

Key Metrics (Example Data used)

| | | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Note | Comments |
|--|---|---------------|---------------|---------------|---------------|---------------|---------------|---|---|
| FINANCIAL | Revenue (000s) | \$1,050 | \$1,070 | \$1,090 | \$1,110 | \$1,130 | \$1,150 | | |
| | Revenue \$s Annualized (\$000) | \$12,600 | \$12,840 | \$13,080 | \$13,320 | \$13,560 | \$13,800 | | |
| | Revenue Annualized Growth vs. Prior Year | 92% | 89% | 87% | 84% | 81% | 78% | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | Gross margin as a % of revenue | 70% | 71% | 72% | 73% | 74% | 75% | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | Operating expenses as a % of revenue | 40% | 51% | 46% | 42% | 38% | 44% | | |
| | EBITDA | \$100 | \$110 | \$120 | \$130 | \$140 | \$150 | | |
| | Days Sales Outstanding (3-month avg) | 51.2 | 53.9 | 55.4 | 51.6 | 48.4 | 50.3 | | |
| SALES | Pipeline - New Clients (\$000s) | \$50,000 | \$50,500 | \$51,000 | \$51,500 | \$52,000 | \$52,500 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | Pipeline - Upsell (\$000s) | \$500 | \$550 | \$600 | \$650 | \$700 | \$750 | | |
| | Pipeline- Total (\$000s) | \$50,500 | \$51,050 | \$32,468 | \$52,150 | \$52,700 | \$53,250 | | |
| | Weighted Pipeline - New Clients (\$000s) | \$20,000 | \$20,500 | \$21,000 | \$21,500 | \$22,000 | \$22,500 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | Weighted Pipeline - Upsell (\$000s) | \$1,000 | \$1,050 | \$1,100 | \$1,150 | \$1,200 | \$1,250 | | |
| | Weighted Pipeline- Total (\$000s) | \$21,000 | \$21,550 | \$9,037 | \$22,650 | \$23,200 | \$23,750 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | # of Customers (unique) | 100 | 101 | 16 | 16 | 17 | 17 | | |
| | # New customers - MSA signed - Last 12 Months | 20 | 21 | 22 | 23 | 24 | 25 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| Annual Recurring Revenue MSA's last 12 Months (\$000s) | \$20,000 | \$21,000 | \$22,000 | \$23,000 | \$24,000 | \$25,000 | ▶ | Comments on flagged items for cause and suggested/planned actions | |
| CUST SAVINGS | # Customers | 100 | 101 | 16 | 16 | 17 | 17 | | |
| | Number of sites | 25,000 | 25,500 | 26,000 | 26,500 | 27,000 | 27,500 | | |
| | Energy Savings% | 20.0% | 20.5% | 21.0% | 21.5% | 22.0% | 22.5% | | |
| | Energy Savings\$ | \$ 30,000,000 | \$ 30,500,000 | \$ 31,000,000 | \$ 31,500,000 | \$ 32,000,000 | \$ 32,500,000 | | |
| | Customer Fees | \$ 12,600,000 | \$ 12,840,000 | \$ 13,080,000 | \$ 13,320,000 | \$ 13,560,000 | \$ 13,800,000 | | |
| | ROI to customers | 138% | 138% | 137% | 136% | 136% | 136% | | |
| OPERATIONS | # Techs | 200 | 205 | 210 | 215 | 220 | 225 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | # Tickets | 50,000 | 52,500 | 55,000 | 57,500 | 60,000 | 62,500 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | # Tickets per Tech | 250 | 256 | 262 | 267 | 273 | 278 | ▶ | Comments on flagged items for cause and suggested/planned actions |
| | Number of sites | 25,000 | 25,500 | 26,000 | 26,500 | 27,000 | 27,500 | | |
| | # Sites per Tech (Ops Managed Sites) | 125 | 124 | 124 | 123 | 123 | 122 | | |
| OTHER | Number of employees | 250 | 256 | 262 | 268 | 274 | 280 | | |
| | Monthly revenue per employee (\$s) | \$ 4,200 | \$ 4,180 | \$ 4,160 | \$ 4,142 | \$ 4,124 | \$ 4,107 | | |
| | Number of sites | 25,000 | 25,500 | 26,000 | 26,500 | 27,000 | 27,500 | | |
| | Monthly revenue per site (\$s) | \$42.00 | \$41.96 | \$41.92 | \$41.89 | \$41.85 | \$41.82 | | |

Scorecard - Apr 2019

| | MTD vs | | YTD vs | | | FY Est vs | | FY Est vs | Comments | |
|----------------------------|--|-------------------------------------|----------|-------------|----------|------------|-----------|-----------|------------|----------|
| | MTD | Plan | YTD | YTD vs Plan | Prior Yr | FY Outlook | Plan | | | Prior Yr |
| B I G 3 | Sales | \$ 2,220 | \$ (310) | \$ 7,175 | \$ (250) | \$ (273) | \$ 26,088 | 247 | \$ 3,807 | |
| | Division 1 | 1,100 | (100) | 4,350 | - | (148) | 15,603 | (78) | 1,667 | |
| | Division 2 | 1,100 | (200) | 2,750 | (250) | (200) | 9,280 | (70) | 935 | |
| | Special Projects | 20 | (10) | 75 | - | 75 | 1,205 | 395 | 1,205 | |
| | EBITDA from Operations | \$ 605 | \$ 77 | \$ 421 | \$ 407 | \$ (778) | \$ 1,869 | \$ 259 | \$ (1,571) | |
| | Division 1 | 508 | 198 | 690 | 316 | (184) | 3,325 | 259 | 227 | |
| | Division 2 | 228 | (252) | 140 | (250) | (185) | 657 | (71) | 316 | |
| | Special Projects | (131) | 131 | (409) | 341 | (409) | (2,114) | 71 | (2,114) | |
| | Cash balance | \$ 3,562 | \$ 240 | \$ 3,562 | \$ 240 | | \$ 4,976 | \$ - | | |
| | M A R G I N A N D E X P E N S E S | Direct (Variable) COGS Exp\$ | \$ 376 | \$ 50 | \$ 925 | \$ 209 | \$ (489) | \$ 4,125 | \$ 336 | \$ (268) |
| Division 1 | | (78) | (212) | (7) | (207) | (631) | 1,944 | (206) | 54 | |
| Division 2 | | 450 | 123 | 881 | 235 | 91 | 2,747 | 12 | 244 | |
| Special Projects | | 4 | 139 | 51 | 181 | 51 | (566) | 530 | (566) | |
| Direct Margin \$ | | \$ 1,844 | \$ (360) | \$ 6,250 | \$ (459) | \$ 217 | \$ 21,963 | \$ (89) | \$ 4,075 | |
| Division 1 | | 1,178 | 112 | 4,357 | 207 | 484 | 13,660 | 127 | 1,613 | |
| Division 2 | | 650 | (323) | 1,869 | (485) | (291) | 6,533 | (82) | 692 | |
| Special Projects | | 16 | (149) | 24 | (181) | 24 | 1,771 | (135) | 1,771 | |
| Direct Margin % | | 83.1% | -4.1% | 87.1% | -3.2% | 6.1% | 84.2% | -1.2% | -0.1% | |
| Division 1 | | 107.1% | 18.2% | 100.2% | 4.8% | 14.0% | 87.5% | 1.2% | 9.7% | |
| Division 2 | | 59.1% | -15.8% | 68.0% | -10.5% | -5.2% | 70.4% | -0.3% | -9.8% | |
| Special Projects | | - | - | - | - | - | - | - | - | |
| Fixed COGS expenses | | \$ 425 | \$ (38) | \$ 1,598 | \$ (152) | \$ (39) | \$ 5,566 | \$ (60) | \$ 792 | |
| Division 1 | | 226 | (13) | 919 | (39) | 43 | 2,823 | (49) | 204 | |
| Division 2 | | 165 | 4 | 595 | (39) | (166) | 1,996 | 64 | (160) | |
| Special Projects | | 33 | (29) | 84 | (75) | 84 | 748 | (75) | 748 | |
| Marketing Promo | | \$ 66 | \$ (219) | \$ 1,126 | \$ (196) | \$ 504 | \$ 3,599 | \$ (65) | \$ 2,140 | |
| Division 1 | | 18 | (51) | 1,014 | (9) | 392 | 2,120 | (38) | 661 | |
| Division 2 | | - | - | - | - | - | - | - | - | |
| Special Projects | 49 | (168) | 111 | (187) | 111 | 1,479 | (27) | 1,479 | | |
| Operating Expenses | \$ 748 | \$ (179) | \$ 3,105 | \$ (517) | \$ 530 | \$ 10,929 | \$ (224) | \$ 2,715 | | |
| Division 1 | 427 | (22) | 1,733 | (61) | 232 | 5,392 | (45) | 521 | | |
| Division 2 | 257 | (75) | 1,135 | (196) | 60 | 3,880 | (75) | 535 | | |
| Special Projects | 64 | (82) | 237 | (261) | 237 | 1,658 | (104) | 1,658 | | |
| Headcount | 125 | (6) | 125 | (6) | | 135 | - | | | |
| Division 1 | 63 | (1) | 63 | (1) | | 64 | - | | | |
| Division 2 | 53 | (2) | 53 | (2) | | 55 | - | | | |
| Special Projects | 9 | (3) | 9 | (3) | | 16 | - | | | |