

## **Exhibit X**

### **History and Future of the High Alert Institute**

The Institute has its roots in Disaster Readiness and Contingency Planning Education beginning shortly after the 9/11 attacks in 2001. Founded as Disaster Life Support of Florida in February 2002 by Dr. Maurice A. Ramirez as a service dedicated to disaster planning, preparation, and response for health care institutions. Disaster Life Support of Florida (DLS-FL) was founded as an unincorporated joint venture partnership with Shabumi, Inc. in February 2002. Dr. David McCann and Dr. Brian Brown joined DLS-FL and the company incorporated as Disaster Life Support of North America (DLS-NA) in February 2005. The mission of this educational corporation was to provide disaster health care education to medical and non-medical institutions throughout North America. DLS-NA formed three subsidiaries: a registered publishing house, a disaster technology services firm, and a disaster education equipment leasing division in 2006.

In 2006, Shabumi, Inc's interest in DLS International was purchased by founding board members of the American Board of Disaster Medicine, and the technology division expanded into software development. Unfortunately, tragedy struck the growing company in 2007. Two of DLS International's partners had to resign their positions to care for seriously ill family members and High Alert's Marketing Director also developed a life-threatening illness. As a result, DLS International's operations were consolidated, and the new company, High Alert, LLC, assumed command of its divisions.

Significant changes of fortune began for High Alert, LLC in 2008. Allison A. Sakara joined the company as Planning Chief, to assist in the restructuring of High Alert, LLC and the former divisions of DLS International. The company began expanding its operations to service all of the National Response Framework 18 critical infrastructure industries. Social media optimization services were added to the reorganized technologies division, attracting new marketing opportunities and expanding the core business. Despite a generally poor economy overall at the beginning of 2009, High Alert saw rapid growth and expansion of its consulting market.

The inevitability of the next great pandemic had been foretold in numerous High Alert documents and keynote addresses by High Alert's founder, Dr. Ramirez. In the spring of 2009, the impact of H1N1 was felt first in North America, and soon after, declared a pandemic by the World Health Organization. High Alert was called upon by numerous institutions for assistance and consulting in pandemic preparedness. Our nation's need for pandemic preparedness also spurred renewed interest in general disaster preparedness, and consulting requests for all-hazard planning increased. Simultaneously, High Alert's advanced social media optimization technology caught international attention and new partnerships were formed with both public relations firms and communications companies.

To address the needs of an expanding business, High Alert has been restructured and High Alert International, LLC is the name of the new parent company of a new family of subsidiaries. Each of its subsidiaries is dedicated to a different service aspect of disaster preparedness, response, and recovery. With this, several critical members have been added to the team, who have various specialties and are focusing on growing the various components of the company.

High Alert International and the High Alert family of companies, like all good emergency and disaster responders, have learned, adapted, and grown from each challenge and adversity that they have

encountered. As a result, Company leadership has become stronger, more responsive, and better able to serve clients and the greater community in all phases of the disaster life cycle by providing "Unexpected Solutions for the Unexpected."

In 2011, with High Alert International split the for-profit management and consulting into a new division, and formed the non-for-profit High Alert Institute, Inc, to continue the disaster readiness and contingency planning education and assistance mission. The need for disaster consulting not-for-profits was so great in 2011 that IRS approved the High Alert Institute's not-for-profit status in only 9 days from the date the application was received in Washington D.C.

Since 2011, the High Alert Institute, Inc. has provided National Disaster Life Support education as a Basic Disaster Life Support training center, supported disaster healthcare research through systematic scientific literature reviews and failure mode analysis database adjudication, and from 2009 to 2019 helped prepare healthcare for the coming centennial pandemic.

The COVID-19 Pandemic created challenges and opportunities for the High Alert Institute, its members and the world.

Most of our Board members are frontline healthcare workers. One of our board members, Martin (Ed) Thornton, MD died of COVID-19 after he opted to work in an Emergency Room in an underserved community even after that ER ran out of PPE for staff. It is also our Board renewal year and we look forward to continuing to work with those board members volunteering for another term and we thank those leaving at the end of their current term.

In the first six months of the pandemic, The High Alert Institute in partnership with Medical and Regulatory Affairs Specialists, LLC reviewed the majority of the antiviral repurposing literature in an attempt to identify an existing licensed drug combination effective against COVID-19. The Institute and MRAS prepared an article for publication and developed a protocol for facilities to use when administering the most effective drug combinations. The Institute found that no single drug available as of June 2020 was effective against COVID-19. A WHO clinical trial published in November 2020 would prove the institute correct.

Fortunately, 2020 and 2021 saw no major storms resulting in the need for a fish rescue in FEMA Region 4. However, the fish in our community tank laid eggs yielding 200+ hatchlings that survived to adult size. Dubbed the "KOIVID" fish on social media, these 200+ animals are now part of the High Alert Institute family and occupy both 1000-gallon isolation tanks as well as the community tank.

The Institute recognizes that its prior focus on Healthcare Disaster Education (including pandemic preparedness) is over. Post-Pandemic, every healthcare worker has "been there, done that" when it comes to pandemics and disasters it the animal wellness and conservation community however has had the realization that they need more disaster education to be truly disaster-ready. In 2022, the Institute will pivot to a post-pandemic approach to fulfilling its Vision and Mission. This pivot will introduce us to a new audience and allow us to focus all our efforts on disaster-ready animal caregivers.

2022 will bring exciting changes.

Scaly is the New Cuddly!!!