

Company XYZ  
Board of Directors Meeting  
10-29-2019

# Board Meeting Participants

## **Board Members:**

Member A

Member B

Member C

Member D

Member E

## **Attendees:**

Attendee A

Attendee B

Attendee C

Attendee D

Attendee E



# Agenda

- Financials
  - 2019 YTD Performance
  - Forecast 2019 and 2020
- Strategy – Opportunities and Challenges
- Long Range Outlook through 2023
- Board discussion and approval items
- Break for Executive Session



# Board Discussion and Approvals

- X
- Y
- Z

# Financial Overview

- Sep 2019 YTD results remain at or ahead of Plan
  - Revenue at \$XXXXM vs. Plan of \$YYYYM
  - EBITDA at (\$XXXXM) vs. Plan of (\$YYYYM)
  - Cash balance at \$XXXXM vs. Plan of \$YYYYM
- Full year forecast for EBITDA of (\$XXXXM) is on Plan of (\$XXXXK)
  - Revenue forecast for year is higher than Plan by \$XXXXM at \$XXXXM
  - Customers X, Y, Z are major Q4 adds
  - ARR at Dec. 2019 estimated at \$XXXXM
- Cash balance projected at \$XXXXM at year end 2019 vs. Plan of \$YYYYM. New line of credit will provide \$XXXXM of added availability.

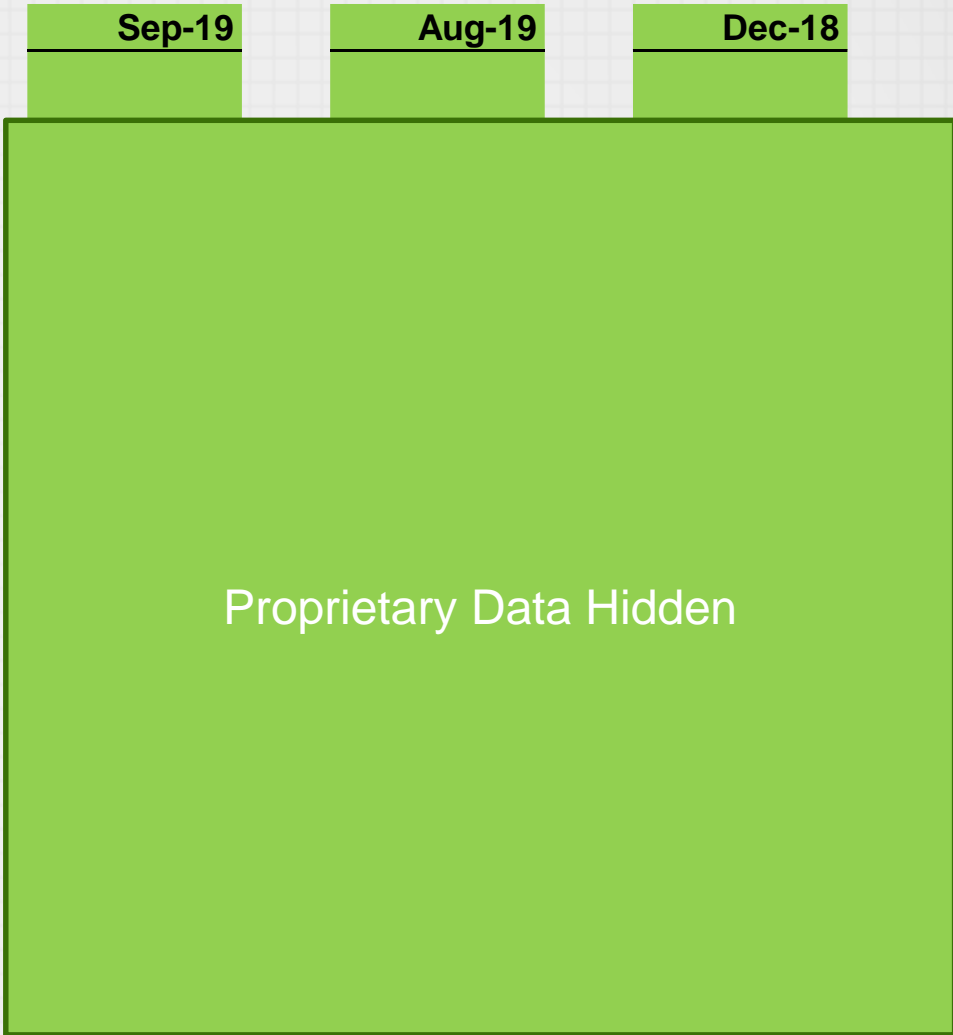
# P&L Summary – YTD Sep 2019

(\$000s)	<u>YTD vs Budget</u>			<u>YTD vs Pr. Yr. YTD</u>			
	<u>YTD</u>	<u>Budget</u>	<u>Var</u>	<u>YTD</u>	<u>Prior Yr</u>	<u>Chg</u>	<u>%Chg</u>
Total Revenue	Proprietary Data Hidden						
Cost of Services							
Gross Profit							
Operating Expenses							
Sales & Marketing							
Engineering							
General & Admin							
Total Oper. Exp.							
EBITDA							

# Balance Sheet

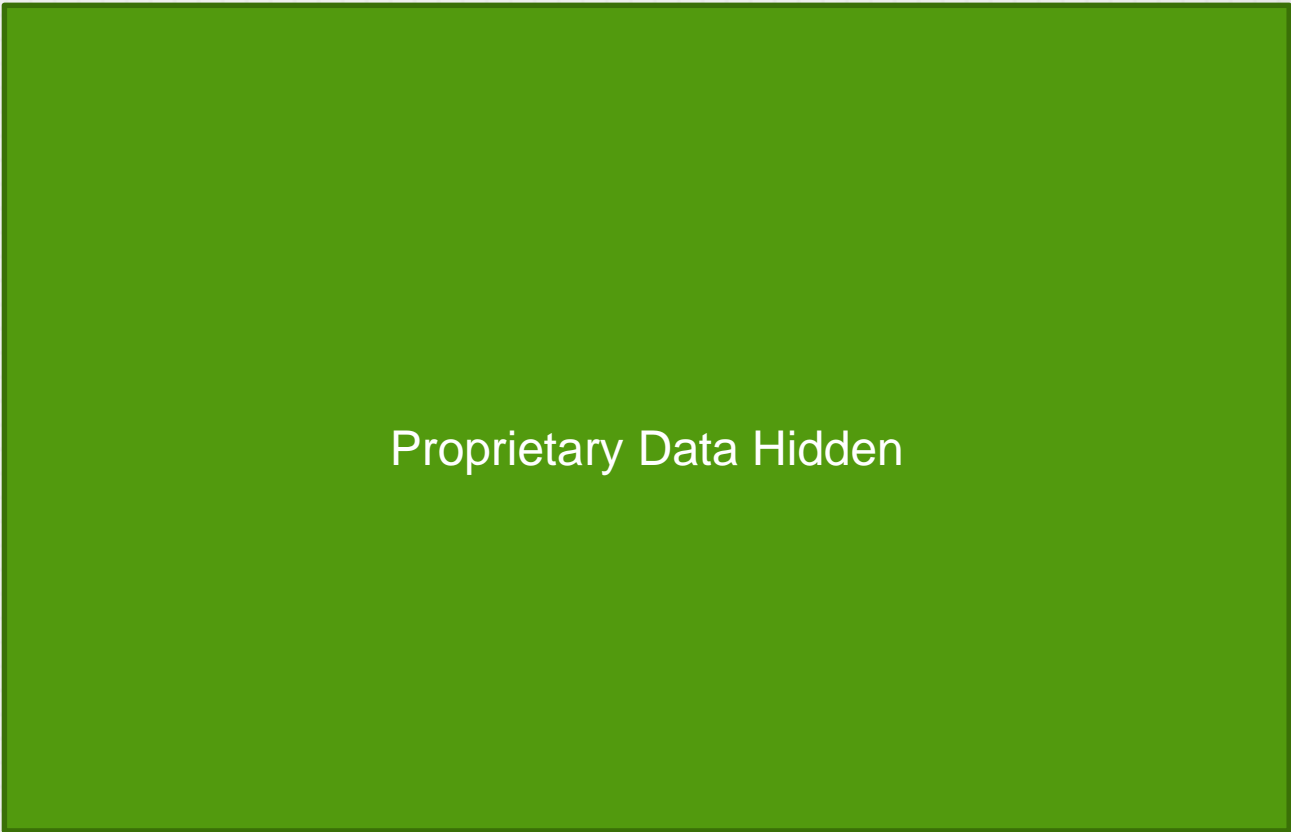
(\$000s)

	Sep-19	Aug-19	Dec-18
<b><u>Assets</u></b>			
Cash			
Accounts Receivable, Net			
Prepays & Other Current Assets			
Property & Equipment, Net			
Other Assets			
Goodwill & Intangibles			
<b>Total Assets</b>			
<b><u>Liabilities</u></b>			
Accounts Payable			
Accrued Exp. & Other CL			
Accrued interest			
Line of Credit			
<b><u>Equity</u></b>			
Common Stock			
Retained Earnings			
<b>Total Liabilities &amp; Equity</b>			



# 2019 Full Year P&L Estimate

	2019 Full Yr Est	2019 Budget	Diff vs Budget
<i>amounts in thousands</i>			
Total Revenue			
Cost of Services			
Gross Profit			
Operating Expenses			
Sales & Marketing			
Engineering			
General & Administrative			
Total Oper. Exp.			
EBITDA			





# 2020 Revenue for New Clients

	2020				2020 Total	<u>Start Month and Prob Weighted Revenue</u>			
Customer/Prospect	Q1	Q2	Q3	Q4		Start Month	Monthly Rev at 100% Prob%	Monthly Rev Prob Adj	Monthly Rev Prob Adj



Proprietary Data Hidden

# Customer Business Relationship Status

Sep 19 Sales Margin Est	Comments
Proprietary Data Hidden	Proprietary Data Hidden

# 2019 and 2020 Forecast Hires (except volume driven EMS staff)

		Annualized Salary					
		2019			2020		
Row Labels		Nov	Dec	Jan	Apr	Jul	Oct
Proprietary Data Hidden							

# 2019 Remaining 2<sup>nd</sup> Half Opportunities and Challenges

Area	Focus
Proprietary Data Hidden	

# Opportunities

Opportunities	Action Plans	Status
Proprietary Data Hidden		● ● ●
		● ● ●
		●
		● ●

# Challenges

Challenge	Action Plan	Status
Proprietary Data Hidden		●
		●
		●
		●
		●
		●
		●
		●
		●
		●

# Projections thru 2023

<u>P&amp;L</u>	2017 Act		2018 Act		2019 Est		2020 Pro-Forma		2021 Pro-Forma		2022 Pro-Forma		2023 Pro-Forma	
	\$	% Rev	\$	% Rev	\$	% Rev	\$	% Rev	\$	% Rev	\$	% Rev	\$	% Rev
<b>amounts in thousands</b>														
Total Revenue														
Cost of Services														
Gross Profit														
Operating Expenses														
Sales & Marketing														
Engineering														
General & Administrative														
Total Oper. Exp.														
EBITDA														
Proprietary Data Hidden														
<b>Cash Flow Summary</b>														
Cash flow Operations														
Capital Expenses (incl software)														
Net Cash use / generated														
<b>Key Indicators</b>														
Revenue % growth vs Pr Year														
Revenue \$ growth vs Pr Year														
Gross Margin \$ growth vs Pr Year														
Expense \$ growth vs Pr Year														
EBITDA \$ growth vs Pr Year														

# 2019-2023 Forecast Assumptions

2019 and 2020  
Revenue:

2019/ 2020 COGS  
and OpEx:

2021 to 2023  
Revenue

2021 to 2023  
COGS and OpEx

Proprietary Data Hidden



# Cash Projections (\$000s)

Proprietary Data Hidden

## Appendix Info

# Monthly Trends Income Statement

<i>amounts in thousands</i>	Act <u>Oct-18</u>	Act <u>Nov-18</u>	Act <u>Dec-18</u>	Act <u>Jan-19</u>	Act <u>Feb-19</u>	Act <u>Mar-19</u>	Act <u>Apr-19</u>	Act <u>May-19</u>	Act <u>Jun-19</u>	Act <u>Jul-19</u>	Act <u>Aug-19</u>	Act <u>Sep-19</u>
Total Revenue	Proprietary Data Hidden											
Cost of Services												
Gross Profit												
Gross Profit % Sales												
Operating Expenses												
Sales & Marketing												
Engineering												
General & Administrative												
Total Oper. Exp.												
EBITDA												
Amortization Goodwill												
Deprec & Software Amortiz												
Interest Expense												
Other Expenses												
Total Other Expenses												
Net Income/(Loss)												

# Monthly Trends

Proprietary Data Hidden

# Sep 2019 Sales by Customer (\$000s)

21

Proprietary Data Hidden

# 2019 Monthly Cash Flow Forecast

	Act Jan-19	Act Feb-19	Act Mar-19	Act Apr-19	Act May-19	Act Jun-19	Act Jul-19	Act Aug-19	Act Sep-19	Est Oct-19	Est Nov-19	Est Dec-19
Revenue	Proprietary Data Hidden											
Cost of Sales	Proprietary Data Hidden											
Gross Margin	Proprietary Data Hidden											
Sales Commissions	Proprietary Data Hidden											
S&M	Proprietary Data Hidden											
Engineering	Proprietary Data Hidden											
G&A	Proprietary Data Hidden											
EBITDA	Proprietary Data Hidden											
Capitalized software	Proprietary Data Hidden											
Cash gen before work capital, capital, & financ	Proprietary Data Hidden											
Beg Cash Balance	Proprietary Data Hidden											
Capital Purchases	Proprietary Data Hidden											
Chg in Working Capital	Proprietary Data Hidden											
Trx related (trx fees, bonuses)	Proprietary Data Hidden											
Current Year Bonus accrual	Proprietary Data Hidden											
Debt borrowings / (paydown)	Proprietary Data Hidden											
Equity proceeds	Proprietary Data Hidden											
Cash gen before work capital, capital, & financ	Proprietary Data Hidden											
<b>End Cash Balance</b>	Proprietary Data Hidden											
<b>Change in Cash (excluding borrowing &amp; equit</b>	Proprietary Data Hidden											

# 2020 Monthly Cash Flow Forecast

23

	Est Jan-20	Est Feb-20	Est Mar-20	Est Apr-20	Est May-20	Est Jun-20	Est Jul-20	Est Aug-20	Est Sep-20	Est Oct-20	Est Nov-20	Est Dec-20
Revenue												
Cost of Sales												
Gross Margin												
Sales Commissions												
S&M												
Engineering												
G&A												
EBITDA												
Capitalized software												
Cash gen before work capital, capital, & financing												
Beg Cash Balance												
Capital Purchases												
Chg in Working Capital												
Trx related (trx fees, bonuses)												
Current Year Bonus accrual												
Debt borrowings / (paydown)												
Equity proceeds												
Cash gen before work capital, capital, & financing												
<b>End Cash Balance</b>												
<b>Change in Cash (excluding borrowing &amp; equity)</b>												

Proprietary Data Hidden

