

What We Need to Know About You

We want to get to know all about you, your team, and your organization as quickly as possible. Towards that end, here is what we request you provide for us to look over before we meet.

1. Goals and objectives (what are you looking to achieve over what timeline)
 - a. Investors
 - b. Executive management
What are you looking to achieve, how do you think you are doing, what is not happening
 - c. What are you looking to achieve personally
2. Capitalization table with liquidity preferences
3. Summary of any debt including terms and covenants
4. Corporate organization structure chart
 - a. Plus, who do you count on for what; and their annual performance goals for this year and the same plus actual results for last year;
5. Organization chart by function
6. Financial performance
 - a. P&L (actual for past two years aby by quarter to-date this year). See attached
 - b. Cash flow
 - c. Balance sheet
 - d. 5 year go-forward model / plan (ideally that ties out to balance sheet and cash-flow)
 - e. 1 year budget to actual by month or quarter
 - f. FY CF projection and bookings projection and revenue projection and EBITDA projection (I.e., actual results for Q1 and Q2 plus current projections for Q3 and Q4)
 - g. Revenue accounting policies
 - h. Metrics you monitor by function (targets and actual results)
7. Metrics
 - a. Number of customers, number of vehicles, Avg ARPU, number of lease see attached
 - b. Renewals
 - c. Net recurring revenue (revenue + upsell – churn)
8. Pricing structure



9. Discounting model and approvals (would be good to get actual discounting as compared aspirational model)
10. Commission structure and actual commissions awarded by sales person in 2019 and so far in 2020
11. Sales org structure
 - a. Sales M.O. (i.e., where to leads come from, how do leads turn into sales, role of marketing vs. sales, etc.)
 - b. Quota to actual last year and this year
 - c. Win loss analysis
 - d. Who manages top 5 customers and what are their metrics
 - e. Who manages the top 5 growth customers and what are their targets
 - f. Insurance carrier partnership
 - i. With actual results
 - g. OEM strategy and status
 - h. Bookings
 - i. By quarter, number of customers and bookings. Booking broken into net new and upsell units)
 - i. Number of customers and units up for renewal by year
12. Marketing
 - a. Landscape – list of competitors, how you position to win against them, their pricing and competitive advantages; who has what share of market and who is trending how
 - b. Demand generation
13. COGS
 - a. Break down of COGS
 - b. Product
 - c. Services
 - d. Analysis of conversion of bookings to SiS by month last year and this year
14. OPEX
 - a. Break down by function: sales, marketing, Services, Development, Finance and admin
15. Product
 - a. Functional Overview
 - b. Technical Overview
 - i. Logic modules, data stores, flows
 - ii. Technical Debt (what have you not yet done that needs to be done to catch up to the latest technology and trends)



- c. Compare to Lytx and Samsara

16. Services

- a. What teams are here
- b. Approach to selling and delivering services
- c. How do you measure them
- d. P&L and metrics for each sub org
- e. Where does installation fit. Who is accountable

17. Policies

- a. Revenue
- b. Cogs
- c. Development capitalization

18. Systems

- a. Systems stack
- b. ERP
- c. CRM
- d. Subscriber mgmt
- e. Other

