. Subjects such as acquisitions, succession, restructuring and partnerships may involve separately regulated activities; Halcyon will not work outside its permitted scope, and clients should engage qualified, authorised professionals where needed.

15.6 Fees, Taxes & Payment Obligations

Fees are quoted in United States dollars unless otherwise specified. Taxes, payment schedules, expenses and invoicing are disclosed in the proposal, purchase terms or engagement agreement. Clients meet agreed payment obligations; refunds, cancellations, termination and outstanding amounts follow the contract and relevant law.

15.7 Intellectual Property & Permitted Use

Methodologies, frameworks, materials and publications may be protected. Access or purchase transfers no ownership; clients receive only expressly granted rights. Unauthorised reproduction, distribution, publication or exploitation is prohibited to the extent permitted by law.

15.8 Privacy & Confidentiality

Information is handled per law, contract and our published Privacy Policy. Consulting confidentiality is set in the agreement; clients must be authorised to disclose what they share.

15.9 Third-Party Services & External Resources

Third-party software, resources, research or providers operate independently under their own terms. References do not necessarily imply endorsement, affiliation or guarantee.

15.10 Liability & Statutory Rights

Liability follows the agreement and law. Nothing here excludes statutory rights, guarantees, remedies or obligations that cannot lawfully be excluded; limitations must be expressly set in contract and are subject to enforceability.

15.11 Amendments to This Guide

Halcyon may revise this Guide.

16 How to Engage Halcyon Strategy Partners

Your Next Stage of Growth Begins With a Strategic Conversation

Every successful enterprise eventually reaches a point where the decisions that created its success are no longer sufficient to sustain its future growth. New challenges emerge. Opportunities become more complex. Leadership demands increase, and the consequences of strategic decisions become more significant. The question is no longer simply how to grow.

> It is how to build a stronger, more profitable and strategically differentiated enterprise capable of sustaining that growth.

At Halcyon Strategy Partners, we work with ambitious owners and executives of professional, technical and expertise-led service businesses who recognise the importance of strategic clarity, commercial discipline and effective management execution.

Whether your objective is to accelerate growth, improve profitability, strengthen leadership capability or address a critical business challenge, the first step is understanding where your enterprise stands and what may be required to move forward.

16.1 Book a Strategy Consultation

We invite qualified business owners and executives to arrange an initial Strategy Consultation with Halcyon Strategy Partners. This conversation provides an opportunity to:

- Discuss your business's current position and strategic objectives.
- Identify the principal challenges or opportunities requiring attention.
- Explore the factors that may be constraining growth or performance.
- Consider the type of strategic assistance that may be appropriate.
- Determine whether Halcyon is the right consulting or coaching partner for your enterprise.

The consultation is an exploratory discussion, not a comprehensive business diagnosis or commitment to engage our services. There is no obligation to proceed with a paid engagement.

16.2 Who Should Arrange a Consultation?

Our consulting and coaching services are primarily designed for established professional, technical and expertise-led service businesses generating approximately **US$1 million to US$50 million in annual revenue**.

We are particularly interested in speaking with owners and executives who:

- Have ambitions to build a stronger and more valuable enterprise.
- Recognise that existing management practices may be limiting performance.
- Are prepared to challenge established assumptions.
- Value independent strategic perspectives.
- Are committed to making and implementing meaningful business decisions.

Our services are best suited to leaders who are prepared to take responsibility for their enterprise's development and invest in the capabilities required for sustainable improvement.

WHAT HAPPENS NEXT

16.3 What Happens Next?

Following your enquiry, we will review the preliminary information provided and determine whether a Strategy Consultation is appropriate. Where there is a potential fit, we will discuss your circumstances and, if Halcyon can help, recommend a suitable service and next steps.

Any paid engagement is subject to a separate proposal or applicable service terms, mutual acceptance and appropriate professional and regulatory assessment.

16.4 Begin the Conversation

The future performance of your business will be shaped by the strategic decisions you make, the capabilities you develop and the actions you take. Some of those decisions may be more consequential than they first appear.

> The opportunity is not simply to grow your business. It is to build an enterprise with the strategic authority, commercial strength and organisational capability to lead its market.

If you are ready to explore what that could mean for your business, we invite you to begin a conversation.

Book Your Strategy Consultation

Visit halcyonsp.com to learn more about our services and arrange an initial discussion.

https://halcyonsp.com/contact

Halcyon Strategy Partners — Designed to Attract. Designed to Scale. Designed to Compound.