



RÜNNAK RANGE

BUSINESS PROPOSAL

FOUNDER: NEAL SKELLY



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EXECUTIVE SUMMARY



OVERVIEW

Rünnak Range will be the only facility in the region to offer professional firearms instruction by industry leading professionals with special operations experience in a state-of-the-art facility. We will be equipped with shooting ranges, mock villages for full mission planning scenarios, lodging, and relaxation facilities. We offer a place for the world's highest trained Special Operators to conduct exercises while remaining open to the public for recreational use.

CUSTOMERS

While the main focus of Rünnak Range is to provide professional instruction and facilities for military and law enforcement uses, civilians and tourists will also enjoy the thrill of the instruction and training. We seek to offer a world class facility for Special Operations Forces to train while allowing the public to see what it is like to participate in the same training as an Operator. We plan to offer full mission planning scenarios for military clients that reflect the current conflicts in potential combat zones. We can offer similar scenarios to our civilian clients using simulated ammunition which will cater to the growing industry of airsoft enthusiasts.



COMPANY DESCRIPTION

MISSION STATEMENT

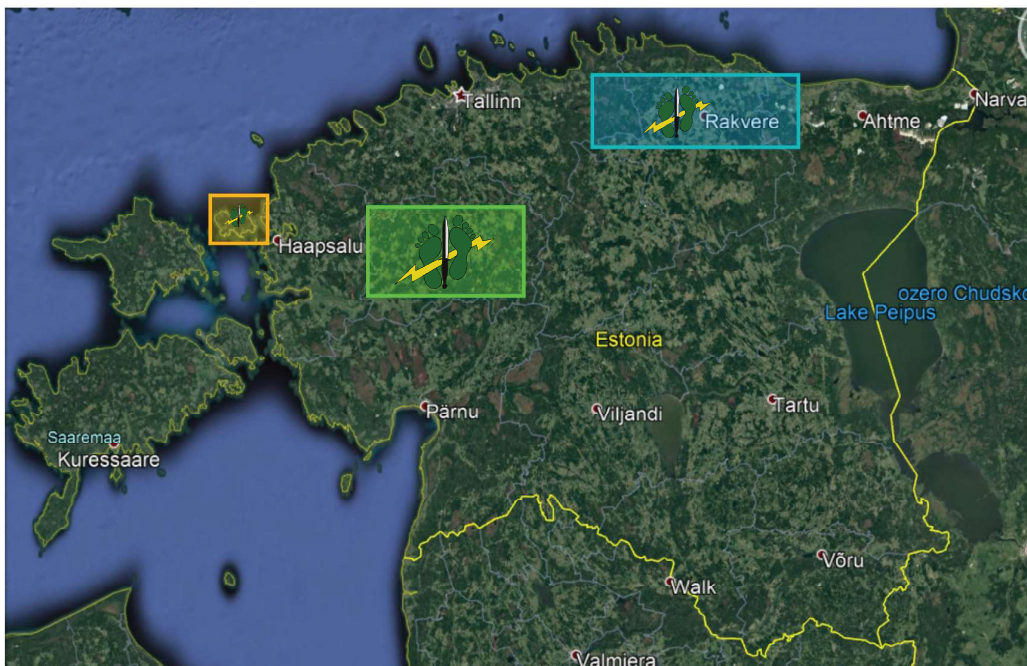
Rünnak Range will utilize the experience gained from spending years in US Special Operations to provide professional instruction and world class training facilities that will be sought after by both the top military personnel stationed in Europe as well as civilians and tourists.

PRINCIPAL MEMBERS

Neal Skelly- Owner/Instructor
Priit Uemaa- Owner

LOCATION

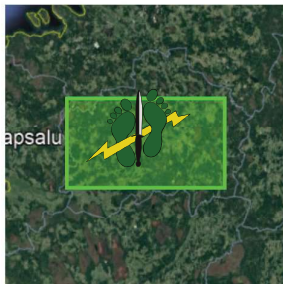
We have identified suitable properties for sale in three regions of Estonia.





1. TAPA AND RAKVERE:

This region has plenty of open land and the low population makes it ideal for establishing a shooting range without the worry of bothering neighbors and receiving noise complaints. This is also where NATO troops have established a persistent presence and conduct numerous training exercises all year round. We would like to take advantage of the presence of NATO in the region and offer our range to all partners for training opportunities.



2. ÄMARI:

We have identified several properties for sale in this region that already have power, water and gas lines which would decrease our startup costs versus buying property with no buildings on it. There are also properties with thick forest surroundings, which reduces noise for neighbors and increases safety. This region is also home to Ämari Airfield, often used by NATO troops.



3. VORMSI:

This location has the benefit of being secluded on an island, giving clients the feel of total escape and would focus our business mainly on customers who wish to stay on the property for several days at a time in addition to tourists who summer on this island.

The ideal property for Rännak Range would be an industrial site along with adequate open terrain. The industrial buildings would be ideal for setting up missions for the operators to complete after firearms instruction and the open land would serve as a location for the shooting ranges and helicopter landing zones.



MARKET RESEARCH

INDUSTRY

Opportunities to practice shooting skills at public ranges in Estonia and Europe lack the quality targets and full mission planning capability that military personnel and enthusiasts seek. Our founders have spent years at the best shooting ranges and Special Operations compounds in the world, nearly all of which are located on military bases and are therefore, not for public use, and we are ready to bring that knowledge to Estonia and create a facility unlike any other in the area. There is currently no place in Europe like what Rünnak Range seeks to be. Shooting ranges in Estonia, are short range, or indoor, or paper target facilities that don't cater to the professional shooter, the military and law enforcement teams, or the public seeking to find out what it is like to be a Special Operator. The options currently available to shooters in Estonia are well suited for competition style shooting, with a variety of different shooting positions. Rünnak Range will also have these types of facilities available, in addition to the steel targets preferred by the military shooter.

DETAILED DESCRIPTION OF CUSTOMERS

The primary customer of Rünnak Range will be Special Operations Forces worldwide. Through our connections with US, UK, Polish, Swedish and Estonian Special Forces, we will create an atmosphere that these organizations will want to utilize and return to again and again. The founding members have taken many trips to other shooting ranges across the globe and worked alongside the world's best trained soldiers. We know what the professional looks for in a training facility and we can provide a reason for them to return to ours. From our experience in Special Operations, we have learned what makes a unit choose one place over another. The choice comes down to both the quality of instruction and quality of the range, but what these teams also want is simplicity. We are prepared to work with each team individually in order to create a training program that fits their needs, from basic instruction on shooting steel targets, to complex mission scenarios. Rünnak Range provides a place for teams to come and train and not have to deal with all of the administrative constraints that typically come with home station training. We can take care of all of the mundane tasks required to train so that the teams can focus on the mission. We want to invite our military clients to come and stay at the range for one or two weeks at a time, during which, the initial training will consist of basic fundamentals of shooting, leading up to competitions and full mission profiles.

The average citizen enthusiast is also welcome at Rünna Range. Our instructors have spent years in Special Operations and we understand the importance of coming together as a team. This knowledge and experience allows us to cater to the corporate groups that are seeking team building and training from military professionals, the athletic teams looking to bond under the instruction of people who know the importance of brotherhood, the bachelor groups that are seeking to blow off steam by blowing things up, and the parents who want to teach their children weapons safety. Our range can be used for target practice as well as group outings with instruction on live firearms or team events using non-lethal simulated ammunition in the same village that the professionals use. We have identified the growing airsoft community as a potentially large client base for whom we would seek to offer our range with the option to customize the scenario to be similar to what we would offer to our military clients.

These customers will come to us for their shooting and training passions because we can provide more than the competition. Our military clients will have confidence in our training knowing that they are learning from instructors who have trained with the best in the world. Our civilian clients will come to us because they can get an experience at Rünna Range they have been searching for, but they have not been able to find a range to fulfill their desires. We have the passion for training and shooting, but also for the experience our clients need. We want them to experience the feel of the weapons and get instant feedback from our steel targets, while catering to their need for convenience with our automatic resetting targets. We can provide them with the experience of walking through our professionally designed mock village and see the pyrotechnics go off when they hit the building. Our customers will return to us because they know they can't get the same level of training anywhere else in the area, and they know that we share their passion for training and excitement.

COMPANY ADVANTAGES

Flexibility to the customer: Rünna Range will offer such a wide array of services that the client will be able to customize their experience to what suits them. Packages can range from renting a pistol and purchasing ammunition from our pro shop and spending an hour at the steel target range, all the way up to a team of operators spending two weeks or more at our range with professional instruction on the steel target ranges and proving their skills with a helicopter infil to the mock village for an assault with NATO aircraft executing Close Air Support (CAS) overhead.

Premier instruction: The military knowledge across our instructor team is at the pinnacle of the trade, which allows us to offer classes, along with a place to train for even the most elite of Operators and civilians eager to learn. Our instructors will be hired on contract when required for larger teams. We have committed instructors from US Special Operations Units willing to come to Estonia to share their knowledge and experience with our clients.



State of the art facilities: Our compound is designed by professionals who have years of experience in the trade and who have seen what the most successful shooting ranges, both civilian and military, have built in order to keep clients returning. Our main attractions are the variety of ranges as well as the mock village, set up for live shooting and pyrotechnics available for close air support training.

Passion: Our goal is to provide the people of Estonia, as well as tourists and military members abroad, a place to practice their skills, to learn from professionals and to enjoy their passion. We want Rünnak Range to be a place people can come to, and disappear to a different world, where they can be engaged with their instructor and where they can practice for upcoming deployments, and they will feel like they are already there.

REGULATIONS

Rünnak Range must fall within the proper physical location in order to not disturb the public and abide by local zoning and pollution laws. All licensing and safety measures will be strictly abided.



SERVICE LINE

We are looking to give people an experience along with high quality training. Rünna Range will be a place to escape, for those choosing to spend multiple days at our location, where clients can come to focus on training without worry, and have the ability to relax in an accommodating atmosphere at the end of a hard day. For clients wishing to come for target practice a few times every month, we can offer our ranges at reasonable prices and they are sure to find the instruction and experience they need to improve their passions.

*Our service line is based on the fundamental principal behind all Special Operations teams:
"Shoot, move, and communicate."*



01//

PLANNING AND LODGING FACILITIES:

There will be a main building in an open hall style where teams can have their daily meetings before they set out to the range as well as conduct their mission planning and rehearsals for the missions that we will develop for them based on current events and the particular unit's focus. We plan to include a cat-walk around the main area of the hall for teams to conduct full Rehearsal of Concept (ROC) drills for missions. In addition to the main house, we will have 5-10 cabins that will be used for lodging for teams of up to approximately 20 members to start with. Semi-custom pre-fabricated houses will be the most cost-efficient source in the event we choose a property with insufficient housing



currently in place. The cabins will have 1 to 4 bedrooms with an emphasis on having plenty of storage for equipment as well as toilets and showers and a small sitting area. Located within the vicinity of the cabins will be a separate building for a small industrial kitchen and lounge area so that clients may prepare their own meals.



02// SHORT RANGES

The professional shooter wants immediate notification of accuracy along with convenience. Our solution for this can be found in the design of several 25-50m ranges, the number of which depends on the chosen property boundaries. Ranges will be equipped with concrete and dirt shooting platforms and paper and steel targets for instant feedback on target accuracy. The targets will be in a variety of configurations to facilitate pistol and rifle shooting and will be equipped with a state-of-the-art compressed air resetting system, allowing the client to reset targets with the push of a button. We have seen similar systems at other ranges and we have found that the easier it is for the client to practice shooting, the more they will enjoy their experience. There will be an additional general-purpose range with paper targets for shooters to zero their sights, and accomplish culmination exercises where shooters will be able to test their skills upon completion of training on the same tests used by the world's foremost Special Operators. The fastest and most accurate shooters will earn a place on the range's wall of fame.

03// Shoot and move ranges:



There will be at least two ranges approximately 100m wide and 50m deep. Participants will learn the fundamentals of firing their weapon from behind cover and moving down the 100m width of the ranges through a variety of buildings and obstacles, while firing on stationary and moving targets 50m down range. The job of a special operator is to shoot, move, and communicate, this is where we begin to test these skills. These times will also be recorded for the wall of fame.

04// LONG RANGE

We would like to find a property with enough space to have a range at least 800 meters long. The focus of this area is for the sniper teams as well as civilian hunters and professional marksmen.



05// THE VILLAGE

The village will be the main attraction of our range, this is where the true test of the operator's core skills of "shoot, move, and communicate" will be tried. It will be professionally designed to represent a small village that a Special Operations unit might go for a mission. We are also prepared to utilize



an industrial complex already in place on the chosen property and tailor it to fit the needs of a team. We see its uses to include practice for commanders to move their troops, shooters to practice searching through villages, medics to practice search and rescue, and where military members who are Joint Terminal Attack Controllers (JTAC's) can talk to NATO qualified instructors over the radio who represent notional aircraft in order to improve their close air support (CAS) capabilities. Once Rünnak Range is well established in the military community, we plan to invite NATO fighter jets into the airspace overhead to conduct CAS training with the teams on the ground. Clients not trained in these tactics can use this area for team building exercises using non-lethal weapons in a safe manner. Depending on the state of the property, buildings will be to specification for breaching and live shooting for the professional and simulated ammunition for the civilian. The exterior will be rigged with pyrotechnics to simulate the feel of the battlefield and induce the stress that the world's best operators train under. The advantage we provide in our village is the immediate notification of a strike. At most close air support ranges, the aircraft overhead will not drop live bombs in close proximity to friendly forces, this is known as "Dry CAS" Therefore, once the notional strike has occurred, there is normally an administrative pause that takes away from the training in order to determine the "effects" of the strike. At Rünnak Range we will have our buildings rigged with pyrotechnics in order to provide immediate and exciting feedback for our clients, smoke machines that create a realistic battlefield environment, and fireworks that represent Rocket Propelled Grenades and machine gun fire. Commanders and JTAC's will find this feature of our range to be massively beneficial to their training. There is no such system currently used in Europe.

06// LIVE TISSUE TRAINING:

We want to give the medics on our military teams realistic training by incorporating live animals into the scenarios under the supervision of veterinarians and with the utmost concern for respect to life of the animals. Our founders have trained this way in the past and we feel as though the best medical training comprises of trying to keep a living, breathing animal with injuries alive.

07// 6 DOOR CHALLENGE



One building within the village will be specifically dedicated to the fundamentals of mechanical breaching as well as the 6-door challenge, the quarterly test taken by the London Special Police Unit. It is both challenging for the Operator, and fun for the civilian. The doors will be specially designed in order to test the breaching skills of clients, by use of sledge hammers and force, the same way the London Special Police train their officers.

08// RUNWAY/HLZ

Future plans for Rünna Range include a 300-meter runway to accommodate a small aircraft so that clients can talk to live fly aircraft to facilitate the feel of real-world missions. A Helicopter Landing Zone (HLZ) for NATO aircraft to land during missions and rehearsals will be immediately established during the building phase of the range.

09// FITNESS CENTER

Most clients choosing to stay for a week or more will require a weight room with cardio equipment in order to feel at their peak performance ability. Our small fitness center will include treadmills, free weights, benches and squat racks.

10// RECREATION CENTER

Rünna Range will maintain sauna facilities, fire pits, barbecue's and sports recreation areas such as a sand volley ball pit and mountain bike track for customers to enjoy during their down time.



Our goal is to provide all of the facilities that a Special Operations team or group of civilians would require to train over the course of a one- or two-week program, while maintaining the flexibility to suit the range to the customer's needs for single day outings and team building exercises.

RESEARCH AND DEVELOPMENT

Rünnak Range seeks to employ the highest quality instructors with experience from elite military units. In order to create the best training facility possible, we will invite the top instructors and shooters from around the world to provide feedback on targets and instruction. Instructors will also maintain their contacts within military and law enforcement to ensure instruction is always at the leading edge of the industry.



STRATEGY AND IMPLEMENTATION

GROWTH STRATEGY

Rünnak Range owners will use their contacts within the Special Operations community to attract military and police members from all over Europe, which includes US personnel stationed in Germany, the UK and Italy, among other countries, as well as Special Operators from Estonia, Poland, Sweden, The Netherlands, France, Italy, Belgium and the UK. We will also use analytical advertising with google and social media outlets to promote our accessibility to the public. We plan to open Rünnak Range in five phases:

PHASE 1:

**LODGING
AND
SHOOTING
RANGES**

COST: €500,000

KEY TASKS:

1. Building plans approved by required authorities.
2. Site survey and preparation.
3. Build lodging facilities
4. Build shooting ranges, including steel targets, resetting system, firing platforms, safety berms, roof overhangs.

PHASE 2:

**Village and Mock-
Military Base**

COST: €200,000

KEY TASKS:

1. Improve existing roads.
2. Clear trees.
3. Improve existing Soviet-era aircraft hangars.
4. Build structures or bring in shipping containers to create a village or enemy air base.



PHASE 3: ADDITIONAL FACILITIES

COST: €500,000

KEY TASKS:

1. Finalize lodging area with kitchen and dining.
2. Build a mission planning facility to host clients interested in conducting ROC Drills.
3. Build an administration and logistics area.
4. Build recreation, fitness and sauna facilities.

PHASE 4: AIRFIELD PURCHASE

**COST:
€3,800,000**

KEY TASKS:

1. Purchase land.
2. Runway improvements.
3. Grass landing strip clearance.

Initial plans are to validate the success of the business prior to approaching the land owner with an offer to buy the land.

COMMUNICATION WITH THE CUSTOMER

Rünnak Range maintains the customer's safety, quality of training and enjoyment as our highest concerns. To make us as accessible as possible, we will create an interactive website allowing the customer to learn everything they need to know before obtaining our services. We will also be present on social media where clients can provide feedback on what they liked about the range and what they would like to see improved.

Rünnak Range plans to create brand awareness by advertising with a tactical clothing line producing t-shirts, hats, sweatshirts, bags and shooting equipment that people will want to wear in public in order to get our name as many places as possible. We believe this will be an important step in creating brand awareness as well as adding a revenue stream with a high rate of return.

SOCIAL MISSION

Estonians are looking for a place they can go to train on their passions as well as a place they can go to relax and enjoy the company of friends and family. Military forces stationed in Europe are also looking for a state-of-the-art facility to train. For the Special Operator, Rünnak Range will be the best possible place to train because we offer every aspect of what elite units' practice and we can cater to each team individually, using our experience in Special Operations as a solid starting point. For the family member, we will offer a place where shooters can hone their skills and bring the entire family to relax in other parts of the property. After a long day of work or play, they can meet and enjoy barbecues and bon fires. We want to offer a place for people to come and enjoy their time and feel like they own the place. Rünnak Range is open to all.

FUNDING REQUEST

BUILDINGS/REAL ESTATE	AMOUNT
Mission planning facility/lodging/bathrooms/showers	€400,000
Roofs for shooting areas	€50,000
Fitness/Sauna/Other recreation	€50,000
TOTAL	€500,000

THE RANGE	AMOUNT
Steel Targets	€10,000
Compressed air reset system	€20,000
Shipping containers	€100,000
Shooting platforms	€5,000
Roads	€50,000
Barriers	€50,000
Breaching house	€10,000
TOTAL	€245,000

EQUIPMENT LIST	AMOUNT
Tractor/skid steer/attachments	€50,000
Landscaping equipment	€10,000
Vehicles	€15,000
Hand tools	€10,000
TOTAL	€85,000

LOCATION AND ADMIN EXPENSES	AMOUNT
Permits/Licensing/Surveys	€20,000
Water/sewage/power/gas	€100,000
Legal and accounting fees	€10,000
Prepaid insurance	€50,000
Construction labor	€50,000
TOTAL	€240,000

OPENING INVENTORY	AMOUNT
Weapons	€20,000
Ammunition	€10,000
Merchandise	€5,000
Safety equipment	€5,000
Weapons cleaning supplies	€5,000
TOTAL	€45,000



ADVERTISING AND PROMOTIONAL EXPENSES	AMOUNT
Advertising	€5,000
Signage	€10,000
Printing	€5,000
Design	€5,000
TOTAL	€25,000

OTHER EXPENSES	AMOUNT
Utilities (water/electric) per year	€10,000
Reserve for Contingencies	€50,000

STARTUP EXPENSES	AMOUNT
TOTAL	€1,200,000

EMPLOYEE PAYROLL

Office workers: 3-5 employees on hand in order to work the Range shop. Duties will include handling payments, issuing rentals, cleaning weapons, cleaning ranges and assisting in other range related duties. We expect to pay around €3,000 per month to hourly workers including taxes.

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Contract workers: Instructors will be brought to Runnak Range on a contract payment schedule until client frequency increases to a point where instructors are needed full time. We expect to hire instructors for the duration of one week at a time and expect to pay around €10,000-20,000 per month to contract workers.

Maintenance employees: We will need 2- hourly employees to look after the range and ensure the large property and equipment are being maintained. Duties will include landscaping and general maintenance of buildings and machinery. We expect to pay between €1,000 and €2,000 per month for these services including taxes.

FINANCIAL PROJECTIONS

PRICING STRUCTURE (£):

RÜNNÄK RANGE PRICING GUIDE

Level 1	Pistol Course	200	Course costs include range rental time and instructor, does not include weapon rental, ammunition, safety gear.
Level 2	Pistol Course	200	
Level 3	Pistol Course	200	
Level 1	Pistol Course	200	
Level 2	Pistol Course	200	
Level 4	Rifle Pistol Combo	200	
Long Range Course		200	

RANGE RENTAL TIME	1/2 HOUR	1 HOUR
Pistol	15	25
Rifle	20	30
Share fee	10	10

FIREARM RENTALS	PRICE
Pistol	20
Rifle	30

ADDITIONAL PRICING	
Ammunition	Depends on caliber
Eye and Ear Protection	10
Paper Targets	1.00-3.00
Range Introduction	35
Range intro is a 15-minute live fire course, perfect to get first time shooters comfortable with handling a firearm.	

CIVILIAN WITH INSTRUCTOR PRICING RENTAL RANGE TIME WITH INSTRUCTOR	PER HOUR
Individual (1 on 1)	50
Pair (2 people)	70
Group (3-5)	150

MILITARY/ LAW ENFORCEMENT PRICING	
1 week without instructor	1,000/shooter
1 week with instructor	1,500/shooter
1 week lodging	1,000/shooter
1 week premium lodging	1,500/shooter
note: meals can be provided for an additional cost and training plans can be customized	



BREAK EVEN ANALYSIS

Where 1,200,000 is the total cost of setting up the range

75,000 is the average amount we can expect to earn per month when an average of 1 team comes for 2 weeks with 15 team members

And 30,000 is the average cost for a 2 week training interaction

And the range is booked 75% of the year

We would need 26 teams to book a 2 week session to earn 1.2M

26 teams booking 2 week sessions x 45,000 in profit = 1,215,000

NOTE: this calculation combined with other expenses indicates we will earn back the investment in 2 years

MANAGEMENT SUMMARY



NEAL SKELLY: Founder

Neal has spent the last decade in the Special Operations Community as a member of the United States Air Force. He has deployed with US Army Special Forces Green Berets and US Navy SEALs, and has trained with the British SAS, Polish GROM, and Swedish SOG. During his time with the world's most elite fighting units, he has spent countless hours on shooting ranges all over the world perfecting his trade and learning from the most experienced operators.

Neal is also a certified Joint Terminal Attack Controller – Instructor, open and closed-circuit diver, military free fall and static line jump master, fast rope and rappel master, Air Traffic Controller, and demolitions expert, among other related qualifications and holds a bachelor's degree from Dominican University in the US.

Priit Uuemaa: Founder

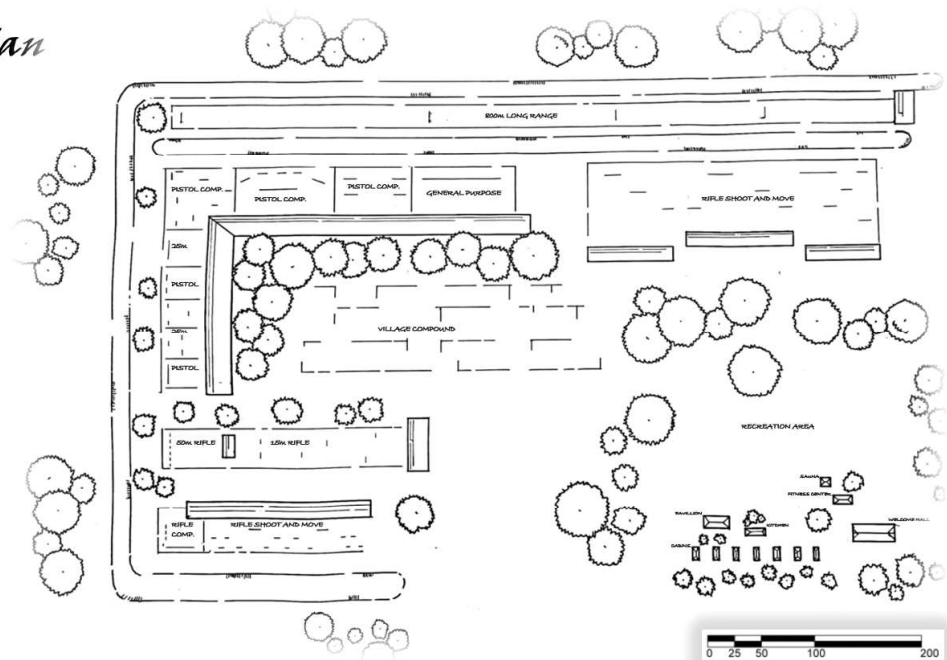
Priit has been the CEO of Corle OU, Estonia's leading fiber optics cable installer. He began his company after graduating from Stanford Business School.

Prior to Priit's business ventures, he was in the Estonian military for seven years, four of which he spent as a Commander in ESTSOF. During his military career, he spent time in the U.S. after being selected for a military exchange program, where he graduated from U.S. Army Ranger School and U.S. Navy BUDs (SEAL selection course).



APENDIX

Runnak Range Proposed Site Plan v1.0



Our ideal property would be 40 hectares, if we have more land, we can spread out our facilities more, allowing for more clients to book the range at one time. In any case, we will have all of the shooting areas located in one part of the property with separation from the lodging and relaxation areas.



We plan to establish Helicopter Landing Zones (HLZ's) throughout the property in order to accommodate teams that come to utilize the range for full mission planning purposes and who would like to incorporate helicopter infil and exfils, fast roping and rappelling. Our founding members have all certifications in these transportation methods and can be utilized as extra safety measures.

The founders have flown into Estonia many times via CV-22 from various countries into Tapa Range and Amari Airfield. We would like to invite these teams to our range for mission practice while they are frequently in Estonia on other missions.





Founding members conducting Alternative Insertion Extraction (AIE) techniques with Romanian SOF

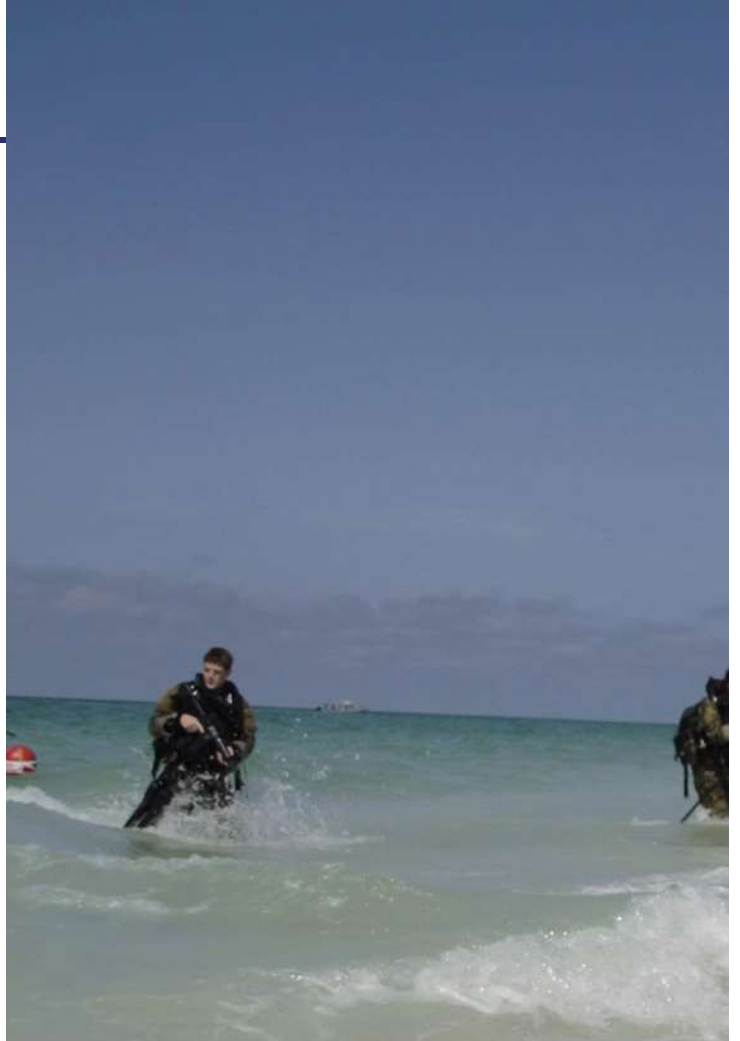




Our instructors are willing to work late into the night in order to cater to the teams coming to train with us. We realize that most missions in the real world happen at night and we want our clients to be prepared for this. We plan to make our training scenarios as realistic as possible. This means working at night, in any weather conditions and in confined and uncomfortable spaces. We also plan to have all terrain vehicles available for use while training, as well as for the clients to move freely throughout the large property.

Our founding members have years of experience in Joint Terminal Attack Control (JTAC) and are also certified as NATO instructors. We are happy to take any JTAC customers and provide Close Air Support (CAS) training either on our own as notional aircraft, or by booking airspace and inviting live fly NATO fighters to participate in the training. Our instructors have worked CAS in Estonia many times in the past as seen in the photos from Jagala Highway landings and training in Rakvere and Tapa Range.





If at all possible we would like to establish our range near the sea in order to accommodate maritime forces such as US Navy SEALs and British SAS. Our instructor staff is prepared to create scenarios where an “Over The Beach” assault is incorporated into the mission. We would also like to establish land use agreements with the neighboring properties in order to welcome teams that want to practice Military Free Fall and Static Line parachute infiltrations.



Finally, we would like to make the customer feel at home while they are with us by providing relaxation and sport facilities as well as a fitness center.

