

# **The Fourth Statement**

*A Way to See Every Business Better*

John Zdanowski & Jeff Abrams  
BrightZen Systems

*For the **millions of people**  
who run their **own businesses***



*The millions more  
that **help them.***

## Our Premise

There is a

**Fourth Statement**

that is **common and useful** across **all**  
**businesses**

We have a simple premise

There is a **Fourth Statement**  
that is **common and useful**  
across **all businesses**



**It would be like finding a  
new treasure map**

# The New Map would help you

- Know where you are
- Know where you're going
- Know if you need to adjust

# The New Map would help you

- Know where you are
- Know where you're going
- Know if you need to adjust

**and help you prioritize which  
adjustments you can make.**

## Income Statement

### NET REVENUE

*Revenue Growth*

Total Costs of Goods Sold

### Gross Profit

*Gross Margin*

Total Sales & Marketing

### Contribution

Contribution Margin %

Total Operating Expenses

### TOTAL EXPENSES

Operating Income (EBITDA)

### NET INCOME

*Net Margin*

## Balance Sheet

### ASSETS

Cash

Inventory On Hand

Other Assets

### TOTAL ASSETS

Accounts Payable

Other Current Liabilities

Long-Term Debt

### TOTAL LIABILITIES

### TOTAL LIABILITIES AND EQUITY

### EQUITY

Cumulative Retained Earnings

Cumulative Distributions

Cumulative Retained Earnings

Shareholders' Equity

### TOTAL LIABILITIES AND EQUITY

## Cash Flow Statement

### OPERATING ACTIVITIES

Net Income

Adjustments to Net Income

Change in Accounts Receivable

Change in Credit Cards

Other Changes in Working Capital

Cash Flow from Operating Activities

### INVESTING ACTIVITIES

Purchases of Fixed Assets

Cash Flow from Investing Activities

### FINANCING ACTIVITIES

Change in Equity Investments

Change in Debt Balance

Cash Flow from Operating Activities

Net Change in Cash

Beginning Cash Balance

ENDING CASH BALANCE

The Old Map wasn't designed for that

It was designed for compliance not clarity

## The Fourth Statement is Designed for Clarity

There is a **Fourth Statement**  
that is **common and useful**  
across **all businesses**

**Designed for Clarity**



# Characteristics of the Fourth Statement

*A Way to See Every Business Better*

John Zdanowski & Jeff Abrams  
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## The Fourth Statement

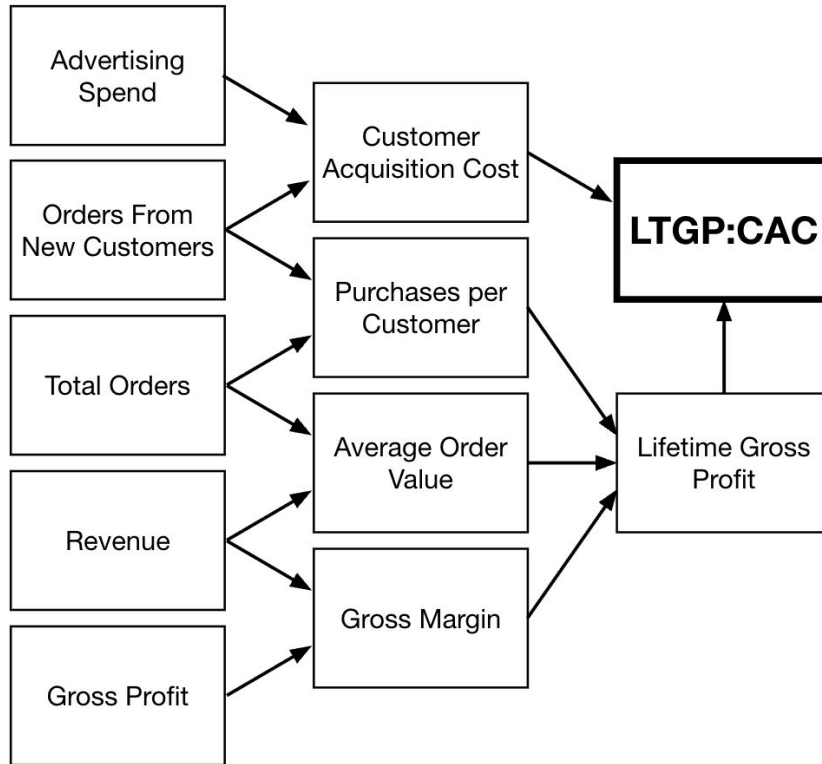
**Integrates data from every business system**



# The Fourth Statement

## Integrates data from every business system

### Is Based on Unit Economics



The Fourth Statement

Integrates data from every business system

Is Based on Unit Economics

**Extends all the way down to each transaction**

| Name       | Aug-25 | Sep-25 | Oct-25 | Nov-25 |
|------------|--------|--------|--------|--------|
| Customer 1 | 500    | 500    | 500    | 500    |
| Customer 2 | 250    | 250    | 250    | 250    |
| Customer 3 | 100    | 100    | 100    | -      |
| Customer 4 | 1,000  | 1,000  | 1,000  | 1,000  |
| Customer 5 | 250    | 250    | 250    | 250    |
| Customer 6 | 250    | 250    | 250    | 250    |

The Fourth Statement

Integrates data from every business system

Is Based on Unit Economics

Extends all the way down to each transaction

**Sits above the other financial statements**

### Income Statement

**Net Revenue**

COGS

**Gross Profit**

*Gross Margin*

Total Sales & Marketing

**Contribution**

*Contribution Margin*

Overhead Expenses

### Balance Sheet

#### ASSETS

Cash

Receivables

#### TOTAL ASSETS

#### LIABILITIES

Total Credit Cards

Total Accounts Payable

#### TOTAL LIABILITIES

#### EQUITY

Cumulative Investment

Cumulative Retained Earnings

#### TOTAL EQUITY

The Fourth Statement

Integrates data from every business system

Is Based on Unit Economics

Extends all the way down to each transaction

Sits above the other financial statements

**Ties everything together each week**

| <b>Weekly Accounting Inc.</b>        | <b>Nov-01</b> | <b>Nov-08</b> | <b>Nov-15</b> | <b>1Q25</b>           | <b>2Q25</b> | <b>3Q25</b> | <b>4Q25</b> |
|--------------------------------------|---------------|---------------|---------------|-----------------------|-------------|-------------|-------------|
| <b>Statement of Economic Quality</b> |               |               |               | <b>Average Weekly</b> |             |             |             |
| Audience                             |               |               |               |                       |             |             |             |
| Ad Spend                             | \$2.3         | \$2.3         | \$2.6         | \$1.8                 | \$2.2       | \$2.3       | \$2.3       |
| Leads                                | 64            | 47            | 48            | 39                    | 40          | 60          | 53          |
| Appointments Booked                  | 14            | 12            | 8             | 13                    | 19          | 13          | 12          |
| Proposals Issued                     | 7             | 6             | 3             | 4.1                   | 6.1         | 5.4         | 5.7         |
| Ad Spend CAC                         | \$283         | \$2,264       |               | \$779                 | \$868       | \$780       | \$733       |
| Customer Roll Forward                |               |               |               |                       |             |             |             |

We Call The Fourth Statement

# The Statement of Economic Quality

- Sits above the Income Statement
- Integrates data from every business system
- Extends all the way down to each transaction
- Calculates and forecasts with Unit Economics
- Ties everything together each week

**Every Business has an**

**Audience**

**That it tries to convert into payments from**

**New Customers**

**& Keep them coming back**

**Once you see business this way  
the old ways of seeing  
will seem quaint**

The Intention of this Presentation is

**To Help Everyone  
See Their Business  
Better**

With the Statement of Economic Quality

# Agenda

1. Our Premise - There is a Fourth Statement
2. **Weekly Accounting Case Study: Deep Dive**
3. The Five Most Important Things to Notice
4. Ten Quick Case Studies Across Different Business Models
5. The Twelve Ways to Improve Unit Economics
6. The Process Improvement Mindset

*Case Study*

# **Weekly Accounting**

*A Way to See Every Business Better*

John Zdanowski  
BrightZen Systems

## The Fourth Statement

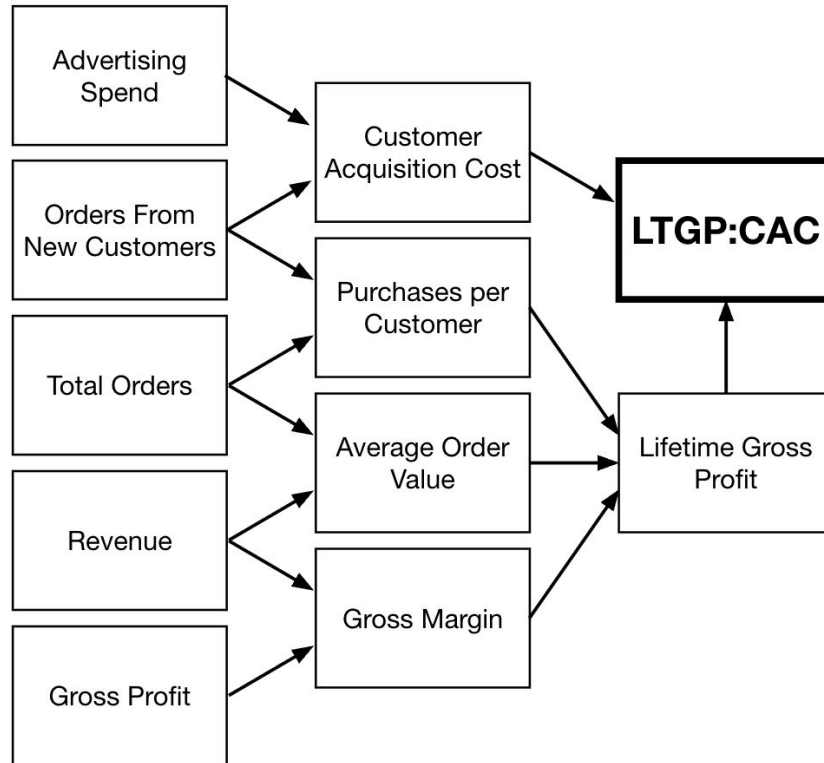
**Integrates data from every business system**



# The Fourth Statement

Integrates data from every business system

**Is Based on Unit Economics**



With *The System*



**Built 5**  
**\$100 Million**  
**Companies**  
**and a**  
**\$100 Million**  
**Fund**

# Helping Founders Succeed - 19 Exits



KHAITE



**ACQUIRED.IO**

*affinity*

**UpNest**  
AGENTS COMPETE, YOU WIN™

*Interliant*



**Extrabux**  
— SINCE 2006 — .com

| Weekly Accounting Inc.                         | 2023         | 2024           | 2025         | 2026           |
|--|--------------|----------------|--------------|----------------|
| <b>Statement of Economic Quality</b>           |              |                |              |                |
| <b>Audience</b>                                |              |                |              |                |
| Website Visitors                               |              | 11,079         | 13,011       | 25,116         |
| <b>Demand Gen</b>                              |              |                |              |                |
| FB Ad Spend                                    | \$0.0        | \$56.2         | \$112.6      | \$333.9        |
| New Facebook Leads                             | 1,701        | 2,692          | 2,547        | 7,695          |
| <i>CPL</i>                                     |              | \$23           | \$47         | \$43           |
| <b>Customer Roll Forward</b>                   |              |                |              |                |
|  | 188%         | -16%           | 137%         | 27%            |
| New Customers                                  | 75           | 63             | 149          | 190            |
| <b>Active Customers</b>                        |              |                |              |                |
|  | 88           | 98             | 190          | 308            |
| <i>Customer Life</i>                           | 5.5x         | 22.2x          | 36.6x        | 40.0x          |
| Average Revenue per Customer                   | \$1.9        | \$1.8          | \$1.8        | \$1.5          |
| <b>Unit Economics</b>                          |              |                |              |                |
| <b>Customer Acquisition Cost</b>               | <b>\$0</b>   | <b>\$1,181</b> | <b>\$927</b> | <b>\$1,744</b> |
| <i>Contribution Margin</i>                     |              | 62%            | 73%          |                |
| <b>LTGP / CAC</b>                              | <b>0.0x</b>  | <b>16.9x</b>   | <b>65.9x</b> | <b>27.0x</b>   |
| <b>Income Statement</b>                        |              |                |              |                |
|  | 15%          | 57%            | 44%          | 60%            |
| <b>NET REVENUE</b>                             | <b>1,309</b> | <b>2,050</b>   | <b>2,960</b> | <b>4,745</b>   |
| COGS   | 356          | 732            | 738          | 1,071          |
| <b>Gross Profit</b>                            | <b>953</b>   | <b>1,317</b>   | <b>2,222</b> | <b>3,675</b>   |
| <i>Gross Margin</i>                            | 73%          | 64%            | 75%          | 77%            |
| <b>Total Sales &amp; Marketing</b>             |              |                |              |                |
|  | 32           | 79             | 291          | 576            |
| <b>Contribution</b>                            | <b>921</b>   | <b>1,238</b>   | <b>1,932</b> | <b>3,099</b>   |
| <i>Contribution Margin</i>                     | 71%          | 61%            | 65%          | 65%            |
| <b>Operating Expenses</b>                      | <b>972</b>   | <b>859</b>     | <b>1,395</b> | <b>1,952</b>   |
| <b>Operating Income Before Management Fees</b> | <b>(51)</b>  | <b>379</b>     | <b>537</b>   | <b>1,147</b>   |
| <i>Operating Margin Before Mgmt Fees</i>       | -4%          | 18%            | 18%          | 24%            |

## Weekly Accounting's Statement of Economic Quality

## Weekly Accounting's Income Statement

| Weekly Accounting Inc.                         | 2023         | 2024         | 2025         | 2026         |
|--|--------------|--------------|--------------|--------------|
| <b>Statement of Economic Quality</b>           |              |              |              |              |
| <b>Audience</b>                                |              |              |              |              |
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| <b>Active Customers</b>                        | <b>88</b>    | <b>98</b>    | <b>190</b>   | <b>308</b>   |
| Customer Life                                  | 5.5x         | 22.2x        | 36.6x        | 40.0x        |
| Average Revenue per Customer                   | \$1.9        | \$1.8        | \$1.8        | \$1.5        |
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| Customer Acquisition Cost                      | \$0          | \$1,181      | \$927        | \$1,744      |
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| COGS   | <u>356</u>   | <u>732</u>   | <u>738</u>   | <u>1,071</u> |
| <b>Gross Profit</b>                            | <b>953</b>   | <b>1,317</b> | <b>2,222</b> | <b>3,675</b> |
| Gross Margin                                   | 73%          | 64%          | 75%          | 77%          |
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| Operating Margin Before Mgmt Fees              | -4%          | 18%          | 18%          | 24%          |

Columns represent each period  
Weekly, monthly, quarterly, annual

This is annual. We'll look quarterly,  
monthly & weekly too

| Weekly Accounting Inc.                         | 2023         | 2024           | 2025         | 2026           |
|--|--------------|----------------|--------------|----------------|
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Rows represent a collection of metrics about the key drivers of the business

These go from the widest part of the top of your funnel through sales to fulfillment.

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We focus on the business at a per customer level

This is “Unit Economics”

A new language

Customer Acquisition Cost

Average Revenue Per Customer

Lifetime Gross Profit

Lifetime Contribution

Contribution Margin

| Weekly Accounting Inc.                   | 2023  | 2024    | 2025    | 2026    |
|--|-------|---------|---------|---------|
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| <i>Contribution Margin</i>               | 71%   | 61%     | 65%     | 65%     |
| <b>Operating Expenses</b>                | 972   | 859     | 1,395   | 1,952   |
| <b>Operating Income Before Managem</b>   | (51)  | 379     | 537     | 1,147   |
| <i>Operating Margin Before Mgmt Fees</i> | -4%   | 18%     | 18%     | 24%     |

After the Statement of Economic Quality are the traditional financial statements

Here is the Income Statement

The balance sheet is below

| Weekly Accounting Inc.                         | 2023         | 2024           | 2025         | 2026           |
|--|--------------|----------------|--------------|----------------|
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| <b>Gross Profit</b>                            | <b>953</b>   | <b>1,317</b>   | <b>2,222</b> | <b>3,675</b>   |
| Gross Margin                                   | 73%          | 64%            | 75%          | 77%            |
| <b>Total Sales &amp; Marketing</b>             |              |                |              |                |
|  | 32           | 79             | 291          | 576            |
| <b>Contribution</b>                            | <b>921</b>   | <b>1,238</b>   | <b>1,932</b> | <b>3,099</b>   |
| Contribution Margin                            | 71%          | 61%            | 65%          | 65%            |
| <b>Operating Expenses</b>                      | <b>972</b>   | <b>859</b>     | <b>1,395</b> | <b>1,952</b>   |
| <b>Operating Income Before Management Fees</b> | <b>(51)</b>  | <b>379</b>     | <b>537</b>   | <b>1,147</b>   |
| Operating Margin Before Mgmt Fees              | -4%          | 18%            | 18%          | 24%            |



At first a matrix of numbers is complex

Just read and understand each row

The rows shown are not the only rows

There are other rows with other levels of detail

| Weekly Accounting Inc.                         | 2023         | 2024         | 2025         | 2026         |
|--|--------------|--------------|--------------|--------------|
| <b>Statement of Economic Quality</b>           |              |              |              |              |
| <b>Audience</b>                                |              |              |              |              |
| Website Visitors                               |              | 11,079       | 13,011       | 25,116       |
| <b>Demand Gen</b>                              |              |              |              |              |
| FB Ad Spend                                    | \$0.0        | \$56.2       | \$112.6      | \$333.9      |
| New Facebook Leads                             | 1,701        | 2,692        | 2,547        | 7,695        |
| CPL  |              | \$23         | \$47         | \$43         |
| <b>Customer Roll Forward</b>                   |              |              |              |              |
|  | 188%         | -16%         | 137%         | 27%          |
| New Customers                                  | 75           | 63           | 149          | 190          |
| <b>Active Customers</b>                        | <b>88</b>    | <b>98</b>    | <b>190</b>   | <b>308</b>   |
| Customer Life                                  | 5.5x         | 22.2x        | 36.6x        | 40.0x        |
| Average Revenue per Customer                   | \$1.9        | \$1.8        | \$1.8        | \$1.5        |
| <b>Unit Economics</b>                          |              |              |              |              |
| Customer Acquisition Cost                      | \$0          | \$1,181      | \$927        | \$1,744      |
| Contribution Margin                            |              | 62%          | 73%          |              |
| LTGP / CAC                                     | 0.0x         | 16.9x        | 65.9x        | 27.0x        |
| <b>Income Statement</b>                        |              |              |              |              |
|  | 15%          | 57%          | 44%          | 60%          |
| <b>NET REVENUE</b>                             | <b>1,309</b> | <b>2,050</b> | <b>2,960</b> | <b>4,745</b> |
| COGS   | 356          | 732          | 738          | 1,071        |
| <b>Gross Profit</b>                            | <b>953</b>   | <b>1,317</b> | <b>2,222</b> | <b>3,675</b> |
| Gross Margin                                   | 73%          | 64%          | 75%          | 77%          |
| <b>Total Sales &amp; Marketing</b>             |              |              |              |              |
|  | 32           | 79           | 291          | 576          |
| <b>Contribution</b>                            | <b>921</b>   | <b>1,238</b> | <b>1,932</b> | <b>3,099</b> |
| Contribution Margin                            | 71%          | 61%          | 65%          | 65%          |
| <b>Operating Expenses</b>                      | <b>972</b>   | <b>859</b>   | <b>1,395</b> | <b>1,952</b> |
| <b>Operating Income Before Management Fees</b> | <b>(51)</b>  | <b>379</b>   | <b>537</b>   | <b>1,147</b> |
| Operating Margin Before Mgmt Fees              | -4%          | 18%          | 18%          | 24%          |

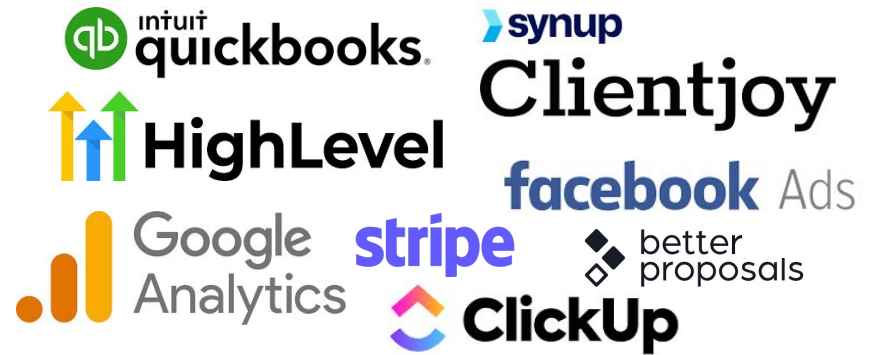
# Every row is drillable

| Name       | Sep-25 | Oct-25 | Nov-25 |
|------------|--------|--------|--------|
| Customer 1 | 500    | 500    | 500    |
| Customer 2 | 250    | 250    | 250    |
| Customer 3 | 100    | 100    | -      |
| Customer 4 | 1,000  | 1,000  | 1,000  |
| Customer 5 | 250    | 250    | 250    |
| Customer 6 | 250    | 250    | 250    |

| Weekly Accounting Inc.                  | 2023        | 2024        | 2025        | 2026       |
|---|-------------|-------------|-------------|------------|
| <b>Statement of Economic Quality</b>    |             |             |             |            |
| <b>Audience</b>                         |             |             |             |            |
| Website Visitors                        |             | 11,079      | 13,011      | 25,116     |
| <b>Demand Gen</b>                       |             |             |             |            |
| FB Ad Spend                             | \$0.0       | \$56.2      | \$112.6     | \$333.9    |
| New Facebook Leads                      | 1,701       | 2,692       | 2,547       | 7,695      |
| CPL                                     |             | \$23        | \$47        | \$43       |
| <b>Customer Roll Forward</b>            | <b>188%</b> | <b>-16%</b> | <b>137%</b> | <b>27%</b> |
| New Customers                           | 75          | 63          | 149         | 190        |
| <b>Active Customers</b>                 | <b>88</b>   | <b>98</b>   | <b>190</b>  | <b>308</b> |
| Customer Life                           | 5.5x        | 22.2x       | 36.6x       | 40.0x      |
| Average Revenue per Customer            | \$1.9       | \$1.8       | \$1.8       | \$1.5      |
| <b>Unit Economics</b>                   |             |             |             |            |
| Customer Acquisition Cost               | \$0         | \$1,181     | \$927       | \$1,744    |
| Contribution Margin                     |             | 62%         | 73%         |            |
| LTGP / CAC                              | 0.0x        | 16.9x       | 65.9x       | 27.0x      |
| <b>Income Statement</b>                 |             |             |             |            |
|   | 15%         | 57%         | 44%         | 60%        |
| NET REVENUE                             | 1,309       | 2,050       | 2,960       | 4,745      |
| COGS                                    | 356         | 732         | 738         | 1,071      |
| Gross Profit                            | 953         | 1,317       | 2,222       | 3,675      |
| Gross Margin                            | 73%         | 64%         | 75%         | 77%        |
| Total Sales & Marketing                 | 32          | 79          | 291         | 576        |
| Contribution                            | 921         | 1,238       | 1,932       | 3,099      |
| Contribution Margin                     | 71%         | 61%         | 65%         | 65%        |
| Operating Expenses                      | 972         | 859         | 1,395       | 1,952      |
| Operating Income Before Management Fees | (51)        | 379         | 537         | 1,147      |
| Operating Margin Before Mgmt Fees       | -4%         | 18%         | 18%         | 24%        |

# Into every business system

| Name       | Sep-25 | Oct-25 | Nov-25 |
|------------|--------|--------|--------|
| Customer 1 | 500    | 500    | 500    |
| Customer 2 | 250    | 250    | 250    |
| Customer 3 | 100    | 100    | -      |
| Customer 4 | 1,000  | 1,000  | 1,000  |
| Customer 5 | 250    | 250    | 250    |
| Customer 6 | 250    | 250    | 250    |



| Weekly Accounting Inc.                         | 2023  | 2024    | 2025    | 2026    |
|--|-------|---------|---------|---------|
| <b>Statement of Economic Quality</b>           |       |         |         |         |
| <b>Audience</b>                                |       |         |         |         |
| Website Visitors                               |       | 11,079  | 13,011  | 25,116  |
| <b>Demand Gen</b>                              |       |         |         |         |
| FB Ad Spend                                    | \$0.0 | \$56.2  | \$112.6 | \$333.9 |
| New Facebook Leads                             | 1,701 | 2,692   | 2,547   | 7,695   |
| <i>CPL</i>                                     |       | \$23    | \$47    | \$43    |
| <b>Customer Roll Forward</b>                   | 188%  | -16%    | 137%    | 27%     |
| New Customers                                  | 75    | 63      | 149     | 190     |
| <b>Active Customers</b>                        | 88    | 98      | 190     | 308     |
| <i>Customer Life</i>                           | 5.5x  | 22.2x   | 36.6x   | 40.0x   |
| Average Revenue per Customer                   | \$1.9 | \$1.8   | \$1.8   | \$1.5   |
| <b>Unit Economics</b>                          |       |         |         |         |
| <b>Customer Acquisition Cost</b>               | \$0   | \$1,181 | \$927   | \$1,744 |
| <i>Contribution Margin</i>                     |       | 62%     | 73%     |         |
| <b>LTGP / CAC</b>                              | 0.0x  | 16.9x   | 65.9x   | 27.0x   |
| <b>Income Statement</b>                        | 15%   | 57%     | 44%     | 60%     |
| <b>NET REVENUE</b>                             | 1,309 | 2,050   | 2,960   | 4,745   |
| COGS   | 356   | 732     | 738     | 1,071   |
| <b>Gross Profit</b>                            | 953   | 1,317   | 2,222   | 3,675   |
| <i>Gross Margin</i>                            | 73%   | 64%     | 75%     | 77%     |
| <b>Total Sales &amp; Marketing</b>             | 32    | 79      | 291     | 576     |
| <b>Contribution</b>                            | 921   | 1,238   | 1,932   | 3,099   |
| <i>Contribution Margin</i>                     | 71%   | 61%     | 65%     | 65%     |
| <b>Operating Expenses</b>                      | 972   | 859     | 1,395   | 1,952   |
| <b>Operating Income Before Management Fees</b> | (51)  | 379     | 537     | 1,147   |
| <i>Operating Margin Before Mgmt Fees</i>       | -4%   | 18%     | 18%     | 24%     |

The rows shown are not the only rows

There are other rows with other levels of detail

| Weekly Accounting Inc.                   | 2Q25         | 3Q25         | 4Q25         |
|--|--------------|--------------|--------------|
| <b>Statement of Economic Quality</b>     |              |              |              |
| <b>Audience</b>                          |              |              |              |
| Website Visitors                         | 1,203        | 5,871        | 4,639        |
| <b>Demand Gen</b>                        |              |              |              |
| FB Ad Spend                              | \$28.2       | \$31.1       | \$30.0       |
| New Facebook Leads                       | 525          | 783          | 749          |
| <i>CPL</i>                               | \$54         | \$46         | \$40         |
| <b>Customer Roll Forward</b>             |              |              |              |
| New Customers                            | 33           | 40           | 46           |
| <b>Active Customers</b>                  | <b>138</b>   | <b>159</b>   | <b>190</b>   |
| <i>Customer Life</i>                     | 38.9x        | 23.2x        | 35.5x        |
| Average Revenue per Customer             | \$1.8        | \$1.7        | \$1.5        |
| <b>Unit Economics</b>                    |              |              |              |
| <b>Customer Acquisition Cost</b>         | <b>\$877</b> | <b>\$816</b> | <b>\$674</b> |
| <i>Contribution Margin</i>               | 78%          | 74%          | 74%          |
| <b>LTGP / CAC</b>                        | <b>68.5x</b> | <b>37.5x</b> | <b>59.9x</b> |
| <b>Income Statement</b>                  |              |              |              |
| <b>NET REVENUE</b>                       | <b>713</b>   | <b>775</b>   | <b>849</b>   |
| COGS                                     | <u>149</u>   | <u>186</u>   | <u>213</u>   |
| <b>Gross Profit</b>                      | <b>564</b>   | <b>590</b>   | <b>636</b>   |
| <i>Gross Margin</i>                      | 79%          | 76%          | 75%          |
| <b>Total Sales &amp; Marketing</b>       | <b>77</b>    | <b>77</b>    | <b>76</b>    |
| <b>Contribution</b>                      | <b>487</b>   | <b>512</b>   | <b>559</b>   |
| <i>Contribution Margin</i>               | 68%          | 66%          | 66%          |
| <b>Operating Expenses</b>                | <b>326</b>   | <b>366</b>   | <b>402</b>   |
| <b>Operating Income Before Managemen</b> | <b>162</b>   | <b>147</b>   | <b>158</b>   |
| <i>Operating Margin Before Mgmt Fees</i> | 23%          | 19%          | 19%          |

# Now let's zoom in to quarterly

| Weekly Accounting Inc.                   | 2Q25         | 3Q25         | 4Q25         |
|--|--------------|--------------|--------------|
| <b>Statement of Economic Quality</b>     |              |              |              |
| <b>Audience</b>                          |              |              |              |
| Website Visitors                         | 1,203        | 5,871        | 4,639        |
| <b>Demand Gen</b>                        |              |              |              |
| FB Ad Spend                              | \$28.2       | \$31.1       | \$30.0       |
| New Facebook Leads                       | 525          | 783          | 749          |
| <i>CPL</i>                               | \$54         | \$46         | \$40         |
| <b>Customer Roll Forward</b>             |              |              |              |
| New Customers                            | 33           | 40           | 46           |
| <b>Active Customers</b>                  | <b>138</b>   | <b>159</b>   | <b>190</b>   |
| <i>Customer Life</i>                     | 38.9x        | 23.2x        | 35.5x        |
| Average Revenue per Customer             | \$1.8        | \$1.7        | \$1.5        |
| <b>Unit Economics</b>                    |              |              |              |
| <b>Customer Acquisition Cost</b>         | <b>\$877</b> | <b>\$816</b> | <b>\$674</b> |
| <i>Contribution Margin</i>               | 78%          | 74%          | 74%          |
| <b>LTGP / CAC</b>                        | <b>68.5x</b> | <b>37.5x</b> | <b>59.9x</b> |
| <b>Income Statement</b>                  |              |              |              |
| <b>NET REVENUE</b>                       | <b>713</b>   | <b>775</b>   | <b>849</b>   |
| COGS                                     | <u>149</u>   | <u>186</u>   | <u>213</u>   |
| <b>Gross Profit</b>                      | <b>564</b>   | <b>590</b>   | <b>636</b>   |
| <i>Gross Margin</i>                      | 79%          | 76%          | 75%          |
| <b>Total Sales &amp; Marketing</b>       | <b>77</b>    | <b>77</b>    | <b>76</b>    |
| <b>Contribution</b>                      | <b>487</b>   | <b>512</b>   | <b>559</b>   |
| <i>Contribution Margin</i>               | 68%          | 66%          | 66%          |
| <b>Operating Expenses</b>                | <b>326</b>   | <b>366</b>   | <b>402</b>   |
| <b>Operating Income Before Managemen</b> | <b>162</b>   | <b>147</b>   | <b>158</b>   |
| <i>Operating Margin Before Mgmt Fees</i> | 23%          | 19%          | 19%          |

# Same Rows

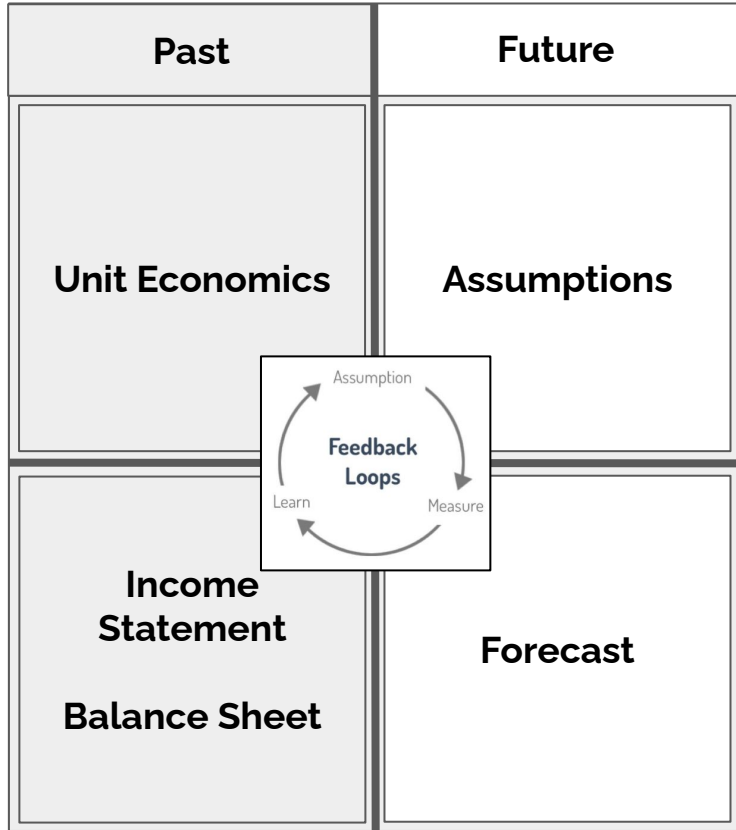
# Forecasting is easy at Quarterlyly

| Weekly Accounting Inc.               | 2Q25       | 3Q25       | 4Q25       |
|--------------------------------------|------------|------------|------------|
| <b>Statement of Economic Quality</b> |            |            |            |
| <b>Audience</b>                      |            |            |            |
| Website Visitors                     | 1,203      | 5,871      | 4,639      |
| <b>Demand Gen</b>                    |            |            |            |
| FB Ad Spend                          | \$28.2     | \$31.1     | \$30.0     |
| New Facebook Leads                   | 525        | 783        | 749        |
| CPL                                  | \$54       | \$40       | \$40       |
| <b>Customer Roll Forward</b>         |            |            |            |
| New Customers                        | 33         | 40         | 46         |
| <b>Active Customers</b>              | <b>138</b> | <b>159</b> | <b>150</b> |
| Customer Life                        | 38.9x      | 23.2x      | 35.5x      |
| Average Revenue per Customer         | \$1.8      | \$1.7      | \$1.5      |
| <b>Unit Economics</b>                |            |            |            |
| Customer Acquisition Cost            | \$877      | \$816      | \$674      |
| Contribution Margin                  | 78%        | 74%        | 74%        |
| LTGP / CAC                           | 68.5x      | 37.5x      | 59.9x      |
| <b>Income Statement</b>              |            |            |            |
| NET REVENUE                          | 713        | 775        | 849        |
| COGS                                 | 149        | 186        | 213        |
| Gross Profit                         | 564        | 590        | 636        |
| Gross Margin                         | 79%        | 76%        | 75%        |
| <b>Total Sales &amp; Marketing</b>   |            |            |            |
| Contribution                         | 487        | 512        | 559        |
| Contribution Margin                  | 68%        | 66%        | 66%        |
| Operating Expenses                   | 326        | 366        | 402        |
| Operating Income Before Managemen    | 162        | 147        | 158        |
| Operating Margin Before Mgmt Fees    | 23%        | 19%        | 19%        |

***“This Quarter***

*We’ll spend about the same on marketing to drive a similar number of leads*

*And close a few more customers than we did **Last Quarter**”*



This is the beginning of a new  
**Feedback Loop**

**Here's the thing your accountant doesn't want you to know**



## January

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 31 | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |

## February

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 1  | 2  |

## March

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 25 | 26 | 27 | 28 | 29 | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 | 1  | 2  | 3  | 4  | 5  | 6  |

## April

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 31 | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 1  | 2  | 3  | 4  |

## May

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 28 | 29 | 30 | 1  | 2  | 3  | 4  |
| 5  | 6  | 7  | 8  | 9  | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 | 1  |

## June

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 26 | 27 | 28 | 29 | 30 | 31 | 1  |
| 2  | 3  | 4  | 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | 1  | 2  | 3  | 4  | 5  | 6  |

## July

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 30 | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |

## August

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |

## September

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 1  | 2  | 3  | 4  | 5  |

## October

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 29 | 30 | 1  | 2  | 3  | 4  | 5  |
| 6  | 7  | 8  | 9  | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 | 31 | 1  | 2  |

## November

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 27 | 28 | 29 | 30 | 31 | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |

## December

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | 1  | 2  | 3  | 4  |

For running your business,

You can ignore

month end

### January

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 31 | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |

### February

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 1  | 2  |

### March

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 25 | 26 | 27 | 28 | 29 | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 | 1  | 2  | 3  | 4  | 5  | 6  |

### April

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 31 | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 1  | 2  | 3  | 4  |

### May

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 28 | 29 | 30 | 1  | 2  | 3  | 4  |
| 5  | 6  | 7  | 8  | 9  | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 | 1  |

### June

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 26 | 27 | 28 | 29 | 30 | 31 | 1  |
| 2  | 3  | 4  | 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | 1  | 2  | 3  | 4  | 5  | 6  |

### July

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 30 | 1  | 2  | 3  | 4  | 5  | 6  |
| 7  | 8  | 9  | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |

### August

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 28 | 29 | 30 | 31 | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |

### September

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 1  | 2  | 3  | 4  | 5  |

### October

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 29 | 30 | 1  | 2  | 3  | 4  | 5  |
| 6  | 7  | 8  | 9  | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 | 31 | 1  | 2  |

### November

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 27 | 28 | 29 | 30 | 31 | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |

### December

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
| 1  | 2  | 3  | 4  | 5  | 6  | 7  |
| 8  | 9  | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | 1  | 2  | 3  | 4  |

# 52

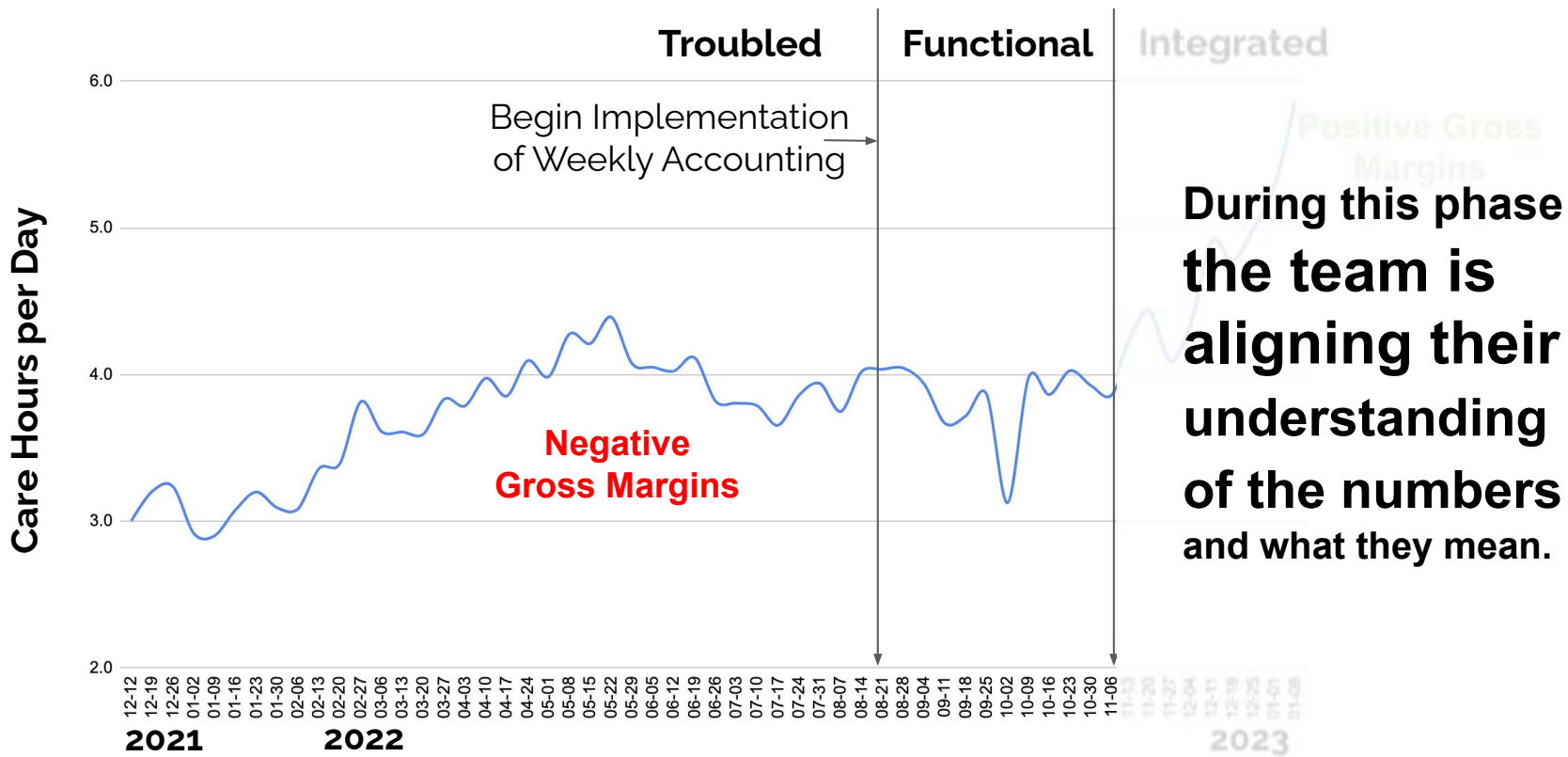
## Feedback Loops per year are better than

# 12

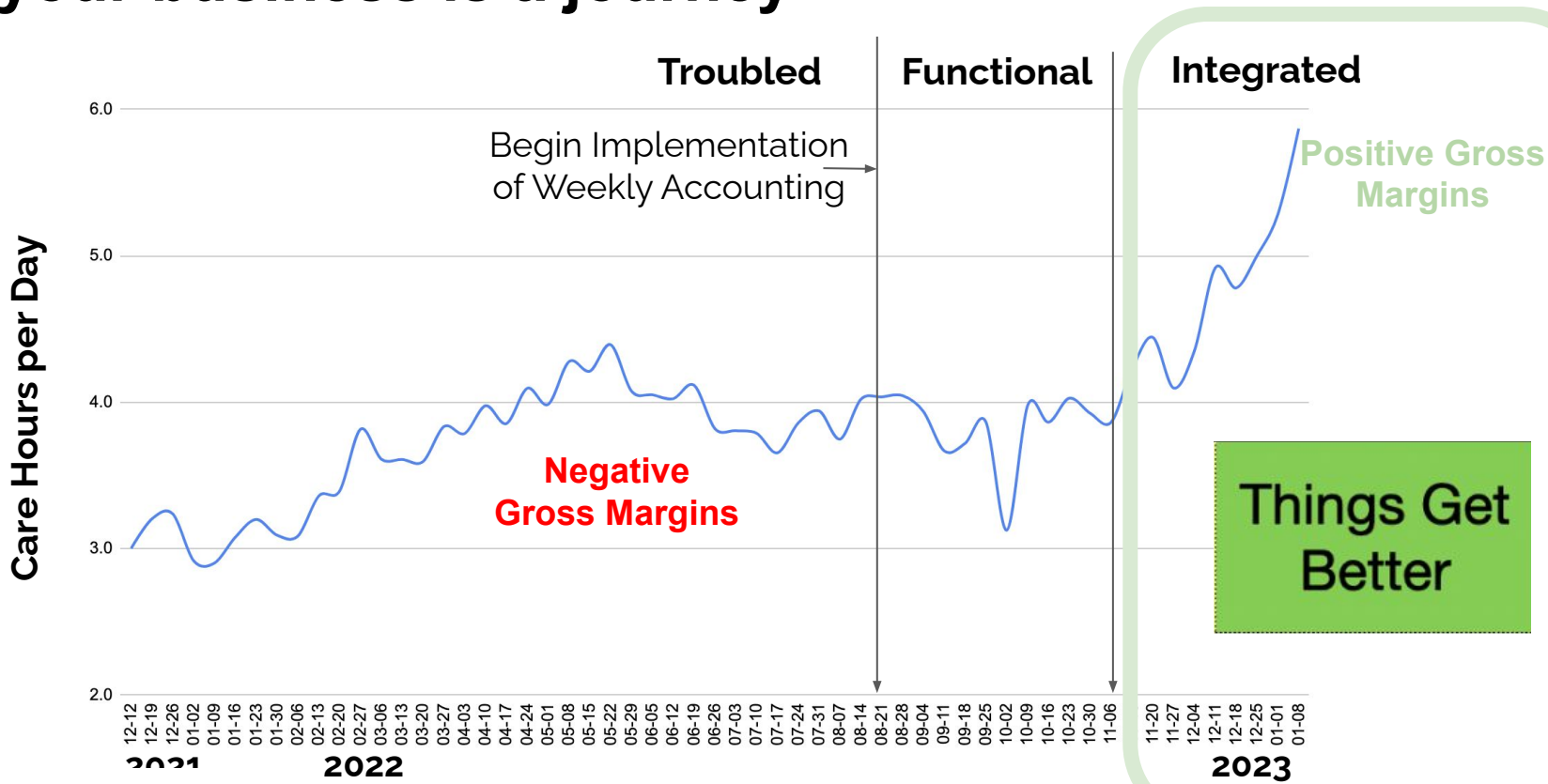
|                    | Wrong Data  | Right Data        |
|--------------------|-------------|-------------------|
| Empowered Team     | Frustrating | Things Get Better |
| Not Empowered Team | Fail        | Sad               |

When you put the  
**Right Data**  
in front of an  
**Empowered team**  
they **Get Better.**

# Aligning a team around your custom Fourth Statement for your business is a journey



# Aligning a team around your custom Fourth Statement for your business is a journey



*How to Read*

# **The Weekly View**

*Of Your Business*

| Weekly Accounting Inc.               | Nov-08         | Nov-15 | Nov-22 | 1Q25  | 2Q25  | 3Q25  | 4Q25  | 4Q25   | Target | Diff |
|--------------------------------------|----------------|--------|--------|-------|-------|-------|-------|--------|--------|------|
| <b>Statement of Economic Quality</b> | Average Weekly |        |        |       |       |       |       | Target |        |      |
| <b>Audience</b>                      |                |        |        |       |       |       |       |        |        |      |
| Ad Spend                             | \$2.3          | \$2.6  | \$1.1  | \$1.8 | \$2.2 | \$2.3 | \$2.2 | \$30.0 | 2.3    | -7%  |
| Ad Spend CAC                         | \$566          | \$711  | \$371  | \$779 | \$868 | \$780 | \$594 | 674    | 673.9  | -12% |
| <b>Customer Roll Forward</b>         |                |        |        |       |       |       |       |        |        |      |
| New Customers                        | 4              | 25     | 24     | 30    | 37    | 44    | 150   | 44     | 44     | 2%   |
| Active Customers                     | 37             | 25     | 24     | 30    | 37    | 44    | 150   | 44     | 44     | -1%  |
| Average Revenue Per Customer         | \$1.3          | \$1.6  | \$1.6  | \$1.8 | \$1.7 | \$1.7 | \$1.4 | \$1.5  | \$1.5  | -8%  |
| <b>Income Statement</b>              |                |        |        |       |       |       |       |        |        |      |
| Net Revenue                          | 48             | 43     | 38     | 54.7  | 50.9  | 59.4  | 64.2  | 849    | \$65   | -2%  |
| COGS                                 | 2              | 27     | 1      | 17    | 11    | 14    | 14    | 213    | \$16   | -14% |
| Gross Profit                         | 46             | 16     | 36     | 37.7  | 39.8  | 45    | 50    | 636    | \$49   | 3%   |
| Gross Margin                         | 95%            | 37%    | 95%    | 69%   | 78%   | 76%   | 78%   |        |        |      |
| Total Sales & Marketing              | 1.7            | 10.1   | -      | 5.1   | 5.7   | 6.2   | 4.7   | 76.4   | \$6    | -20% |
| Contribution                         | 44             | 16     | 37     | 49.6  | 44.2  | 53.2  | 59.5  | 764    | \$6    | -16% |
| Contribution Margin                  | 92%            | 13%    | 97%    | 60%   | 87%   | 66%   | 71%   |        |        |      |
| Operating Expenses                   | 18             | 50     | 4      | 24    | 25    | 28    | 29    | 402    | \$31   | -6%  |
| Operating Profit                     | 26             | (44)   | 32     | 8.9   | 8.9   | 11.4  | 16.4  | 158    | \$12   | 35%  |
| Operating Margin before Mgmt Fees    | 54%            | -104%  | 86%    | 16%   | 17%   | 19%   | 26%   | 19%    |        | -13% |
| <b>Balance Sheet</b>                 |                |        |        |       |       |       |       |        |        |      |
| Net Cash                             | 101            | 22     | 38     | 4     | 6     | 9     | 45    |        |        |      |

This is  
Weekly Accounting's  
Weekly View of its business

We call it  
"Monday Morning Metrics"

| Weekly Accounting Inc.               | Nov-08         | Nov-15 | Nov-22 | 1Q25  | 2Q25  | 3Q25  | 4Q25  | 4Q25   | Target | Diff |
|--------------------------------------|----------------|--------|--------|-------|-------|-------|-------|--------|--------|------|
| <b>Statement of Economic Quality</b> | Average Weekly |        |        |       |       |       |       | Target |        |      |
| <b>Audience</b>                      |                |        |        |       |       |       |       |        |        |      |
| <b>Ad Spend</b>                      | \$2.3          | \$2.6  | \$1.1  | \$1.8 | \$2.2 | \$2.3 | \$2.2 | \$30.0 | 2.3    | -7%  |
| Ad Spend CAC                         | \$640          |        |        | \$779 | \$868 | \$780 | \$594 | \$74   | \$73.9 | -12% |
| <b>Customer Roll Forward</b>         |                |        |        |       |       |       |       |        |        |      |
| <b>New Customers</b>                 | 4              | 4      | -      | 2.3   | 2.5   | 3.0   | 3.6   | 46     | 3.6    | 2%   |
| <b>Active Customers</b>              | 37             | 25     | 24     | 28    | 30    | 37    | 44    | 190    | 44     | -1%  |
| Average Revenue Per Customer         | \$1.3          | \$1.7  | \$1.6  | \$1.8 | \$1.8 | \$1.7 | \$1.4 | \$1.5  | \$1.5  | -11% |
| <b>Income Statement</b>              |                |        |        |       |       |       |       |        |        |      |
| <b>Net Revenue</b>                   | 48             | 43     | 38     | 54.7  | 50.9  | 59.4  | 64.2  | 849    | \$65   | -2%  |
| COGS                                 | 2              | 27     | 1      | 17    | 11    | 14    | 14    | 213    | \$16   | -14% |
| <b>Gross Profit</b>                  | 46             | 16     | 36     | 38    | 40    | 45    | 50    | 636    | \$49   | 3%   |
| Gross Margin                         | 95%            | 37%    | 97%    | 70%   | 78%   | 76%   | 78%   |        |        |      |
| Total Sales & Marketing              | 1.7            | 10.1   | -      | 5.1   | 5.7   | 6.2   | 4.7   | 76.4   | \$6    | -20% |
| <b>Contribution</b>                  | 44             | 6      | 36     | 33    | 34    | 39    | 46    | 559    | \$43   | 6%   |
| Contribution Margin                  | 92%            | 13%    | 97%    | 60%   | 67%   | 66%   | 71%   |        |        |      |
| <b>Operating Expenses</b>            | 18             | 50     | 4      | 24    | 25    | 28    | 29    | 402    | \$31   | -6%  |
| <b>Operating Profit</b>              | 26             | (44)   | 32     | 8.9   | 8.9   | 11.4  | 16.4  | 158    | \$12   | 35%  |
| Operating Margin before Mgmt Fees    | 54%            | -104%  | 86%    | 16%   | 17%   | 19%   | 26%   | 19%    |        | -13% |
| <b>Balance Sheet</b>                 |                |        |        |       |       |       |       |        |        |      |
| Net Cash                             | 101            | 22     | 38     | 4     | 6     | 9     | 45    |        |        |      |

Here are the past few weeks

| Weekly Accounting Inc.               | Nov-08                | Nov-15 | Nov-22 | 1Q25  | 2Q25  | 3Q25  | 4Q25  | 4Q25          | Target | Diff |
|--------------------------------------|-----------------------|--------|--------|-------|-------|-------|-------|---------------|--------|------|
| <b>Statement of Economic Quality</b> | <b>Average Weekly</b> |        |        |       |       |       |       | <b>Target</b> |        |      |
| <b>Audience</b>                      |                       |        |        |       |       |       |       |               |        |      |
| Ad Spend                             | \$2.3                 | \$2.6  | \$1.1  | \$1.8 | \$2.2 | \$2.3 | \$2.2 | \$30.0        | 2.3    | -7%  |
| Ad Spend CAC                         | \$566                 | \$640  |        | \$779 | \$868 | \$780 | \$594 | 674           | 673.9  | -12% |
| <b>Customer Roll Forward</b>         |                       |        |        |       |       |       |       |               |        |      |
| New Customers                        | 37                    | 29     | 24     | 33    | 30    | 37    | 44    | 44            | 44     | -1%  |
| Active Customers                     |                       |        |        |       |       |       |       |               |        |      |
| Average Revenue Per Customer         | \$1.3                 | \$1.7  | \$1.6  | \$1.8 | \$1.8 | \$1.7 | \$1.4 | \$1.5         | \$1.5  | -11% |
| <b>Income Statement</b>              |                       |        |        |       |       |       |       |               |        |      |
| Net Revenue                          | 48                    | 43     | 38     | 54.7  | 50.9  | 59.4  | 64.2  | 849           | \$65   | -2%  |
| COGS                                 | 2                     | 27     | 1      | 17    | 11    | 14    | 14    | 213           | \$16   | -14% |
| Gross Profit                         | 46                    | 16     | 36     | 38    | 40    | 45    | 50    | 636           | \$49   | 3%   |
| Gross Margin                         | 95%                   | 37%    | 97%    | 70%   | 78%   | 76%   | 78%   |               |        |      |
| Total Sales & Marketing              | 1.7                   | 10.1   | -      | 5.1   | 5.7   | 6.2   | 4.7   | 76.4          | \$6    | -20% |
| Contribution                         | 44                    | 6      | 36     | 33    | 34    | 39    | 46    | 559           | \$43   | 6%   |
| Contribution Margin                  | 92%                   | 13%    | 97%    | 60%   | 67%   | 66%   | 71%   |               |        |      |
| Operating Expenses                   | 18                    | 50     | 4      | 24    | 25    | 28    | 29    | 402           | \$31   | -6%  |
| Operating Profit                     | 26                    | (44)   | 32     | 8.9   | 8.9   | 11.4  | 16.4  | 158           | \$12   | 35%  |
| Operating Margin before Mgmt Fees    | 54%                   | -104%  | 86%    | 16%   | 17%   | 19%   | 26%   | 19%           |        | -13% |
| <b>Balance Sheet</b>                 |                       |        |        |       |       |       |       |               |        |      |
| Net Cash                             | 101                   | 22     | 38     | 4     | 6     | 9     | 45    |               |        |      |

Here are the average weekly results for the last four quarters

| Weekly Accounting Inc.               | Nov-08         | Nov-15 | Nov-22 | 1Q25  | 2Q25  | 3Q25  | 4Q25  | 4Q25   | Target | Diff |
|--------------------------------------|----------------|--------|--------|-------|-------|-------|-------|--------|--------|------|
| <b>Statement of Economic Quality</b> | Average Weekly |        |        |       |       |       |       | Target |        |      |
| <b>Audience</b>                      |                |        |        |       |       |       |       |        |        |      |
| Ad Spend                             | \$2.3          | \$2.6  | \$1.1  | \$1.8 | \$2.2 | \$2.3 | \$2.2 | \$30.0 | 2.3    | -7%  |
| Ad Spend CAC                         | \$566          | \$640  |        | \$77  | \$18  | \$70  | \$14  | 674    | 673.9  | -12% |
| <b>Customer Roll Forward</b>         |                |        |        |       |       |       |       |        |        |      |
| New Customers                        | 4              | 4      |        | 8     | 3     | 37    | 44    | 190    |        | 1%   |
| Active Customers                     | 37             | 25     |        | 28    | 30    | 37    | 44    | 190    |        | -1%  |
| Average Revenue Per Customer         | \$1.3          | \$1.7  | \$1.6  | \$1.8 | \$1.8 | \$1.7 | \$1.4 | \$1.5  | \$1.5  | -11% |
| <b>Income Statement</b>              |                |        |        |       |       |       |       |        |        |      |
| Net Revenue                          | 48             | 43     | 38     | 54.7  | 50.9  | 59.4  | 64.2  | 849    | \$65   | -2%  |
| COGS                                 | 2              | 27     | 1      | 17    | 11    | 14    | 14    | 213    | \$16   | -14% |
| Gross Profit                         | 46             | 16     | 36     | 38    | 40    | 45    | 50    | 636    | \$49   | 3%   |
| Gross Margin                         | 95%            | 37%    | 97%    | 70%   | 78%   | 76%   | 78%   |        |        |      |
| Total Sales & Marketing              | 1.7            | 10.1   | -      | 5.1   | 5.7   | 6.2   | 4.7   | 76.4   | \$6    | -20% |
| Contribution                         | 44             | 6      | 36     | 33    | 34    | 39    | 46    | 559    | \$43   | 6%   |
| Contribution Margin                  | 92%            | 13%    | 97%    | 60%   | 67%   | 66%   | 71%   |        |        |      |
| Operating Expenses                   | 18             | 50     | 4      | 24    | 25    | 28    | 29    | 402    | \$31   | -6%  |
| Operating Profit                     | 26             | (44)   | 32     | 8.9   | 8.9   | 11.4  | 16.4  | 158    | \$12   | 35%  |
| Operating Margin before Mgmt Fees    | 54%            | -104%  | 86%    | 16%   | 17%   | 19%   | 26%   | 19%    |        | -13% |
| <b>Balance Sheet</b>                 |                |        |        |       |       |       |       |        |        |      |
| Net Cash                             | 101            | 22     | 38     | 4     | 6     | 9     | 45    |        |        |      |

And this is how we're doing against our Q4 target

| Weekly Accounting Inc.               | Nov-08         | Nov-15 | Nov-22 | 1Q25  | 2Q25  | 3Q25  | 4Q25  | 4Q25   | Target | Diff |
|--------------------------------------|----------------|--------|--------|-------|-------|-------|-------|--------|--------|------|
| <b>Statement of Economic Quality</b> | Average Weekly |        |        |       |       |       |       | Target |        |      |
| <b>Audience</b>                      |                |        |        |       |       |       |       |        |        |      |
| Ad Spend                             | \$2.3          | \$2.6  | \$1.1  | \$1.8 | \$2.2 | \$2.3 | \$2.2 | \$30.0 | 2.3    | -7%  |
| Ad Spend CAC                         | \$566          | \$640  |        | \$779 | \$868 | \$780 | \$594 | 674    | 673.9  | -12% |
| <b>Customer Roll Forward</b>         |                |        |        |       |       |       |       |        |        |      |
| New Customers                        | 4              | 2      | 4      | 2     | 4     | 2     | 4     | 190    | 190    | 0%   |
| Active Customers                     | 37             | 25     | 24     | 28    | 30    | 37    | 44    | 190    | 190    | -1%  |
| Average Revenue Per Customer         | \$1.7          | \$1.7  | \$1.3  | \$1.8 | \$1.7 | \$1.7 | \$1.7 | \$1.5  | \$1.5  | -11% |
| <b>Income Statement</b>              |                |        |        |       |       |       |       |        |        |      |
| Net Revenue                          | 48             | 43     | 38     | 54.7  | 50.9  | 59.4  | 64.2  | 849    | \$65   | -2%  |
| COGS                                 | 2              | 27     | 1      | 17    | 11    | 14    | 14    | 213    | \$16   | -14% |
| Gross Profit                         | 46             | 16     | 36     | 38    | 40    | 45    | 50    | 636    | \$49   | 0%   |
| Gross Margin                         | 96%            | 37%    | 95%    | 70%   | 79%   | 76%   | 78%   | 76%    | 76%    | 0%   |
| Total Sales & Marketing              | 1.7            | 10.1   | -      | 5.1   | 5.7   | 6.2   | 4.7   | 76.4   | \$6    | 20%  |
| Contribution                         | 44             | 6      | 36     | 33    | 34    | 39    | 46    | 636    | \$49   | 0%   |
| Contribution Margin                  | 92%            | 13%    | 97%    | 60%   | 67%   | 66%   | 71%   | 76%    | 76%    | 0%   |
| Operating Expenses                   | 18             | 50     | 4      | 24    | 25    | 28    | 29    | 402    | \$31   | -6%  |
| Operating Profit                     | 26             | (44)   | 32     | 8.9   | 8.9   | 11.4  | 16.4  | 158    | \$12   | 35%  |
| Operating Margin before Mgmt Fees    | 54%            | -104%  | 86%    | 16%   | 17%   | 19%   | 26%   | 19%    | 19%    | 0%   |
| <b>Balance Sheet</b>                 |                |        |        |       |       |       |       |        |        |      |
| Net Cash                             | 101            | 22     | 38     | 4     | 6     | 9     | 45    |        |        |      |

It's very difficult to argue with this kind of truth...

...consistently presented and reviewed

Weekly 😄

**Let's drill in to  
Level 2**

| Weekly Accounting Inc.                         | 2023  | 2024    | 2025    | 2026    |
|--|-------|---------|---------|---------|
| <b>Statement of Economic Quality</b>           |       |         |         |         |
| <b>Audience</b>                                |       |         |         |         |
| Website Visitors                               |       | 11,079  | 13,011  | 25,116  |
| <b>Demand Gen</b>                              |       |         |         |         |
| FB Ad Spend                                    | \$0.0 | \$56.2  | \$112.6 | \$333.9 |
| New Facebook Leads                             | 1,701 | 2,692   | 2,547   | 7,695   |
| <i>CPL</i>                                     |       | \$23    | \$47    | \$43    |
| <b>Customer Roll Forward</b>                   | 188%  | -16%    | 137%    | 27%     |
| New Customers                                  | 75    | 63      | 149     | 190     |
| <b>Active Customers</b>                        | 88    | 98      | 190     | 308     |
| <i>Customer Life</i>                           | 5.5x  | 22.2x   | 36.6x   | 40.0x   |
| Average Revenue per Customer                   | \$1.9 | \$1.8   | \$1.8   | \$1.5   |
| <b>Unit Economics</b>                          |       |         |         |         |
| <b>Customer Acquisition Cost</b>               | \$0   | \$1,181 | \$927   | \$1,744 |
| <i>Contribution Margin</i>                     |       | 62%     | 73%     |         |
| <b>LTGP / CAC</b>                              | 0.0x  | 16.9x   | 65.9x   | 27.0x   |
| <b>Income Statement</b>                        | 15%   | 57%     | 44%     | 60%     |
| <b>NET REVENUE</b>                             | 1,309 | 2,050   | 2,960   | 4,745   |
| COGS   | 356   | 732     | 738     | 1,071   |
| <b>Gross Profit</b>                            | 953   | 1,317   | 2,222   | 3,675   |
| <i>Gross Margin</i>                            | 73%   | 64%     | 75%     | 77%     |
| <b>Total Sales &amp; Marketing</b>             | 32    | 79      | 291     | 576     |
| <b>Contribution</b>                            | 921   | 1,238   | 1,932   | 3,099   |
| <i>Contribution Margin</i>                     | 71%   | 61%     | 65%     | 65%     |
| <b>Operating Expenses</b>                      | 972   | 859     | 1,395   | 1,952   |
| <b>Operating Income Before Management Fees</b> | (51)  | 379     | 537     | 1,147   |
| <i>Operating Margin Before Mgmt Fees</i>       | -4%   | 18%     | 18%     | 24%     |

The rows shown are not the only rows

There are other rows with other levels of detail

| Weekly Accounting Inc.               | Nov-08         | Nov-15 | Nov-22 | 3Q25   | 4Q25   | Target | Diff |
|--------------------------------------|----------------|--------|--------|--------|--------|--------|------|
| Statement of Economic Quality        | Average Weekly |        |        |        | Weekly |        |      |
| <b>Audience</b>                      |                |        |        |        |        |        |      |
| Website Visitors                     | 302            | 288    | 215    | 459    | 311    | 299    | 4%   |
| <b>Demand Generation</b>             |                |        |        |        |        |        |      |
| Gogle Ad Spend                       | \$11.8         | \$11.4 |        | \$11.6 |        |        |      |
| FB Ad Spend                          | \$2.2          | \$2.1  |        | \$2.5  |        |        |      |
| New Facebook Leads                   | 47             | 48     | 21     | 60     | 49     | 54     | -9%  |
| CPL                                  |                |        |        | \$4.4  |        |        |      |
| <b>Sales Funnel</b>                  |                |        |        |        |        |        |      |
| Appointments Booked                  | 12             | 8      | 10     | 13.2   | 11.6   | 12     | -2%  |
| New Appointments Scheduled           | 7              | 9      | 12     | 13.0   | 11.6   | 12     | -3%  |
| Highlevel - Appts Met (Zoom Meeting) | 8              | 5      | 9      | 8.6    | 9.5    | 9      | 10%  |
| Proposals Sent via Client Joy        | 6              | 3      | 5      | 4.3    | 5.0    | 4      | 36%  |
| Proposals Paid via Client Joy        | 1              | 3      | 1      | 2.2    | 1.9    | 1.3    | 39%  |
| Lead to close rate                   | 2%             | 6%     | 5%     | 3.7%   | 3.8%   | 2.4%   | 54%  |
| Appointment to Close Rate            | 13%            | 60%    | 11%    | 26%    | 20%    | 15%    | 28%  |
| <b>Facebook CAC</b>                  | \$2.3          | \$0.9  | \$1.1  | \$1.1  | \$1.2  | \$1.4  | -19% |

Here's the detail on our demand generation & sales Funnel

| Weekly Accounting Inc.               | Nov-08       | Nov-15       | Nov-22       | 3Q25                  | 4Q25         | Target        | Diff        |
|--------------------------------------|--------------|--------------|--------------|-----------------------|--------------|---------------|-------------|
| <b>Statement of Economic Quality</b> |              |              |              | <b>Average Weekly</b> |              | <b>Weekly</b> |             |
| <b>Audience</b>                      |              |              |              |                       |              |               |             |
| Website Visitors                     | 302          | 288          | 215          | 459                   | 311          | 299           | 4%          |
| <b>Demand Generation</b>             |              |              |              |                       |              |               |             |
| Gogle Ad Spend                       |              | \$11.8       | \$11.4       |                       | \$11.6       |               |             |
| FB Ad Spend                          | \$2.3        | \$2.6        | \$1.1        | \$2.3                 | \$2.2        | \$2.3         | -7%         |
| New Facebook Leads                   | 47           | 48           | 21           | 60                    | 49           | 54            | -9%         |
| <i>CPL</i>                           | \$48         | \$53         | \$52         | \$39                  | \$44         | \$43          | 1%          |
|                                      |              |              |              |                       |              |               |             |
| <b>Sales Funnel</b>                  |              |              |              |                       |              |               |             |
| Appointments Booked                  | 12           | 8            | 10           | 13.2                  | 11.6         | 12            | -2%         |
| New Appointments Scheduled           | 7            | 9            | 12           | 13.0                  | 11.6         | 12            | -3%         |
| Highlevel - Appts Met (Zoom Meeting) | 8            | 5            | 9            | 8.6                   | 9.5          | 9             | 10%         |
| Proposals Sent via Client Joy        | 6            | 3            | 5            | 4.3                   | 5.0          | 4             | 36%         |
| Proposals Paid via Client Joy        | 1            | 3            | 1            | 2.2                   | 1.9          | 1.3           | 39%         |
|                                      |              |              |              |                       |              |               |             |
| <i>Lead to close rate</i>            | 2%           | 6%           | 5%           | 3.7%                  | 3.8%         | 2.4%          | 54%         |
| <i>Appointment to Close Rate</i>     | 13%          | 60%          | 11%          | 26%                   | 20%          | 15%           | 28%         |
| <b>Facebook CAC</b>                  | <b>\$2.3</b> | <b>\$0.9</b> | <b>\$1.1</b> | <b>\$1.1</b>          | <b>\$1.2</b> | <b>\$1.4</b>  | <b>-19%</b> |

| Weekly Accounting Inc.               | Nov-08 | Nov-15 | Nov-22 | 3Q25  | 4Q25                  | Target | Diff          |
|--------------------------------------|--------|--------|--------|-------|-----------------------|--------|---------------|
| <b>Statement of Economic Quality</b> |        |        |        |       | <b>Average Weekly</b> |        | <b>Weekly</b> |
| <b>Audience</b>                      |        |        |        |       |                       |        |               |
| Website Visitors                     | 302    | 288    | 215    | 459   | 311                   | 299    | 4%            |
| <b>Demand Generation</b>             |        |        |        |       |                       |        |               |
| Gogle Ad Spend                       |        | \$11.8 | \$11.4 |       | \$11.6                |        |               |
| FB Ad Spend                          | \$2.3  | \$2.6  | \$1.1  | \$2.3 | \$2.2                 | \$2.3  | -7%           |
| New Facebook Leads                   | 47     | 48     | 21     | 60    | 49                    | 54     | -9%           |
| CPL                                  | \$48   | \$53   | \$52   | \$39  | \$44                  | \$43   | 1%            |
| <b>Sales Funnel</b>                  |        |        |        |       |                       |        |               |
| Appointments Booked                  | 12     | 8      | 10     | 13.2  | 11.6                  | 12     | -2%           |
| New Appointments Scheduled           | 7      | 9      | 12     | 13.0  | 11.6                  | 12     | -3%           |
| Highlevel - Appts Met (Zoom Meeting) | 8      | 5      | 9      | 8.6   | 9.5                   | 9      | 10%           |
| Proposals Sent via Client Joy        | 6      | 3      | 5      | 4.3   | 5.0                   | 4      | 36%           |
| Proposals Paid via Client Joy        | 1      | 3      | 1      | 2.2   | 1.9                   | 1.3    | 39%           |
| <i>Lead to close rate</i>            | 2%     | 6%     | 5%     | 3.7%  | 3.8%                  | 2.4%   | 54%           |
| <i>Appointment to Close Rate</i>     | 13%    | 60%    | 11%    | 26%   | 20%                   | 15%    | 28%           |
| <b>Facebook CAC</b>                  | \$2.3  | \$0.9  | \$1.1  | \$1.1 | \$1.2                 | \$1.4  | -19%          |

Google ad spend at \$11k per week!

That doesn't seem right so I flagged the data team to double check.

| Weekly Accounting Inc.               | Nov-08 | Nov-15 | Nov-22 | 3Q25                  | 4Q25   | Target        | Diff |
|--------------------------------------|--------|--------|--------|-----------------------|--------|---------------|------|
| <b>Statement of Economic Quality</b> |        |        |        | <b>Average Weekly</b> |        | <b>Weekly</b> |      |
| <b>Audience</b>                      |        |        |        |                       |        |               |      |
| Website Visitors                     | 302    | 288    | 215    | 459                   | 311    | 299           | 4%   |
| <b>Demand Generation</b>             |        |        |        |                       |        |               |      |
| Gogle Ad Spend                       |        | \$11.8 | \$11.4 |                       | \$11.6 |               |      |
| FB Ad Spend                          | \$2.3  | \$2.6  | \$1.1  | \$2.3                 | \$2.2  | \$2.3         | -7%  |
| New Facebook Leads                   | 47     | 48     | 21     | 60                    | 49     | 54            | -9%  |
| CPL                                  | \$48   | \$53   | \$52   | \$39                  | \$44   | \$43          | 1%   |
| <b>Sales Funnel</b>                  |        |        |        |                       |        |               |      |
| Appointments Booked                  | 12     | 8      | 10     | 13                    | 11.6   | 12            | -2%  |
| New Appointments Scheduled           | 7      | 7      | 13     | 13                    | 11.6   | 12            | -3%  |
| Highlevel - Appts Met (Zoom Meeting) | 8      | 5      | 9      | 8.6                   | 9.5    | 9             | 10%  |
| Proposals Sent via Client Joy        | 6      | 6      | 10     | 6                     | 10     | 6             | 36%  |
| Proposals Paid via Client Joy        | 1      | 3      | 1      | 2.2                   | 1.9    | 1.3           | 39%  |
| <i>Lead to close rate</i>            | 2%     | 6%     | 5%     | 7%                    | 3.8%   | 2.4%          | 54%  |
| <i>Appointment to Close Rate</i>     | 13%    | 60%    | 11%    | 26%                   | 20%    | 15%           | 28%  |
| <b>Facebook CAC</b>                  | \$2.3  | \$0.9  | \$1.1  | \$1.1                 | \$1.2  | \$1.4         | -19% |

**Errors get caught sooner because they are easier to spot**

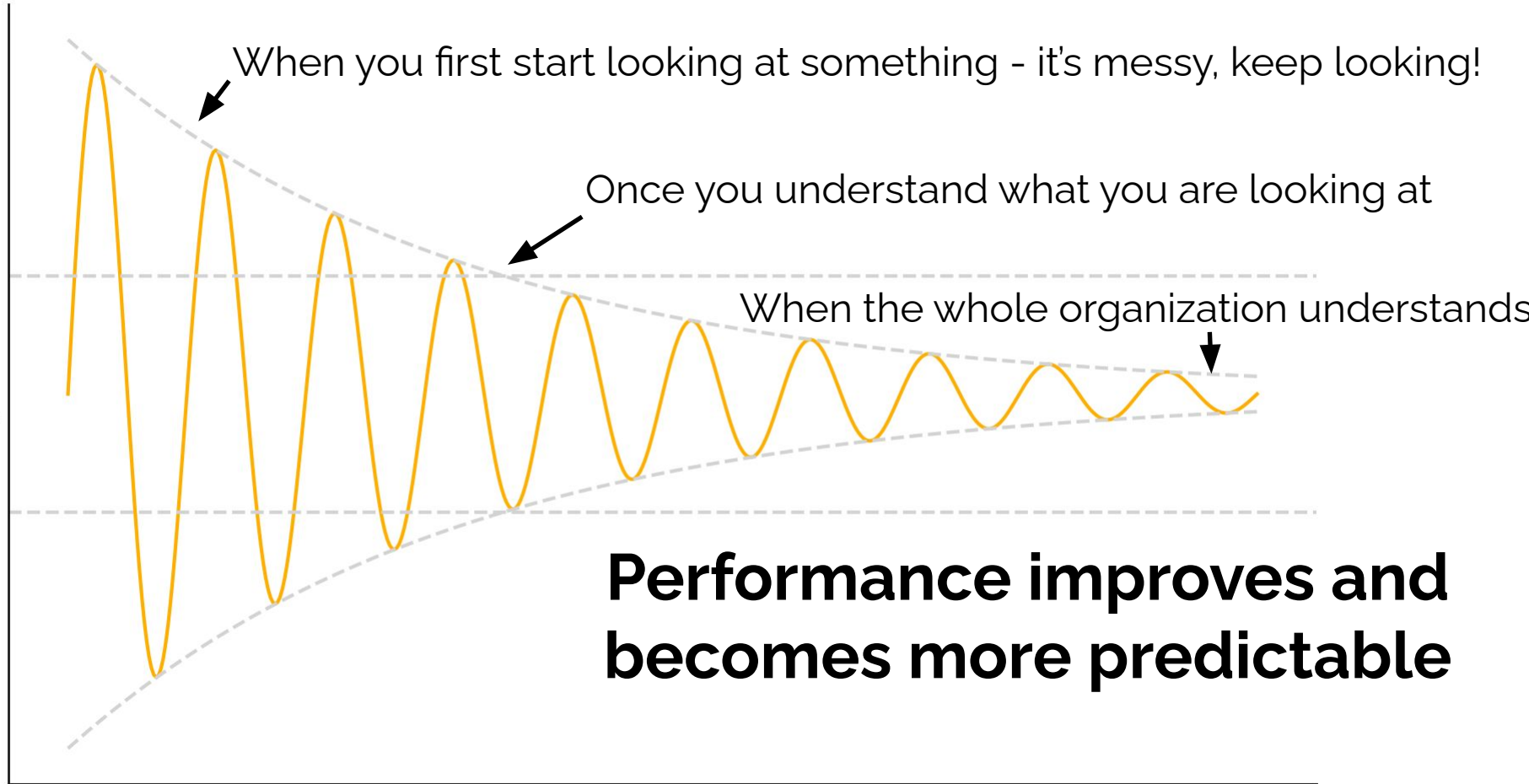
Google ad spend at \$11k per week!

That doesn't seem right so I flagged the data team to double check.

| Weekly Accounting Inc.               | Nov-08 | Nov-15 | Nov-22 | 3Q25                  | 4Q25   | Target        | Diff |
|--------------------------------------|--------|--------|--------|-----------------------|--------|---------------|------|
| <b>Statement of Economic Quality</b> |        |        |        | <b>Average Weekly</b> |        | <b>Weekly</b> |      |
| <b>Audience</b>                      |        |        |        |                       |        |               |      |
| Website Visitors                     | 302    | 288    | 215    | 459                   | 311    | 299           | 4%   |
| <b>Demand Generation</b>             |        |        |        |                       |        |               |      |
| Gogle Ad Spend                       | \$11.8 | \$11.4 | \$11.4 | \$11.6                | \$11.6 |               |      |
| FB Ad Spend                          | \$3.5  | \$3.5  | \$3.5  | \$3.5                 | \$3.5  |               |      |
| New Facebook Leads                   | 47     | 48     | 21     | 60                    | 49     | 54            | -9%  |
| CPL                                  | \$5.3  | \$5.3  | \$5.3  | \$5.3                 | \$5.3  |               |      |
| <b>Sales Funnel</b>                  |        |        |        |                       |        |               |      |
| Appointments Booked                  | 12     | 8      | 10     | 13.2                  | 11.8   | 12            | 2%   |
| New Appointments Scheduled           | 7      | 8      | 13     | 13.4                  | 14.6   | 13            | 3%   |
| Highlevel - Appts Met (Zoom Meeting) | 8      | 5      | 9      | 8.8                   | 9.5    | 9             | 10%  |
| Proposals Sent via Client Joy        | 6      | 3      | 5      | 4.3                   | 5.0    | 4             | 36%  |
| Proposals Paid via Client Joy        | 1      | 3      | 1      | 2.2                   | 1.9    | 1.3           | 39%  |
|                                      |        |        |        |                       |        |               |      |
| Lead to close rate                   | 2%     | 6%     | 5%     | 3.7%                  | 3.8%   | 2.4%          | 54%  |
| Appointment to Close Rate            | 13%    | 60%    | 11%    | 26%                   | 20%    | 15%           | 28%  |
| <b>Facebook CAC</b>                  | \$2.3  | \$0.9  | \$1.1  | \$1.1                 | \$1.2  | \$1.4         | -19% |

**You'll find more errors the first few weeks you look at them than after you've looked at them the same way for a while.**

# Feedback Loops Make Systems Stable



# **The End**

*More to come*

*What are the*

# **12 Actions**

*Improve your business*

| Weekly Accounting Inc.                   | 2023         | 2024           | 2025         | 2026           |
|--|--------------|----------------|--------------|----------------|
| <b>Statement of Economic Quality</b>     |              |                |              |                |
| <b>Audience</b>                          |              |                |              |                |
| Website Visitors                         |              | 11,079         | 13,011       | 25,116         |
| <b>Demand Gen</b>                        |              |                |              |                |
| FB Ad Spend                              | \$0.0        | \$56.2         | \$112.6      | \$333.9        |
| New Facebook Leads                       | 1,701        | 2,692          | 2,547        | 7,695          |
| <i>CPL</i>                               |              | \$23           | \$47         | \$43           |
| <b>Customer Roll Forward</b>             |              |                |              |                |
|  | 188%         | -16%           | 137%         | 27%            |
| New Customers                            | 75           | 63             | 149          | 190            |
| <b>Active Customers</b>                  |              |                |              |                |
|  | 88           | 98             | 190          | 308            |
| <i>Customer Life</i>                     | 5.5x         | 22.2x          | 36.6x        | 40.0x          |
| Average Revenue per Customer             | \$1.9        | \$1.8          | \$1.8        | \$1.5          |
| <b>Unit Economics</b>                    |              |                |              |                |
| <b>Customer Acquisition Cost</b>         | <b>\$0</b>   | <b>\$1,181</b> | <b>\$927</b> | <b>\$1,744</b> |
| <i>Contribution Margin</i>               |              | 62%            | 73%          |                |
| <b>LTGP / CAC</b>                        | <b>0.0x</b>  | <b>16.9x</b>   | <b>65.9x</b> | <b>27.0x</b>   |
| <b>Income Statement</b>                  |              |                |              |                |
|  | 15%          | 57%            | 44%          | 60%            |
| <b>NET REVENUE</b>                       | <b>1,309</b> | <b>2,050</b>   | <b>2,960</b> | <b>4,745</b>   |
| COGS                                     | <u>356</u>   | <u>732</u>     | <u>738</u>   | <u>1,071</u>   |
| <b>Gross Profit</b>                      | <b>953</b>   | <b>1,317</b>   | <b>2,222</b> | <b>3,675</b>   |
| <i>Gross Margin</i>                      | 73%          | 64%            | 75%          | 77%            |
| <b>Total Sales &amp; Marketing</b>       |              |                |              |                |
|  | 32           | 79             | 291          | 576            |
| <b>Contribution</b>                      | <b>921</b>   | <b>1,238</b>   | <b>1,932</b> | <b>3,099</b>   |
| <i>Contribution Margin</i>               | 71%          | 61%            | 65%          | 65%            |
| <b>Operating Expenses</b>                | <b>972</b>   | <b>859</b>     | <b>1,395</b> | <b>1,952</b>   |
| <b>Operating Income Before Managemen</b> | <b>(51)</b>  | <b>379</b>     | <b>537</b>   | <b>1,147</b>   |
| <i>Operating Margin Before Mgmt Fees</i> | -4%          | 18%            | 18%          | 24%            |

Spend more on marketing

1. Widen the Top of the Funnel: Bring in more attention—more eyeballs, leads, traffic, reach.
2. Increase Conversion Rate: Turn more of that attention into paying customers.
3. Accelerate Funnel Velocity: Shorten the time from first touch to first dollar.
4. Increase Average Order Value (AOV): Get each customer to spend more per transaction.
5. Raise Prices Intelligently: Charge more without killing conversion or Lifetime Gross Profit Lifetime Gross Profit.
6. Drive Repeat Purchases: Keep your customers coming back.
7. Reduce Cost of Goods Sold (COGS) Increase gross margin per unit sold.
8. Lower Customer Acquisition Cost (CAC) Find cheaper or more efficient acquisition channels.
9. Improve CAC Payback Time Get to breakeven on your acquisition cost faster.
10. Optimize Channel Mix Shift spend to higher-performing or more scalable channels.
11. Segment Customers by Profitability Double down on profitable segments; ignore or rethink unprofitable ones.
12. Model the S-Curve & Forecast Capacity Understand how big each channel or product line can get before it saturates—so you can plan when and where to expand.

We Call The Fourth Statement

# The Statement of Economic Quality

| Weekly Accounting Inc.               | Nov-08       | Nov-15       | Nov-22       | 3Q25                  | 4Q25         | 4Q25          | Target        | Diff        |
|--------------------------------------|--------------|--------------|--------------|-----------------------|--------------|---------------|---------------|-------------|
| <b>Statement of Economic Quality</b> |              |              |              | <b>Average Weekly</b> |              | <b>Target</b> | <b>Weekly</b> |             |
| <b>Audience</b>                      |              |              |              |                       |              |               |               |             |
| Website Visitors                     | 302          | 288          | 215          | 459                   | 311          | 4,639         | 357           | -13%        |
| <b>Demand Generation</b>             |              |              |              |                       |              |               |               |             |
| Google Ad Spend                      |              | \$11.8       | \$11.4       |                       | \$11.6       |               |               |             |
| FB Ad Spend                          | \$2.3        | \$2.6        | \$1.1        | \$2.3                 | \$2.2        | \$30.0        | \$30.0        | -93%        |
| New Facebook Leads                   | 47           | 48           | 21           | 60                    | 49           | 749           | 58            | -14%        |
| CPL                                  | \$48         | \$53         | \$52         | \$39                  | \$44         | \$40          | \$40          | 9%          |
| <b>Sales Funnel</b>                  |              |              |              |                       |              |               |               |             |
| Appointments Booked                  | 12           | 8            | 10           | 13.2                  | 11.6         | 165           | 13            | -9%         |
| New Appointments Scheduled           | 7            | 9            | 12           | 13.0                  | 11.6         | 213           | 16            | -29%        |
| Highlevel - Appts Met (Zoom Meeting) | 8            | 5            | 9            | 8.6                   | 9.5          | 150           | 12            | -18%        |
| Proposals Sent via Client Joy        | 6            | 3            | 5            | 4.3                   | 5.0          | 65            | 5             | 0%          |
| Proposals Paid via Client Joy        | 1            | 3            | 1            | 2.2                   | 1.9          | 22.8          | 1.8           | 6%          |
| <i>Lead to close rate</i>            | 2%           | 6%           | 5%           | 3.7%                  | 3.8%         | 3%            | 3%            | 24%         |
| <i>Appointment to Close Rate</i>     | 13%          | 60%          | 11%          | 26%                   | 20%          | 15%           | 15%           | 28%         |
| <b>Facebook CAC</b>                  | <b>\$2.3</b> | <b>\$0.9</b> | <b>\$1.1</b> | <b>\$1.1</b>          | <b>\$1.2</b> | <b>\$1.4</b>  | <b>\$1.4</b>  | <b>-19%</b> |

| Weekly Accounting Inc.                   | Nov-08 | Nov-15 | Nov-22 | 1Q25                  | 2Q25  | 3Q25  | 4Q25  | 4Q25          | Target | Diff |
|--|--------|--------|--------|-----------------------|-------|-------|-------|---------------|--------|------|
| <b>Statement of Economic Quality</b>     |        |        |        | <b>Average Weekly</b> |       |       |       | <b>Target</b> |        |      |
| <b>Audience</b>                          |        |        |        |                       |       |       |       |               |        |      |
| <b>Ad Spend</b>                          | \$2.3  | \$2.6  | \$1.1  | \$1.8                 | \$2.2 | \$2.3 | \$2.2 | \$30.0        | 2.3    | -7%  |
| Ad Spend CAC                             | \$566  | \$640  |        | \$779                 | \$868 | \$780 | \$594 | 674           | 673.9  | -12% |
| <b>Customer Roll Forward</b>             |        |        |        |                       |       |       |       |               |        |      |
| New Customers                            | 4      | 4      | -      | 2.3                   | 2.5   | 3.0   | 3.6   | 46            | 3.6    | 2%   |
| <b>Active Customers</b>                  | 37     | 25     | 24     | 28                    | 30    | 37    | 44    | 190           | 44     | -1%  |
| Average Revenue Per Customer             | \$1.3  | \$1.7  | \$1.6  | \$1.8                 | \$1.8 | \$1.7 | \$1.4 | \$1.5         | \$1.5  | -11% |
| <b>Income Statement</b>                  |        |        |        |                       |       |       |       |               |        |      |
| <b>Net Revenue</b>                       | 48     | 43     | 38     | 54.7                  | 50.9  | 59.4  | 64.2  | 849           | \$65   | -2%  |
| COGS                                     | 2      | 27     | 1      | 17                    | 11    | 14    | 14    | 213           | \$16   | -14% |
| <b>Gross Profit</b>                      | 46     | 16     | 36     | 38                    | 40    | 45    | 50    | 636           | \$49   | 3%   |
| <i>Gross Margin</i>                      | 95%    | 37%    | 97%    | 70%                   | 78%   | 76%   | 78%   |               |        |      |
| Total Sales & Marketing                  | 1.7    | 10.1   | -      | 5.1                   | 5.7   | 6.2   | 4.7   | 76.4          | \$6    | -20% |
| <b>Contribution</b>                      | 44     | 6      | 36     | 33                    | 34    | 39    | 46    | 559           | \$43   | 6%   |
| <i>Contribution Margin</i>               | 92%    | 13%    | 97%    | 60%                   | 67%   | 66%   | 71%   |               |        |      |
| <b>Operating Expenses</b>                | 18     | 50     | 4      | 24                    | 25    | 28    | 29    | 402           | \$31   | -6%  |
| <b>Operating Profit</b>                  | 26     | (44)   | 32     | 8.9                   | 8.9   | 11.4  | 16.4  | 158           | \$12   | 35%  |
| <i>Operating Margin before Mgmt Fees</i> | 54%    | -104%  | 86%    | 16%                   | 17%   | 19%   | 26%   | 19%           |        | -13% |
| <b>Balance Sheet</b>                     |        |        |        |                       |       |       |       |               |        |      |
| Net Cash                                 | 101    | 22     | 38     | 4                     | 6     | 9     | 45    |               |        |      |

# Case Study

# Weekly Accounting's Statement of Economic Quality



| Weekly Accounting Inc.               | Oct-04 | Oct-11 | Oct-18 | Oct-25  | Nov-01 | Nov-08 | Nov-15 | Nov-22 | 1Q25                  | 2Q25  | 3Q25  | 4Q25  |
|--------------------------------------|--------|--------|--------|---------|--------|--------|--------|--------|-----------------------|-------|-------|-------|
| <b>Statement of Economic Quality</b> |        |        |        |         |        |        |        |        | <b>Average Weekly</b> |       |       |       |
| <b>Audience</b>                      |        |        |        |         |        |        |        |        |                       |       |       |       |
| Ad Spend                             | \$2.3  | \$2.3  | \$2.3  | \$2.3   | \$2.3  | \$2.3  | \$2.6  | \$0.8  | \$1.8                 | \$2.2 | \$2.3 | \$2.1 |
| Ad Spend CAC                         | \$453  | \$755  | \$753  | \$1,133 | \$283  | \$566  | \$640  |        | \$779                 | \$868 | \$780 | \$583 |
| <b>Customer Roll Forward</b>         |        |        |        |         |        |        |        |        |                       |       |       |       |
| New Customers                        | 5      | 3      | 3      | 2       | 8      | 4      | 4      | -      | 2.3                   | 2.5   | 3.0   | 3.6   |
| Active Customers                     | 96     | 28     | 22     | 28      | 91     | 37     | 25     | 22     | 28                    | 30    | 37    | 44    |
| Average Revenue Per Customer         | \$1.7  | \$1.4  | \$0.3  | \$1.3   | \$1.6  | \$1.3  | \$1.7  | \$1.3  | \$1.8                 | \$1.8 | \$1.7 | \$1.3 |
| <b>Income Statement</b>              |        |        |        |         |        |        |        |        |                       |       |       |       |
| Net Revenue                          | 159    | 39     | 8      | 37      | 144    | 48     | 43     | 28     | 54.7                  | 50.9  | 59.4  | 63.1  |
| COGS                                 | 14     | 25     | 1      | 28      | 14     | 2      | 27     | 1      | 17                    | 11    | 14    | 14    |
| Gross Profit                         | 145    | 14     | 7      | 9       | 130    | 46     | 16     | 27     | 38                    | 40    | 45    | 49    |
| Gross Margin                         | 91%    | 35%    | 88%    | 24%     | 90%    | 95%    | 37%    | 97%    | 70%                   | 78%   | 76%   | 78%   |
| Total Sales & Marketing              | 3.0    | 8.3    | 3.2    | 3.5     | 7.5    | 1.7    | 10.1   | -      | 5.1                   | 5.7   | 6.2   | 4.7   |
| Contribution                         | 142    | 5      | 3      | 5       | 123    | 44     | 6      | 27     | 33                    | 34    | 39    | 44    |
| Contribution Margin                  | 89%    | 13%    | 45%    | 15%     | 85%    | 92%    | 13%    | 97%    | 60%                   | 67%   | 66%   | 70%   |
| Overhead Expenses                    | 37     | 44     | 11     | 6       | 64     | 18     | 50     | 1      | 24                    | 25    | 28    | 29    |
| Operating Profit                     | 106    | (38)   | (8)    | (1)     | 59     | 26     | (44)   | 26     | 8.9                   | 8.9   | 11.4  | 15.7  |
| Operating Margin before Mgmt Fees    | 66%    | -100%  | -102%  | -2%     | 41%    | 54%    | -104%  | 93%    | 16%                   | 17%   | 19%   | 25%   |
| <b>Balance Sheet</b>                 |        |        |        |         |        |        |        |        |                       |       |       |       |
| Net Cash                             | 80     | 17     | 54     | 29      | 18     | 101    | 22     | 45     | 4                     | 6     | 9     | 46    |

# Implementing Weekly Accounting is a Journey

|                     | <b>Troubled</b>   | <b>Functional</b>                                  | <b>Integrated</b>                           | <b>World Class</b>                              |
|---------------------|---|--|---|---|
| <b>Data Quality</b> | Traditional<br><b>Monthly Close</b><br>done by an<br>Accountant | <b>First Look</b><br>at<br>Weekly Metrics          | <b>You Trust</b><br>the<br>Weekly Metrics   | The Unit of Work<br>is <b>Self Aware</b>        |
| <b>Feels Like</b>   | We won't know<br>revenue until the<br>books are closed          | Where'd you get<br>that data?<br>That's not right! | We know where<br>to focus our<br>attention. | Every role has an<br>intention and a<br>rowset. |

*Making the unit of work self aware*

# **Setting Win Win Productivity Targets**

*Setting it up to run in 1 hour per week*

|                    | Wrong Data  | Right Data        |
|--------------------|-------------|-------------------|
| Empowered Team     | Frustrating | Things Get Better |
| Not Empowered Team | Fail        | Sad               |

When you put the  
**Right Data**  
in front of an  
**Empowered team**  
they **Get Better.**

# Qualities of Right Data

**Timely - Daily View - Weekly Oversight - Quarterly Goals**

**Accurate - Transaction Level Detail feedback loop**

**Simple - These Rows, These Goals.**

**Comparable - These Trends**

**Actionable - Structured**

**Relevant**

**Connected**

**Honest**

Playing with What are the Qualities of Right Data

What are the Qualities of Empowered Team

Literally the whole purpose of this plan is the third dimension in one way and just a quality scale in another.

What do I mean by that....

We are using unit economic trends based on our historical data to set long term goals

With this we can:

- make a plan to align the team with those goals.
- demonstrate the Quality of the Fourth Statement

And if you let me be high for a minute with out you...

- Free ourselves of having to think about how much we are paid.
- [insert higher goal here]

Help everyone see their business better.

Invent of a financial statement more important than the P&L

# Jeff's Goals

1. Smoke pot & talk about business
2. Make \$50k per month in one hour per week

He has developed a cannabis allergy

So it's time to get focused on the second goal

# 2025 Goal

Everyone in the organization

Will have a set of metrics they are responsible for

Presented consistently over time.

New thoughts at Year End

- Set a 3 year goal based on current unit economic trends
- Demonstrate productivity increases over time
- Document mindset
- Develop systems that empower teams with these concepts, this language

# Return to the main goal

\$50,000 per month in 1 hour per week.

| <b>Weekly Accounting Inc.</b>                      | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>   |
|--|--------------|--------------|--------------|--------------|---------------|
| <b>Income Statement</b>                            | <b>57%</b>   | <b>43%</b>   | <b>45%</b>   | <b>56%</b>   | <b>55%</b>    |
| <b>NET REVENUE</b>                                 | <b>2,050</b> | <b>2,938</b> | <b>4,265</b> | <b>6,649</b> | <b>10,282</b> |
| Client Management - Offshore                       | 127          | 31           | -            | -            | -             |
| Total Offshore Labor                               | 394          | 577          | 799          | 1,104        | 1,513         |
| Merchant Fees                                      | 41           | 72           | 107          | 166          | 257           |
| COGS   | <u>708</u>   | <u>760</u>   | <u>967</u>   | <u>1,332</u> | <u>1,832</u>  |
| <b>Gross Profit</b>                                | <b>1,341</b> | <b>2,178</b> | <b>3,298</b> | <b>5,318</b> | <b>8,450</b>  |
| <i>Gross Margin</i>                                | 65%          | 74%          | 77%          | 80%          | 82%           |
| <b>Total Sales &amp; Marketing</b>                 | <b>79</b>    | <b>285</b>   | <b>372</b>   | <b>591</b>   | <b>999</b>    |
| <b>Contribution</b>                                | <b>1,262</b> | <b>1,894</b> | <b>2,926</b> | <b>4,727</b> | <b>7,450</b>  |
| <i>Contribution Margin</i>                         | 62%          | 64%          | 68%          | 71%          | 72%           |
| <i>Client Manager Compensation as % of Revenue</i> | 3%           | 20%          | 20%          | 20%          | 20%           |
| <i>Contribution after Client Manager</i>           | 59%          | 44%          | 48%          | 51%          | 52%           |
| <b>Operating Expenses</b>                          | <b>859</b>   | <b>1,397</b> | <b>1,924</b> | <b>2,466</b> | <b>3,267</b>  |
| <b>Operating Profit</b>                            | <b>403</b>   | <b>496</b>   | <b>1,001</b> | <b>2,261</b> | <b>4,184</b>  |
| <i>Operating Margin Before Mgmt Fees</i>           | 20%          | 17%          | 23%          | 34%          | 41%           |
| <b>Total Management Fees</b>                       | <b>295</b>   | <b>530</b>   | <b>670</b>   | <b>1,200</b> | <b>1,200</b>  |
| <b>NET INCOME</b>                                  | <b>101</b>   | <b>(74)</b>  | <b>289</b>   | <b>1,017</b> | <b>2,938</b>  |

This forecast demonstrates achieving that in one year.

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This forecast demonstrates achieving that in one year.

With some reasonable improvements in

Productivity in 3 areas.

1. People doing the work

2. People talking to clients

3. People developing the system to support them.

**“Named must your fear be before banish it you can” Yoda**

**“I’m an old man and have known great many troubled, but most of them never happened.” Mark Twain**

It’s Yoda teaching the same thing the mystics teach...

- You can’t clear what you won’t name.
- Once you name it, it loses its power.

I am an old man and have known a great many troubles, but most of them never happened z. - mark twain

“I am an old man and have known a great many troubles, but most of them never happened.” — Mark Twain

It hits the same truth every time: most of what we fear is just weather in the mind

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# Return to the main goal

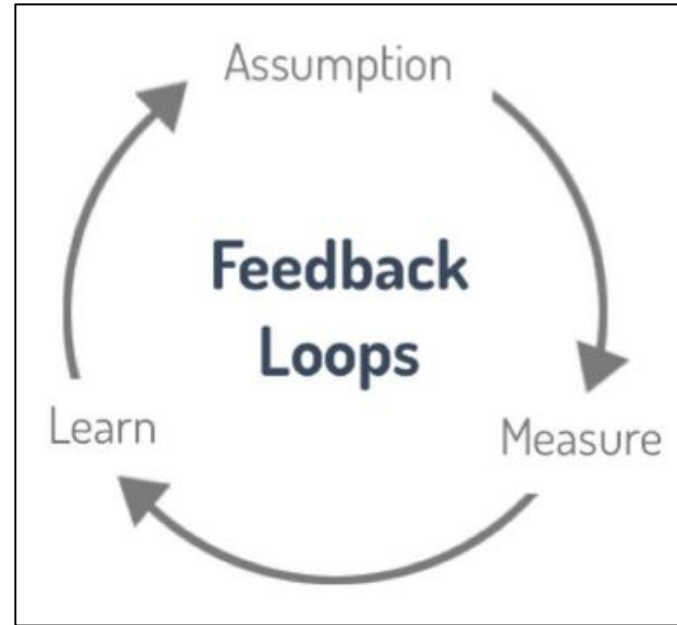
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| Past                 | Future      |
|----------------------|-------------|
| Unit Economics       | Assumptions |
| Financial Statements | Forecast    |



# Agenda

Our Premise

Characteristics of the Growth Statement

# We help a lot of entrepreneurs

The first thing we ask when we meet one is...

**“Where is the business right now and where do you want it to go?”**

Usually they'll tell us story without showing us any numbers

When we ask them about their numbers they usually say...

**“We'll have our accountant send financials!”**

Then we wait.

That tells us they're driving without a map.

Most small businesses are driving without a map.

## Income Statement

### NET REVENUE

Revenue Growth

Total Costs of Goods Sold

### Gross Profit

Gross Margin %

Total Sales & Marketing

Contribution Margin %

Contribution Margin %

Total Operating Expenses

### TOTAL EXPENSES

Operating Income (EBITDA)

### NET INCOME

Net Margin

## Balance Sheet

### ASSETS

Cash

Accounts Receivable

Other Assets

### TOTAL ASSETS

### LIABILITIES

Total Accounts Payable

Other Current Liabilities

Long-Term Debt

### TOTAL LIABILITIES

### EQUITY

Cumulative Equity Investments

Cumulative Distributions

Retained Earnings

### TOTAL EQUITY

### TOTAL LIABILITIES AND EQUITY

## Cash Flow Statement

### OPERATING ACTIVITIES

Net Income

Depreciation & Amortization

Accounts Receivable

Change in Credit Cards

Other Changes in Working Capital

Change in Prepaid Expenses

### INVESTING ACTIVITIES

Purchase of Fixed Assets

Cash Flow from Investing Activities

### FINANCING ACTIVITIES

Change in Equity Investments

Change in Debt Balance

Cash Flow from Operating Activities

Net Change in Cash

### ENDING CASH BALANCE

**The Accountants Map,  
Traditional Financial Statements,  
Were invented in 1494 and are  
insufficient for running a  
modern business**