

September 22, 2021

Town Hall

*e*Money



Agenda

- **Welcome & Business Strategy and Market Update**
- **Review of eMoney 2021 Objectives & Key Results (OKR's)**
 - #1. **Diversify Revenue Streams:** *Sales Update*
 - #2. **Loyal and Lasting Customers:** *Customer Journey Mapping*
 - #3. **Scale and Improve:** *Aggregation Update*
 - #4. **Core Planning Profitability:** *Financials Update and Business Operating Results*
 - #5. **Diversity, Equality & Inclusion (DEI):** *DEILC Progress and Ongoing Communications*
- **Office Reopening**
- **Talent Retention and Employee Engagement**
- **Questions and Closing**

Sales Update



Morgan Jones
SVP, Sales
Business Development

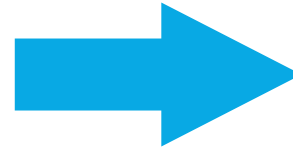
Diversify Revenue Streams

Objective # 1

Diversify eMoney's revenue streams by bringing new products and services to market.

Redefine Advice

Expand the Brand



Key Results

Achieve new sales goals = \$1.5M **New ARR for Incentive**

Achieve new sales goals = \$2M **New ARR for Bamboo**

Increase ASP by 10%

Achieve new sales goals = \$.5M **Revenue for Collaborate**

Business Development

Advisor YTD Comparison			
	2020	2021	Δ%
ARR (\$M)	\$9.85	\$11.7	+19%
% of Budget	92%	99%	+7%
Wins	3,714	4,717	+27%
ASP	\$2,652	\$2,479	-7%

Enterprise YTD ARR Results (\$M)		
	2021	FY Budget
Enterprise	\$1.63	\$2.30
Incentive	\$0.19	\$0.30
HOP (count):	7 deals	20 deals

YTD Notes / Highlights

Advisor Sales

- Eight \$20K+ deals in Q3
- AM's Finish at 100%+ on Retention

Enterprise

- Pensionmark signs 3-year, \$360K Incentive
- 2 HOP Deals – Upside of ~1000 advisors
- Onboarded New HOP Specialist (Tamara Wasserman)

Segment	Account Name	ARR*
ADV	Ledyard Financial	\$76,000
ADV	Mariner Wealth Advisor	\$57,700
ADV	Mercer	\$24,800
ADV	West Wealth Group	\$23,200
ADV	Private Wealth Group	\$22,810
HOP	Connectus	\$10,000
HOP	Ronald Blue	\$5000
INC	Pensionmark	\$360,000
INC	Grid 202 LLC	\$5,000

Customer Journey Mapping



Cara Woodland

*Director, Experience Research
Product*

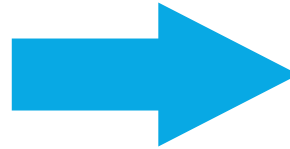
Loyal and Lasting Customers

Objective # 4

Continuously grow new customer base and nurture existing customers to become loyal and lasting customers.

Redefine Advice

Expand the Brand



Key Results

Maintain green* status for at least
75% of top 50 relationships.

**Green status = engaged, with good platform adoption and low retention risk*

Increase **Loyalists Segment** by 5%

Net dollar retention rate of 110%

New ARR of \$13.2M

Client response time for critical production issues maintained per bug policy SLA's and go-live implementation issues within 1 business day.

Journey Mapping

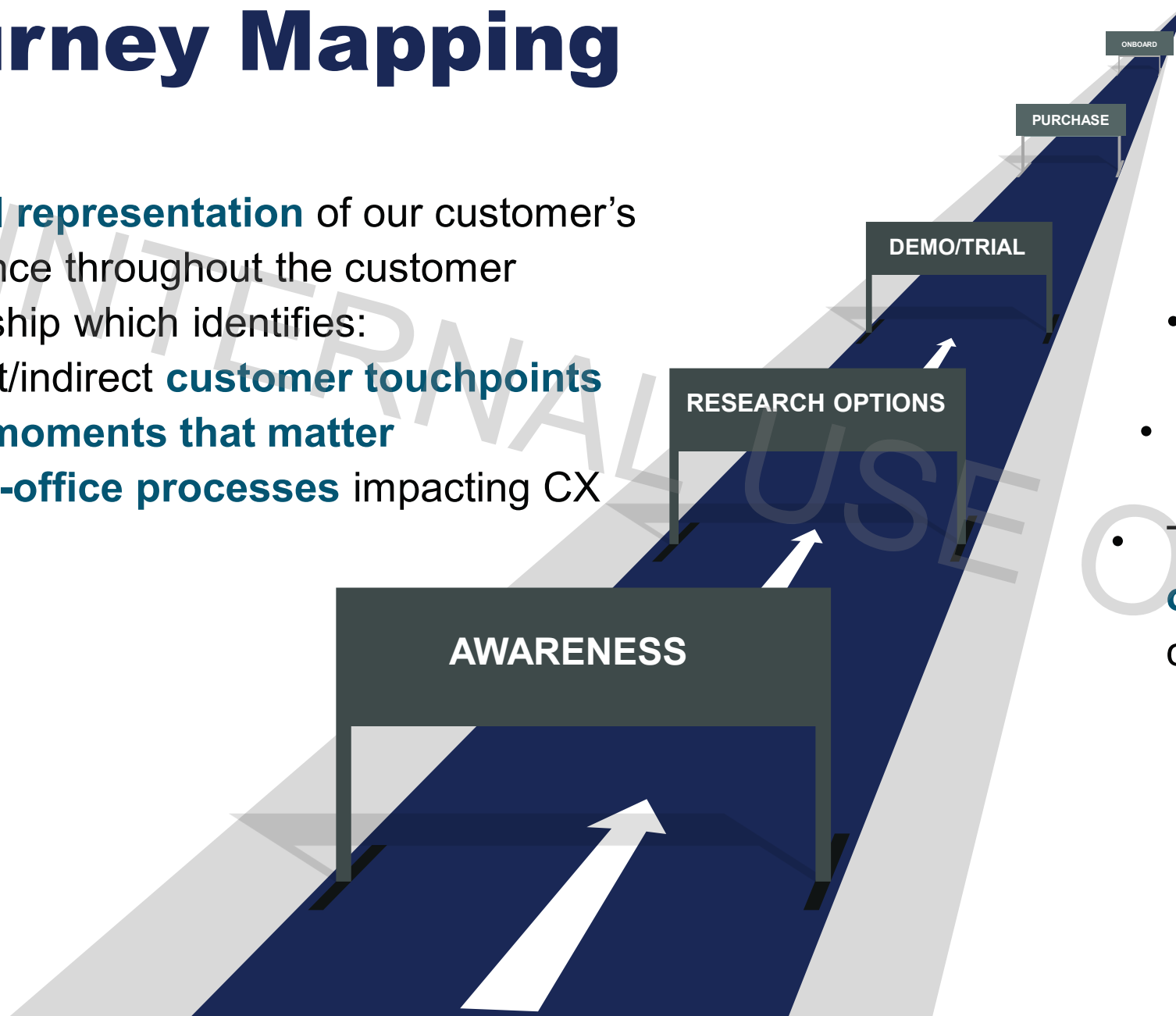
What:

A **visual representation** of our customer's experience throughout the customer relationship which identifies:

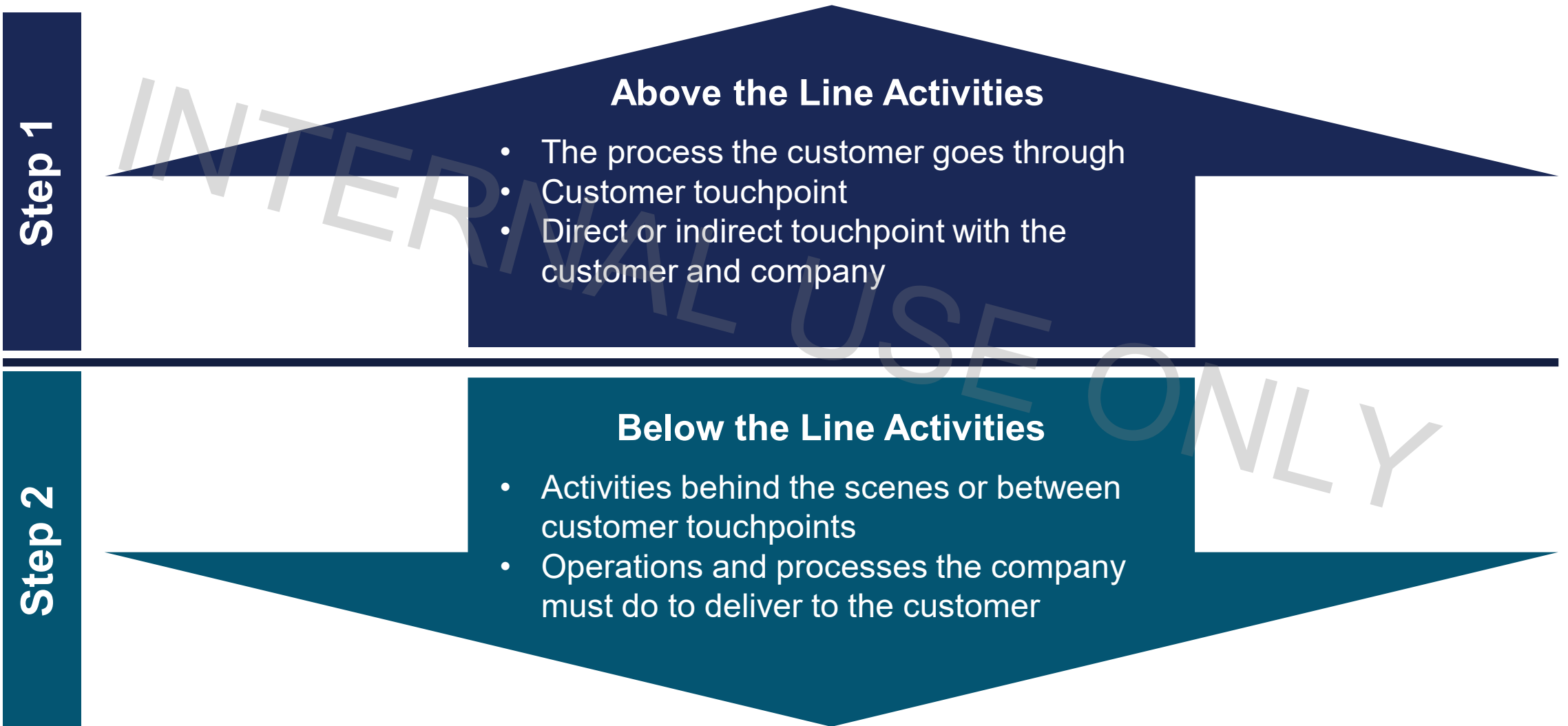
- Direct/indirect **customer touchpoints**
- Key **moments that matter**
- **Back-office processes** impacting CX

Why:

- To provide **context** for the organization
- To **align** the company on the customer's needs
- To **understand gaps** in the customer experience
- To **connect the back-office** processes to the customer experience



Journey Mapping



SERVICE BLUE PRINT

HAPPINESS

— Customer

— Employee

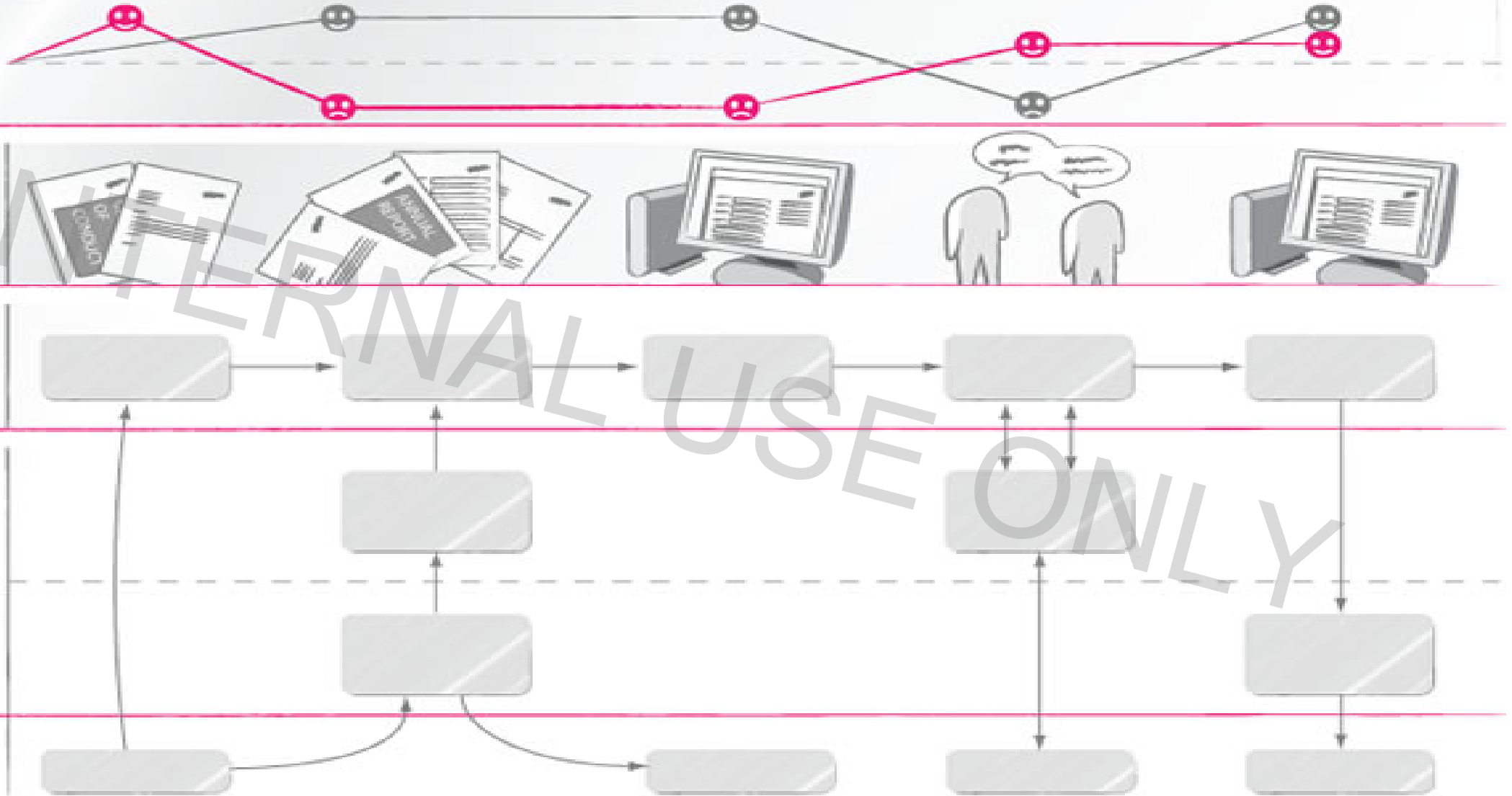
Customer
Touch
Points

Customer
Journey

On-Stage
Employee
Actions

Back-Stage
Employee
Actions

Support
Processes



eMoney Journey Mapping Process



Overall Objective:

To understand the individual advisor's initial financial planning onboarding journey and experience in order to positively impact platform adoption and engagement.



How:

- Stage 1: Project Scoping and Kick-off
- Stage 2: Journey and Persona Selection
- Stage 3: Internal Research Scan and Interviews
- Stage 4: Hypothesis Building and Perceptual Journey Mapping Workshop
- Stage 5: Observational Research and Advisor Interviews and Analysis
- Stage 7: Customer Journey Mapping Workshop - Above the Line
- Stage 8: Customer Journey Mapping Workshop - Below the Line
- Stage 9: Activation workshop
- Stage 10: Determine and Establish Ongoing Tracking Research and Metrics

Why It Matters to eMoney

By creating a customer journey map, it will enable eMoney to:



Identify customer **experience delighters and gaps**

- Moments that matter:
 - Extremely satisfied
 - Areas of confusion and dissatisfaction
 - Expectations weren't met



Understand the **impact of back-office processes** to the customer experience



Prioritize, brainstorm and create action plans for ways to improve the customer experience

- Processes, programs, product, technology



Determine where to establish **ongoing tracking research and metrics** to measure improvements

Aggregation Update



Nick Forte

*Director, Development
Technology*



Ricky Illigasch

*Director, Product Management
Product*



Scott Woodman

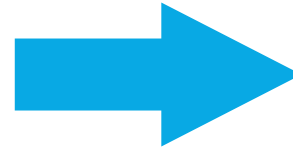
Director, Portfolio Management

Scale and Improve

Objective # 3

Scale and improve efficiencies of the eMoney Advisor business capabilities to support our full range of current and future product offerings.

3Ps



Key Results

Enable 5x Aggregation volume while maintaining existing service levels

Reduce Aggregation support ticket volume by 10%

Reduce support call volume (connections/integrations/ passwords/net worth history) by 10%

Reduce Core & Maintenance costs by 10% while maintaining or improving system stability

Aggregation – Current State

Great progress made to date in aggregation improvements focused on scale, stability and security

Issue Reporting and Resolution

- Reduction in Aggregation tickets
 - 2019>2021 = 33%
 - 2020>2021 = 13%
- Open incidents have been reduced by 83% in the last 2.5 years (from 1087 to 190)
- Average time to resolve issues reduced from 30-40 days in 2019 to under 9 days in the last 3 months

Scale and Efficiency

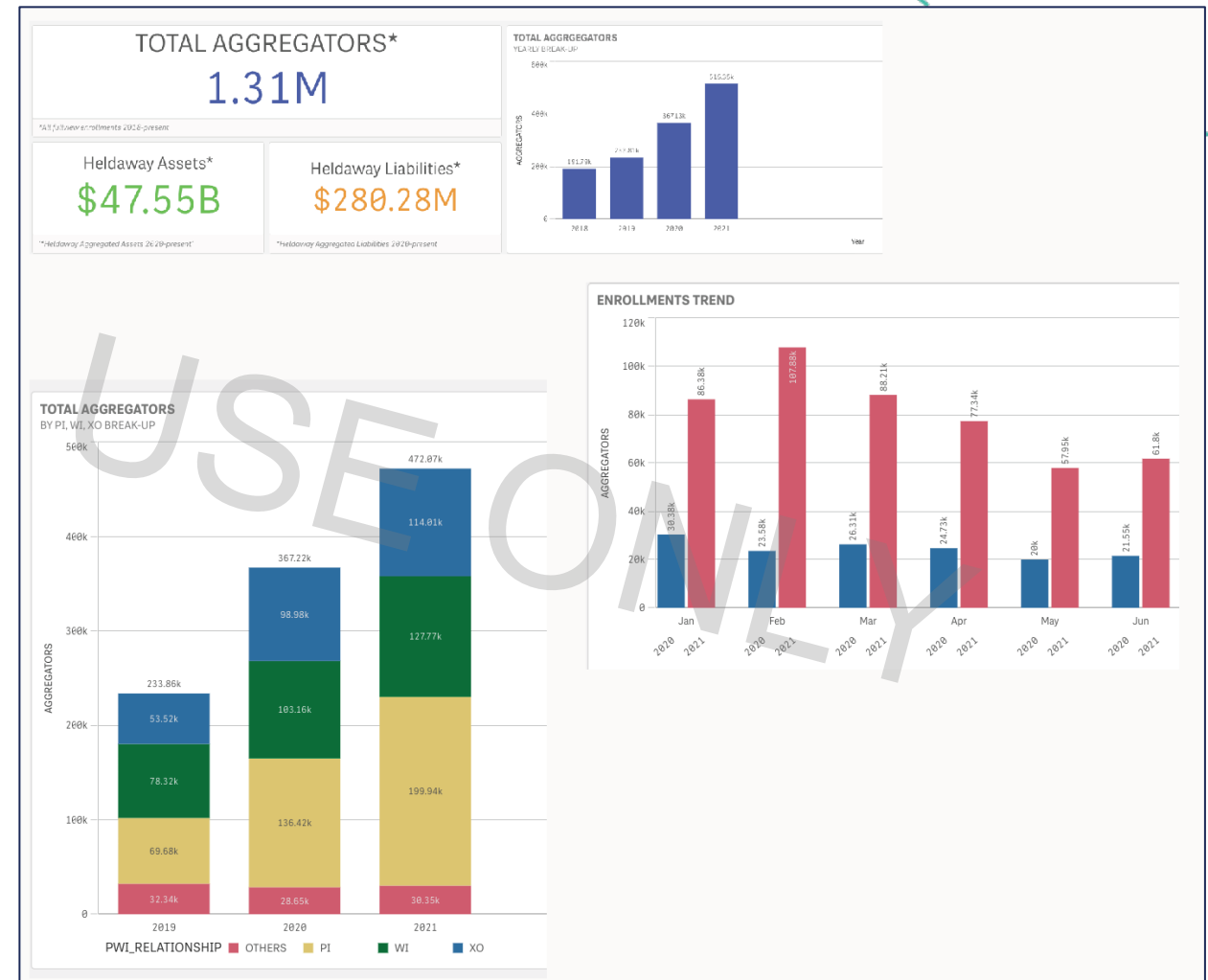
- Number of accounts aggregated has increased ~42% since 2019
 - Fullview – 7.6m (2.4m in 2019)
 - Planning – 16.5m (14.5m in 2019)
- Total Accounts are expected to grow by 137% by 2025
 - Incentive – 12m
 - Fullview – 10m
 - Planning – 25.5m
- Decrease in aggregation cost of 39% from \$1.29 to \$0.79 per account driven by scaling of the application

Stability and Security

- To date 5m parsed accounts (53%) converted to more stable and secure API-based connections
- Sources in development account for another 1.2m (12%) accounts
- First source through Akoya (Transamerica) in final stages (10k accounts/.01%)
 - Fidelity and US Bank are slated for 2022 (1.1m accounts/ 11%)

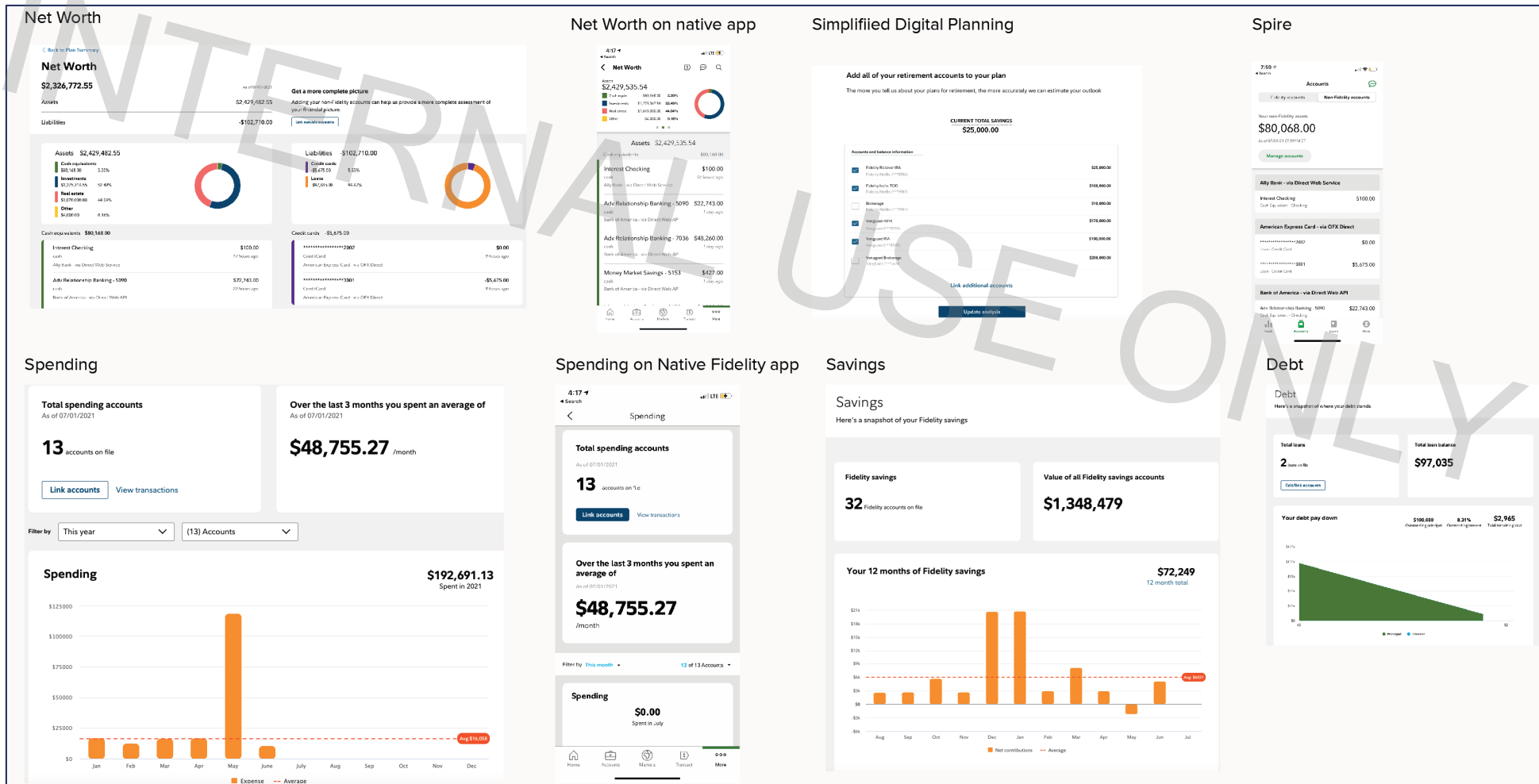
Fidelity Adoption

- **1.27 million** users enrolled to aggregate their third-party data
- **46 billion** linked accounts in held away assets
- **275 million** in liabilities
- Avg. **50K** unique users enrolling every month for aggregation



Where Aggregated Data is Displayed

The following 18 experiences either direct users to FullView or FullView Link to allow users to aggregate their third-party accounts and then display data related to those in these experiences. So, a user can add their third-party data in any of these experiences once and see that across all of these experiences.



Financials and Business Operating Results



Eric Kerble

VP, Financial Planning & Analysis
Finance

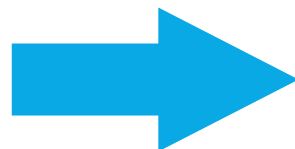
Core Planning Profitability

Objective # 2

Get core planning business to profitability.

Redefine Advice

Expand the Brand



Key Results

Achieve Software **Gross Margin** of 70%

Achieve **net new ARR** goals = \$8.2M

\$4.9M EBITDA Less CapEx

Annual Recurring Revenue

	August YTD	2021 FY Budget
eMoney Commercial		
Planning	\$14.1M	\$18.4M
Bamboo	\$0.5M	\$1.6M
Incentive	\$0.2M	\$0.3M
Churn	(\$9.3M)	(\$13.8M)
Net New ARR Commercial	\$5.5M	\$6.4M
Net New Liberty (Fidelity Full-view)	\$2.2M	\$2.2M
Net New ARR Total	\$7.7M	\$8.7M

Financial Results

	August YTD	August YTD Budget	FY Budget
Revenue	\$89.2M	\$86.1M	\$130.0M
Expense	\$94.1M	\$98.9M	\$146.8M
Earnings	(\$4.9M)	(\$12.8M)	(\$16.8M)

Diversity, Equality, and Inclusion Leadership Council (DEILC)



Tarnisha Bruce
*Director, Technical Support
Client Services*

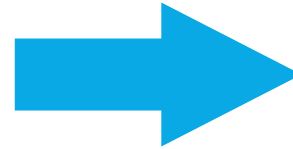
Diverse and Inclusive Environment

Objective # 5

At eMoney, we foster an environment where we can be our authentic selves, contribute, innovate and succeed. We are who we are, and together our company is stronger for it.

Expand the Brand

3Ps



Key Results

50% of candidate slate will be **under-represented groups**

100% of all eMoney employees will get **DEI training** by Q3 2021

Based on industry benchmarks, achieve 100% of the targeted results indicated in our **top 3 DEI recommendations**

Improve career growth and development survey score by 4%

DEILC Progress Update

DEI Communication

- Ongoing companywide communications
 - Life@eMoney
 - 18 comms/feature pieces YTD
 - DEI Awareness Calendar
 - Deilc@emoneyadvisor.com

Diversity Awareness Calendar

At eMoney, we foster an environment where we can be our authentic selves, contribute, innovate and succeed who we are, and together our company is stronger for it. Our core value – Diversity, Inclusion, and Equality – remind that these three words are the foundation for empowering people so everyone may realize their full capabilities. And as know, the world is rich with diversity, which is reflected in the observances celebrated by various cultures and population to help increase awareness and create a more inclusive workplace, we've included a calendar of holidays and celebrat below.

Don't see a day/month in one of the months below that should be there? Email the DEILC@emoneyadvisor.com

August 2021	+
September 2021	+
October 2021	+
November 2021	+

life@eMoney

About eMoney Business Units News, Events & Features Manager Resources

DEI

Hispanic Heritage Month: Sept. 15 – Oct. 15 This week marks the beginning of Hispanic Heritage Month, a celebration that pays tribute to the generations of Hispanic Americans who have positively influenced and enriched our nation and society. Each year, Americans recognize the histories, cultures and contributions of American citizens whose ancestors came from Spain, Mexico, the...		Getting to know the DEILC: Q&A with Leslie Knotts
Getting to know the DEILC: Q&A with Pam Henry	Women's Equality Day is August 26	Meet Ricky Illigash, Co-Chair of the DEILC
Meet DEILC Co-Chair Tarnisha Bruce	DEILC: Update on Recent Work, Mission Statement, and New Chair and Co-Chair	National Disability Independence Day is July 26
National Immigrant Heritage Month: June 2021	Spotlight: Pride Month – Stefanie Holbrook	Celebrating Juneteenth: eMoney to Add Floating Holiday
Happy Pride Month!	Spotlight: Pride Month – Grayce Turnbach	Spotlight: Asian Pacific American Heritage Month
Asian Pacific American Heritage Month	You're Not Alone	Women's History Month Q&A Series
Black History Month 2021		

DEILC Progress Update

DEILC Workstreams

- Subcommittee roles and responsibilities

Talent Strategy/Diversity Recruitment	Learning	Communication	Employee Engagement
Leslie Knotts (Lead)	Pam Henry (Lead)	Joanna Armandi (Lead)	Chuan Au (Lead)
Celeste Revelli (Co-Lead)	Wayne Heilala (Co-Lead)	Adam Buchanan (Co-Lead)	Surabhi Vibhuti (Co-Lead)
Nick DiLisi	Ricky Illigasch	Jason Reiser	Elizabeth Tucker
Tarnisha Bruce	Megan Murray		Eric Kerble
Joanne Del Signore	Doug Cooper		Pam Henry

Office Reopening



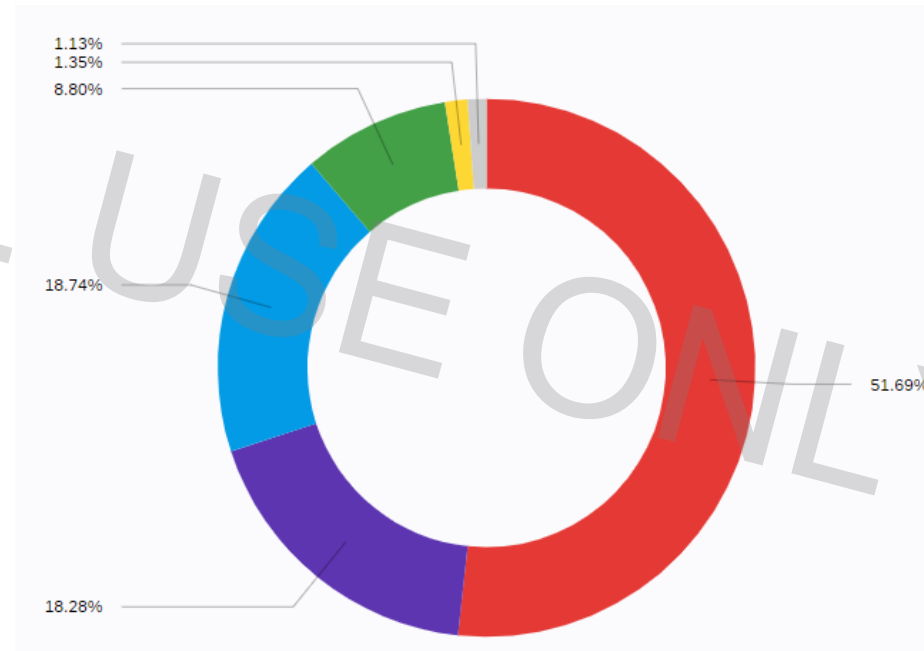
Jason Reiser

Head of Legal and Risk
Legal and Risk

Office Reopening

- Office Reopening Update
- COVID Considerations
- Office/Real Estate Space
- Hoteling Model
- Hybrid Workforce

How many days per week do you plan to work in the offices when they reopen?



Source: June 2021 Return to Office Survey

Number of Days



Employee Engagement & Talent Retention



Joanne Del Signore
Head of People Experience
People Experience



Pam Henry
Director of Employee Success and Development
People Experience



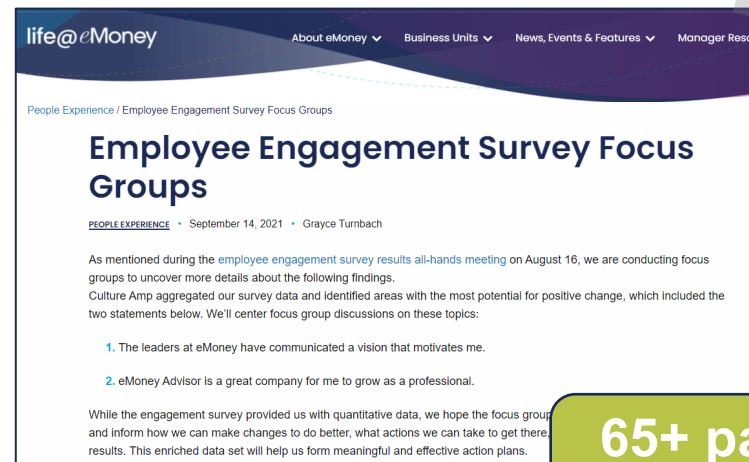
Elizabeth Tucker
Director, Total Rewards
People Experience



Frank Tropiano
Head of Client Services
Client Services

Engagement Survey

- **Focus Groups:** Identified areas with the most potential for positive change.
 - The leaders at eMoney have communicated a vision that motivates me.
 - eMoney Advisor is a great company for me to grow as a professional.
- To sign up, visit the [life@eMoney Intranet > Company News > Employee Engagement Survey Focus Groups](#)



**65+ participants
enrolled!**

New Performance Management System

- Retiring emPerform and moving performance management to SumTotal
- Enables employees and managers to seek feedback from others across the org
- Will be used for 2021 year-end performance assessment

Coming in 2022

- Bridges LMS capabilities with performance management
- Enable continuous feedback throughout the year – not just mid/year-end
- Goals can be edited and added throughout the performance year per manager approval
- Grants managers much greater visibility and capabilities

Performance Management System Rollout

System Configuration

Admin training
UAT Prep
UAT Workshop

August

Rolling Launch

BU will have assigned dates to access system
Goals and mid-year data verification
Employee & Manager training
SumTotal Support

October

EOY Manager Assessment

Manager review – Dec. 17, 2021

December

September

Implementation

Go Live

EOY Employee Assessment

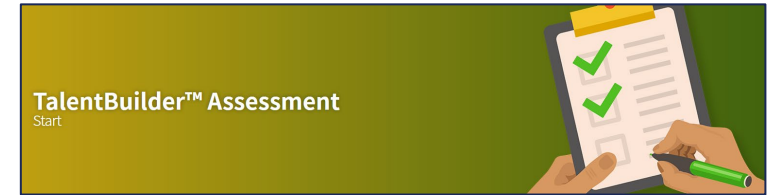
All employees complete their
assessment – Nov. 18, 2021

November

Career Development (DevelopMe Update)

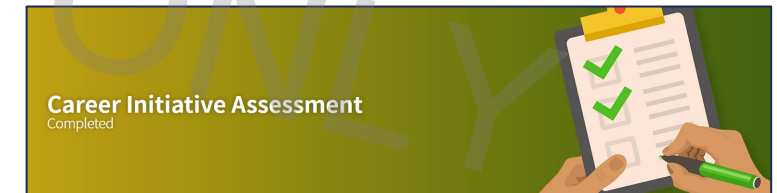
People Leader Goal

- Complete Talent Builder Assessment Goal
- Prioritize having a conversation with employee to discuss development and career aspirations
- 14 managers have accessed/completed the assessment



Employee Goal

- Complete Career Initiative Assessment
- Have a conversation with your manager
- 350 employees have access/completed the assessment



This is your reminder to complete by the end of the year and have the conversation!

Employee Engagement Committee

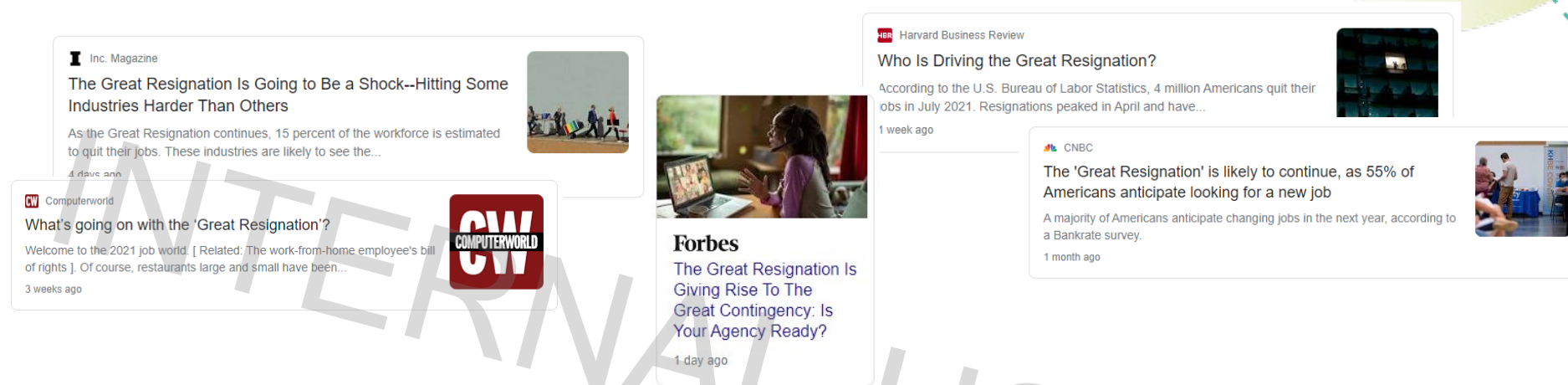
More details in
life@eMoney
newsletter this week!

T-shirt Design Contest

- Contest runs from **September 22 – October 15.**
- Designs must be aligned with eMoney's core values and/or mission and vision.
 - Designs are limited to 1-3 colors.
- Employees may submit drawings, sketches, or written ideas.
- Individual or team submissions (limit of 5 per team) will be accepted.
- CLT will vote and select top three designs.
- Entire org will participate in final vote to select a winner.
- **Prizes will be awarded to:**
 - Top three designs
 - Winner
 - Bragging rights and \$1,000!
 - If a team submission, prize will be divided equally amongst team members



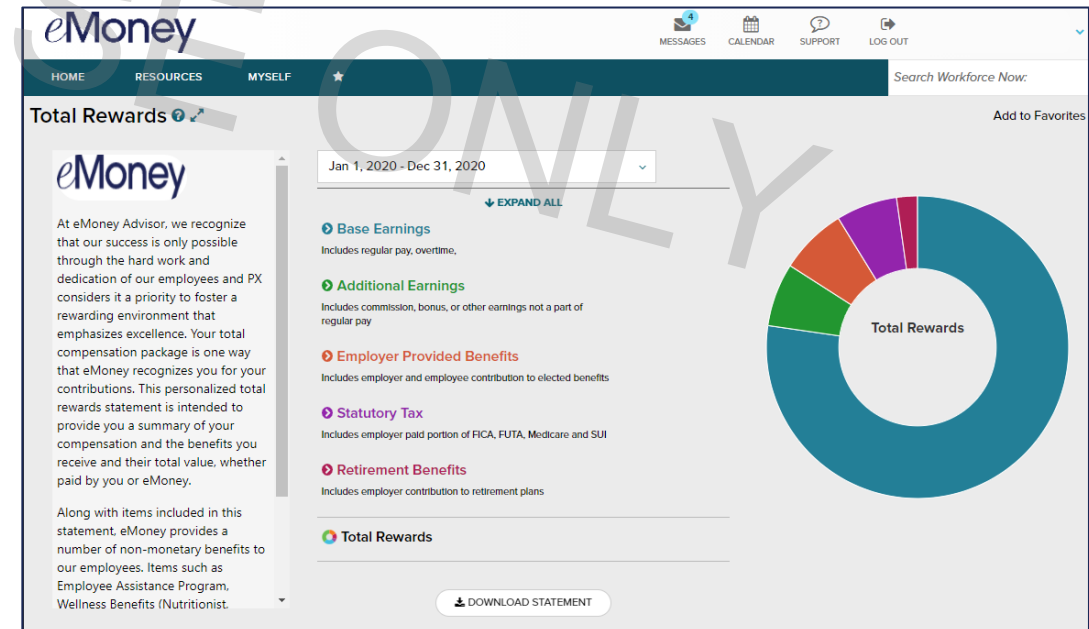
Talent Retention



- **Candidate pipeline is strong.**
 - 90 external hires
 - 32 interns/co-ops
- 121 Promotions YTD (18%)
- CS: Talent development and internal growth opportunities

Benefits: A Holistic Approach

- **Compensation**
 - Conduct market research bi-annually (March & July)
- **COVID Considerations**
- **Work-life Balance**
- **Holistic Total Rewards Package**
 - Conduct annual benefits review
 - **26% increase in 2021**; minimal increase to employees
 - **2022 considerations:** Home office allowance and monthly “remote” stipend
- **Rewards and Recognition**
 - eMpower points, eMoney Excellence Awards



eMoney Excellence Award Recipients

The eMoney Excellence Award Program allows the eMoney leadership team to recognize individuals at the VP level or below for achievements that surpass the expectations of their roles, and those who have a positive impact on the organization's mission, vision, and/or core values.

The recipients for the first half of 2021 include the individuals and teams shown on this slide.

Individuals

- Joshua Bristol
- Jacob Carwile
- Sean Donovan
- Jules Dupont
- Sarah Gribben
- Patrick Griendling
- Amanda Gutierrez
- Brandon Heid
- Ricky Illigash
- Eoin Kavanagh
- Faina Klyzman
- Alyssa Lewis
- Zach Lewis
- Ahmed Mahmoud
- Joseph Manini
- Patrick Matlick
- Chris Mauriello
- Muni Salapakshi
- Bill Smeglin
- Stephanie Starr
- Brett Tharp
- James Treese

Teams

- **Marketing Operations Team:** Katie Miller, Carl Gunlefinger, and Bob Kahns
- **NEXUS to Salesforce Migration Project Team:** Rose Adlam, Ben Bernstein, Brett Billingsley, Taylor Piwonski, Jamie Berridge, Steven Sharp, Mike Garcia, Eric Wozniak, John Vanderipe, Amy Madiski, David Newhard, Michael Clark and John Schmitt.

Questions

