

Monthly Business Analysis

Snapshot

All Branches, All Items But RZ

October 2021

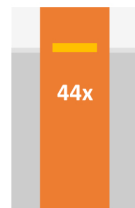
At a Glance



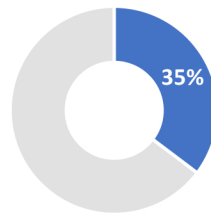
Revenue



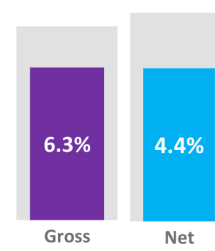
RMR



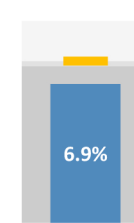
RMR CCM



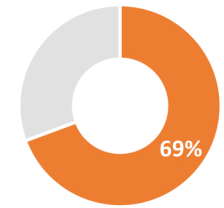
Existing Business Margin %



Attrition



Return on Assets



Labor Utilization

Key Metrics

	TARGET	ACTUAL	VARIANCE
★ Revenue	\$ 1,000,000	\$ 1,108,210	\$ 108,210
Revenue per FTE (annualized)	\$ 150,000	\$ 135,699	\$ (14,301)
NOI as % of revenue	5%	5%	0%
Gross profit	\$ 450,000	\$ 481,309	\$ 31,309
Gross profit %	45%	43%	-2%
Job margin %	12%	18%	6%
Monitoring/service margin %	60%	64%	4%
Working capital ratio	1.0	0.6	(0.4)
Net Debt to RMR ratio	10.0	3.7	(6.3)
A/R > 90 days past due %	10%	20%	10%
RMR at risk %	1.0%	0.0%	-1.0%
★ EBITDA+RVA % (TTM)	11%	12%	1%
ROA % (TTM)	8%	7%	-1%

	TARGET	ACTUAL	VARIANCE
★ Ending RMR	\$ 522,000	\$ 506,661	\$ (15,339)
Net internal RMR growth %	3%	3.1%	0.1%
★ Gross attrition rate %	8.0%	6.3%	-1.7%
★ Net attrition rate %	6.0%	4.4%	-1.6%
Resigns success rate %	33%	50%	16.5%
★ RMR creation cost multiple	30	44	14
★ Existing business margin %	38%	35%	-3%
Job sales	\$ 300,000	\$ 619,004	\$ 319,004
RMR sales	\$ 3,000	\$ 4,894	\$ 1,894
Job Backlog Months	1.00	0.35	(0.65)
Service Backlog Months	0.20	0.53	0.33
★ Labor utilization %	65%	69%	4.4%
Labor cost rate	\$ 60	\$ 42	\$ (18)