

August 27, 2021

Town Council
Town of Speedway
5300 Crawfordsville Road
Speedway, IN 46224



MUNICIPAL ADVISORS

Baker Tilly Municipal Advisors, LLC
8365 Keystone Crossing, Ste 300
Indianapolis, IN 46240
United States of America

T: +1 (317) 465 1500
F: +1 (317) 465 1550
bakertilly.com

Re: Speedway (Indiana) Municipal Sewage Works

Dear Members of the Council:

The attached schedules (listed below) present unaudited and limited information for the purpose of discussion and consideration in the preliminary planning stage of the sewage works rate analysis by the appropriate officers, officials and advisors of the Speedway (Indiana) Municipal Sewage Works. The use of these schedules should be restricted to this purpose, for internal use only, as the information is subject to future revision and final report.

Page(s)

EXECUTIVE SUMMARY

2	Key Performance Indicators
3 - 4	Graphical Analysis

SUPPLEMENTAL DATA

5 - 6	Comparison of Fund Balances with Minimum Balances Required
7	Schedule of Amortization of \$12,925,000 Principal Amount of Outstanding Sewage Works Refunding Revenue Bonds, Series 2020A
8	Schedule of Amortization of \$3,280,000 Principal Amount of Outstanding Taxable Sewage Works Refunding Revenue Bonds, Series 2020B
9	Schedule of Combined Bond Amortization
10	Utility Capital Improvement Plan
11 - 14	Pro Forma Annual Cash Operating Disbursements
15 - 16	Pro Forma Annual Revenue Requirements and Annual Operating Receipts
17	Schedule of Present and Proposed Rates and Charges

We would appreciate your questions or comments on this information and would provide additional information upon request.

Very truly yours,

BAKER TILLY MUNICIPAL ADVISORS, LLC

A handwritten signature in dark ink, appearing to read "Douglas L. Baldessari", written over the printed name.















Douglas L. Baldessari, Partner

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

EXECUTIVE SUMMARY

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

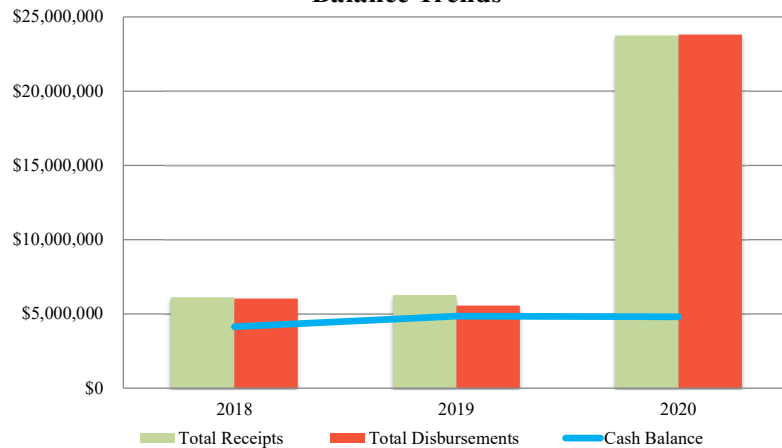
KEY PERFORMANCE INDICATORS

	<u>2018</u>	<u>2019</u>	<u>2020</u> (Test Year)	<u>Trend</u>
Cash and Investment Balances:				
Restricted	\$2,707,272	\$2,989,734	\$517,081	
Unrestricted	1,435,666	1,863,421	4,283,914	
Total	<u>\$4,142,938</u>	<u>\$4,853,155</u>	<u>\$4,800,995</u>	
Receipts and Disbursements:				
Operating Receipts	\$5,752,019	\$5,848,375	\$5,647,189	
Operating Disbursements	<u>2,954,669</u>	<u>2,986,825</u>	<u>2,595,022</u>	
Net Operating Receipts	<u>\$2,797,350</u>	<u>\$2,861,550</u>	<u>\$3,052,167</u>	
Total Receipts (Disbursements)	<u>\$86,848</u>	<u>\$710,217</u>	<u>(\$52,160)</u>	
Cash Analysis				
Days Cash on Hand	177	228	603	
Quick Ratio	1.36	1.73	1.54	
Debt Service Coverage				
Standard	131%	137%	146%	
With PILOT	118%	125%	146%	
Debt Management				
Outstanding Debt	\$20,498,978	\$18,994,645	\$16,205,000	
Debt to Income Ratio	78%	75%	69%	
Leverage Ratio	7.3	6.6	5.3	

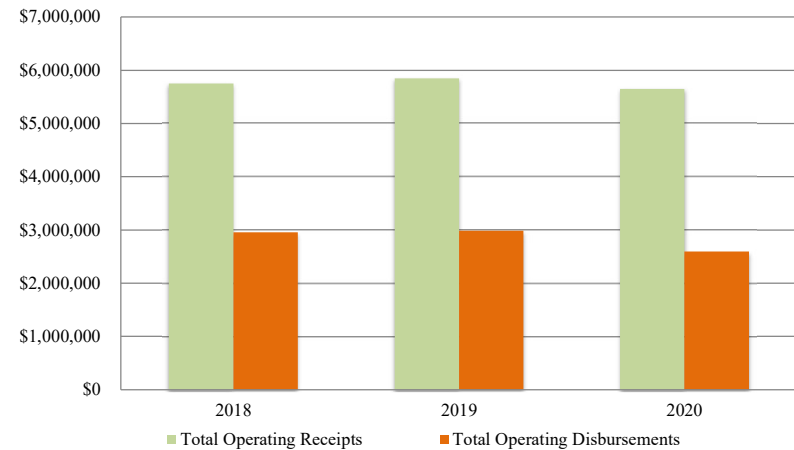
(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

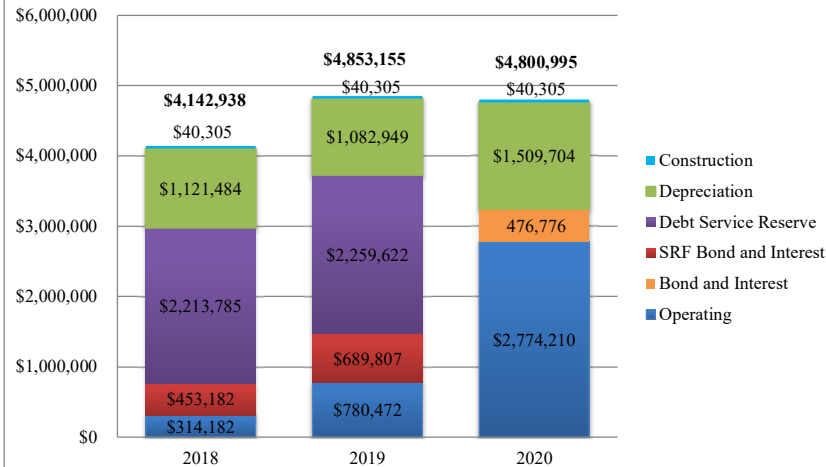
Historical Total Receipts, Disbursements and Cash Balance Trends



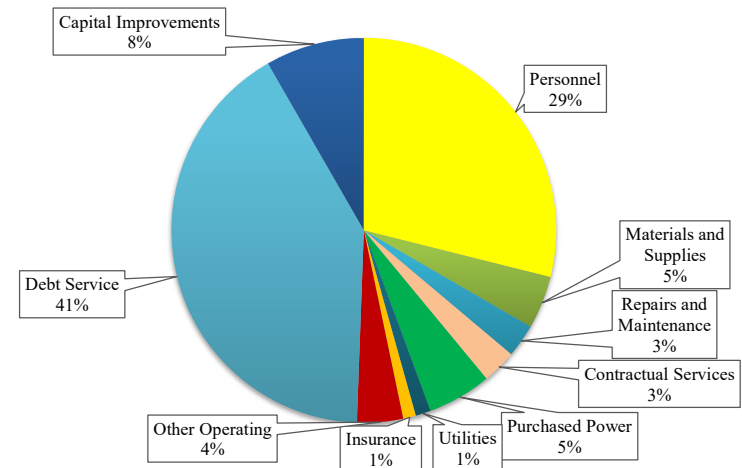
Historical Operating Receipts and Disbursements



Cash Balances by Fund



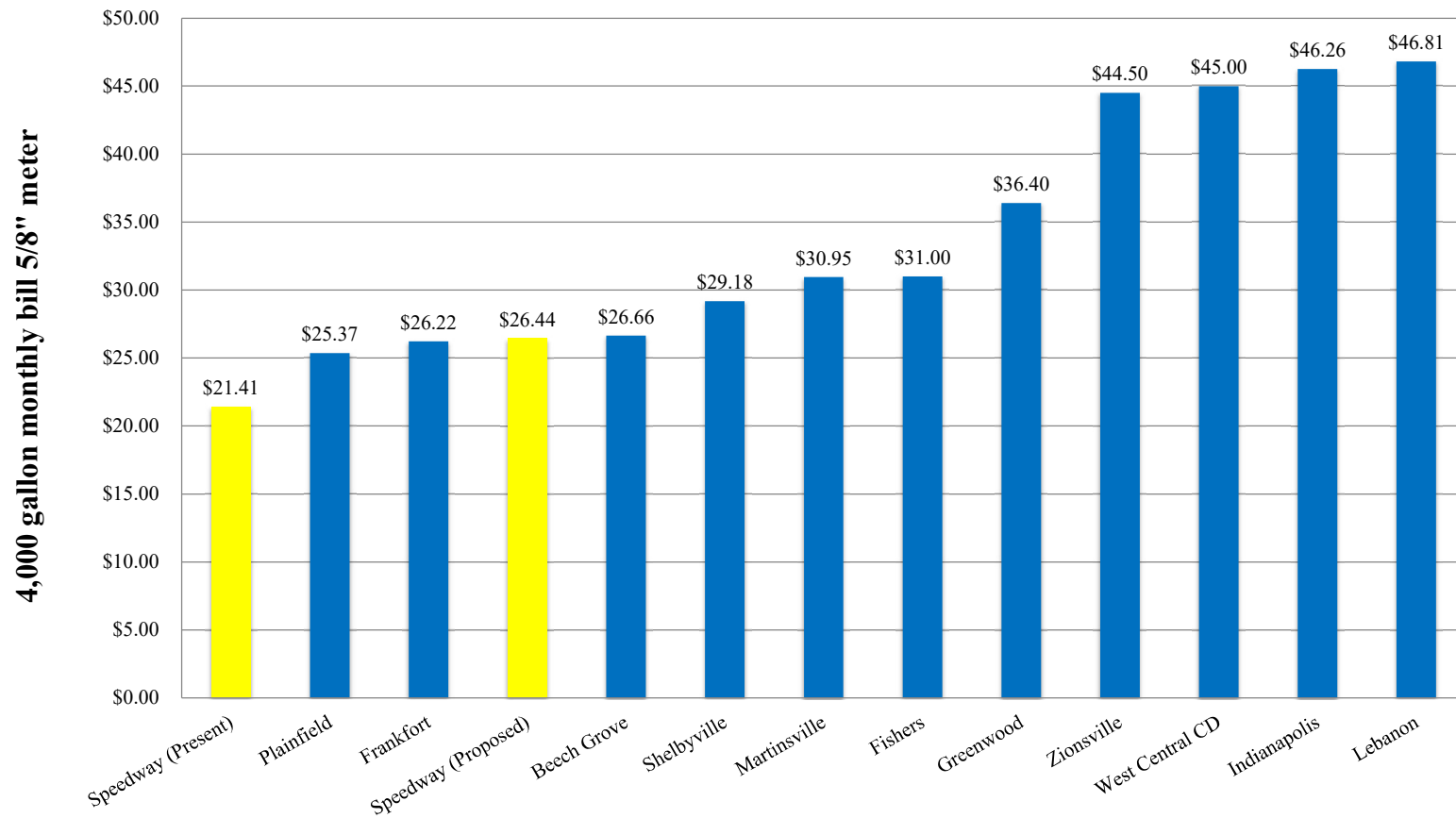
Disbursement Analysis: Test Year Ended 12/31/2020



(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

Comparison of Monthly Residential Bills with Other Indiana Communities



(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

SUPPLEMENTAL DATA

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

COMPARISON OF FUND BALANCES WITH MINIMUM BALANCES REQUIRED

<u>Cash and Investments:</u>	<u>Fund Balances 12/31/2020</u>	<u>Minimum Balance Required (1)</u>	<u>Variance</u>
Operating fund (2)	\$2,774,210	\$554,293	\$2,219,917
Sinking fund:			
Bond and interest account (3)	476,776	237,889	238,887
Debt service reserve account (4)	-	-	-
Depreciation fund (5)	1,509,704	1,038,000	471,704
Construction fund (6)	40,305	40,305	-
Totals	<u>\$4,800,995</u>	<u>\$1,870,487</u>	<u>\$2,930,508</u>

(1) **Required Reserves:** Balances required per Bond Ordinance No. 1330.

(2) **Operating and Maintenance Fund:** The balance maintained in the operation and maintenance account should be sufficient to pay the expenses of operation, repair, and maintenance of the utility for the next succeeding two (2) calendar months.

Pro Forma operation and maintenance expense	\$3,325,760
Times factor for 2 months	<u>16.67%</u>
Required Reserve	<u>\$554,293</u>

(Continued on next page)

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

(Cont'd)

COMPARISON OF FUND BALANCES WITH MINIMUM BALANCES REQUIRED

- (3) **Bond and Interest Account:** A balance must be maintained equal to the sum of the monthly transfers in amount of (1/12) of the next succeeding principal payment and the amount of (1/6) of the next succeeding interest payment.

	Amount		Factor	Months	Total
<u>2020A Bonds</u>					
Principal Due 9/1/21	\$ -	x	1/12	2	\$ -
Interest Due 3/1/21	138,749	x	1/6	2	46,250
<u>2020B Bonds</u>					
Principal Due 9/1/21	1,140,000	x	1/12	2	190,000
Interest Due 3/1/21	4,916	x	1/6	2	1,639
Required Reserve					<u>\$237,889</u>

- (4) **Debt Service Reserve Account:** No minimum balance required. The 2020A and 2020B Bonds are secured by the purchase of a debt service reserve surety.

- (5) **Depreciation Fund:** No minimum balance required. However, as a general rule an amount equal to one year's budgeted capital expenditures is typically maintained in this account to provide a funding source for ongoing capital improvements.

<u>Recommended Reserve</u>	<u>\$1,038,000</u>
----------------------------	--------------------

- (6) **Construction Fund:** Monies are restricted for capital project expenditures.

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

SCHEDULE OF AMORTIZATION OF \$12,925,000 PRINCIPAL AMOUNT OF OUTSTANDING SEWAGE WORKS REFUNDING REVENUE BONDS, SERIES 2020A

Interest and Principal payable semi-annually March 1st and September 1st

Interest rates as shown.

Payment Date	Principal Balance (-----In \$1,000's-----)	Principal	Interest Rates (%)	Interest (-----In Dollars-----)	Total (-----In Dollars-----)	Bond Year Total
03/01/21	\$12,925			\$138,748.89	\$138,748.89	
09/01/21	12,925			215,300.00	215,300.00	354,048.89
03/01/22	12,925			215,300.00	215,300.00	
09/01/22	12,925			215,300.00	215,300.00	430,600.00
03/01/23	12,925			215,300.00	215,300.00	
09/01/23	12,925	\$1,030	3.00	215,300.00	1,245,300.00	1,460,600.00
03/01/24	11,895			199,850.00	199,850.00	
09/01/24	11,895	1,620	3.00	199,850.00	1,819,850.00	2,019,700.00
03/01/25	10,275			175,550.00	175,550.00	
09/01/25	10,275	1,545	3.00	175,550.00	1,720,550.00	1,896,100.00
03/01/26	8,730			152,375.00	152,375.00	
09/01/26	8,730	1,595	3.00	152,375.00	1,747,375.00	1,899,750.00
03/01/27	7,135			128,450.00	128,450.00	
09/01/27	7,135	1,640	3.00	128,450.00	1,768,450.00	1,896,900.00
03/01/28	5,495			103,850.00	103,850.00	
09/01/28	5,495	1,685	4.00	103,850.00	1,788,850.00	1,892,700.00
03/01/29	3,810			70,150.00	70,150.00	
09/01/29	3,810	1,755	4.00	70,150.00	1,825,150.00	1,895,300.00
03/01/30	2,055			35,050.00	35,050.00	
09/01/30	2,055	1,450	4.00	35,050.00	1,485,050.00	1,520,100.00
03/01/31	605			6,050.00	6,050.00	
09/01/31	605	200 (1)	2.00	6,050.00	206,050.00	212,100.00
03/01/32	405			4,050.00	4,050.00	
09/01/32	405	200 (1)	2.00	4,050.00	204,050.00	208,100.00
03/01/33	205			2,050.00	2,050.00	
09/01/33	205	205 (1)	2.00	2,050.00	207,050.00	209,100.00
	<u>\$12,925</u>			<u>\$2,970,098.89</u>	<u>\$15,895,098.89</u>	<u>\$15,895,098.89</u>

(1) \$605,000 of Term Bonds due September 1, 2033.

(Subject to the attached letter dated August 27, 2021)

(Preliminary - Subject to Change)

(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

SCHEDULE OF AMORTIZATION OF \$3,280,000 PRINCIPAL AMOUNT OF OUTSTANDING TAXABLE SEWAGE WORKS REFUNDING REVENUE BONDS, SERIES 2020B

Interest and Principal payable semi-annually March 1st and September 1st

Interest rates as shown.

Payment Date	Principal Balance (-----In \$1,000's-----)	Principal	Interest Rates (%)	Interest (-----In Dollars-----)	Total (-----In Dollars-----)	Bond Year Total
03/01/21	\$3,280			\$4,915.50	\$4,915.50	
09/01/21	3,280	\$1,140	0.35	7,627.50	1,147,627.50	\$1,152,543.00
03/01/22	2,140			5,632.50	5,632.50	
09/01/22	2,140	1,575	0.50	5,632.50	1,580,632.50	1,586,265.00
03/01/23	565			1,695.00	1,695.00	
09/01/23	565	565	0.60	1,695.00	566,695.00	568,390.00
		<u>\$3,280</u>		<u>\$27,198.00</u>	<u>\$3,307,198.00</u>	<u>\$3,307,198.00</u>

(Subject to the attached letter dated August 27, 2021)

(Preliminary - Subject to Change)

(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

SCHEDULE OF COMBINED BOND AMORTIZATION

Bond Year Ending	2020A Bonds	2020B Bonds	Total	Bond Year Total
03/01/21	\$138,748.89	\$4,915.50	\$143,664.39	
09/01/21	215,300.00	1,147,627.50	1,362,927.50	\$1,506,591.89
03/01/22	215,300.00	5,632.50	220,932.50	
09/01/22	215,300.00	1,580,632.50	1,795,932.50	2,016,865.00
03/01/23	215,300.00	1,695.00	216,995.00	
09/01/23	1,245,300.00	566,695.00	1,811,995.00	2,028,990.00
03/01/24	199,850.00		199,850.00	
09/01/24	1,819,850.00		1,819,850.00	2,019,700.00
03/01/25	175,550.00		175,550.00	
09/01/25	1,720,550.00		1,720,550.00	1,896,100.00
03/01/26	152,375.00		152,375.00	
09/01/26	1,747,375.00		1,747,375.00	1,899,750.00
03/01/27	128,450.00		128,450.00	
09/01/27	1,768,450.00		1,768,450.00	1,896,900.00
03/01/28	103,850.00		103,850.00	
09/01/28	1,788,850.00		1,788,850.00	1,892,700.00
03/01/29	70,150.00		70,150.00	
09/01/29	1,825,150.00		1,825,150.00	1,895,300.00
03/01/30	35,050.00		35,050.00	
09/01/30	1,485,050.00		1,485,050.00	1,520,100.00
03/01/31	6,050.00		6,050.00	
09/01/31	206,050.00		206,050.00	212,100.00
03/01/32	4,050.00		4,050.00	
09/01/32	204,050.00		204,050.00	208,100.00
03/01/33	2,050.00		2,050.00	
09/01/33	207,050.00		207,050.00	209,100.00
Totals:	<u>\$15,895,098.89</u>	<u>\$3,307,198.00</u>	<u>\$19,202,296.89</u>	<u>\$19,202,296.89</u>
Average annual debt service for the three bond years ending September 1, 2024				<u>\$2,021,851.67</u>

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

UTILITY CAPITAL IMPROVEMENT PLAN (Per Consulting Engineers)

Capital Improvement Projects:	Estimated Project Year					Totals
	2022	2023	2024	2025	2026	
Structural inspection					\$6,000	\$6,000
Boiler replacement		\$265,000				265,000
Hot water pump replacement					30,000	30,000
Waste gas burner inspection					5,000	5,000
Flow meter replacement					65,000	65,000
Arc flash study					16,000	16,000
Lift station electrical and safety improvement			\$108,000			108,000
New Chapel Hill lift station	\$885,000					885,000
Existing grit system upgrades				\$610,000		610,000
Septic tank elimination					1,200,000	1,200,000
Annual treatment system maintenace and upkeep	325,000	325,000	325,000	325,000	325,000	1,625,000
Annual collection system rehabilitation and upkeep	275,000	275,000	275,000	275,000	275,000	1,375,000
Sub-Totals	<u>\$1,485,000</u>	<u>\$865,000</u>	<u>\$708,000</u>	<u>\$1,210,000</u>	<u>\$1,922,000</u>	6,190,000
Less Amount Funded with Cash on Hand						<u>(1,000,000)</u>
Total Capital Improvements						5,190,000
Divided by Five Years						<u>5</u>
Average Annual Capital Improvements						<u>\$1,038,000</u>

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

PRO FORMA ANNUAL CASH OPERATING DISBURSEMENTS

(See Explanation of Adjustments 12 - 14)

	<u>Test Year</u>	<u>Adjustment</u>	<u>Ref.</u>	<u>Pro Forma</u>
Annual Operating Disbursement:				
Salaries and wages	\$1,036,593	\$247,396	(1)	\$1,283,989
Employee pensions and benefits	447,025	68,918	(2)(3)(4)	515,943
Materials and supplies	92,679			92,679
Chemicals	134,181			134,181
Repair and maintenance	143,221	281,921	(6)	425,142
Contractual services	147,881			147,881
Purchased power	274,748	30,252	(5)	305,000
Utilities	65,590	11,410	(5)	77,000
Transportation	5,160	4,840	(5)	10,000
Telephone	4,471			4,471
Insurance	54,210	20,790	(5)	75,000
Sludge removal	89,710			89,710
Landscaping	72,356			72,356
Miscellaneous	27,197			27,197
	<u>27,197</u>	<u></u>		<u>27,197</u>
Subtotal:	<u>\$2,595,022</u>	<u>\$665,527</u>		3,260,549
Unforeseen contingencies and inflation			(7)	<u>\$65,211</u>
Pro Forma Annual Cash Operating Disbursements - 2021				<u>\$3,325,760</u>
Pro Forma Annual Cash Operating Disbursements - 2022 (3% Inflation)				<u>\$3,425,600</u>
Pro Forma Annual Cash Operating Disbursements - 2023 (3% Inflation)				<u>\$3,528,400</u>

(Continued on next page)

(Subject to the attached letter dated August 27, 2021)

(Preliminary - Subject to Change)

(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS
PRO FORMA ANNUAL CASH OPERATING DISBURSEMENTS
(Explanation of Adjustments)

(Cont'd)

Adjustment (1) - Salaries and Wages

To adjust test year salaries and wages to reflect management estimates of staffing levels and pay rates.

Pro forma salaries and wages	\$1,283,989	
Less test year disbursements	<u>(1,036,593)</u>	
Adjustment		<u><u>\$247,396</u></u>

Adjustment (2) - FICA

To adjust test year FICA disbursements to reflect pro forma salaries and wages.

Pro forma salaries and wages	\$1,283,989	
Times current FICA rate	<u>7.65%</u>	
Sub-total	98,225	
Less test year disbursements	<u>(75,046)</u>	
Adjustment		<u><u>\$23,179</u></u>

Adjustment (3) - PERF

To adjust test year PERF disbursements to reflect pro forma salaries and wages.

Pro forma eligible salaries and wages	\$1,160,309	
Times current PERF rate	<u>11.2%</u>	
Sub-total	129,955	
Less test year disbursements	<u>(118,106)</u>	
Adjustment		<u><u>\$11,849</u></u>

(Continued on next page)

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS
(Cont'd)
PRO FORMA ANNUAL CASH OPERATING DISBURSEMENTS
(Explanation of Adjustments)

Adjustment (4) - Health Insurance

To adjust test year health insurance costs to reflect the most recent premium renewal information and utility management estimates.

Pro forma health insurance	\$259,827	
Less test year disbursements	<u>(225,937)</u>	
Adjustment		<u><u>\$33,890</u></u>

Adjustment (5) - 2021 Budget

To adjust the test year operating disbursements to reflect the 2021 Budget amount.

Pro forma purchased power	\$305,000	
Less test year disbursements	<u>(274,748)</u>	
Adjustment		<u><u>\$30,252</u></u>
Pro forma utilities	77,000	
Less test year disbursements	<u>(65,590)</u>	
Adjustment		<u><u>\$11,410</u></u>
Pro forma transportation	10,000	
Less test year disbursements	<u>(5,160)</u>	
Adjustment		<u><u>\$4,840</u></u>
Pro forma insurance	75,000	
Less test year disbursements	<u>(54,210)</u>	
Adjustment		<u><u>\$20,790</u></u>

(Continued on next page)

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

(Cont'd)

PRO FORMA ANNUAL CASH OPERATING DISBURSEMENTS

(Explanation of Adjustments)

Adjustment (6) - Periodic Maintenance

To adjust test year to allow for periodic maintenance on the wells, pumps, filter media and tank maintenance, per consulting engineer and utility management.

I. Lift Station Maintenance

a. Lift station inspections, cleaning and maintenance	\$20,000
b. Pump inspections, cleaning and maintenance	100,000

II. Treatment Plant Maintenance

a. Process equipment inspections, cleaning and maintenance	200,000
b. Chemical inspections, cleaning and maintenance	<u>5,000</u>

Sub-total	325,000
Less test year disbursements	<u>(43,079)</u>

Adjustment	<u><u>\$281,921</u></u>
------------	-------------------------

Adjustment (7) - Unforeseen Contingencies and Inflation

To provide an allowance for unforeseen contingencies and future inflation.

Test year cash operating disbursements	\$2,595,022
Adjustments to test year cash operating disbursements	<u>665,527</u>

Sub-total	3,260,549
Times inflation allowance	<u>2%</u>

Adjustment	<u><u>\$65,211</u></u>
------------	------------------------

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

PRO FORMA ANNUAL REVENUE REQUIREMENTS AND ANNUAL OPERATING RECEIPTS

**See Explanation of References, page 16
(Amounts rounded to the nearest \$100)**

Revenue Requirements:

Operation and maintenance disbursements (pg. 11 - 14)	\$3,528,400
Payment in lieu of taxes (1)	275,000
Debt service:	
Outstanding bonds (pg. 9)	2,021,900
Replacements and improvements (2)	<u>1,038,000</u>
 Total Annual Revenue Requirements	 6,863,300
 Less test year penalties (3)	 (41,300)
Less test year sewer liens (3)	(78,400)
Less test year fees and charges (3)	(348,800)
Less test year interest income (3)	(21,400)
Less test year rental income (3)	<u>(12,900)</u>
 Net Annual Revenue Requirements	 <u><u>\$6,360,500</u></u>

Annual Receipts:

Sewage collections (4)	\$4,872,700
Surcharges and permits (3)	<u>275,700</u>
 Total Available Receipts	 <u><u>\$5,148,400</u></u>
 Additional Receipts Required	 <u><u>\$1,212,100</u></u>
 Approximate Across-The-Board Increase In Present Rates and Charges	 <u><u>24%</u></u>
 Change in Average Monthly Residential Bill (Current Bill \$21.41)	 <u><u>\$5.03</u></u>
 Approximate Average Residential Monthly Bill (4,000 gallons)	 <u><u>\$26.44</u></u>

(Continued on next page)

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

(Cont'd)

PRO FORMA ANNUAL REVENUE REQUIREMENTS

AND ANNUAL OPERATING RECEIPTS

(Explanation of References)

- (1) To provide an allowance for payment in lieu of taxes equal to the annual amount in calendar year 2018 and 2019.
- (2) To provide an allowance for replacements and improvements based on the capital improvement plan, see page 10.
- (3) Assumed at test year amounts.
- (4) Normalized for change in bill calculation in accordance with the Rate Ordinance.

Calendar year 2020 sewage collections	\$4,902,967
Less: Billing correction	<u>(30,307)</u>
Normalized 2020 sewage collections	<u><u>\$4,872,660</u></u>

(Subject to the attached letter dated August 27, 2021)
(Preliminary - Subject to Change)
(Internal Use Only)

SPEEDWAY (INDIANA) MUNICIPAL SEWAGE WORKS

SCHEDULE OF PRESENT AND PROPOSED RATES AND CHARGES

<u>Monthly Metered Flow Rate (per 1,000 gallons):</u>		<u>Present</u> (1)	<u>Proposed</u> (2)
First	25,000 gallons	\$4.86	\$6.01
Next	75,000 gallons	4.75	5.87
Next	250,000 gallons	4.29	5.30
Next	500,000 gallons	3.98	4.92
Over	850,000 gallons	3.80	4.69

<u>Minimum Charge (per month)</u>	<u>Gallons Allowed</u>		
5/8 inch meter	4,400	\$21.41	\$26.44
3/4 inch meter	8,800	42.80	52.89
1 inch meter	13,100	63.83	78.73
1 1/2 inch meter	21,100	102.77	126.81
2 inch meter	31,900	154.52	190.75
3 inch meter	62,600	300.11	370.96
4 inch meter	89,700	429.07	530.04
6 inch meter	158,600	729.47	901.08
8 inch meter	288,800	1,287.80	1,591.14

Excess Strength Surcharge (per pound)

BOD	\$0.25	\$0.31
Total oil and grease	0.25	0.31
Suspended solids	0.25	0.31

<u>Unmetered Users (per month)</u>	\$23.58	\$29.13
------------------------------------	---------	---------

Two or more Businesses or Dwellings on a Single Meter

Additional charge for each unit	\$4.86	\$6.00
---------------------------------	--------	--------

<u>Outside Town Limits Surcharge</u>	150%	150%
--------------------------------------	------	------

(1) Present rates and charges per Ordinance No. 1169 passed August 23, 2010.

(2) Proposed rates and charges assume a 24% increase in present rates and charges.

(Subject to the attached letter dated August 27, 2021)

(Preliminary - Subject to Change)

(Internal Use Only)