



*Petra Insurance Group LLC & Petra House of
Worship Alliance*

Business Plan
and
Operational Strategies
for
Strategic Growth and Expansion

December 2023



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**Agency / Association Group Development
Business Plan**

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www.petrahow.org

Executive Summary

Vision/Mission

BRINGING VITAL INSURANCE PRODUCTS TO A LARGE MINORITY UNDERSERVED MARKET WHILE PROMOTING EMPOWERMENT THROUGH EMPLOYMENT.

Our vision is to develop and build an innovative association group specifically for houses of worship and their members, offering financial services to assist and support all our clients. We establish a supporting relationship with our clientele, focusing upon house of worship leadership and membership for our denominational partners through a complete holistic “church-site” planning process.

Our mission is to provide top quality insurance and financial products at competitive group rates to affiliated clients as members of the Petra House of Worship Alliance. We will champion for the employees, families, and house of worship members of all of our clients to supply the best value and top quality offerings to fill their insurance and financial needs, protecting their financial security and strengthening their financial foundations.

Petra Keys to Success: Who

The premier key to success of Petra Insurance Group is the synergistic alliance of leadership, vision and passion for our mission combined with the foundation of a strong organization. Petra thrives through partnerships with a number of predominantly minority house of worship denominations.

- **Garnet J. Walters, LUTCF -- CEO:** Garnet J. Walters has over 30 years of insurance experience in agency management, recruiting, training, agency development and sales and service in the multiline insurance industry. Mr. Walters graduated with a Bachelor of Arts in Psychology from the University of Nebraska and later earned his MBA in Finance and Marketing from the University of Wyoming. Mr. Walters has held various positions in the insurance industry including: agent, corporate trainer, general agent, and agency manager. He is licensed in life, health, annuities, and property and casualty insurance. Additionally, Mr. Walters has experience as vice-president of sales and marketing for an insurance training e-learning company. He is president and co-founder of “Increase the Peace,” a not-for-profit agency whose mission is to prevent youth violence and develop youth programs in the Chicago land area. Mr. Walters was a resident of Broadview, Illinois for 7 years, serving as Village Clerk from 2013-2016. He currently resides in Oak Park, Illinois.

- **David Harris – President:** David Harris has 40+ years of Business experience with excellent leadership and communication skills. With a proven ability to plan, organize, and manage multiple business concepts, his major strength is taking a concept and developed it from a great idea, to true reality and profitability. Mr. Harris’ core accomplishments include founding Heritage Finance Holdings, a privately held holding company; founding Heritage Insures, an independent marketing organization, and founding the largest minority owned personal staffing firm in the South (BestStaff), which became one of Coca' Cola's largest minority vendor in the company’s history. Mr. Harris earned his degree at the University of Arkansas at Little Rock and now resides in Houston.
- **Russell Williams – Chief Operating Officer (COO):** Russell Williams began his career in insurance with Aetna Life and Casualty 40 years ago, eventually becoming the owner and principal of an Allstate Insurance Agency with over 1000 clients, as well as running his own RC Williams company, which offers consulting, marketing and business development services for medium-sized companies. Mr. Williams has worked extensively to create economic development opportunities in the state of Connecticut: as the Treasurer of the Greater Hartford Branch of the NAACP, as the Affirmative Action Officer for The Learning Corridor Project, as the Local Branch President of the NAACP, and as the National Field Secretary for the Center for Economic and Social Justice. Since 2011, Russell has also been the producer and host of the radio talk show “The Challenge,” the first live broadcast at radio station WKND1480 to feature economics as its theme. A graduate of LeMoyne-Owen College, Mr. Williams lives in Hartford, Connecticut.
- **Jan Walters -- Chief Learning Officer (CLO):** Jan Walters has more than 20 years of experience in training and education. Ms. Walters earned her undergraduate degree in Education and her Masters in Curriculum Design from Northern Illinois University. With training certification from the Association for Training Development, she is experienced in recruiting, training, mentoring and evaluating working professionals as well as developing and managing volunteer leaders. As a project director for content development, she has designed and delivered high-volume, high-quality professional programming in a range of learning formats: online, face-to-face, and blended. Ms. Walters raised her three children, now grown, in Naperville and currently lives in Oak Park, Illinois.
- **Michael Spatz – Vice-President, Business Development:** With more than 30 years of marketing and business development experience, Michael Spatz is an accomplished revenue architect and entrepreneurial executive leader with an

exceptional record of success ideating, developing, and executing business strategies that drive sustainable growth and profitability for startup and existing B2B and B2C corporations. His expertise lies in transforming big-picture concepts into income-generating programs, campaigns, and opportunities. Michael accomplishes this by leveraging marketing analytics to inform decision-making, identify white space, and create and mobilize strategic solutions across all aspects of the business and brand development. He earned his degree in Marketing from the University of Iowa, and his experience includes co-founding and growing a marketing agency into a \$15M+ creative, branding, and promotion agency. Michael lives in Boca Raton, FL, with his wife and step-children.

- **Arthell “Art” Davis – Vice-President, Underwriting and Reinsurance:** Art Davis has 30 years of leadership experience in underwriting, B to B relationships, product development, benefit plan design, reinsurance, program management, niche marketing, and business expansion strategies. While serving as Senior Underwriter, Reinsurance Manager, Director, Assistant Vice President, and Vice President, for national insurance and reinsurance carriers, Art has been involved with a wide range of products and services, in both the domestic and international market places. He is also an experienced Agency President and Benefits Consultant. In his community support endeavors, Art is an Adult Education Math Instructor at a local community college. Art holds licenses in life, health, annuities, property, and casualty insurance, and has particular expertise in the employee and affinity groups. He completed his undergraduate studies in Economics at the University of Illinois at Chicago, graduate studies in Mathematics at Chicago State University, and executive business training at the Tuck School of Business at Dartmouth College.
- **Marc Ruskin, ChFC, CLU, REBC, RHU -- Vice-President, Advanced Markets and Charitable Giving:** Marc Ruskin has nearly 40 years of experience in insurance, financial planning, estate planning, life settlements and advanced markets. As a Chartered Financial Consultant and Registered Investment Adviser, Marc holds the following FINRA securities registrations: Series 6, 7, 22, 24, 26, 63 and 65. He has executive level financial services and field distribution proficiency with particular expertise in recruiting, financial advisor development and retention as well as advanced planning techniques and production growth. Marc is a published author on various estate planning, business insurance applications and life settlement concepts with expertise in training sales professionals on sophisticated insurance concepts. His professional education was completed and professional designations were earned at The American College, Bryn Mawr, PA.

- **Te Dan Smith, esq. – General Counsel** Te has a wide variety of experience representing businesses and individuals in various legal disputes, transactions, and alternative dispute resolution (ADR). His expertise in complex and commercial litigation led him to serve as first and second chair counsel in federal and state lawsuits against the State of New York, the State of New Jersey School Board, JPMorgan Chase Bank, Bank of America, and R.J. Reynolds Tobacco. As a trusted advisor on a wide range of matters, Mr. Smith provides outside general counsel service to businesses of all sizes, including family-owned businesses, start-up companies, and religious organizations. As an outside general counsel, he assists clients in negotiating, drafting, and enforcing all types of contracts, as well as providing assistance with corporate governance, contract negotiation, regulatory compliance, and business succession planning. Te and his wife and business partner, Kay, live in Chicago.
- **John C. White – Director, Technology:** John White has more than 20 years' experience in the eLearning and visualization industries. John has a degree in Drafting, Design, and Virtual Reality with a strong background in graphic art and 3D animation. For seven years, he was the Art Director and Operations Manager for Universal Systems and Technology, Inc., a defense contracting firm responsible for developing thousands of hours of courseware. Prior to that, John was a Senior Animator for Engineering Animation, Inc. (EAI), a firm that specialized in 3D modeling and animation for litigation, engineering, games, and feature film studios. John lives with his wife and children in Centerville, IA.

Petra Keys to Success: Why

- Petra: More than 100 years of combined experience in agency management, recruiting, training, agency development and sales and service;
- Petra: Tried and tested selling and training system that delivers results;
- Petra: Brokering only strong, financially stable, top-rated insurance companies

Relationships with denominations

National Baptist Convention (NBC) USA

- Underserved market: NBC USA churches, state presidents, pastors, church employees and church members
- Minority ownership qualifies Petra for certain limited-availability contracts
- Over 33,000 Churches, with more than 8 million members and over 30,000 pastors

- Expansive geographic territory (all 50 states); largest predominantly African-American denomination in the world
- National Baptist Convention USA has the capacity through community outreach programs, youth programs, community organizations, church member-owned and member-employed business to reach and touch a minimum of 12 million people
- Petra has developed relationships with the national president of NBC USA, Dr. Jerry Young, and the national director of corporate partnerships, Dr. Darrian Brown. With their support, Petra has secured approval for a national rollout of product distribution to all 33,000 churches, and distribution channel development (including agent and management recruitment from within the denomination), beginning in January 2021.

National Baptist Convention of America (NBCA)

- Over 12,000 Churches, with more than 3 million members and over 8,000 pastors
- In coordination with David Harris' Heritage Insures, we have been mandated to offer P & C coverage to 4,000 NBCA churches

Kingdom Destiny Fellowship International (KDFI)

- One of the fastest growing Pastoral Fellowships in the US.
- Provides fellowship, education and structure to support pastors.
- Over 300 pastors as members.
- Petra has obtained an endorsement from KDFI and their International Presiding Bishop, D. Demond Robinson.

Church of God in Christ, Inc. (COGIC)

- Over 25,000 Churches, with more than 6.5 million members and over 45,000 in ministry leadership.
- Expansive geographic territory (all 50 states) has the capacity through community outreach programs, youth programs, community organizations, church member-owned and member-employed businesses to reach and touch a minimum of 10 million people

National Convention of Free Will Baptists, USA

- Over 6,000 Churches, with 2,000,000 members, and more than 6,500 pastors.
- Churches throughout the U.S.
- Petra has earned an endorsement from the Western Regional Board and the national president of the Convention, Bishop Raymond Captville, and with this support is fostering development of agents within the denomination.

Additional denominations in development

Apostolic Pentecostal:	150,000 members 750 pastors 600 churches
Pentecostal Assemblies of the World:	70,000 members 420 pastors 300 churches
Latino Assemblies of God / Midwest Region:	125,000 members 500 pastors 300 churches
Korean Reformed Presbyterian:	7,500 members 110 pastors 80 churches
Coptic Church / Eastern Diocese:	90,000 members 450 priests 250 churches
United Pentecostal Church, Int'l:	5.3M members 50,000 pastors 42,000 churches

Petra Insurance Group Sales Forecast

	2024	2025	2026	2027	2028
PetraHOW Alliance number of members	6,300	150K	250K	400K	600K
PetraHOW Alliance commissions and membership fees	\$400K	\$11.5M	\$38M	\$45M	\$67.5M
Individual Life / Health Commissions	\$300K	\$4M	\$8.8M	\$13.5M	\$18.3M
Number of Churches	300	4400	5500	7500	10,000
Church Premiums	\$700K	\$65M	\$82.5M	\$112.5M	\$150M
Number of Businesses	20	100	500	900	1200
Commercial Premiums	\$660K	\$3M	\$12.8M	\$24.8M	\$30M
Number Auto &/or Homeowners Policies	300	300	3600	5400	6700
Auto &/or Homeowners Premiums	\$5,700	\$5,700	\$6.24M	\$10M	\$14M
Number of Agents (US)	100	375	600	900	1200

Petra Keys to Success: How

- Develop an innovative house of worship association group that offers guaranteed issue insurance products and lifestyle benefits at discounted group rates. Offer multiline portfolio insurance products: life insurance, dental insurance, disability insurance, long term care insurance, annuities, automobile, homeowners / renters, business and commercial insurance and church/house of worship insurance. All will be disseminated to leaders and members through denominational conventions, meetings, and specially established events.
- Upon development of the Association membership with the National Baptist Convention USA, we will take the services to the remaining NBC churches throughout the United States.
- Upon development of the Association membership in COGIC Midwest Region plus Arkansas, we will take the services to the remaining jurisdictions in Illinois and then to COGIC churches throughout the United States.
- Educate member houses of worship and parishioners on leaving a legacy to the house and to one's family through life insurance and charitable giving.
- Strengthen individual and house of worship members' financial foundations through insurance tools and partnership shares of member fees.
- Develop a work environment that promotes teamwork, enthusiasm, and continuous learning.

Products and Services

- Ground-breaking association group designed specifically for houses of worship, their essential staff and members, with guaranteed issue life and health products and a built-in legacy gifting component
- Life insurance/Final Expense, Critical Illness, Accident, Disability, Long Term Care and Annuity Products
- Key Person Insurance: both life insurance and disability insurance
- Retirement programs for individuals in ministry and employee groups
- Discounted services and goods in the following areas: Health and Wellness, Leisure and Travel, Insurance and Finance, Home or Business Supplies
- Employee benefit programs
- Voluntary benefit programs
- Affinity automobile and homeowner's programs
- Church/House of Worship Affinity Insurance programs

Organizational Structure

Employ a marketing and sales system designed to target businesses, and customize it to fit houses of worship and the ancillary business that arises from there.

Insurance Carriers contracted:

- Colonial Life
- Boston Mutual
- Regional Sales Manager with American Senior Benefits (americanseniorbenefits.com, representing over 120 life / health carriers)
- United States Liability Group
- Great American
- Global Atlantic
- Philadelphia Insurance
- GuideOne
- State Auto
- Church Mutual
- AmTrust Financial
- Travelers
- Progressive
- MetLife
- SafeCo
- National General
- Liberty Mutual

Marketing Strategies

For affinity denominations including National Baptist Convention USA, National Baptist Convention of America (NBCA), Church of God in Christ (COGIC), Free Will Baptists, and Kingdom Destiny Fellowship International

Petra and its denominational partners deliver a “high tech, high touch” personalized communication and education system to pastors / house of worship employees / house of worship members. By integrating the benefits provided by any existing entity (e.g., employer-provided) with their own personal plans, Petra, along with each partner, provides clients a total rewards package.

Houses of Worship and their Leaders

Petra Insurance Group will work with the leadership of the each denomination to develop an affinity group for insuring their pastors and other ministry leaders, offering group rates on guaranteed-issue life insurance, with the option for the national organization to partially pay the premiums. Church leaders will be afforded the option to name their home house of worship and / or the national denomination as partial beneficiaries on the policies.

Petra Insurance Group will fully develop its relationship with the pastors and work *directly* with state and regional leaders in order to introduce Petra products to the house of worship membership. This will be implemented first through a meeting with state Presidents and / or regional leaders, followed by a series of Pastor breakfasts and luncheons beginning in various regional areas. The Pastor breakfasts and luncheons will provide a widespread introduction to Petra Insurance Group and

demonstrate the advantages of the offered products and services to the pastors, churches and house of worship members. They will also be utilized for agent referrals and recruitment from within the membership.

Conferences and Conventions

Petra will purchase exhibit booth space at state and national meetings and conventions, which may also include ad space in convention souvenir journals and opportunities to address the audience.

Website

Petra House of Worship Alliance (PetraHOW) will develop a customized area of our website specifically for each partner denomination with a professional look and feel; our goal is to fit the house of worship market specifically.

Email Campaign

PetraHOW and partner denomination websites and databases will be utilized as an integral source in the development of efficient, effective, and targeted email and social media campaigns with houses of worship, leaders and members. This tactic will aid in the branding of PetraHOW within the house of worship community.

Development of Church affinity group

Leveraging the numbers in the denominations with whom we have relationships, Petra will work with property and casualty providers to develop a proprietary agreement. This contract will provide a reduced rate structure for member houses of worship, more liberal underwriting, and pay an annual dividend per house of worship back to each national denomination according to their members' participation.

Church Insurance Campaign

- Building and Property
- Proper liability
- Valuation

Pastors Campaign

- | | |
|--------------------------------|--|
| • Key person Insurance | • Pastor's family |
| • Pastoral liability | • Pastor's church family |
| • Sexual molestation and abuse | • Succession planning |
| • Life Insurance | • Church employee major medical coverage |
| • Disability | • Charitable giving |
| • Retirement | |

Development of an endowment for each partner denomination

Petra Insurance Group / PetraHOW Alliance has established programs specifically designed to strengthen the financial foundations of our house of worship partners. These include our Life Settlements division, World Data Systems payment processing

with a revenue sharing option, and partnership shares and legacy gifting built into Petra House of Worship Alliance benefits.

Church Member Campaign

Insurance solutions, including

- Guaranteed-issue life
- Life (adult and child)
- Critical Illness
- Accident
- Disability
- Dental / Vision
- Charitable giving
- Auto and Homeowners
- Lifestyle benefits

Development of House of Worship Association group

Supply guaranteed issue insurance products at group rates and discounts on lifestyle benefits for association group members.

Marketing Strategies – Stage Two

Website design

- Redesign Petra website
- Purchase www.petrainsurance.com
- Incorporate www.petragroup.org and www.petrahow.org into one site at new URL
- Develop single-sign-on member benefit site for PetraHOW Alliance members
- Develop single-sign-on Petra Agents Portal
- Link to client self-enroll insurance sites, branded as Petra, for life and personal lines insurance
- Develop a Petra digital dashboard to ease connected integration and navigation for agency representatives
- Develop a phone app for client use, including enrollment capabilities
- Develop a phone app for agent use

Marketing Campaigns

- Develop and implement digital marketing through social media campaigns for lead generation, including ads on Facebook, Instagram, and TikTok
- Purchase leads and / or promotions through established social media influencers

- Develop and implement a variety of drip marketing email campaigns, focusing on different areas of Petra insurance offerings, directed to our existing client base in addition to new leads generated
- Develop marketing campaigns to highlight additional non-insurance benefits, including
 - PetraHOW membership
 - PetraRx – MyFreePharmacy
 - Safe4R app
 - Upside app
- Develop a “plug-and-play” marketing packet for regional pastors’ meetings
- Develop a media ad campaign for radio, focusing on gospel stations in Petra’s primary markets
- Utilize Artificial Intelligence for targeted marketing to prospective clients (see Addendum C)

Operational Strategies

PetraHOW Alliance success model will be built on the foundation and strength of our relationships: with business, government, and house of worship leaders within underserved minority communities. The unique and concrete strength of leaders within these tight-knit communities supports our paradigm. This combination of tradition and culture combined with dynamic agency development and management is a recipe for success.

Operational tactics

- Implement a Prospective Agent candidate-referral program with the pastors or key influencers
- Select candidates for appropriate positions
- Hire one producer for every three to ten houses of worship depending on the size of the congregations
- Induct and train new producers thoroughly
- Help ensure the success of agents by establishing markets within the house of worship and minority business communities
- Communicate clearly and consistently within the organization and with clients
- Implement incentive programs for sales performance
- Offer commission advances and good commission rates
- Provide backroom/administrative support
- Utilize a Customer Relationship Management / Agency Management system to improve workflow processes, improve sales efficiency and effectiveness, and monitor and measure growth

Operational Strategies – STAGE TWO

- Expand standardized operations to make them nationally scalable
- Develop or subscribe to automated sales platforms on TikTok, Instagram, Facebook and others
- Establish an inbound and outbound call center for leads follow-up
 - Utilize a predictive dialer for outbound calls to follow up on digital marketing interest
 - Develop a team of agents for internal sales tied to the call center
 - Create call guides and scripts to direct prospects to appropriate internal sales personnel

Develop Petra Empowered Retail Franchising: The PERFect Model

Embracing a franchise system will lead to accelerated growth, increased market presence, enhanced customer service, and improved operational efficiency. By offering attractive incentives to potential franchisees and maintaining ownership of key locations, Petra can position itself as a dominant player in the market while ensuring consistent quality and service across all franchise outlets.

Rapid Market Expansion:

The franchise model presents an excellent opportunity for rapid market expansion without incurring the full cost and risks associated with establishing new branches ourselves. By subsidizing a portion of the upfront costs for franchisees, we can attract entrepreneurs who might have been hesitant due to financial barriers. This allows Petra to tap into previously untapped markets and expand our footprint across various regions and demographics swiftly. This subsidized model will be focused on offering ownership opportunities in particular to women and minorities, maintaining focus on our mission to champion for those within the communities we serve.

Land Acquisition and Franchise Building:

Beginning in select markets, Petra will purchase the land and build our retail insurance franchises, adding stability and long-term control. By owning the land, we eliminate the uncertainty associated with lease renewals or potential disputes with landlords. This allows Petra to maintain strategic control over its locations, ensuring the consistency and longevity of our brand presence in the market. Through our planned investment in ESG building manufacturing, we will be able to utilize a sustainable building process to produce super strong low-cost buildings.

Building Expansion:

Some franchise locations will be paired with a Petra / RAM4 warehouse (see Addendum), affording more opportunities for employment, profit, and growth. Some will additionally be built out with a community center, particularly in Opportunity Zones within communities of great need. The Petra Community Centers will provide a safe and inclusive space for people of all ages to come together, leading to an improved quality of life for the community members. A community center can act as a catalyst for economic development within the Opportunity Zone. The presence of such a facility can attract businesses, residents, and investors to the area, leading to increased economic activity, job creation, and overall growth.

Shared Investment and Risk:

Through the franchise model, we can distribute the investment burden and financial risks between ourselves and the franchisees. While Petra retains ownership of the

buildings, franchisees are responsible for managing the day-to-day operations and ensuring their success. This shared commitment fosters a mutually beneficial partnership where both parties are motivated to drive growth and profitability. Franchisees have a vested interest in the business's success, which typically leads to greater dedication and commitment to providing excellent customer service.

Enhanced Local Expertise and Customer Trust:

Franchisees often have a deep understanding of the local market, culture, and customer preferences. By partnering with local entrepreneurs, we gain access to their insights and experience, allowing us to tailor our insurance products and services to specific regional needs. This localized approach instills a higher level of customer trust and loyalty, as clients perceive the franchise as a part of their community rather than an outsider. Consequently, this can lead to increased customer retention and positive word-of-mouth referrals.

Consistent Brand Standards:

Maintaining ownership of the buildings used by the franchisees allows Petra to ensure consistent brand standards and a unified customer experience across all locations. With standardized processes, training programs, and operating procedures that all franchisees must adhere to, we will safeguard the integrity and reputation of Petra. A strong and consistent brand identity fosters brand recognition, making it easier for customers to trust and choose our services regardless of the franchise outlet they visit.

Capital Appreciation and Investment Benefits:

Real estate ownership often brings the potential for capital appreciation over time. The value of land may increase, leading to a valuable asset for Petra. Additionally, owning land can provide investment opportunities, such as utilizing the property for other purposes (e.g., subleasing, development, etc.), generating additional revenue streams for the company.

Economies of Scale:

Owning the buildings and offering subsidies for upfront costs can grant Petra significant economies of scale. By acquiring properties in bulk and negotiating favorable lease agreements, we can reduce real estate expenses for both ourselves and our franchisees. This cost-saving measure allows us to allocate resources more efficiently, invest in advanced technology, marketing campaigns, and better support services, further strengthening the overall franchise network.

Jobs, Workforce Development, Church Building and Education:

The Petra Community centers can provide educational and workforce development programs, which can enhance the skills and employability of local residents. By offering opportunities for franchise ownership, as well as jobs in warehousing, distribution, and construction, Petra can have a tremendous impact on an economically depressed community. By offering training, workshops, and resources, the Community Center can help bridge the skills gap and align the local workforce with the needs of businesses in the area. Each center will be developed as a hub to deliver our proprietary Agent Academy training to Petra agents. Space in the center can also be utilized as a church incubator, offering opportunities for new congregations to grow and develop.

Competitive Edge:

Incorporating a franchise model with subsidized upfront costs and owned buildings provides Petra with a competitive edge over other insurance brokerages. Our ability to expand rapidly, offer localized services, maintain consistent quality, and benefit from economies of scale positions Petra Empowered Retail Franchising as an attractive option for potential franchisees and customers alike. As the franchise network grows, the Petra market influence strengthens, enabling us to negotiate better deals with insurance providers and enhance our offerings to stay ahead of the competition.

Conclusion:

By implementing our PERFect franchise model with subsidized upfront costs and owned buildings, Petra can achieve significant advantages in market expansion, customer trust, operational efficiency, and brand consistency. The synergistic relationship between Petra and its franchisees creates a win-win scenario, driving sustainable growth and positioning us as a leader in the insurance industry.

Organizational Structure/Management Strategy

The Petra Insurance Group office operates as a unified sales team headed by the Chief Executive Officer, Garnet J. Walters. Each position in the sales team is clearly defined and has specific responsibilities and accountabilities. Our goal is to deliver highly supportive, effective internal structures and systems that produce high-performing agents. For a new region/office, minimum staffing would include the following:

- Regional VP/Regional Sales Director/Senior Manager

As each region/office matures, and the volume of business grows, some or all of these additional positions may be needed:

- Senior Manager
- Administrative/Technical Assistant
- CSR

Position Responsibilities

CEO / Chief Executive Officer - This position will be filled by Garnet J. Walters LUTCF (Life Underwriting Training Council Fellow), MBA. The CEO will lead the development and implementation of Petra's overall strategic direction.

- Communicates and implements Petra's vision, mission and overall direction
- Formulates and implements the strategic plan that guides the direction of the business
- Continually evaluates the success of Petra in reaching its goals
- Represents Petra to denomination leaders at the state and national level
- Conducts outreach and communication to develop and maintain business / denominational relationships

COO / Chief Operating Officer – Russell Williams- will manage and supervise as administrator of the consultation process in the office as well as overseeing all office interior facilities

- Maintains a central calendar of scheduled lunch and learn meetings and pastors' presentations
- Manages the database regarding the follow-up with all workshops responders
- Manages database and email relationship building strategies
- Identifies and sets company goals
- Oversees the formation of business partnerships and negotiation of contracts
- Secures contracts with new carriers as well as managing ongoing contracts

CFO / Chief Financial Officer – George Parhas, CPA – will be responsible for managing and leading the financial initiatives of Petra.

- Tracks cash flow
- Analyzes the company's financial strengths and weaknesses and proposes strategic directions

- Prepares accurate forecasts so that management can make informed decisions about future investments or cuts
- Proposes corrective action plans when necessary

CLO / Chief Learning Officer – Jan Walters – will be responsible for furthering the education and training goals of Petra.

- Designs, manages, and delivers regular sales training through a blended online / in-person format.
- Expands, updates, and enhances training program as needed
- Creates learning strategies and oversees their implementation
- Determines benchmarks for agent development progress and develops assessments for measuring them
- Ensures that all educational programs align with Petra’s goals

Vice-President, Business Development – Michael Spatz – will develop and execute sales and marketing plans, including implementing new ideas and tools per the needs of our clients and expanding markets.

- Manages business development
- Develops and implements Petra’s marketing plan
- Expands outreach of Petra products and services through general and targeted campaigns
- Develops social media and email campaigns
- Researches new products and characteristics of potential target markets

Vice-President, Life Settlements and Charitable Giving – Marc Ruskin – will manage and supervise in the area of Advanced Markets.

- Charitable giving training and support for all sales directors, senior managers and agents
- Development of marketing materials for life settlement options
- Recruiting, training and development of financial advisors
- Design advanced planning techniques and drive production growth

Vice-President, Underwriting and Product Management, Life Division – Arthell Davis – will ensure compliance with set standards for insurance and reinsurance and evaluate insurance portfolios. Will develop and manage relationships with reinsurance markets to facilitate placements, execution of contract wording, timely claims payments and gain market intelligence.

- Manages the rate review process for all product lines and all contract forms changes
- Oversees operations to ensure a high standard of quality and productivity and compliance with all established standards and procedures
- Ensures Plan compliance with any changing rules and forms through ongoing review of information provided by ISO

- Determines and manages the investigation of risk vendors used by the FAIR Plan
- Advise clients on policy coverages and policy contract wording

Vice-President, Underwriting and Product Management, Property & Casualty

Division – McKinley Shumate – will ensure compliance with set standards for insurance and evaluate insurance portfolios. Will develop and manage relationships with P & C markets to facilitate placements, execution of contract wording, timely claims payments and gain market intelligence.

- Manages the rate review process for all product lines and all contract forms changes
- Oversees operations to ensure a high standard of quality and productivity and compliance with all established standards and procedures
- Ensures Plan compliance with any changing rules and forms through ongoing review of information provided by ISO
- Advise clients on policy coverages and policy contract wording
- Advises on strategies for new product development

Director, Technology – John C. White – will analyze IT infrastructure and systems performance to assess operating costs, productivity levels, upgrade requirements, and other metrics and needs.

- Oversees security of systems, networks, and enterprise information
- Facilitates IT security audits or investigations
- Develops cutting-edge systems for recruiting, training, and sales

National Sales Director – Sam Rushing – will monitor the sales targets and performance of the agency force across the country's regions.

- Sets goals for teams and individuals
- Motivates regional managers and managers
- Encourages best practices
- Aids sales training delivery

Basic Sales Team Positions

Regional Managers

- Sales management duties over senior managers and agents
- Closer – conduct consultations
- Recruiting, supervision, and field training of senior managers / agents
- Life and Property & Casualty licensed

Managers

- Share in sales management duties over agents with Regional Sales VP/Regional Sales Director
- Closer - conducts consultations
- Supervision, and field training of agents

- Secure applications and checks from clients
- Life licensed

Agents

- Sales production
- Client service

New Agents (until \$2,000 issue paid for two consecutive months)

- Sales production
- Client service

Office /Support Positions

Office Administrator

- assistant manager of office
- call on clients and closes sales
- Schedule appointments for sales personnel

Clerical / Customer Service Representative

- Quoting Property and Casualty Personal Lines and Commercial Lines
- Process Cases/Paperwork
- Customer service

Producer Development

A. Recruiting sources and process

Petra Insurance Group LLC has a unique strength of insurance prospects from partnership with minority denominations, as well as an incredible source of producer candidates from these houses of worship. The leaders understand and appraise their congregations and therefore are superior nominators of good prospective producers from their associate pastors to the house of worship employees to the congregational membership. Other prospects arise from partnership with private business, city, county, and state decision-makers, which also offer a potential source of producer candidates.

Additional candidates will be engaged through both written and radio advertising to underserved communities, commending the opportunities available through Petra and inviting them to a career briefing, wherein processes and possibilities will be explicated. Because obtaining an insurance license and earning a living as an agent are not tied to minimum education levels, this opportunity has the potential to be quite appealing to those in depressed economic conditions.

A. Recruiting – Stage Two

Petra Insurance Group LLC will contract with Engage Recruiting CRM to utilize Artificial Intelligence-driven processes leveraging data for agent recruitment outreach, selection and engagement. (see Addendum C)

Recruitment marketing will be developed for online job listing sites such as Indeed and LinkedIn.

B. Selection Process

Candidates for insurance agents will be accepted into training based upon the assessment / recommendation of pastors and key influencers and evaluation of Petra management. Finalization of candidate will be determined through selection interview with senior Petra management and successful completion of Career Orientation Program.

C. Producer Induction

Induction is a set of tactical maneuvers designed to get new producers moving fast at generating business. It is essential that the pre-contract requirements and the contracting process be efficient and swift. High performing producers are successful because they hold themselves to high standards. Their initial experience as they establish themselves with Petra Insurance Group LLC must reflect that of an organization that also adheres to high standards.

This process includes:

- A pre-appointment checklist, gathering required background information and insurance licensing data
- Appointees will complete a strengths-assessment interview prior to appointment. Strengths revealed from the interview will provide guidance for future development of an agent.
- New appointees will attend a three-day Agent Academy Professional Development Training, which will provide onboarding to Petra Insurance Group policies and procedures as well as resources for enhancing sales skills, communication and persuasion skills, and personal growth.
- Following the Agent Academy training, new agents will go through a process of field training by accompanying a mentor manager on sales calls for an established period of time.
- Continued training is conducted on a monthly basis to maintain and improve sales and client relationship skills
- All training is delivered in a blended model, combining face-to-face training sessions with our proprietary online training system
- Field agents are further supported through mobile-friendly online access to our sales model system and our Client Management system

D. Training

Training is the foundation of the development of Petra Insurance Group LLC and the foundation of the development of our individual agents. Training and education of our associates is a dynamic discipline. We subscribe to the belief that if we have hired the correct person and we have placed him or her in the position that fits personal strengths, then it is our responsibility to train correctly. Additionally, we believe that training is a continuous process for all of our associates. The foundation of Petra Solutions' training system was established in 1989 and has been continuously proven as a model of success.

We have established a blended approach to training, combining our face-to-face Agent Academy with our online training, which is deployed through our proprietary Learning Management System (LMS). The LMS allows us to monitor and manage the training progress of each agent from a distance. Additionally, the LMS works in conjunction with Petra's proprietary web-based Enterprise CRM / Agency Management System.

D. Training – Stage Two

- Convert Flash-based Learning Modules to web-based
- Subscribe to robust Learning Management System (LMS)
- Integrate Petra Producer Induction steps into LMS, developing standards and checklists to engage and track agents through the onboarding and development process
- Update and expand online training
- Develop Advanced Agent Academy learning objectives and sessions
- Establish and lead study groups for agency representatives to pursue professional designations
- Expand and implement Leadership Academy
- Evaluate success of training components

Growth Strategies and Tactics – Stage Two

- Purchase existing regional brokerages with sufficient personnel, systems, and books of business to immediately expand Petra's reach and increase business income
- Establish Petra Insurance Group as an S-Corp
- Establish profit sharing and equity programs
- Purchase a warehoused association to use as the legal and licensed structure for PetraHOW Alliance group products and services
- Purchase an artificial intelligence-driven app for developing and implementing church safety plans and measures
- Acquire and expand a customer service call center with inbound and outbound capabilities
- Invest in development of an AI-driven human-capital selection tool for candidate recruitment and job-matching

Growth Strategies and Tactics – Stage Three

Petra Insurance Group will apply for project funding and investment partners. Such funds would enable the following:

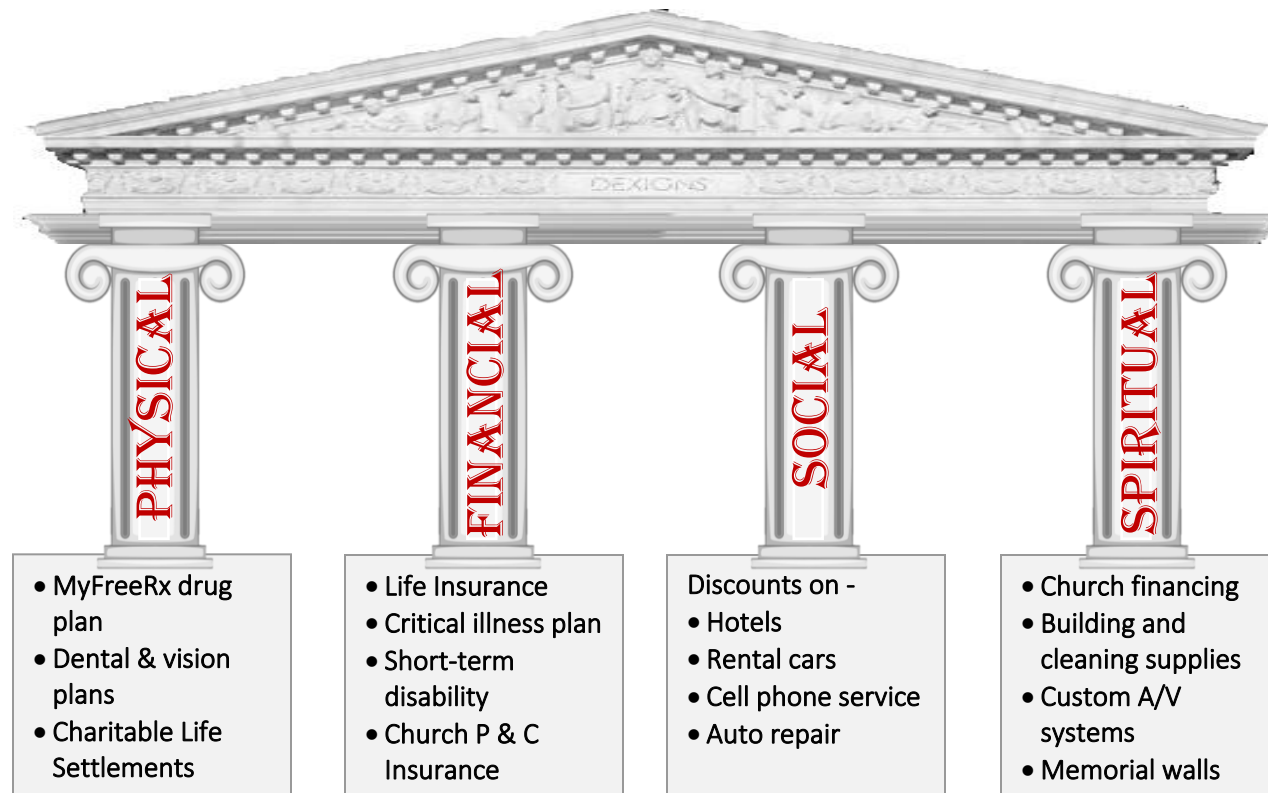
- Purchase a multiline insurance carrier and develop unique product offerings designed for our market and client base
- Acquire land within Opportunity Zones for our PERFect Model insurance franchise buildings. Build franchises and finance owners in key locations based upon our client base
- Develop a Petra Perks rewards credit card with perks and points for prepaying / consistent payment of insurance premiums, with the option for a client to use points to build up life insurance policy value

In conclusion, the combination of the strengths and expertise of Petra Insurance Group with the leadership and resources of our key relationships affords a unique winning strategy for a successful business model.

Petra House of Worship (PetraHOW) Alliance

Description

The PetraHOW Alliance is designed specifically for houses of worship and their members. It is a membership group established to provide benefits that meet the unique needs of faith-based organizations while *strengthening the financial foundation* for each one. Those who join will have access to group rates on member benefits designed to support the *Pillars of Wellness*.



Member Benefits

Physical:

- *MyFreeRx Prescription drug plans*
- *Heart attack and stroke prevention screenings*
- *Fitness club memberships*
- *Dental and vision discount and PPO plans*

Social:

- *Hotels*
- *Rental cars*
- *Automobile purchases*
- *Auto Repair*

Coming soon – group rates for auto and homeowner's insurance

Spiritual:

- *Church financing*
- *Church and business supplies*
- *Audio / Video system design and installation*
- *Architectural services*
- *Memorial walls / plaques*
- *Church furniture / seating*

Financial:

- ***Guaranteed Issue Insurance Products at group rates***
 - Whole life
 - Age 18 - 50 to \$75,000 death benefit
 - Age 51 – 79 to \$40,000 benefit
 - Term life (renewable and convertible)
 - Age 18 - 50 to \$75,000 death benefit
 - Age 51 – 60 to \$50,000 benefit
 - Age 61 – 75 to \$25,000 benefit
 - Short-term Disability
 - Individual Accident
 - Critical Illness
 - Up to \$20K benefit
 - Dental & Vision plans
- *Higher amounts and Key Person policies available*
- *Charitable life settlements services – sale and / or donation of existing life policies*
- *Church property & casualty insurance*
- *Retirement planning and annuities*

Choose from our suite of products and you can protect the financial well-being of your loved ones at significant savings.

Advantages to churches

The PetraHOW advantages to a church are tremendous. If a pastor invites a PetraHOW agent in to his house of worship to make a presentation, then he or she may register the church as a partner. Also built in under the umbrella of PetraHOW membership are advantages to the church's region and denomination. A registered church has access to the following benefits:

- Option for members to designate their home church as a partial beneficiary on their life insurance policies
- More members with vital life insurance coverage due to its accessibility and affordability
- \$1 / member / month partnership share back to the house of worship for every church member who joins the Petra House of Worship Alliance
- Potential \$0.50 / member / month partnership share back to the region / jurisdiction or state convention; another potential \$0.50 / member / month to national denomination
- Pastor / key person program for church succession planning
- Coming soon – house of worship property and casualty / pastoral liability group program



Individuals will be able to join PetraHOW and still have access to the life insurance and other benefits; however, more benefits accrue to their home church if they sign up as members of a house of worship that has partnered with us.



Starbucks: About 15,000

McDonald's: Over 14,000

Pizzerias: About 61,000

Grocery stores: About 60,000

Houses of Worship: About 350,000

How many of
these are there
in America?

Organizational Architecture



Petra Solutions



Our Mission

We will champion
for pastors and their
members to provide
outstanding value
and excellent ser-
vices and products
to fill their lifetime
financial needs.

Scan this QR
code to watch
a video intro-
duction about
the PetraHOW



Insurance Solutions

People:

- PetraHOW Association benefits, including Guaranteed-issue life, accident and critical illness insurance
- Lifestyle benefits, including leisure & travel and health & wellness discounts
- Individual Life / Final expense
- Charitable giving
- Automobile
- Homeowners / renters

Pastors:

- Key person Insurance
 - ⇒ Pastor's family
 - ⇒ Pastor's church family
 - ⇒ Pastor's replacement
- Life Insurance
- Disability
- Retirement
- Group medical / dental / vision plans
- Pastoral Liability
- Sexual Molestation and Abuse

Property:

- Church Building and Property
- Professional Liability
- Valuation
- House of Worship Directors & Officers

Career Opportunities:

- Professional and occupational develop-
ment
- Insurance career

Organizational Architecture





MEMBER BENEFITS

- Group rates
- Guaranteed Issue
- Partnership shares
- Discounts on a variety of products & services
- Sense of belonging

People *want* life insurance

- Only 3 in 10 have it through their employer
- 59% would be likely to purchase it
- 48% of Americans die with no life insurance at all
- \$7100 – average cost of a funeral & burial

PetraHOW Alliance



Member-only discounts up to 40% at 300,000+ merchants from coast to coast.



Save \$4,500 per year

Firestone



T-Mobile

ACE Hardware



Colonial Life.
The benefits of good hard work.

to \$40K

Whole Life

to \$75K

Term Life

Critical Illness
and Accident

Guaranteed-Issue
Life Insurance

Dental
Insurance

Short-term
Disability

People

FINANCIAL



Guaranteed Issue products – group rates

Whole Life GI

- Age 18-50 up to \$75K
- Age 51-79 up to \$40K

Term Life GI

- Age 15-50 up to \$75K
- Age 51-60 up to \$50K
- Age 61-75 up to \$25K

Short-term Disability GI

- 60% income, max \$4K/mo

Accident GI

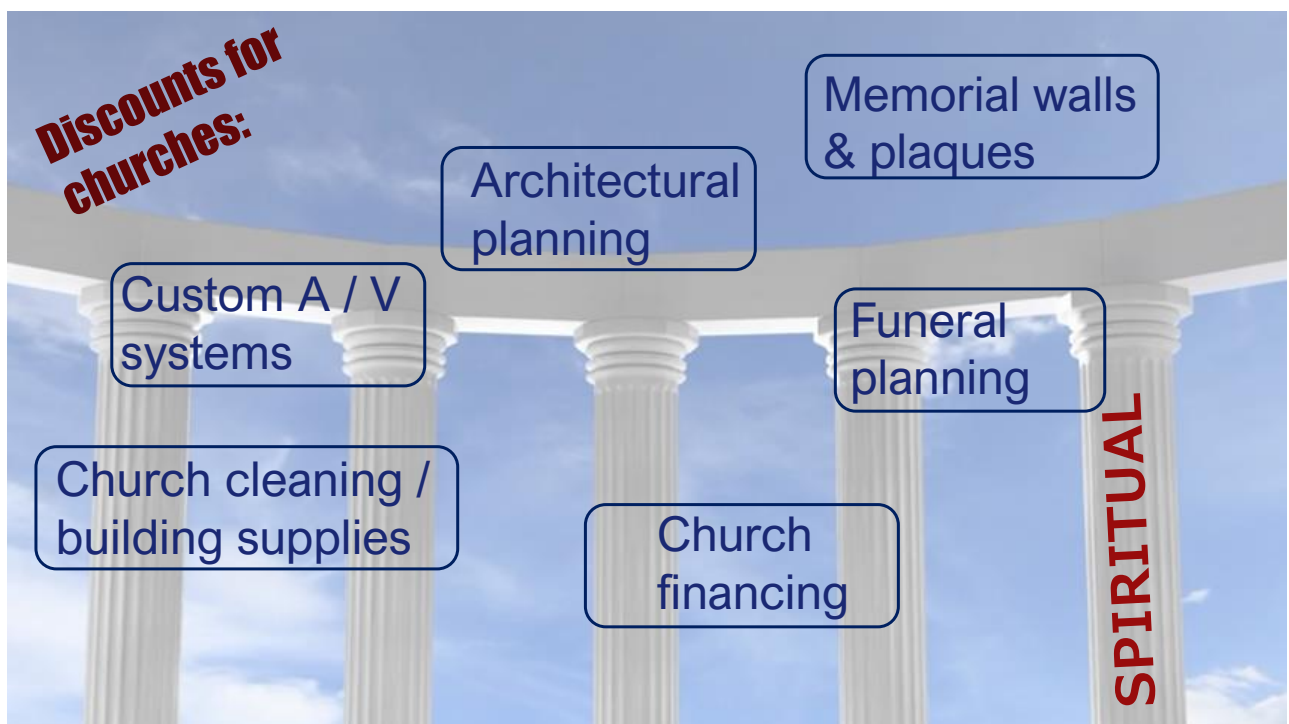
Critical Illness GI

- Up to \$20K

Medical Bridge GI

- Up to \$1500

Dental / Vision GI



NEW Member benefits to be added:

- **Lower your bills**
- ****Get Paid to Exercise**
- ****Safe4R phone app**
- ****Upside Cashback Gas App**

****Pays backend commission based upon member usage**

NEW Member benefits to be added:

- ****Additional Travel & Entertainment discounts**
- **Shop now, pay later**
- **0% Payday Loan**
- **Discount Auto Repair**

****Pays backend commission based upon member usage**

Beyond PetraHOW Alliance Offerings

Special plans for those in ministry

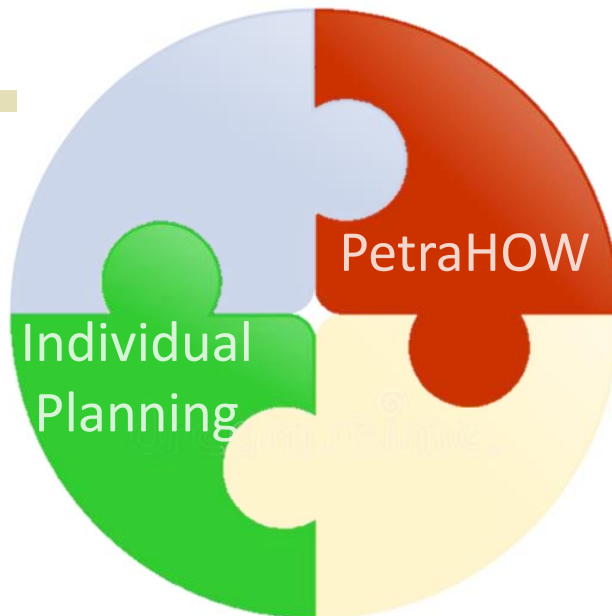
1 in 7 members will enroll

1 in 3 have additional life insurance needs

41% wished they had more life insurance

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Introducing the first ever program built specifically to protect Faith-Based Communities and their families during a period of loss while Preserving the Legacy of the Church



INTRODUCING
The Guaranteed-Issue
WHOLE LIFE INSURANCE
&
Endowment Program

- First of its kind ever created
- Life insurance program crafted for Pastors, Pastoral Staff & the Congregation
- First-day coverage --- no waiting period!
- NOT a Graded Benefit life insurance policy

Guaranteed-Issue
WHOLE LIFE INSURANCE
up to \$100K benefit



No active pastor or ministry leader can be turned down because of past or present health problems

- **Affordability:** Monthly premiums as low as \$8.00 per month
- **Flexibility:** Can insure Spouse, Children up to 26, Grandchildren up to 15
- **Convenience:** Monthly premium deductions from your Bank, Credit Card or Debit Card
- **Portability:** Should you move or retire your policy goes with you at no change in premium or coverage



How will the endowment work?

Every Pastor will have an opportunity to purchase a guaranteed-issue Whole Life Insurance policy with the price stating as low as:

\$8.00 per month

Upon the homegoing of the Pastor or Ministry leader, the life insurance benefit will be mailed to that leader's church, in their name and in their memory



How will the endowment work?

The power to ***BE THE CHANGE***



1 Moderator with a minimum endowment policy of \$10,000

$$1 \times \$10,000 = \$10,000$$

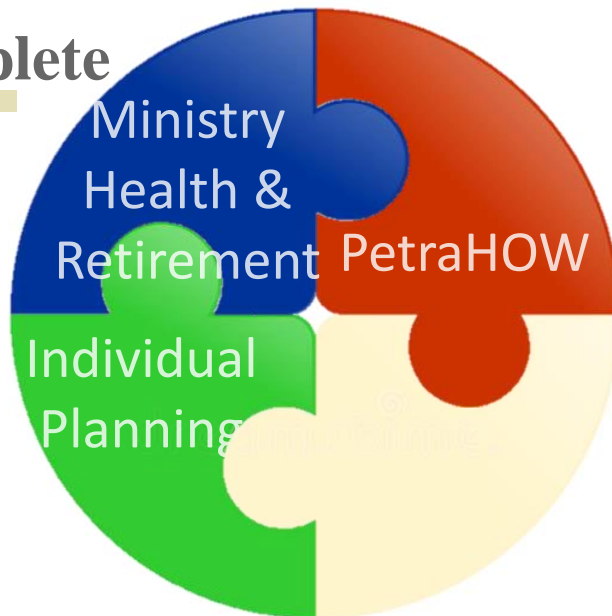
30 pastors with a minimum endowment policy of \$5,000

$$30 \times \$5,000 = \$150,000$$

Total Initial Regional Endowment

\$160,000

The Complete Petra Program



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Ministry Health & Retirement

Church & Ministry Retirement Plan Stewardship Advisors

Top-performing funds for the Petra 403(b)9 Program

Biblically responsible investments

Pastors' healthcare aggregation consulting / development



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Retirement plan design with Petra and



HIS ENVOYS

— GROUP —

Pastors and Church Staff

Key Elements of a Successful Retirement Plan



ENVOY FINANCIAL

T.P.A.	Recordkeeping	Advisory	Education
Plan Counsel Plan Design Plan Documents Plan Amendments Case Documents Government Reporting Plan Implementation Tax Withholding Tax Reporting Custodial Services Plan Oversight	Maintains Records Participant Records Quarterly Statements Contributions Transfers Loans Distributions Housing Allowance Adjudication	Investment Choices Investment Trading Investment Policy Statement Investment Oversight Investment Reporting Investment Monitoring Investment Research Professionally-Managed Models	Engagement Excitement Enrollment Education Policy-Statement Plan Design-Consulting Minister Tax-Planning Education Future Funded Ministry Group Meetings 1-on-1 Consulting
Envoy	Envoy	Envoy	Petra
TPA & Recordkeeping, Inc.	TPA & Recordkeeping, Inc.	Advisory, Inc.	Envoy Financial



HIS ENVOYS
—GROUP—

HIS Envoys Faith Based

Target Date Funds Comparison

Period Ending | 8.31.2022

Cumulative Return Data

	1 Mo	3 Mo	6 Mo	1 Year	2 Years	YTD	Model Inception
HIS ENVOYS FB 2060	0.56%	-2.41%	1.58%	-3.12%	41.02%	-1.83%	33.24%
GuideStone 2055	-3.81%	-5.29%	-10.62%	-15.32%	6.99%	-17.16%	11.56%
American Funds 2060	-3.36%	-5.27%	-11.68%	-18.01%	4.35%	-19.63%	11.31%
Vanguard 2060	-3.76%	-5.27%	-10.82%	-15.57%	7.31%	-16.99%	12.40%
S&P Target Date 2060	-3.66%	-5.27%	-10.24%	-14.16%	10.16%	-16.16%	13.07%

Cumulative Return Data

	1 Mo	3 Mo	6 Mo	1 Year	2 Years	YTD	Model Inception
HIS ENVOYS FB 2050	0.17%	-2.42%	0.34%	-4.57%	26.32%	-4.05%	24.71%
GuideStone 2045	-3.74%	-5.10%	-10.51%	-15.16%	6.26%	-16.87%	3.22%
American Funds 2050	-3.39%	-5.27%	-11.32%	-17.22%	5.16%	-19.01%	4.37%
Vanguard 2050	-3.78%	-5.28%	-10.85%	-15.60%	7.30%	-16.99%	4.10%
S&P Target Date 2050	-3.66%	-5.22%	-10.18%	-14.08%	10.08%	-16.09%	4.27%

Healthcare benefits plan design with Petra and





INSURANCE OFFICE OF AMERICA

Pastors and Church Staff

PETRA & IOA

Unmatched National Aggregation Experience with Christian Organizations



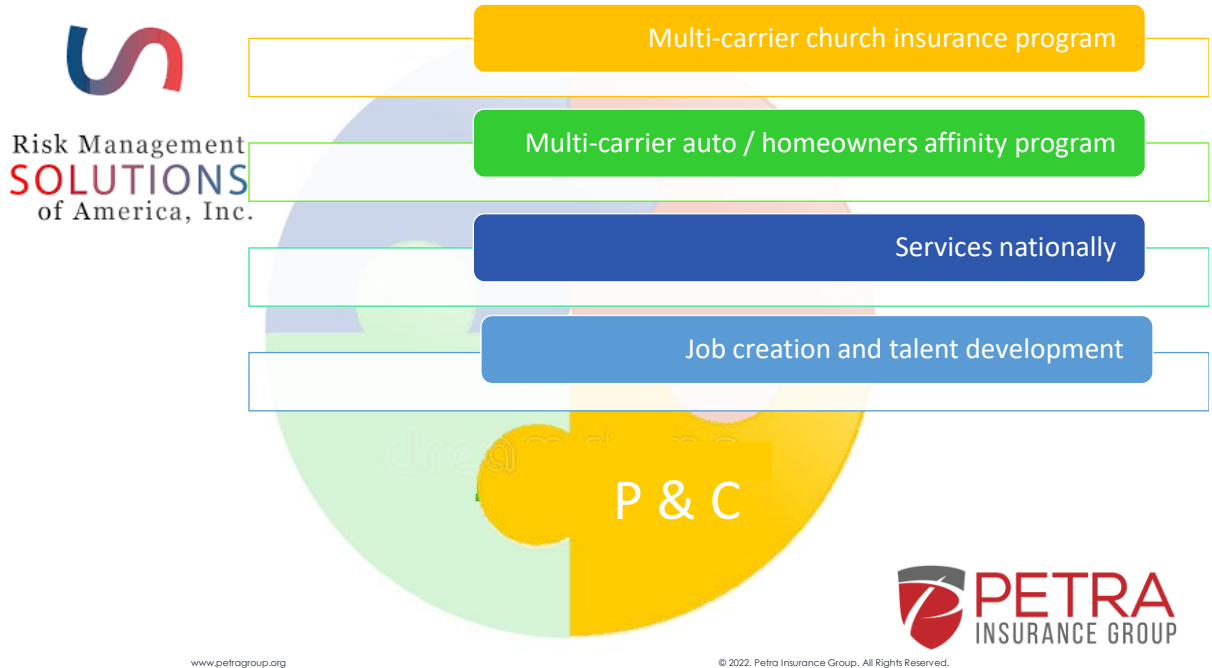
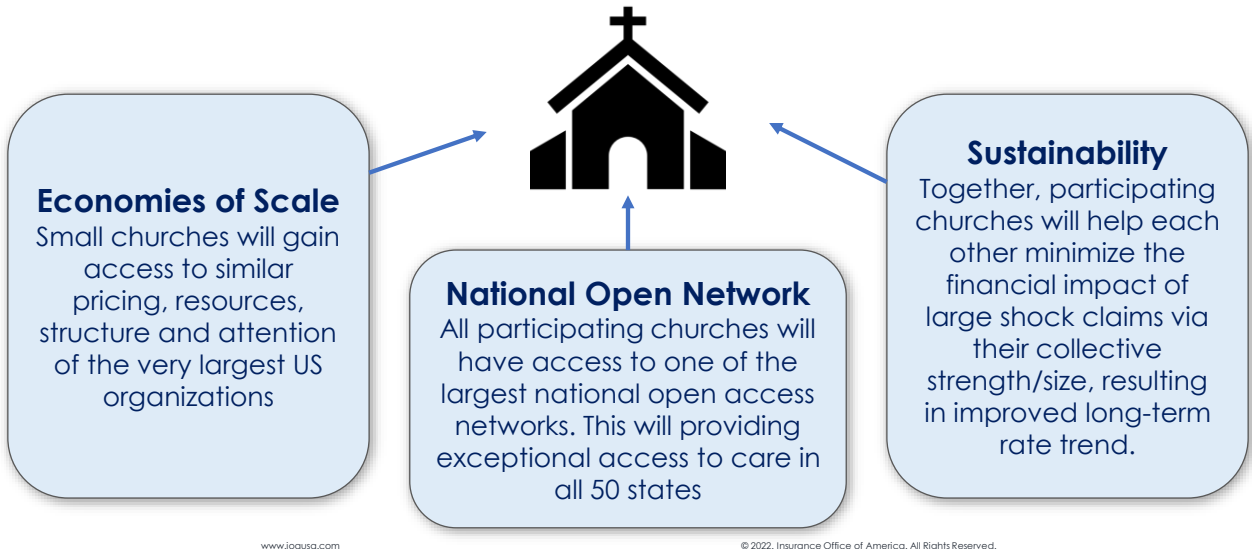
Program Name	Missio Benefits	Christian Alliance for Benefits (CAB)	Citygate Benefits
Funding Structure	Self-Funded	Fully-Insured	Self-Funded
TPA/Insurance Carrier	 Cigna	 UnitedHealthcare Global	 Cigna
Scope	Global & Domestic	Global & Domestic	Domestic
Risk Pool	Churches, Mission Agencies, Christian Non-Profits & Christian Education	Mission Agencies	Rescue Missions & Homeless Ministries
Host Ministry/Entity	Missio Nexus	N/A	Citygate Network

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| Program Vision Casting

What the typical Church can gain via a national program for healthcare benefits...



Purpose of the Affinity Program

- Allow NBC USA members to take advantage of their group purchasing power – more, or better, for less
- Provide property/casualty and other insurance to churches affiliated with NBC USA and their individual members
- Greater potential for better rates and/or coverage than what an individual may receive
- Broad selection of insurance companies to compare



Church P & C Program Insurance Carrier List

Risk Management
SOLUTIONS
of America, Inc.



PROTECTING
THE GREATER
GOOD



GUIDEONE
INSURANCE



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22



Risk Management
SOLUTIONS
of America, Inc.

Affinity Group Insurance Carrier List

 **MAPFRE**

PROGRESSIVE

MetLife

 Insurance.

TRAVELERS 

ASI American Strategic Insurance

DAIRYLAND
AUTO • CYCLE
INSURANCE

 **MERCURY**
INSURANCE

Liberty Mutual
INSURANCE

STILLWATER
INSURANCE GROUP

Homesite
HOME INSURANCE

National General 
Insurance

Plymouth Rock
assurance.

velocity
risk underwriters

THE GENERAL
INSURANCE

FOREMOST
INSURANCE GROUP

 **PETRA**
INSURANCE GROUP

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23

Job Creation and Talent Development

- Alliance to support employment of NBC USA members short-term and long-term
- Implement plan to provide Professional Careers in the insurance industry
 - RMSOA is **certified** by the U.S. Dept. of Labor to provide Insurance Apprenticeships
 - Direct and indirect creation of local-area insurance jobs
- Employment training through an apprenticeship program for insurance industry positions



24

Compensation Package



- One of the best in the entire industry
 - Commission advancing
 - High commission percentages
 - Renewal income
 - Level group GI Renewals
 - Level Medicare Renewals
 - Level P & C Renewals
 - Vested Renewals

For Agent Use Only. Not for distribution to the general public.

Become a Business Owner:



- Our Regional Sales Managers and our Agents are Independent Business Owners – building each of their own businesses, but building them together.
- They own their business*, but choose to work with Petra as their business partner
- Our Managers and Agents are in business for themselves, but not by themselves

For Agent Use Only. Not for distribution to the general public.

Why become a Petra agent?



- \$ We prepare you for success
- \$ Established, proven training and sales system
- \$ Competitive pay structure and promotions through multiple revenue streams
- \$ Advanced and heaped commissions for individual products
- \$ Unrivaled, established prospect base

We open the doors



"Church-site" Marketing Strategies

We use our denominational relationships to flip that funnel of prospects, maintaining a consistent flow that results in clients and revenue for Petra agents. The local church, the region, and the national denomination are eligible for revenue partnership shares.



Ongoing training

Full support



Career opportunities

www.petragroup.org



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Keys to Success: Proven System

Proven prospecting and sales systems

Training system based on the best practices of the most successful producers

Designed for immediate implementation in the field

Agent-centric workplace

Incentives and opportunities for growth and advancement

Ongoing training

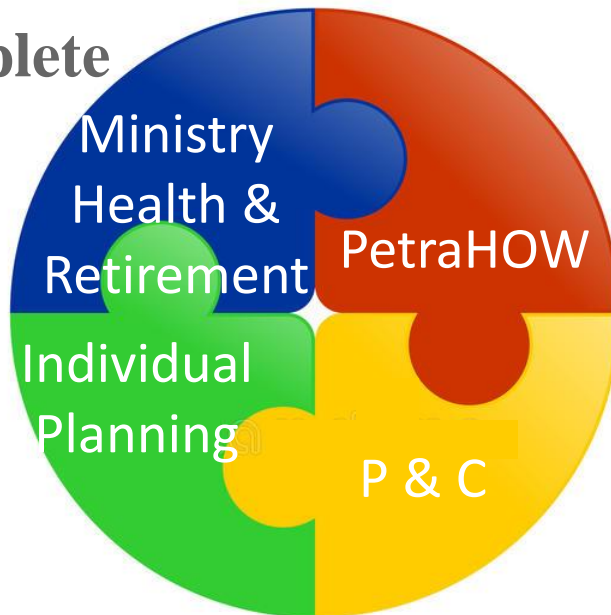
Full support

Integrated processes

Unlimited opportunities



The Complete Petra Program



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Proven business model

Extraordinarily talented and experienced team with complementary skills

Underserved and underinsured minority markets

Integrated systems for full process and product sales and implementation

SUMMARY

Petra Insurance Group Balance Sheet

As of April 30, 2023

ASSETS

CURRENT ASSETS

Cash	\$22,000
P & C Book of Business	\$800,000
Other Current Assets	
Life & Health Commissions	\$110,000
TOTAL CURRENT ASSETS:	\$932,000

FIXED ASSETS

Proprietary Online Courseware	\$900,000	50 hours of learning content @\$18K / hour
Career Development Training System	\$180,000	20 hours of learning content & production tools @ \$9K / hour
Furniture and Fixtures	\$8,000	
NET FIXED ASSETS:	\$1,088,000	

OTHER ASSETS

NET OTHER ASSETS:	\$0
-------------------	-----

TOTAL ASSETS:	\$2,020,000
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LIABILITIES & EQUITY

CURRENT LIABILITIES

TOTAL CURRENT LIABILITIES	\$0
----------------------------------	------------

LONG-TERM LIABILITY

Bank Loan	\$15,000
SBA Loan	\$34,500

TOTAL LONG-TERM LIABILITIES	\$49,500
------------------------------------	-----------------

OWNER'S EQUITY

Paid-in Capital	\$475,000	Including both of our retirement savings and all assets
Other	\$1,545,000	

TOTAL EQUITY	\$2,020,000
---------------------	--------------------

TOTAL LIABILITIES & EQUITY:	\$2,069,500
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Income Statement

Petra Insurance Group LLC Fiscal year 2022

Financial Statements in U.S. Dollars

Revenue

Life Commissions	93,765	
P & C Revenue	136,500	
Net Sales		230,265

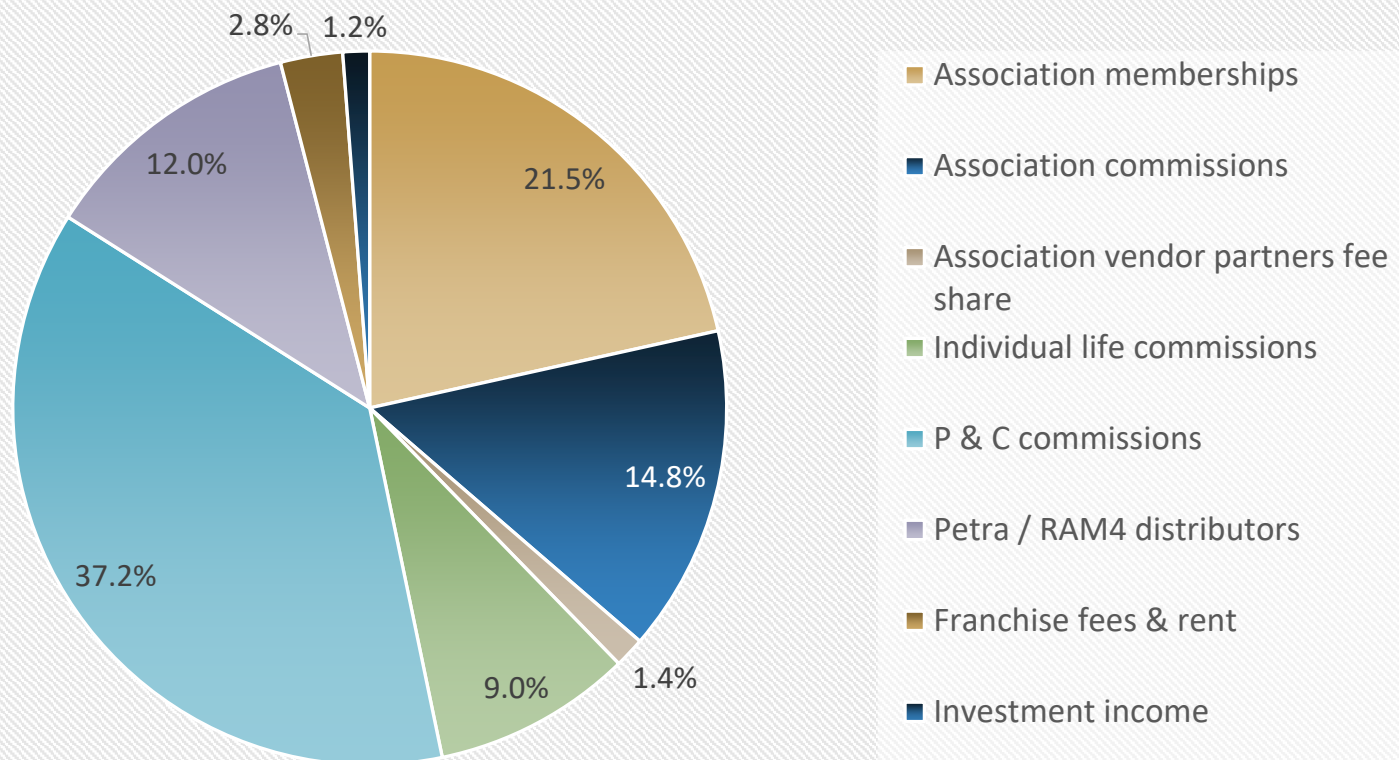
Expenses

Internet / Website	5,207	
Mail and Service	595	
Rent / Utilities	20,110	
Meals	2,638	
Meetings	1,513	
Office Supplies	3,252	
Bank fees / loans	10,208	
Legal and Professional Fees	5,000	
Tolls / Parking	704	
Presentations / Marketing	31,922	
Sponsorship / Donations	8,970	
Lodging / Travel	18,584	
Phone / eFax / Software	5,444	
Entertainment	5,758	
Licensing / Insurance / E & O	5,121	
Contract Labor Expense	7,030	
Vehicle Expenses	8,671	
Total Expenses		140,727
Net Operating Income		89,538

Other Income

Gain (Loss) on Sale of Assets		
Interest Income		
Total Other Income		0
Net Income (Loss)		89,538

State 2 Projected Revenue Streams



Marketing Strategies

“Church-site” Marketing Process

Utilizing our relationships with national and regional denominational leaders, the Petra team markets our products and services through our unique “church-site” marketing process. Similar to worksite marketing, we spread the word through presentations to groups of people with similar needs. Petra Insurance Group will fully develop its relationship with the pastors and work *directly* with state Presidents, district Moderators, Bishops, and Pastors to introduce Petra products to the church leaders and membership. This will be implemented first through a meeting with state Presidents and / or district Moderators, followed by a series of Pastor breakfasts and luncheons by region. The Pastor breakfasts and luncheons will provide a widespread introduction to Petra Insurance Group and demonstrate the advantages of the offered products and services to the pastors, churches and church members. From that meeting, we arrange presentations to numerous churches within their group, and those church presentations provide the source of our enrollments as well as referrals to individual insurance needs. They will also be utilized for agent referrals and recruitment from within the church membership.

Build upon relationships with denominational leaders

Petra Insurance Group / Petra House of Worship Association deliver a “high tech, high touch” personalized communication and education system to pastors / church employees / church members. By integrating the benefits provided by any existing entity (e.g., employer-provided) with their own personal plans, Petra provides clients a total rewards package.

Denominations with which we have the support of regional / national leaders:

Churches and Pastors

National Baptist Convention USA:	7M members
	40,000 pastors
	33,000 churches
Church of God in Christ:	7.5M members
	30,000 pastors
	25,000 churches
Kingdom Destiny Fellowship Int’l	30,000 members
	280 pastors
	200 churches
Free Will Baptists, Inc.:	2M members
	6,500 pastors
	6,000 churches

National Baptist Convention of America:	4.5M members 12,000 pastors 9,500 churches
Apostolic Pentecostal:	150,000 members 750 pastors 600 churches
Pentecostal Assemblies of the World:	70,000 members 420 pastors 300 churches
Latino Assemblies of God / Midwest Region:	125,000 members 500 pastors 300 churches
United Pentecostal Church International	5.3M members 49,000 pastors 42,000 churches
Korean Reformed Presbyterian:	7500 members 110 pastors 80 churches
Coptic Church / Eastern Diocese:	90,000 members 450 priests 250 churches

Conferences

Petra will purchase exhibit booth space at local and State meetings and conventions, which may also include ad space in convention souvenir journals and opportunities to address the audience.

National Convention

Petra will additionally purchase exhibition booth space annually at National Conventions, securing prominent booth placement due to our partnership with them.

Email Campaign

PetraHOW / denominational websites and databases will be utilized as an integral source in the development of efficient, effective, and targeted email campaigns with churches, pastors and church members. This tactic will aid in the branding of PetraHOW and Petra Insurance Group within the different church communities.

Church Insurance Campaign

- Building and Property
- Proper liability
- Valuation
- State Presidents, District Moderators, & other Officers
- Workplace Violence

Pastors Campaign

- Key person Insurance
- Pastoral liability
- Sexual molestation and abuse
- Life Insurance
- Disability
- Retirement
- Pastor's family
- Pastor's church family
- Succession planning
- Church employee major medical coverage
- Charitable giving

Petra House of Worship Alliance

Supply guaranteed issue insurance products at group rates and discounts on lifestyle benefits for association group members.

Church Member Campaign

Insurance solutions, including

- Guaranteed-issue life
- Individual life (adult and child)
- Critical Illness
- Accident
- Disability
- Dental / Vision
- Charitable giving
- Auto and Homeowners
- Lifestyle benefits

Strategies and Operations will be executed regionally by Petra Regional Managers:

California / Arizona – Steve LaBella

D.C. / Maryland / Virginia – Earnest Bridges

Florida / Georgia / Alabama - Dr. Joseph Webb III

Chicago / Indiana / Wisconsin / Michigan – John Thompson, Sam Clear

Southern Illinois / Iowa / Missouri / Arkansas / Oklahoma – Greg Mathews

Louisiana – Philip Ruffin

Mississippi – Robert Fortson

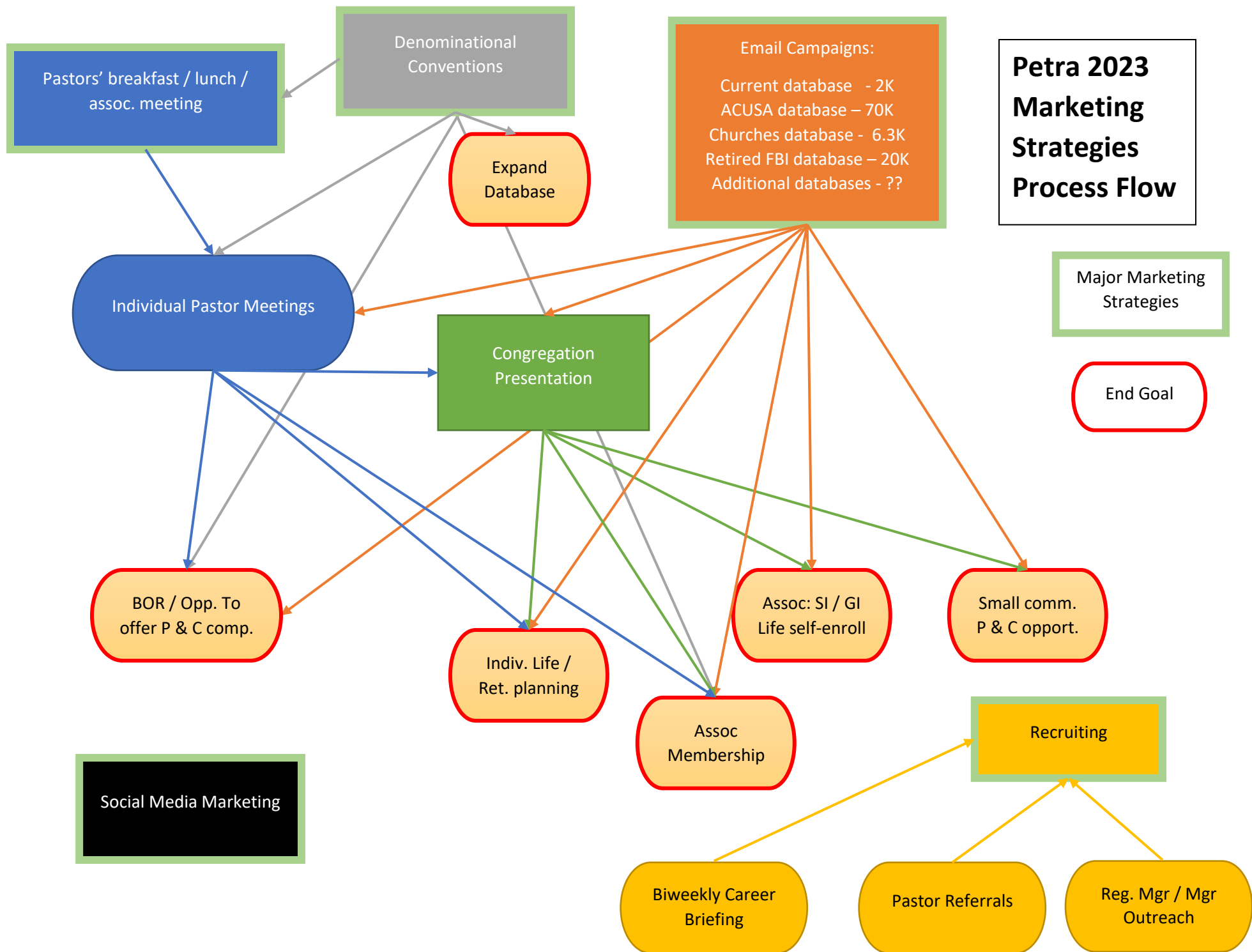
North & South Carolina / Kentucky / Tennessee – Pastor James Hamilton

Pennsylvania / Ohio / West Virginia / New York – Pastor Leon Harrison

Texas – David Harris

Property & Casualty General Coordination – Mack Shumate

Advanced Markets – Marc Ruskin

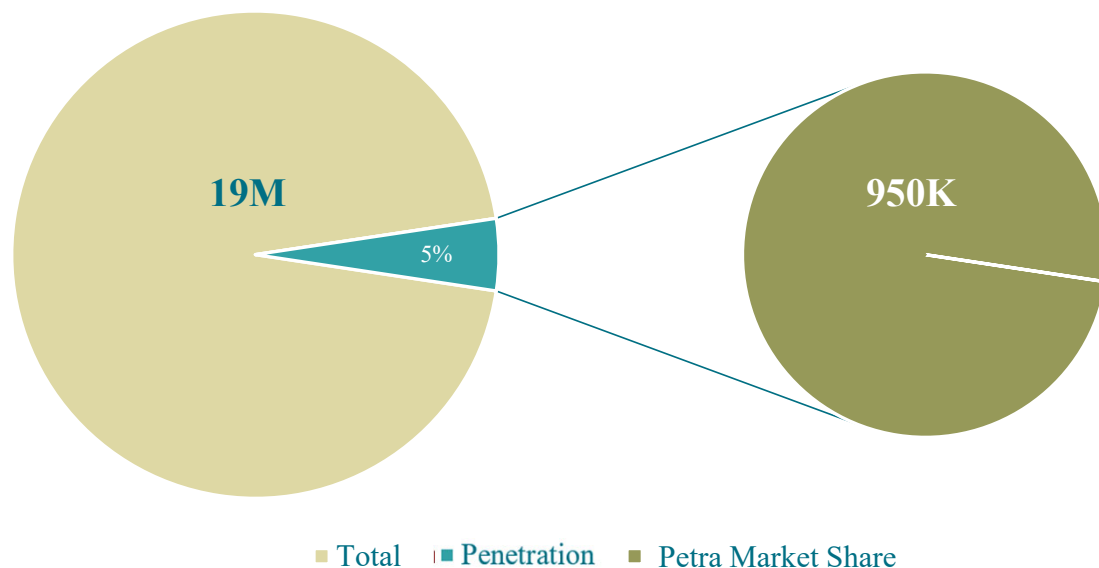


Market Opportunity

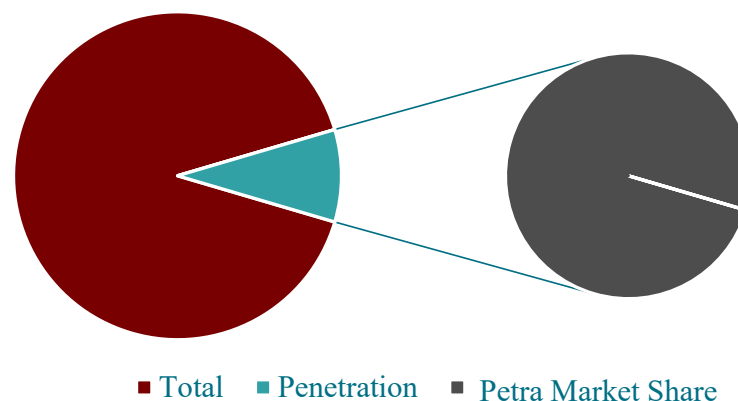
Driven by our endorsements and strong relationships with leadership in historically independent African American Protestant denominations

The unique and concrete strength of leaders within these tight-knit communities supports our paradigm. This combination of tradition and culture combined with dynamic agency development and management is a recipe for success.

African American Church Members*



African American Churches



Evolving Marketing Strategies

Agent Recruiting

- I. Call Center Chair(s)
 - a. Purchase database
 - b. Set interviews by region
- II. Church Leader referrals
- III. Regional Managers and agency network
- IV. Utilize Artificial Intelligence human-capital selection tool for candidate recruitment and job-matching

Church Lead Generation / Marketing Campaign

Start with one region (e.g., Illinois); test out offer; gauge response. Get the leads going so there is business coming in the door. Utilize existing 9,500-member church database as initial prospect pool. Goal: 5% penetration of 19M members in predominantly African-American church population.

- I. Email Campaign
 - a. Gather (purchase) database with names of all churches in a certain zone / zip code
 - b. Outbound email campaign
 - i. Track who opens it; subsequent steps / experiences
 - ii. 3-email blast over 7-10 day period
 - c. Drive traffic
 - i. To website
 - ii. To enrollment
 - iii. To specific event (e.g., pastors' luncheon)
- II. Calling campaign: Call Center Chair(s)
 - a. Set appointments / presentations with church leaders by region
 - b. Utilize Baptist church lists for Illinois (1400 churches), Texas (3300), and Florida (1600)
- III. Website Development
 - a. Client self-enroll capabilities
 - i. Term life
 - ii. Auto / homeowners
 - b. SEO
 - i. Set up multiple sites to flood space
 - ii. Develop additional, regularly updated content
 - iii. Blog with church-specific helpful information
 - c. Client / denominational leaders testimonials
 - i. Video
 - ii. Written
 - d. Have Petragroup.org redirect to Petrahow.org
 - i. Combine information from the two sites
 - ii. Clearly direct to different resources
 1. Association

- 2. P & C
 - 3. Individual Products
 - 4. Career Opportunities
- IV. Social Media Campaign
 - a. Develop marketing for Facebook, Instagram, TikTok and LinkedIn to drive business to website and call center
 - b. Purchase verified TikTok insurance leads for inside sales follow-up
- V. In-person Presentations
 - a. Promote attendance at church leaders' breakfast or luncheon
 - i. Utilize network of contacts
 - ii. Call center
 - b. Present Petra opportunities
 - i. Survey attendees re interest
 - ii. Follow up
 - 1. P & C review
 - 2. Church presentation
 - 3. Pastor needs analysis

Denomination / Organization Relationship Development

National Baptist Convention, USA

- I. Conventions
 - a. Exhibit booth
 - b. Sponsored event
 - i. Banquet
 - ii. Luncheon
 - iii. Concert
 - iv. Featured Speaker
 - v. Sports clinic at nearby venue for local disadvantaged youth
- II. Develop programs and present around the country with Dr. Boise Kimber, candidate for President, NBC USA
 - a. PetraHOW Alliance GI products and partnership shares
 - b. Ministerial endowment plan
 - c. Pastors' retirement plan with HIS Envoy
 - d. P & C affinity group plans with denominational dividend

National Baptist Convention, USA

- I. Conventions
 - a. Exhibit booth
 - b. Sponsored event
 - i. Banquet

- ii. Luncheon
 - iii. Concert
 - iv. Featured Speaker
 - v. Sports clinic at nearby venue for local disadvantaged youth
- II. Develop programs and present around the country with Dr. Samuel Tolbert, denominational President of NBCA
 - a. Opportunity for a position on the Petra Denominational Advisory Board
 - b. PetraHOW Alliance GI products and partnership shares
 - c. Ministerial endowment plan
 - d. Pastors' retirement plan with HIS Envoy
 - e. P & C affinity group plans with denominational dividend

Church of God in Christ, Inc. (COGIC)

- I. Conventions
 - a. Exhibit booth
 - b. Sponsored event
 - i. Banquet
 - ii. Luncheon
 - iii. Concert
 - iv. Featured Speaker
 - v. Sports clinic at nearby venue for local disadvantaged youth
- II. Obtain RFP from COGIC leadership with census for those in ministry
 - a. Respond with offer for GI life products
- III. Develop programs with Bishop Keith Kershaw, COO of COGIC
 - a. PetraHOW Alliance GI products and partnership shares
 - b. Ministerial endowment plan
 - c. Pastors' retirement plan with HIS Envoy
 - d. P & C affinity group plans with denominational dividend

Kingdom Destiny Fellowship International (KDFI)

- I. Advisors
 - a. Bishop Demond Robinson, National President
 - b. Bishop-elect Steve Yaeger, Regional Overseer
- II. Conventions
 - e. Exhibit booth
 - f. Sponsored event
 - i. Luncheon
 - ii. Featured Speaker
- III. Move forward with rollout to all leaders per plans with Bishop Robinson

Free Will Baptists, Inc.

- I. Advisors

- a. Bishop Raymond Captville, National President
- II. Conventions
 - a. Exhibit booth
 - b. Sponsored event
 - iii. Luncheon
 - iv. Featured Speaker
- IV. Move forward with rollout in Western Division per plans with Bishop Captville

Pentecostal Churches of the Apostolic Faith Association International

- I. Advisors
 - a. Bishop Robert Fortson, Sr., National President
 - b. Bishop J.E. Moore, National Vice President
 - c. Robert Fortson, Jr., Petra Manager & denominational liaison
- II. Begin planning rollout

United Pentecostal Church International

- I. Advisors
 - a. Rick Lovall, President / Director, Church Stewardship Group
- II. Begin planning rollout

Assemblies of God

- I. Advisors
 - a. Rich Mahler, Jr.
- II. Begin planning rollout

Marketing Strategies

When we teach our sales system, we talk about the River of Suspects, and how we feed those into the sales funnel, to turn suspects into Prospects – those about whom we have some additional information– into those we have Contact with, and finally into Clients.

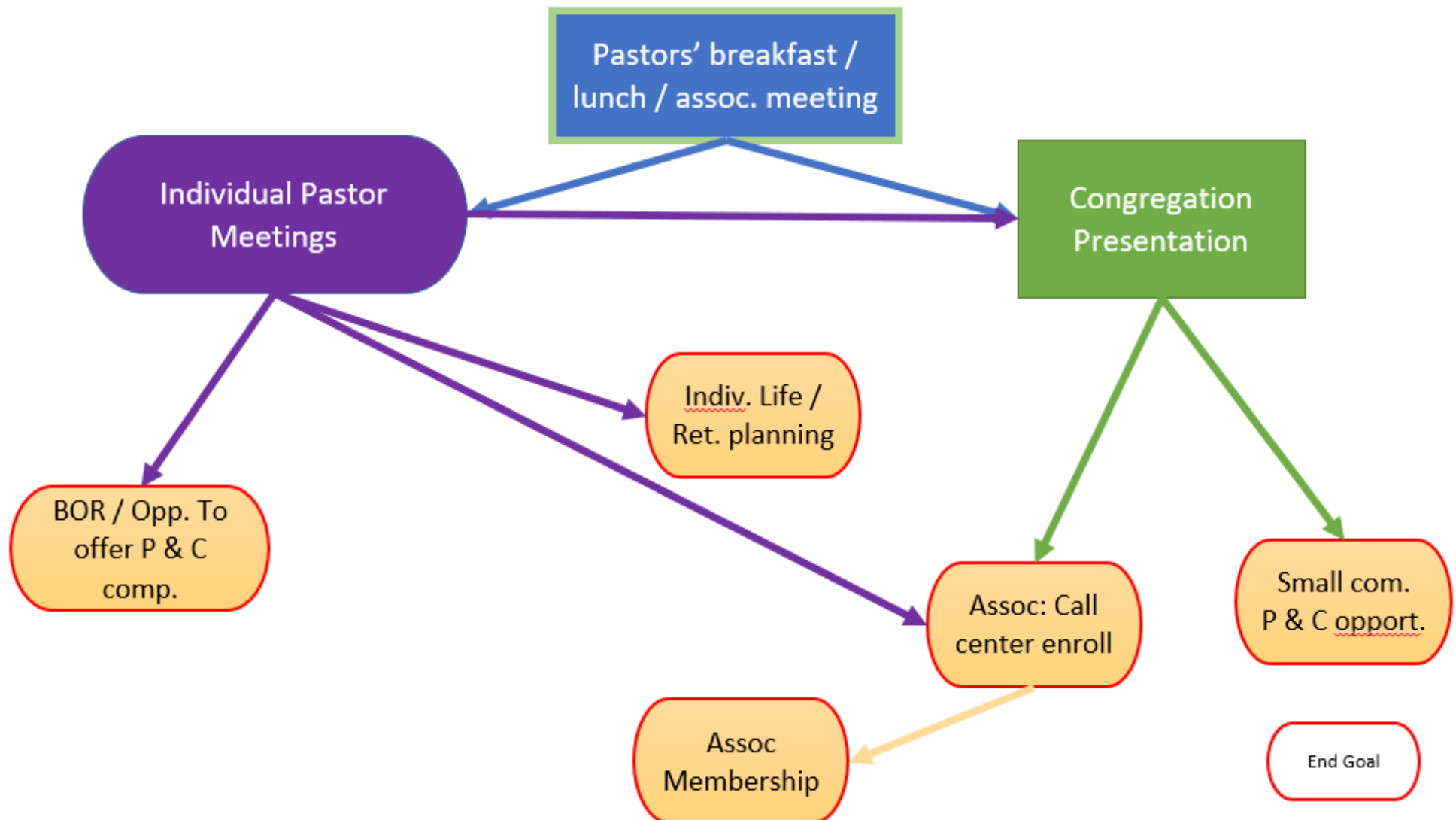


Marketing Strategies

We use our denominational relationships to flip that funnel of prospects, maintaining a consistent flow that results in clients and revenue for Petra agents. The local church, the region, and the national denomination are eligible for revenue partnership shares.



Petra "Church-site" Marketing Steps



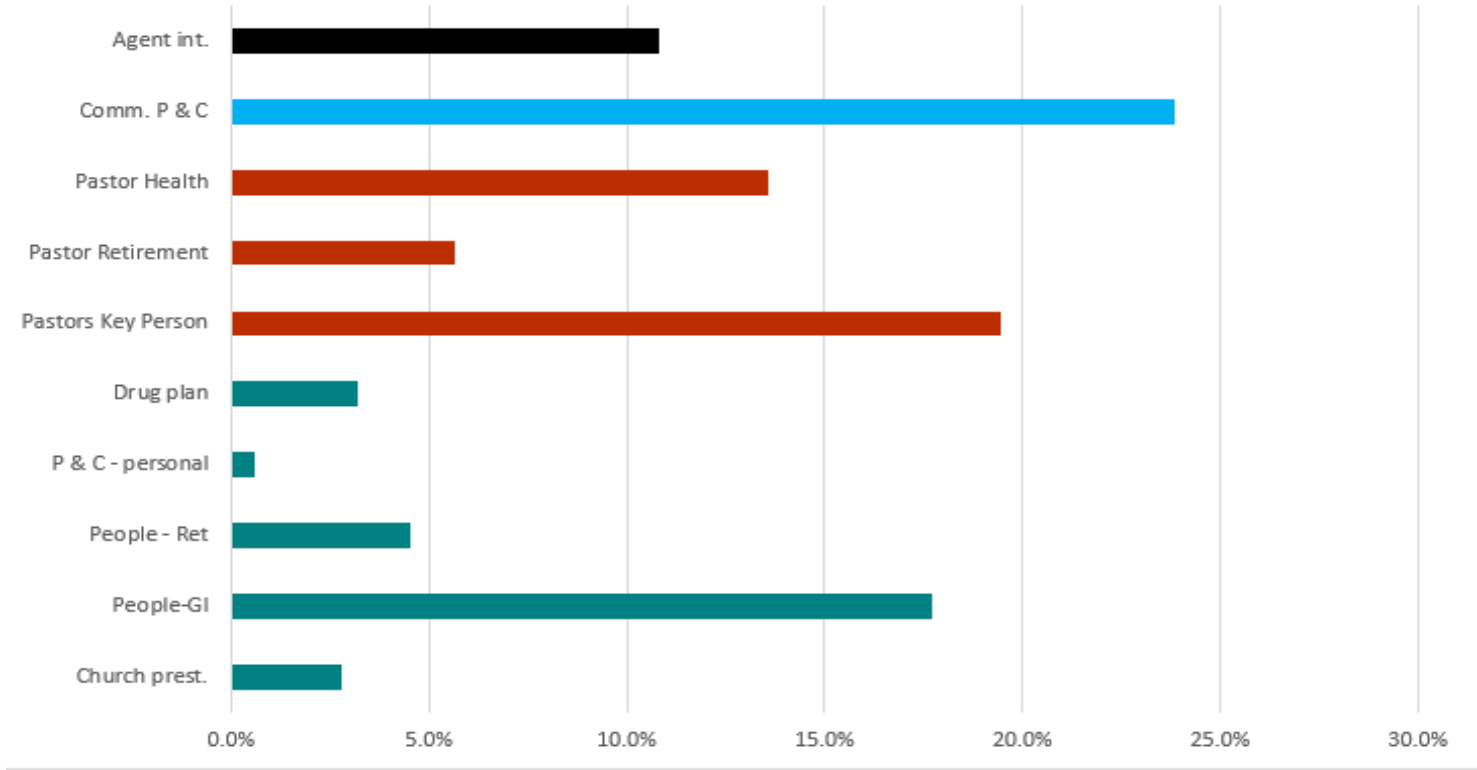
PETRA CHURCH-SITE METRICS ANALYSIS					
	Avg. Attendance	Express Interest	P & C Lead	Indiv. Ins. Appt	Cong. Presentation
Pastors' meeting	20	15	10	10	7

Product	Monthly units	Per Pastors' Meeting (Avg)	Calcula- tions	Monthly meetings needed
Church P & C	13	10	50% close	2.5
Assoc. memberships	208	7 churches		1
GI Life apps	83	7 churches		1
Ind Life apps	28	15		2
Annuities	3	3		1

Petra Leadership Survey Results Analysis

Column1	TOTAL	People- GI	People CI	People - Ret	p & C - personal	Drug plan	Pastors Key	Pastor Ret	Pastor Health	Comm. P & C	Agent int.	Church prest.
Unassigned	7,751	202	6	73	9	47	307	77	245	398	193	57
Assigned	950	159	20	39	6	32	177	63	93	195	76	13
TOTALS	8,701	361	26	112	15	79	484	140	338	593	269	70
TOTAL RESPONSES	2,487	14.5%	1.0%	4.5%	0.6%	3.2%	19.5%	5.6%	13.6%	23.8%	10.8%	2.8%

Church presentation interest	431	17.3%
Retirement planning	252	10.1%
Total P & C	608	24.4%



March 6, 2023

CHURCH MARKETING ROLLOUT PROPOSAL –BISHOP DERRICK ROBINSON, KDFI

KDFI Leadership **Petra Leadership Team** **Both** **Petra Agency Representatives**

- I. Schedule presentations and introduce Petra to church leaders (Bishops & Pastors)
 - a. Group presentations live online *or*
 - b. Group presentations / pastors' breakfasts / luncheons in person
 - c. Possibly secure speaking invitations at already scheduled group / pastors' association meetings
- II. Encourage and promote attendance at presentations
- III. Endorse Petra and provide a link for enrollment on Fellowship website
- IV. Work with interested leaders to schedule presentations within their regions
 - a. Live online *or*
 - b. In person (depending upon local circumstances)
- V. Provide materials
 - a. Marketing
 - b. Sales
 - c. Product information
- VI. Answer any follow-up questions
- VII. Assist interested leaders in enrolling for any life / health products they're personally interested in
- VIII. Schedule presentations to individual congregations
- IX. Present to individual congregations
- X. Enroll members

PARTNERSHIP SHARES – these continue as long as the memberships remain in force

- \$1 / member / month partnership share back to the house of worship for every church member who joins the Petra House of Worship Association
- \$1 / member / month partnership share back to the pastoral association if they schedule presentations per number IV above

PetraHOW Partnership Memorandum of Understanding

WHEREAS, Petra Insurance Group LLC, DBA Petra House of Worship Alliance, and its assigns and representatives **[Petra]** and Kingdom Destiny Fellowship International **[Partner]** have come together to collaborate and to promote Petra House of Worship Association membership; and

WHEREAS, the parties listed below have agreed to enter into a collaborative agreement in which **Petra** will be the lead agency and named applicant and the other agencies will be partners in this application; and

WHEREAS, the partners herein desire to enter into a Memorandum of Understanding setting forth the services to be provided by the collaborative.

1) Roles and Responsibilities

NOW, THEREFORE, it is hereby agreed by and between the partners as follows:

- 1) **Petra** will provide implementation of PetraHOW offerings including:
 - Providing guaranteed issue insurance products -- Life, Accident, Critical Illness, Short-term Disability, and Dental – available to nearly every member of each house of worship
 - Providing insurance products and retirement planning -- available to house of worship clergy and staff
 - Developing a national program for healthcare benefits for church leaders and staff
 - Developing an affinity group for house of worship property and casualty policies, with a revenue share donation going back to KDFI
 - Developing an affinity group for auto and homeowners policies available to church members, with a revenue share donation going back to KDFI
 - Contracting and training agents
 - Presenting program details to the house of worship leadership
 - Making presentations to house of worship congregations
 - Managing enrollment of house of worship staff and individual members for program component coverage
- 2) **Partner** will facilitate implementation of the program and provide access to houses of worship within his network including:
 - Endorse Petra as providers of insurance products through a letter of endorsement
 - Record a testimonial video for Petra's use on the Petra website

-
- Endorse Petra and provide a link for enrollment on the KDFI website
 - Promote and enable recruitment and contracting of new agents to join Petra Insurance Group as agency representatives
 - Provide to Petra the contact information of Fellowship member church leaders and their churches
 - Establish lines of communication with Petra representatives and house of worship leadership
 - Promote Petra and the PetraHOW Alliance on monthly teleconference calls and at conferences and convocations and various written communications to KDFI members
 - Schedule meetings (in person or online) for Petra Agency Representatives to make PetraHOW presentations to house of worship leaders within Partner's network, this number to represent no fewer than fifteen (15) houses

II) Compensation

Compensation to the Partner for the above responsibilities will be commensurate with results, as follows:

- Partner will earn a partnership share of one (1) dollar per member per month for every PetraHOW member from any region or pastoral association whose leaders attend the meetings scheduled by Partner referenced in number (2) above.
- Partner's house of worship, and the houses of worship of leaders who attend the meetings referenced above, will also earn a partnership share of one (1) dollar per month for every church member who joins the PetraHOW Alliance.
- Revenue share from auto / homeowners and church P & C affinity groups equal to 10% of commission revenue produced relating to the endorsement
- Development and promotion of a KDFI endowment through naming the Fellowship as a beneficiary on members' life insurance policies

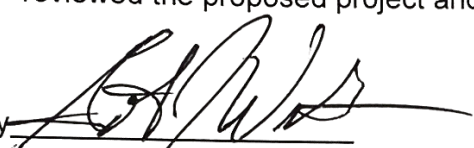
III) Timeline

Responsibilities under this Memorandum of Understanding would coincide with the Petra House of Worship Alliance rollout period, March 2023 through September 2023. Roles and Responsibilities will be reviewed by both parties six (6) months after the signing of this MOU.

IV) Commitment to Partnership

- 1) The collaboration service area includes states within the US where KDFI members reside
- 2) The partners agree to collaborate and provide financial service products to staff and members of area houses of worship.
- 3) We, the undersigned have read and agree with this MOU. Further, we have reviewed the proposed project and approve it.

By

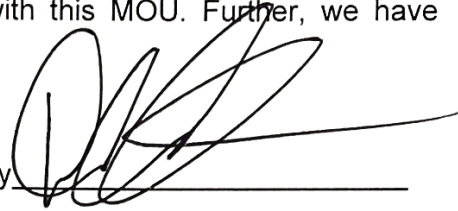

Garnet J. Walters

CEO, Petra Insurance Group LLC

Date

4/6/23

By



Date

4/6/23



Dear Fellow Pastors:

As a leader of Kingdom Destiny Fellowship International, I feel it is important to support you in your ministry efforts with tools and resources to make your jobs as pastors easier. Today, I'm pleased to let you know of a new program that does just that.

After a thorough review process, the KDFI executive board has endorsed Petra Insurance Group as its preferred insurance provider. If you, your church, or your members should have any insurance needs, I encourage you to consider Petra Insurance.

This dynamic firm ***specializes in insuring houses of worship***, brokering only top quality insurance and financial products, with a mission to champion for pastors and their members to provide the outstanding value and excellent services and products to fill their lifetime financial needs. And they have designed the Petra House of Worship Alliance – PetraHOW for short – specifically to meet the needs of houses of worship and their members. PetraHOW can help establish a firm financial foundation for your church with the following solutions:

- Insuring the people – special ***guaranteed issue*** programs for life, disability, critical illness, accident, and dental insurance at group rates
- Insuring the pastor – Key Person, guaranteed issue life and disability, retirement and pastoral liability programs, establishing an endowment fund
- Insuring property – your church building and property and proper liability using thorough valuation to determine the most cost-effective appropriate coverage
- AND..Petra Insurance offers career opportunities, hiring, developing, and training agents from within the church community

More than just an insurance plan, the PetraHOW Alliance benefits meet your needs in many areas, offering discounts and group rates on a wide variety of benefits. This program was built specifically to insure faith-based communities, and the products and services offered are designed with those communities in mind. Imagine being able to protect the **life, health and wealth** of practically every member of your congregation. Not only does it cover members and their families when they most need it, but PetraHOW incorporates planned giving and a partnership share that goes back to the home church for every membership, assuring the legacy of your church for future generations. Besides getting great insurance coverage, by signing up for PetraHOW, you'll be supporting our Fellowship programs, which will also benefit from every KDFI membership.

I think you will find that this is a company that is truly committed to serving churches and our members in every sense of the word. I pray that you find this new association helpful in leading your church to great things.

I remain,


Bishop Derrick D. Robinson, International Presiding Prelate



REQUEST FOR A FREE COMPARISON FOR CHURCH INSURANCE

☐ **Yes!** Please let me know how I can receive a free insurance comparison and participate in the Kingdom Destiny Fellowship International Church Insurance Program.

☐ **Yes!** Please let me know how to arrange a presentation on the PetraHOW Alliance, which can insure practically every member and incorporates giving back to the church.

Easy Ways to Respond:

1. Call 1-630-501-0269
2. Fax this form to 800-647-2977
3. E-mail the below information to info@petragroup.org

Contact Person: _____

Phone: (_____) _____

Church Name: _____

Street Address: _____

City: _____ State: _____ ZIP: _____

www.petragroup.org



Dear Fellow Pastors:

As a leader of the National Convention of Free Will Baptists, USA, I feel it is important to support you in your ministry efforts with tools and resources to make your jobs as pastors easier. Today, I'm pleased to let you know of a new program that does just that.

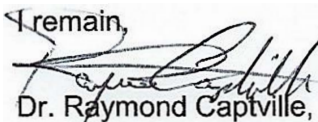
After a thorough review process, the Western Division Free Will Baptist executive board has endorsed Petra Insurance Group as its preferred insurance provider. If you, your church, or your members should have any insurance needs, I encourage you to consider Petra Insurance.

This dynamic firm ***specializes in insuring houses of worship***, brokering only top quality insurance and financial products, with a mission to champion for pastors and their members to provide the best value, best products, and best services. And they have designed the Petra House of Worship Association – PetraHOW for short – specifically to meet the needs of houses of worship and their members. PetraHOW can help establish a firm financial foundation for your church with the following solutions:

- Insuring the people – special guaranteed issue programs for life, accident, and dental insurance at group rates
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I think you will find that this is a company that is truly committed to serving churches and our members in every sense of the word. I pray that you find this new association helpful in leading your church to great things.

I remain,

Dr. Raymond Captville,
President



REQUEST FOR A FREE QUOTE FOR CHURCH INSURANCE

☐ **Yes!** Please let me know how I can receive a free insurance quote and participate in the Western Division Free Will Baptists, Inc. Church Insurance Program.

☐ **Yes!** Please let me know how to arrange a presentation on the PetraHOW Association, which can insure practically every member and incorporates giving back to the church.

Easy Ways to Respond:

1. Call 1-312-602-5241
2. Fax this form to 800-647-2977
3. E-mail the below information to info@petragroup.org

Contact Person: _____

Phone: (_____) _____

Church Name: _____

Street Address: _____

City: _____ State: _____ ZIP: _____

www.petragroup.org

Petra Program Plan for NBC, USA

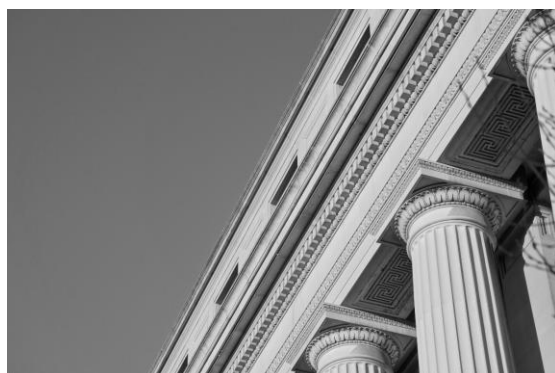
A banner featuring a background of classical columns under a blue sky. On the left is the PETRAHOW ALLIANCE logo. On the right is the circular seal of the NATIONAL BAPTIST CONVENTION U.S.A. INCORPORATED, which includes a red cross. A large, stylized number '7' is overlaid on the left side of the banner.

PETRAHOW
ALLIANCE

NATIONAL BAPTIST CONVENTION U.S.A.
INCORPORATED

**The Petra House of Worship
Alliance**

Garnet J. Walters, President & CEO info@petragroup.org 312.882.0628



OUR MISSION

We will champion for pastors and their members to provide outstanding value and excellent services and products to fill their lifetime financial needs.



Our Mission

We will champion
for pastors and their
members to provide
outstanding value
and excellent ser-
vices and products
to fill their lifetime
financial needs.

Scan this QR
code to watch
a video intro-
duction about
the PetraHOW



Insurance Solutions

People:

- PetraHOW Association benefits, including Guaranteed-issue life, accident and critical illness insurance
- Lifestyle benefits, including leisure & travel and health & wellness discounts
- Individual Life / Final expense
- Charitable giving
- Automobile
- Homeowners / renters

Pastors:

- Key person Insurance
 - ⇒ Pastor's family
 - ⇒ Pastor's church family
 - ⇒ Pastor's replacement
- Life Insurance
- Disability
- Retirement
- Group medical / dental / vision plans
- Pastoral Liability
- Sexual Molestation and Abuse

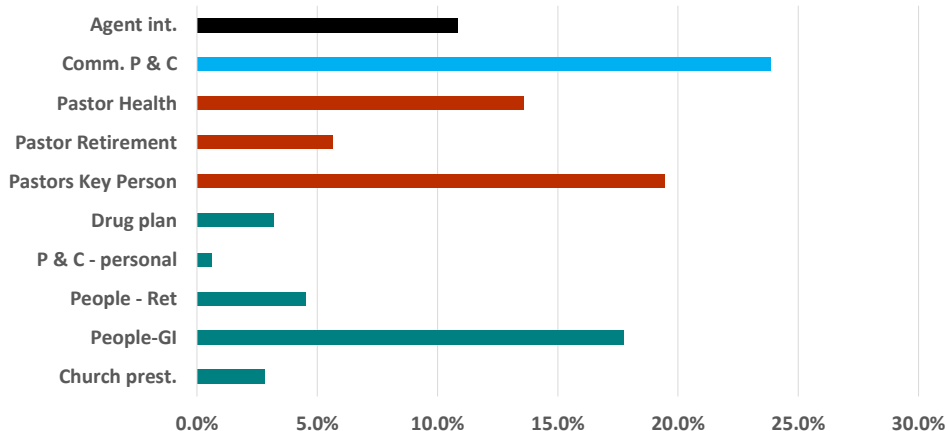
Property:

- Church Building and Property
- Professional Liability
- Valuation
- House of Worship Directors & Officers

Career Opportunities:

- Professional and occupational develop-
ment
- Insurance career

Petra Survey Analysis



Source: Petra Leadership Surveys©, 2015-2022

www.petragroup.org

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Ongoing training

Full support



Career opportunities

www.petragroup.org



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www.petragroup.org

Keys to Success: Proven System

Proven prospecting and sales systems

Training system based on the best practices of the most successful producers

Designed for immediate implementation in the field

Agent-centric workplace

Incentives and opportunities for growth and advancement

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Ongoing training

Full support

Apprenticeship program

Unlimited opportunities
PETRA
INSURANCE GROUP

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Building an Endowment Fund with Petra and our partners

 **ENVOY FINANCIAL**

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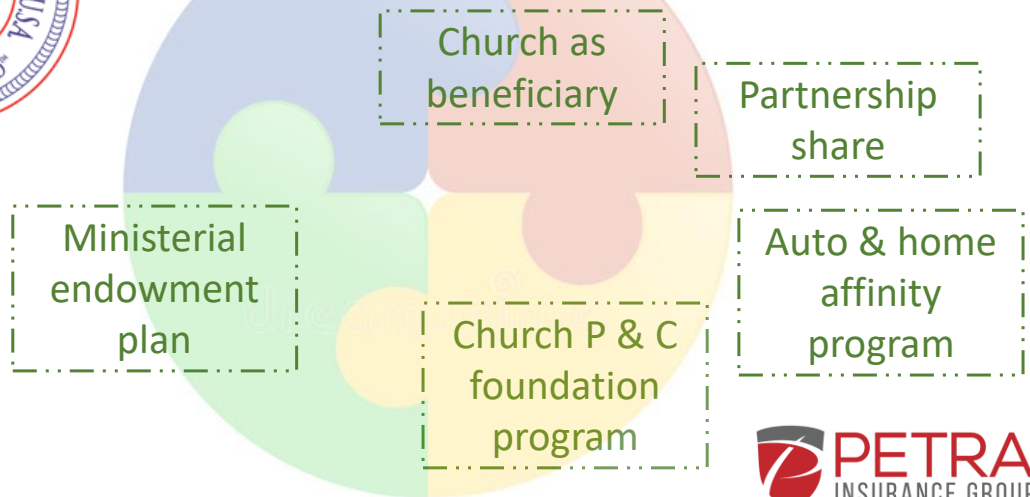

Risk Management
SOLUTIONS
of America, Inc.

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Building an Endowment Fund with Petra and our partners



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Over
\$17M
Annually

Annual Revenue Potential

Assumptions:

Membership 6.5 million

Penetration 10%, or 650,000

Assumptions:

Churches 12,000

Penetration 10%, or 1,200

- PetraHOW Partnership share **\$3.9 M**
- Auto / Homeowners affinity program **\$13 M**
- Church P & C program **\$84K**



Endowment Build-up

Assumptions:

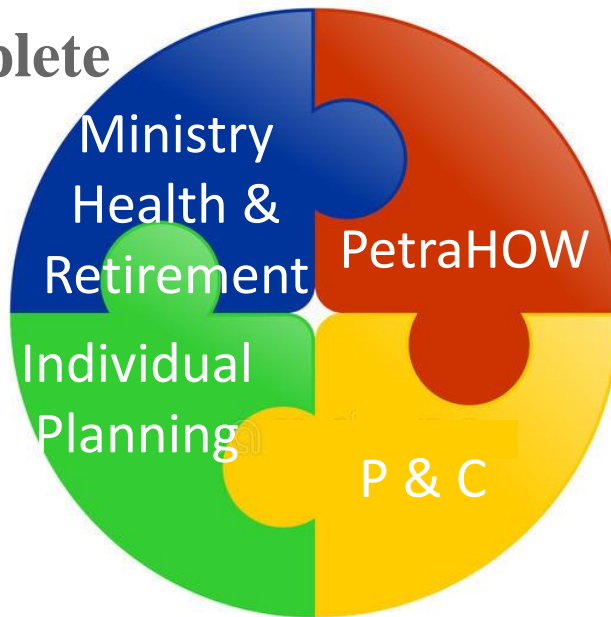
Numbers in ministry 45,000

Penetration 80%, or 36,000

\$5,000 bequest each

- Ministerial Endowment **\$180 M**

The Complete Petra Program



www.petragroup.org

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 PETRAHOW
ALLIANCE

 NATIONAL BAPTIST CONVENTION, USA
INCORPORATED™

Thank you!

Garnet J. Walters, President & CEO info@petragroup.org 312.882.0628

Petra Program numbers for Church of God in Christ



Over
\$17M
Annually

Annual Revenue Potential

Assumptions:

Membership 6.5 million

Penetration 10%, or 650,000

Assumptions:

Churches 12,000

Penetration 10%, or 1,200

- PetraHOW Partnership share **\$3.9 M**
- Auto / Homeowners affinity program **\$13 M**
- Church P & C program **\$84K**



Endowment Build-up

Assumptions:

Numbers in ministry 45,000

Penetration 80%, or 36,000

\$5,000 bequest each

- Ministerial Endowment **\$180 M**

Petra program numbers for Kingdom Destiny Fellowship International



About
\$80K
Annually

KDFI Annual Revenue Potential

Assumptions:

Membership 30,000

Penetration 10%, or 3,000

Assumptions:

Churches 150

Penetration 10%, or 15

- PetraHOW Partnership share **\$18K**
- Auto / Homeowners affinity program **\$60K**
- Church P & C program **\$2K**



KDFI Endowment Build-up

Assumptions:

Numbers in ministry 200

Penetration 60%, or 120

\$5,000 bequest each

- Ministerial Endowment **\$600K**

Column1	Yr 1	Yr2	Yr3	Yr4
Writing Agents				
New	30	40	45	50
		8	5	6
Total	30	62	102	146
Churches Serviced				
COGIC New	135	150	200	215
NBC New	160	175	225	240
Free Will New	10	10	0	0
Existing		305	640	1065
Total	305	640	1065	1520
Membership Avail.				
COGIC New	20,250	22,500	30,000	32,250
NBC New	24,000	26,250	33,750	36,000
Free Will New	1,500	1,500	-	-
Existing		45,750	96,000	159,750
Total	45,750	96,000	159,750	228,000
Members serviced				
COGIC New	5,063	5,625	7,500	8,063
NBC New	6,000	6,563	8,438	9,000
Free Will New	375	375	-	-
Existing		11,438	24,000	39,938
Total	11,438	24,000	39,938	57,000
New Business Premium	\$27,450,000	\$30,150,000	\$38,250,000	\$40,950,000
Renewal Premium		\$24,705,000	\$49,369,500	\$78,857,550
Total Premium	\$27,450,000	\$54,855,000	\$87,619,500	\$119,807,550

Assumptions Used / Calc's

Members/Church: 150

Avg premium:

Members \$600/yr

Penetration Rate:

Members: 25%

Persistency: 90%

of National Baptist Convention Churches in Illinois: approx 800

of members in IL: approx. 120K

of COGIC Churches in Illinois: approx 700

of members in IL: approx. 100K

of Free Will Churches in Illinois: approx 20

of members in IL: approx. 3K

Petra DMV (DC, MD, VA) House of Worship Association Projections

Column1	Yr 1	Yr2	Yr3	Yr4
Writing Agents				
New	12	15	15	10
Total	12	26	38	44
Churches Serviced				
COGIC New	25	40	50	75
NBC New	120	200	200	300
Free Will / non-denom. New	20	40	60	75
Existing		165	445	755
Total	165	445	755	1205
Membership Avail.				
COGIC New	3,750	6,000	7,500	11,250
NBC New	18,000	30,000	30,000	45,000
Free Will / non-denom. New	3,000	6,000	9,000	11,250
Existing		24,750	66,750	113,250
Total	24,750	66,750	113,250	180,750
Members serviced				
COGIC New	938	1,500	1,875	2,813
NBC New	4,500	7,500	7,500	11,250
Free Will / non-denom. New	750	1,500	2,250	2,813
Existing		5,569	14,462	23,478
Total	6,188	16,069	26,087	40,353
New Business Premium				
	\$3,712,500	\$6,300,000	\$6,975,000	\$10,125,000
Renewal Premium		\$3,341,250	\$8,677,125	\$14,086,913
Total Premium	\$3,712,500	\$9,641,250	\$15,652,125	\$24,211,913
		10,500	11,625	16,875

Assumptions Used / Calc's
Members/Church: 150
Avg premium:
Members \$600/yr
Penetration Rate:
Members: 25%
Persistency: 90%

of National Baptist Churches in DC tri-state area: approx 1200
of members in area: approx. 180K
of COGIC Churches in the DC tri-state area: approx 400
of members in area: approx. 60K
of Free Will / non-denom. Churches in DC area: approx 400
of members in area: approx. 100K

Petra Florida Church projections

Column1	Yr 1	Yr2	Yr3	Yr4
Writing Agents				
New	5	12	20	25
		8	5	6
Total	5	9	24	43
Churches Served				
COGIC New	45	108	180	225
NBC New	50	120	200	250
Primitive Baptists New	25	60	100	125
Existing		120	408	888
Total	120	408	888	1488
Membership Avail.				
COGIC New	6,750	16,200	27,000	33,750
NBC New	11,000	26,400	44,000	55,000
Primitive Baptists New	3,750	9,000	15,000	18,750
Existing		21,500	73,100	159,100
Total	21,500	73,100	159,100	266,600
Members serviced				
COGIC New	1,013	2,430	4,050	5,063
NBC New	1,650	3,960	6,600	8,250
Primitive Baptists New	563	1,350	2,250	2,813
Existing		3,225	10,965	23,865
Total	3,225	10,965	23,865	39,990
New Business Premium				
	\$1,935,000	\$6,579,000	\$14,319,000	\$23,994,000
Renewal Premium		\$1,935,000	\$8,514,000	\$22,833,000
Total Premium	\$1,935,000	\$8,514,000	\$22,833,000	\$46,827,000

Assumptions Used for Calc's

Members/Church: 175

Avg premium:

Members \$600/yr

Penetration Rate:

Members: 15%

of Baptist Churches in FL: approx 750

of members in SC: Approx. 175K - 200K

of National Baptist Convention Churches in FL:
approx 800

of members in FL: approx. 120K

of COGIC Churches in FL: approx 700

of members in FL: approx. 100K

of Primitive Baptist Churches in FL: approx 20

of members in FL: approx. 3K

Petra House of Worship Association _Texas projections

Column1	Yr 1	Yr2	Yr3	Yr4
Writing Agents				
New	15	18	22	25
		8	5	6
Total	15	25	42	61
Churches Serviced				
New	135	200	240	275
Existing		135	335	575
Total	135	335	575	850
Membership Avail.				
New	12,825	19,000	22,800	26,125
Existing		12,825	31,825	54,625
Total	12,825	31,825	54,625	80,750
Members serviced				
New	1,924	2,850	3,420	3,919
Existing		1,731	4,123	6,789
Total	1,924	4,581	7,543	10,708
New Business Premium				
	\$865,688	\$1,282,500	\$1,539,000	\$1,763,438
Renewal Premium		\$779,119	\$1,855,457	\$3,055,011
Total Premium	\$865,688	\$2,061,619	\$3,394,457	\$4,818,449

Assumptions Used for Calc's

Members/Church: 95

Avg premium:

Members \$450/yr

Penetration Rate:

Members: 15%

Persistency: 90%

of National Baptist Convention Churches in Texas: approx 850
(4 state conventions)

of members in Texas: Approx. 80K - 90K



TRAINING FOR SUCCESS

Commitment to Personal
Development



OUR TRAINING MISSION

To provide our agency force and management team with the tools to tap their full potential and reach their personal, professional, and financial goals. We offer an integrated and accessible system of programs to support Petra's commitment to empowerment through employment with a focus on sales presentation skills.

TRAINING GOALS

- Provide quality, cost-effective training designed to increase individual productivity on a platform that is scalable to meet increased market demands
- Design and deliver relevant courses to support individual development and continuous progress
- Create, promote and foster an organizational environment that values diversity and growth opportunities for all
- Support and leverage technology resources to enhance workflow efficiency and improve skills at building client relationships



3

MANAGER TRAINING

Providing the leadership for all to succeed



4



Managers' Resources

- Weekly online Managers' Meeting
- Coordinated planning and presentations with Petra executive leadership
- Online Leadership Toolkit
- Recruiting and onboarding strategies

5

Weekly Managers Meeting (WMM)

Online every Friday morning

- Opening – Share good news; transition from working *in* business to working *on* business
- Planning – Petra updates; Strategize & problem solve
- Petra Score Card
- Quarterly Goals
- Managers' Score Cards (past week) & Goals (cumulative progress for the quarter)
- Conclusion

6



Recruiting

- Attractive Agent benefits draw candidates
- Recruit within the church communities we serve: Pastors frequently nominate good prospective producers
- Petra's focus on working within communities of faith also draws experienced producers
- Agents working with these clients are members of their own community

7

CAREER TRAINING AND DEVELOPMENT PROCESS



PRE-CAREER CATALYST

- ⇒ Career Opportunity Program
- ⇒ State Licensing Completed
- ⇒ Memorize Commercial
- ⇒ Online Training-LMS Module 1
- ⇒ "Project 100" Completed
- ⇒ Petra Pre-Start
 - Field Training
 - Carrier Contracting
 - Study Product Videos



CAREER FAST START (FIRST 90 DAYS)

- ⇒ Professionalize Scripts
- ⇒ Attend Petra Agent Academy
- ⇒ Qualify for Petra Shield Award
 - 30 Memberships
 - 45 Enrollments
 - 15 Life Apps
- Minimum of \$17,500 annualized premium by end of 90 days

01



CAREER DEVELOPMENT PROGRAM (90-180 DAYS)

- ⇒ Personalize Scripts
- ⇒ Online Training-LMS Modules & PSA Agent University
- ⇒ Retirement Planning
- ⇒ Pastor / Key Person & Succession Planning
- ⇒ Property & Casualty Insurance
- ⇒ Production Minimums by End of Six Months
 - 200 Memberships
 - 300 Enrollments
 - 30 Life Apps
- Minimum of \$30,000 annualized premium

03

CAREER MARKET DEVELOPMENT PROGRAM (180-365 DAYS)

- ⇒ Petra Agent Academy II
- ⇒ Online Training-LMS Modules & PSA Agent University
- ⇒ Produce a minimum of 60 paid life apps with \$70,000 in annualized premium by the end of 12 months

04



CONTINUED CAREER GROWTH

CAREER BUILDER YEAR 2

05

- ⇒ Selected for Management
- ⇒ Recruit and Develop Agents
- ⇒ Oversee Online Training—LMS Modules & PSA Agent University
- ⇒ Begin Industry Study (CLU, CFP, CRFA)
- ⇒ Join National Association of Insurance and Financial Advisors



CAREER COMMITMENT YEAR 3

06

- ⇒ Recruiting and Personal Production
- ⇒ Help Evaluate, Edit and Develop Online Training—LMS Modules
- ⇒ Continue Industry Courses (CLU, CFP, CRFA)
- ⇒ Attend and Graduate Petra Management Academy
- ⇒ Join National Association of Insurance and Financial Advisors

AGENT BENEFITS

WHY BECOME A PETRA AGENT?

- ⇒ Unlimited income potential
- ⇒ Advanced commissions at high commission percentages
- ⇒ Pay for enrolling members *for the life of the membership*
- ⇒ Agent financing program and beneficial contract available
- ⇒ Opportunity to build and track your book of business & renewals
- ⇒ Established, proven training & sales system
- ⇒ Unrivaled, established prospect base
- ⇒ Prospecting support through leads system
- ⇒ Conventions and trips



9

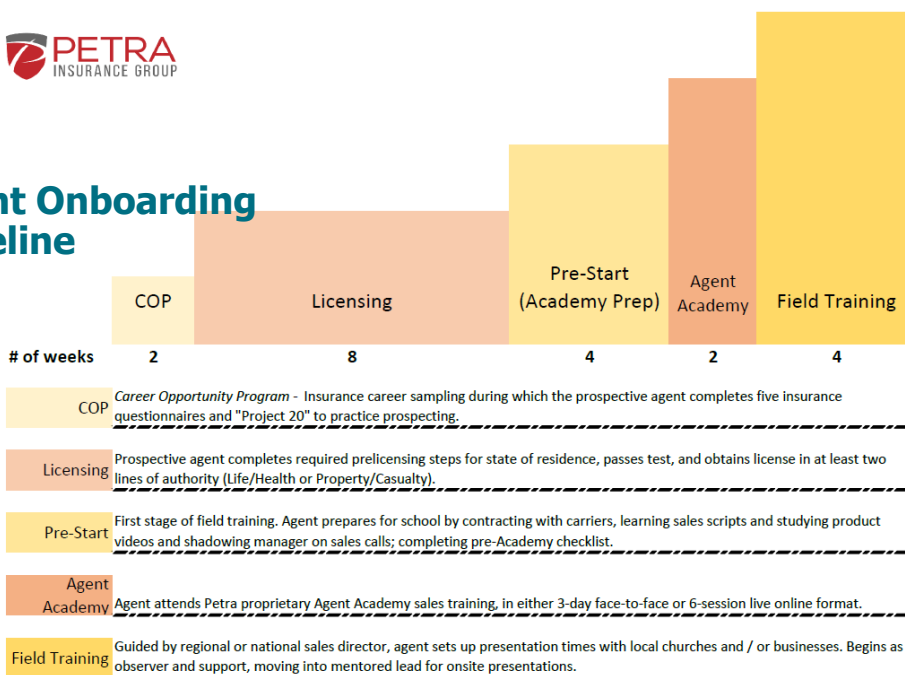


Recruiting Tools

- Seven Vitals checklist
- Candidate Selection Interview
- Predictor of Potential selection test
- Career Orientation Program

10

Agent Onboarding Timeline



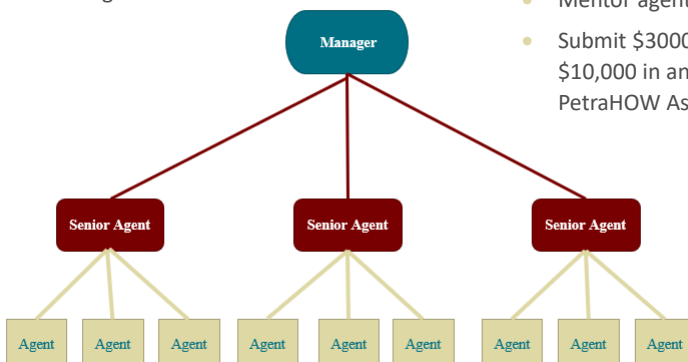
Petra Agent Hierarchy and Advancement

To become an Agent:

- Complete the Petra Career Opportunity Program
- Obtain your resident Life / Health insurance license
- Sign Petra Agency Representative agreement
- Contract with carriers
- Learn sales scripts, study product videos and shadow Manager on sales calls

To become a Senior Agent:

- Produce 3 direct agents
- Attend Petra Agent Academy
- Submit \$1500 personal life/health production or \$5000 in annuity production AND \$8400 PetraHOW Association production *in one month*
- Produce 3 direct senior agents
- Mentor agents on calls
- Submit \$3000 personal life/health production or \$10,000 in annuity production AND \$16,800 PetraHOW Association production *in one month*



AGENT TRAINING

Opportunities for growth & development



Agents' Resources

- Weekly Agency Conference - online
- Goal Setting & Goal Tracking
- Agent Academy
- Online LMS / Lessons
- Field Training with Manager
- Online Agents Portal



Weekly Agency Conference (WAC)

Live Online every Monday morning

MoPEC:

- Motivation – inspiration and practical steps to achieve goals
 - Perspiration – highlight what individuals are working on
 - Education – new processes and / or reinforce underlying training objectives
 - Congratulations – recognize achievements / new business
-

The Art of Selling the Petra Way

Agent Academy

- Onboarding to Petra Insurance Group policies and procedures
 - Resources for enhancing sales skills, communication and persuasion skills, and personal growth
 - 3-day Petra Agent Academy classroom training session
- OR-
- (6) 3-hour live online training sessions
-

Purpose



Preparation



Agent Academy



Presentation



Persistence

Agent Academy Learning Objectives

- Identify at least three advantages of selling with Petra
- Explain the value of offering products through an association platform
- Justify the use of relational selling
- Describe the characteristics of PetraHOW group insurance products
- Distinguish between Term, Universal & Whole Life offerings
- Identify who is eligible for Missio products
- Demonstrate the ability to enroll a member through the online system
- Prioritize personal goals / income goals
- Decide when to use an association group plan or individual policy
- Prioritize individual carriers according to client needs
- Identify 20 church leaders to prospect
- List the Petra Seven Selling Steps
- Demonstrate personalized commercial
- Identify the most common objections
- Formulate a personal marketing plan with a follow-up task calendar
- Demonstrate capability to find and update member information in CRM

Petra Agents Portal



Resources for Petra Agents

Come here for client presentation materials, training information, company calendar, and recordings of our Weekly Agency Conferences (WACs).

Click the link below for the login to your @petragroup.org email account.

[Petra Email account](#)

The Art of Selling the Petra Way

Online LMS / Lessons

- 50-hour online training program
- Lessons assigned on a biweekly or as-needed basis
- Supports cross-selling system introduced in Petra Agent Academy
- Developed to maintain and improve sales and client relationship skills

Relational Selling System Lessons

- Course Introduction
- Cross-selling and Success
- Managing Call Reluctance
- Managing Buyer Reluctance
- System Overview
- Time Management
- Goal Setting and Goal Getting
- Communication Basics
- Managing First Impressions
- Interpersonal Styles
- The Prospecting Pump
- Make It Happen
- The Art of Referrals
- Preparing for the Initial Interview
- Conducting the Interview
- Prescriptive Presentation
- Adapting to the Buyer
- Completing the Transaction
- The Customer Reservoir Tank
- The Regular Review



THANK YOU!

Jan Walters
Garnet J Walters
John White

Phone:
312.882.0628

Email:
info@petragroup.org

Website:
www.PetraHOW.org

Recruiting & Contracting

Candidate Name _____

Initials	Date	Checklist
<input type="text"/>	<input type="text"/>	Initial Interview
<input type="text"/>	<input type="text"/>	Prelicensing
<input type="text"/>	<input type="text"/>	Career Orientation Program participation (new agents)
<input type="text"/>	<input type="text"/>	Licensed <input type="checkbox"/> Life/ Health <input type="checkbox"/> P & C
<input type="text"/>	<input type="text"/>	Selection Test (POP7 - for financing)
<input type="text"/>	<input type="text"/>	Onboarding / Final Interview
<input type="text"/>	<input type="text"/>	Contracting: <input type="checkbox"/> Petra AR Agreement <input type="checkbox"/> Copy of Insurance License <input type="checkbox"/> Petra Info Sheet & W-9 Carrier Contracting: <input type="checkbox"/> Enrollment 1st <input type="checkbox"/> Stephens-Matthews <input type="checkbox"/> Ameritas Mutual of Omaha <input type="checkbox"/> Global Atlantic AIG Americo <input type="checkbox"/> Other: _____

<i>Initials</i> <input type="text"/> <i>Date</i> <input type="text"/>		
Seven Vitals Checklist		Score
1	Character -- Integrity / Relationships	<input type="text"/>
2	Money Motivation	<input type="text"/>
3	Achievement Drive -- Grit	<input type="text"/>
4	Ability to Influence Others	<input type="text"/>
5	Disciplined work habits	<input type="text"/>
6	Closing ability potential	<input type="text"/>
7	Capacity to comprehend tech. info	<input type="text"/>
TOTAL SCORE		<input type="text"/>

These represent the vital factors. Individual scores range from 1-10, with "10" being excellent. A total score of less than 52, or a 5 or less in any category, is a strong reason for rejecting the candidate.

<i>Initials</i> <input type="text"/> <i>Date</i> <input type="text"/>		
Seven Vitals Checklist		Score
1	Character -- Integrity / Relationships	<input type="text"/>
2	Money Motivation	<input type="text"/>
3	Achievement Drive -- Grit	<input type="text"/>
4	Ability to Influence Others	<input type="text"/>
5	Disciplined work habits	<input type="text"/>
6	Closing ability potential	<input type="text"/>
7	Capacity to comprehend tech. info	<input type="text"/>
TOTAL SCORE		<input type="text"/>

These represent the vital factors. Individual scores range from 1-10, with "10" being excellent. A total score of less than 52, or a 5 or less in any category, is a strong reason for rejecting the candidate.

Candidate Selection Interview

Character Integrity / Relationships

When, in your opinion, is a person successful?

What is the major strength you have that would help you to succeed in prospecting?

What adjectives would your closest associates use to describe you?

What church / community events have you been involved in recently?

SCORE

Motivation

Tell me about the job that you enjoyed the most. What was the best job you ever had and why?

What do you enjoy most about your present job?

Five years from now, how much money would you expect to be earning?

When, in your opinion, is a person successful?

SCORE

Achievement Drive Grit

Describe something you failed at and how you managed it.

Tell me about a time you had an idea to improve a process at work and what was the result.

SCORE

Closing capabilities

Tell me about a problem that you had. How did you solve it?

How do you respond if someone says 'no'?

SCORE

Selection Interview, cont.

Ability to Influence Others

What competitions have you participated in?

What have you done recently to convince someone to do something they didn't want to do?

What does it take for you to buy something?

SCORE

Disciplined work habits

How do you go about planning out your week?

Often you'll be asked to complete many things at once. As a sales person, you're a true multi-tasker. How do you determine which one(s) to prioritize?

Tell me about a time when things didn't go your way – lots of hurdles. What did you do?

SCORE

Capacity to comprehend tech. info

What's a new skill that you've mastered recently?

SCORE

Points allotted: 1-10 per characteristic

Character, Motivation, Influence and work habits weighted 1.5 times.

Grit weighted 2 times.

TOTAL POINTS

(100 total possible)

Onboarding & Training

Agent Name _____

Initials	Date	Checklist
<input type="text"/>	<input type="text"/>	Goal Setting
<input type="text"/>	<input type="text"/>	Agent Academy
<input type="text"/>	<input type="text"/>	WAC - consistent attendance
<input type="text"/>	<input type="text"/>	Carrier Processes Training
		<input type="checkbox"/> Assoc Certification <input type="checkbox"/> Boston Mutual <i>Date:</i> <input type="checkbox"/> ASB Processes <input type="checkbox"/>
<input type="text"/>	<input type="text"/>	MAX CRM Training
<input type="text"/>	<input type="text"/>	Online LMS / Lessons
<input type="text"/>	<input type="text"/>	Field Training w/ Senior Manager
		<i>Dates:</i> _____ _____
<input type="text"/>	<input type="text"/>	Goal Tracking
		<input type="checkbox"/> M x E x A <input type="checkbox"/> 12-Week Year

Petra Agent Onboarding and Training

All training is delivered in a blended model, combining face-to-face training sessions with our proprietary online training system and Zoom online meeting platform. Initial Agent Academy is followed by field training and Weekly Agency Conference webinars.

Goal Setting

- One-on-one session with management
- Define and prioritize personal vision list
- 100-day plan
- Earnings prospectus

Agent Academy

- Onboarding to Petra Insurance Group policies and procedures
 - Resources for enhancing sales skills, communication and persuasion skills, and personal growth
 - 3-day Petra Agent Academy classroom training session
- OR-**
- (6) 3-hour live online training sessions

Weekly Agency Conference (WAC) webinars

- Consistent attendance and participation

Carrier Processes Training

- Online training with Petra manager to learn marketing, illustration, application and underwriting processes
- Individual carrier webinar product and process training

Online LMS / Lessons

- *The Art of Selling the Petra Way* – 40-hour online training program. Lessons assigned on a biweekly basis to support cross-selling system introduced in Petra Agent Academy. Developed to maintain and improve sales and client relationship skills

Field Training with Manager

- Presentation times set up with local churches, church groups, and businesses
- New agents begin as observers and support for Managers
- Once comfortable, new agent takes over lead for onsite presentations with Manager in support position

Goal Tracking

- Weekly Agent expectations
 - 2 Onsite Meet & Greet Presentations
 - 15 Prospect Appointments
 - 2 - 4 Applications
 - \$2,000 Submitted
 - 8 Referred Leads
- M x E x A weekly progress sheet



Petra Agent Academy

The Art of Selling the Petra Way Agenda

"Relational Selling"

MONDAY 9:00 – 4:30

August 22, 2022

9 – 9:30	<u>Welcome</u> <u>Icebreaker</u>	
9:30	<u>The 4 P's: Elements of Relational Selling</u>	
	<i>Purpose</i>	<i>Presentation</i>
	<i>Preparation</i>	<i>Persistence</i>
9:45	<u>Purpose: Why's</u>	
	<i>Why Petra</i>	<i>Why PetraHOW</i>
10:30	<u>Break</u>	
10:45	<u>Purpose: Why's</u>	
	<i>Why me</i>	<i>Why Relational Selling</i>
12:00	<u>Lunch</u>	
12:45	<u>Purpose: Why's</u>	
	<i>Overcoming fears</i>	
1:45	<u>Preparation</u>	
	<i>The Petra Relational Selling System</i>	
2:15	<u>Break</u>	
2:30	<u>Preparation, cont.</u>	
	<i>Church-site Marketing</i>	<i>6 Selling Steps</i>
	<i>Group presentations</i>	<i>Capabilities Talk</i>
3:00	<u>Preparation, cont.</u>	
	<i>The third "P": Property</i>	
	<i>Presentation by our partners at Winter-Dent</i>	
4:30	<u>Adjourn</u>	

The Art of Selling the Petra Way Agenda

TUESDAY 9:00 – 4:30

August 23, 2022

9:00 Icebreaker

9:15 Preparation

Process before product

The first “P”: People

PetraHOW GI products

Enrollment process

10:00 Presentation

PetraHOW benefits

10:30 Preparation

The first two “P’s”: People & Pastors – individual products

10:45 Break

11:00 Preparation & Presentation

The second “P”: Pastors – retirement planning

Presentation by Tim Newell, Envoy Financial

12:00 Lunch

12:45 Seven Selling Steps Overview

1:30 Presentation, cont.

Making a lasting impression

Presentation by Sam Rushing, Petra Regional Manager

2:30 Break

2:45 Presentation, cont.

Fact-finding

Completion / Closing

AGORBA

Overcoming objections

3:30 Presentation, cont.

Role-plays

4:30 Adjourn - HOMEWORK: Register for PetraHOW benefits



Petra Agent Academy

The Art of Selling the Petra Way Agenda

WEDNESDAY 9:00 – 4:30

August 24, 2022

9:00 Warm-up: Share Abenity discoveries

9:30 Preparation

Gradient Annuities presentation, *Mike Ellrich*

10:30 Break

10:45 Presentation

Colonial enrollment process, *Joe Conley*

12:00 Lunch

12:45 Agents Portal treasure hunt

1:15 Preparation – 7 Selling Steps

Capabilities Talk Fact Finding

2:00 Break

2:15 Presentation

Individual appointment	Key Person
Executive Bonus Plan	Fact Finding

3:15 Preparation – 7 Selling Steps

Action Vocabulary	Closing
SPOSE	Referrals

4:15 Call to Action

4:30 Adjourn

Agent Academy Learning Objectives

- Identify at least three advantages of selling with Petra
- Explain the value of offering products through an association platform
- Justify the use of relational selling
- Describe the characteristics of PetraHOW group insurance products
- Distinguish between Term, Universal & Whole Life offerings
- Identify who is eligible for Missio products
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- Identify 20 church leaders to prospect
- List the Petra Seven Selling Steps
- Demonstrate personalized commercial
- Identify the most common objections
- Formulate a personal marketing plan with a follow-up task calendar
- Demonstrate capability to find and update member information in CRM



The Art of Selling the Petra Way

Relational Selling System

This online courseware provides information to help you enhance and strengthen your sales presentation skills. By learning and applying the principles in this training you will be become a highly skilled communicator of sales opportunities and effectively build long-term clients.

Course Introduction – This lesson introduces the course, describing its objectives, and introducing key concepts.

Terminal Learning Objective: Describe this course of instruction.

ELO 1 – Identify the purpose of this course.

ELO 2 – List the seven steps to mastery.

ELO 3 – Understand current research findings on learning styles.

ELO 4 – Identify advantages of using a smartphone for sales

Cross-selling and Success – This lesson covers the concept of cross-selling and describes its advantages for the agent, client, and company.

Terminal Learning Objective: Explain the benefits of cross-selling.

ELO 1 – Identify the advantages of a cross-selling approach for the customer.

ELO 2 – Identify the advantages of a cross-selling approach for the agent.

ELO 3 – Identify the advantages of a cross-selling approach for the company.

ELO 4 – Identify 17 elements for success in sales

Managing Call Reluctance – This lesson introduces the concept of call reluctance and offers strategies for overcoming it.

Terminal Learning Objective: Manage your call reluctance.

ELO 1 – Identify proven methods for reducing call reluctance.

ELO 2 – Identify methods for achieving a productive attitude.

ELO 3 – List methods for dealing with disappointment.

Managing Buyer Reluctance – This lesson explains the concept of the buyer-seller feud and offers strategies for overcoming buyer reluctance.

Terminal Learning Objective: Manage prospects' natural buyer reluctance

ELO 1 – Describe the buyer-seller feud.

ELO 2 – Define selling.

ELO 3 – Identify reasons for natural buyer reluctance.

ELO 4 – Identify reasons why people buy.



System Overview – This lesson provides a detailed overview of the relaxed relational selling system.

Terminal Learning Objective: Described the relaxed relational selling system.

ELO 1 – Identify the elements of the relaxed relational selling system.

ELO 2 – Identify the advantages of the relaxed relational selling system.

ELO 3 – Identify the activity point system for measuring productivity.

Time Management – This lesson describes a proven approach to managing time effectively.

Terminal Learning Objective: Manage time effectively.

ELO 1 – Discuss the relationship between goal setting and time management.

ELO 2 – Differentiate between red, green, and yellow activities.

ELO 3 – Discuss the distinction between urgent activities and important activities.

ELO 4 – Identify techniques for using time effectively.

Goal Setting and Goal Getting – This lesson offers strategies for effectively setting, monitoring, and tracking goals.

Terminal Learning Objective: Set, monitor, and track goals to achieve success.

ELO 1 – Differentiate between poorly defined and well-defined goals.

ELO 2 – Discuss the advantages of activity planning.

ELO 3 – Identify the six steps of the effective goal setting process.

ELO 4 – Use a simple tool for monitoring and tracking accomplishment of goals.

Communication Basics – This lesson covers strategies for effective communication.

Terminal Learning Objective: Communicate effectively.

ELO 1 – Define effective communication.

ELO 2 – Distinguish between assertive, non-assertive, and aggressive styles.

ELO 3 – Identify strategies for effective listening.

ELO 4 – Identify vocal characteristics that influence perceptions of the speaker

ELO 5 – Describe the three broad types of questions used in sales

ELO 6 – Describe the use of tie-downs.

ELO 7 – Identify the elements of an effective sales vocabulary.

Managing First Impressions – This lesson describes methods for making a good first impression upon a prospective client.

Terminal Learning Objective: Create a good first impression.

ELO 1 – Describe two major factors determining first impressions.

ELO 2 – List practical ways to enhance your personal image.

ELO 3 – Describe elements of body language that contribute to positive first impressions.



Interpersonal Styles – This lesson describes the four interpersonal styles and offers suggestions for communicating effectively with them.

Terminal Learning Objective: Adapt your communications to prospects' interpersonal styles.

ELO 1 – Describe four interpersonal styles.

ELO 2 – List ways to adapt your communications to each style.

The Prospecting Pump – This lesson describes the prospecting pump and its functions.

Terminal Learning Objective: Engage in regular prospecting activities to maintain a continuous supply of quality leads.

ELO 1 – Explain the need to engage in regular prospecting.

ELO 2 – Define key terms related to prospecting.

ELO 3 – Define new business prospecting methods.

ELO 4 – Define service prospecting methods.

ELO 5 – Recognize cross-selling opportunities.

Make It Happen – This lesson provides instruction on how to set first appointments with new prospects over the telephone.

Terminal Learning Objective: Use proven methods to set first appointments for new prospects over the telephone.

ELO 1 – Describe the functions of the prospecting tank.

ELO 2 – List best practices for using email and the telephone.

ELO 3 – Describe strategies for overcoming objections.

ELO 4 – List the steps of the X-dating procedure.

The Art of Referrals – This lesson provides instruction on developing an effective referral system.

Terminal Learning Objective: Develop a referral system to obtain an endless chain of quality leads.

ELO 1 – Develop a preliminary nominator list.

ELO 2 – Categorize nominators.

ELO 3 – Use proven strategies to ask for referrals.

ELO 4 – Use the success letter technique to support quality referrals.

Preparing for the Initial Interview – This lesson details the steps involved in preparing for an initial interview.

Terminal Learning Objective: Prepare for the initial interview with a new prospect.

ELO 1 – Describe the objective of the initial interview.

ELO 2 – List the steps involved in preparing for the initial interview.

ELO 3 – Describe logistic considerations for scheduling interviews.

ELO 4 – Use the positioning statement for opening the interview.



Conducting the Interview – This lesson provides instruction on conducting an initial diagnostic interview with a new client.

Terminal Learning Objective: Conduct the initial diagnostic interview with a new prospect.

- ELO 1 – Describe the benefits of diagnostic filtering.
- ELO 2 – List the components of the client service folder.
- ELO 3 – Describe the questions contained in the personal information section.
- ELO 4 – Describe the questions contained in the auto information section.
- ELO 5 – Describe the questions contained in the home information section.
- ELO 6 – Describe the questions contained in the general risk management section.
- ELO 7 – Describe the questions contained in the other assets to protect section.
- ELO 8 – Describe the questions contained in the health and disability section.
- ELO 9 – Describe the questions contained in the life insurance section.
- ELO 10 – Respond to common objections to completing the client folder.
- ELO 11 – Use pivoting techniques to control the flow of interview topics.

Prescriptive Presentation – This lesson describes the AGORBA method for developing and delivering a prescriptive presentation for a new client.

Terminal Learning Objective: Use the AGORBA method to develop and deliver a prescriptive presentation.

- ELO 1 – Describe the four essential requirements of a successful presentation.
- ELO 2 – List the six buying motives.
- ELO 3 – Describe the six steps of the AGORBA method.

Adapting to the Buyer – This lesson provides instruction on adapting your prescriptive presentation to the prospect's interpersonal style.

Terminal Learning Objective: Adapt your presentation to the prospect's interpersonal style.

- ELO 1 – Deliver a presentation to a buyer with a Driving style.
- ELO 2 – Deliver a presentation to a buyer with an Expressive style.
- ELO 3 – Deliver a presentation to a buyer with an Amiable style.
- ELO 4 – Deliver a presentation to a buyer with an Analytical style.

Completing the Transaction – This lesson offers strategies for closing the sale.

Terminal Learning Objective: Ask for and complete the sale.

- ELO 1 – Recognize buying signals.
- ELO 2 – Describe the six basic completion strategies.
- ELO 3 – Use the CRI strategy for handling objections.



The Customer Reservoir Tank – This lesson describes a system for managing customer contacts.

Terminal Learning Objective: Develop a system for managing constant contact with an increasing number of quality clients and policyholders.

ELO 1 – Describe the purpose of the customer reservoir tank.

ELO 2 – Describe an effective system for tracking the information needed to manage customer relationships.

ELO 3 – List strategies for maintaining constant contact with clients.

The Regular Review – This lesson provides instruction on conducting regular customer reviews.

Terminal Learning Objective: Conduct effective, caring, regular customer reviews.

ELO 1 – Identify the purpose of conducting regular customer reviews.

ELO 2 – List the benefits of conducting regular customer reviews.

ELO 3 – Describe the steps involved in conducting a regular customer review.

**Petra Insurance Group
Agency Representative Agreement**

This Agency Representative Agreement (the “Agreement”) is made and entered into on _____, (herein referred to as the “Effective date”) by and between Petra Insurance Group, LLC and its Affiliates (“Petra”) of 6429 W North Ave., Ste 201, Oak Park, IL 60302, and _____ (“Agency Representative” herein referred to as “Representative”).

Recitals:

WHEREAS, Petra is a duly licensed insurance brokerage firm engaged in the business of selling and brokering insurance products and providing service on those products to its customers and clients; and

WHEREAS, Petra may operate parts of the business under various Affiliates including DBA’s or sister corporations including but not limited to Petra House of Worship Association, Petra Solutions LLC.

WHEREAS, Petra has established and developed professional relationships and contracts with various insurance companies and carriers to place insurance products and services at a considerable investment and ongoing expense of time and money by Petra; and

WHEREAS, Petra has established and developed professional relationships and contracts with various entities, individuals and firms including, but not limited to the National Baptist Convention USA, the Free Will Baptist Association, Church of God in Christ, the Coptic Orthodox Church and Higher Ground Always Abounding Assemblies, Inc., to place insurance products and services at a considerable investment and ongoing expense of time and money by Petra; and

WHEREAS, Petra has its own confidential internal methods and procedures for the conduct of its business; and

WHEREAS, Petra desires to enter into an Agreement to provide service for Representative accounts, and Representative desires to use Petra systems, personnel and markets to sell insurance products; and

WHEREAS, Representative is a duly licensed insurance agent in the State(s) in which they market insurance products, and is in good standing with the appropriate regulatory authorities.

NOW, THEREFORE, in consideration of the promises, mutual covenants, and agreements herein set forth, Petra and Representative agree as follows:

- 1. Nature of Arrangement:** Representative will function as an independent contractor and in no way shall this Agreement be intended or construed to establish Representative

as an employee, joint venture, or partner of Petra. Representative shall follow established Petra systems and procedures to comply with all underwriting standards and practices, assure proper handling of applications, and ensure that no misrepresentation takes place. Representative will make personal sales, provide customer service support to Representative book of business, and recruit new independent contractors or affiliates (herein referred to as “Producers”) to Petra. Representative will place accounts through Petra and Petra will provide training, administrative and accounting services. Representative and Petra acknowledge Representative is not an employee for state, federal, FICA, FUTA, state and federal unemployment tax purposes.

2. **Commencement, Term and Renewal:** The initial term of this Agreement (the “Initial Term”) shall commence upon the Effective date and shall continue in full force and effect for a period of twelve months from the Effective, unless unilaterally terminated by Petra before the expiration of the Initial Term. Thereafter, the terms of this Agreement shall automatically renew for another one (1) year term, (each, a “Renewal Term”; the Initial Term and any and all Renewal Terms collectively, the “**Term**”) unless unilaterally terminated by Petra before the expiration of the Initial Term, either party shall give written notice to the other party of its intention to terminate this Agreement no later than 90 days prior to the expiration of the then current Term. In the event this Agreement expires prior to the completion of all Services under outstanding projects, the terms of this Agreement will continue to govern the performance of such Services

This agreement will terminate automatically, and the 90-day notice requirement shall be waived, on the occurrence of any of the following events:

- a. Bankruptcy or insolvency of either party.
 - b. Sale of personal book of business by Representative.
 - c. Death of Representative.
 - d. Failure of either party to meet deadlines, work standards, and/or quality client and customer service conduct and expectations normal to the industry.
 - e. The destruction of either party’s property by the other party, or theft or dishonesty on the part of either party.
 - f. Representative having been charged or convicted of a high misdemeanor, felony or a crime of moral turpitude.
3. **Termination:** Petra may terminate this Agreement without cause upon thirty (30) calendar days' written notice to the Representative. In the event of termination pursuant to this clause, Petra shall pay Representative on a pro-rata basis any Fees then due and payable for any Services completed up to and including the date of such termination.

- 3.1 Petra may terminate this Agreement, effective immediately upon written notice to the Representative, if the Representative materially breaches this Agreement and such breach is incapable of cure, or with respect to a material breach capable of cure, the Representative does not cure such breach within ten (10) calendar days after delivery of written notice of such breach.
- 3.2 Upon expiration or termination of this Agreement for any reason, or at any other time upon Petra's written request, Representative shall promptly after such expiration or termination:
- (a) deliver to the Company all Deliverables (whether complete or incomplete) and all materials, equipment, and other property provided for Representative's use by Petra;
 - (b) deliver to Petra all tangible documents and other media, including any copies, containing, reflecting, incorporating, or based on Confidential Information;
 - (c) permanently erase all Confidential Information from Representative's computer systems; and
 - (d) certify in writing to Petra that Representative has complied with the requirements of this clause within ten (10) calendar days after termination of this Agreement.
- 3.3 The terms and conditions of this clause Section 5, Section 7, Section 10, Section 13, Section 14 shall survive the expiration or termination of this Agreement.
4. **Rights and Obligations of Petra:** Petra expressly state the following rights and shall provide the following services:
- a. Accounting services, including commission processing and individual client accounting information. Petra shall provide Representative with monthly accountings of paid gross commissions. Such accounting shall be provided on or before the tenth (10th) day of the month following the month such commissions were received by Petra. Any commissions earned by Representative shall be paid on or before the fifteenth (15th) day of the preceding month following Petra's receipt of gross commissions. Petra shall provide Representative a full accounting, on an annual basis of all gross commissions paid by Petra to Representative. Petra, at its sole discretion may elect to have some commissions from some companies paid directly to Representative.
 - b. Underwriting support to communicate with various companies' home office underwriters to help get business issued and placed and pre-underwriting support to help Representative submit new business to the company most likely to underwrite the business.

- c. Carrier and market appointments broad enough to handle the lines, sizes, and classes of business Representative writes. In the event Petra cannot place the business submitted by Representative, Representative must obtain written permission to submit and place business through another broker or direct to a company.
 - d. Access to advanced market consultations for advanced estate, charitable giving and financial planning cases. If joint fieldwork is required, commission splits with Representative will be negotiated on a case-by-case basis, with the specialist assisting with the case. Such commission splits are to be indicated on the new business application and signed off by both Representative and Petra.
 - e. Website access to the appropriate website portals to assist Representative with the quoting, writing, and underwriting of new and renewal business.
 - f. Access to Petra's client relationship management system. Petra personnel will have access to the accounts for underwriting and service support. Representative will have the option to have their staff granted access to portal records. The Representative assigned, and their staff, if any, will have access only to that Representative's accounts and records.
5. **Rights and Obligations of Representative:** Representative hereby agrees that Petra shall have the first right of refusal and Representative shall perform the following duties and responsibilities as part of this agreement:
- a. Place life, health, annuity, disability income, critical illness, long-term care, pre-paid burial plans, Medicare supplements, Property & Casualty business, investment accounts, and any additional products Petra has the capacity to place, as Representative's licenses permit, exclusively with Petra in a timely manner.
 - b. Gather client information, quote information, and development information in accordance with Petra standards for quality marketing, case design and underwriting purposes.
 - c. Adopt Petra systems and procedures for file maintenance, reporting claims, renewal processes and new account submissions, including computer-based client relationship management and product quoting and production tracking software and systems.
 - d. Assist in the collection of past due premiums in the case of lapsed policies and remarket and renew policy agreements when necessary.
 - e. To provide their own office space, furniture, supplies, telephone, computers, modems, Internet connections, postage, copy machines, facsimile and other

office equipment as needed to conduct business, unless provided by Petra or expressly disclaimed by Petra in writing.

- 5.1 Representative shall have the right to determine the manner and means of the performance of these duties and responsibilities. Petra shall have no right to control how the Representative performs its duties under this agreement, unless said means constitutes a breach of the terms of this Agreement or violates applicable laws.
- 5.2 Representative shall remain up to date on coverage changes and policy forms and shall maintain his or her education and technical expertise at professional levels.
- 5.3 Representative shall maintain current business and professional licenses and bonds required to fulfill the obligations of this Agreement. Copies of such licenses and bonds shall be made available to Petra within ten (10) days of the Effective date or upon request. Representative shall provide Petra with their social security number and/or tax identification numbers and proof of insurance (automobile, general liability, worker's compensation, errors and omissions, etc.) and a copy of driver's license within ten (10) days of the Effective date.
6. **Commission Obligations:** The following commission splits have been mutually negotiated and agreed to between Petra and Representative.
 - 6.1 Representative will be paid producer commissions on personally produced policies an amount equal to commissions shown on Exhibit A. Petra reserves the right to updated Exhibit A from time to time as Petra deems necessary. Change notices will be provided to Representative by Petra as they occur.
 - 6.2 No commissions shall be paid by Petra to Representative until an insurance provider has paid the commissions to Petra, unless provided for elsewhere in this contract, Representative shall refund to Petra that portion of any return policy premium due to the insured or Petra as a result of any policy premium reduction, lapse or cancellation.
 - 6.3 All commission schedules are subject to change at the insurance companies or other providers sole discretion.
7. **Confidential Information and Trade Secrets:** Representative agrees to abide by all the provisions contained in this Agreement, exhibits, or attachments, each shall be incorporated by reference into this Agreement. In the event an exhibit or attachment conflicts with this Agreement, the Agreement shall be binding.
8. **Prepaid or Annualized Commissions:** In the event Petra agrees to advance commissions as a pre-payment or to annualization, Representative shall repay Petra, any commission due to a lapse or policy(s) cancellation. Petra shall withhold all commissions until such time as has recovered the deficit balance.

- 8.1 Commissions payable to the Representative may be withheld at any time in the exists of indebtedness. Petra shall have the right to set off or recoup against commissions up to the amounts owed by Representative.
- 8.2 Any indebtedness payable to Petra by the Representative shall be payable upon demand by Petra. Petra's acceptance or retention of commissions otherwise payable to the Representative shall not be deemed a waiver of Petra's right to payment in full on demand. Petra shall have a first lien on all commissions (including renewal commissions) as security for the payment of any and all debts, including debts from any earlier contract with Petra. The Representative agrees that unless otherwise specified, they shall pay interest on any outstanding indebtedness at the annual rate as determined by the Federal Open Market Committee or a rate not to exceed the amount permitted by law.
- 8.3 The Representative agrees that Petra may change the interest rate on advances and that the new rate will apply to all balances owed to Petra upon written notice to Representative. The interest rate shall not exceed the maximum interest permitted by law. Representative's outstanding balance(s) shall remain payable to Petra with interest at the maximum rate permitted by law.
- 8.4 Representative's commissions shall not be paid to anyone other than the Representative, without the prior written consent of Petra.
- 8.5 Unless otherwise provided in writing, all cash advances to the Representative or its subordinates shall be deemed loans to the Representative repayable by the Representative to Petra on demand.
- 9 **Error and Omissions Insurance:** Representative is responsible to carry Errors and Omission Insurance. A minimum amount of \$1,000,000 is required. Proof of coverage is required upon request by Petra. Representative shall promptly notify Petra of all claims filed against Representative or actively pending claims against Representative.
- 10 **Other Liabilities:** Representative will have no authority to place Petra under any financial liability other than the binding of insurance coverage where Agency authority exists. Any liabilities incurred by Representative on behalf of Petra in violation of this provision shall become the sole responsibility of the Representative.
- Representative shall indemnify and hold Petra harmless against any and all liability imposed or claimed against Petra, including attorney's fees and other legal expenses, arising directly or indirectly from any act or failure of Representative or Representative's employees, agents, assistants or sub-contractors, including all claims relating to the injury, disability or death of any person or damage to any property.
- 11 **Agreement "Break-up" Provision:** If this Agreement terminates while the Representative is owing Petra any advanced commissions or indebtedness, as described

in Section 8, all commissions, including those vested to the Representative, shall be paid directly to Petra and all Petra payments to Representative will be suspended until the draw and loan account balances are reduced to zero.

- a. If Representative terminates this Agreement, Petra retains control of all accounts as described in paragraph 5.
- b. If Representative terminates this Agreement and Petra agrees to release accounts coded to Representative, Petra will be paid no less than 50% of new and renewal commissions on those accounts for 60 months following the date of termination. Representative will pay Petra out of first year commissions and following commission schedules, if not paid directly by the insurance provider(s).
- c. If Representative terminates this Agreement and writes any accounts first solicited while under contract with Petra, on such accounts Petra will be paid 50% of all new and subsequent renewal commissions for 60 months following date of termination.
- d. Renewal Commissions vested by insurance carrier contracts shall be shared by Representative and Petra at the same rates as renewal commission were shared on the day before the date of termination.
- e. Representative agrees to share commissions as set forth in (a), (b), (c) and (d) herein. In the event Representative receives commissions directly from an insurance carrier all commissions due to Petra shall be paid by Representative no later than 30 days after the date such commissions are received by Representative.

12 Assignment of Rights to Producer's Accounts: Unless provided by separate contract(s), executed independently from this Agreement, Petra hereby agrees to assume the rights and control of all accounts coded to Representative upon Representative's death, disability, 180 days abandonment, or retirement including loss or lapse of license, and subsequent termination of this contract.

13 Non-Piracy Agreement: To protect Petra's interest in Representative's accounts in the event Petra assumes the rights to renewal and control Representative covenants and agrees as follows:

- a. Following termination of this Agreement Representative will not publish, distribute, or cause or allow to be published or distributed, notice to any of Representative's accounts to the effect that Representative is no longer affiliated with Petra or that Representative has relocated his or her business or is affiliated with or employed by any direct, indirect, or potential competitor of Petra for a duration of thirty-six (36) months.
- b. For a duration not to exceed thirty-six (36) months, Representative shall not call upon nor solicit, for themselves or for any other person or firm, any accounts written through Petra, nor shall Representative make known to any other person or firm,

either directly or indirectly, the names or addresses of any such accounts, or any confidential information relating to or affiliated with Petra, however, this limitation is not intended to prevent Representative from soliciting accounts which have not had any business with Petra during the 12-month period preceding termination, provided that Representative continues to adhere to the remaining provisions noted in this paragraph and in paragraph 11.

14 **Noncompete Agreement:** See “EXHIBIT C”.

15 **Non-interference with business relationships:** See “EXHIBIT C”.

16 **Representative liability:** Representative agrees that in the event a spouse becomes a Representative or affiliate of Petra, Petra may consider any debt of the spouse to be a debt of the Representative under Section 8 of this Agreement.

17 **Injunctive Relief:** The parties stipulate and agrees that Representative’s breach of any covenants or promise of this Agreement, with respect to Confidential Information, Trade Secrets, Exhibit C, Section 12, Section 13 and Section 14, would result in damages that are difficult to ascertain and/or irreparable injury to Petra’s business. Accordingly, Representative agrees that Petra shall be entitled to immediate injunctive relief in an effort to mitigate harms caused.

18 **Entire Agreement:** This Agreement, together with Exhibits, Schedules, Attachments or Addendums and any other documents incorporated herein by reference, constitutes the sole and entire agreement of the Parties with respect to the subject matter of this Agreement and therein, and supersedes all prior and contemporaneous understandings, agreements, representations, and warranties, both written and oral, with respect to the subject matter. In the event of an inconsistency between the terms of any Exhibits, Schedules, Attachments or Addendums and the terms of this Agreement, the terms of the Attached shall govern with respect to the specific transaction set forth in the Attachment. In the event of any inconsistency between the statements in the body of this Agreement, any other documents incorporated herein by reference, and the related Exhibits and Schedules (other than an exception expressly set forth as such in the respective document), the statements in the body of this Agreement shall govern.

19 **Waiver or Modification:** No waiver or modification of any term of this Agreement shall be effective unless in writing and duly executed by the party to be charged therewith. Waiver of any breach hereof shall not operate as a waiver of any subsequent breach, nor may the same be asserted in any proceeding as an estoppel against the party asserting such subsequent breach.

20 **Governing Law:** This Agreement shall in all respects be governed by the laws of the State of Illinois. Venue of any lawsuit or subsequent proceeding hereunder shall be property placed in Cook County Illinois, with both parties waiving any objection to venue.

- 21 **Attorney's Fees:** If any action be brought by either party to enforce or seek damages for breach of any provision of this Agreement the prevailing party upon final judgement of law shall be entitled to recover, in addition to costs of suit, such reasonable attorneys' fees as deemed appropriate by a court of proper jurisdiction.
- 22 **Assignment:** Petra may assign the rights and benefits given to it under this Agreement, and this Agreement may survive any sale of assets, merger, consolidation or other change in the corporate structure of Petra. Representative shall not assign the duties or obligations or responsibilities under this Agreement without the prior written consent of Petra.
- 23 **Binding Effect:** This Agreement shall be binding upon and inure to the benefit of the successors, assigns, legal representatives and heirs of the parties.
- 24 **Severability:** If any provision of this Agreement is invalid, illegal or unenforceable in any jurisdiction, such invalidity, illegality or unenforceability shall not affect any other provision of this Agreement or invalidate or render unenforceable such provision in any other jurisdiction.
- 25 **Arbitration:**
- (a) If the Parties cannot resolve any Dispute for any reason, including, but not limited to, the failure of either Party to agree to enter into mediation or agree to any settlement proposed by the mediator, within ten (10) days after the Escalation to Mediation Date, either Party may initiate non-binding arbitration by delivering Notice of arbitration to the other setting out the nature of the claim(s) and the relief requested. Arbitration shall be administered by the American Arbitration Association (AAA) in accordance with its Commercial Arbitration Rules.
 - (b) Disputes shall be heard by a panel of 3 arbitrators. Within 15 days after the commencement of arbitration, each party shall select one Person to act as arbitrator and the two selected shall select a third arbitrator within ten (10) days of their appointment. If the arbitrators selected by the Parties are unable or fail to agree upon the third arbitrator, the third arbitrator shall be selected by the AAA. The award shall not be entered as judgment in any court without the written consent of the Parties. The arbitrators' fees and expenses and the costs incidental to arbitration will be shared equally between the Parties. The place of arbitration shall be Chicago, Illinois.
 - (c) Time is of the essence for any arbitration under this Agreement and arbitration hearings shall take place within 90 days of filing and awards rendered within 120 days. Arbitrators shall agree to these limits prior to accepting appointment.
 - (d) All applicable statutes of limitation and defenses based upon the passage of time shall be tolled during the arbitration and for ten (10) days thereafter. The Parties will take such action, if any, required to effectuate such tolling.

(e) All offers, promises, conduct, and statements, whether oral or written, made in the course of the arbitration by any of the Parties, their agents, employees, experts, and attorneys, and by the mediator and any employees of the mediation service, shall be confidential, privileged, and inadmissible for any reason, including impeachment, in any litigation, or other proceeding involving the Parties, provided that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the arbitration.

26 **Notice:** Each Party shall deliver all notices, requests, consents, claims, demands, waivers, and other communications under this Agreement (each, a “**Notice**”) in writing and addressed to the other Party at the addresses set forth on the first page of this Agreement (or to such other address that the Receiving Party may designate from time to time in accordance with this section). Each Party shall deliver all notices by personal delivery, nationally recognized overnight courier (with all fees prepaid), facsimile (with confirmation of transmission), email, or certified or registered mail (in each case, return receipt requested, postage prepaid). Except as otherwise provided in this Agreement, Notice is effective only (a) upon receipt by the Receiving Party and (b) if the party giving Notice has complied with the requirements of this Section.

The addresses of the parties are as follows:

Petra	Petra Insurance Group LLC	Representative _____
	6429 North Ave., Ste 201	_____
	Oak Park, IL 60302	_____

THE EFFECTIVE DATE OF THIS AGREEMENT IS _____ and it shall govern all arrangements between the parties hereto on or after such date.

IN WITNESS WHEREOF, the parties have executed this Agreement at Illinois, the dates below.

Agency Representative Name: _____

Agency Representative EIN/SSN: _____

Agency Representative Signature / Date: _____

Petra Representative Name / Title: _____

Petra Representative Signature / Date: _____

[Exhibits to follow]

Exhibit A
Schedule of Commissions

<u>Company</u>	<u>Product</u>	<u>1st Year Comm Rate</u>	<u>Renewal Comm.Rate</u>
Colonial Life / Petra House of Worship Membership fees	GI Life and Disability	Per “Assoc & Special Programs” tab on commission schedule	Level for life of policy / membership for vested representative
Boston Mutual	GI Life and Disability for church staff / those in ministry	Per “Assoc & Special Programs” tab on commission schedule	
American Senior Benefits / various carriers	Life and Disability	Per American Senior Benefits commission schedule according to contracted level	Per commission schedule
P & C Carriers – varies by contract	Property & Casualty Personal lines	TBD	Level for life of policy for vested representative
P & C Carriers – varies by contract	Property & Casualty Commercial Lines	30% of gross commissions received by Petra regardless of amount	Level for life of policy for vested representative

Exhibit B

Exhibit B

**Petra Insurance Group LLC and Affiliates
CONFIDENTIALITY AGREEMENT**

This Confidentiality Agreement (“Agreement”) effective as of the date of execution (the “Effective Date”), by and between Petra Insurance Group LLC (“Petra”) and _____ an Agency Representative (the “Representative”) and incorporates by reference into the Agency Representative Agreement.

RECITALS

- A. Petra is engaged in the business of selling and brokering insurance products and providing service on those products to its customers and clients ("Business"); and
- B. Petra and Agency Representative intend to enter into a Independent Contractor Agency Representative Agreement (the “Marketing Agreement”) whereby Petra shall act as the brokerage firm for certain insurance products to be sold by Agency Representative. Agency Representative understands that execution of this agreement is a condition precedent to entering into said Marketing Agreement; and
- C. Agency Representative is willing to execute and deliver this Confidentiality Agreement in exchange for being offered said Marketing Agreement.

NOW, THEREFORE, the parties agree as follows:

AGREEMENT

- 1. Definition. “Proprietary Information” means any information or compilation of information, which derives independent economic value from not being generally known to and not being readily ascertainable by proper means by other person who can obtain economic value from its disclosure or use. Examples of Proprietary Information not to be disclosed or used except as permitted by Petra include, but are not limited to:
 - a. Petra’s operations, organizational structure, methods, technology, procedures, finances, accounting, and legal matters;
 - b. Information concerning Petra’s sales activities and strategies, marketing activities and strategies, servicing activities and strategies, bidding activities and strategies, and strategic business planning activities;
 - c. Information concerning Petra’s past, present, or potential customers and brokerage partners (hereafter referred to as “customers”), including the names, addresses, and telephone numbers of these customers; the identity of the individuals responsible for buying or brokering products and services on behalf

of these customers; the needs and buying tendencies of these customers; contract negotiations between Petra and these customers; the contents of contracts and agreements between Petra and these customers; financial information concerning these customers' business operation; and identity, quantity, and price of products or services purchased from Petra by these customers;

- d. Vendor and supplier information including the names, addresses, and telephone numbers of Petra's vendors and suppliers; information regarding Petra's relationship with its vendors and suppliers; the contents of contracts and agreements between Petra and its vendors and suppliers; financial information concerning its vendors and suppliers; and identity, quantity and prices of products purchased by Petra from its vendors and suppliers;
 - e. Information regarding Petra's pricing of its products and services, including price lists and pricing strategies
 - f. Petra's personnel records and data;
 - g. Petra's commission structure or salary information;
 - h. Any and all information gained through direct or indirect access or affiliation to Petra, its agents, partners, joint venture, or any relationship therefrom.
2. Confidentiality. The Parties agrees to be strictly bound by and shall retain the utmost confidence to Petra, and that:
- i. Agency Representative will treat as confidential all Proprietary Information which may be made or become available to them regarding Petra;
 - ii. Agency Representative will not disclose any Proprietary Information to any competitor or supplier of Petra or to any other person for any purpose without the prior written consent of Petra;
 - iii. Agency Representative will use all Proprietary Information only in connection with the duties of the Agency Representative pursuant to this Agreement and not for the purpose of competing with Petra or soliciting Petra's customers or potential customers or for any other purpose; and
 - iv. Agency Representative will prevent disclosure of any Proprietary Information by any partner, agent, employee or representative of the Agency Representative to others and assume liability for any breach of this Agreement and for any disclosure or use of Proprietary Information by the Agency Representative or its partners, agents, employees or

representatives.

The Agency Representative's obligation to maintain the confidentiality of and not wrongfully use the Proprietary Information is unconditional, shall survive the expiration or termination of this Agreement, and shall not be excused whether Petra continues its relationship with Agency Representative.

Agency Representative hereby further acknowledges: (1) that Petra will suffer irreparable harm if Agency Representative breaches its obligations under this Agreement; and (2) that monetary damages will be inadequate to compensate Petra for such a breach. Therefore, any breach of such provisions, shall entitle Petra to injunctive relief, in addition to any other remedies at law or equity.

3. Return of Petra Property. Agency Representative agrees that all documents and other tangible property of any nature pertaining to activities of Agency Representative or to any Proprietary Information in Petra's possession now or at any time during this relationship, including, without limitation, memorandums, notebooks, notes, data sheets, records, blueprints and electronic or mechanical data storage devices and records, are and shall be the property of Petra. Original documents that pertain to the relationship shall remain with Petra, with the other party receiving copies upon request, where appropriate, following termination of this Agreement. Agency Representative further agrees to destroy all retained documentation or Proprietary Information still within the access or possession of Agency Representative within thirty (30) of termination or expiration of this Agreement.

4. Miscellaneous.

- 4.1 Binding Effect. The provisions hereof shall be binding upon and shall inure to the benefit of Agency Representative and Petra, their respective heirs, personal representatives, successors and assigns. Neither this Agreement, nor any of the rights or obligations of either party hereunder, may be assigned, in whole or in part, except that this entire Agreement may be assigned by Petra to any Agency succeeding to substantially all of Petra's business and assets by liquidation, merger or sale.

- 4.2 Governing Law. This Agreement shall be construed and enforced in accordance with the laws of the State of Illinois without giving effect to the choice of law provisions thereof.

- 4.3 Entire Agreement. This Exhibit B constitutes the entire agreement of the parties with regard to confidentiality and supersedes and terminates any prior oral or written understandings or agreements between the parties relating to matters addressed herein. Nothing herein is to be construed as modifying in any way the terms of the Agency Representative Agreement.

- 4.4 Judicial Construction. Agency Representative and Petra agree that if a court

finds any of these provisions to be invalid in whole or in part under applicable law, such finding shall not invalidate any other provision hereof, nor the Agreement in its entirety, but rather the provisions hereof shall be judicial construed, blue-lined, reformed or rewritten by the court as if the most restrictive covenants permissible under applicable law were contained herein.

4.5 Right to Injunctive Relief. Agency Representative acknowledges that a breach by Agency Representative of any of the terms of Sections 1 of this Agreement may render irreparable harm to Petra and that Petra shall therefore be entitled to any and all equitable relief, including, but not limited to, injunctive relief, and to any other remedy that may be available under any applicable law or agreement between the parties, and to recover from Agency Representative all costs of litigation, arising out of or related to the enforcement of the provisions of this Agreement by Agency, including, but not limited to, reasonable attorneys' fees and court costs.

4.6 Remedies Not Exclusive. No remedy conferred hereunder is intended to be exclusive, and each shall be cumulative and shall be in addition to every other remedy. The election of any one or more remedies shall not constitute a waiver of any other remedy.

4.7 Amendment. Neither this Agreement nor any term or provision hereof may be waived, discharged, or amended in any manner other than by in writing, signed by the party against which the enforcement of the waiver, discharge or amendment is sought.

This Agreement is referred to as “Exhibit B” in section 6 of the Agency Representative Agreement

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date and year first above written.

Agency Representative Name: _____

Agency Representative EIN/SSN: _____

Agency Representative Signature / Date:

Petra Representative Name / Title:

Petra Representative Signature / Date:

Exhibit C
Non-Compete Agreement

This Non-Compete Agreement ("Agreement") effective as of the date of execution (the "Effective Date"), by and between Petra Insurance Group LLC ("Petra") and _____ an Agency Representative (the "Representative") and incorporates by reference into the Agency Representative Agreement.

WHEREAS, in the course of Representative's performance of Services for Petra, Petra has disclosed certain confidential information to Representative about Petra, which Petra desires be kept confidential and not be disclosed to any third parties; and

NOW THEREFORE, in consideration for disclosing such information, and for other good and valuable consideration, sufficiency of which is hereby acknowledged, the parties hereto hereby agree as follows:

A. Acknowledgment: Representative understand, acknowledge and agree that Petra is engaged in the conduct of a highly specialized and competitive business and that the Restrictive Covenants contained herein are necessary to prevent Representative from unfairly competing with Petra on the basis of Confidential Information. For and in consideration of the compensation and benefits being provided to Representative, and as a material inducement to Petra to disclose Confidential Information to Representative and to employ Representative, Representative hereby covenant and agree, that:

- (1) During the term of the contract, Representative will not engage in or work for any individual, entity or corporation engaged in the same or similar activities now carried on by Petra, Representative shall not, without the prior written approval of Petra, perform any services for compensation other than those services described in the Independent Contractor Field Marketing Agreement.
- (2) For a period of two (2) years immediately following the termination of the contract with Petra, however caused, Representative shall not, directly or indirectly, own, manage, operate, control or participate in or be connected with as an officer, director, stockholder, employee, consultant, partner, proprietor, broker or otherwise, whether in a paid or unpaid position, engage in a business which is competitive with the Business (as defined below) as conducted by Petra at termination.

The term "Business" shall be defined as Insurance Brokerage, not personal insurance sales, within the range of products, product categories and subject matter that Petra is selling or marketing or is in the process of developing at the time that the contract is terminated (either internally or by purchase from another entity) for sale or market.

B. Duration: During said two (2) year period referred to in Subparagraph (2) above, Representative will not, directly, or indirectly: (i) use Confidential Information to solicit or attempt to solicit business from any of the Petra's customers, vendors and/or suppliers; or (ii) refer or recommend that any of Petra's customers, vendors and/or suppliers, patronize any other business in direct or indirect competition with Petra. The term "customers", "vendors" and/or "suppliers", shall include those customers, vendors and/or suppliers, of Petra that Representative had contact with during the contract or that Representative obtained knowledge of or access to, through or as a result of the contract with Petra.

(1) During said two (2) year period referred to in Subparagraph (2) above, Representative will not, directly or indirectly, solicit, attempt to solicit or employ any employee of the Petra who was an employee of Petra on the date of termination of contract or who was an employee of the Petra at any time during the six (6) month period immediately preceding the date of termination, for the purpose of inducing such person to terminate their then relationship with Petra, or to be employed by or to render services for Representative or any person or entity which competes, directly or indirectly, with Representative.

(2) Representative further agree and understand that the remedies at law for damages on account of any breach of the provisions of this Restrictive Covenant will be inadequate and that damages are not readily ascertainable or susceptible to being measured in monetary terms. Therefore, Representative expressly agrees that any breach or threatened breach of any of the provisions of the Restrictive Covenant shall entitle Petra, in addition to any other legal or equitable remedies available to it at law or in equity, to apply to any court for an injunction, temporary and/or permanent, without bond, to prevent any violation of the Restrictive Covenant, and Representative recognize, acknowledge and concede that such injunction would, in such circumstances, be necessary to protect Petra's interests. Further Representative agree that Petra shall also be entitled to receive from Representative, for any such breach of the provisions of Subparagraphs (a), (b) and (c) of the Restrictive Covenant, in addition to the right to injunctive relief, as liquidated financial damages, One Hundred Percent (100%) of all receipts derived from the breach of any of the terms of the Restrictive Covenant. Further Representative agree that Petra shall also be entitled to receive from Representative, for any such breach of the provisions of Subparagraph (d) of the Restrictive Covenant, in addition to the right to injunctive relief, as liquidated financial damages, an amount equal to a full years salary of any employee so solicited. In the event that a court of competent jurisdiction shall refuse to enforce the liquidated damages provision contained herein, Petra shall retain all rights at law for damages for such breach in addition to rights in equity to obtain an injunction enjoining future violations by Representative.

(3) The Restrictive Covenant shall be construed as an agreement independent of any other provision in this Agreement, and independent of the existence of any claim or cause of action by Representative which now or hereafter may exist or arise as against Petra. Any such claim or cause of action by Representative against Petra,

whether predicated on the contract or otherwise, shall not constitute a defense of the enforcement by Petra of the Restrictive Covenant, nor shall Representative have any right of offset against amounts owing to Petra on account of any such claims or causes of action in favor of Representative.

- (4) If any court shall determine that the duration or geographical limit of any restriction, or any other provision contained in the Restrictive Covenant is unreasonable or for any other reason unenforceable, it is the intention of the parties that the remaining provisions of the Restrictive Covenant shall not be affected thereby and that the unreasonable or unenforceable provision shall be amended to the minimum extent required to render it valid and enforceable, such amendment to apply only in the jurisdiction of the court that has made the adjudication of unreasonableness or unenforceability and only in the circumstance in which such provisions is found to be unreasonable or unenforceable.

C. Miscellaneous.

- (1) Binding Effect. The provisions hereof shall be binding upon and shall inure to the benefit of Agency Representative and Petra, their respective heirs, personal representatives, successors and assigns. Neither this Agreement, nor any of the rights or obligations of either party hereunder, may be assigned, in whole or in part, except that this entire Agreement may be assigned by Petra to any Agency succeeding to substantially all of Petra's business and assets by liquidation, merger or sale.
- (2) Governing Law. This Agreement shall be construed and enforced in accordance with the laws of the State of Illinois without giving effect to the choice of law provisions thereof.
- (3) Entire Agreement. This Exhibit B constitutes the entire agreement of the parties with regard to confidentiality and supersedes and terminates any prior oral or written understandings or agreements between the parties relating to matters addressed herein. Nothing herein is to be construed as modifying in any way the terms of the Agency Representative Agreement.
- (4) Judicial Construction. Agency Representative and Petra agree that if a court finds any of these provisions to be invalid in whole or in part under applicable law, such finding shall not invalidate any other provision hereof, nor the Agreement in its entirety, but rather the provisions hereof shall be judicially construed, blue-lined, reformed or rewritten by the court as if the most restrictive covenants permissible under applicable law were contained herein.
- (5) Right to Injunctive Relief. Agency Representative acknowledges that a breach by Agency Representative of any of the terms of Sections 1 of this Agreement may render irreparable harm to Petra and that Petra shall therefore be entitled to any and all equitable relief, including, but not limited to, injunctive relief, and to any other remedy that may be available under any applicable law or agreement between the

parties, and to recover from Agency Representative all costs of litigation, arising out of or related to the enforcement of the provisions of this Agreement by Agency, including, but not limited to, reasonable attorneys' fees and court costs.

(6) Remedies Not Exclusive. No remedy conferred hereunder is intended to be exclusive, and each shall be cumulative and shall be in addition to every other remedy. The election of any one or more remedies shall not constitute a waiver of any other remedy.

(7) Amendment. Neither this Agreement nor any term or provision hereof may be waived, discharged, or amended in any manner other than by in writing, signed by the party against which the enforcement of the waiver, discharge or amendment is sought.

This Agreement is referred to as “Exhibit C” in section 13 of the Agency Representative Agreement

Agency Representative Name: _____

Agency Representative EIN/SSN: _____

Agency Representative Signature / Date:

Petra Representative Name / Title:

Petra Representative Signature / Date:

[End of Document]

Petra Agent Hierarchy and Advancement



Interview Process

- Background check
- Successfully complete Selection tool
- Interview questions

To become an Agent-in-Training

- Complete the Petra Career Opportunity Program
- Obtain your resident Life and Health insurance licenses (within 90 days)
- Sign Petra Agency Representative agreement
- Contract with carriers

To become a Producer (path for part-timers – no vesting opportunities / ownership rights)

- Complete [appropriate to initial sales scripts] online training modules
- Learn sales scripts, study product videos and shadow Manager on sales calls
- Attend all offered training opportunities
- Meet agent minimum production requirements
- NOTE: Producer will be working under a Senior Agent or Manager, who holds the ownership rights

To become an Agent:

- Complete [appropriate to initial sales scripts] online training modules
- Learn sales scripts, study product videos and shadow Manager on sales calls
- Attend all offered training opportunities
- Production matrix within a maximum time frame

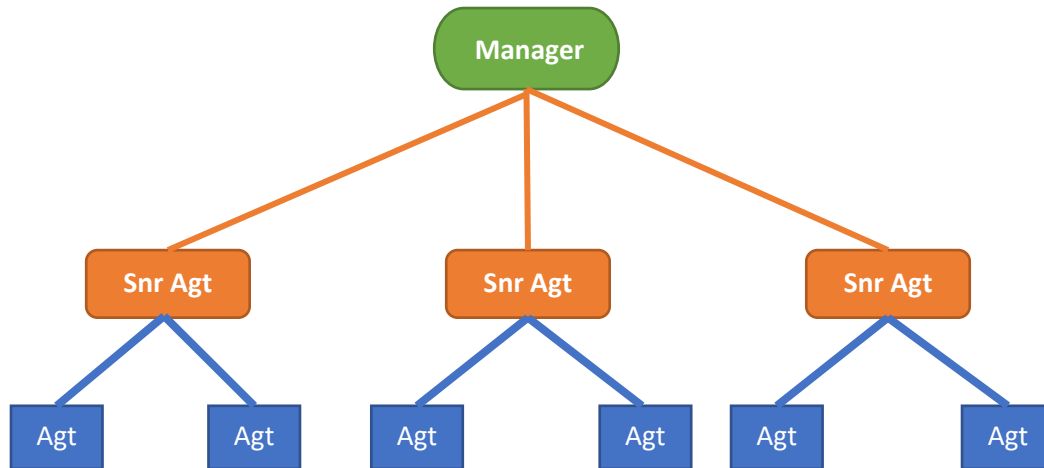
To become a Senior Agent:

- Obtain your resident Property & Casualty insurance licenses
- Attend Petra Agent Academy
- Submit \$30,000 issued annualized premium in personal life/health production AND \$24,000 PetraHOW Association production credit (membership & annualized premium) for two consecutive years

To become a Manager:

- Produce 2 direct Career Agents or Producers (who successfully meet Agent training and production requirements) for two consecutive years

- Submit \$60,000 issued annualized premium in personal life/health production AND \$48,000 PetraHOW Association production credit (membership & annualized premium) for two consecutive years AND close 12 commercial P & C clients
- Mentor agents on calls



Petra Validation Program - hierarchy & advancement

Levels	Recruiting Goals	Training Goals	Market Development - Annual				Validation	Rewards	Consequences if validation not met
			P & C	Life / Health policies	PetraHOW memb.	Timeframe			
Agent-in-training		Complete COP		Get license - L/H		Obtain license within 90 days	Graduate Petra training program; Demo ability to set appt. & close sales; set minimums	Contract for commissioned sales	Dropped from possibility of Petra contract
Agent		Complete Petra Agent Academy		60 \$30,000 issued annualized premium	300	Meet quarterly production minimums beginning 4 months after contracting	Meet production minimums for 2 years; 80 % retention	Start earning renewals; Promote to senior agent	Dropped from Petra contract / marketing
Senior agent	2 successful agents / year	Continue with online lessons	Get license - P & C Capabilities training 12 clients	120 \$60,000 issued annualized premium	600	Meet production minimums for 2 years	Demo capability in all systems Demo capability to cross-sell existing book	Earn renewals and overwrite	Remain at this level or drop down
Manager	1 senior agent / year	Field training for agents Series 65 license	24 clients per agent	120 \$60,000 issued annualized premium	600		set up 24 presentations for team	Access to Petra-generated leads	Remain at this level or drop down
Regional Manager	10 agents / year through training	Complete managers' training	80 clients / market	600 policies / market	3,000 / market		Map out district; manage call center capabilities for district	`Access to Petra-generated leads	Remain at this level or drop down

Estimated averages	Annual Premium	Comm. - Reg Mgr	Overwrite - Reg Mgr	Comm. - Manager	Comm. - Sen. Agt	Comm. - Agent
Assoc. enrollment	\$960	\$96	\$26	\$77	\$70	\$62
Individual life	\$1,800	\$1,620	\$540	\$1,350	\$1,080	\$864
P & C	\$10,000	\$400	N/A	\$400	\$400	\$400
Commission from minimums						
Assoc. enrollment			\$78,000	\$46,200	\$42,000	\$18,600
Individual life			\$324,000	\$162,000	\$129,600	\$51,840
P & C		\$9,600	N/A	\$9,600	\$9,600	N/A
TOTAL			\$411,600	\$217,800	\$181,200	\$70,440
YEAR 2 TOTAL**			\$490,440	\$268,020	\$227,640	\$87,180
YEAR 3 TOTAL**			\$569,280	\$318,240	\$274,080	\$103,920

**with 90% persistency

Regional Manager

The Regional Manager is a people manager, customer manager, and business manager.

Managing people

- Meet with agents one-on-one weekly to review performance, progress, and targets. [Weekly]
- Deliver deep performance reviews for each individual agent once or twice per year.
- Coach individual agents one-on-one through phone work and prospecting help sessions to help them improve sales performance. [Weekly]
- Ensure that agents use sales technologies, such as carrier online portals and Petra CRM, correctly.
- Recruit, select, onboard, and train new agents.
- Unite the team: Ensure agents work as a positive unit and share their best practices.
- Set a good example for the team. Work according to company culture and values, prioritize ruthlessly, use good communication, and deliver results effectively.
- Assess the strengths and weaknesses of the sales team and manage the sales program accordingly
- Provide on-the-ground support for agents as they generate leads and close new deals

Managing customer needs

- Maintain a deep understanding of client needs and monitor their preferences.
- Resolve escalated customer issues and customer complaints regarding sales and service.
- Connect company headquarters with clients and agents in the field.
- Meet with clients to discuss their evolving needs and to assess the quality of Petra's relationship with them

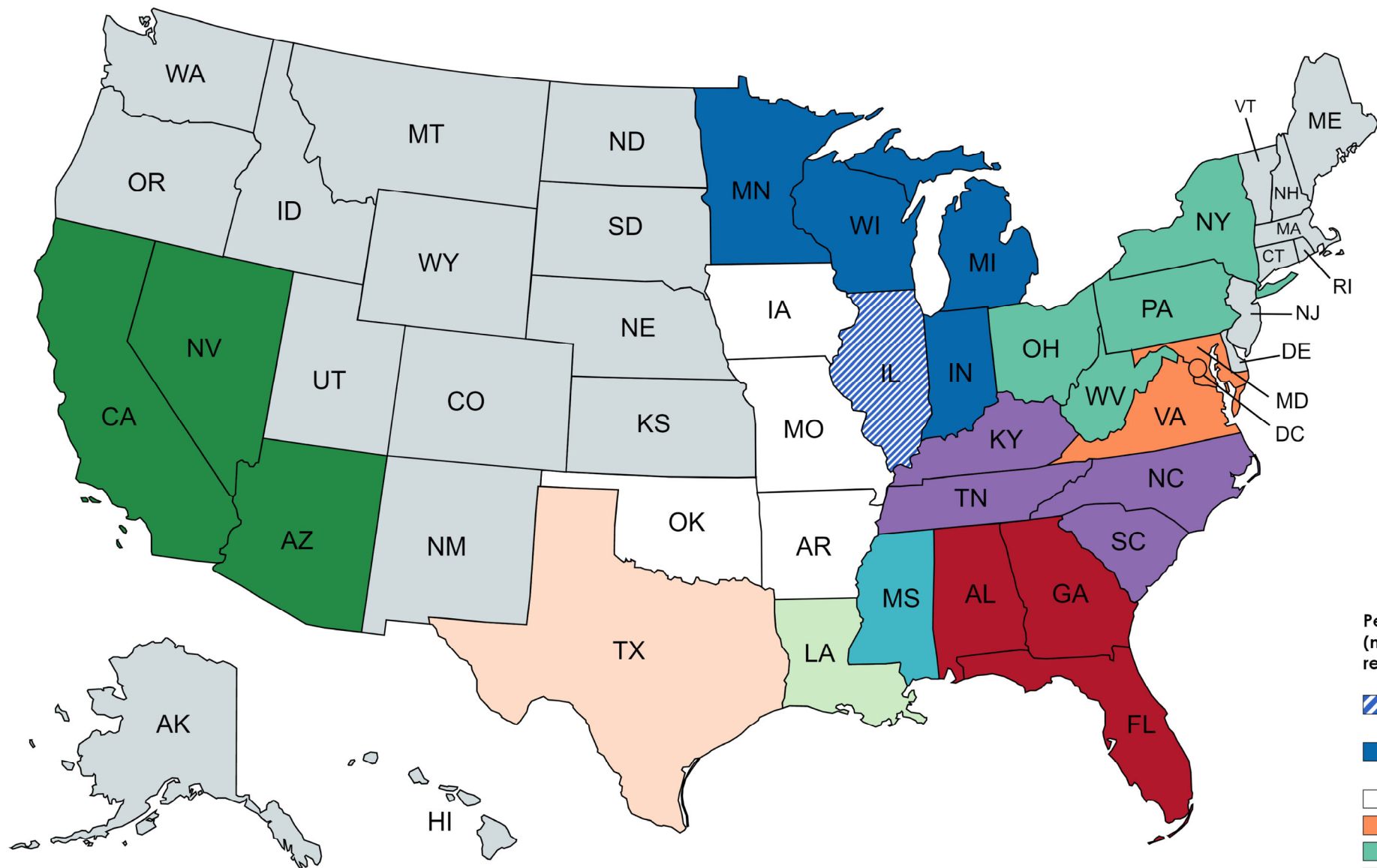
Managing the business

- Develop sales strategies to acquire new customers or clients.
- Achieve growth and hit sales targets by successfully managing the sales team
- Track sales team metrics and share them with company leadership.
- Analyze sales data on sales results and develop plans to address performance gaps.
- Collaborate with marketing executives to develop lead generation plans.
- Advance one's own professional and technical knowledge by attending workshops, carrier webinars and other educational trainings, completing valuable continuing education units to maintain licenses, and reading professional and industry publications.


Metrics – How success is measured

A successful Region will meet the following quarterly goals:

- Life, Disability, Annuity, Medicare Supplement and Health Premium
Ind /Group: \$50,000 / \$50,000
- L/D/A/M/H Apps Ind /Group: 100 / 300
- P & C Premium: \$50,000
- New agents recruited, trained and onboarded: 5



**Petra Agency Hierarchy
(number of reps in
region)**

-  John Thompson, Sam Clear, Greg Mathews
-  John Thompson, Sam Clear (14)
-  Greg Mathews (7)
-  Earnest Bridges (2)
-  Leon Harrison (3)
-  James Hamilton (7)
-  Dr. Joseph Webb (3)
-  Philip Ruffin (1)
-  Robert Fortson, Jr. (1)
- David Harris (20)
- Steve LaBella (3)

Sales Commission: Percentage of sale made by licensed Petra rep

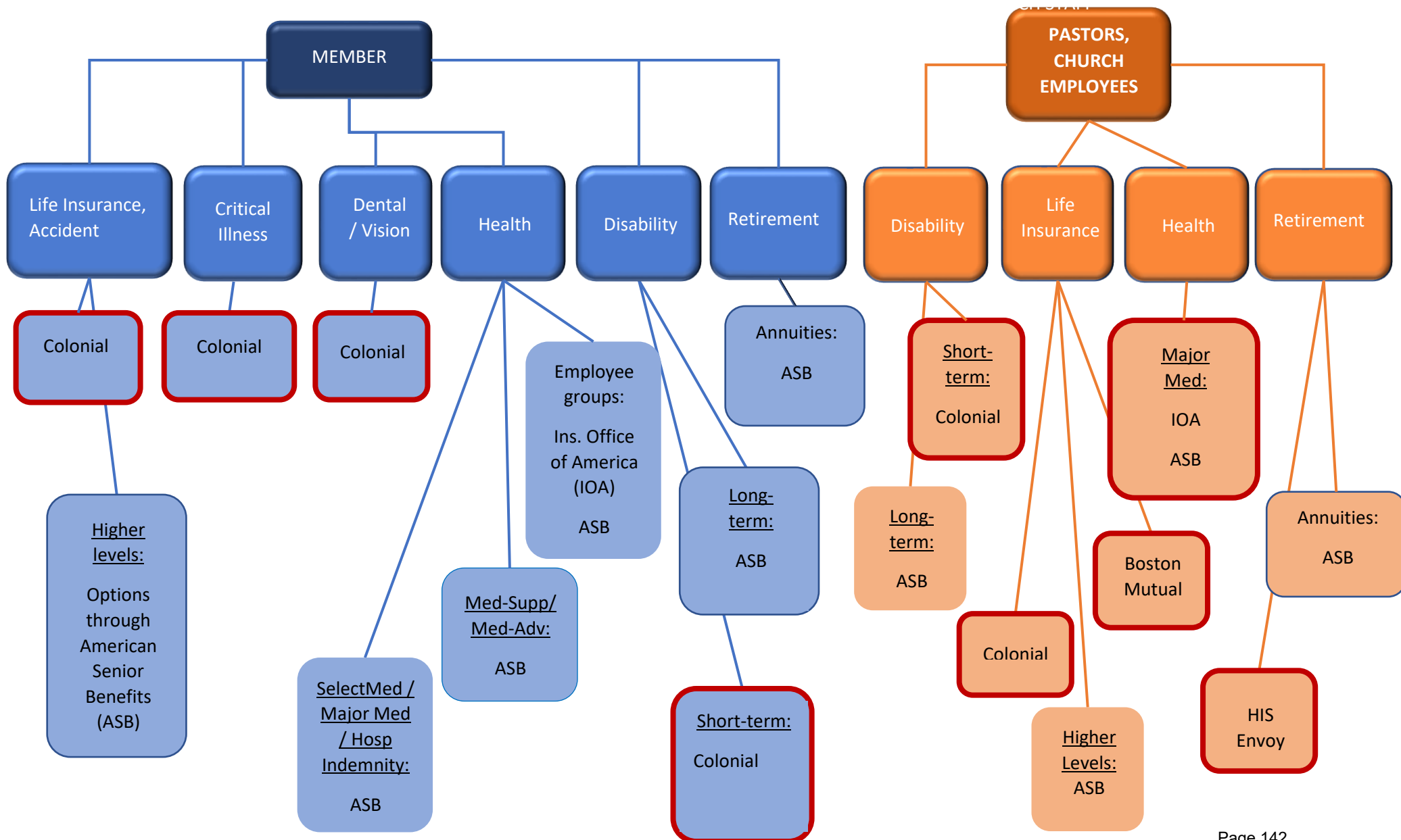
Referral Fee: Flat amount for enrolling or directing a client to the correct Petra resource



Referral Commission: Percentage of sale for directing a client to the correct Petra resource

GUARANTEED ISSUE PRODUCTS
THROUGH PETRAHOW ALLIANCE

CLIENT NEEDS



COMMISSIONS -- Association and Special Programs

PetraHOW Alliance Products

COLONIAL GUARANTEED-ISSUE ENROLLMENT PRODUCTS

These are Level commissions that pay for the life of the policies

Product	Petra Level*	Regional Mgr	Manager	Senior Agt	Agent
Term	13.25%	9.25%	7.75%	6.50%	5.00%
Whole	15.75%	11.75%	9.50%	8.00%	6.50%
Accident	14.00%	10.00%	8.00%	7.25%	6.50%
Critical Illness	15.50%	11.50%	9.25%	8.25%	7.25%
DI	14.00%	10.00%	8.00%	7.25%	6.50%
Med Bridge	15.50%	11.50%	9.25%	8.25%	7.25%
Dental	8.00%	7.50%	6.00%	5.50%	4.75%
Dental w/vision	8.00%	7.50%	6.00%	5.50%	4.75%
*after 1% to ASB for commission processing					

BOSTON MUTUAL (FOR THOSE IN MINISTRY)

These are heaped commissions that pay more during year 1

Product	Petra Level	Regional Mgr	Manager	Senior Agt	Agent
Whole	70.00%	47.14%	39.29%	31.43%	25.14%

FLAT FEES - paid to writing agent ONLY (no upline) every month

Level for the life of the membership

Product	Petra Fee earned	Monthly fee to writing agent
Assoc member fee	\$2	\$1
APS Pharmacy plan	\$7	\$2

Special Programs

Commercial P & C	P & C licensed referral fee only	30% of gross commissions received by Petra \$75
Personal Lines P & C	P & C licensed referral fee only	70% of gross commissions received by Petra \$25
Life Settlement options	one-time referral fee	Net comp is Lesser of 2% of Face Amount OR 8% of Settlement Amount
World Data Systems CC Processing	ongoing referral fee	25% of WDS Revenue after fees & assessments

Commissions for Individually Written Products:

Refer to Petra_ASB Compensation Schedule

ADDENDUM

Insurance 2030—The impact of AI on the future of insurance

March 12, 2021 | Article

<https://www.mckinsey.com/industries/financial-services/our-insights/insurance-2030-the-impact-of-ai-on-the-future-of-insurance#/>

By Ramnath Balasubramanian, Ari Libarikian, and Doug McElhaney

The industry is on the verge of a seismic, tech-driven shift. A focus on four areas can position carriers to embrace this change.

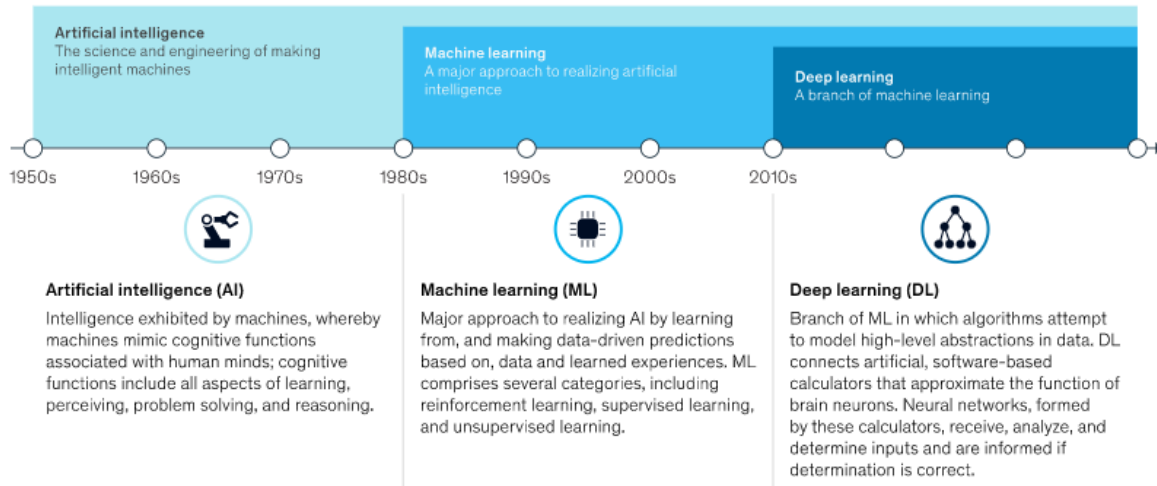
Welcome to the future of insurance, as seen through the eyes of Scott, a customer in the year 2030. His digital personal assistant orders him a vehicle with self-driving capabilities for a meeting across town. Upon hopping into the arriving car, Scott decides he wants to drive today and moves the car into “active” mode. Scott’s personal assistant maps out a potential route and shares it with his mobility insurer, which immediately responds with an alternate route that has a much lower likelihood of accidents and auto damage as well as the calculated adjustment to his monthly premium. Scott’s assistant notifies him that his mobility insurance premium will increase by 4 to 8 percent based on the route he selects and the volume and distribution of other cars on the road. It also alerts him that his life insurance policy, which is now priced on a “pay-as-you-live” basis, will increase by 2 percent for this quarter. The additional amounts are automatically debited from his bank account.

When Scott pulls into his destination’s parking lot, his car bumps into one of several parking signs. As soon as the car stops moving, its internal diagnostics determine the extent of the damage. His personal assistant instructs him to take three pictures of the front right bumper area and two of the surroundings. By the time Scott gets back to the driver’s seat, the screen on the dash informs him of the damage, confirms the claim has been approved, and reports that a mobile response drone has been dispatched to the lot for inspection. If the vehicle is drivable, it may be directed to the nearest in-network garage for repair after a replacement vehicle arrives.

While this scenario may seem beyond the horizon, such integrated user stories will emerge across all lines of insurance with increasing frequency over the next decade. In fact, all the technologies required above already exist, and many are available to consumers. With the new wave of deep learning techniques, such as convolutional neural networks,¹ artificial intelligence (AI) has the potential to live up to its promise of mimicking the perception, reasoning, learning, and problem solving of the human mind (Exhibit 1). In this evolution, insurance will shift from its current state of “detect and repair” to “predict and prevent,” transforming every aspect of the industry in the process. The pace of change will also accelerate as brokers, consumers, financial intermediaries, insurers, and suppliers become more adept at using advanced technologies to enhance decision making and productivity, lower costs, and optimize the customer experience.

Exhibit 1

Artificial intelligence can deliver on industry expectations through machine learning and deep learning.



Source: Nvidia; Rockwell Anyoha, "The history of artificial intelligence," *Science in the News*, August 28, 2017, sitn.hms.harvard.edu

As AI becomes more deeply integrated in the industry, carriers must position themselves to respond to the changing business landscape. Insurance executives must understand the factors that will contribute to this change and how AI will reshape claims, distribution, and underwriting and pricing. With this understanding, they can start to build the skills and talent, embrace the emerging technologies, and create the culture and perspective needed to be successful players in the insurance industry of the future.

Four AI-related trends shaping insurance

AI's underlying technologies are already being deployed in our businesses, homes, and vehicles, as well as on our person. The disruption from COVID-19 changed the timelines for the adoption of AI by significantly accelerating digitization for insurers. Virtually overnight, organizations had to adjust to accommodate remote workforces, expand their digital capabilities to support distribution, and upgrade their online channels. While most organizations likely didn't invest heavily in AI during the pandemic, the increased emphasis on digital technologies and a greater willingness to embrace change will put them in a better position to incorporate AI into their operations.

Four core technology trends, tightly coupled with (and sometimes enabled by) AI, will reshape the insurance industry over the next decade.

Explosion of data from connected devices

In industrial settings, equipment with sensors have been omnipresent for some time, but the coming years will see a huge increase in the number of connected consumer devices. The penetration of existing devices (such as cars, fitness trackers, home assistants, smartphones, and smart watches) will continue to increase rapidly, joined by new, growing categories such as clothing, eyewear, home appliances, medical devices, and shoes. Experts estimate there will be up to one trillion connected devices by 2025.² The resulting avalanche of new data created by these devices will allow carriers to understand their clients more deeply, resulting in new product categories, more personalized pricing, and increasingly real-time service delivery.

Experts estimate there will be up to one trillion connected devices by 2025.

Increased prevalence of physical robotics

The field of robotics has seen many exciting achievements recently, and this innovation will continue to change how humans interact with the world around them. Additive manufacturing, also known as 3-D printing, will radically reshape manufacturing and the commercial insurance products of the future. By 2025, 3-D-printed buildings will be common, and carriers will need to assess how this development changes risk assessments. In addition, programmable, autonomous drones; autonomous farming equipment; and enhanced surgical robots will all be commercially viable in the next decade. By 2030, a much larger proportion of standard vehicles will have autonomous features, such as self-driving capabilities. Carriers will need to understand how the increasing presence of robotics in everyday life and across industries will shift risk pools, change customer expectations, and enable new products and channels.

Open-source and data ecosystems

As data becomes ubiquitous, open-source protocols will emerge to ensure data can be shared and used across industries. Various public and private entities will come together to create ecosystems in order to share data for multiple use cases under a common regulatory and cybersecurity framework. For example, wearable data could be ported directly to insurance carriers, and connected-home and auto data could be made available through Amazon, Apple, Google, and a variety of consumer device manufacturers.

Advances in cognitive technologies

Convolutional neural networks and other deep learning technologies currently used primarily for image, voice, and unstructured text processing will evolve to be applied in a wide variety of applications. These cognitive technologies, which are loosely based on the human brain's ability to learn through decomposition and inference, will become the standard approach for processing the incredibly large and complex data streams that will be generated by "active" insurance products tied to an individual's behavior and activities. With the increased commercialization of

these types of technologies, carriers will have access to models that are constantly learning and adapting to the world around them—enabling new product categories and engagement techniques while responding to shifts in underlying risks or behaviors in real time.

The state of insurance in 2030

AI and its related technologies will have a seismic impact on all aspects of the insurance industry, from distribution to underwriting and pricing to claims. Advanced technologies and data are already affecting distribution and underwriting, with policies being priced, purchased, and bound in near real time. An in-depth examination at what insurance may look like in 2030 highlights dramatic changes across the insurance value chain.

Distribution

The experience of purchasing insurance is faster, with less active involvement on the part of the insurer and the customer. Enough information is known about individual behavior, with AI algorithms creating risk profiles, so that cycle times for completing the purchase of an auto, commercial, or life policy will be reduced to minutes or even seconds. Auto and home carriers have enabled instant quotes for some time but will continue to refine their ability to issue policies immediately to a wider range of customers as telematics and in-home Internet of Things (IoT) devices proliferate and pricing algorithms mature. Many life carriers are experimenting with simplified issue products, but most are restricted to only the healthiest applicants and are priced higher than a comparable fully underwritten product. As AI permeates life underwriting and carriers are able to identify risk in a much more granular and sophisticated way, we will see a new wave of mass-market instant issue products.

Smart contracts enabled by blockchain instantaneously authorize payments from a customer's financial account. Meanwhile, contract processing and payment verification are eliminated or streamlined, reducing customer acquisition costs for insurers. The purchase of commercial insurance is similarly expedited as the combination of drones, IoT, and other available data provides sufficient information for AI-based cognitive models to proactively generate a bindable quote.

Highly dynamic, usage-based insurance (UBI) products proliferate and are tailored to the behavior of individual consumers. Insurance transitions from a “purchase and annual renewal” model to a continuous cycle, as product offerings constantly adapt to an individual's behavioral patterns. Furthermore, products are disaggregated substantially into microcoverage elements (for example, phone battery insurance, flight delay insurance, different coverage for a washer and dryer within the home) that consumers can customize to their particular needs, with the ability to instantaneously compare prices from various carriers for their individualized baskets of insurance products. New products emerge to cover the shifting nature of living arrangements and travel. UBI becomes the norm as physical assets are shared across multiple parties, with a

pay-by-mile or pay-by-ride model for car sharing and pay-by-stay insurance for home-sharing services, such as Airbnb.³

The role of insurance agents has changed dramatically by 2030. The number of agents is reduced substantially as active agents retire and remaining agents rely heavily on technology to increase productivity. The role of agents transitions to process facilitators and product educators. The agent of the future can sell nearly all types of coverage and adds value by helping clients manage their portfolios of coverage across experiences, health, life, mobility, personal property, and residential. Agents use smart personal assistants to optimize their tasks as well as AI-enabled bots to find potential deals for clients. These tools help agents to support a substantially larger client base while making customer interactions (a mix of in-person, virtual, and digital) shorter and more meaningful, given that each interaction will be tailored to the exact current and future needs of each individual client.

Underwriting and pricing

In 2030, underwriting as we know it today ceases to exist for most personal and small-business products across life and property and casualty insurance. The process of underwriting is reduced to a few seconds as the majority of underwriting is automated and supported by a combination of machine and deep learning models built within the technology stack. These models are powered by internal data as well as a broad set of external data accessed through application programming interfaces and outside data and analytics providers. Information collected from devices provided by mainline carriers, reinsurers, product manufacturers, and product distributors is aggregated in a variety of data repositories and data streams. These information sources enable insurers to make ex ante decisions regarding underwriting and pricing, enabling proactive outreach with a bindable quote for a product bundle tailored to the buyer's risk profile and coverage needs.

Regulators review AI-enabled, machine learning-based models, a task that requires a transparent method for determining traceability of a score (similar to the rating factor derivations used today with regression-based coefficients). To verify that data usage is appropriate for marketing and underwriting, regulators assess a combination of model inputs. They also develop test policies for providers when determining rates in online plans to ensure the algorithm results are within approved bounds. Public policy considerations limit access to certain sensitive and predictive data (such as health and genetic information) that would decrease underwriting and pricing flexibility and increase antiselection risk in some segments.

Price remains central in consumer decision making, but carriers innovate to diminish competition purely on price. Sophisticated proprietary platforms connect customers and insurers and offer customers differentiated experiences, features, and value. In some segments, price competition intensifies, and razor-thin margins are the norm, while in other segments, unique insurance offerings enable margin expansion and differentiation. In jurisdictions where change is embraced, the pace of pricing innovation is rapid. Pricing is available in real time based on usage

and a dynamic, data-rich assessment of risk, empowering consumers to make decisions about how their actions influence coverage, insurability, and pricing.

Claims

Claims processing in 2030 remains a primary function of carriers, but more than half of claims activities have been replaced by automation. Advanced algorithms handle initial claims routing, increasing efficiency and accuracy.

IoT sensors and an array of data-capture technologies, such as drones, largely replace traditional, manual methods of first notice of loss. Claims triage and repair services are often triggered automatically upon loss. In the case of an auto accident, for example, a policyholder takes streaming video of the damage, which is translated into loss descriptions and estimate amounts. Vehicles with autonomous features that sustain minor damage direct themselves to repair shops for service while another car with autonomous features is dispatched in the interim. In the home, IoT devices will be increasingly used to proactively monitor water levels, temperature, and other key risk factors and will proactively alert both tenants and insurers of issues before they arise.

Automated customer service apps handle most policyholder interactions through voice and text, directly following self-learning scripts that interface with the claims, fraud, medical service, policy, and repair systems. The turnaround time for resolution of many claims is measured in minutes rather than days or weeks. Human claims management focuses on a few areas: complex and unusual claims, contested claims where human interaction and negotiation are empowered by analytics and data-driven insights, claims linked to systemic issues and risks created by new technology (for example, hackers infiltrate critical IoT systems), and random manual reviews of claims to ensure sufficient oversight of algorithmic decision making.

Claims organizations increase their focus on risk monitoring, prevention, and mitigation. IoT and new data sources are used to monitor risk and trigger interventions when factors exceed AI-defined thresholds. Customer interaction with insurance claims organizations focuses on avoiding potential loss. Individuals receive real-time alerts that may be linked with automatic interventions for inspection, maintenance, and repair. For large-scale catastrophe claims, insurers monitor homes and vehicles in real time using integrated IoT, telematics, and mobile phone data, assuming mobile phone service and power haven't been disrupted in the area. When power goes out, insurers can prefile claims by using data aggregators, which consolidate data from satellites, networked drones, weather services, and policyholder data in real time. This system is pretested by the largest carriers across multiple catastrophe types, so highly accurate loss estimations are reliably filed in a real emergency. Detailed reports are automatically provided to reinsurers for faster reinsurance capital flow.

How insurers can prepare for accelerating changes

The rapid evolution of the industry will be fueled by the extensive adoption and integration of automation, deep learning, and external data ecosystems. While no one can predict exactly what insurance might look like in 2030, carriers can take several steps now to prepare for change.

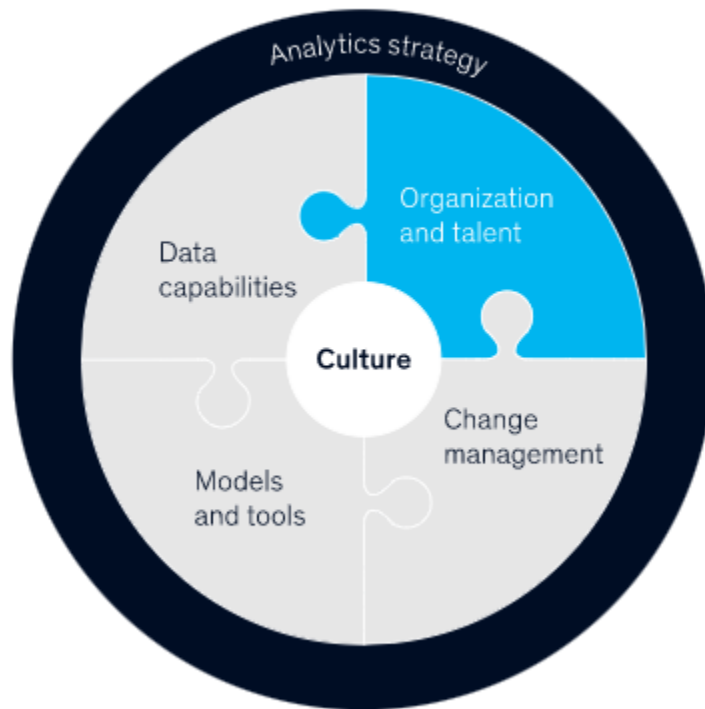
1. Get smart on AI-related technologies and trends

Although the tectonic shifts in the industry will be tech-focused, addressing them is not the domain of the IT team. Instead, board members and customer-experience teams should invest the time and resources to build a deep understanding of these AI-related technologies. Part of this effort will require exploring hypothesis-driven scenarios in order to understand and highlight where and when disruption might occur—and what it means for certain business lines. For example, insurers are unlikely to gain much insights from limited-scale IoT pilot projects in discrete parts of the business. Instead, they must proceed with purpose and an understanding of how their organization might participate in the IoT ecosystem at scale. Pilots and proof-of-concept (POC) projects should be designed to test not just how a technology works but also how successful the carrier might be operating in a particular role within a data- or IoT-based ecosystem.

2. Develop and begin implementation of a coherent strategic plan

Building on the insights from AI explorations, carriers must decide how to use technology to support their business strategy. The senior leadership team's long-term strategic plan will require a multiyear transformation that touches operations, talent, and technology. Some carriers are already beginning to take innovative approaches such as starting their own venture-capital arms, acquiring promising insurtech companies, and forging partnerships with leading academic institutions. Insurers should develop a perspective on areas they want to invest in to meet or beat the market and what strategic approach—for example, forming a new entity or building in-house strategic capabilities—is best suited for their organization.

There are four core elements in defining a successful AI strategy.



This plan should address all four dimensions involved in any large-scale, analytics-based initiative—everything from data to people to culture (Exhibit 2). The plan should outline a road map of AI-based pilots and POCs and detail which parts of the organization will require investments in skill building or focused change management. Most important, a detailed schedule of milestones and checkpoints is essential to allow the organization to determine, on a regular basis, how the plan should be modified to address any shifts in the evolution of AI technologies and significant changes or disruptions within the industry.

In addition to being able to understand and implement AI technologies, carriers also need to develop strategic responses to coming macrolevel changes. As many lines shift toward a “predict and prevent” methodology, carriers will need to rethink their customer engagement and branding, product design, and core earnings. Auto accidents will be reduced through use of vehicles with self-driving capabilities, in-home flooding will be prevented by IoT devices, buildings will be reprinted after a natural disaster, and lives will be saved and extended by improved healthcare. Likewise, vehicles will still break down, natural disasters will continue to devastate coastal regions, and individuals will require effective medical care and support when a loved one

passes. As these changes take root, profit pools will shift, new types and lines of products will emerge, and how consumers interact with their insurers will change substantially.

All of these efforts can produce a coherent analytics and technology strategy that addresses all aspects of the business, with a keen eye on both value creation and differentiation.

3. Create and execute a comprehensive data strategy

Data is fast becoming one of the most—if not the most—valuable asset for any organization. The insurance industry is no different: how carriers identify, quantify, place, and manage risk is all predicated on the volume and quality of data they acquire during a policy's life cycle. Most AI technologies will perform best when they have a high volume of data from a variety of sources. As such, carriers must develop a well-structured and actionable strategy with regard to both internal and external data. Internal data will need to be organized in ways that enable and support the agile development of new analytics insights and capabilities. With external data, carriers must focus on securing access to data that enriches and complements their internal data sets. The real challenge will be gaining access in a cost-efficient way. As the external data ecosystem continues to expand, it will likely remain highly fragmented, making it quite difficult to identify high-quality data at a reasonable cost. Overall, data strategy will need to include a variety of ways to obtain and secure access to external data, as well as ways to combine this data with internal sources. Carriers should be prepared to have a multifaceted procurement strategy that could include the direct acquisition of data assets and providers, licensing of data sources, use of data APIs, and partnerships with data brokers.

4. Create the right talent and technology infrastructure

In augmented chess, average players enabled by AI tend to do better than expert chess players enabled by the same AI. The underlying reason for this counterintuitive outcome depends on whether the individual interacting with AI embraces, trusts, and understands the supporting technology. To ensure that every part of the organization views advanced analytics as a must-have capability, carriers must make measured but sustained investments in people. The insurance organization of the future will require talent with the right mindsets and skills. The next generation of successful frontline insurance workers will be in increasingly high demand and must possess a unique mix of being technologically adept, creative, and willing to work at something that will not be a static process but rather a mix of semiautomated and machine-supported tasks that continually evolve. Generating value from the AI use cases of the future will require carriers to integrate skills, technology, and insights from around the organization to deliver unique, holistic customer experiences. Doing so will require a conscious culture shift for most carriers that will rely on buy-in and leadership from the executive suite. Developing an aggressive strategy to attract, cultivate, and retain a variety of workers with critical skill sets will be essential to keep pace. These roles will include data engineers, data scientists, technologists, cloud computing specialists, and experience designers. To retain knowledge while also ensuring the business has the new skills and capabilities necessary to compete, many organizations will design and

implement reskilling programs. As a last component of developing the new workforce, organizations will identify external resources and partners to augment in-house capabilities that will help carriers secure the needed support for business evolution and execution. The IT architecture of the future will also be radically different from today's. Carriers should start making targeted investments to enable the migration to a more future-forward technology stack that can support a two-speed IT architecture.

Rapid advances in technologies in the next decade will lead to disruptive changes in the insurance industry. The winners in AI-based insurance will be carriers that use new technologies to create innovative products, harness cognitive learning insights from new data sources, streamline processes and lower costs, and exceed customer expectations for individualization and dynamic adaptation. Most important, carriers that adopt a mindset focused on creating opportunities from disruptive technologies—instead of viewing them as a threat to their current business—will thrive in the insurance industry in 2030.