eMoney

Town Hall

April 28, 2022

Agenda

1. Welcome
2. Q1 Business Update
3. 2022 Strategic Objectives
4. Q&A

Q1 Business Update

Caroline Grasso
Director, Advisor Sales

Scott Dios
VP, Enterprise Sales

Q1 2022 Business Update

ADVISOR SALES	
ARR ($M)	$5.21M
% to Goal	**124%**
Wins	1,663
Avg. Selling Price	$2,621*

* Excludes Rockefeller

ENTERPRISE RESULTS (ARR)	
ARR Goal	**$612K**
ENT Deals	$702K
Incentive Deals	$ 65K
HOP Deals	$ 40K
Actual ARR TOTAL	**$807K**
% to Goal	**131%**

Q1 2022 HIGHLIGHTS

- Return to Live Events & Conferences
- Team Selling with Strong Synergies Across Functions and Business Development Teams
- Highest monthly Advisor Sales performance of all time in January of $2.2M
- Record Number of Advisor Sales transactions in March with 612 wins

INCENTIVE WINS
The Dayton Company
StatonWalsh
Caprock Wealth Advisors
Fort Washington Financial & Insurance Services
VisionPoint Advisory Group
Pensionmark (Whitelabel)
Intellicents (Whitelabel)

HOME OFFICE PACKAGE WINS
CI Private Wealth
Trilogy Financial Services
NFP Retirement
Wealth Dimensions

STRATEGIC WINS
WSFS
Advisor Group
Principal Securities
Rockefeller
Sageview Advisory Group
Henssler Financial

2022 Business Objectives

Frank Tropiano
Head of Client Services and
Interim Head of Product

Strategic Pillars

Redefine Advice

Offer technology and service solutions that optimize the financial planning experience for all individuals who want financial advice, driving the best possible outcomes.

Expand the Brand

Expand eMoney solutions to new distribution channels and opportunities that can help get financial plans and advice to more people.

Mind Our Ps

Ensure we have the right talent, skill sets, technology and operating model to achieve long-term success for our employees, our clients and our company.

Business Objectives

Pillar	Objective	Objective	Objective	Objective
Redefine Advice	Transform planning engine into components/services that can support our long-term strategy of providing multiple client-led (self-directed) and advisor-led planning products.	Leverage existing data and use machine learning and AI to automate planning in future products, starting with client-led planning in Incentive.		
Expand the Brand	Execute on Incentive roadmap while focusing on engagement to ensure value is provided to end-users and continued user growth.	Focus on clients with our #ClientFirst mindset and deliver on client commitments and satisfaction.	Using data, to focus on and drive adoption and retention across all products.	
Mind Our Ps	Continue to provide and expand tools, training, and environment to enable continued career growth and development.	Focus on company culture and DEI initiatives to foster an inclusive, nurturing and protected workplace.	Execute on aggregation roadmap aligned with stakeholder needs with a continued focus on scale and efficiency.	Close $22m of New ARR ending the year with $142M in ARR.

Redefine Advice

Objective: Transform planning engine into components/services that can support our long-term strategy of providing multiple client-led (self-directed) and advisor-led planning products.

Chad Porche
VP, Product Innovation

John Galvin
SVP, Development

Redefine Advice

Objective: Transform planning engine into components/services that can support our long-term strategy of providing multiple client-led (self-directed) and advisor-led planning products.

Reuse + Refactor + Rewrite + Create

Objective: Leverage existing data and use machine learning and AI to automate planning in future products, starting with client-led planning in Incentive.

Redefine Advice

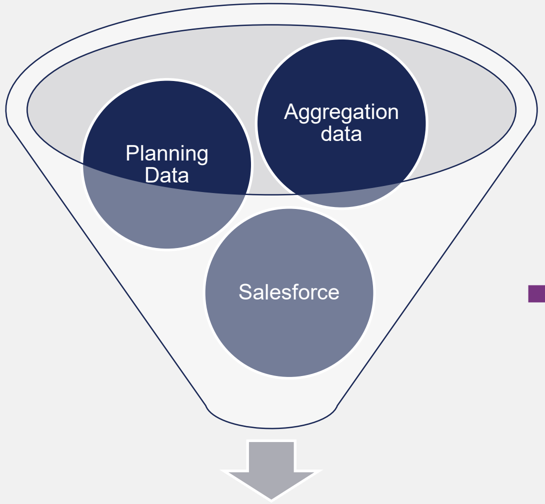
Melissa Sumner
SVP, Enterprise Architecture

Redefine Advice

Machine Learning at Work Today in eMoney

- Transaction categorization in Incentive

Scaling Machine Learning for Automated Advice



AWS Data Lake

\+

databricks

aws

Sagemaker
Athena
Redshift
Glue …

Analytics/ ML Workbench

\+

FPG, Prod/tech, CS, Sales, Marketing, Industry, Academia

Use case ideas

\+

Data science team – data scientists, analysts, data engineers

Analytics/ ML Process

\+

Technology, people and process changes

Change behavior

Objective: Execute on Incentive roadmap while focusing on engagement to ensure value being provided to end-users and continued user growth.

Expand the Brand

PK Shiu
VP, Product Innovation Technology

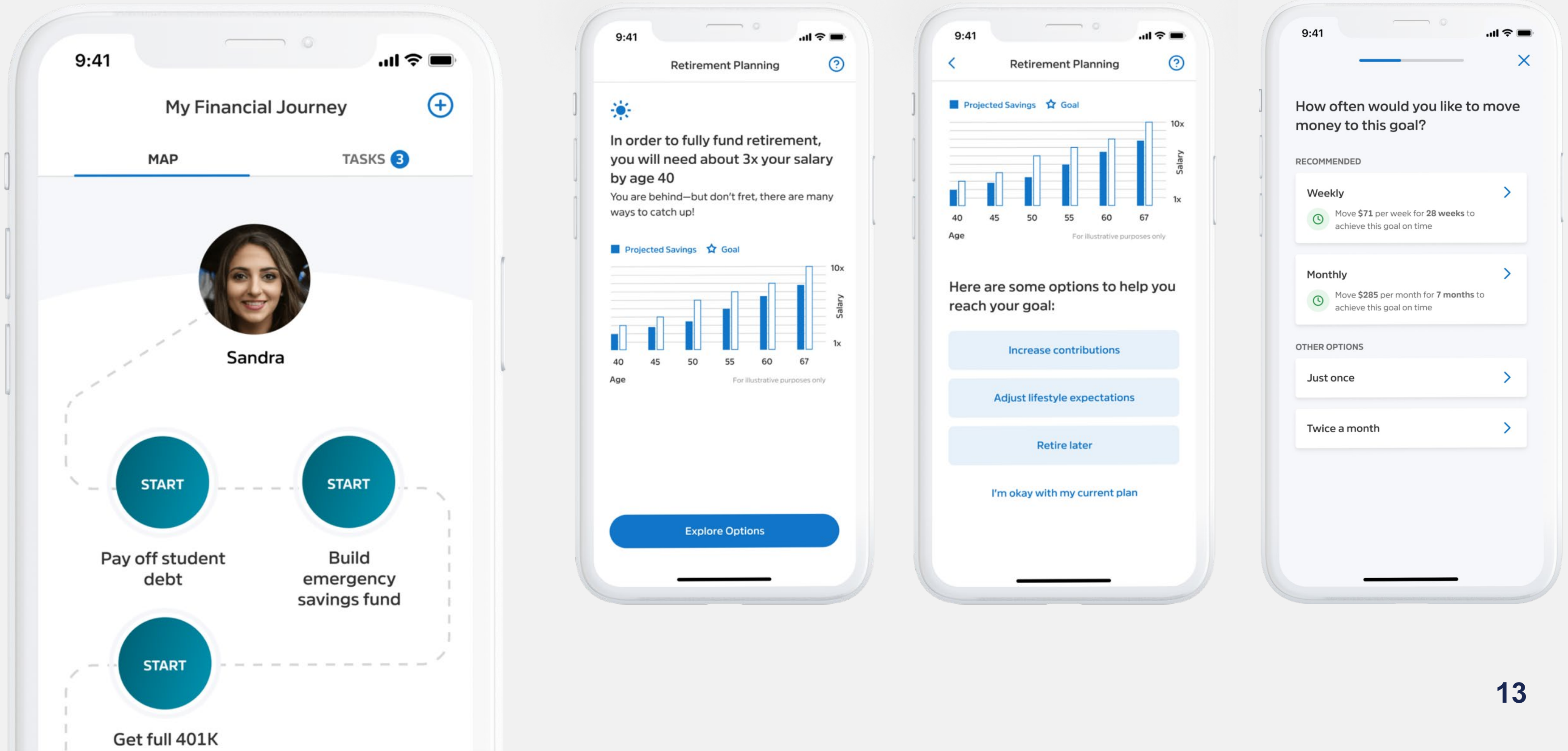
Chad Porche
VP, Product Innovation

Expand the Brand

Objective: Execute on Incentive roadmap while focusing on engagement to ensure value being provided to end-users and continued user growth.

Mobile App:
- Money movement
- Personal goals
- Incentive for web
- Cross-channel communications
- Content personalization
- Sweepstakes

Admin Portal:
- Firm generated content
- Additional plan level metrics
- Individual metrics
- User roles & permissions



Objective: Focus on clients with our #ClientFirst mindset and deliver on client commitments and satisfaction.

Expand the Brand

Alex Rivera
VP, Client Support

Linda Bello
VP, Client Service

Alana Harper
VP, Client Implementation

John Galvin
SVP, Development

Expand the Brand

Client Support

- **CSAT w/eMoney** - 95%
- **CSAT w/ Support** - 96%
- **Email Avg. Hrs. To Res**. - 7hrs
- **Connections Avg Days to Res.** - 4
- **App Support Avg Days to Res.** – 4.7

Ease of Use	Experiences
Connections • Setting Up Alerts • Proactive Notifications	**Interactive Voice Response (IVR)** • Speech enablement using ML/NL/AI • Verification using phone number lookup –save client time • Self-service for lockout and password reset - convenience • Real time emergency messaging
VOC – User Perspectives • Intraday pricing set to off by default - fixed • Retirement accounts tool tips weren't entered correctly & duplicated a wrong field – fixed • In app messaging for DC and Report Modernization – Led to release strategy changes, including adding videos & updated eLearning guides	**Incentive Support** • Current state support Advisor and Participants (1st time supporting B2C) • Connections • Challenges • General Q's • Q3 - Money Movement Support

eMoney

Client Service – Enhance the Client Experience

Legend:
- ✓ **Completed**
- ❑ **In progress or coming soon**

Application Help

- ✓ Implemented updated **Self-Paced Courses**
- ✓ Implemented **User Survey** within courses
- ✓ Rolled out **Incentive Admin Help** and additional **App Help**
- ✓ New **Bamboo videos** and **user guides**
- ✓ Monthly Review of **User Voice**
  - ✓ Rolled out 20+ enhancements. Recent examples:
    - More in-depth Social Security resources
    - Troubleshooting Connections Guide (client-facing/investor resources)
    - Guide to eMoney's Customer Support Phone Tree
- ❑ Upcoming: eLearning, Training & Coaching designing and building sample "**case studies**" aimed to assist a user with easily adding facts, connections, building a plan, and more
- ❑ Upcoming: Task force working on in-app **tool tip** / hover over messaging improvements

Learning

- ✓ Implemented new hybrid role – Leveraging eLearning SME to **document** Bamboo & also conduct Bamboo **coaching calls**
- ✓ Alignment with **Retention Marketing** to increase training session attendance
- ✓ Implemented new **interactive techniques** in virtual training – positive client feedback so far!
- ✓ Client Onboarding **Journey Mapping**
  - 450+ ideas, 55+ initial concepts
  - Defined top 6 **Concepts / Areas of Focus**
- ❑ Upcoming: Revamp delivery model and put **concepts / areas of focus** into action
- ❑ Upcoming: Revamp the client training **registration** process

Technology

- ❑ Upcoming: Salesforce Case Management – self-service capability for CSM Home Office clients to **submit and view their cases**

Client Training

Wells Fargo – Initiatives
- ✓ **Completed** 96 webinars & Q&A sessions
- ❑ 11 Webinars & 11 Q&A Sessions
- ❑ More in-depth TTT sessions on Business Planning, Stock Options, and Trust Planning
- ❑ Bi-Monthly Office Hours
- ❑ Continued TTT, Tier 1, Tier 2, and Advisor Training

New York Life – Upcoming Initiatives
- ❑ Home Office Training and 12 Series of GSP for 800 Advisors; GSP for ~3,200 Advisors EOY/Early 2023

Old National Bank (Piloting New Approach)
- ❑ Firm wants recordings; eMoney Training will pair recordings with live Q&A Office Hours; Coaching call will be provided to round out experience

Key Client Work Commitments

Fidelity PI
- API Enhancements & Connections improvements – **RELEASED!**
- ***Next Up:*** Aggregation Enhancements & API Conversions

Wells Fargo
- Functionality required for broad user rollout - **RELEASED!**
- ***Next Up:*** Continued execution on Feature requests

Guardian (LBS)
- New Mobile Application – **RELEASED!**
- ***Next Up:*** Enhanced Connections experience

PNC
- Compliance Workflow Solution – **RELEASED!**
- ***Next Up:*** Discovery for deeper integration

More Wins!
- Compliance solution for **Allstate**
- Compliance enhancements for **AYCO**
- **Fidelity Institutional** Investment Advisor Conversion

Fidelity PI
Program Mgr: Karen O'Malley

Customer since 2016

~$17.375M Value
~1.88M Client Site Users (Fullview)
~3150 Users

Opportunity: 2.2M clients EOY 2022 growing to 3.6M EOY 2024

Wells Fargo
Program Mgrs: Jeff DeSantis / Tim Killeen

Customer since 2020

~$1.8M in ARR as of Mar 2022 ($18M – licenses over 5 years)
~$1.26M SOW completed; New 2-year $3.675M SOW
~18,500 Users
Opportunity: First Clearing licenses – CLOSED!

Guardian (LBS)
Program Mgrs: Jordan Schweiger / Liz Wacker

Customer since 2005

~$6.4M in ARR
~2800 Advisors

Opportunity: Transition from "Legacy" to "Vision"

PNC
Program Mgr: Bob Amadio

Customer since 2016

~$1.3M in ARR
~1200 Users

Opportunity: Deeper integration

Expand the Brand

Objective: Using data to drive adoption and retention across all products

Leslie Knotts
VP, Client Engagement & Retention

eMoney's Client Engagement & Adoption Team

Leslie Knotts, MBA, MSc
VP, Client Engagement & Adoption
eMoney Proud for 3.5 years

Nicole Prestileo
Advisory Adoption Strategist
eMoney Proud for 15 years

Rachel Davidson
Senior Adoption Strategist
eMoney Proud for 11 years

Lisamarie Roberto
Senior Adoption Strategist
eMoney Proud for 5 months

Sean Gallagher
Adoption Strategist
eMoney Proud for 4.5 years

Melinda Etheridge
Adoption Strategist
eMoney Proud for 9.5 years

Heather Rafferty
Adoption Strategist
eMoney Proud for 8 years

Core Functions

- Strategic Client Engagement
- Adoption Assessments
- Oversee implementation of Wholistic Adoption Strategies
- Adoption & Usage Monitoring
- Partners in ARR Preservation & Growth

Data informs and unifies ALL our department's efforts!

Expand The Brand: Using data to drive adoption and retention

1 Strategic Account Overview

Strategic Drivers

Strategic Drivers

• Contract Renegotiated (including volume discounts) - Complete Dec 2021 • Jan 2022 - Jen Hollers appointed new "Head of Financial Planning" • Strong growth projections via advisor recruitment pipeline; RIA onboarding and M&A (Grove Point Financial - formerly H. Beck) • Formalized Enterprise relationship w/ MGP (driven in part by need to offer choice in recruitment strategy) • Enterprise initiative for "Planning for Fee" (Advice Pay launch 10/4/21) • Enterprise initiative / business case for centralized planning offerings "E2E Basic Planning" (data entry + planning), Basic Planning (planning only), Advanced Planning - still proof of concept • Focus on collaboration workflows / entitlements to support centralized planning concept • Focus on quality of onboarding experience for new advisors and RIAs given robust pipeline • Have expressed some frustration with data agg / data quality and may be exploring a proprietary portal powered by APIs

Focus Areas

Focus Areas

• Build relationship with new POC • Monitor Adoption of Plus users (*note many are "portal mostly" users, so will logon less frequently) • Revalidate planning operating model by license type and potential requirements for new entitlements • Monitor and support NEW "centralized planning" offering • Execute Named Account Opportunity, possibly aligned w/ "Planning for a Fee" Initiative (ETA, May 22) and monitor adoption for newly added licenses; • Support implementation of Grove Point M&A - 2H22 • Monitor impact of MGP enterprise relationship and implement mitigation strategy (early access to newly transitioned advisors and RIAs, potential promo, differentiated onboarding experience) • Monitor frustrations with data agg / data quality and potential interest in proprietary portal

Accomplishments

Accomplishments

• Ongoing adoption support following new packages rollout in 3Q20 • Adoption collateral supporting "Planning for a Fee" initiative (webinar and eBook); • Helped achieve new ARR Growth: Upgrades to Premier, Cross-Sell of Incentive, L&E; Preparations to support Grove Point M&A over 2021 • Executed contract amendment Dec 2021 • Attended Kestra's annual conference Feb 2022 (Scottsdale AZ) • Outlined solution to provide demo access to new prospective users for centralized planning initiative

Client Sentiment	Retenton Risk	Adoption Rating	Adoption Campaign Target	Last Adoption Campaign
Green	Low	Medium	Yes	2022-03-23

Retention Risk Context

Retention Risk Context & Next Steps

• As of October 2021, Kestra has formalized an Enterprise contract with MGP (driven in part by recruitment strategy and need to offer affordable "choice" to new advisors / RIAs) • Monitor impact of MGP enterprise relationship and implement mitigation strategy (early access to newly transitioned advisors and RIAs, potential promo, differentiated onboarding experience) • 4Q21: Have expressed some frustration with data agg / data quality and may be exploring a proprietary portal powered by APIs • 1Q22: Evaluating potential ARR risk due to new centralized planning model (advanced planning potentially conducted for non-licensed users) - trial access model and proposed solution should mitigate any risks

Adoption Support Provided

Adoption Support Provided

Webinars: • 8/25/2021: Build Client Loyalty by Shifting to Fee-Based Pricing • 7/29/2021: Mid-Year Review • 12/8/2020: Lead with Goals-Based Planning in eMoney • 1Q22: Demo trial access support for Centralized Planning initiative

Expand The Brand: Using data to drive adoption and retention

2 Adoption Assessment

ID	Adoption & Retention Onboarding Assessment	Purpose
1	Total Staff	*Indicates size of enterprise*
2	Total # of Practices / Teams	*Illustrates size of enterprise, and whether adivsor adoption needs will be homogenous*
3	Total # of Clients / Households	*Illustrates size of enterprise and potential scale of adoption effort*
4	Total Firm AUM	*Indicates size of enterprise*
5	Assets held away	*Informs adoption priorities pertaining to connections, new asset discovery and Advisor Analytics*
6	Avg Advisor AUM	*Illustrates the size of the typical advisor's book of business and growth record*
7	Advisor Demographics	*Define any prominent advisor attributes, to inform adoption priorities and Adoption Strategy*
8	Avg Client AUM	*Informs product fit, module usage and potential planning requirements, adoption priorities and Adoption Strategy*
9	Client Demographics	*Define any prominent client attributes, to inform module usage, adoption priorities and Adoption Strategy*
10	Enterprise or Practice Specialty / Expertise	*Identify and align specific adoption priorities that may be relevant based on Enteprise specialty or expertise*
11	Strategic Drivers	*Identify macro themes impacting business that could influence adoption strategy or required product features*
12	Firm Level Advisor KPI's	*Identify any key metrics that the client uses to measure business health to inform success measures that we should consider*
13	eMoney Product Footprint	*Informs scope of training requirements*
14	Whitelabel Name	*Record whitelabel name for eMoney product if applicable*
15	Executive Sponsors	*Identify any executive sponsors or key decision makers that authorize use eMoney's product suite at the Enterprise level*
16	Investor Support Model e.g. Advisor, Centralized Planning; Planner, Assistant etc	*Understand Enterprise support model for investors (and any nomenclature for user groups) to inform licensing requirements and sharing workflows*
17	Support Model for eMoney Platform e.g. Advisors, Training, Compliance	*Identify key stakeholder groups that will utilize platform to inform licensing requirements and sharing workflows*
18	Home Office Support Levels	*Understand the level of support provided by Home Office Staff to Advisors*
19	Tier 1 Support Model	*Determine if the firm will provide Tier 1 support and if those resources require separate training*
20	Train the Trainer Models	*Determine if the firm will provide training to their staff and those resources require separate training*
21	Compliance Oversight Model	*Understand high level compliance protocol to determine if it could impact workflows or product use e.g. ABM*
22	Entitlements based on Goals for their HO/Managment	*Determine if there are any entitlements based requirements, to inform sharing workflows*
23	Adoption goals / priorities (refer to eMoney Adoption Strategies)	*Identify specific and concrete adoption priorities, to inform their overall Adoption Strategy*
24	Adoption timeline	*Define timetable for adoption support and resources*
25	Rollout Strategy (Pilot/Phased/Big Bang, etc.)	*Define key features of the rollout strategy to inform timetable for adoption support and resources*
26	Learning Style Preferences	*Capture preferred method of training based on past experience with other software*
27	Training Groups and Support Expectations	*Determine if there are distinct groups that will require separate training and the expected level of coaching and training support*

Expand The Brand: Using data to drive adoption and retention

③ Adoption Strategy, Priorities & Adoption Support

Adoption

Adoption Rating
Medium

Adoption Campaign Target
Yes

Last Adoption Campaign
3/24/2022

Adoption Support Provided
Webinars:
- 8/25/2021: Build Client Loyalty by Shifting to Fee-Based Pricing
- 7/29/2021: Mid-Year Review
- 12/8/2020: Lead with Goals-Based Planning in eMoney
- 1Q22: Demo trial access support for Centralized Planning initiative

Success Measures Used
"More and better planning" - want to increase adoption for Plus users and improve onboarding experience for new firms.

Adoption Strategy
- 2022 adoption strategy aligned with Kestra corporate initiatives: 1.) Grove Point M&A - onboarding former MGP advisors (2H22) 2.)Planning for a Fee - white paper developed and may further align with Named Account Strategy; 3.) New centralized planning initiative - business case underway - TBD; 4.) Ongoing Onboarding support for new Advisors / RIAs

Adoption Priority: Scale & Efficiency
[ ]

Adoption Priority: Platform Integrations
[x]

Adoption Priority: Data Quality
[ ]

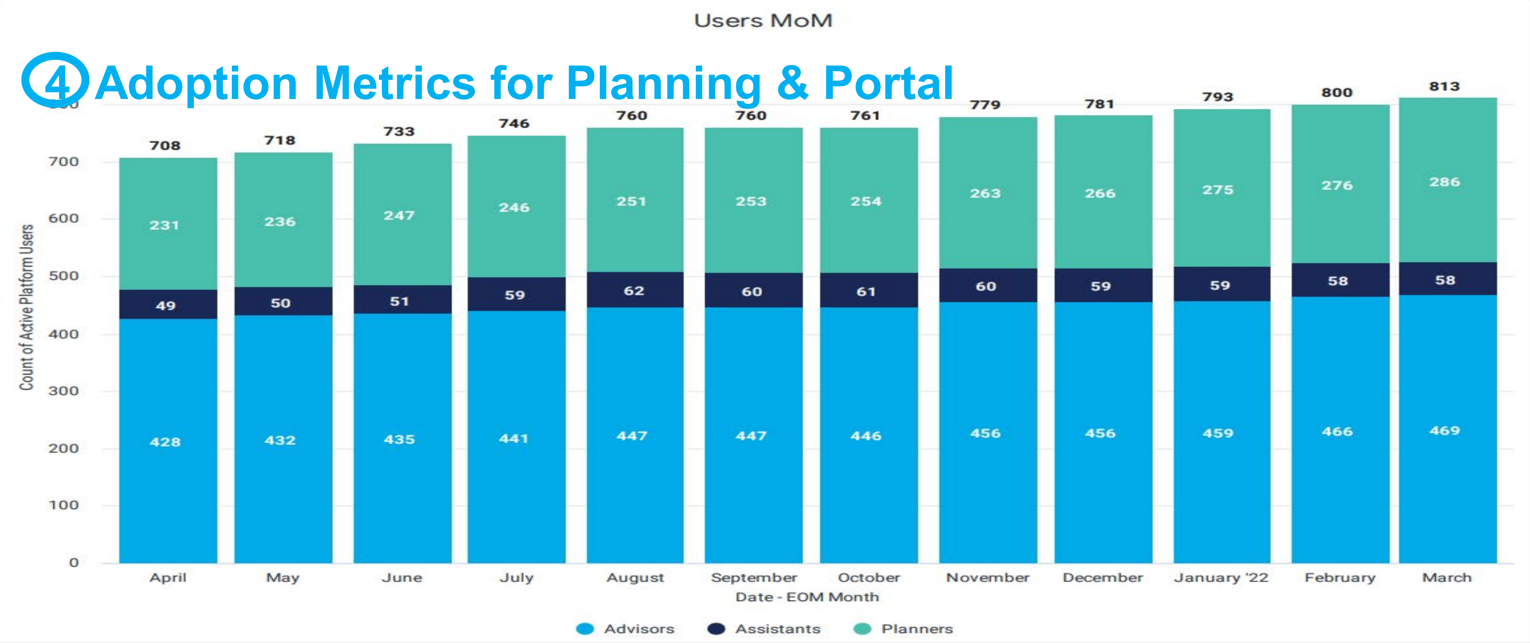
Adoption Priority: Planning
[x]

Adoption Priority: Growth
[ ]

Adoption Priority: Client Engagement
[x]

Expand The Brand: Using data to drive adoption and retention

4 Adoption Metrics for Planning & Portal



875
Total Users

471
Advisors

354
Support Users

0
Back Office

66%
Advisors 30 Day Logon %

81%
Support: 30 Day Logon %

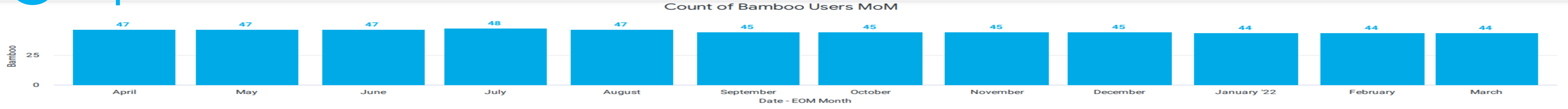
51,314
Total Households

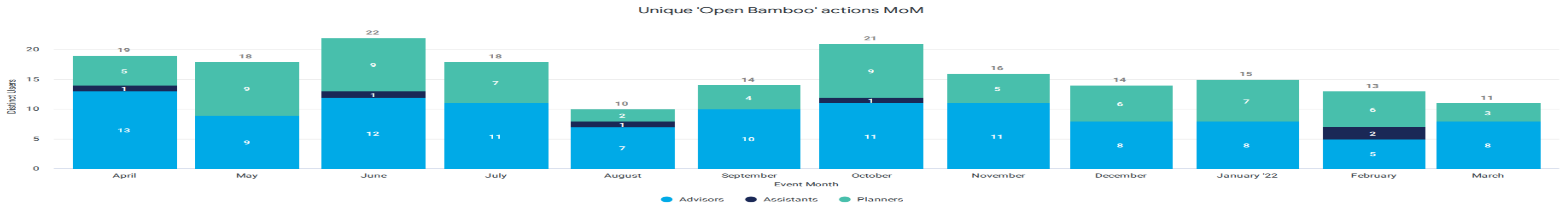
19,051
Total Client Sites

37%
% of Households wit...

22%
Clients: 30 Day Logo...

5 Adoption Metrics for Bamboo





Expand The Brand: Using data to drive adoption and retention

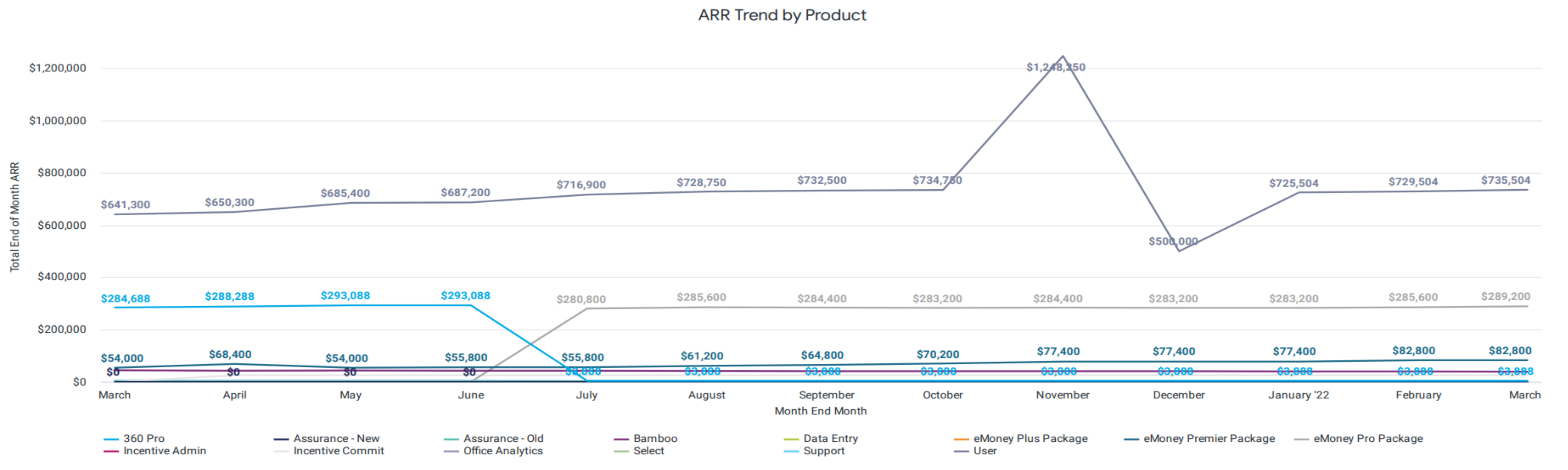
⑥ Revenue Preservation & Growth

$1,178,656

ARR as of Month End Close

ARR by Product

	Charge Product Name	Total End of Month ARR	Total Charge Quantity	ARPU
1	User	$735,504	811	$907
2	eMoney Pro Package	$289,200	241	$1,200
3	eMoney Premier Package	$82,800	46	$1,800
4	Bamboo	$38,700	43	$900
5	Incentive Commit	$25,000	1	$25,000
6	360 Pro	$3,888	1	$3,888
7	Support	$3,564	3	$1,188
8	Data Entry	$0	2	$0
9	Incentive Admin	$0	10	$0



Mind Our Ps

Objective: Continue to provide and expand tools, training, and environment to enable continued career growth and development.

Pam Henry
Director, Employee Success & Development

Mind Our Ps

In response to your feedback, we're continuing to provide and expand tools, training, and environment to enable continued career growth and development.

Webinar	Attendees
Strategic Career Management (Employees)	80
Strategic Career Management (Managers)	36
Making Internal Career Moves	150+

Mind Our Ps

Action Item: **eMoney Advisor is a great company for me to grow as a professional.**

External Professional Development: $21K

- External training
- Certifications
- Professional exams

Tuition Reimbursement: $25K

Pluralsight – On Demand Dev & IT Training
197 Users

COMING SOON!

percipio™
Powered by Skillsoft®

Skillsoft's immersive learning platform, designed to make learning easier, more accessible, and more effective.

Mind Our Ps

Employee Pulse Survey – May 2022

Goals

- Assess progress from 2021 survey
- Continue work on action plans
- Determine what working and what needs work

Objective: Focus on company culture and DEI initiatives to foster an inclusive, nurturing and protected workplace.

Mind Our Ps

Tarnisha Bruce
Director, Technical Support

Mike O'Callaghan
Manager, Talent Strategy

Upcoming DEI Training – Leaders First

Partnered with Korn Ferry, Consulting Firm. Training is designed to help leaders understand the value of being more inclusive and teach the skills to do it.

- Understand the benefits of a more diverse team and inclusive culture.
- Examine the dynamics of their own team.
- Understand their role in creating an inclusive environment.
- Explore the barriers that are getting in the way of a truly inclusive environment.
- Plan practical actions to break down barriers where all employees can thrive and bring their best.

Training Dates and Times

May 10th – 8:30 a.m. - 12:30 p.m. ET
May 17th – 1:00 p.m. - 5:00 p.m. ET
May 24th – 1:00 p.m. - 5:00 p.m. ET
June 7th – 1:00 p.m. - 5:00 p.m. ET
September 27th – 8:30 a.m. - 12:30 p.m. ET

Register for one of these sessions in DIG (via Okta).

Mind Our Ps

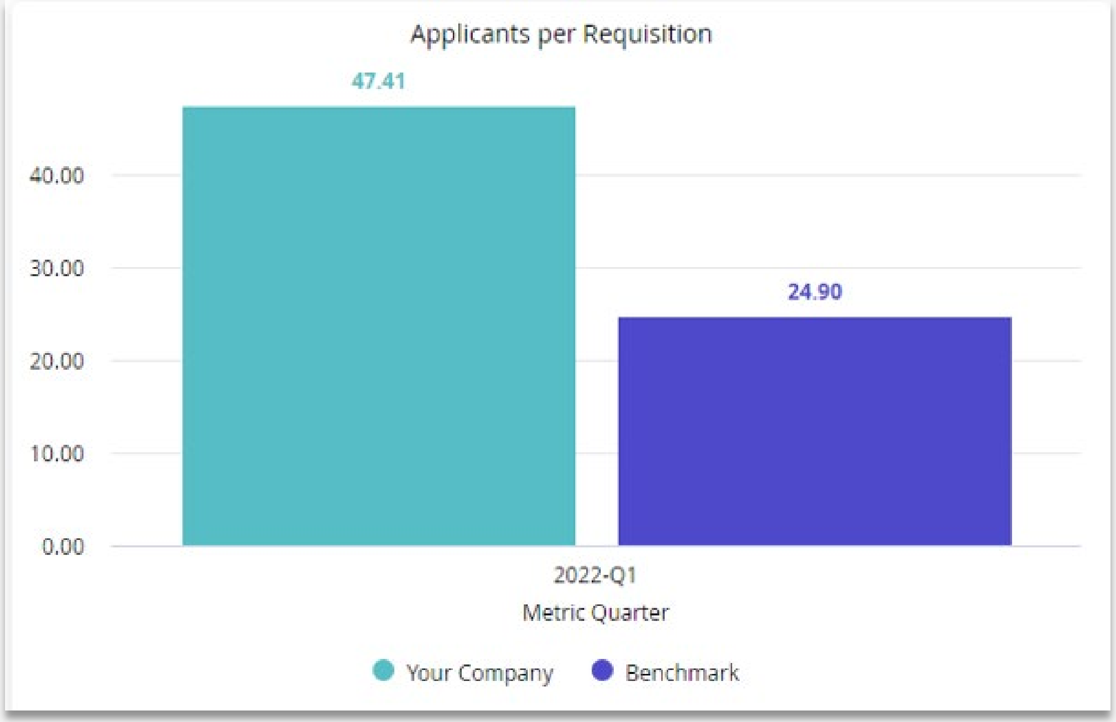
eMoney Firsts

“Diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard."

- Hired our first external female development manager & first female SVP
- More people from underrepresented groups at the manager level
- Women in technology – a point of emphasis 47% of external hires were women
- Half of leadership roles have gone to underrepresented groups, the majority being women
- This summer as a part of FPG Next Gen initiatives - BLatinX Internship program supporting Black and Latinx financial planners

Q1 Hiring Overview

- Expanded relationship with DiversityJobs.com
- Partnerships with NPower, NorthEastern University, and Drexel University



Hispanic or Latino	5%
White	60%
Black or African American	21%
Asian	9%
Two or more races	5%

Objective: Execute on aggregation roadmap aligned with stakeholder needs with a continued focus on scale and efficiency.

Mind Our Ps

Ricky Illigasch
Director, Product Management

Mind Our Ps

Objective: Execute on aggregation roadmap aligned with stakeholder needs with a continued focus on scale and efficiency.

Scale and Stability

Increase Performance and Scale, Increase Development Efficiency, Lower support case volumes

- Ensure aggregation is maintained and stable to support normal retention and acquisition of customers
- Add new direct data sources to provide consistent data flows to consumers
- Automate outage detection

Data Enrichment

Increase satisfaction, Improve aggregation experience

- Introduce new data attributes for student loans, credit cards, and mortgages
- Add support for cryptocurrency
- Improve transaction categorization with the use of ML

Ease of Use & Integration

Reduce time and effort to integrate, Unify the aggregation experiences across eMoney

- Create a modern single set of aggregation APIs
- Improve API documentation and testing/sandbox environments
- Create an easy, intuitive, and embeddable aggregation UI component
- Create easier, more intuitive workflows for adding and managing connections

Objective: Close $22M of New ARR ending the year with $142M in ARR.

Mind Our Ps

Morgan Jones
SVP, Sales

Mind Our Ps

Objective: Close $22m of New ARR ending the year with $140M in ARR.

	Q1 2022 Results	**2022 FY Budget**
eMoney Commercial		
Planning	$6.2M	$20.5M
Incentive	$0.03M	$1.2M
New ARR Commercial	**$6.23M**	**$21.7M**

Q&A