BETTER DECISIONS.
STRONGER CASH FLOW. MORE OPTIONS.

How the Decisions You Make Today Shape the Business -
and the Choices You Have Tomorrow

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EXPERIENCE
INSIGHT
IMPACT.

ABOUT THE PRESENTATION

This presentation connects the two sides of cash flow that business leaders often consider separately.

Upstream, cash flow is the cumulative result of decisions made throughout the business. Downstream, stronger cash flow creates greater financial flexibility - and that flexibility expands the choices available to both the business and its owner.

Cash flow sits in the middle.

It is both an outcome of what came before and an enabler of what comes next.

During Robert's first week as CFO of a struggling natural-foods snack-bar manufacturer, the Controller called on Valentine's Day 1988: the company could not make payroll the following Friday for approximately 300 employees. No cash. No remaining credit line. They made payroll.

HOW DID WE GET HERE? → DECISIONS

WHAT COULD WE DO NOW? → OPTIONS

THE COMPLETE MANAGEMENT CONTINUUM

BETTER DECISIONS
STRONGER BUSINESS PERFORMANCE
STRONGER CASH FLOW
GREATER FINANCIAL FLEXIBILITY
MORE OPTIONS

SUCCESSFUL BUSINESS • ENHANCED OWNER WEALTH • IMPROVED QUALITY OF LIFE

AUDIENCE TAKEAWAYS

- How decisions about growth, pricing, costs, inventory, receivables, payables, capital investment, debt, and owner distributions ultimately shape cash flow
- Why cash flow is both a lagging result and a forward-looking source of financial capability
- Why Finance measures and forecasts cash flow - but the business creates it
- How stronger cash flow creates liquidity, resilience, borrowing capacity, and room to maneuver
- Why the ability to say no, wait, negotiate, or choose timing can be as valuable as the ability to say yes
- How greater financial flexibility can create options for the business, the owner, and the future

THE QUESTION TO TAKE BACK TO YOUR BUSINESS:

WHAT ARE YOUR DECISIONS TODAY ULTIMATELY CREATING FOR TOMORROW?

PRESENTATION FORMAT

EXECUTIVE PRESENTATION + Q&A

25-30 minute presentation + 10-15 minutes of audience Q&A

Association webinars • executive roundtables • leadership meetings
association events • virtual programs • adaptable to 45 minutes

WHO SHOULD ATTEND

- Business Owners and Co-Owners
- CEOs and Presidents
- CFOs and Controllers
- General Managers and Operating Leaders
- Leadership Teams of Product-Based Businesses
- Advisory Boards and Key Stakeholders

DECISIONS LEAVE CASH-FLOW FINGERPRINTS

PRICING	A market decision with a cash consequence
INVENTORY	An operating decision that can tie up cash
PAYMENT TERMS	A customer decision that changes when cash arrives

FINANCE MEASURES IT. THE BUSINESS CREATES IT.

FINANCIAL FLEXIBILITY CREATES OPTIONS

STRONGER CASH FLOW → ROOM TO MANEUVER

INVEST	Equipment • Technology • People • Capacity
GROW	Customers • Markets • Products
STRENGTHEN	Debt • Reserves • Capabilities
PROTECT	Downturns • Disruption • Time

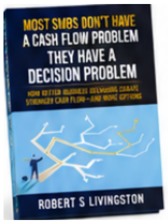
YES • NO • NOW • LATER

THE CASH FLOW TRIFECTA™

B	W	Q
BUSINESS	**OWNER WEALTH**	**QUALITY OF LIFE**
Strength Resilience Enterprise Value	Liquidity Diversification Independence	Less Pressure More Control Freedom

MORE OPTIONS → BETTER OUTCOMES

TWO COMPLIMENTARY EXECUTIVE GUIDES



Attendees receive both Executive Guides complimentary.
Together they explore how decisions shape cash flow - and how stronger cash flow creates greater flexibility, more options,
a successful business, enhanced owner wealth, and improved quality of life.

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