



JCNA Financial Action Plan

Annual General Meeting

March 11, 2023



Strategic Imperative (2019)

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

- 2022 “Bottom Line”
 - First surplus since 2017.
 - \$14,400 better than 2021.
 - \$(27,700) worse than forecast.
- Cleaned up balance sheet.
- Improved cash collections.
- Reserve balances increased \$18,000.
- Continuing inflation cost increases forecast.



2022 vs. 2021

	2022	2021	Change	
Operating Revenue	\$202,500	\$159,300	\$43,200	<ul style="list-style-type: none"> • Membership \$43,800
Operating Expense	(133,200)	(115,100)	(19,100)	<ul style="list-style-type: none"> • Mgt. Services \$(9,000) • AGM, Board & IJF \$4,100 • NA Awards/trophies \$(10,900)
Jaguar Journal Revenue	77,100	73,500	3,600	<ul style="list-style-type: none"> • \$6,900 Net Advertising Sales • \$(4300) write-off
Jaguar Journal Expense	(141,200)	(126,800)	(14,400)	<ul style="list-style-type: none"> • \$(6,200) bulk paper purchase • \$(6,400) mailing costs
JCNA Surplus/(Deficit)	\$5,300	\$(9,100)	\$14,400	

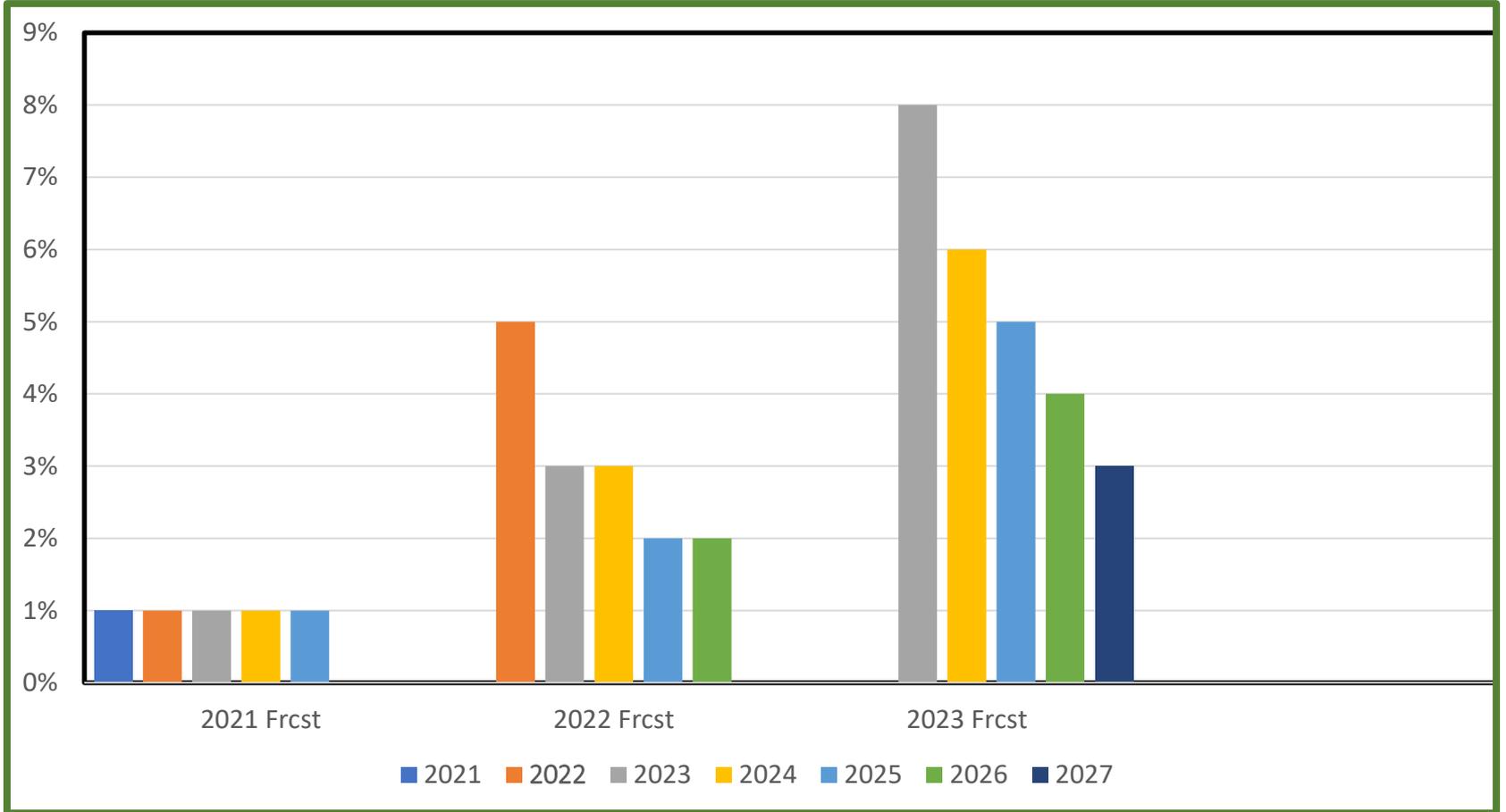


2022 Variance vs. Forecast

	Actual	Forecast	Variance	
Operating Revenue	\$202,500	\$204,100	\$(1,600)	<ul style="list-style-type: none"> • 70 Fewer Members • 41 New Members at Large
Operating Expense	(133,200)	(120,000)	\$(13,200)	<ul style="list-style-type: none"> • Mgt. Services \$(9,000) • AGM, Board & IJF \$(8,100) • NA Awards/Trophies \$(7,000)
Jaguar Journal Revenue	77,200	74,900	\$2,200	<ul style="list-style-type: none"> • Net Advertising Sales \$6,400 • Write off \$(4,300)
Jaguar Journal Expense	(141,100)	(123,500)	\$(17,600)	<ul style="list-style-type: none"> • Print Production \$(10,400) • Bulk Paper Purchase \$(6,200) • Mailing \$(4,200)
Contingency	\$0	\$(2,500)	\$2,500	
JCNA Surplus/(Deficit)	\$5,300	\$33,000	\$(27,700)	



Forecast Inflation Assumptions





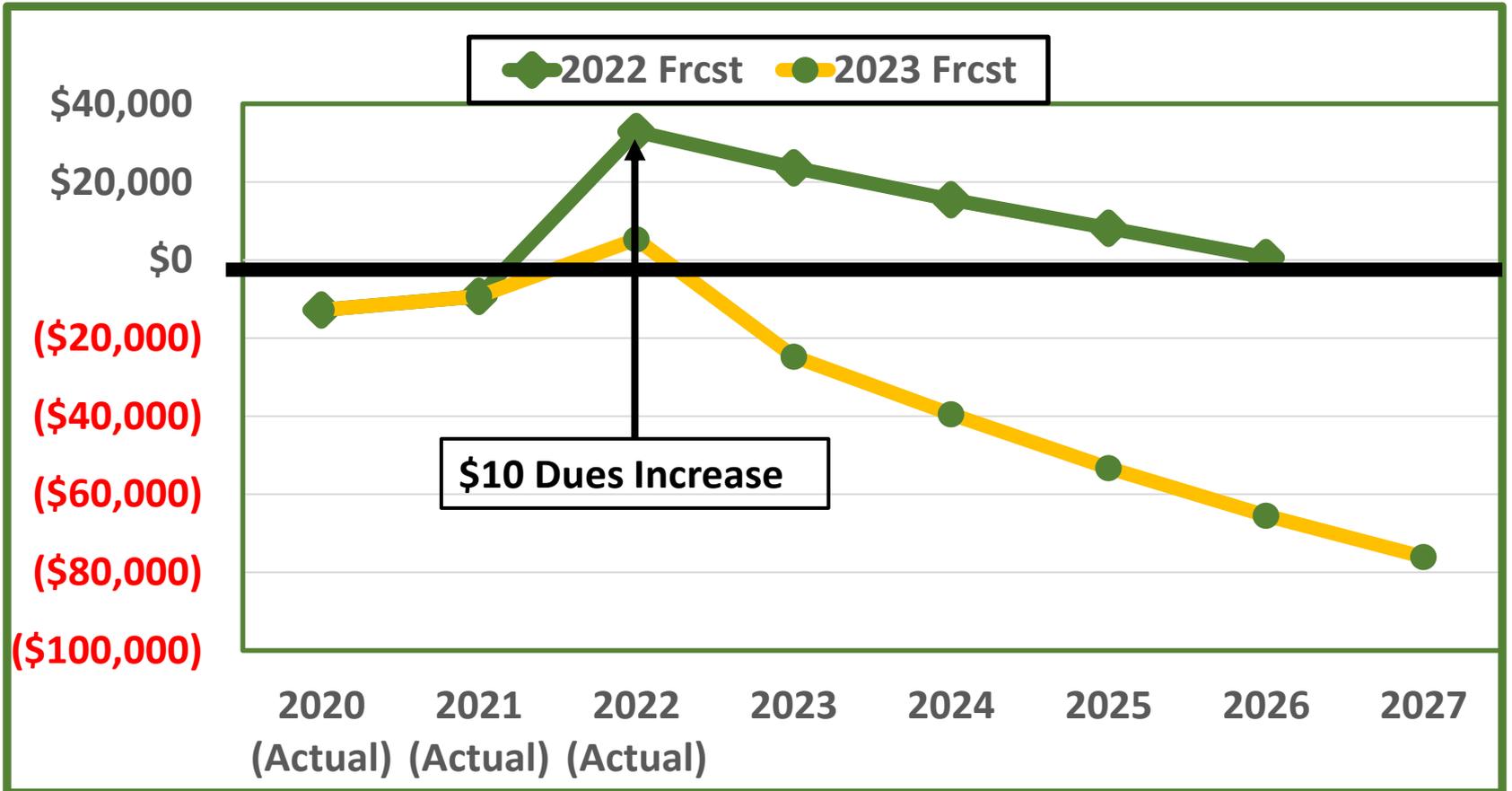
Forecast Major Cost Increases

- Jaguar Journal - \$22,000 (2023)
 - Design & Layout
 - Printing
 - Flysheet & Polybagging
 - Mailing Services
- Management Services - \$9,000 (2022)

Higher inflation and major cost increases drove reserve requirement \$50,000 higher than 2022 projection.

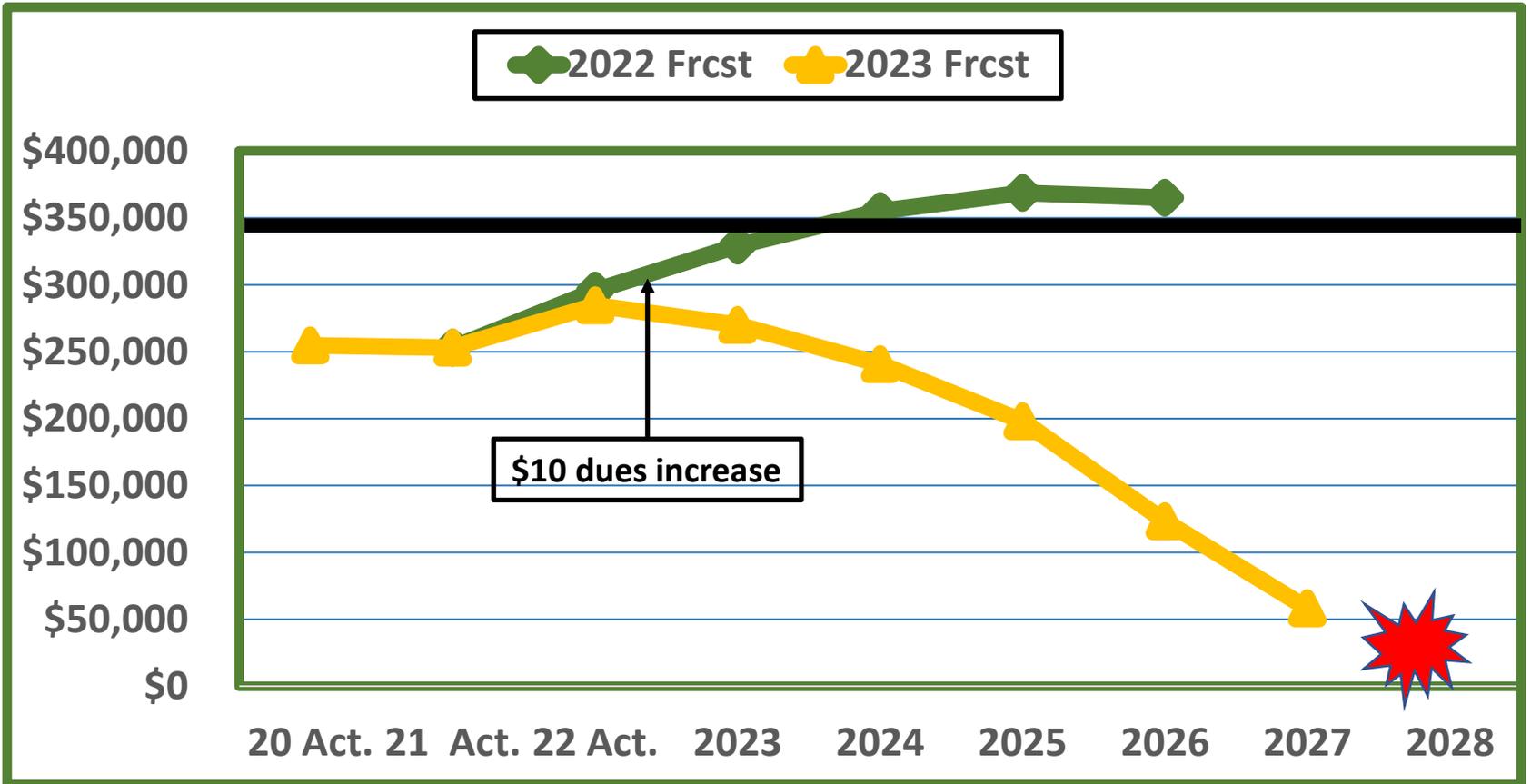


Consolidated Income Forecast





Cash + Reserves vs. Target



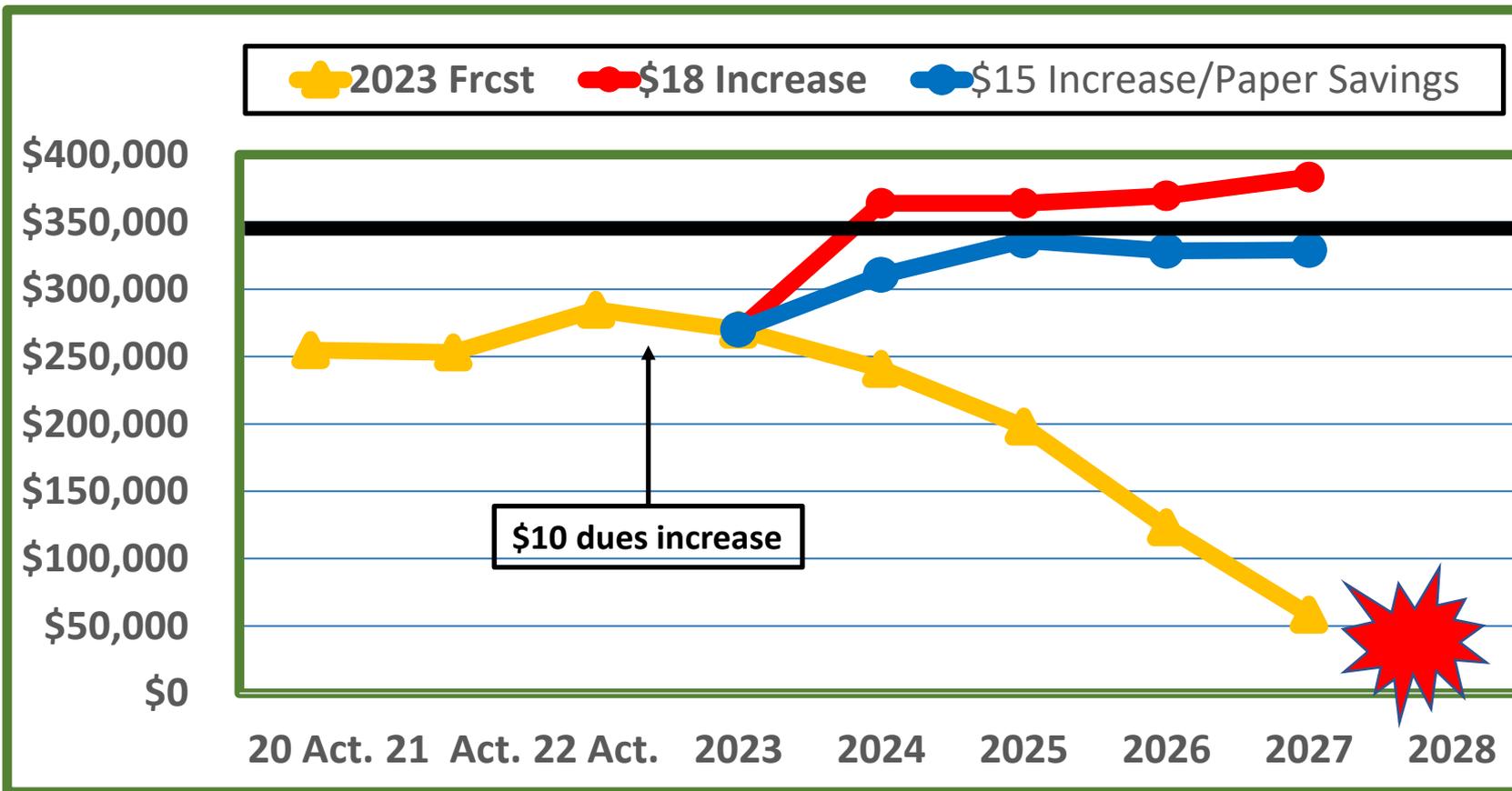


Turnaround Options

- Reverse membership slide!
- Increase Jaguar Journal Advertising Sales.
- Increase dues –Two options, similar impact:
 - ~\$18 per member.
 - Lower cost Jaguar Journal paper & \$15 per member.
 - 70 lb. vs. 80 lb. standard - \$0.30/copy lower cost.
 - Saves ~ \$9000/year – all print.



Cash + Reserves vs. Target





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