eMoney

Town Hall

November 3, 2022

Agenda

1. Welcome
2. Incentive Product Update
3. Q3 Business Update
4. Summit Recap
5. Culture Survey Results
6. Core Values Refresh
7. 2022 Performance Management Cycle
8. Q&A

Incentive Product Update

Tom Sullivan
Head of Product

We do not have the product market fit…

Numbers don't lie….

- Sales, adoption and engagement results continue to dramatically lag the initial business case projections.
- Early adopters valued Incentive more as a lead generation tool than a mobile financial wellness application.
- Upside in the retirement market as a lead gen tool or wellness app is limited. (best case $5M)
- ROI not compelling enough to warrant further investments.
- Recommendation is to slow development and shift our focus and resources towards protecting our core planning business.

Hypothetical deal volumes required to achieve $5M in cumulative revenue over next 3 years

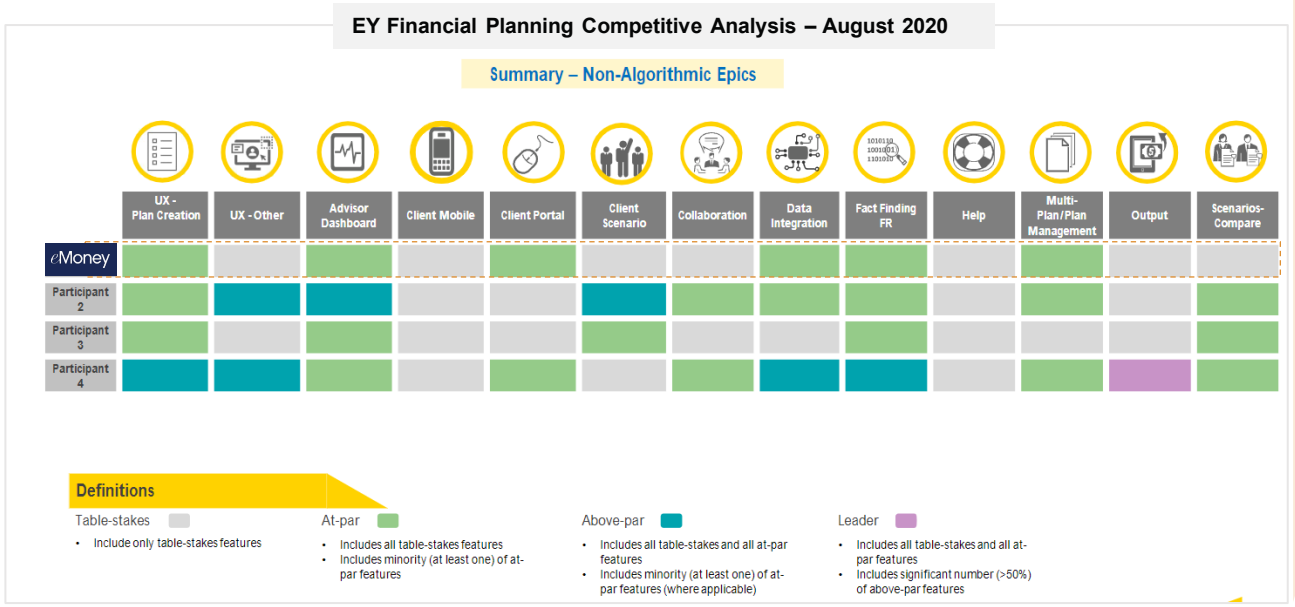
Product/Market Opportunity	Hypothetical Avg. Deal Size	Number of Deals/Year			Cumulative # of Deals	Estimated ARR			Cumulative Revenue
		2022	2023	2024		2022	2023	2024	
Incentive / RPA Market	$50K	6	16	16	38	$300K	$800K	$800K	$1.9M
	$75K	4	12	12	28	$300K	$900K	$900K	$2.1M
	$100K	2	4	4	10	$250K	$500K	$500K	$1.3M
Total Deals/Year		**12**	**32**	**32**	**76**	**$850K**	**$2.2M**	**$2.2M**	**$5.3M**

Assumes 2 full-time salespeople

… and there is a perception our core planning capabilities are starting to lag competitors'

- We need to get back to the basics and make the investments required to Protect the Core and Grow Market Share.
- To remain a market leader, eMoney needs to close product gaps and find new ways to stand out from competitors fast.

Competitors have closed the gap



eMoney Competitive Analysis - 2022

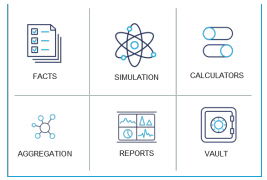
Capabilities	eMoney	ENVESTNET MoneyGuide	RightCapital
- Roth Conversion	—	✓	✓
- Qualified Charitable Distributions	✗	✓	✓
- Secure Income Modeling	✗	✓	✓
- Healthcare/Medicare	✗	✓	✓
- Social Security	—	✓	✓
- Life Insurance	—	✓	—
Ease of use	Good	Better	Best
Time to create plan	Good	Better	Best
Modern technology	Good	Better	Best
Responsiveness to market needs	Average	Good	Best

✗ Not Supported — Partially Supported ✓ Fully Supported BEST

Largest Enterprise Clients Want to Consume & Use in Different Ways

Enterprise clients want to deliver differentiated customer journeys & digital experiences to establish themselves as a consumer's primary financial services provider

- Today, we primarily deliver an "in the box" point solution.
- Our competitors are delivering solutions "beyond the box" to meet customer demands pre-plan, in-plan and post-plan to grab a larger share of wallet.
- For eMoney to compete we need to deliver the capabilities large institutions need in the way they want to consume them.
- We cannot continue to limit ourselves by being an "in the box" only solution.

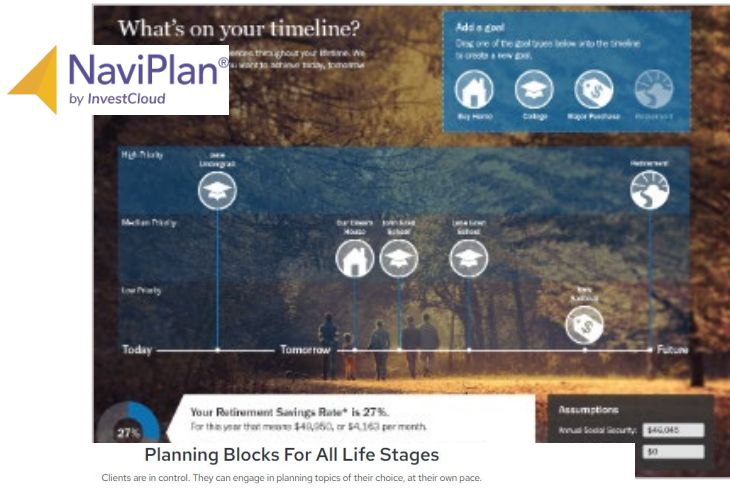


eMoney

"In the box" solution focused solely on the planning experience

Pre-Planning Experiences | Post Planning Experiences

Competitors are enabling their customers to engage clients pre and post planning



Existing Customers Consume eMoney Differently

WELLS FARGO USE CASE:

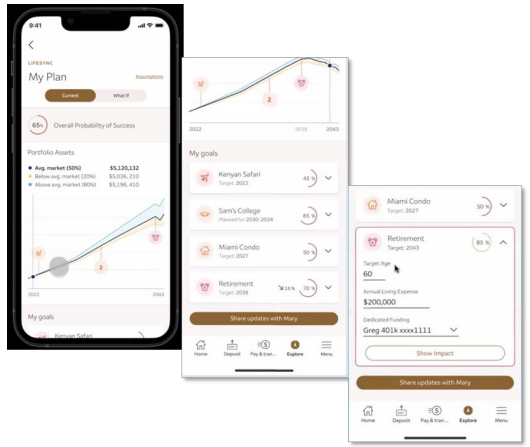
Customer Built, Client-Led Planning Workflows

Wells Fargo wants to build client-led planning experiences for their consumer banking customers via their consumer portal and mobile application, leveraging eMoney planning APIs

Doing so will:

- Enable end user to add/adjust plan facts/inputs
- Surface probability of success metrics for overall plan and specific financial goals
- Visually depict Monte Carlo output

eMoney is committed to enabling this vision but we do not have the capabilities today and must deliver them in 2023.



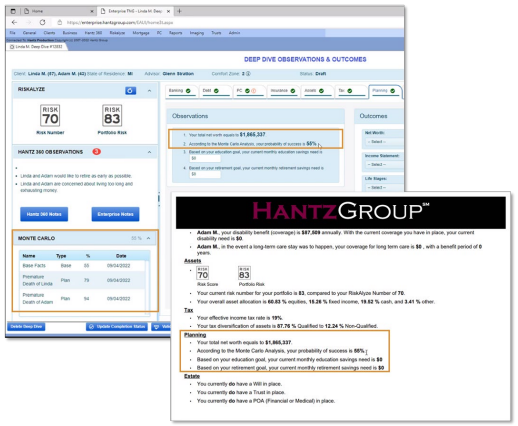
HANTZGROUP™ USE CASE:

Planning Output integration with Advisor and Client Tools

Hantz Group distills plan status information [Net Worth & Overall Probability of Success] along with Premature Death Stress Test output, via our APIs, and surfaces these in their CRM and in Client Reports.

They call our Monte Carlo/Simulation service ~29M times per month (their quota limit as stipulated in our enterprise agreement)

eMoney is delivering additional value however we are not monetizing this value



Modernizing Our Platform is Now Critical

Our legacy technology and architecture has become a significant headwind, necessitating focused attention.

While we modernize, we will center on:

1. **Protecting our core planning franchise:**

   Increasing our ability to deliver meaningful “in the box” product enhancements and close product gaps required by our individual advisor and enterprise planning buyer base

   ST development efforts will include:

   - Modernizing Facts, SIM and Reports
   - Complete key workflows like Roth IRA conversions
   - Complete strategic client work requests

2. **Exploring new distribution channels and revenue streams**

   Expand “outside the box” capability set to align to the needs of growth–oriented enterprises in existing and adjacent markets. Integrate planning in the context of their broader business strategies.

Q3 Business Update

Morgan Jones
SVP, Sales

Q3 YTD 2022 Business Update

ADVISOR SALES	
Wins	4,654
Avg. Selling Price	$2,739*
ARR ($M)	$13,605K
% to Goal	**106%**

* Excludes Rockefeller

ENTERPRISE RESULTS (ARR)	
ARR Goal	**$2,278K**
ENT Deals	$2,261K
Incentive Deals	$ 90K
HOP Deals	$ 80K
Actual ARR TOTAL	**$2,431K**
% to Goal	**107%**

HOME OFFICE PACKAGE WINS
Fidelis Capital Partner – Q3
Prime Capital Investment Advisors – Q3
NFP Retirement
Wealth Dimensions
Merit Financial Advisors
Assured Partners
CI Investments
Trilogy Financial Services

STRATEGIC WINS
Old National Bank – Q3
Truist – Q3
Principal Securities
Rockefeller
Sageview Advisory Group
Henssler Financial
NYLife
Wells Fargo First Clearing
Advisor Group

Q3 2022 HIGHLIGHTS

Enterprise

- Truist Extension Through March ‘23
- Old National Bank Merger Complete

Advisor Sales

- Efforts to drive deal size paying off with ASP for Q3 up 10% vs Q1&Q2

Financial Update

Eric Kerble
VP, Financial Planning & Analysis

Annual Recurring Revenue

	2022 YTD Results	2022 FY Forecast	2022 FY Budget
eMoney			
New ARR	$14.8M	$21.3M	$21.7M
Churn	($9.9M)	($13.3M)	($13.7M)
Net New ARR	**$4.9M**	**$8.0M**	**$8.0M**
Net New Fidelity Full-view	($2.1M)	($2.1M)	($2.1M)
Net New ARR Total	**$2.7M**	**$5.9M**	**$5.9M**

Financial Results

	2022 YTD Results	FY Forecast	FY Budget
Revenue	$103.9M	$139.8M	$134.5M
Expense	$113.3M	$152.3M	$158.5M
Earnings	**($9.4M)**	**($12.5)**	**($24M)**

eMoney Summit
2022 • BRIDGING THE GAP

SUMMIT RECAP

Brynn de Garavilla
Director, Retention Marketing

2022 By the Numbers

2022

Highest registration ever!

1,157 Registrants

1,103 Attendees

4 Sponsors

113 Prospects

7 Publications

Highest media attendance ever!

eMoney Summit

Achieving Summit Goals

DRIVING REVENUE

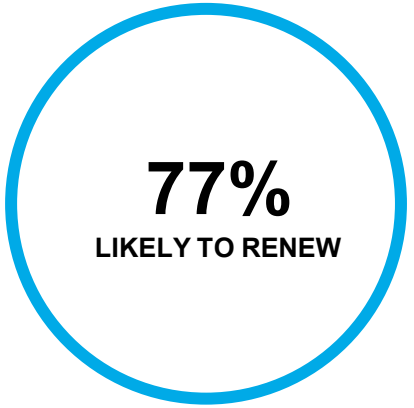
Offered summit attendees exclusive opportunity for 15% off any planning package.

- *Existing users can add other members of their firm*
- *Existing users can upgrade*
- *Non-users can purchase*

FOSTERING RETENTION

Crafted a customizable agenda to facilitate the ultimate training experience, including:

- *20+ eMoney Breakout Sessions*
- *11+ CE credits*
- *Proprietary research*
- *Inspiring keynotes*



Optimizations in 2022

2022

Increasing Attendance

- Lowered registration fee from $699 to $500
- Volume discounts for firms
- Targeting Enterprise audience
- Refreshed promotion strategies

Driving Engagement

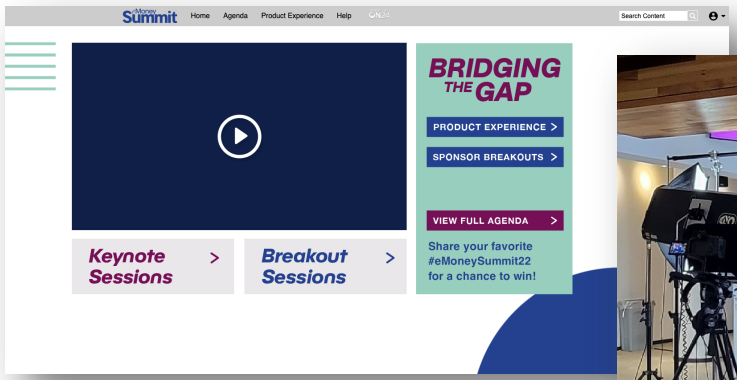
- Dedicated time to visit the Product Experience
- Q&A in the Product Experience
- Incentivizing social engagement and booth participation

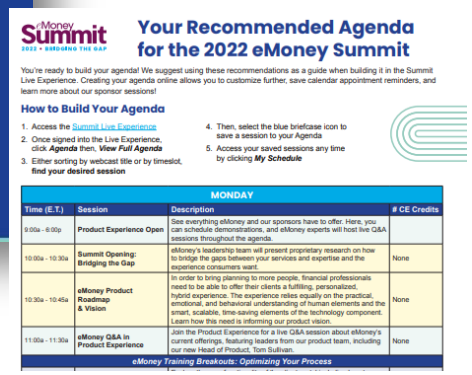
Improving the Experience

- Improved UX in Virtual Environment
- Grouped sessions by themes
- Agenda recommendations pre-event
- MC to guide attendees through the event
- Cleaner CE reporting process

Improving Internal Coordination

- Dedicated Intranet page and external site
- Summit project board and weekly workstreams
- Scheduled internal readiness meetings





A True Team Effort!

MARKETING

- Events
- Retention Marketing
- Product Marketing
- Creative
- Content
- Market Research
- Corp Comm
- Demand Gen
- Marketing Ops

TRAINING/COACHING

- Brett Tharp
- Daila Bufford
- Leah Simoglou
- Allison Burnett
- Jenn Rock
- ***All Breakout Speakers***
- ***All Success Coaches***

FPG

- Matt Schulte
- Emily Koochel
- Connor Sung
- Chris Mauriello
- Steve Levis
- John Costello
- Kerry Gaitley
- ***All Breakout Speakers***

QA

- Rupam Bhayani
- ***QA Team***

ENTERPRISE SYSTEMS

- Nelly Perumean
- Barrie Effron
- Mike McMasters

SALES

- Caroline Grasso
- Scott Dios
- Maria Milikin
- ***Entire Sales Team***

PRODUCT

- Tom Sullivan
- Chad Porche
- Ricky Illigasch
- Josh Belfiore

CS

- ***Entire CS Team***

2023 Plans

- High demand for virtual conference
- 63% of 2022 Summit attendees either prefer virtual or have no preference
- ***2023 eMoney Summit will be virtual again!***

Culture Survey Results + Action Items

Joanne Del Signore
Head of People Experience

Culture Survey Overview

OBJECTIVE

To understand how eMoney employees view our culture in a remote environment

METHODOLOGY

Online quantitative survey
Approx. 10 minutes in length
Fielded: August 25 – September 9, 2022

TARGET MARKET

eMoney Employees
N=353
68% started before March 2020
32% started post March 2020

OUTCOMES

Key insights on eMoney's remote culture:

- Most individuals prefer remote work, especially those who started during Covid
- A small majority feel eMoney's culture has changed
- Remote culture has allowed individuals to focus on what's important to them

Key Insights

eMoney's values align closely with employees' definition of culture and feel eMoney values their employees while feeling supported by their coworkers – with the culture remaining unchanged (or for the better) since transitioning to remote work.

Most employees prefer a fully remote work environment, as it leads to a better work life/balance even if they do have difficulty staying focused at times and feel it's more difficult to maintain a feeling of comradery with their teammates.

Employees are incredibly positive about their remote work experience.

- Approx. a third of employees mention feeling "Zoom" fatigue.
- Employees rely on virtual social events to stay connected to their team members.

For those who started after March 2020, they feel **their onboarding experience has not suffered**.

Define eMoney's Culture

In my opinion, eMoney wants its employees to focus on delivery of the company's vision **while having fun along the way**. eMoney understands that striking a balance between working hard and having fun results in a more sustainable pace and a more fulfilling work experience. - *Post-Covid Hire*

Active, vibrant, focused, and **full of energy** when getting things done. – *Pre-Covid Hire*

I do feel that all folks of **all walks of life** have a chance and are valued. – *Pre-Covid Hire*

eMoney's culture is diverse. **From different ethnicities to different age groups**, we all share the same goal and work well together. – *Pre-Covid Hire*

Dedicated professionals elevating the practice of financial planning. – *Post-Covid Hire*

Supports its employees and also encourages them to **celebrate wins**, no matter how big or small. – *Post-Covid Hire*

Our culture is one of helping others both those in other departments as well as our clients, we are **collaborative rather than competitive** with one another. – *Post- Covid Hire*

A team environment where everyone is out to **help each other** and don't put their own success above the success of the team. – *Pre-Covid Hire*

eMoney is a very forward-focused organization. Not just keeping up with industry trends, but **pioneering changes** in the industry and workplace. – *Post-Covid Hire*

eMoney is a place where **big thinking** is encouraged, and all voices are heard. – *Pre-Covid Hire*

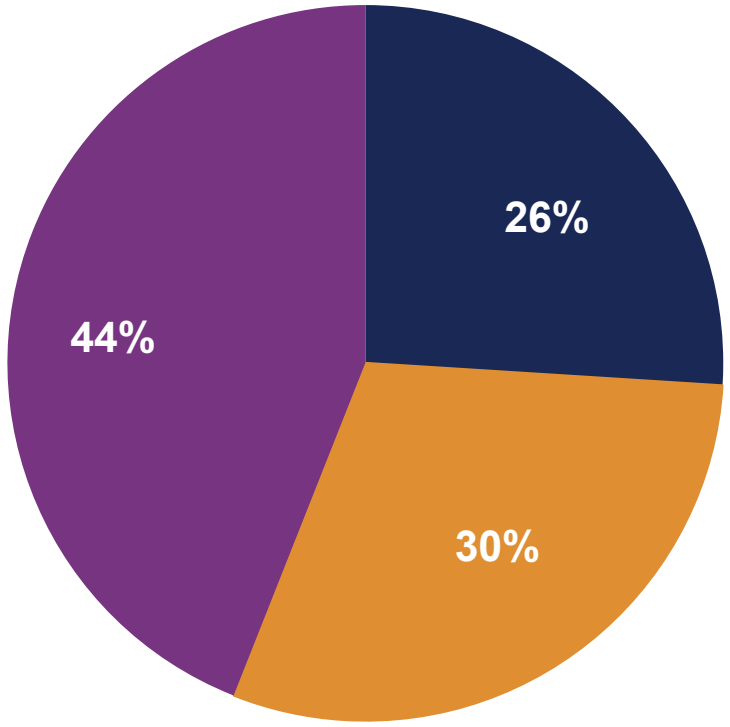
It's ok to **try and fail**. – *Pre-Covid Hire*

Open, transparent, welcoming, and **feedback is always taken seriously** and are acted upon for continuous improvement. – *Post-Covid Hire*

Changes to eMoney Culture

While the majority of employees feel eMoney's culture has not changed or has changed positively, there is still about a third who feel it has changed negatively, mainly due to it being harder to connect with others.

Culture has not changed



Culture has positively changed

Gives people more freedom, opens up a **wider range of potential new hires**, and allows working moms and dads to have the flex to work around busy schedules.

I believe with remote work, I've had **more opportunities to collaborate** with individuals I would not have if strictly working in an office environment.

Culture has negatively changed

I think it is just **much harder to connect**, we've lost out on company parties, picnics, opptys to go out for drinks to eat our lunch together. Its tougher to make connections esp with team members who have never been in person and whose entire tenure has been remote.

Q2. Do you think eMoney's culture has changed in a fully remote environment? (Only asked to those who worked before March 2020.) N=240

Staying Connected

Teams that stay connected schedule remote social events or create space for employees to share non-work-related time.

> **Our team is fairly small, so it's relatively easy to remain connected. We have weekly individual checkpoints with our leader. Weekly team meetings to discuss work and status. We also have a monthly check-in with the team that doesn't really focus on work things. Just bonding time.**
> *Post-Covid Hire*

- Fun meetings with team members. We just had one where team has to **solve a mystery murder virtually**. That was so much fun…working together in solving the stuff…was really good. *Pre-Covid Hire*
- We have done **virtual happy hours** to just have some time to relax and catch up with each other. – *Pre-Covid Hire*
- We created a **community building teams channel** for our group and we keep in touch with life updates unrelated to work. *Pre-Covid Hire*
- Team meetings, check-ins with manager and other team members. On top of that the willingness of all team member(s) to connect and spend unplanned unformal time together to discuss both work and non-work related items. *Post-Covid Hire*
- I created the CS **advisory team** to get ideas and leadership from our reps on how to stay connected. *Post-Covid Hire*

Takeaways

- **Identify and promote more ways teams can connect virtually**
  - Virtual paint party (more than 125 employees registered!)
  - Virtual cookie & cocktail event (Dec. 14)
  - Wellness challenge
  - Coffee talk with colleagues or CLT office hours (next CLT session is on Nov. 8 – sign up on the life@eMoney Intranet)
- **Promote best practices for meetings to help with Zoom fatigue**
- **Leading Effective Meetings** (instructor-led class in DIG)
- **Headspace session:** How to Stay Focused at Work
- **Together Days in Radnor & Providence**
- **CLT Office Hours**
- **On-site team meetings**
  - Finance, Marketing, Client Service are all headed to Radnor this month!
- **Continue with Business Unit "Meet the Team" meetings**
  - Just finished the Total Rewards team (more than 150 attended!). Watch the replay on the life@eMoney Intranet.
- **Refresh core values**

Core Values Refresh

Joanne Del Signore
Head of People Experience

Core Values Refresh

People-First

We believe our people are foundational to our success. By creating a fun environment where we can follow our passion and deliver on our shared commitment, together we advance our mission.

Creativity

We think big, challenge assumptions, don't take ourselves too seriously, and use our imaginations to drive innovation. We push ourselves—and each other—to turn ideas into reality for our clients.

Collaboration

We believe working as a team better leverages the strengths of each member, allowing us to make good things great, and paves a path for our success as well as our clients.

Diversity, Equality & Inclusion

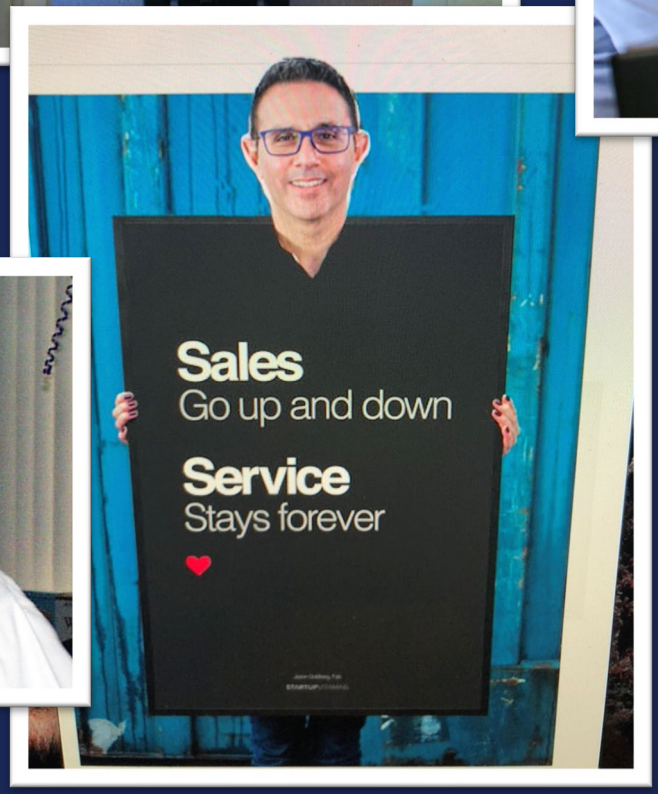
We are fiercely committed to fostering an environment of respect, dignity, and belonging – a place where we can contribute, innovate, and succeed while being our authentic selves. We are who we are, and together our company is stronger for it.

2022-23 Performance Management Cycle

Joanne Del Signore
Head of People Experience

Upcoming Performance Management Cycle

Date	Milestone
Nov. 7 – 18	Employee self-assessments
Nov. 21 – Dec. 16	Manager assessments
Jan. 4 – 13	Performance Calibration
Jan. 10 & 11	Compensation Training (Managers)
Jan. 18 – 30	Compensation Assessments
Feb. 2 – 16	Compensation & CLT Calibration
March 1	Manager sign-off
March 8	Employee sign-off
March 14	Performance Bonus Payout
March 24	Base comp increase reflected in pay (effective March 1)



Happy 20th Anniversary, Frank!

QUESTIONS

Submitted Questions

- What is being done to improve the PIA process?
- How are we trending toward bonuses?
- Are there any new products we'll be bringing to market in the next year or so?
- How do you recommend encouraging those who have been at eMoney for the last 12-18 months and have been through multiple strategy changes?