



2024 ESTEEM CAPSTONE PRESENTATION

Evaluating the Donated Cars Industry

By Philip Rugamba

AGENDA

- | Capstone Goal
- | Market
- | Insights
- | Opportunity
- | Proposed offering
- | Financial feasibility
- | Next steps
- Appendix





Philip Rugamba
Student Consultant

ESTEEM Graduate
Program, University
of Notre Dame



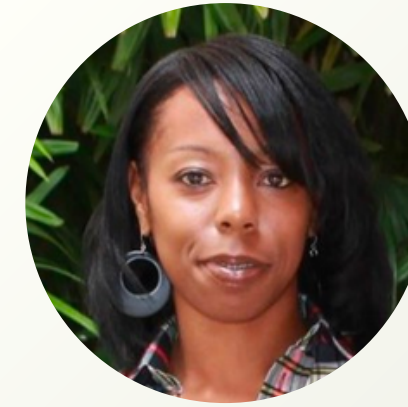
Anthony Long
VP, Marketing

Liquidity Services



Kellie Twiss
Sr Director, Product

Liquidity Services



Angela Jones
Director, Digital Mkt.

Liquidity Services
(GovDeals)



German Estrada
Capstone Advisor

ESTEEM Graduate
Program, University
of Notre Dame

Worlds largest b2b marketplace for surplus assets

GovDeals®

Liquidation.com

ALLSURPLUS

bid4assets®

ALLSURPLUS
DEALS

machinio

sierra auction
A GovDeals Marketplace

secondipity

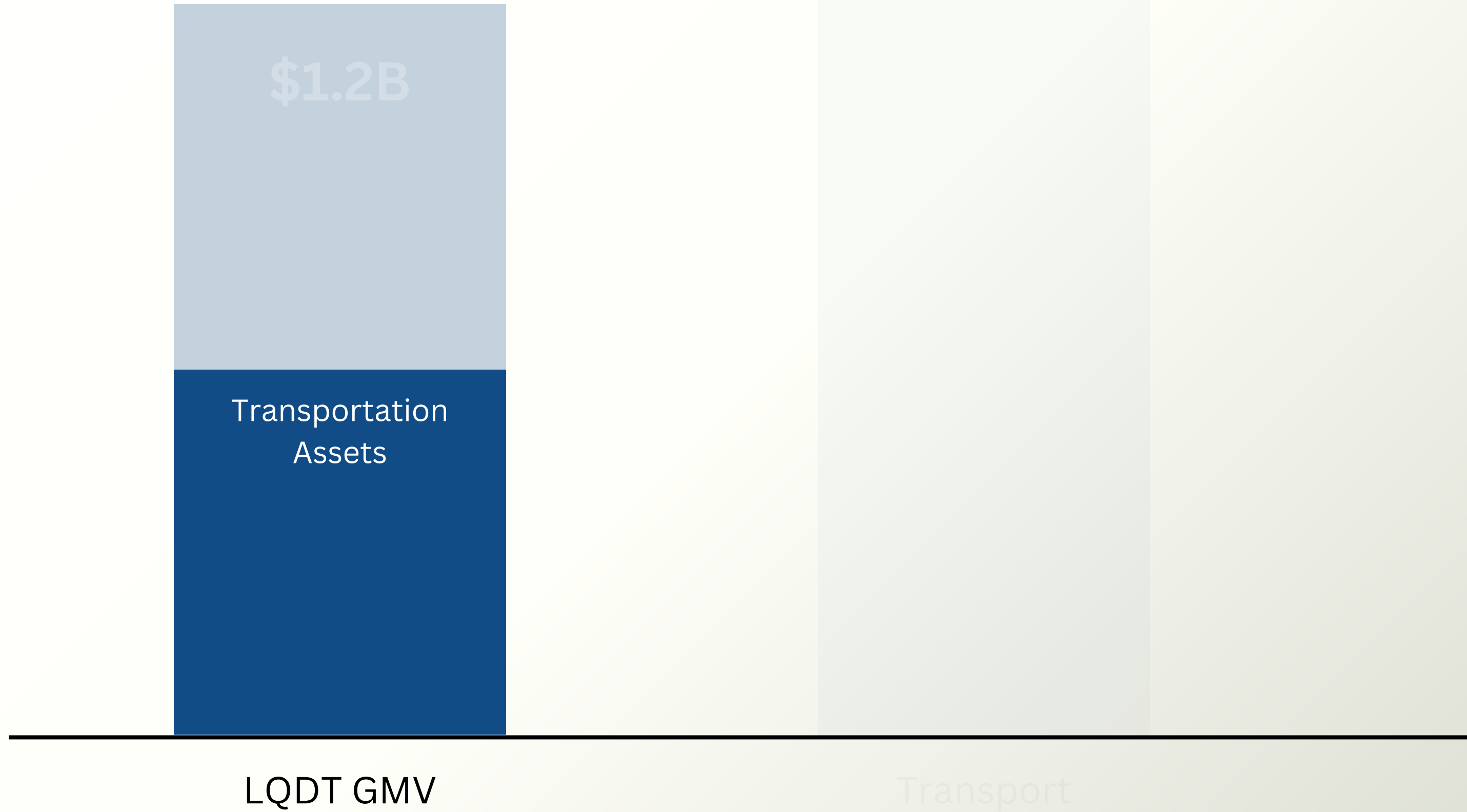
GoIndustry
DoveBid

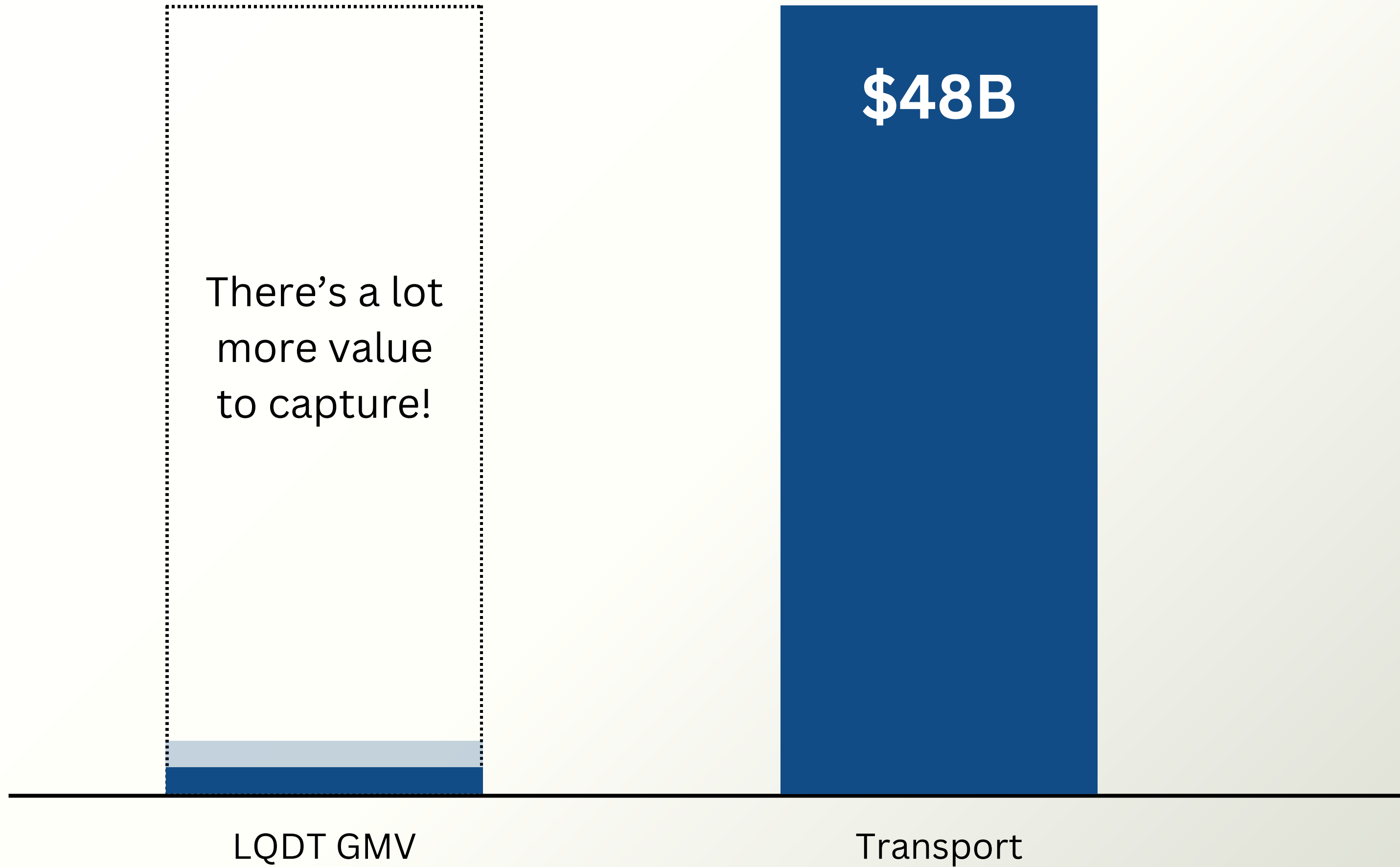
\$1.2B

LQDT GMV

Transport





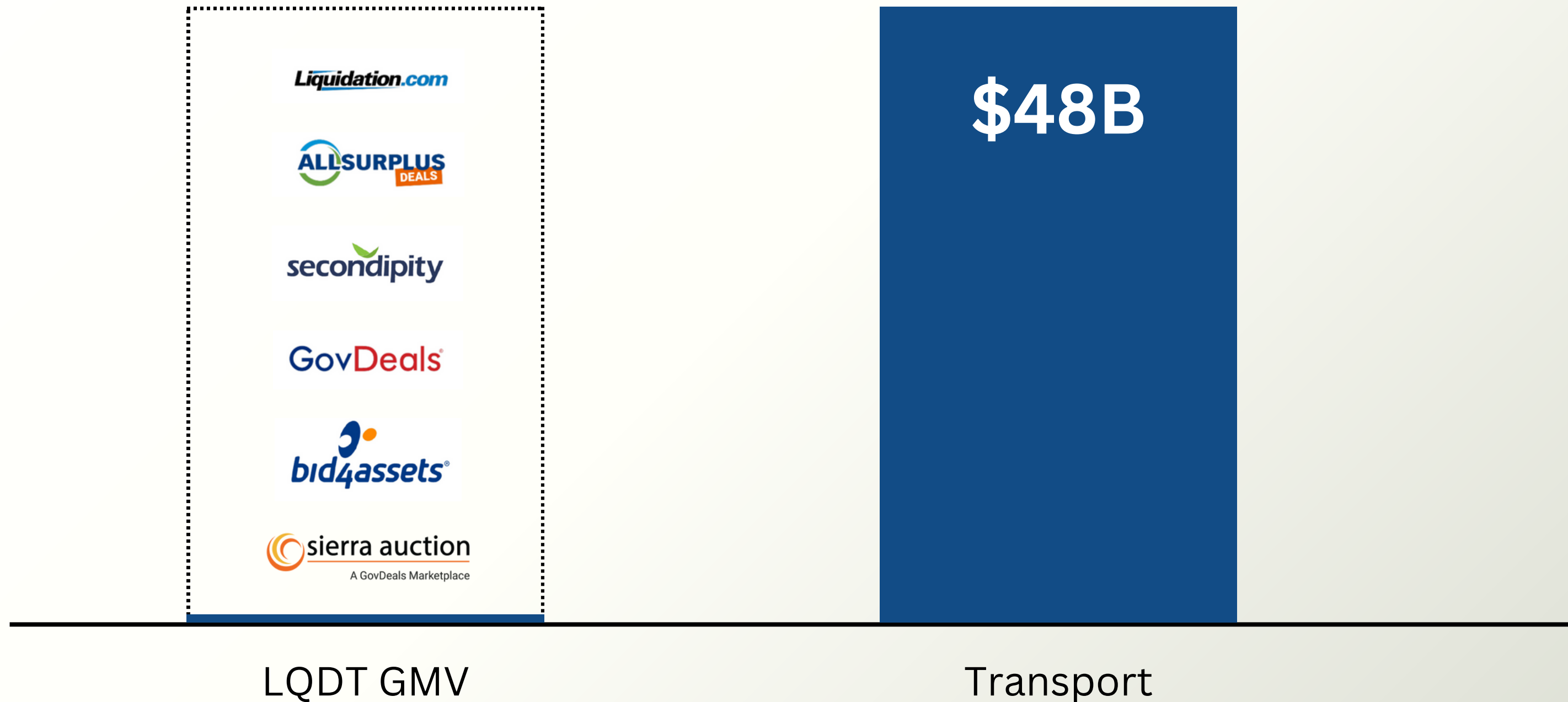


LQDT GMV

Transport

CAPSTONE GOAL 1:

Exploring how we might leverage our brands and technology capacity to capture more market share



The nonprofit sector offers a unique opportunity to extend our impact in transportation

Evaluating the Car Donation industry



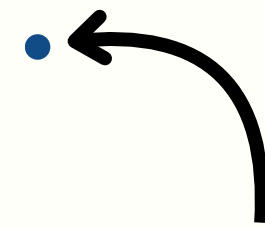
HOW IT WORKS:



US MARKET FOR DONATED CARS:

1.8M
Charities

Source: December 2019 IRS BMF.



Only

1500

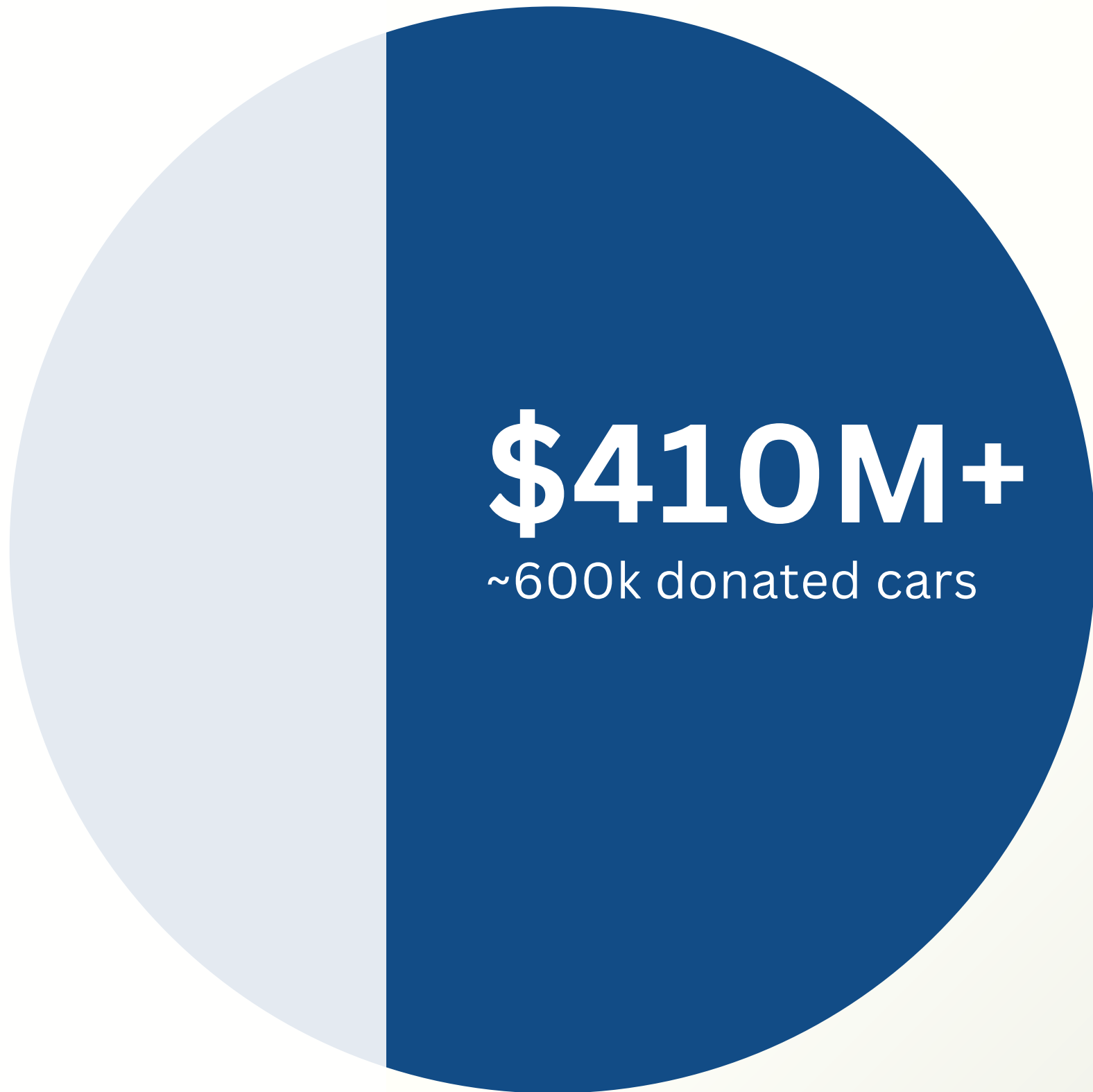
Received a car
donation worth

\$410M+

~600k donated cars

Source: 2021 IRS Form 990 Series.

US MARKET FOR DONATED CARS:



Kars 4 Kids



CDF



OthersFirst



TYPES OF CAR DONATION PROGRAMS:



Kars 4 Kids



CDF



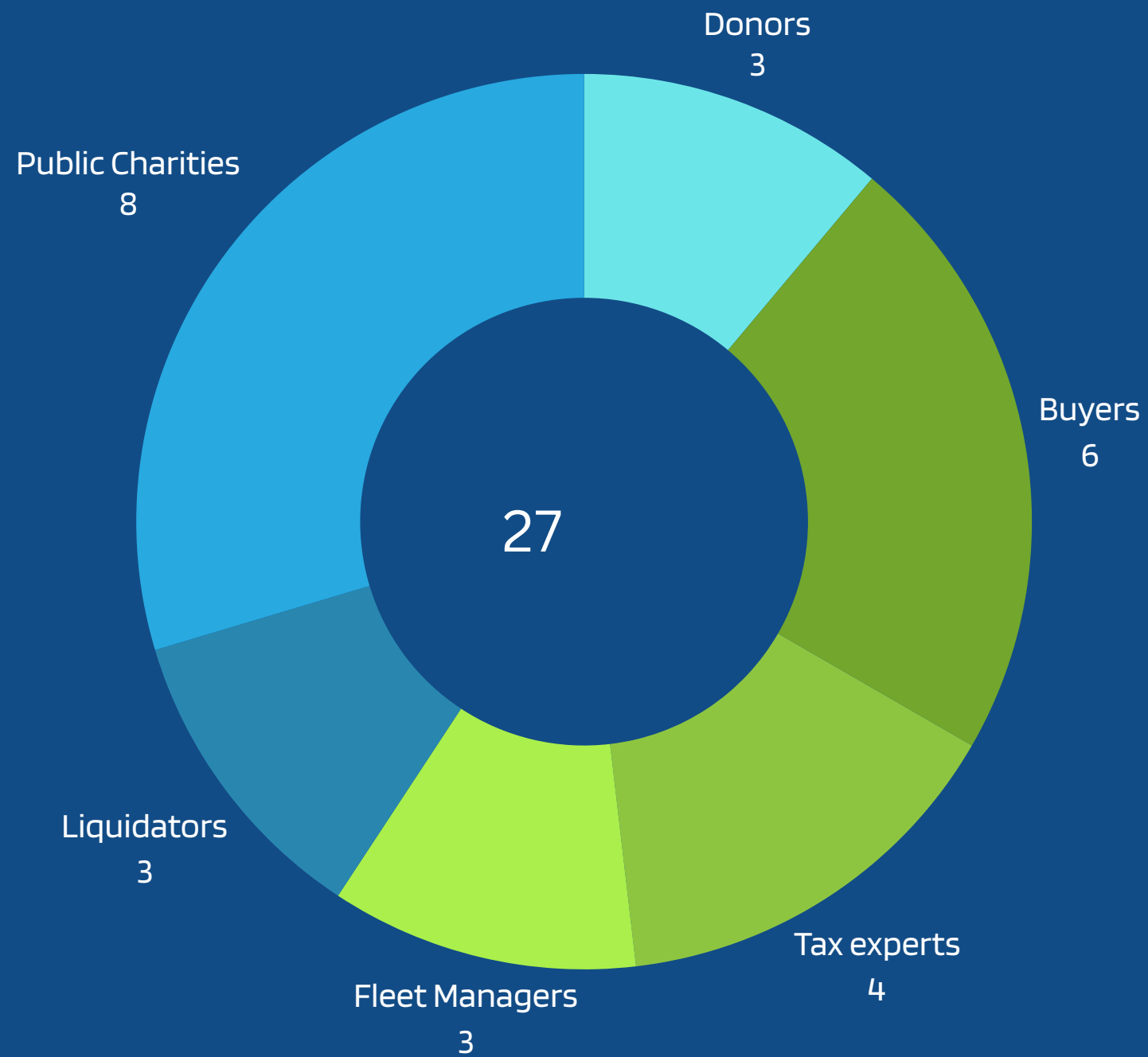
OthersFirst

Father Joe's Villages

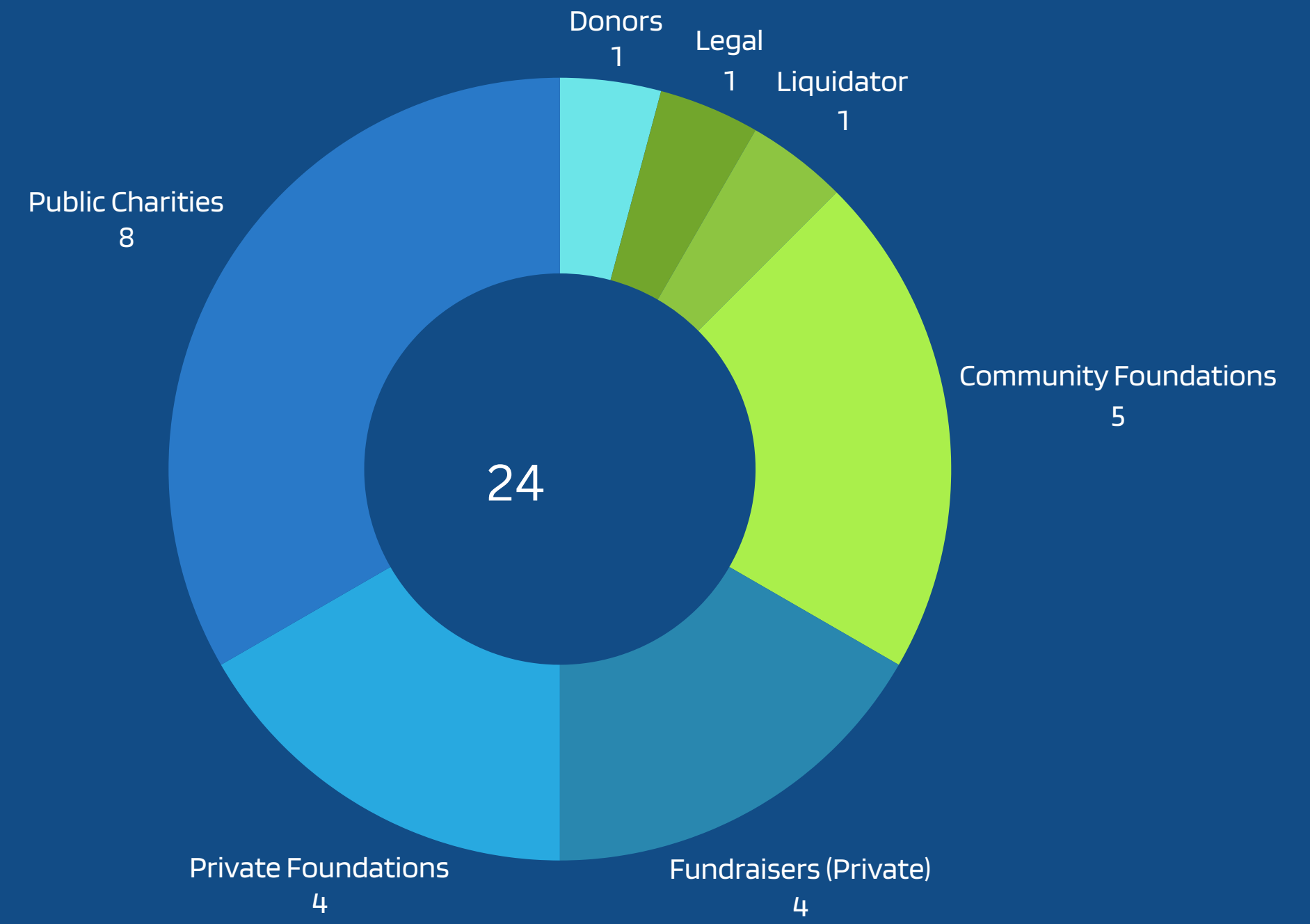


STAKEHOLDER INTERVIEWS:

Phase I: Car Donation Players



Phase II: Broader Nonprofit Community



INSIGHTS FROM PHASE 1 INTERVIEWS

#1

The key to great donor experience: **quick relief.**



#2

For nonprofits, **information** is key to maximizing value of donated cars



#3

Car donation programs face tough competition. Often, the **marketing** makes all the difference.



WHY DONORS GIVE

#1

The key to great donor experience: **quick relief.**

Donors hire car donation programs to offer them quick and profitable relief from burdensome assets!

“..I’m grateful I can write this one off and do some good in the process”

Jess, Teacher



WHAT IS DONATED

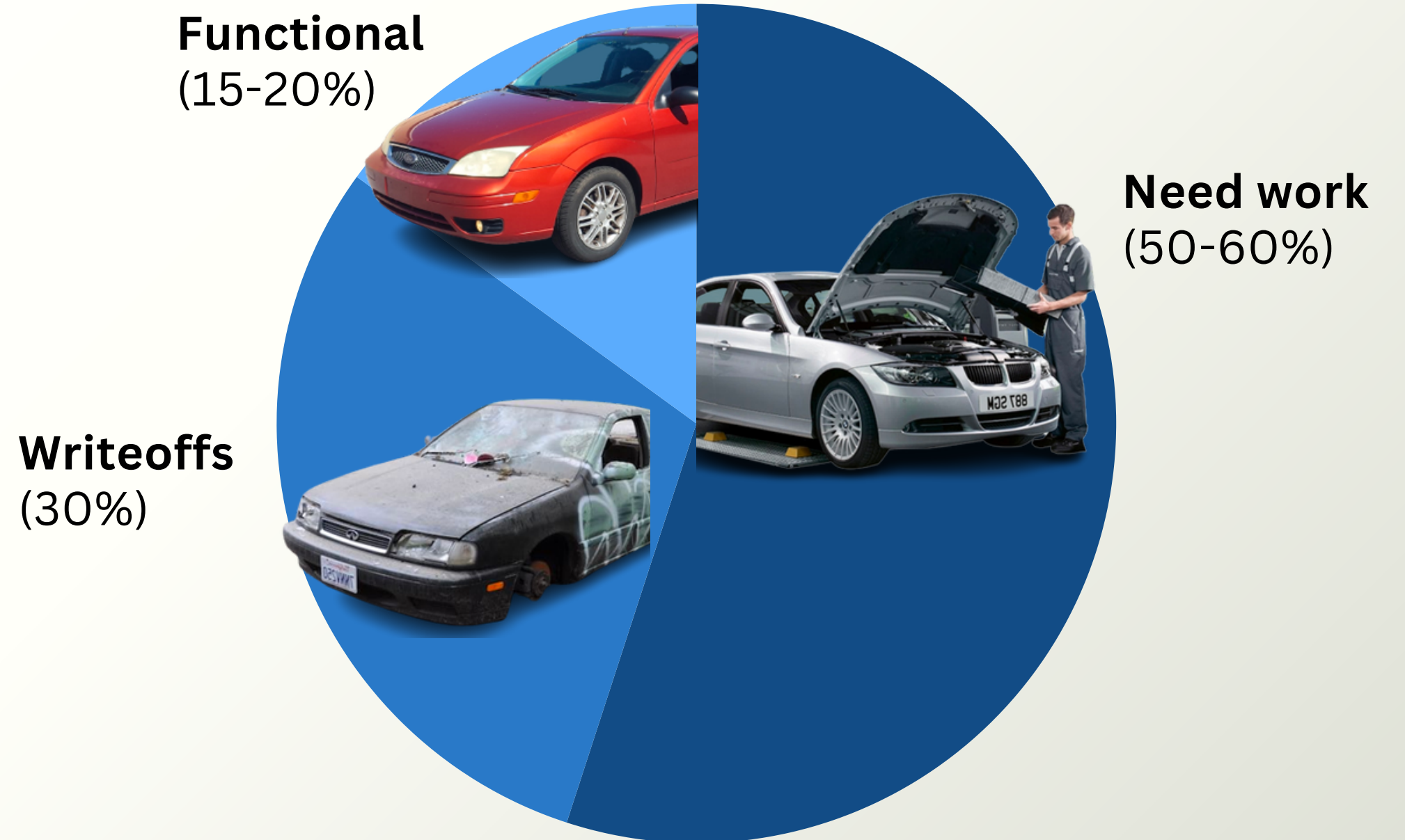
#1

The key to great donor experience: **quick relief.**

Further reflected by the types of cars donated. 80-90% of cars will be in need of some repair.

These vehicles end up at:

Independent Auction
Salvage Yards
Dealer Auctions



#2

For nonprofits, **information** is key to maximizing value of donated cars

The choice of where to sell is important. These choices are typically made manually relying on experience or relationships and siloed to a few individuals.

Data is our competitive advantage.

“..knowledge about value (of donated cars) is essential not to lose potential profits from underpricing.”



Rick, Others First

"I prefer working with auction houses that are highly responsive, who are interested in getting the most money out of vehicles."



Jeff, Purple Hearts

#3

Car donation programs face tough competition. Often, the marketing makes all the difference.

Some of the best performing programs either have access to their own media/audience e.g radio stations, or large donor bases.

Others have to find ways to stand out with their messaging - relying on strong messages to move donors emotionally.

“Long-term supporters and past patrons of our organization are more likely to donate their pre-owned vehicles. We have a recurring spot on your radio station running all day..”

Public broadcaster, name withheld



“Now, we had to change our marketing - we don't advertise Donate for a tax deduction, rather the focus is giving back to our veterans”

Rick, Others First



INSIGHTS FROM PHASE 2 INTERVIEWS

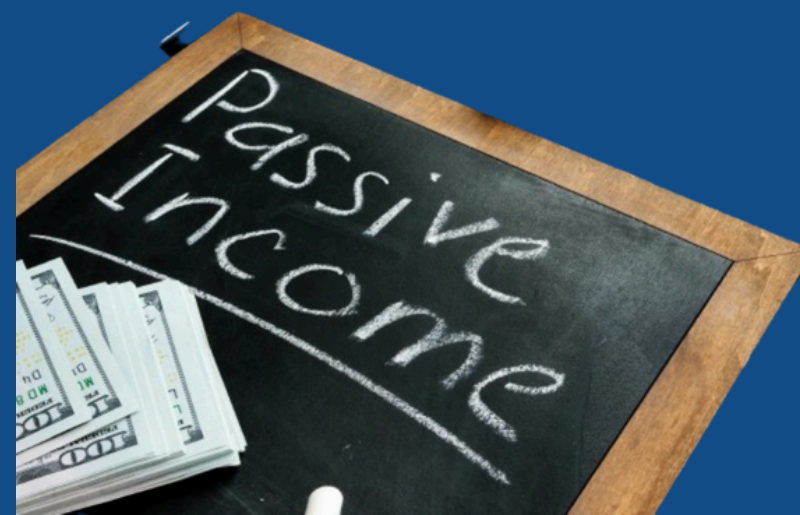
#1

Nonprofits are **turning down** or discouraging noncash gifts



#2

Low effort plug & play fundraising solutions are **appreciated** **despite** offering low returns



#3

Planned giving is how we might access higher value assets



PHASE 2 - THE BROADER OPPORTUNITY

#1

Nonprofits are turning down or discouraging noncash gifts

Nonprofits expressed concerns about receiving noncash gifts - some have stringent policies screening out most gifts.



“After a donor's passing, their property was split among four organizations (including ours). We received a number of assorted items including a fireplace! Probably all of them are lying around the office somewhere..”

Amber, Camp Riverbed



“We often advise our donors to consider selling non-cash gifts, like land, rare coin collections, properties, or cars themselves, and then donate the proceeds to us, rather than directly offering the items.”

Dean, Marion Comm. Foundation



NONCASH GIFTS ARE BURDENSOME

#2

Low effort plug & play fundraising solutions are appreciated despite offering low returns

Nonprofits want to focus their limited efforts on high-return activities, such as grant writing. Anything extra is seen as a bonus.



“It's just like a little extra bonus, which is nice. I mean, they send checks like quarterly and, it's not a lot but its nice and it also helps with the awareness factor”



Nicole, Riverview Day center

“For doing the bare minimum, \$100 is \$100! We can put that towards unrestricted funding..”



Jackie, Beyond the Ball

#3

Planned giving (or estate planning) programs offer a path to high appreciating noncash assets

As organizations scale, individual giving becomes less important. Nonprofits begin to instead focus on more sustainable fundraising avenues like service revenue, planned giving, and building relationships with wealthy benefactors.

“The Catholic Foundation primarily focuses on planned giving, where individuals leave their estates to us, often involving numerous non-cash assets.

We have raised over \$30m from this..”

Loren Brown, Catholic Foundation



Takeaways

Due to our findings, the industry is compelling:

- The current market for donated cars is large
- Donors will continue needing quick profitable relief
- Nonprofits want sustainable, unrestricted funding options
- Noncash assets are burdensome but plentiful

Recommend ideating a service offering for Car donations



BREAKING NEWS!

Important Pivot

Seirra Auction acquisition allows us to jump the starting line..



CDF

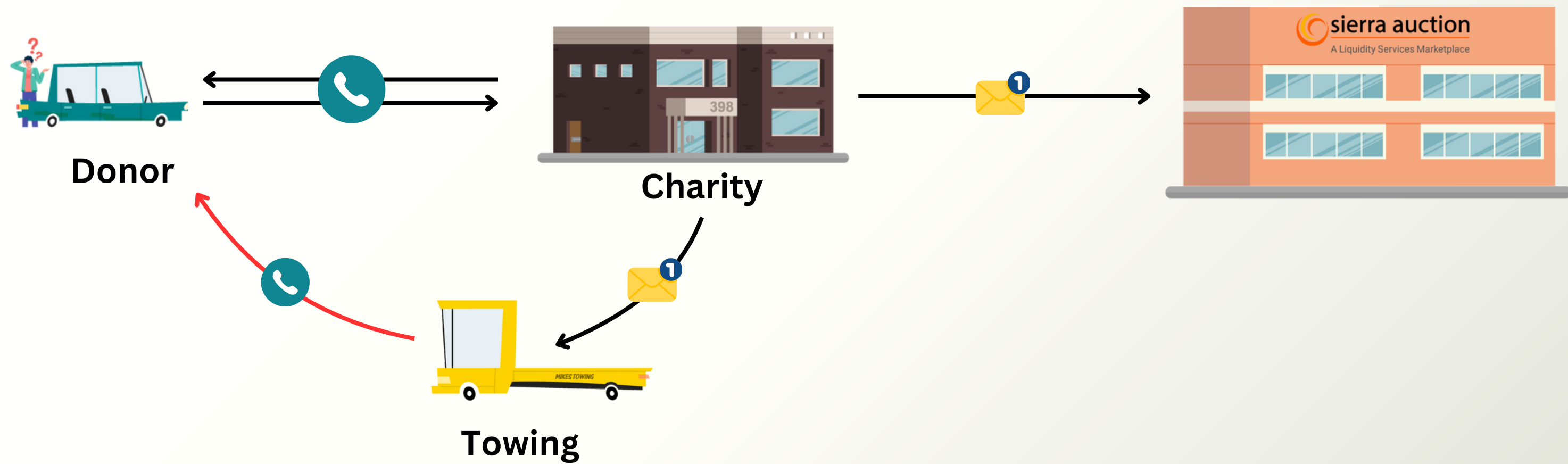


ADDITIONAL QUESTIONS:

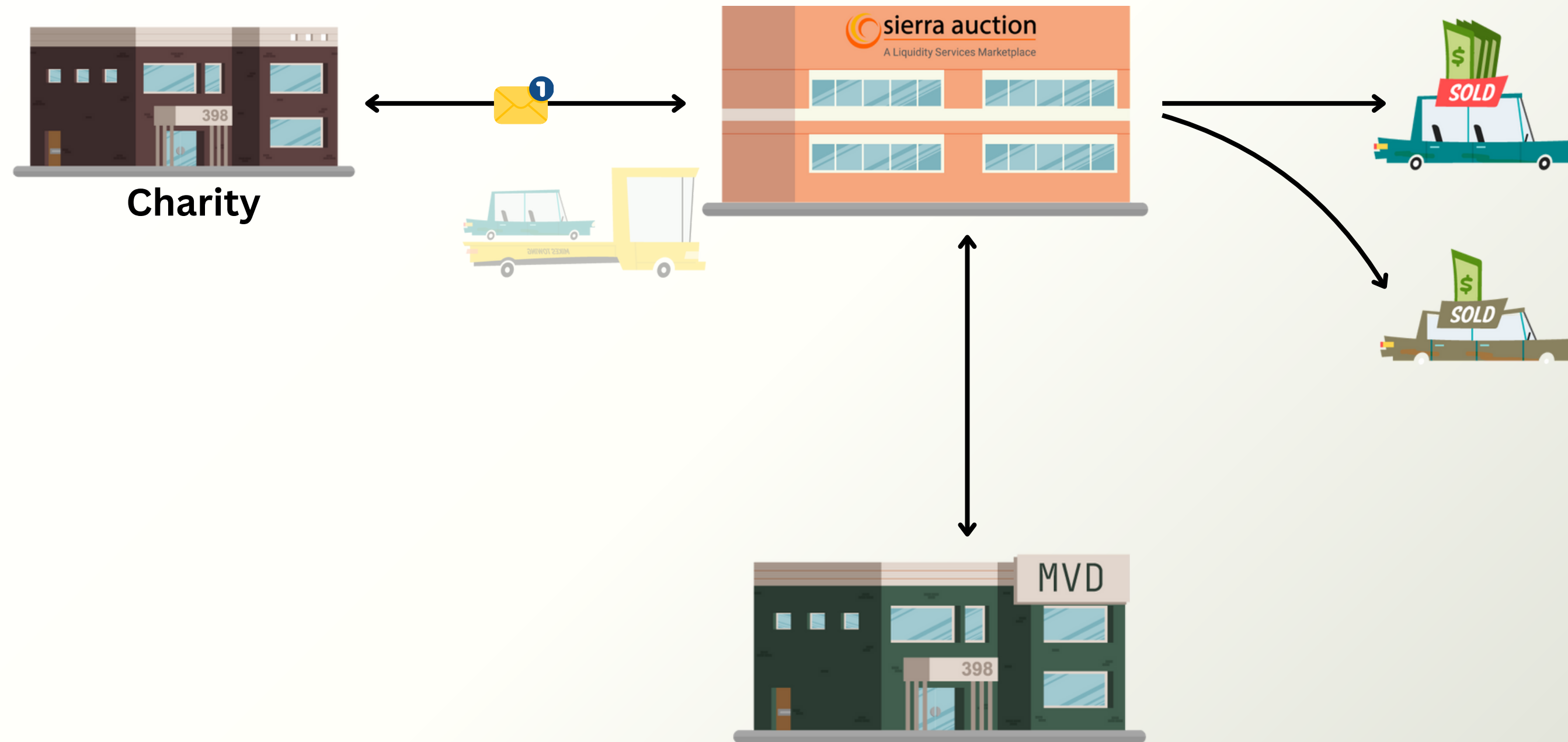
1. How does Sierra Auction serve charity clients?
2. What are some challenges they are facing?
3. How might we scale their impact while remaining asset light?

PART I

How Sierra works with charity clients



How Sierra works with charity clients



INSIGHTS FROM SIERRA OPERATIONS

#1

Title issues:

We might lose 60-80% of cars value due to title issues.

The title problem is caused by donors not signing or incorrect vehicle information.

Kody, Sierra Auction



#2

Reporting hassle:

Charity partners demand frequent vehicle updates via emails, portals, etc.,

Whenever there's a delay in sales notifications, we initiate manual follow-ups

Sara, OPB



#3

On-site advantage: Having a physical facility enables quick value to donors and keep operational costs manageable.

“I would say it's typically (end to end) probably between four and six weeks”

Kody, Sierra Auction



CHALLENGE

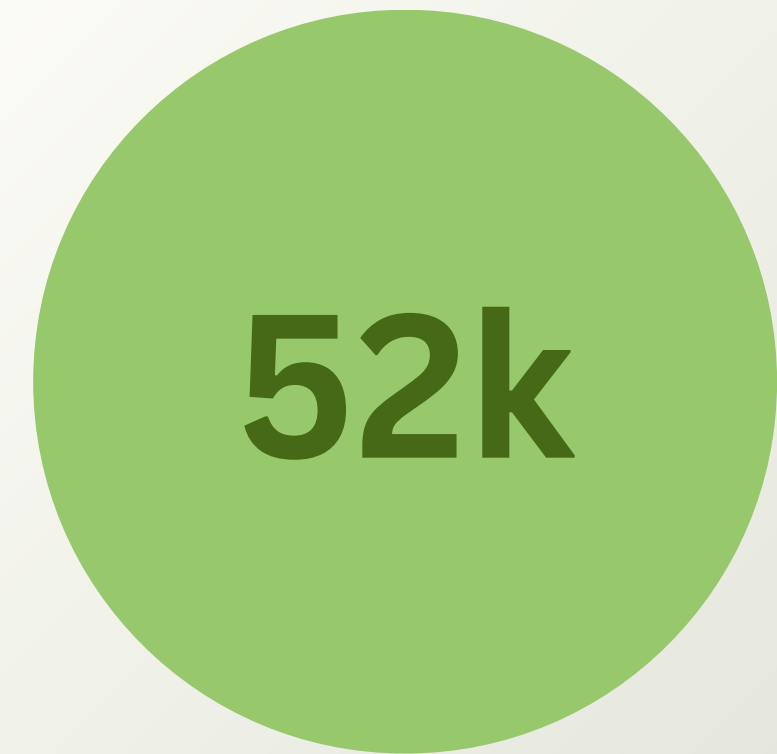
We are limited by our coverage..



Average
hammer price:
\$1,500 to \$2,000



Cars we sold for
CARS and CDF in
2023



Total cars CDF
alone sold in 2023

OPPORTUNITY

How might we scale our vehicle donation assistance across the US while remaining asset light?

INTRODUCING

The Noncash Exchange Platform – Unlocking the potential of every donation!



Asset Relief

48h response through wide logistics network

ncxchange[®]

Powered by Liquidity Services



Transparency

Real time end to end visibility and insights



Titling

Remote, state specific, titling support



Storage

Secure parking and intake for serviced clients

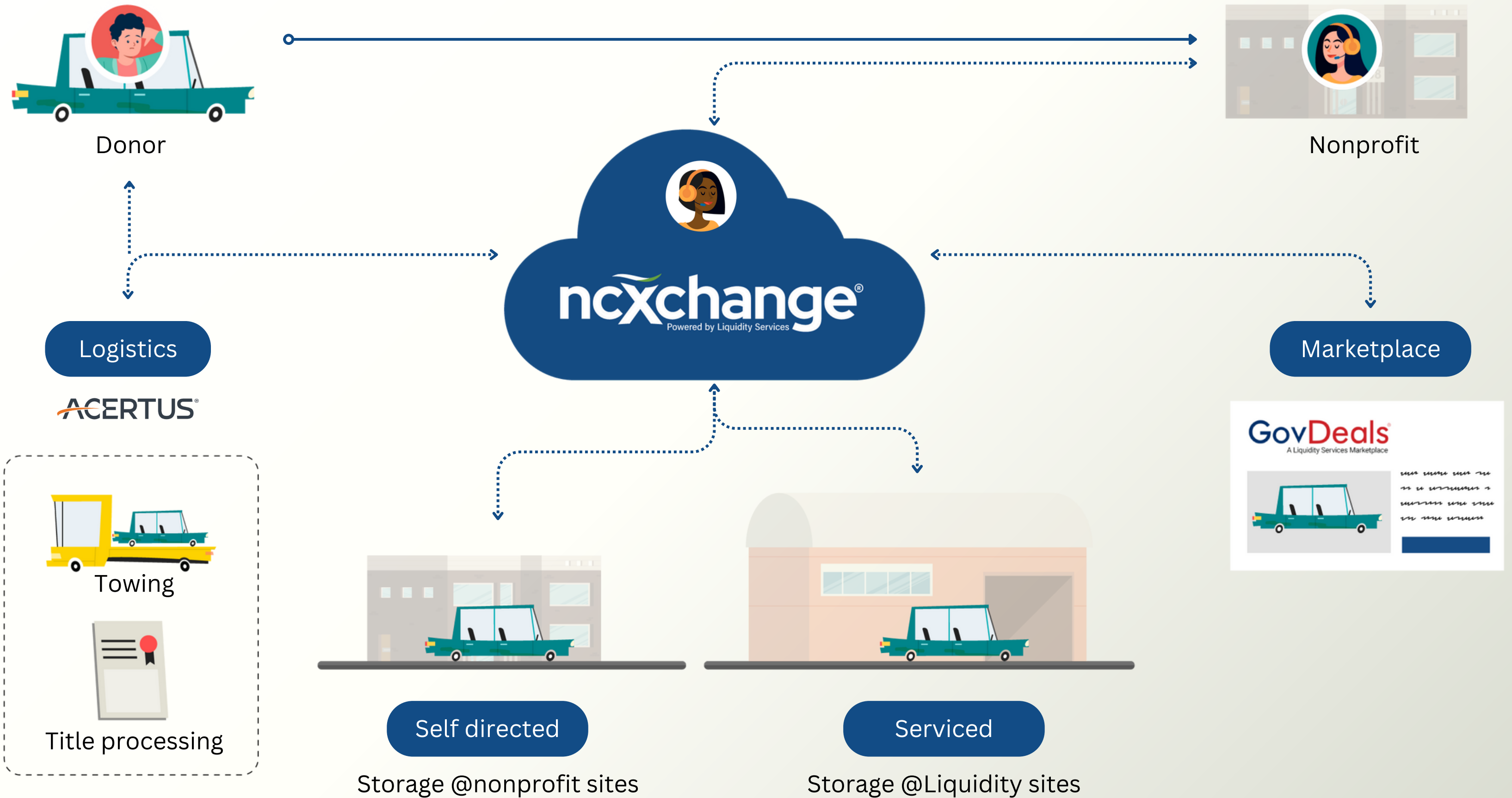


Marketplaces

Access millions of buyers across the US

Introducing Liquidity's Noncash Exchange platform

Unlocking the potential of every noncash donation





[← Back to Donations](#) / [All Locations](#) / [Case #9782](#)



CASE #9782

2017 GMC Sierra 1500

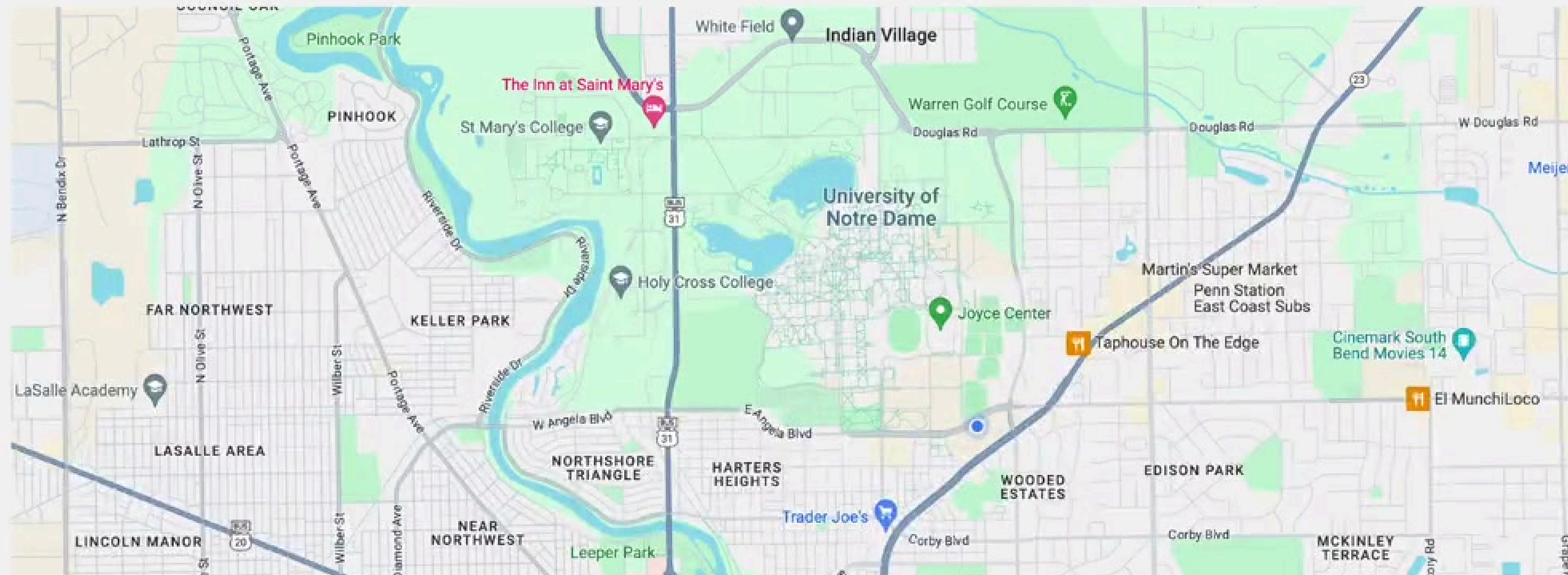
Location: Springfield, IL

Bid number: 0892543

(April 04, 2024 10:53 PM EDT)

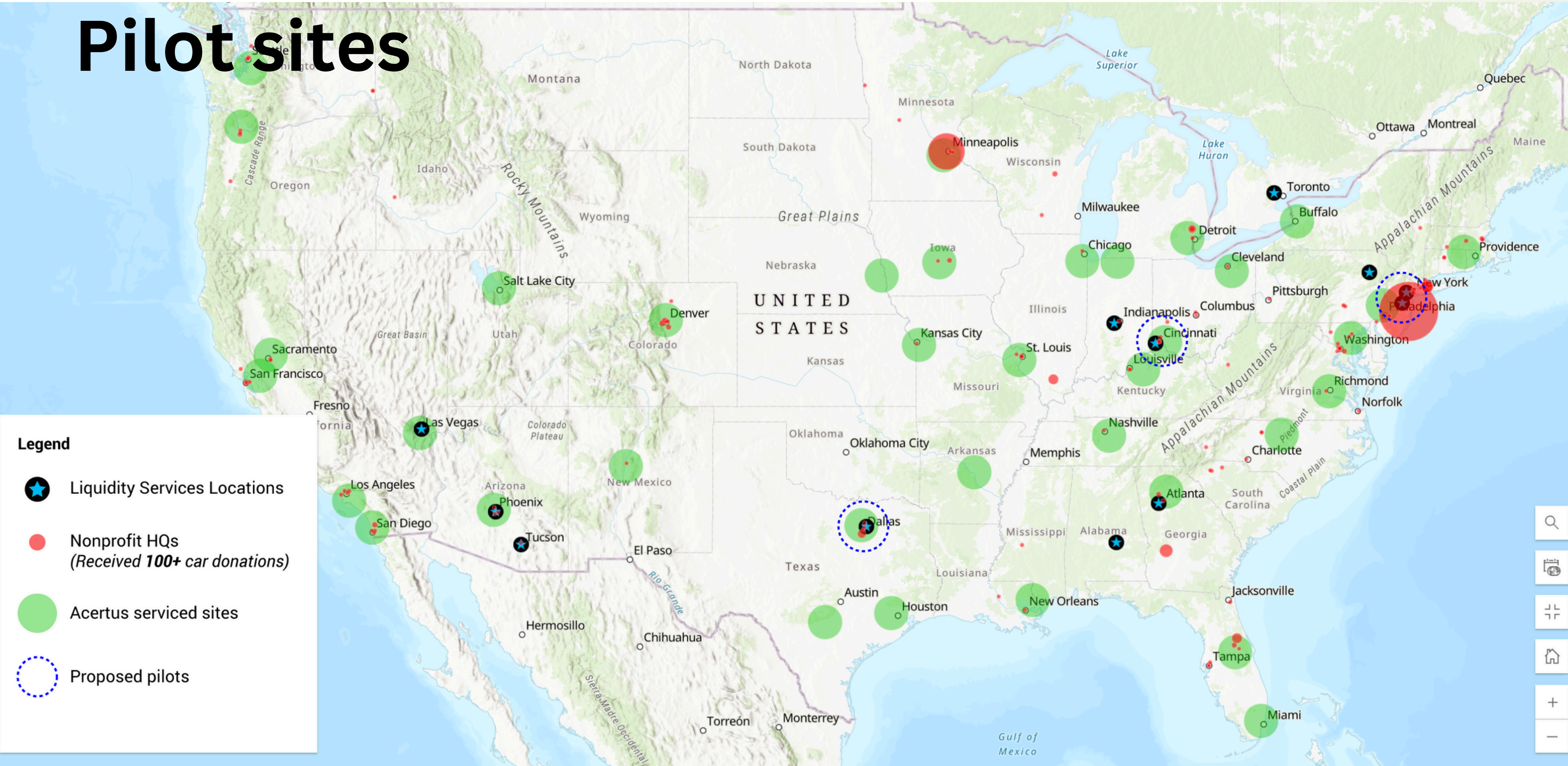
Close

Contact Donor



CRITERIA (STORAGE + TITLING SERVICES + NONPROFITS WITH >100 DONATIONS)

Pilot sites



Revenue model & Direct cost structure

17%

Consignment

per sale on our
marketplace sites

\$149

Admin fee

per vehicle listing

\$799

Annual subscription

per nonprofit entity

\$120

Towing

average per vehicle

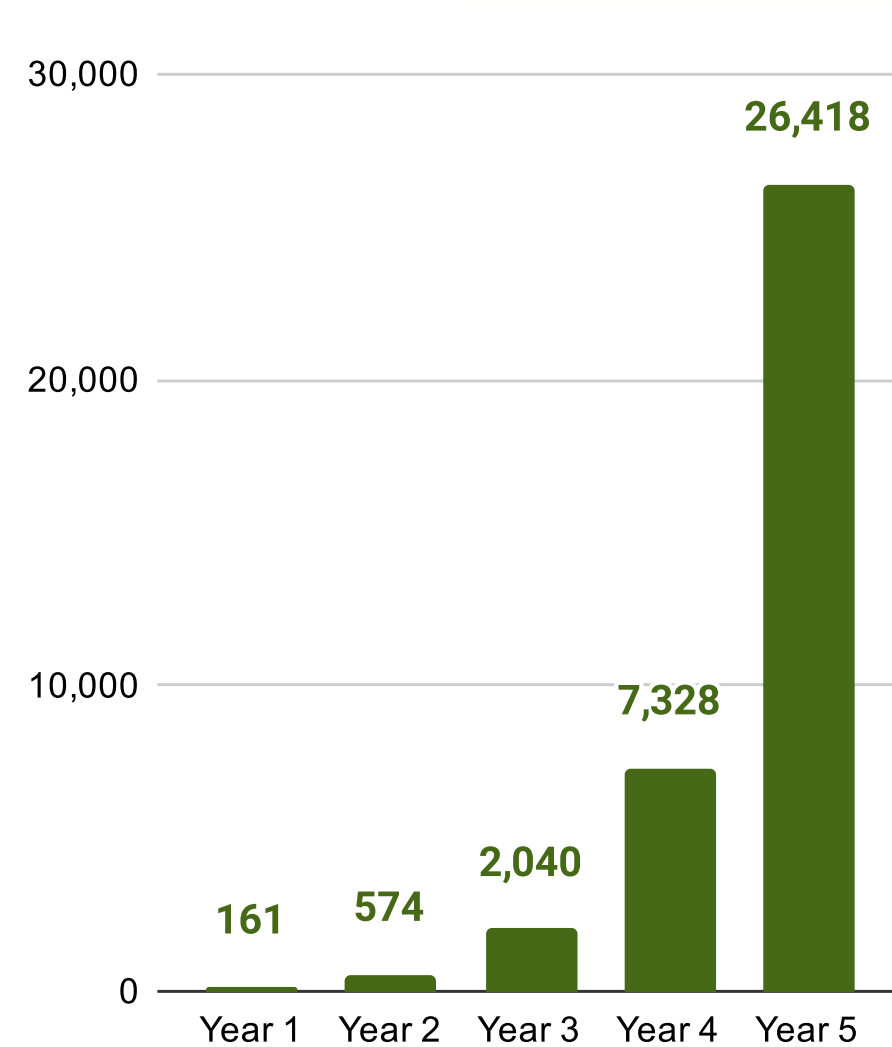
\$15

Title processing

per vehicle

FINANCIAL FEASIBILITY

Adoption



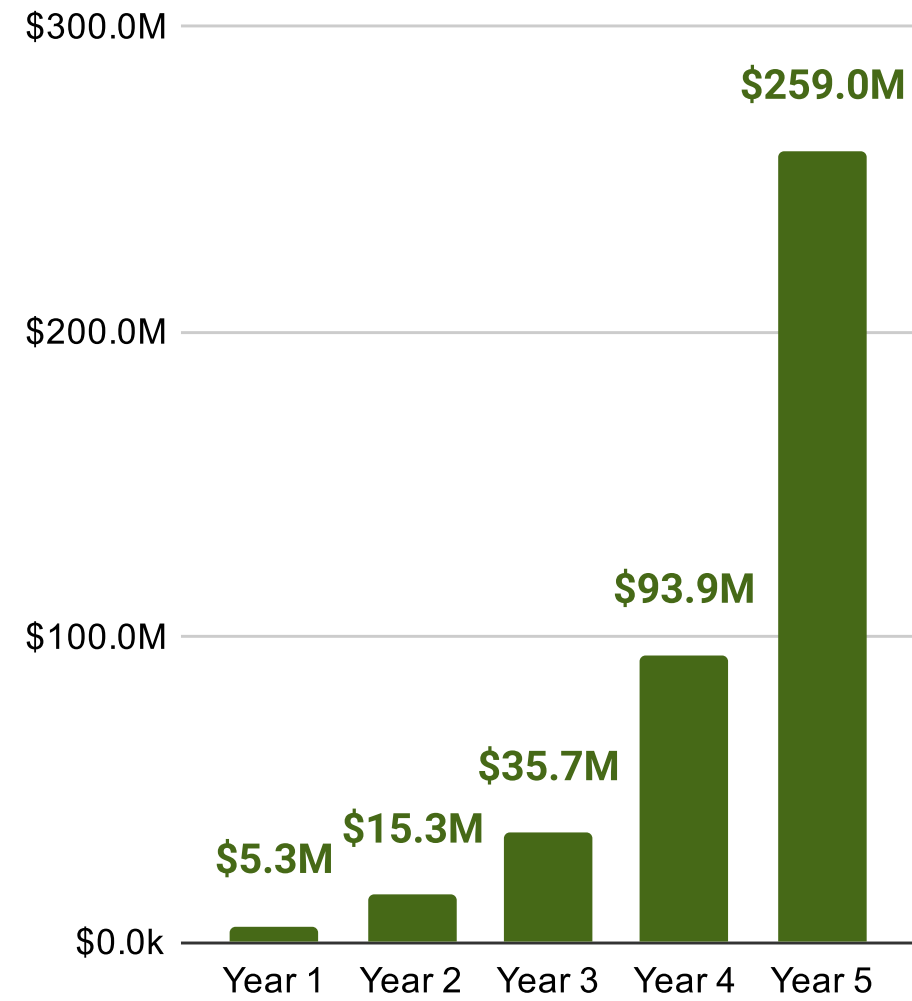
26k

Users @5y

Income

	Year 1	Year 2	Year 3	Year 4	Year 5
GMV	\$5.3M	\$15.3M	\$35.7M	\$93.9M	\$259.0M
Total revenues	\$1.4M	\$4.1M	\$9.8M	\$26.4M	\$74.7M
COGS	\$85.0k	\$246.4k	\$589.0k	\$1.6M	\$4.5M
Towing	\$375.5k	\$1.1M	\$2.5M	\$6.6M	\$18.3M
Titling	\$46.9k	\$134.7k	\$315.1k	\$828.1k	\$2.3M
Gross Profit	\$909.3k	\$2.6M	\$6.4M	\$17.4M	\$49.6M
Gross Margin %	64%	64%	65%	66%	66%
Sales & Marketing	\$106.3k	\$308.0k	\$736.2k	\$2.0M	\$5.6M
General & Admin	\$127.5k	\$369.6k	\$883.5k	\$2.4M	\$6.7M
Call Agents	\$155.7k	\$204.4k	\$304.7k	\$589.7k	\$1.4M
Total Costs	\$896.9k	\$2.3M	\$5.3M	\$14.0M	\$38.8M
EBIDTA	\$519.9k	\$1.8M	\$4.5M	\$12.4M	\$35.9M
Tax (21%)	\$109.2k	\$370.8k	\$938.0k	\$2.6M	\$7.5M
Net Income	\$410.7k	\$1.4M	\$3.5M	\$9.8M	\$28.4M

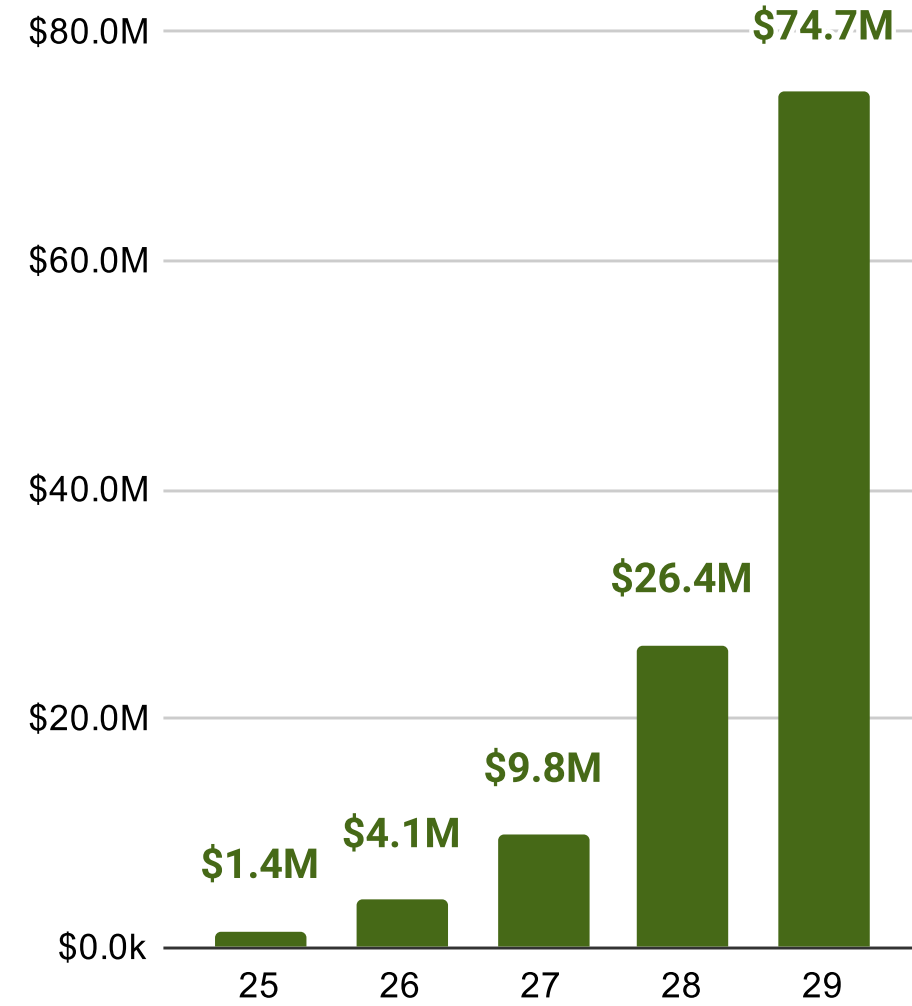
GMV



\$259M

GMV

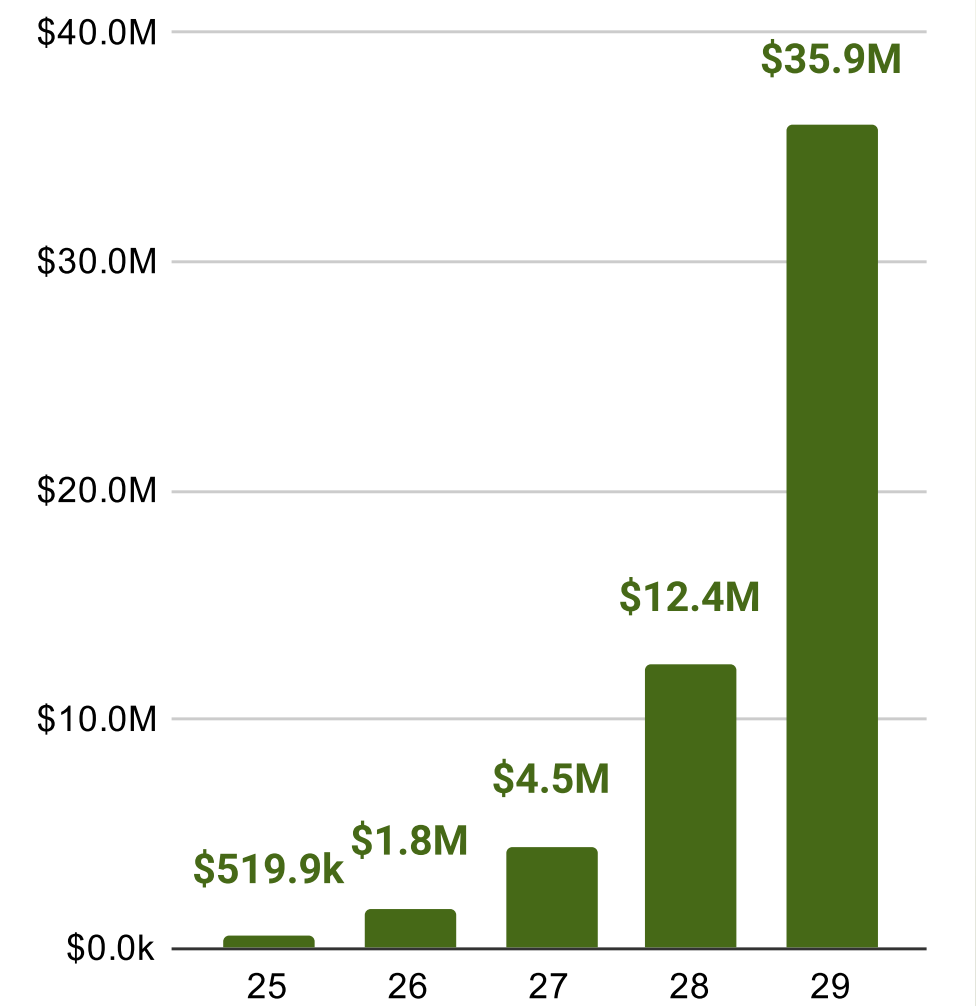
ANNUAL REVENUE



\$75M

**Revenue
(66% margin)**

EBIDTA




\$36M

EBIDTA

Product roadmap

PHASE 1

 Data feed for current partners to eliminate frequent manual data requests.

Explore and derisk Acertus integration for towing and titling support in Tuscon.

 *2 Current Aggregators*

PHASE 2

Data dashboard for 'low-tech' partners

Inventory management

Full service offering (we handle storage + intake)

All car donation program

PHASE 3

Marketing tools (Machinio playbook)

Automated collateral

All nonprofits

THE NEXT 90 DAYS!



**Improving end to end
visibility**

Week 1 - 4

**Goal: Small wins for internal users
addressing reporting / titling**

**Integrating data sources into data
feed for us & existing partners**

**Derisking partner integration by
small scale testing titling services**



**User testing and
refinement**

Week 5 - 8

**Goal: Gathering feedback from
users and builders**

**Carrying out user tests with
mockup / MVP solution**

**Data cleanup and refining of
beachhead prospect list**



**Developing collateral and
capacity**

Week 9 - 12

**Goal: Building infrastructure to
market, sell, and onboard**

**Brand development and sales
automation strategies**

**Training support and
documentation**

THE NEXT 90 DAYS!

Activities	Week						
	1-2	3-4	5-6	7-8	9-10	11	12
Audit current data sources, current customer tech stacks and identify gaps	✓						
Begin the process of gaining access to necessary data sources	✓						
Identify and carry out user testing with beachhead prospects		✓					
Start capturing relevant data and creation of datafeed API (Launch of phase 1)		✓					
Draft Letters of Intent (LOI) outlining the proposed terms with implementing partners			✓				
Cleanup and data mining exercise on nonprofit data to identify first prospects			✓				
Collaborate with Liquidity Services technical teams to refine the MVP mockup				✓			
Based on feedback, redefine essential features for the MVP				✓			
Develop call scripts tailored to the needs of nonprofit beachhead identified in week 5					✓		
Create a sales deck highlighting the value proposition and key features of the platform					✓		
Define sales demo procedures and pipeline management strategies					✓		
Develop marketing collateral highlighting the benefits of the new service offering						✓	
Establish a social media presence to reach out to potential clients and partners						✓	
Begin development of Phase 2 of ncXchange platform							✓
Develop ncXchange internal training material for Liquidity Services teams							✓

LET'S MAKE THE NONCASH EXCHANGE A REALITY





SPECIAL THANK YOU



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Bill



Anthony



Kellie



Angela



Kody



Jessica



German



David

APPENDIX | LINKS

PILOT SITES MAP:

[https://notredame.maps.arcgis.com/apps/mapviewer/index.html?
webmap=f00d0f178daa4f5b99bebee2316a0316](https://notredame.maps.arcgis.com/apps/mapviewer/index.html?webmap=f00d0f178daa4f5b99bebee2316a0316)

TITLING SERVICES:

<https://acertusdelivers.com/title-registration/>

TOWING SERVICES:

<https://acertusdelivers.com/>

FINANCIAL WORKBOOK:

<https://liquidityservices.sharepoint.com/:x/s/ES-TEEM/EXy7-fMnkLNOjUAqm0P0OdABmX8To5uMc8iuxSlv803kZQ?e=csHhBU>

CLICKABLE MOCKUP:

<https://www.figma.com/proto/svsBU5mV8kVuJ6ACnnblVW/ncXChange?page-id=0%3A1&type=design&node-id=1-4&viewport=495%2C921%2C0.46&t=6rwoKlZZKxobj6aD-8&scaling=min-zoom&starting-point-node-id=1%3A4&hide-ui=1>

VALUE PROPOSITION MAPPING

Pains & Gains

Donors want quick relief from burdensome assets

Nonprofits face car sales decisions with limited data

Nonprofits miss out on funds by rejecting noncash donations

Nonprofits want low effort solutions so they can focus on mission

Foundations might receive any type of asset, introducing complexity

ncxchange[®]
Powered by Liquidity Services

THE NCXCHANGE PLATFORM

Relievers

48h response through our wide logistics network

Large buyer networks and data on buyer trends

Maximize unrestricted funding by saying yes to most noncash donations

Our automated solutions take care of logistics, sales and settlements

The platform is built to be asset agnostic with initial focus on cars

MANAGING RISK

Risks

Perceived conflict of interest:

Nonprofit clients may see our platform as competition, hesitating to adopt

Challenges with data sources:

Poor data quality or accessibility leads to visibility gaps

Partnership / brand reputation risks:

Dependence on partners could lead to reliability issues or conflict of interest

Mitigation

Clear communicate value proposition:

The platform is a complimentary tool to manage most types of noncash donations

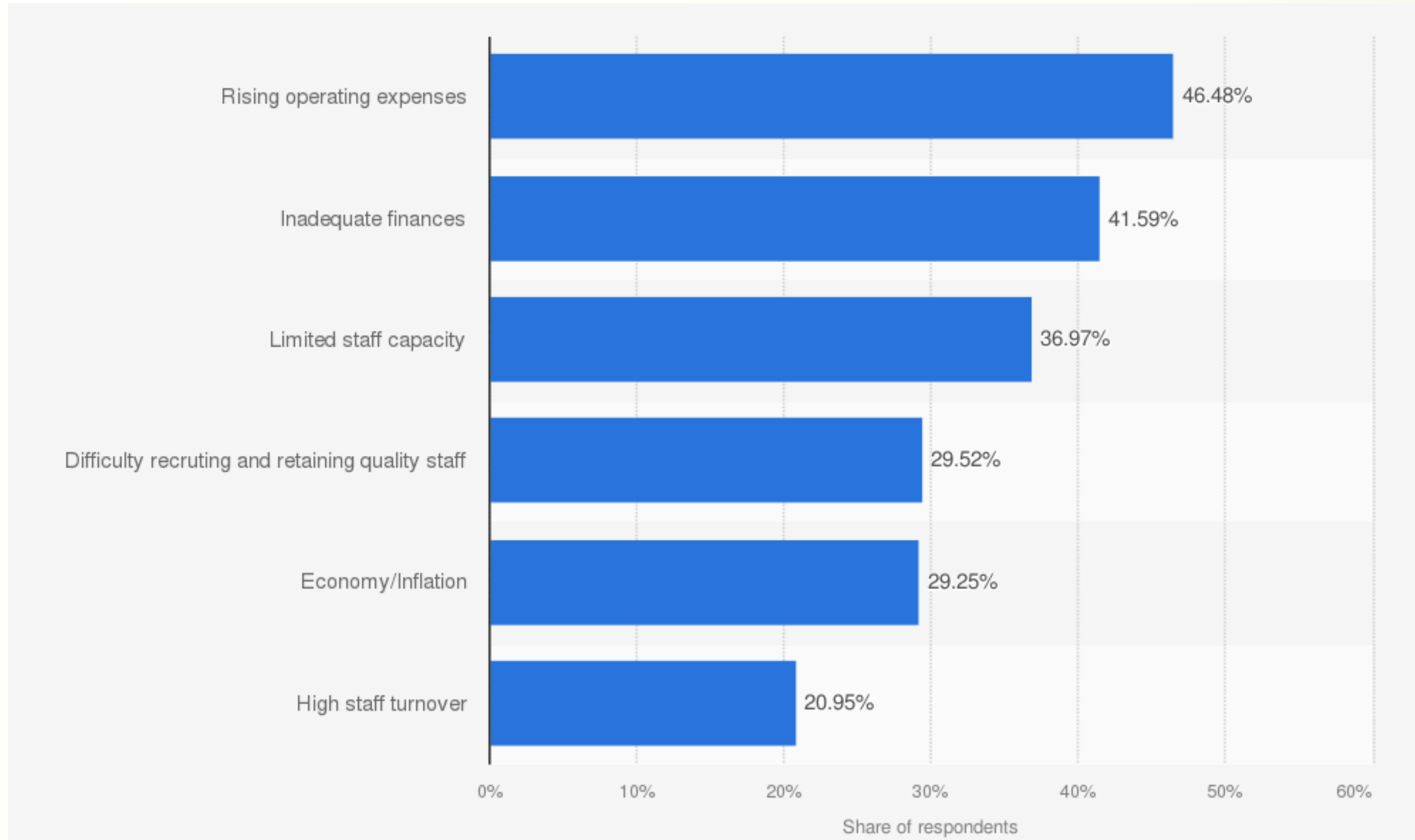
Ufront thorough data source audits:

Implement thorough audits, access agreements and data cleaning protocols

Due diligence and partner diversification:

Implement periodic due diligence processes, establish clear partner agreements, and diversify partner pool

APPENDIX | TOP 2 CHALLENGES FOR US NONPROFITS

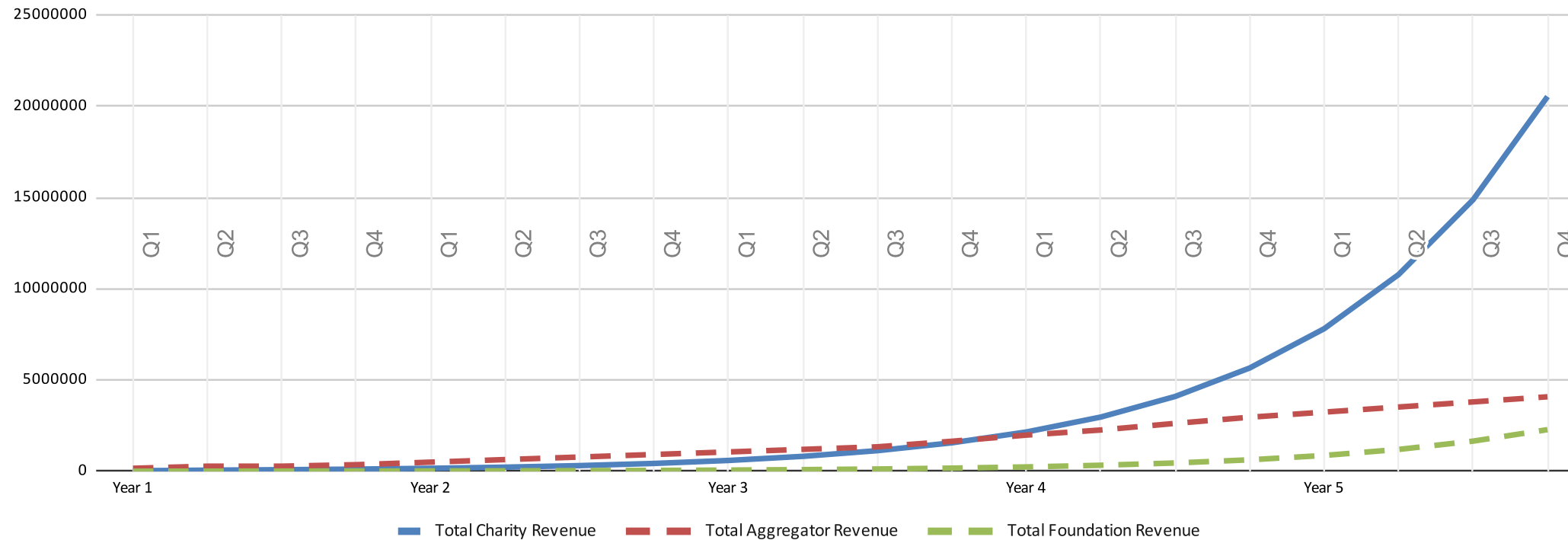


Source: BKD, & FORVIS. (February 27, 2024). Biggest challenges for nonprofits in the United States in 2023

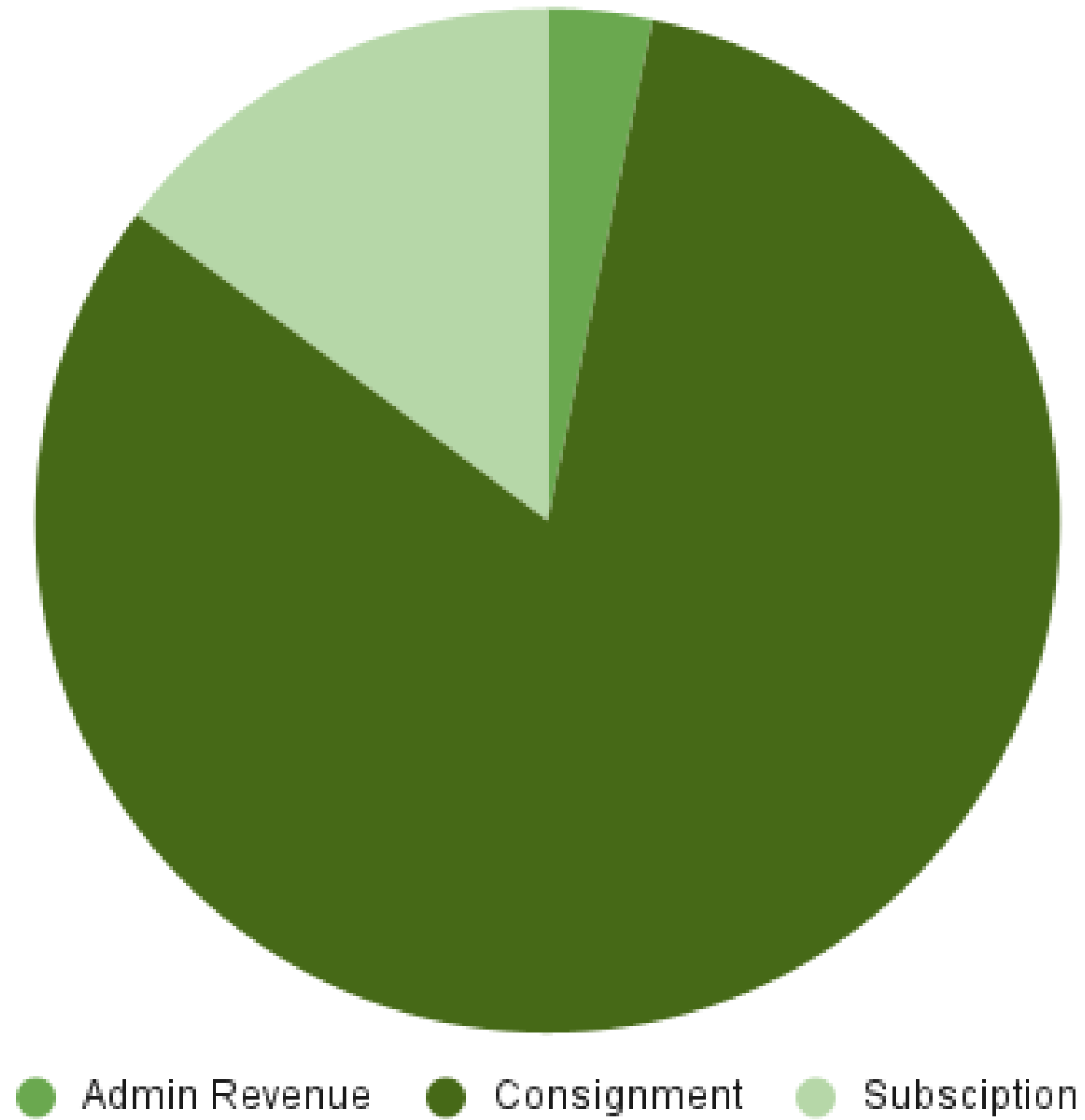
APPENDIX | REVENUE MIX

	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Charity GMV	\$101.0k	\$210.0k	\$289.9k	\$400.0k	\$552.0k	\$761.8k	\$1.1M	\$1.5M	\$2.0M	\$2.8M	\$3.8M	\$5.3M	\$7.3M	\$10.0M	\$13.8M	\$19.1M	\$26.3M	\$36.3M	\$50.1M	\$69.2M
Consignment Revenues	\$17.2k	\$35.7k	\$49.3k	\$68.0k	\$93.8k	\$129.5k	\$178.7k	\$246.6k	\$340.3k	\$469.7k	\$648.1k	\$894.4k	\$1.2M	\$1.7M	\$2.4M	\$3.2M	\$4.5M	\$6.2M	\$8.5M	\$11.8M
Subscription Revenue	\$4.0k	\$8.2k	\$11.4k	\$15.7k	\$21.6k	\$29.8k	\$41.2k	\$56.8k	\$78.4k	\$108.2k	\$149.3k	\$206.1k	\$284.4k	\$392.4k	\$541.6k	\$747.3k	\$1.0M	\$1.4M	\$2.0M	\$2.7M
Admin Revenue	\$8.9k	\$18.4k	\$25.4k	\$35.1k	\$48.4k	\$66.8k	\$92.1k	\$127.1k	\$175.5k	\$242.1k	\$334.2k	\$461.1k	\$636.4k	\$878.2k	\$1.2M	\$1.7M	\$2.3M	\$3.2M	\$4.4M	\$6.1M
Total Charity Revenue	\$30.0k	\$62.3k	\$86.0k	\$118.7k	\$163.8k	\$226.1k	\$312.0k	\$430.6k	\$594.2k	\$820.0k	\$1.1M	\$1.6M	\$2.2M	\$3.0M	\$4.1M	\$5.7M	\$7.8M	\$10.8M	\$14.9M	\$20.5M
Aggregator GMV	\$637.5k	\$1.1M	\$1.1M	\$1.4M	\$1.9M	\$2.5M	\$3.0M	\$3.6M	\$4.1M	\$4.7M	\$5.2M	\$6.4M	\$7.7M	\$8.8M	\$10.2M	\$11.5M	\$12.6M	\$13.6M	\$14.7M	\$15.8M
Consignment Revenue	\$108.4k	\$184.2k	\$184.2k	\$238.4k	\$330.5k	\$422.7k	\$514.8k	\$606.9k	\$699.0k	\$791.1k	\$883.3k	\$1.1M	\$1.3M	\$1.5M	\$1.7M	\$2.0M	\$2.1M	\$2.3M	\$2.5M	\$2.7M
Subscription Revenue	\$0.4k	\$0.7k	\$0.7k	\$0.9k	\$1.2k	\$1.6k	\$1.9k	\$2.2k	\$2.6k	\$2.9k	\$3.3k	\$4.0k	\$4.8k	\$5.5k	\$6.4k	\$7.2k	\$7.9k	\$8.5k	\$9.2k	\$9.9k
Admin Revenue	\$55.9k	\$95.0k	\$95.0k	\$122.9k	\$170.4k	\$217.9k	\$265.4k	\$312.9k	\$360.4k	\$407.9k	\$455.4k	\$558.8k	\$673.3k	\$768.3k	\$891.2k	\$1.0M	\$1.1M	\$1.2M	\$1.3M	\$1.4M
Total Aggregator Revenue	\$164.6k	\$279.9k	\$279.9k	\$362.2k	\$502.2k	\$642.1k	\$782.1k	\$922.0k	\$1.1M	\$1.2M	\$1.3M	\$1.6M	\$2.0M	\$2.3M	\$2.6M	\$3.0M	\$3.2M	\$3.5M	\$3.8M	\$4.1M
Foundations GMV	\$11.2k	\$23.3k	\$32.2k	\$44.4k	\$61.3k	\$84.6k	\$116.8k	\$161.2k	\$222.4k	\$307.0k	\$423.6k	\$584.6k	\$806.7k	\$1.1M	\$1.5M	\$2.1M	\$2.9M	\$4.0M	\$5.6M	\$7.7M
Consignment Revenue	\$1.9k	\$4.0k	\$5.5k	\$7.6k	\$10.4k	\$14.4k	\$19.9k	\$27.4k	\$37.8k	\$52.2k	\$72.0k	\$99.4k	\$137.1k	\$189.3k	\$261.2k	\$360.4k	\$497.4k	\$686.4k	\$947.2k	\$1.3M
Subscription Revenue	\$0.4k	\$0.9k	\$1.3k	\$1.7k	\$2.4k	\$3.3k	\$4.6k	\$6.3k	\$8.7k	\$12.0k	\$16.6k	\$22.9k	\$31.6k	\$43.6k	\$60.2k	\$83.0k	\$114.6k	\$158.1k	\$218.2k	\$301.2k
Admin Revenue	\$1.0k	\$2.0k	\$2.8k	\$3.9k	\$5.4k	\$7.4k	\$10.2k	\$14.1k	\$19.5k	\$26.9k	\$37.1k	\$51.2k	\$70.7k	\$97.6k	\$134.7k	\$185.8k	\$256.4k	\$353.9k	\$488.4k	\$673.9k
Total Foundation Revenue	\$3.3k	\$6.9k	\$9.6k	\$13.2k	\$18.2k	\$25.1k	\$34.7k	\$47.8k	\$66.0k	\$91.1k	\$125.7k	\$173.5k	\$239.4k	\$330.4k	\$456.0k	\$629.3k	\$868.4k	\$1.2M	\$1.7M	\$2.3M
Total GMV	\$749.7k	\$1.3M	\$1.4M	\$1.8M	\$2.6M	\$3.3M	\$4.2M	\$5.2M	\$6.3M	\$7.7M	\$9.4M	\$12.2M	\$15.7M	\$19.9M	\$25.5M	\$32.7M	\$41.8M	\$54.0M	\$70.4M	\$92.7M
Total Revenues	\$198.0k	\$349.2k	\$375.5k	\$494.1k	\$684.2k	\$893.4k	\$1.1M	\$1.4M	\$1.7M	\$2.1M	\$2.6M	\$3.4M	\$4.4M	\$5.6M	\$7.2M	\$9.3M	\$11.9M	\$15.5M	\$20.3M	\$26.9M

Quarterly Revenue by Segment

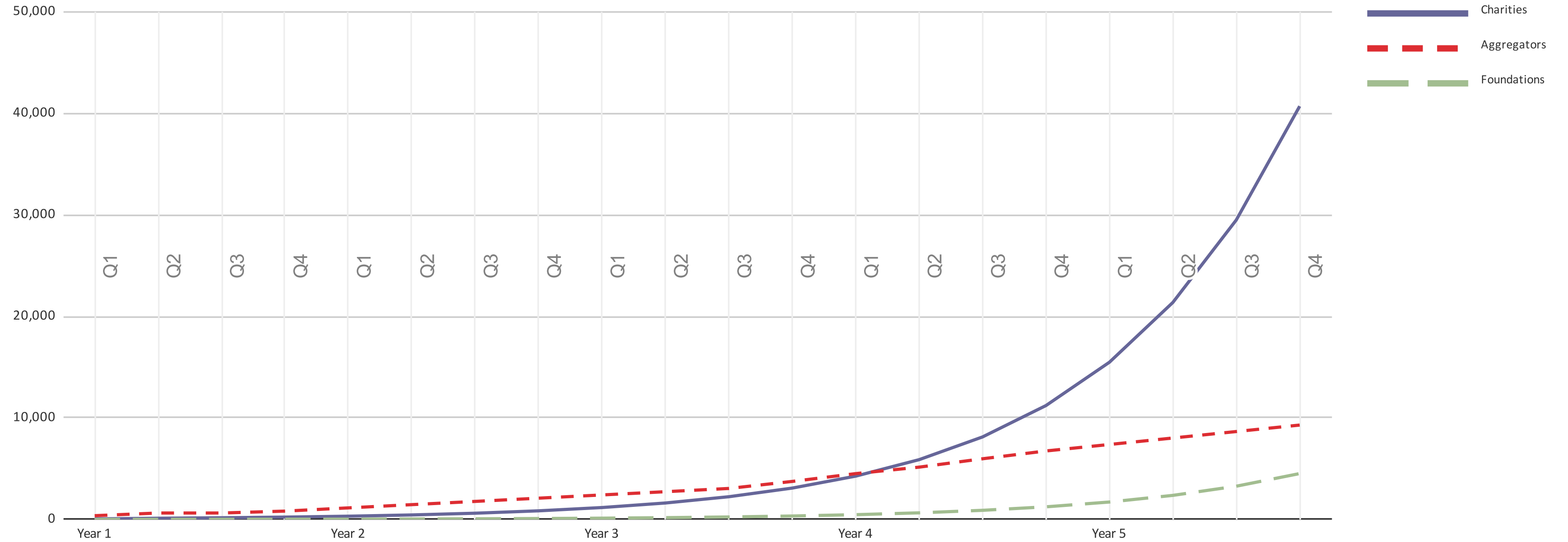


APPENDIX | REVENUE MIX



APPENDIX | VEHICLE SALES BY SEGMENT

Vehicle Sales By Segment



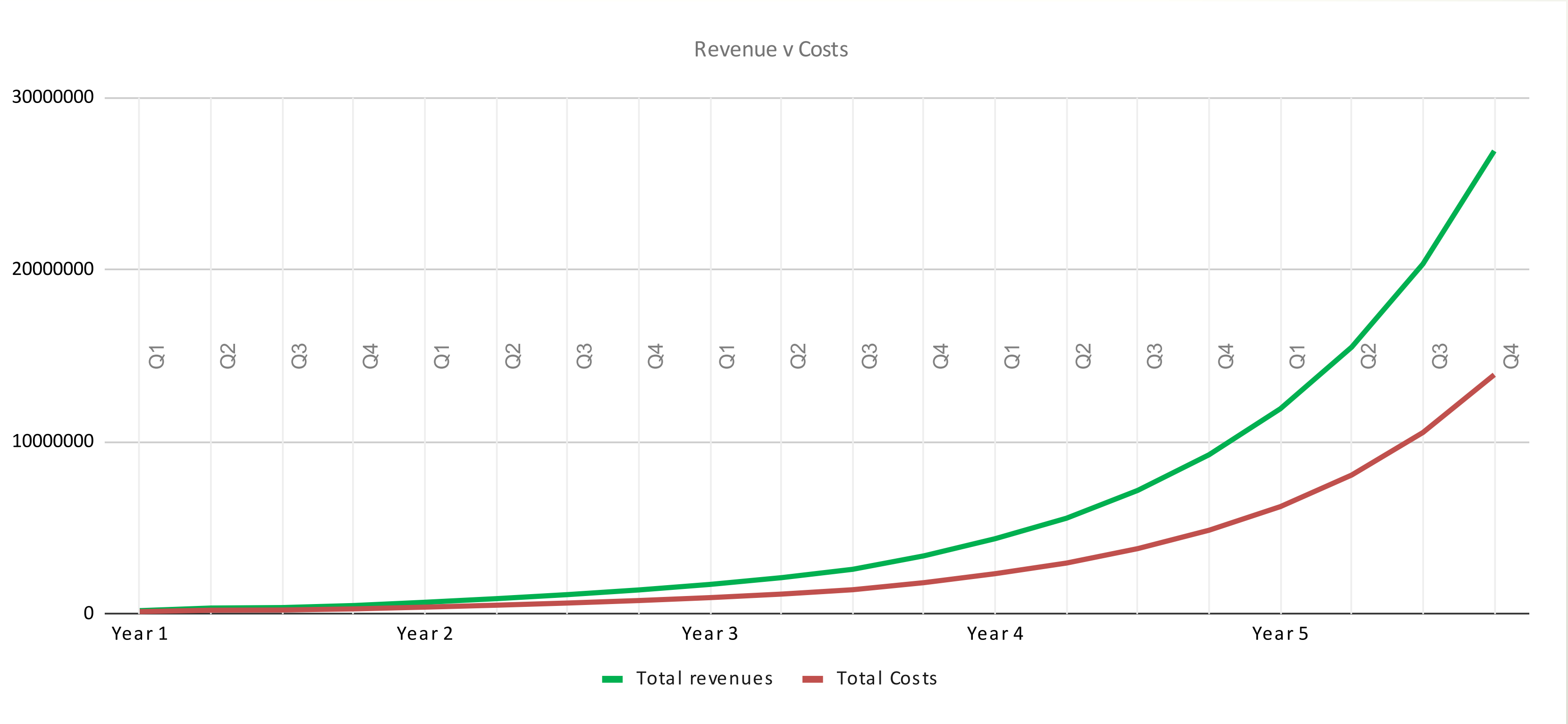
APPENDIX | VEHICLE SALES BY SEGMENT

	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
New Customers Per Quarter																				
Charities	20	27	38	52	72	99	137	189	260	359	496	684	945	1303	1799	2482	3426	4727	6524	9003
Aggregators	2	2	2	3	4	5	6	7	8	9	10	13	15	17	20	22	24	26	28	30
Foundations	2	3	4	6	8	11	15	21	29	40	55	76	105	145	200	276	381	525	725	1000
Total	22	30	42	58	80	110	152	210	289	399	551	760	1049	1448	1999	2758	3806	5253	7248	10003
Returning Customers per Qtr																				
Charities		14	19	26	36	50	69	96	132	182	252	347	479	661	912	1,259	1,738	2,398	3,309	4,567
Aggregators		1	1	1	2	3	4	4	5	6	6	7	9	11	12	14	15	17	18	20
Foundations		2	2	3	4	6	8	11	15	20	28	39	53	73	101	140	193	266	368	507
Total	-	17	23	31	43	59	81	111	152	208	286	393	541	745	1,026	1,413	1,946	2,681	3,695	5,094
Total Customers																				
Charities	20	41	57	78	108	149	206	284	393	542	748	1,032	1,424	1,965	2,711	3,741	5,163	7,125	9,833	13,569
For profit fundraisers	2	3	3	4	6	8	10	11	13	15	16	20	24	28	32	36	39	43	46	50
Foundations	2	5	6	9	12	17	23	32	44	60	83	115	158	218	301	416	574	792	1,093	1,508
Total	24	49	67	92	126	174	239	327	449	616	847	1,166	1,606	2,210	3,044	4,193	5,776	7,960	10,971	15,126
Vehicle Sales Per Quarter																				
Charities	59	124	171	235	325	448	618	853	1,178	1,625	2,243	3,095	4,271	5,894	8,134	11,224	15,489	21,375	29,498	40,707
Aggregators	375	638	638	825	1,144	1,463	1,781	2,100	2,419	2,738	3,056	3,750	4,519	5,156	5,981	6,750	7,388	8,025	8,663	9,300
Foundations	7	14	19	26	36	50	69	95	131	181	249	344	475	655	904	1,247	1,721	2,375	3,278	4,523
Total	441	775	827	1,086	1,505	1,960	2,468	3,048	3,727	4,543	5,548	7,189	9,264	11,705	15,018	19,221	24,598	31,775	41,438	54,530

APPENDIX | COST STRUCTURE

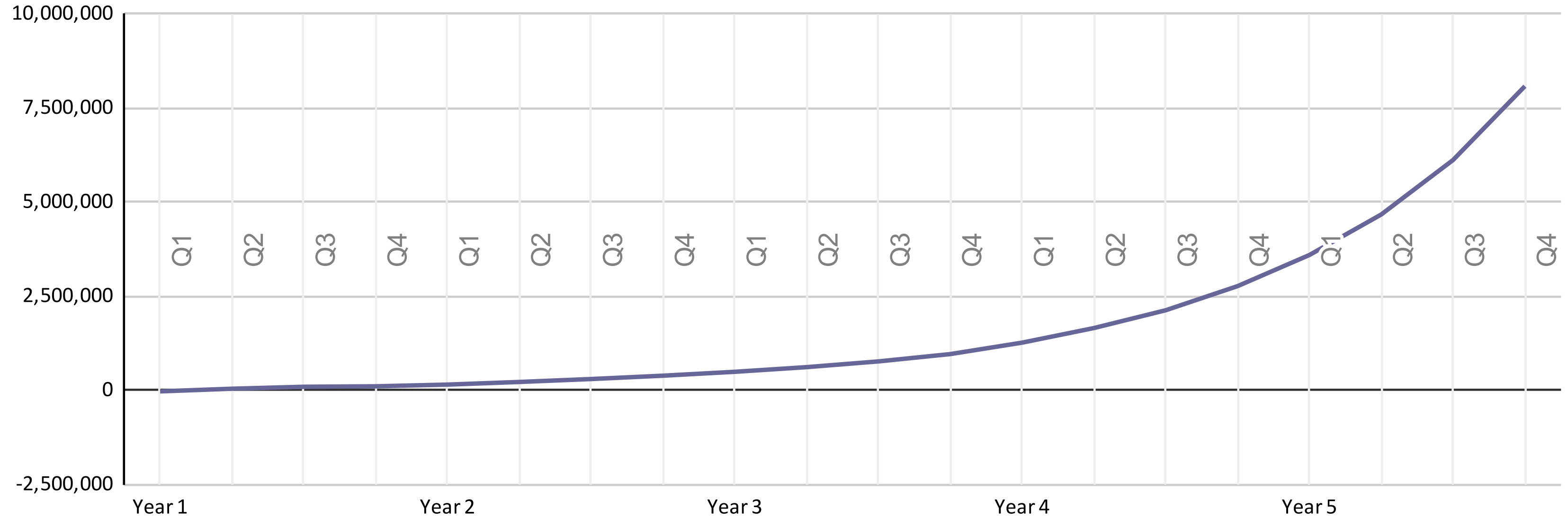
	Year 1				Year 2				Year 3				Year 4				Year 5			
Direct Costs	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COGS	\$11.9k	\$21.0k	\$22.5k	\$29.6k	\$41.1k	\$53.6k	\$67.7k	\$84.0k	\$103.3k	\$126.8k	\$156.0k	\$202.9k	\$262.7k	\$334.1k	\$431.2k	\$555.4k	\$715.7k	\$930.5k	\$1.2M	\$1.6M
Towing	\$52.9k	\$93.0k	\$99.2k	\$130.4k	\$180.5k	\$235.2k	\$296.2k	\$365.8k	\$447.3k	\$545.2k	\$665.8k	\$862.6k	\$1.1M	\$1.4M	\$1.8M	\$2.3M	\$3.0M	\$3.8M	\$5.0M	\$6.5M
Titling	\$6.6k	\$11.6k	\$12.4k	\$16.3k	\$22.6k	\$29.4k	\$37.0k	\$45.7k	\$55.9k	\$68.1k	\$83.2k	\$107.8k	\$139.0k	\$175.6k	\$225.3k	\$288.3k	\$369.0k	\$476.6k	\$621.6k	\$818.0k
Total direct costs	\$71.4k	\$125.5k	\$134.2k	\$176.3k	\$244.2k	\$318.3k	\$400.9k	\$495.5k	\$606.5k	\$740.1k	\$904.9k	\$1.2M	\$1.5M	\$1.9M	\$2.5M	\$3.2M	\$4.0M	\$5.2M	\$6.8M	\$9.0M
SG&A Costs																				
Sales and Marketing	\$14.8k	\$26.2k	\$28.2k	\$37.1k	\$51.3k	\$67.0k	\$84.7k	\$105.0k	\$129.2k	\$158.5k	\$194.9k	\$253.6k	\$328.4k	\$417.6k	\$539.0k	\$694.2k	\$894.6k	\$1.2M	\$1.5M	\$2.0M
General and administ	\$17.8k	\$31.4k	\$33.8k	\$44.5k	\$61.6k	\$80.4k	\$101.6k	\$126.0k	\$155.0k	\$190.2k	\$233.9k	\$304.3k	\$394.1k	\$501.1k	\$646.8k	\$833.1k	\$1.1M	\$1.4M	\$1.8M	\$2.4M
Call agents	\$36.1k	\$38.9k	\$39.3k	\$41.5k	\$44.9k	\$48.7k	\$53.0k	\$57.8k	\$63.5k	\$70.3k	\$78.6k	\$92.3k	\$109.6k	\$129.9k	\$157.6k	\$192.6k	\$237.4k	\$297.2k	\$377.7k	\$486.8k
Total SG&A	\$68.7k	\$96.5k	\$101.2k	\$123.0k	\$157.8k	\$196.1k	\$239.2k	\$288.9k	\$347.6k	\$418.9k	\$507.5k	\$650.3k	\$832.1k	\$1.0M	\$1.3M	\$1.7M	\$2.2M	\$2.9M	\$3.7M	\$4.9M
Total Costs																				
Total	\$140.1k	\$222.0k	\$235.4k	\$299.3k	\$402.0k	\$514.4k	\$640.2k	\$784.4k	\$954.1k	\$1.2M	\$1.4M	\$1.8M	\$2.3M	\$3.0M	\$3.8M	\$4.9M	\$6.2M	\$8.1M	\$10.5M	\$13.9M

APPENDIX | REVENUE V COSTS



APPENDIX | CASHFLOWS

Cash Flow From Operations



APPENDIX | UNIT ECONOMICS

	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CAC																				
# of Customers Acquired	24	49	67	92	126	174	239	327	449	616	847	1,166	1,606	2,210	3,044	4,193	5,776	7,960	10,971	15,126
Sales & Marketing Expense	\$14.8k	\$26.2k	\$28.2k	\$37.1k	\$51.3k	\$67.0k	\$84.7k	\$105.0k	\$129.2k	\$158.5k	\$194.9k	\$253.6k	\$328.4k	\$417.6k	\$539.0k	\$694.2k	\$894.6k	\$1.2M	\$1.5M	\$2.0M
Customer Acquisition Cost	\$618.60	\$532.71	\$423.18	\$404.84	\$406.11	\$385.60	\$354.92	\$320.96	\$287.64	\$257.07	\$230.18	\$217.47	\$204.49	\$188.93	\$177.04	\$165.57	\$154.87	\$146.12	\$139.05	\$133.40
LTV																				
Avg. Quarterly Revenue per Customer	\$8,248.00	\$7,102.79	\$5,642.41	\$5,397.82	\$5,414.86	\$5,141.32	\$4,732.31	\$4,279.44	\$3,835.21	\$3,427.55	\$3,069.07	\$2,899.58	\$2,726.48	\$2,519.13	\$2,360.53	\$2,207.55	\$2,064.97	\$1,948.28	\$1,854.04	\$1,778.73
Average GM% per Customer	63.9%	64.0%	64.3%	64.3%	64.3%	64.4%	64.5%	64.6%	64.8%	65.0%	65.2%	65.3%	65.4%	65.6%	65.8%	66.0%	66.2%	66.3%	66.5%	66.6%
Avg. Quarterly Margin per Customer	\$5,272.5	\$4,549.0	\$3,626.3	\$3,471.8	\$3,482.6	\$3,309.8	\$3,051.3	\$2,765.2	\$2,484.6	\$2,227.0	\$2,000.5	\$1,893.5	\$1,784.1	\$1,653.1	\$1,552.9	\$1,456.3	\$1,366.2	\$1,292.5	\$1,232.9	\$1,185.3
Expected Lifetime (Quarters)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Customer LTV	\$15,817.5	\$13,646.9	\$10,879.0	\$10,415.4	\$10,447.7	\$9,929.3	\$9,154.0	\$8,295.7	\$7,453.7	\$6,681.1	\$6,001.6	\$5,680.4	\$5,352.3	\$4,959.3	\$4,658.7	\$4,368.8	\$4,098.5	\$3,877.4	\$3,698.7	\$3,556.0

CAC vs. LTV

