



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
 - \$3,500 better than 2020
 - \$19,000 better than forecast
- Major positive impact as a result of increased membership.
- Reserve balances “flat” vs. forecast \$(20,000) deterioration.
- 2022 Forecast \$42,000 better than 2021 Actual.
- Inflation has cumulative \$(33,000) impact on 2022 – 26 forecast.
- Reserves forecast at Target in 2024; 12 months sooner.



2021 Variance vs. 2021 Forecast

	Actual	Forecast	Variance	
Operating Revenue	\$160,800	\$154,600	\$6,200	<ul style="list-style-type: none"> • 300+ Additional Members
Operating Expense	(116,800)	(124,000)	7,300	<ul style="list-style-type: none"> • Operating Expenses \$2,500 • Insurance \$4,600 • Trophies \$6,000 • AGM & IJF \$(5,700)
Jaguar Journal Revenue	73,500	71,600	\$1,900	<ul style="list-style-type: none"> • Net Advertising Sales \$4,500 • Newsstand & Misc. Inc (3,000)
Jaguar Journal Expense	(126,800)	(127,300)	\$500	
JCNA Surplus/(Deficit)	\$(9,300)	\$(28,100)	\$18,800	

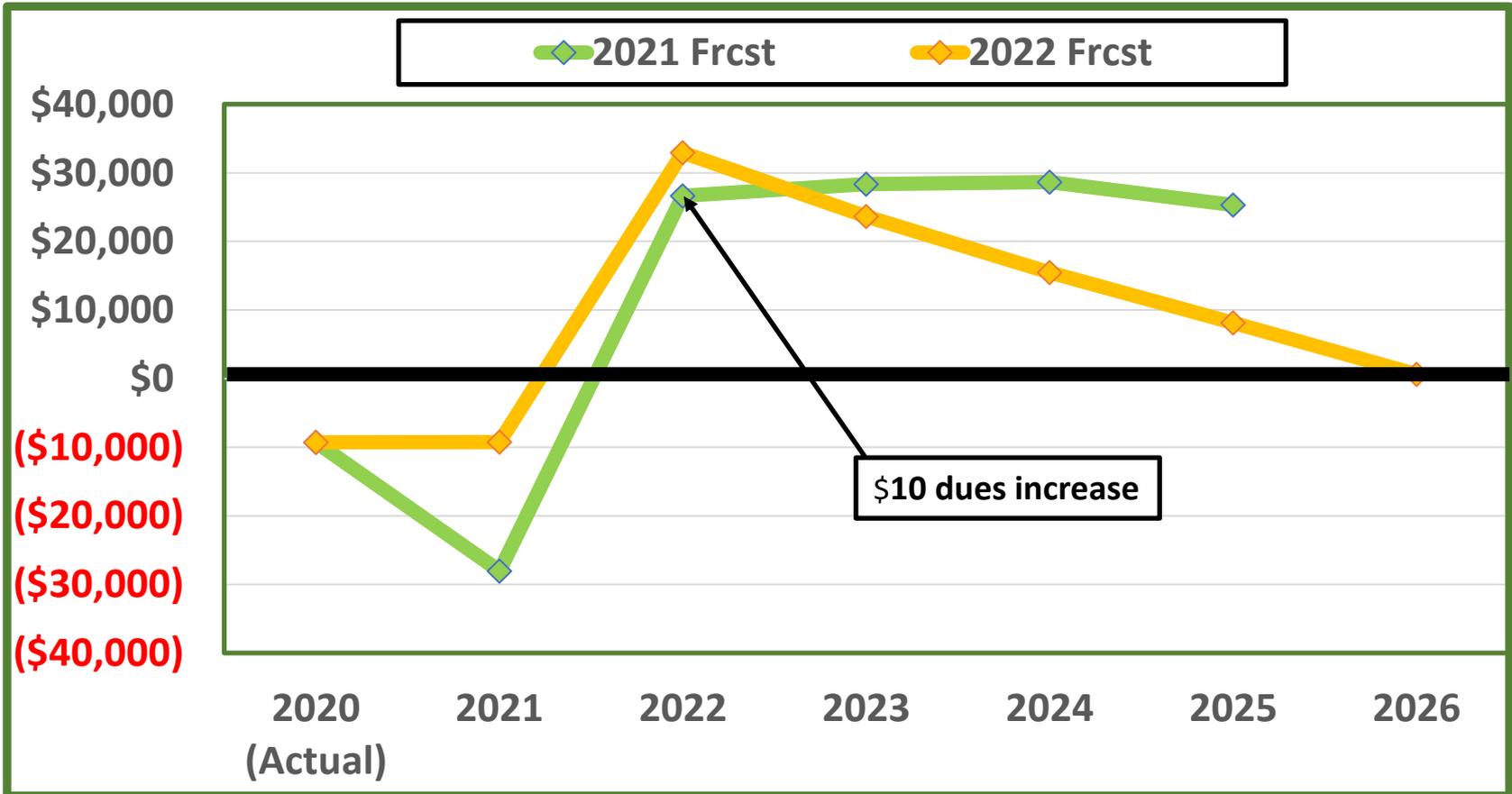


2021 vs. 2020

	2021	2020	Change	
Operating Revenue	\$160,800	\$148,800	\$12,000	• Membership \$14,800
Operating Expense	(116,800)	(110,500)	(6,300)	• Administrative expense \$3,800 • Insurance \$2,900 • AGM & IJF \$(14,000)
Jaguar Journal Revenue	73,500	82,100	(8,600)	• 2020 JLR payment \$(7,300)
Jaguar Journal Expense	(126,800)	(133,200)	6,400	• Editorial & Layout \$3,600 • Prod'n & Dist'n \$2,800
JCNA Surplus/(Deficit)	\$(9,300)	\$(12,800)	\$3,500	

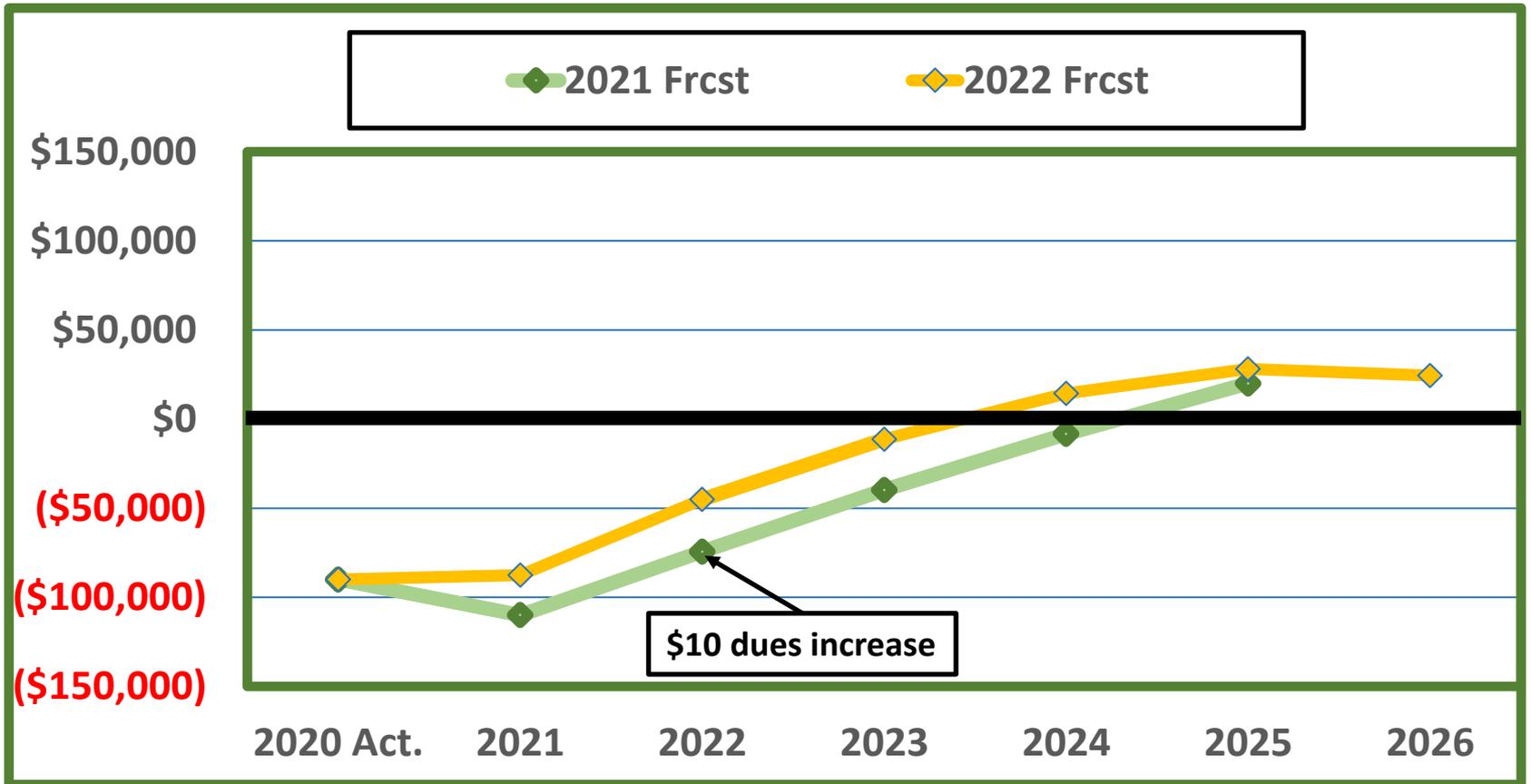


Consolidated Income Forecast





Cash + Reserves vs. Target





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Projected during 2024.