BIZ|EQUITY®

VOLUME 1

UNICORN REPORT

The BizEquity

Estimated Valuation of WeWork/The We Company

***By Scott Gabehart** (MIM,CBA,CVA,BCA,CBVS)*
Chief Valuation Officer, BizEquity

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Much has been written in 2019 about the multi-billion-dollar company originally known as WeWork as well as other so-called Unicorns. We at BizEquity have decided to publish a series of "Unicorn" valuation reports based on our proprietary and patented valuation engine and public data where available. BizEquity has become the largest online business valuation engine based upon the number of valuations performed. We believe that the practical principles of business valuation should be applied to private companies from Main Street to Menlo Park. This is the first in a series of new reports we will be publishing beginning with WeWork. We have been analyzing WeWork's public financial filings and our valuation conclusions while in line with Softbank's recently published valuation conclusions are even lower. Here is the summation of our analysis along with an estimated valuation report created in real-time off of our engine based upon publicly available data.

WeWork was founded in 2010. The company changed its name in January of 2019 to "The We Company" and filed – and then withdrew – its initial registration (S-1) for security offerings in September.

Although typically referred to as a "commercial real estate company," its unique array of operating attributes tends to muddy the waters from a classification and valuation perspective which may have been beneficial in their venture rounds to ensure a "fuller" or higher valuation.

A few of the current industry descriptors that would apply based upon SIC industry classifications include:

- Architectural design and construction
- Real estate development
- Lessor and sublessor of real estate
- Information technology
- Business services

At its core, the firm designs, constructs or procures real property in order to provide shared workspaces for technology startups and miscellaneous related services to businesses of all types.

Its footprint is immense already based on a variety of different sources:

- 5,000 employees
- 528 locations
- 527,000 memberships (nearly 40% of Global Fortune 500)
- 120 cities
- 39 nations

Valued at more than $47 billion in January of 2019, its financials have been under tremendous scrutiny after the company confidentially filed to go public last December amid great interest by high-tech investors like SoftBank with their plans to transform the $2 billion loss in 2018 into sustainable profits. With additional "brands" such as WeGrow, WeLive, Meetup, Conductor and the Flatiron School, there were myriad potential directions to pursue in the future.

There is trouble in paradise, however, as ***Business Insider*** reports that the company is now closing its school WeGrow as its new CEOs are re-focusing the company by shedding unprofitable businesses like SpaceIQ, Teem and Meetup, reducing headcount by up to 25% and selling the company jet once used by founder and former CEO Adam Neumann at a price of $60 million.

WeWork's troubling cash position forced the board to agree to fork over control of the company to SoftBank, their largest investor. As a result of the deal that was signed on October 22, Adam Nuemann has been completely removed (with a nice $1.7B parachute) and SoftBank now owns and controls 80% of the company.

A dark picture was painted by David Trainer at **Seeking Alpha** https://seekingalpha.com/article/4289610-we-work-one-worst-ipos-2019 who wrote that:

> ***"WeWork has copied an old business model, slapped some tech lingo on it and suckered venture capital investors into valuing the firm at more than 10 times its nearest competitor. The company also burns tons of cash, carries huge risk factors in a recession, and sports some of the worst corporate governance practices we've ever seen."***

He further cites a lack of current profitability and no signs of a sustainable economic model, with the latter being the ultimate key to value creation. With around $2.4 billion in cash as of June 2019 and nearly $25 billion in liabilities (including many billions of off-balance sheet liabilities in the form of future lease payments), the liquidity and solvency positions are under great duress at present.

On the bright side, WeWork's parent company prospectus noted that it had doubled revenue in each of the past two years. The company's annual run-rate for revenue on June 30 was $3.3 billion, an 86% year-over-year increase.

WeWork also believes it has a $945 billion revenue opportunity in the cities it currently operates in and a growing proportion of its membership is larger companies. There is a $4 billion revenue backlog and an ability to expand relationships with existing members.

So, what is The We Company worth today? An article by Gary Alexander at **Seeking Alpha** in September https://seekingalpha.com/article/4291765-first-look-weworks-ipo posits that the firm's valuation first fell to around $20 billion with the current valuation likely to generate an IPO worth between $10 billion and $15 billion. SoftBank's latest offer values WeWork at less than $10 billion, according to various sources. Multiple reports surfacing on October 22 suggest that SoftBank and WeWork have reached a deal valued at as little as $7.5

billion, a fraction of the $47 billion it assigned to it in January in a previous fundraising round.

Bizequity sought to estimate the current fair market value using its proprietary business valuation alrogorithm based on traditional valuation methods from the income, market and cost approaches to private firm valuation based upon the public financial data that has been filed via S-1 documentation. An objective review of the company would quickly lead to two substantial and negative findings with respect to valuation:

1) The firm lost close to $2 billion in 2018

2) The firm is carrying liabilities totaling nearly $25 billion with only $2.4 billion in cash

In 2016, the Financial Accounting Standards Board (FASB) issued an accounting rule change (ASC 842) stating that right-of-use assets and lease liabilities for leases of more than 12 months need to be recognized on the lessee's balance sheet—or in other words, WeWork's primary source of "raw materials" in the form of leases needs to be accounted for as on-balance sheet liabilities.

As a result of the new accounting rules, WeWork's liabilities (in the form of long-term lease obligations) increased over 600% from 2018, from less than $3 billion to nearly $18 billion as of June 30, 2019. This change was implemented on WeWork's 2019 figures but not 2017 or 2018. The company noted under the risk section in their publicly available S-1 that "the adoption of ASC 842 had a material impact on our consolidated balance sheet," with "lease right-of-use assets, net totaling approximately $15 billion and lease obligations totaling approximately $18 billion included on our interim condensed consolidated balance sheet" as of June this year.

We believe that the firm's long-term lease commitments play a pivotal role in any estimate of fair-market value. The prospectus disclosed $47 billion in total lease liabilities, making WeWork's lease commitments among the world's largest (third highest according to Bloomberg based on future minimum operating lease obligations). Until recently, so-called operating leases didn't have to be included on corporate balance sheets but were addressed in the footnotes to the financial statements, where they languished unread by most people.

The accounting rules have now caught up, and companies are now having to start adding the liabilities and a corresponding asset (reflecting the right to use the property) to their balance sheets. The new rules still permit leases shorter than one year to remain off the balance sheet. For WeWork and purported rival IWG Plc, this may become a major point of negotiation as they seek to take advantage of an accounting loophole.

Lately, both companies have talked up the potential boost to demand for short-term leases triggered by the change. IWG's annual report notes that the new accounting standard is "already driving significant increases in demand for our services from enterprises."

With WeWork needing to raise around $5 billion to keep the firm afloat for the foreseeable future and loan covenants restricting total debt levels, it is not surprising to see the deal with SoftBank moving towards closing.

In generating the Bizequity estimate of value, a decision was made to remove the $15.1 billion asset in the form of "lease right of use assets" and the $17.9 billion in "long term lease obligations" due to their operating nature and reflection in expected future operating results. This change simply maintains the accounting under the "old rules" and provides a cleaner picture of the interest-bearing debt component on the balance sheet. Given that WeWork owns some of the real estate that it is leasing, the Bizequity estimates included real estate that was valued at around $4,000,000,000 (removed $2,000,000,000 in cost) and an imputed rent expense based on the $4 billion value was estimated and applied to adjusted earnings.

Our estimate is equity value of **$4,360,000,000** or $8,360,000,000 including real estate. The full array of estimates include the following:

Asset Sale Value	$7,242,000,000 $11,242,000,000 (including real estate)
Equity Value	$4,360,000,000 $8,360,000,000 (including real estate)
Enterprise Value	$6,009,000,000 $10,009,000,000 (including real estate)
Liquidation Value	($1,217,000,000) $2,783,000,000 (including real estate)

Please Note:

The Valuation Estimates provided by the BizEquity Report and "Unicorn Research Note" is based upon publicly available data that WeWork has filed which was entered into our proprietary and patented valuation algorithm available at www.BizEquity.com. This estimate was prepared prior to published news about SoftBank surrounding their $7.5 billion offer to acquire control of WeWork.

About BizEquity:

It's our mission to help every business owner in the world know what they are worth. ***"What's your business worth?™"*** is the most important question they can ever answer. Before BizEquity, only 2% of businesses knew their value.

We have created the first patented online service to help the over 200 million global businesses around the world know what they are worth.

Business Valuation knowledge drives every major financial decision a business owner can make. BizEquity distributes its software through the financial advisors, bankers and accountants that serve the business owner. By subscribing to the cloud-based platform, you are able to deliver your client's business valuation knowledge and insights in real-time.

BIZ EQUITY

Business Valuation Report

October 21, 2019

The We Company (dba WeWork)

Contents

About Your Valuation Report

This dynamically driven and customized report was generated to provide the business owner, and entrepreneur or his or her advisor with **general estimates of fair market value and liquidation value under relevant transaction conditions** assumed for the profiled business at a fair price and in real-time. The results presented will provide the reader with estimates which reflect both the “sale of assets” and “the sale of equity” (on a going concern basis) as well as estimates which reflect the “liquidation value” and the so-called “enterprise value” of the subject company. For more specific information about business valuation, please see our About Business Valuation pages.

In analyzing your business, we have generated four distinct and useful estimates of value in addition to as many as 30 performance related metrics:

Asset Value	Equity Value	Enterprise Value	Liquidation Value

Key Performance Indicators

The metrics known as Key Performance Indicators (KPIs) were calculated based on the analysis of company-specific data which you input to various industry-specific averages linked to millions of other businesses. These KPIs are useful measures of the overall financial and operational health and growth of your business and they should be checked regularly in order to identify meaningful trends or “red flags” which require corrective action. These same measures are commonly utilized by business coaches, financial professionals and potential business acquirers in a variety of real world settings.

Throughout this valuation, the following color system is used to denote business performance:

Outperforming Industry

Meeting Industry Average

Underperforming in Industry

About Business Valuation

In understanding and interpreting the "value" of a business, it is important to recognize that there are many different "types" and "levels" of value. The most common scenario involves the estimation of "fair market value on a going concern basis" for the entire company, e.g. a 100% interest in the subject equity or assets/enterprise.

Fair Market Value

(International Glossary of Business Valuation Terms)

The price, expressed in terms of cash equivalents, at which property would change hands between a hypothetical willing and able buyer and a hypothetical willing and able seller, acting at arms length in an open and unrestricted market, when neither is under compulsion to buy or sell and when both have reasonable knowledge of the relevant facts.

Going Concern

An ongoing operating business enterprise.

Liquidation Value

The net amount that would be realized if the business is terminated and the assets are sold piecemeal. Liquidation can be either "orderly" or "forced."

When valuing the entire company (100% control interest), it is necessary to distinguish between the value of "assets" (asset deal) and the value of "equity" (stock deal). In practice, owner-operated businesses are either sold on an "asset sale basis" or on an "equity sale basis" with the purchase agreement reflecting the unique aspects of each scenario.

A variety of factors will determine the chosen mode of sale, with buyer and seller negotiating price and an array of other "terms and conditions" including the type of sale.

The majority of small private firms are sold as asset sales while the majority of middle-market transactions involve the sale of equity.

The "asset sale" value will always differ from the "stock sale" value due to the specific group of assets and liabilities that are included or excluded in each format.

In determining which estimations of value are of most relevance to the business owner, the reason behind the valuation will typically address this question. Business brokers hired to assist buyers and owners most commonly value businesses under the "asset sale" scenario through multiples of discretionary earnings while valuations for divorce or estate taxes will be based primarily on the "equity sale" scenario.

About Business Valuation *(continued)*

The general differences between the asset and equity transaction structure are:

Asset Sale (Asset Value)

Includes ONLY inventory/supplies, fixed assets and all intangible assets. Excludes all liquid financial assets and all liabilities. Buyer operates from newly formed legal entity.

Equity Sale (Equity Value)

Includes the assets listed above PLUS liquid financial assets LESS all liabilities (ST/LT). Involves the full transfer of the legal entity including all account balances and current tax attributes.

Naturally, the “value” associated with these two distinct transactions can be substantially different. In practical terms:

Asset Sale

The seller keeps the cash and receivables but delivers the business free and clear of all debt.

Equity Sale

The buyer is acquiring ALL of the assets and liabilities, on and off the balance sheet.

In the “real world”, there are many variations on these basic structures, e.g. an asset sale might include accounts receivable or an equity sale might exclude long term debt, etc. The values provided in this report are stated in terms of the baseline case as defined above. They are both “fair market value on a going concern basis” estimates, but one reflects the asset sale and one reflects the equity sale.

Enterprise Value

In middle-market transactions, it is also helpful to distinguish between “equity value” and “enterprise value”. Enterprise value is a reflection of the firm’s value as a functioning entity and it is helpful in that it facilitates the comparison of companies with varying levels of debt.

Which Business Value Conclusion is Most Important?

The answer to this question depends chiefly upon the purpose for the valuation engagement. If you are negotiating the sale/purchase of a business via an asset sale, then it is the asset value which is most relevant. If you are filing an estate/gift tax return, it is the equity value which is most important. When evaluating middle-market companies for M&A purposes, both equity and enterprise value will be useful. If your business is rapidly deteriorating and you are contemplating a reorganization, then liquidation value may be of most relevance.

BizEquity Methodology

While this valuation was generated considering as many company-, industry- and location-specific details as available, the value presented in this report is an automated estimation of the Fair Market Value of the business and its assets and liabilities. Some events and circumstances that might impact the overall valuation of a specific business may not be taken into account for the purpose of this report.

Valuation methods from the income, market and asset approach have been utilized to reach the valuation results for the subject company. The opinion of value given in this report is based on information provided by the user and other sources. This information you input is assumed to be accurate and complete. However, BizEquity has not audited or attempted to confirm this information for accuracy or completeness. It's important to note that the estimates presented herein are not "final numbers". Instead, we are providing general estimates. As a result, the overall valuation should be considered a frame of reference and not an official appraisal.

Essentially, our focus is to try to provide a proprietary but real world oriented valuation approach for small, midsize and emerging businesses. In doing so, we include methods from the following valuation approaches utilized by professional business appraisers today:

Market Approach
This involves analyzing the recent sales of comparable businesses. In a way, this is similar to how residential real estate is valued, i.e., the firm is valued by way of "market comps".

Income Approach
The income approach methods seek to transform measures of profits or cash flow into estimates of value by way of multiples, capitalization rates and discount rates.

Rules-of-Thumb
These are simple but often powerful valuation methods that are utilized by market participants on a regular basis. Some business types are bought and sold almost exclusively by way of these "industry-specific" rules of thumb

Your Valuation

The We Company (dba WeWork)

Industry: 53112 - Lessors of Nonresidential Buildings (except Miniwarehouses)

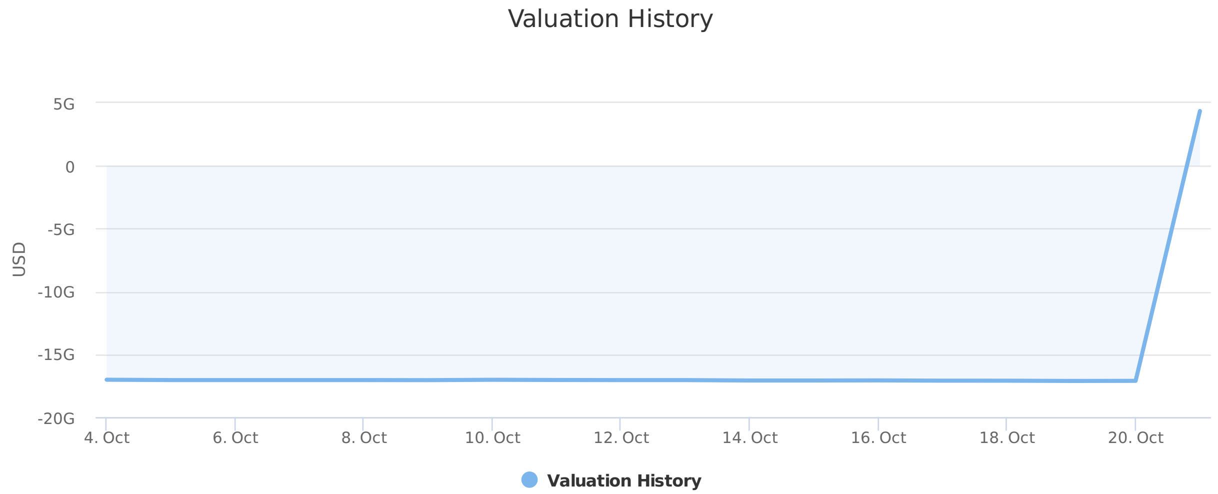
Equity Value *(Latest Valuation)*

$4,359,840,18

Including real estate $8,359,840,180

This fair market value conclusion is the value of the company available to its owners or shareholders and incorporates all of the assets included in the "asset value" plus the firm's liquid financial assets (cash, A/R, deposits, etc.) and minus its liabilities (ST and LT).

Valuation History



Asset Sale Value

$7,242,393,279

Including real estate $11,242,393,279

This common transaction-oriented fair market value conclusion includes the firm's inventory, furniture, fixtures and equipment and all intangible assets ranging from customer base to goodwill.

Enterprise Value

$6,008,840,180

This fair market value estimate is equal to the "total value of the firm" or the value of the firm's equity plus its long term debt, e.g. it reflects the value of the entire capital structure (equityholders and debtholders) or "enterprise".

Liquidation Value

-$1,217,450,00

The liquidation value conclusion is based on the key assumption of insolvency and the immediate sale of all assets (on or off the balance sheet) at or near "fire sale" level coupled with the nearly simultaneous retirement of all liabilities. This figure does not include accounts receivable.

Financial Summary

The We Company (dba WeWork)

2019

Income

Revenue
$3,071,000,000

Pretax Income
-$1,810,000,000

Officer Compensation
$0

Interest Expense
$940,000,000

Non-Cash Expenses
$512,000,000

One-Time Expenses
$740,000,000

One-Time Revenues
N/A

Assets

Cash
$2,473,000,000

Accounts Receivable
N/A

Inventory
N/A

Other Current Assets
$1,341,000,000

Fixed Assets
$4,729,000,000

Intangible Assets
$1,232,000,000

Liabilities

Accounts Payable
N/A

Other Short-Term Liabilities
$2,604,000,000

Bank Loans
N/A

Other Long-Term Liabilities
$4,122,000,000

Contingent Liabilities
N/A

Financial Summary (Yearly)

The We Company (dba WeWork)

		2019	2018	2017
Income	Revenue	$3,071,000,00	$1,822,000,00	$886,000,000
	Pretax Income	-$1,810,000,0(	-$1,928,000,0(	-$939,000,000
	Officer Compensation	$0	N/A	N/A
	Interest Expense	$940,000,000	$237,000,000	$7,000,000
	Non-Cash Expenses	$512,000,000	$314,000,000	$163,000,000
	One-Time Expenses	$740,000,000	$477,000,000	$110,000,000
	One-Time Revenues	N/A	N/A	N/A
Assets	Cash	$2,473,000,00	N/A	N/A
	Accounts Receivable	N/A	N/A	N/A
	Inventory	N/A	N/A	N/A
	Other Current Assets	$1,341,000,00	N/A	N/A
	Fixed Assets	$4,729,000,00	N/A	N/A
	Intangible Assets	$1,232,000,00	N/A	N/A
Liabilities	Accounts Payable	N/A	N/A	N/A
	Other Short-Term Liabilities	$2,604,000,00	N/A	N/A
	Bank Loans	N/A	N/A	N/A
	Other Long-Term Liabilities	$4,122,000,00	N/A	N/A
	Contingent Liabilities	N/A	N/A	N/A

KPI Overview

In order to better understand your company's operations, we have calculated a variety of Key Performance Indicators (KPIs) for your review and comparison to industry benchmarks. In terms of valuation outcomes for your firm, key factors include size, profitability and growth.

The next three pages provide an Overview of KPIs; the subsequent group of pages go into further detail about individual Indicators.

Cash Flow-to-Revenue	**8%**
Cash-to-Revenue	**81%**
Receivables (Conversion)	**N/A**
Inventory-to-Revenue	**N/A**
Fixed Assets-to-Revenue	**154%**
Total Debt-to-Revenue	**219%**

This chart shows your financial metrics compared to your Revenues.
Please provide three years of Revenue, Accounts Receivables, or Inventory information to view.

This chart shows you Pre-tax Income in comparison to some key financial items.

Receivables-to-Income (Pre-Tax)	**N/A**
Inventory-to-Income (Pre-Tax)	**N/A**
Fixed Assets-to-Income (Pre-Tax)	**-261%**
Total Debt-to-Income (Pre-Tax)	**-372%**

This chart is not available

This chart shows your financial metrics compared to Pretax Income.
Please provide three years of Pretax Income, Accounts Receivables, Inventory, Fixed Assets or Total Debt information to view.

With this chart, you can get an indication of the growth trends of the important drivers of the valuation of your business.

Growth Trends of Drivers of Valuation

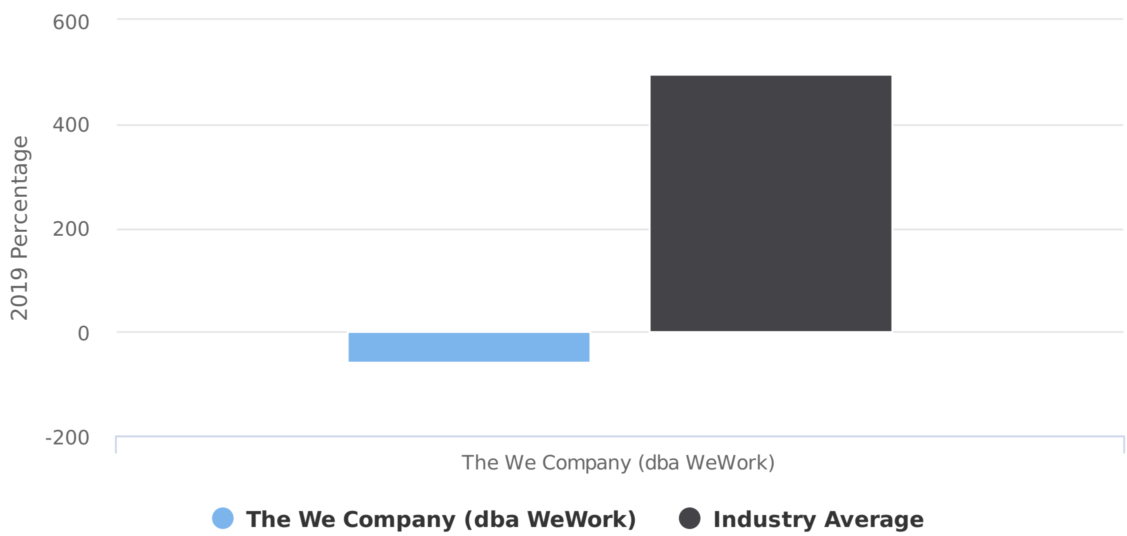
This chart is not available

This chart gives an indication of growth trends of the important drivers of the valuation.
Please provide three years of Pretax Income, Revenue, or Accounts Receivables information to view.

KPIs: Return on Equity (ROE)

The We Company (dba WeWork)

Underperforming in Industry



Return on Equity (ROE) Over Time

Compares profitability to the equity value of a company. Indication of the strength of the business model.

Year	%	Under-Performing	Industry Average	Out-Performing
2019	-59%	●		
2018	N/A			
2017	N/A			

What does it mean?

This is the amount of net income generated as a percentage of shareholder's equity. Return on Equity (ROE) measures a company's profitability by depicting how much profit a company generates with money shareholders have invested.

Why should it matter?

ROE is a universal and very useful measure to compare a company's profitability to that of its peers in the same industry. High growth companies tend to have a high ROE.

Give me an example

If an E-Commerce company has an ROE of 0.48 this means it generated 48 cents in net income for every $1 the shareholder had invested.

KPIs: Receivables (Conversion)

The Receivables Conversion chart is not available.
Additional Revenue and Accounts Receivablesinformation is needed to generate this chart.

Receivables (Conversion) Over Time

Increases over time could signal difficulty in collecting from customers.

Year	Days	Under-Performing	Industry Average	Out-Performing
2019	N/A			
2018	N/A			
2017	N/A			

What does it mean?

The time period shows the number of days it takes a company to collect its accounts receivables.

Why should it matter?

A lower time period indicates that a company relies mainly on cash or is efficient in imparting credit and collecting its debts. On the other hand a higher time period could mean some inefficiency in collecting the account receivables and require a review of the current credit and collections policies of the company. The quicker receivables are collected, the sooner cash is available to meet other business needs (thereby reducing the need to borrow funds).

Give me an example

If a lumber wholesaler has a receivables conversion of 24 days, it means it takes 24 days on average to collect its account receivables. If the firm's credit terms are "net 30 days", this would be considered a positive result.

KPIs: Inventory Turnover

The We Company (dba WeWork)

The Inventory Turnover chart is not available.
Additional Revenue and Inventory information is needed to generate this chart.

Inventory Turnover Over Time

How long it takes to sell inventory on hand.

Year	Ratio	Under-Performing	Industry Average	Out-Performing
2019	N/A			
2018	N/A			
2017	N/A			

What does it mean?

This activity or "turnover" ratio addresses how efficiently goods are sold by calculating how many times a company's inventory is sold and replaced in a given time period.

Why should it matter?

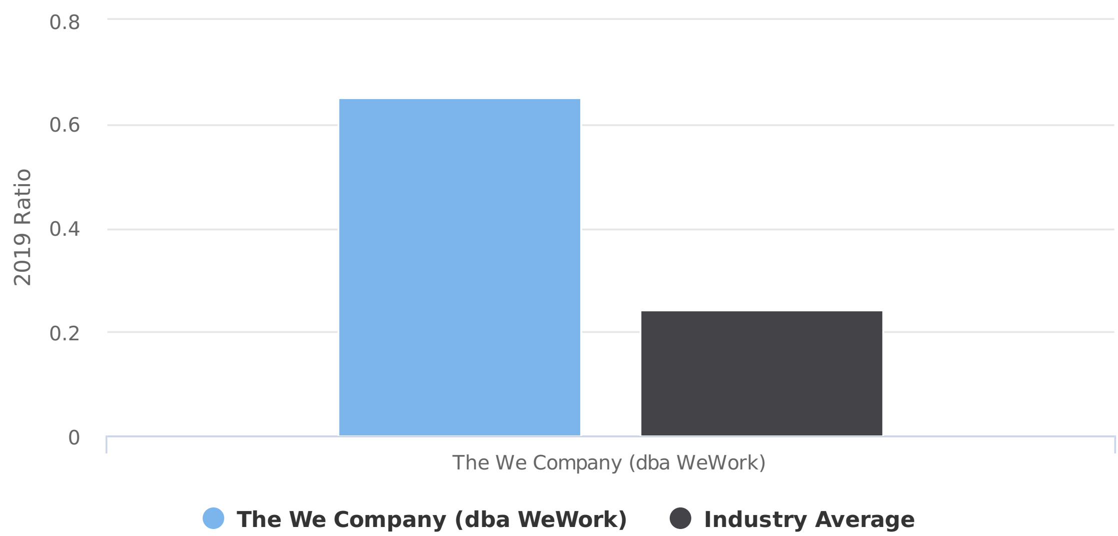
A lower ratio could mean poor sales and excessive inventory, possibly due to pricing policies. A higher ratio may indicate a too narrow selection of product and possibly lost sales. Companies selling perishable goods have a very high inventory turnover. Keeping inventory balances to a minimum will reduce costs but may reduce sales volume.

Give me an example

If a soda manufacturer had an inventory turnover of 5.7, this means it sold all of its average inventory 5.7 times each year.

KPIs: Fixed Assets Turnover

Outperforming Industry



Fixed Assets Turnover Over Time

Shows how productive a company's assets are.

Year	Ratio	Under-Performing	Industry Average	Out-Performing
2019	0.649			●
2018	N/A			
2017	N/A			

What does it mean?

This activity ratio shows the company's ability to generate net sales from their investments in fixed assets.

Why should it matter?

A higher ratio shows productive fixed asset investment. This ratio is more vital and useful to the manufacturing industry.

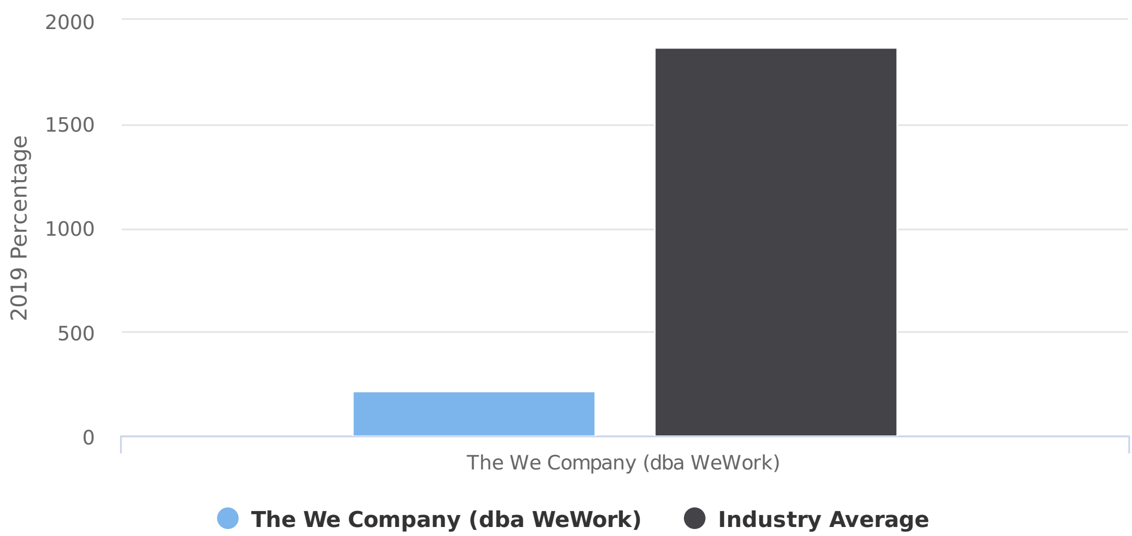
Give me an example

If a manufacturing company had a fixed asset turnover of 3.8, this means the company generated sales worth $3.8 for every $1 of investment in fixed assets

KPIs: Debt-to-Equity

The We Company (dba WeWork)

Outperforming Industry



Debt-to-Equity Over Time

Shows the extent of the debt load, in comparison to a company's equity value.

Year	%	Under-Performing	Industry Average	Out-Performing
2019	221%			●
2018	N/A			
2017	N/A			

What does it mean?

This solvency ratio is a function of the firm's "capital structure" (all assets must be financed by either debt or equity) and provides a measure of the company's financial leverage. It often takes into account the total liabilities of the company while some versions include only long term debt. It indicates the proportion of equity (owner investments and retained profits) and liabilities the company is using to finance its asset base.

Why should it matter?

A higher ratio generally means that the company has been aggressive to finance its growth with debt and the creditors are assuming a higher risk. A lower ratio generally indicates that the company is "safer" (better equipped to withstand an economic downturn) due to lower mandatory principal and interest payments, but it may also suggest an overly cautious ownership. Capital intensive industries tend to have a higher debt to equity ratio than others.

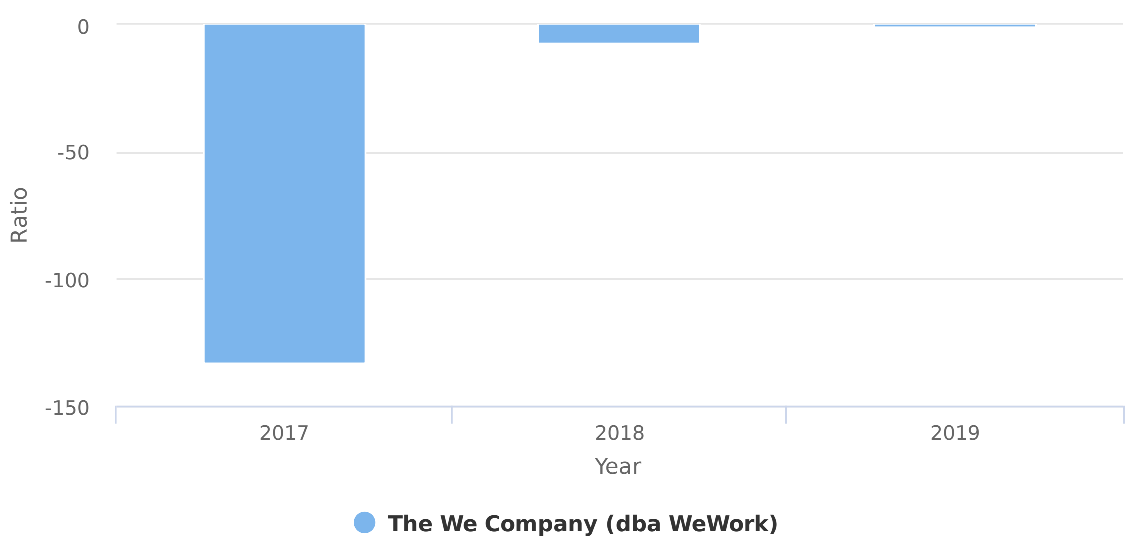
Give me an example

If a machinery manufacturer has a ratio of 2.8. This means that for every $1 owned by the shareholders the company owes $2.8 to its creditors

KPIs: Interest Coverage

The We Company (dba WeWork)

Underperforming in Industry



Interest Coverage Over Time

Shows how much cushion a company has in paying its interest expenses.

Year	Ratio	Under-Performing	Industry Average	Out-Performing
2019	-0.926	●		
2018	-7.135	●		
2017	-133.143	●		

What does it mean?

Also referred to as "times interest earned", this solvency ratio is equal to earnings before interest and taxes (EBIT) divided by interest expense and it is used to determine the ease by which your company can pay interest on outstanding debt obligations.

Why should it matter?

A lower ratio may cast doubt on the company's ability to meet ongoing principal and interest burdens. The higher the ratio, the easier it is for the firm to repay its current debt and take on additional debt if necessary. Bankers, creditors and even investors often calculate and analyze this ratio to gauge the firm's solvency position. Similar to most ratios, averages will differ by industry.

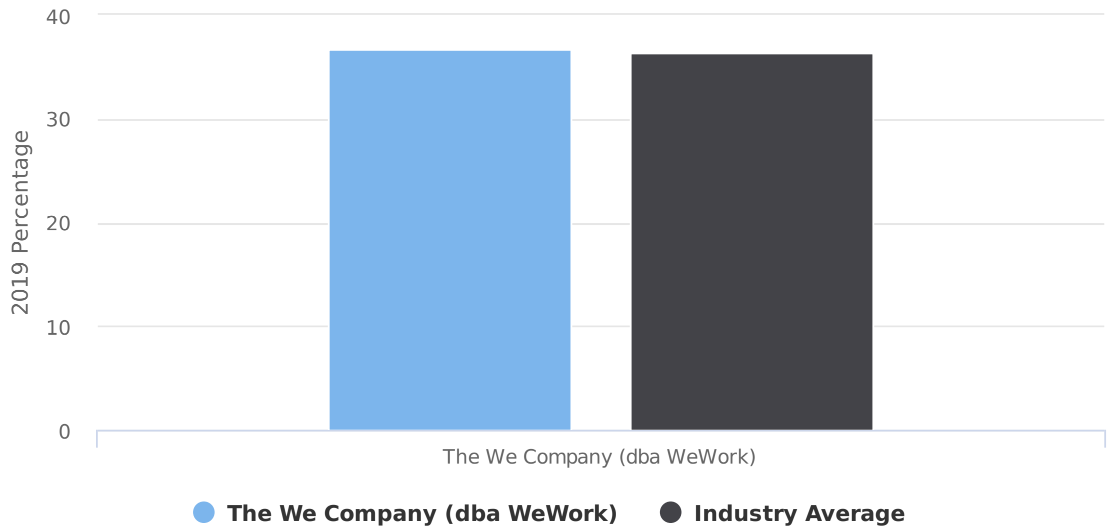
Give me an example

If a software company has an interest coverage ratio over 2 times, this suggests that it has the ability to meet its interest payments two times over and may qualify for additional debt.

KPIs: Cash-to-Debt

The We Company (dba WeWork)

Meeting Industry Average



Cash-to-Debt Over Time

Shows the ability to pay off existing debts.

Year	%	Under-Performing	Industry Average	Out-Performing
2019	37%		●	
2018	N/A			
2017	N/A			

What does it mean?

This solvency ratio compares a company's operating cash balance to its total debt. This ratio provides an indication of the company's ability to cover total debt (ST and LT) with its operating cash holdings.

Why should it matter?

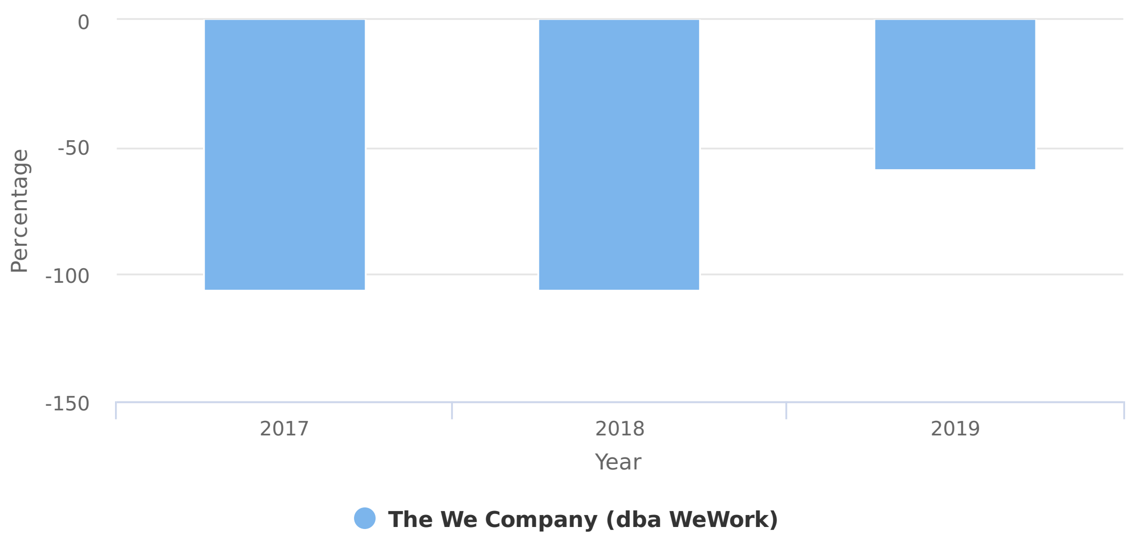
A higher percentage ratio indicates that the company is better equipped to carry and service its total debt. A high ratio may also indicate "excess cash" or "excess net working capital" which could be returned to the shareholders or invested into new equipment or other avenues for expansion. A low ratio could signal future difficulties in servicing debt or even meeting payroll or vendor obligations.

Give me an example

If a furniture store has a ratio of 74% this means that for every $1 of debt, it has 74 cents in liquid holdings which could be used to service this debt.

KPIs: Income-to-Revenue (PreTax)

Underperforming in Industry



Income-to-Revenue Over Time

A rising percentage will often lead to a higher valuation.

Year	%	Under-Performing	Industry Average	Out-Performing
2019	-59%	●		
2018	-106%	●		
2017	-106%	●		

What does it mean?

This "pretax" profitability ratio known as "return on sales" indicates the relative profit margin of the company for each dollar of sales.

Why should it matter?

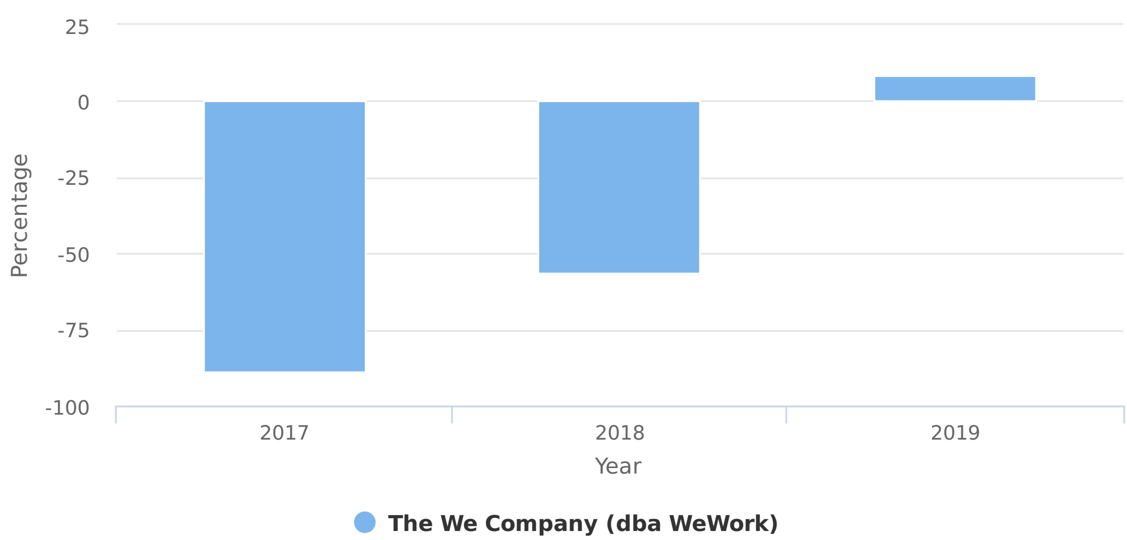
Similar to the return on equity ratio, a higher percentage ratio indicates a higher rate of relative profitability. Unlike the return on equity ratio, this measure is "pretax" in nature and is not affected by the actual tax burden. Higher gross profits and lower operating expenses coupled with higher revenues will bolster this important metric, which can be compared both over time and against the industry peer group.

Give me an example

If a convenience store has a percentage ratio of 17%, this means that for every $1 of revenue it has a pretax income of 17 cents.

KPIs: Cash Flow-to-Revenue

Underperforming in Industry



Cash Flow-to-Revenue Over Time

A rising percentage will often lead to a higher valuation.

Year	%	Under-Performing	Industry Average	Out-Performing
2019	8%	●		
2018	-56%	●		
2017	-89%	●		

What does it mean?

This multi-purpose ratio is an indicator of the firm's ability to convert sales revenue into spendable cash for the ownership. Often times this is a key measure when analyzing a company's ability to grow without the assistance of outside capital.

Why should it matter?

A higher percentage ratio indicates that company is able to turn a higher amount of revenues into cash flow.

Give me an example

If a winery has a percentage ratio of 11%, it means for every $1 of revenue it is generating around 11 cents in discretionary cash flow.

KPIs: Receivables-to-Income (PreTax)

The Receivables to Income chart is not available.
Additional Accounts Receivables and Pretax Income information is needed to generate this chart.

Receivables-to-Income Over Time

Year	Ratio	Under-Performing	Industry Average	Out-Performing
2019	N/A			
2018	N/A			
2017	N/A			

What does it mean?

This measure provides an indication of the amount of credit being granted to the customer base relative to ongoing profits.

Why should it matter?

If the receivables are greater than pretax profit, the importance of establishing and maintaining an effective and efficient credit, billing and collections process is heightened.

Give me an example

A company with $100K in receivables and $100K in pretax profit must collect all receivables to maintain the firm's profit margin.

KPIs: Inventory-to-Income (PreTax)

The We Company (dba WeWork)

The Inventory to Income chart is not available.
Additional Inventory and Pretax Income information is needed to generate this chart.

Inventory-to-Income Over Time

Year	Ratio	Under-Performing	Industry Average	Out-Performing
2019	N/A			
2018	N/A			
2017	N/A			

What does it mean?

This ratio illustrates the relative importance of inventory holdings (typically carried at lower of cost or market) to company profitability.

Why should it matter?

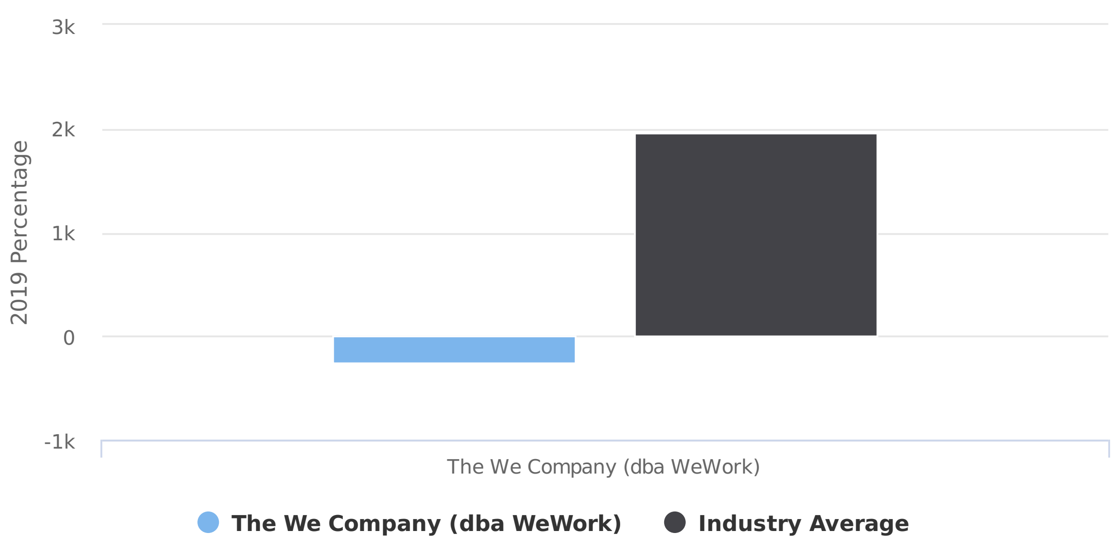
For retail and manufacturing firms in particular, inventory is one of the factors that you can control to improve your small business profitability. The way that inventory is sourced and managed can impact the different profit levels of your income statement. Ignorance of how to use inventory to your advantage prevents you from maximizing operational efficiency.

Give me an example

Over time, the goal might be to decrease this ratio, e.g. generate higher pretax profit with lower average inventory holdings.

KPIs: Fixed Assets-to-Income (PreTax)

Underperforming in Industry



Fixed Assets-to-Income Over Time

Year	Ratio	Under-Performing	Industry Average	Out-Performing
2019	-261%	●		
2018	N/A			
2017	N/A			

What does it mean?

This ratio provides insight into the firm's profitability relative to its stock of fixed assets (furniture, fixtures and equipment/vehicles.

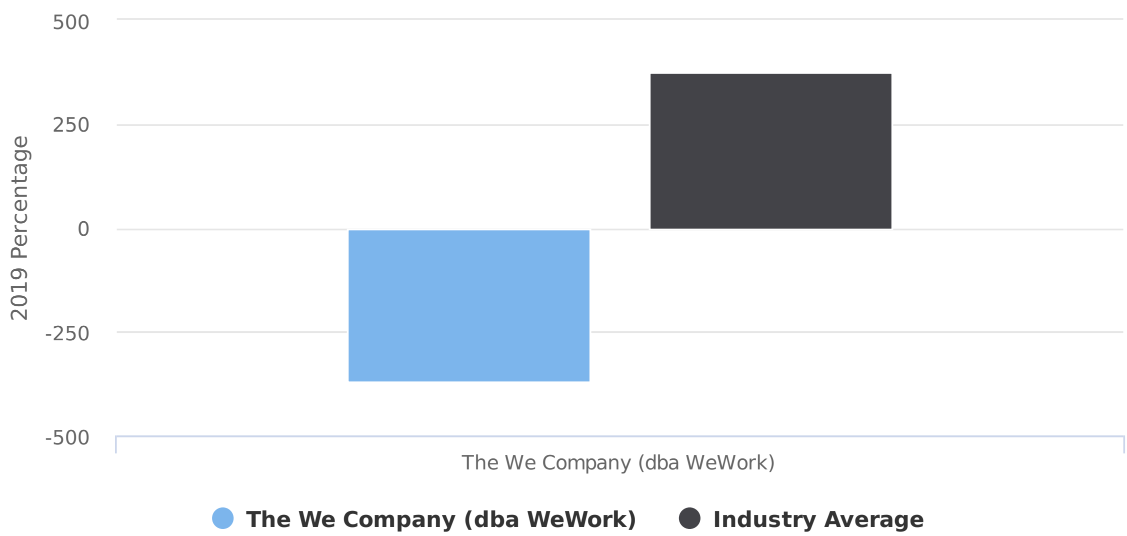
Why should it matter?

All other things equal, the firm seeks higher pretax profits for each dollar invested into fixed assets. As this ratio declines, the company is generating higher profits per dollar of capital expenditures.

Give me an example

A ratio greater than one suggests that more money has been invested into capital assets than profits have been generated. This and other ratios should be reviewed "over time" and against industry norms.

Outperforming Industry



Total Debt-to-Income Over Time

Year	%	Under-Performing	Industry Average	Out-Performing
2019	-372%			●
2018	N/A			
2017	N/A			

What does it mean?

This measure shows the relationship between total company obligations at any point in time (short and long term debt) and ongoing profit performance.

Why should it matter?

Firms with high debts relative to pretax profits are often riskier than those with lower total debts. At the same time, some companies rely on the use of debt to grow and enhance profit margins (when the return on investment of borrowed funds is greater than the cost of borrowing). From a valuation perspective, firms with lower debts and higher pretax profits will be worth more than those with higher debts and lower profits (all other things equal).

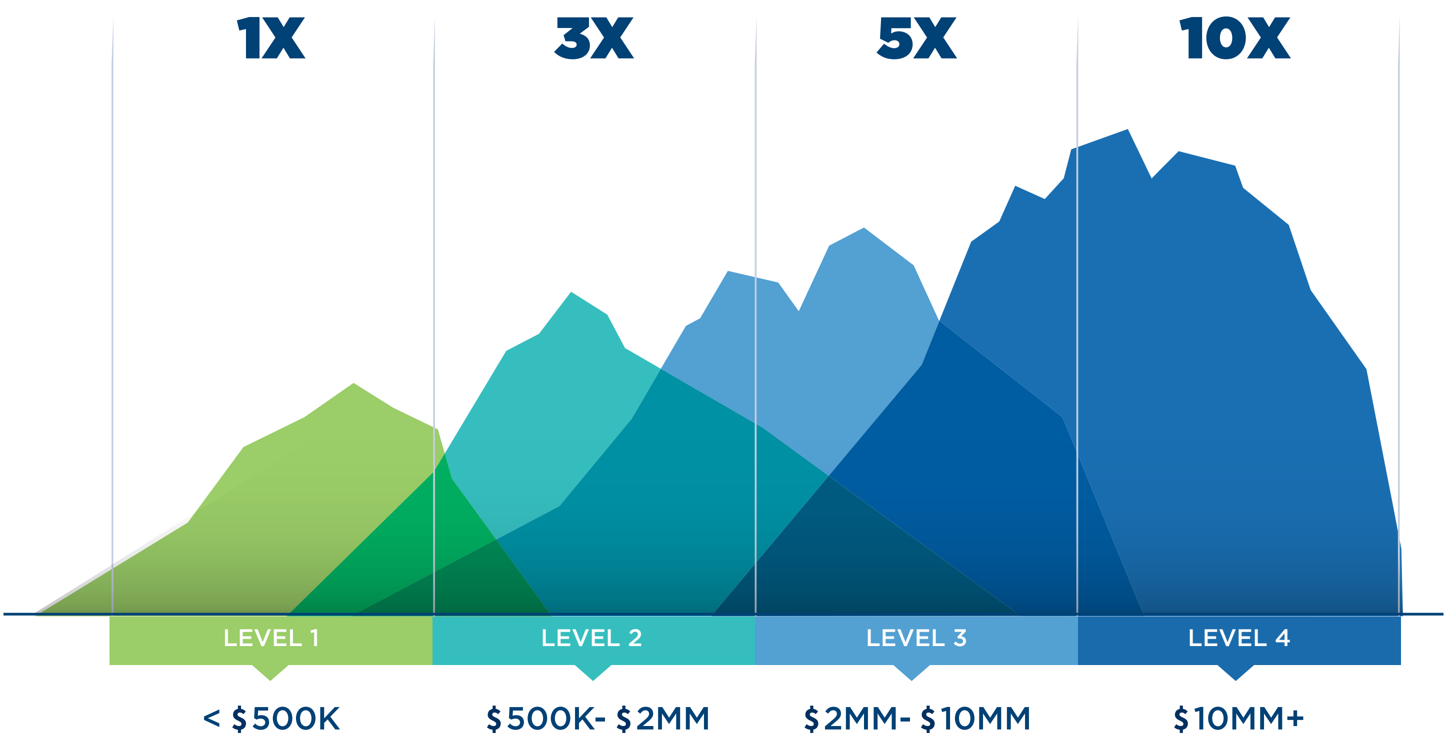
Give me an example

If total debts are $100K and total pretax profits are $50K, it would take two years to pay off debts out of ongoing profits.

Value Map

Exponential Business Value

Businesses of all types and sizes get business valuations because they are interested in discovering what their most valuable asset is worth. Taking this first step is a critical one, but only the first. Having “discovered” the business value, the next steps towards proactively managing value involve monitoring and optimizing the value of your company.



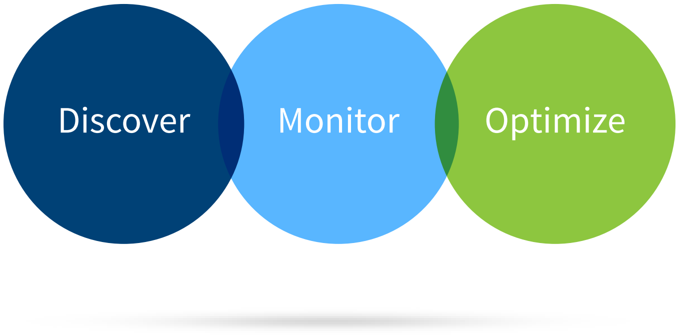
Our goal is to help entrepreneurs “climb the valuation mountain” illustrated above to the highest level possible by internalizing certain key valuation and operational concepts associated with discovering, monitoring and optimizing business value. Every business will go through stages of development and hopefully growth, and we want to be a driver of this process. Once the basics of business valuation are understood, the path towards enhancing value will become clearer and more “real” in the eyes of the owner.

One central theme that is as simple as it is important concerns the so-called “size effect” or “size premium”. It is an empirical fact that companies with higher revenues and earnings are worth more than their smaller counterparts. Achieving “exponential” value growth is possible due to the dual impact of higher earnings, e.g. higher earnings will directly increase value at any multiple – AND higher earnings will alone lead to a higher valuation multiple.

About BizEquity

Democratizing Business Valuation Knowledge

BizEquity urges entrepreneurs and business leaders to discover, monitor and optimize the value of their organization. It's arguably the single most important question about a commercial entity: *What's it worth?*



With this Report, we've helped you arm yourself with critical valuation knowledge, putting you in a better position to:

- Pursue growth initiatives
- Secure financing
- Attract and reward talent
- Cultivate high-impact partnerships
- Ensure proper credit and risk management

On the strength of BizEquity's first and leading online business valuation engine, you're able to maximize what your business is worth—and it's affordable, accessible and in real-time.

Our Cloud based Valuation engine and system was conceived and constructed by a leading financial institution and improved upon by leaders in the accounting, finance, venture capital and technology arena.

With over 50 patents pending or granted, our algorithmic engine valuation system can enable any online visitor to value a business in a matter of minutes.

Now that you've taken this important step, we invite you to share our system with your business and personal friends. Help us democratize business valuation knowledge, and see how much more we can all accomplish!

Next Steps

Where are you in your journey?

We trust that you found your Business Valuation Report to be an informative resource. The aim of this report is to provide guidance for growing companies as they evolve and take steps to elevate their performance results.

No matter where you may be today, this Report can probably help you get closer to your vision:

- If you're in the early stages of your company's life, perhaps you need to expand your capabilities and reach via marketing, intellectual property advisory, benefits and tax consulting.
- If your business is established and nearing a turning point, maybe you seek legal representation, strategic partners and/or growth funding.
- If the company is already a substantial success with a critical mass of business, we can help you formulate and/or pursue a smart exit strategy.

If you have more specific questions and feel our experience and network may be of value, please feel free to contact us to start a dialogue:

BIZ | EQUITY

BizEquity is the world's largest provider of business valuations, having valued **over 33 Million** companies globally.

www.bizequity.com