



**Board Services and Engagement:  
Example Deliverable**

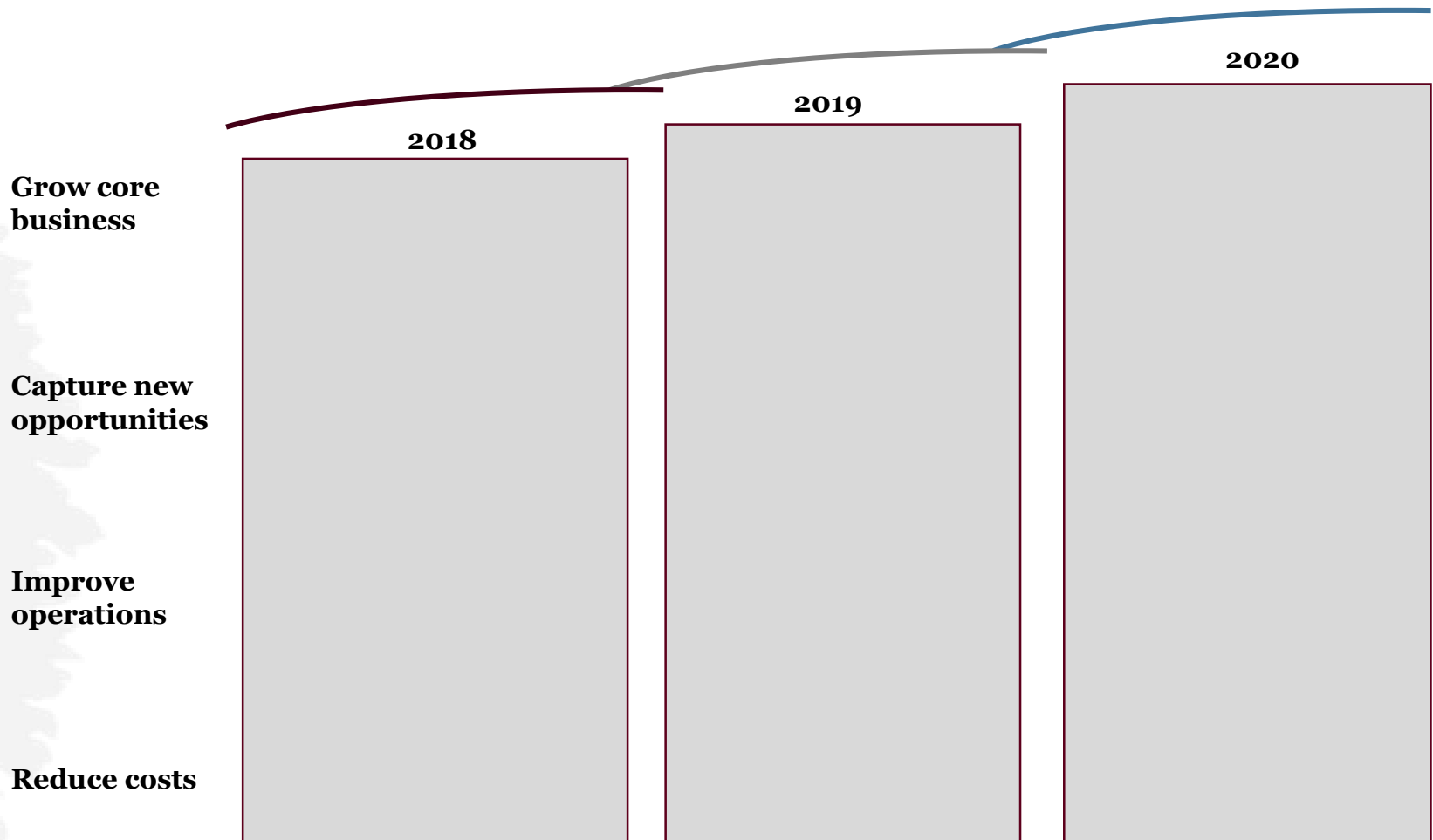
# Agenda

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- **Strategic Vision**
- Product Margin Analysis
- Portfolio Recommendations and Projections

# We have built a plan around a core set of initiatives from 2017-2020

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# Enablers, strategies, value initiatives

**Value initiatives**

- **Operations :** x x x x x x x x x
- **Growth:** x x x x x x x
- **Structure:** x x x x x
- **Execution:** x x x
- **Productivity:** x x x x

**Enablers**

- **People:** x x x x x x x x
- **Performance :** x x x
- **Resources:** x x x x x x x
- **Organization:** x x x x x x x x

## Key strategies

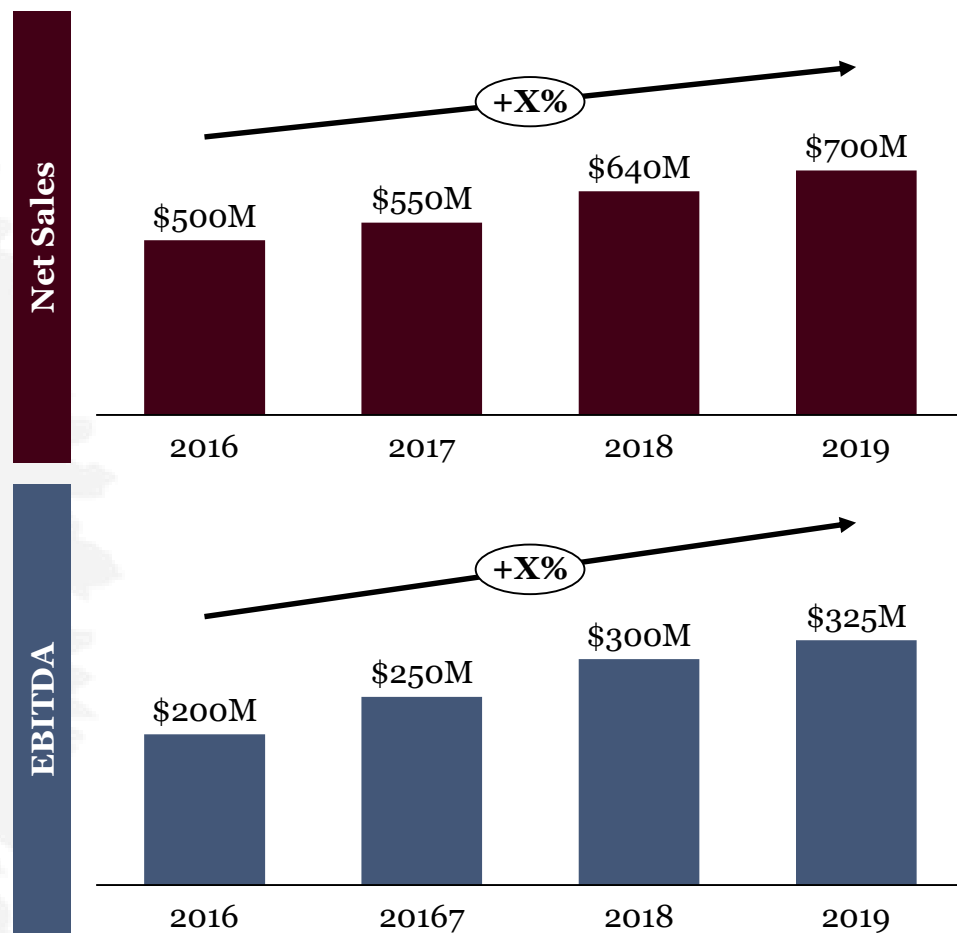


- 1 Drive core growth through Z
- 2 Dedicate resources to drive Y
- 3 Align portfolio to better meet X



## This directional value creation view suggests ~\$XM EBITDA by 20XX driving \$X.XB of enterprise value

X PROJECTION BASED ON TODAY'S TRAJECTORY (2016 – 2020)

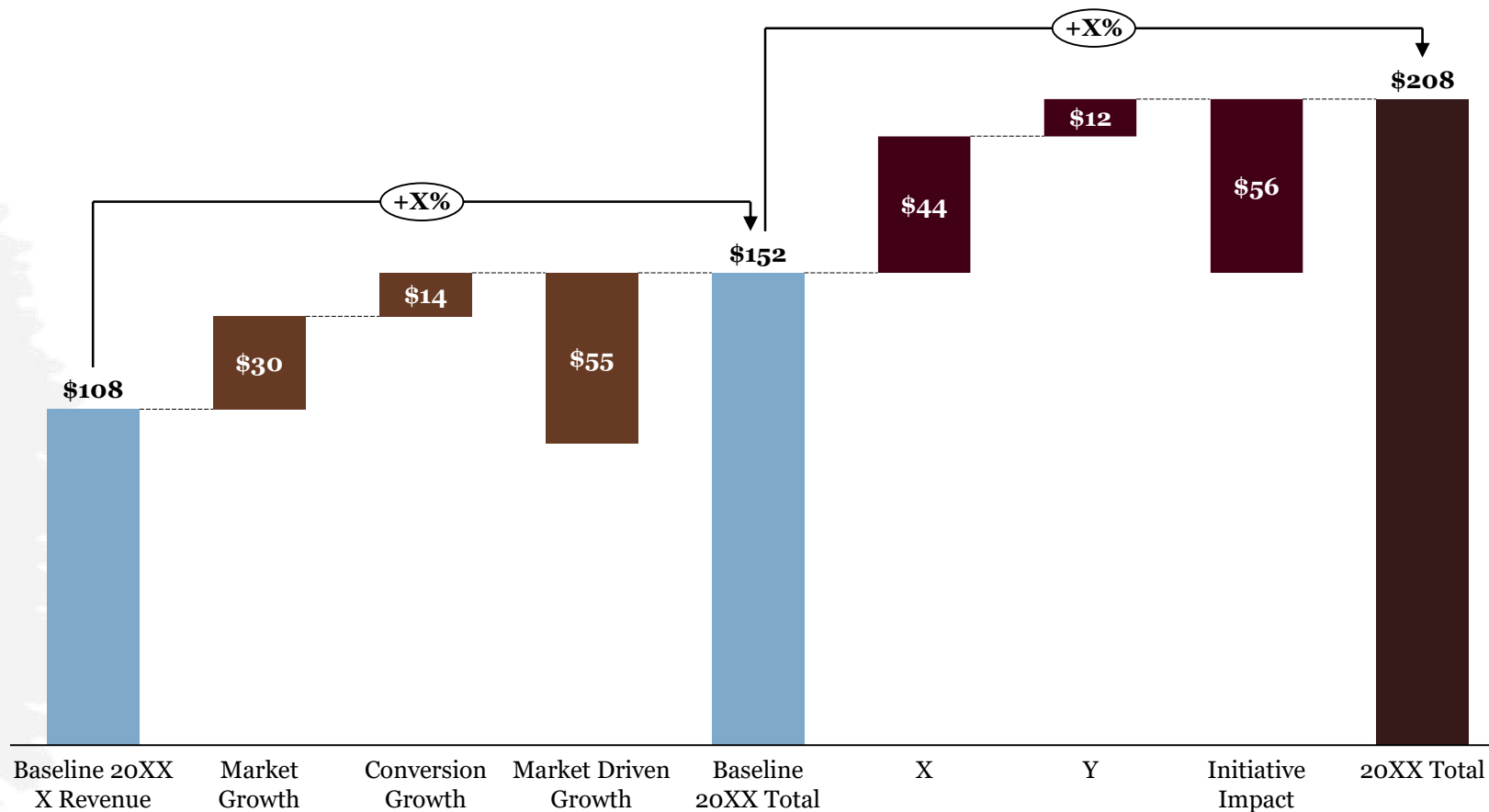


- Growing current pace (above market growth for X, slightly below market growth for X) drives nearly **\$XM of revenue** by 20X
- Through 2018 – 2019 we expect to achieve X and thus increase in X at double the rate of revenue growth
- In addition, we achieve some X resulting in **improvement of ~X% from '17 – '19**, with some value increase expected to happen past '19
- Ultimately expected to deliver ~**\$XM EBITDA** by 2019 – at X multiple translates to ~**\$X.XB** enterprise value
- Assuming cash generation of **\$XM**, this suggests X will have generated over **\$XB of incremental investment value**



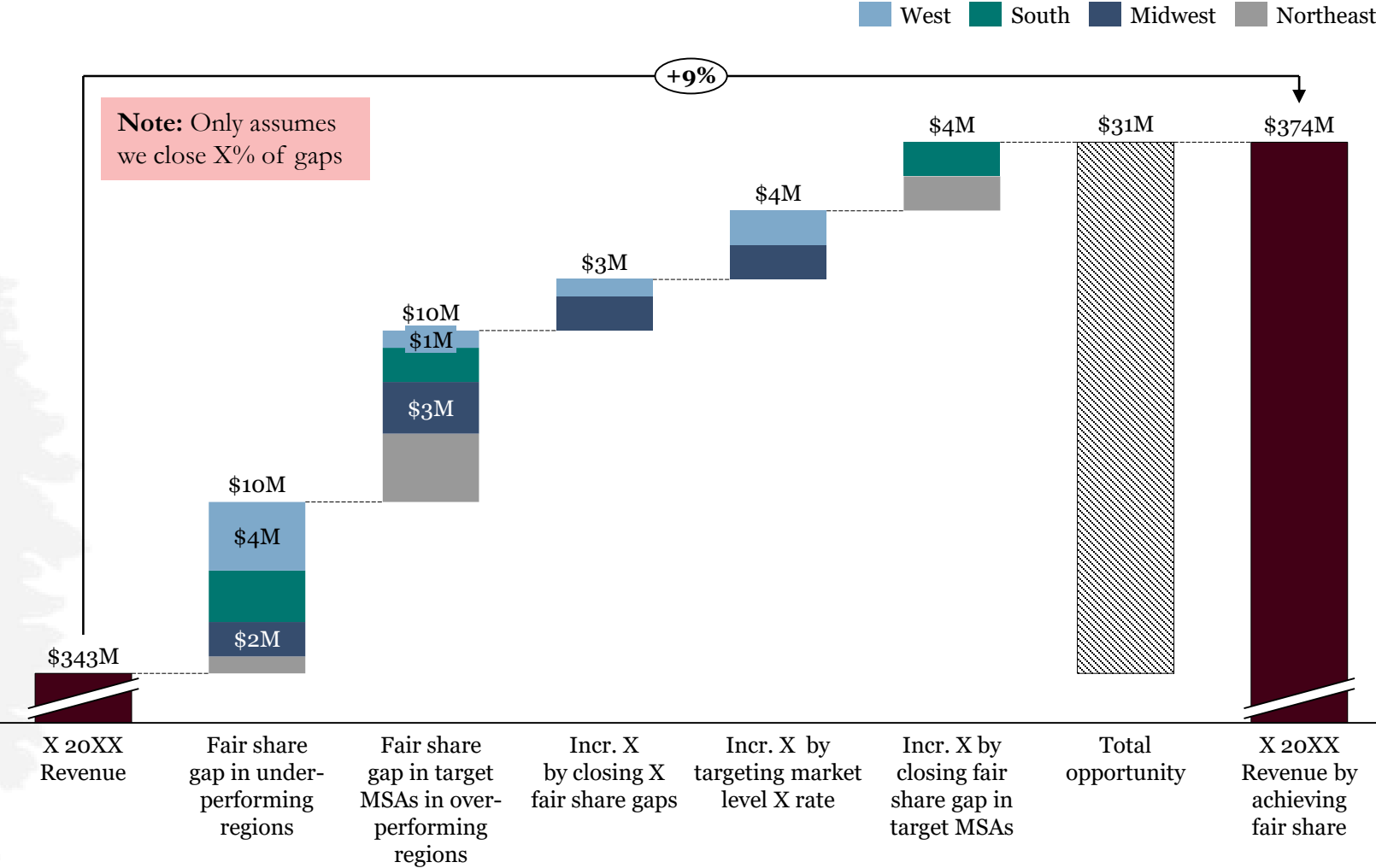
# The two X strategies add \$XM in sales by 20XX (a X% increase from the 20XX baseline total) and contribute ~\$XM in EBITDA

Net Revenue (\$Ms)<sup>1</sup>



Note: XXXX

# Closing these gaps in 20XX would drive ~\$XM of top-line value, a ~X% increase in X volume



Source: x x x x

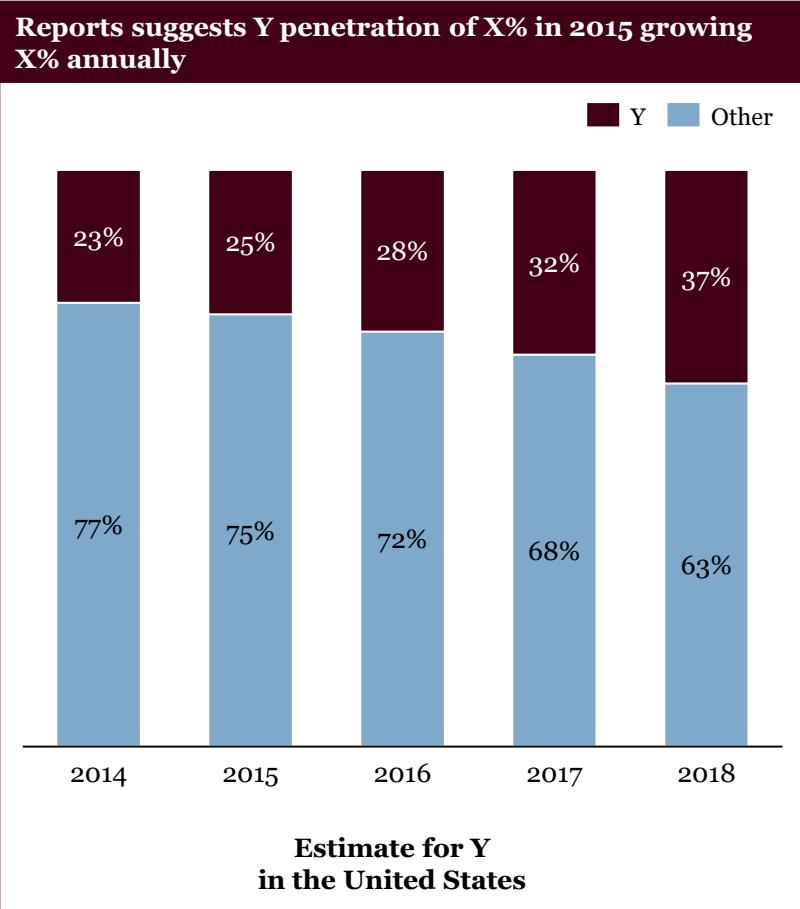
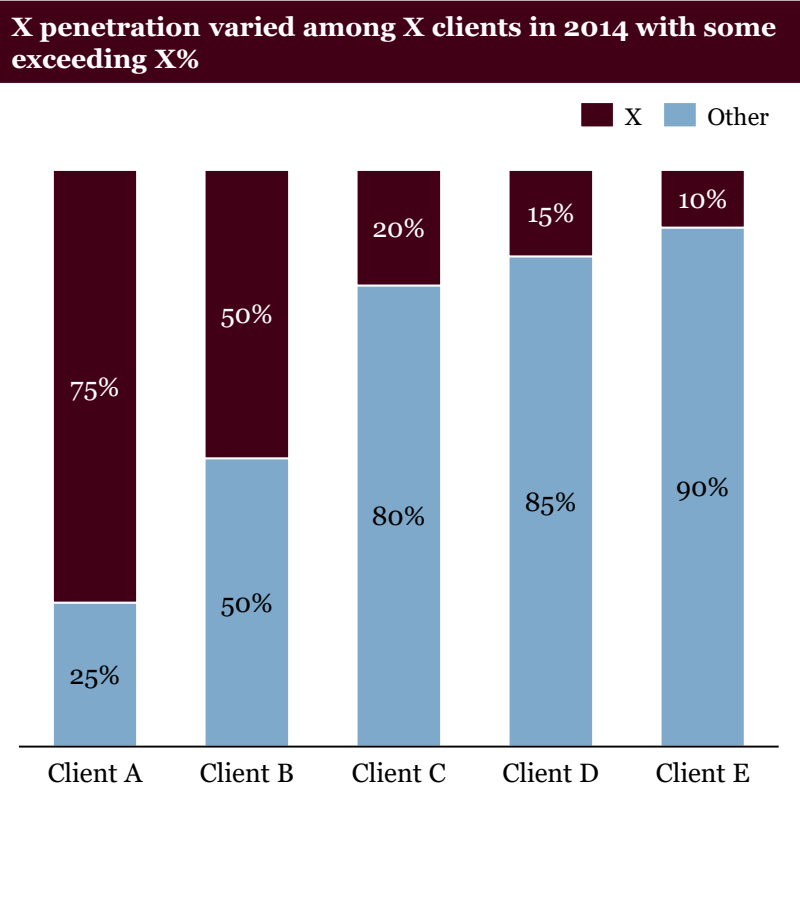
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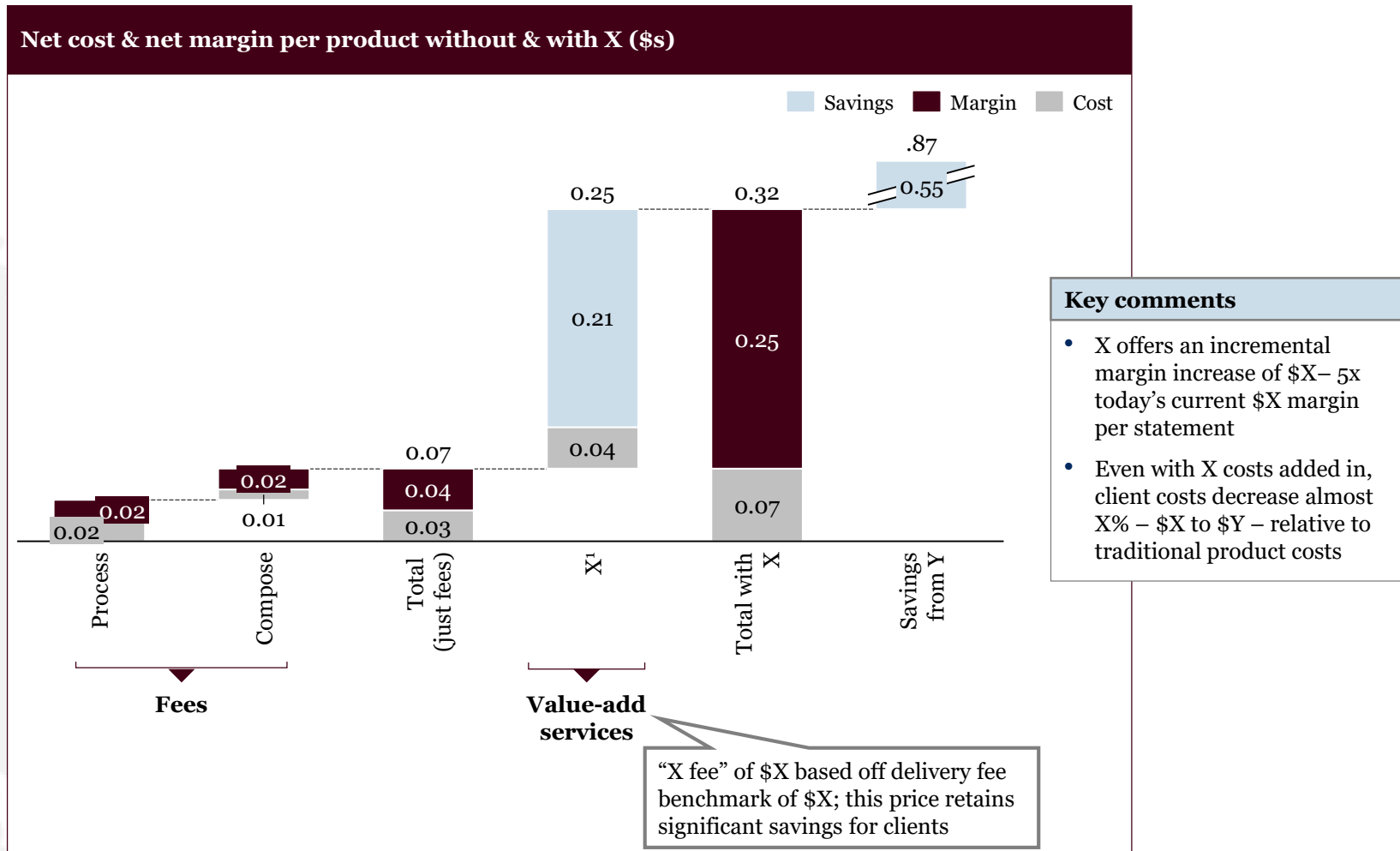
- Strategic Vision
- **Product Margin Analysis**
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# Clients have increasingly adopted X with industry-wide adoption expected to grow



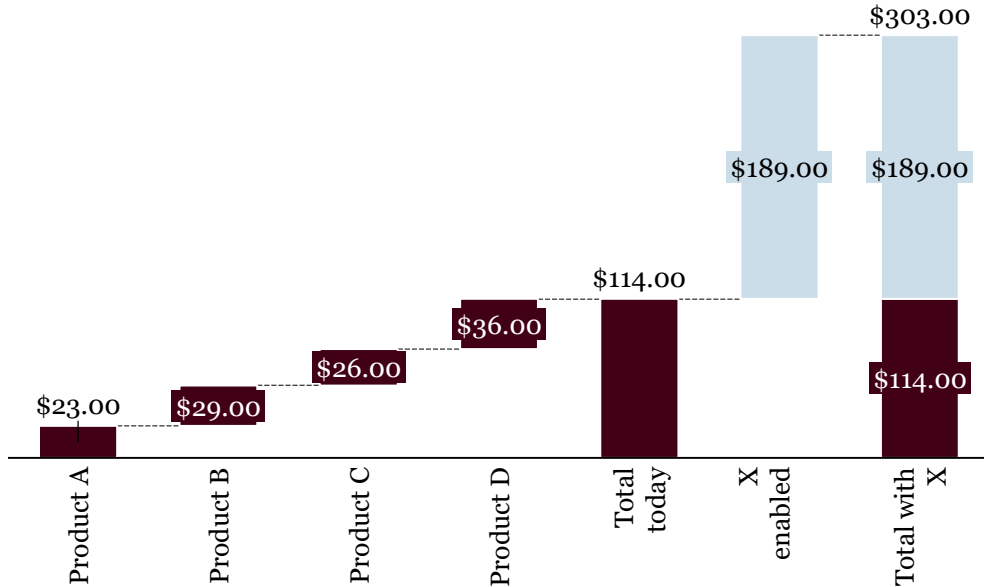
# X could significantly improve margins while still significantly reducing client costs relative to Y



1 X cost and margins based on initial estimates

# Improving margins through X could substantially improve X's overall business

## Annual margin per product with X (\$s)



### Key observations

- For products that use X, A represent the largest part of today's annual margin per account (\$X of \$X) due to A's large volume (9 sent per year)
- X could increase margins \$X per year – more than doubling today's margin per account
- Overall, X could increase annual account margins X% from \$X to \$X

### Key values

Margin per unit



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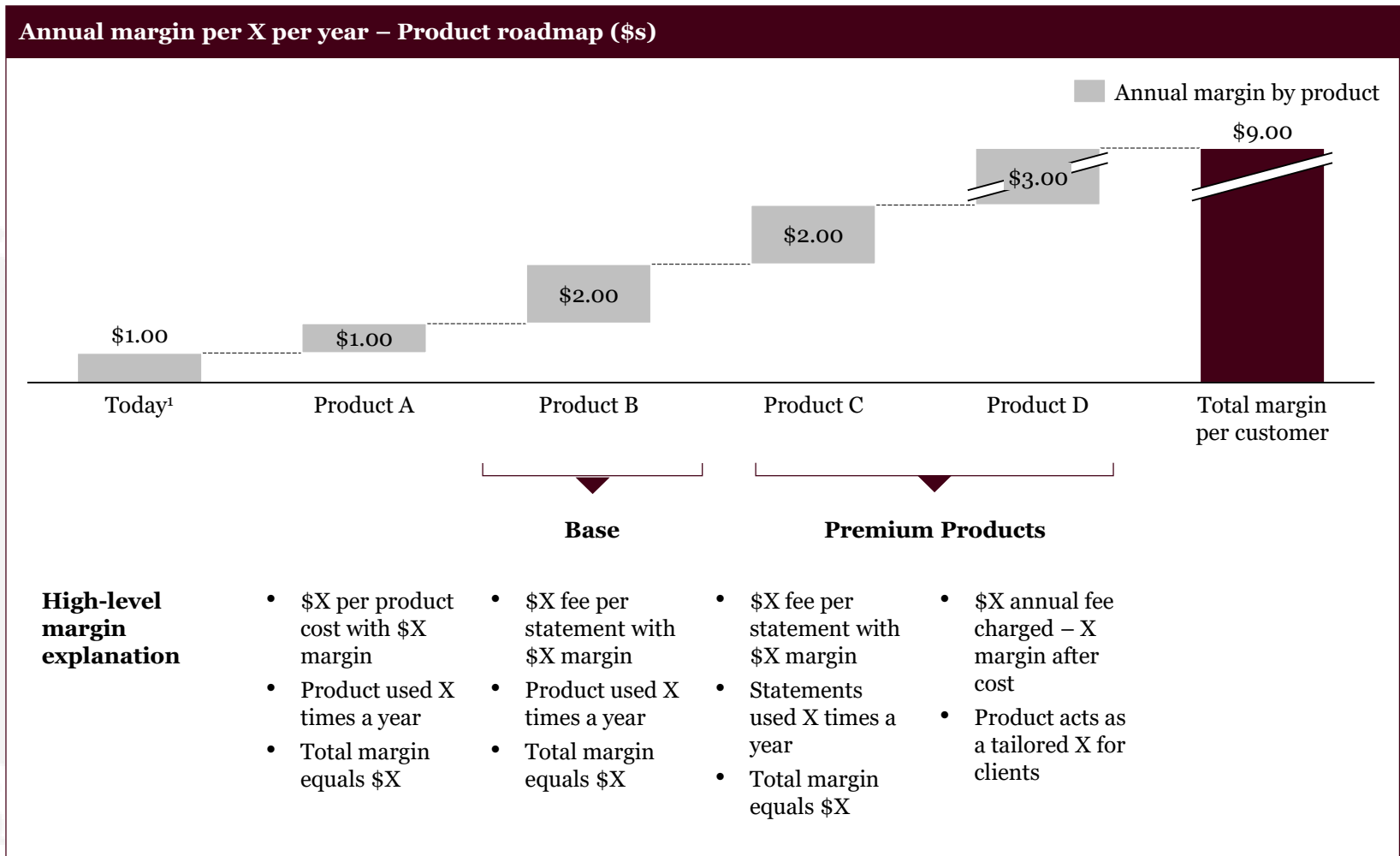


# X's additional products can reduce costs and generate revenues for X clients

Revenue opportunity
  Cost reduction

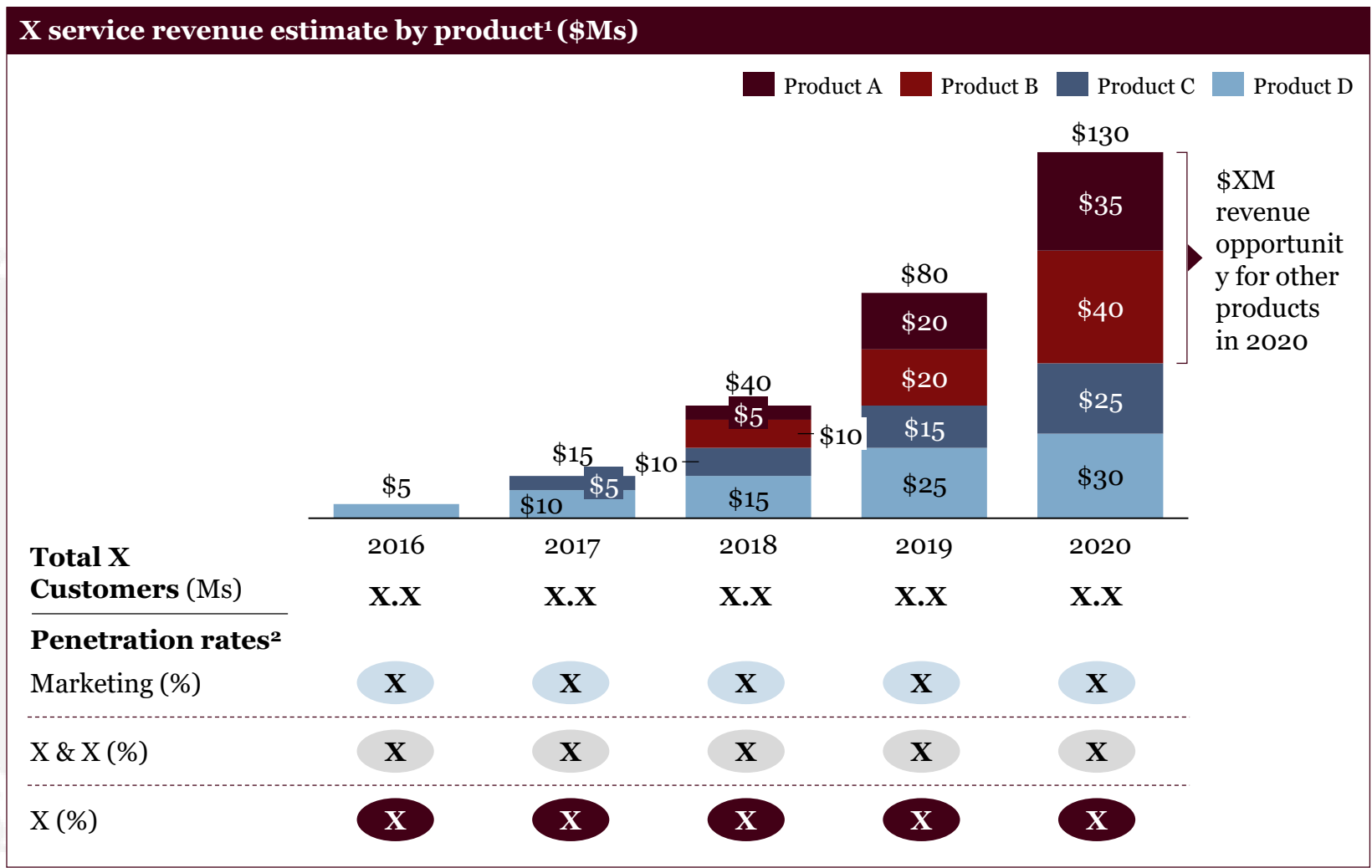
X products	Product opportunities	Background	How X could create value	Medium
<b>X targeted campaigns</b>	Create targeted offers			
	Consolidate A			
<b>X Communication Management</b>	Create new channel for B			
	Reduce C			
	Eliminate D			

# These additional opportunities can build on the brokerage product and significantly increase per account margin for X



<sup>1</sup> Total margin per account today with X and YYY

# A revenue estimate for the X portfolio indicates the potential long term opportunity for X



1 The estimates for the base product includes X revenue and excludes X and X costs; the product estimates include only X revenue estimates

2 Each add-on product assumed to sell into X's base product





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