



# Strategic Imperative

Implement a Five-Year Financial Plan to return JCNA to sustainable financial health.

- Operate at breakeven or better.
- Year-end reserve account balances  $\geq$  one year's consolidated expenses by 12/31/2023.

Note: Currency values throughout this presentation are \$US.



# Top Level Summary

- 2021 “Bottom Line” P&L
  - \$3,600 better than 2020
  - \$19,000 better than forecast
- Major positive impact as a result of increased membership.
- Reserve balances remained “flat” vs. forecast \$(20,000).
- 2022 Forecast \$15,000 better than 2021 Actual.
- Inflation has a major negative impact on 2022 – 26 forecast.
- Reserves forecast at Target in 2023; 18 months sooner.



## 2021 Variance vs. 2021 Forecast

	<b>Actual</b>	<b>Forecast</b>	<b>Variance</b>	
<b>Operating Revenue</b>	\$160,500	\$154,600	\$5,900	<ul style="list-style-type: none"> <li>• 300+ Additional Members</li> </ul>
<b>Operating Expense</b>	(116,400)	(124,500)	8,100	<ul style="list-style-type: none"> <li>• Operating Expenses \$4,500</li> <li>• Insurance \$4,600</li> <li>• Trophies \$6,400</li> <li>• AGM &amp; IJF \$(10,000)</li> </ul>
<b>Jaguar Journal Revenue</b>	73,500	71,600	\$1,900	<ul style="list-style-type: none"> <li>• Net Advertising Sales \$4,500</li> </ul>
<b>Jaguar Journal Expense</b>	(126,800)	(127,300)	500	
<b>JCNA Surplus/(Deficit)</b>	\$(9,200)	\$(28,100)	\$18,900	

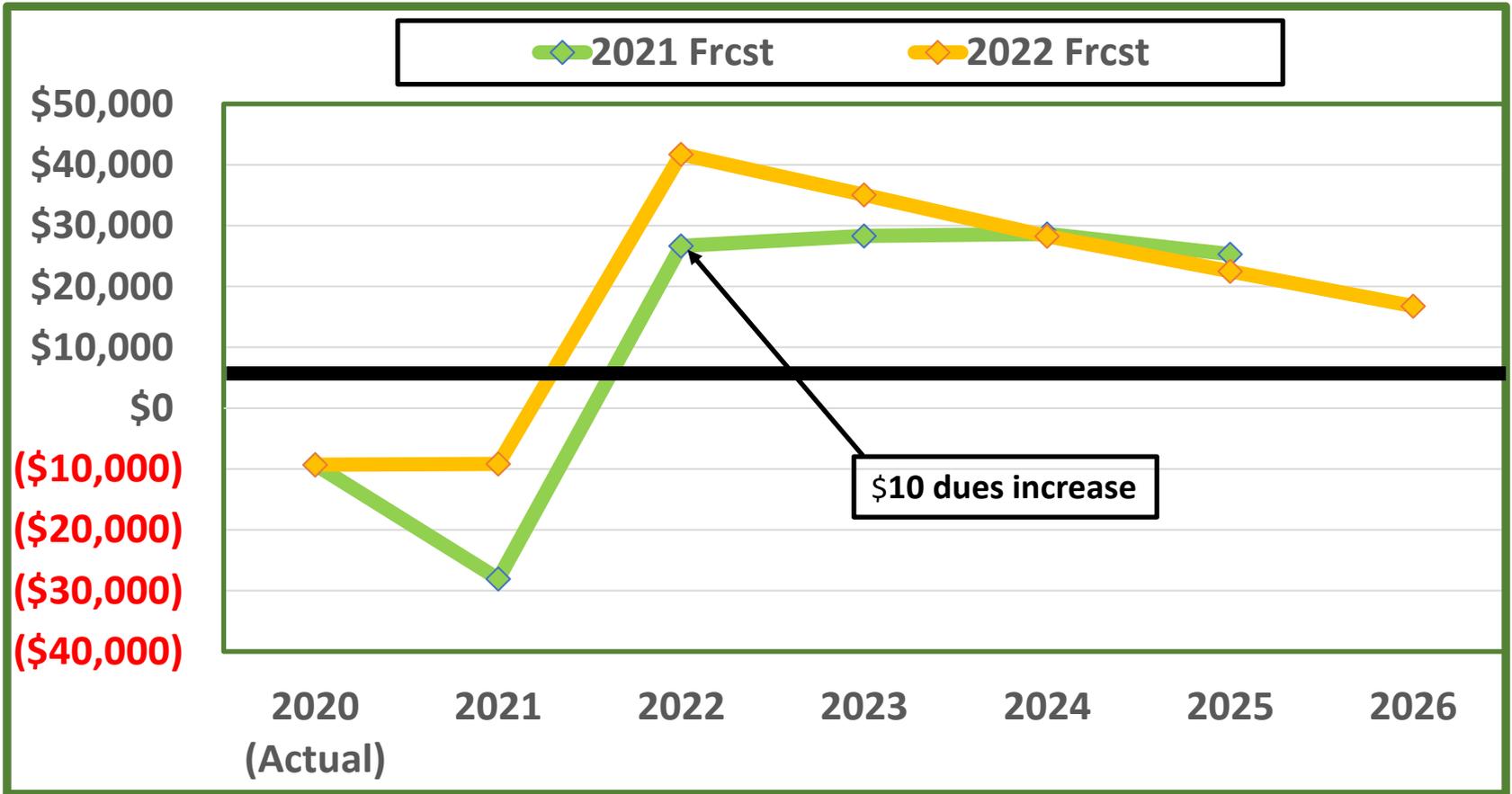


## 2021 vs. 2020

	2021	2020	Change	
<b>Operating Revenue</b>	\$160,500	\$148,800	\$11,700	<ul style="list-style-type: none"> <li>• Membership \$14,800</li> </ul>
<b>Operating Expense</b>	(116,400)	(110,500)	(5,900)	<ul style="list-style-type: none"> <li>• Administrative expense \$3,800</li> <li>• Insurance \$2,900</li> <li>• AGM &amp; IJF \$(14,000)</li> </ul>
<b>Jaguar Journal Revenue</b>	73,500	82,100	(8,600)	<ul style="list-style-type: none"> <li>• 2020 JLR payment \$(7,300)</li> </ul>
<b>Jaguar Journal Expense</b>	(126,800)	(133,200)	6,400	<ul style="list-style-type: none"> <li>• Editorial &amp; Layout \$3,600</li> <li>• Prod'n &amp; Dist'n \$2,800</li> </ul>
<b>JCNA Surplus/(Deficit)</b>	\$(9,200)	\$(12,800)	\$3,600	

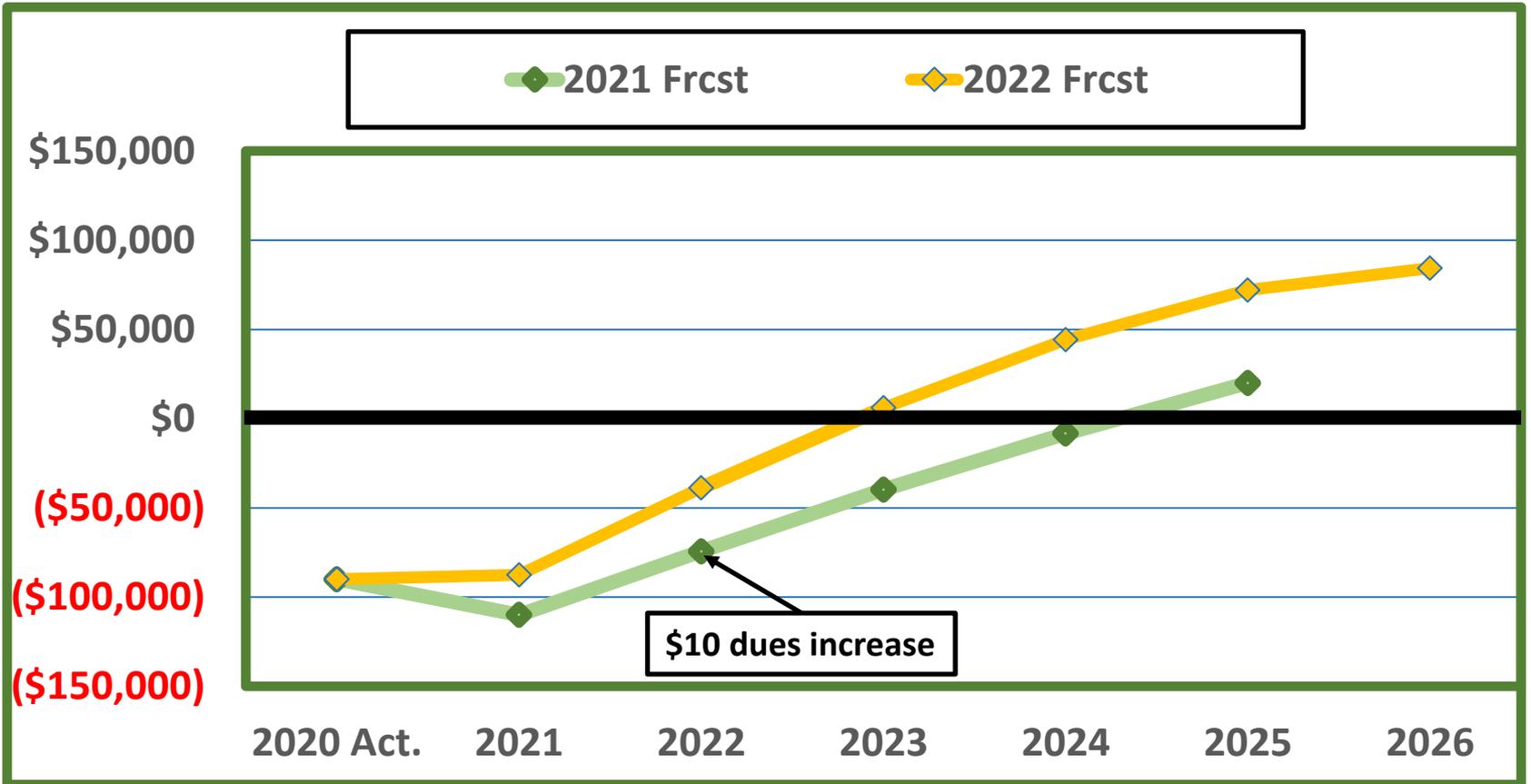


# Consolidated Income Forecast





# Cash + Reserves vs. Target





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- ✓ Year-end reserve account balances  $\geq$  one year's consolidated expenses by 12/31/2023.
  - ✓ Achieved with Year – End 2021 Membership Levels.