BRIGHTLINE ANALYTICS, INC.

Board of Directors Financial Report

FOR THE MONTH AND YEAR-TO-DATE ENDED AUGUST 31, 2026

Prepared for:
Board of Directors

Prepared by:
Numbercrunch

Report date:
September 9, 2026

EXECUTIVE SUMMARY

Key Metrics

Metric	Aug.2026 (Month)	YTD 2026	YTD 2025	YoY Chg (%)
Revenue	583,602	4,182,009	2,741,526	52.5%
Annualized recurring revenue (ARR)	7,003,224		4,573,236	53.1%
Gross margin %	77.5%	77.0%	75.1%	
EBITDA	(9,511)	(169,501)	(351,424)	51.8%
EBITDA margin %	(1.6%)	(4.1%)	(12.8%)	
Net income (loss)	(53,863)	(489,758)	(562,192)	12.9%
Cash balance	3,272,174		3,531,358	(7.3%)
Net revenue retention (NRR)	100.4%		100.4%	
Rule of 40	51.5%			
LTV : CAC ratio	10.38×		8.35×	
CAC payback (months)	21.4 mo		26.6 mo	
Cash runway	60+ months			

EXECUTIVE SUMMARY

Narrative

1. **Revenue grew 53%** year-over-year on a trailing ARR basis, driven by steady new-logo bookings and continued expansion within the existing customer base.
2. **Gross margin expanded to 77.5%** (from 75.6% a year ago) as hosting and support costs scale more efficiently with the customer base.
3. **EBITDA margin improved from (10.4)%** to (1.6)% year-over-year and operating cash flow turned modestly positive in August, putting the company within sight of operating breakeven.
4. **Net revenue retention of 100.4%** and a Rule of 40 score of 51.5% indicate healthy, efficient growth by SaaS benchmarks.
5. **CAC payback of ~21 months is elevated** versus the <18-month benchmark and is being monitored as a Q4 focus area for the go-to-market team.
6. **Cash balance of $3.3M** and a de-minimis trailing burn rate provide ample runway; no near-term financing need is anticipated.

Important Note

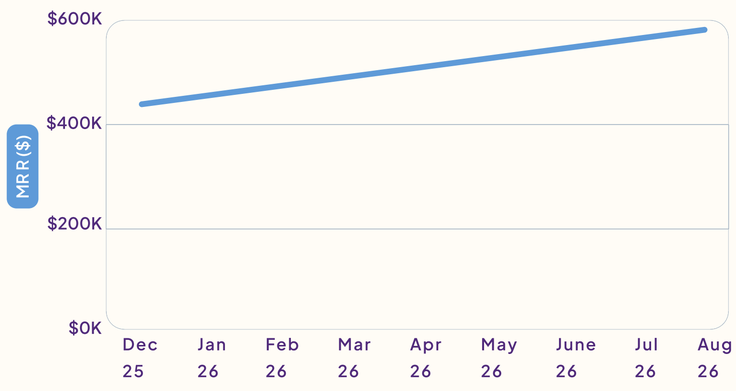
This is an illustrative sample report prepared for demonstration purposes only. Brightline Analytics, Inc. is a fictional company and all figures are representative, not actual results. See the Assumptions & Notes tab for modelling conventions.

BRIGHTLINE ANALYTICS, INC.

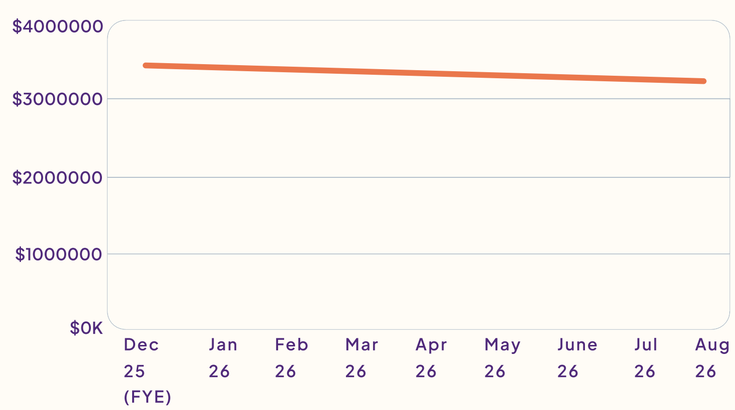
Board Dashboard

TRAILING TREND, DEC-2025 THROUGH AUG-2026 | SAMPLE / ILLUSTRATIVE DATA

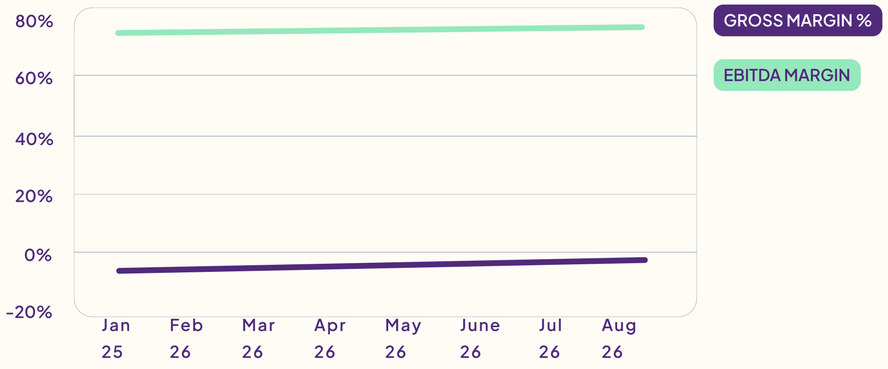
MONTHLY RECURRING REVENUE (MRR)



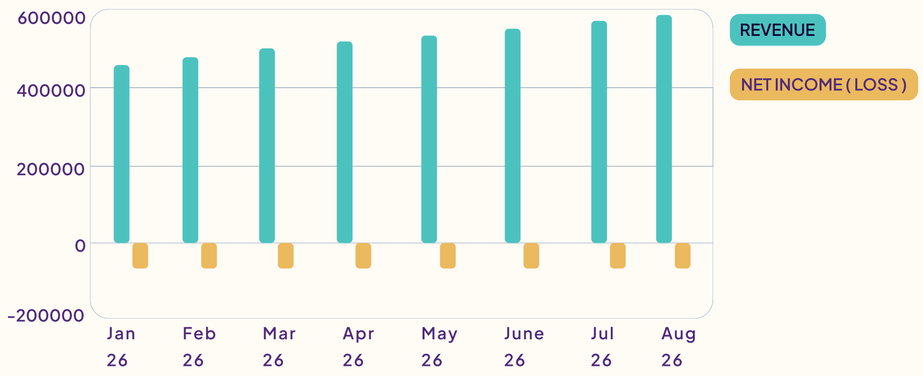
CASH BALANCE



GROSS MARGIN % VS EBITDA MARGIN %



REVENUE VS. NET INCOME (LOSS)



Profit & Loss Statement

($ IN CAD, UNAUDITED) | SAMPLE / ILLUSTRATIVE DATA

	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	Aug-2026	YTD-2026	YTD-2025	YoY Chg ($)	YoY Chg (%)	FY 2025
Revenue													
Subscription Revenue (Recurring)	458,296	476,629	496,647	515,519	534,078	550,635	566,603	583,602	4,182,009	2,741,526	1,440,483	52.5%	4,419,641
Cost of Revenue													
Hosting & Infrastructure	51,872	53,581	55,450	57,161	58,808	60,208	61,519	62,917	461,516	327,829	133,687	40.8%	520,933
Customer Success & Support	43,226	44,650	46,208	47,634	49,007	50,174	51,266	52,431	384,596	273,191	111,405	40.8%	434,111
Payment Processing Fees	12,968	13,395	13,862	14,290	14,702	15,052	15,380	15,729	115,378	81,957	33,421	40.8%	130,233
Total Cost of Revenue	**108,066**	**111,626**	**115,520**	**119,085**	**122,517**	**125,434**	**128,165**	**131,077**	**961,490**	**682,977**	**278,513**	**40.8%**	**1,085,277**
Gross Profit	**350,230**	**365,003**	**381,127**	**396,434**	**411,561**	**425,201**	**438,438**	**452,525**	**3,220,519**	**2,058,549**	**1,161,970**	**56.4%**	**3,334,364**
Gross margin %	76.4%	76.6%	76.7%	76.9%	77.1%	77.2%	77.4%	77.5%	77.0%	75.1%	+0.0 pts		75.4%
Operating Expenses													
Sales & Marketing	209,899	216,627	223,987	230,694	237,130	242,554	247,605	252,990	1,861,486	1,335,517	525,969	39.4%	2,118,534
Research & Development	103,391	106,955	110,851	114,445	117,924	120,919	123,746	126,758	924,989	645,882	279,107	43.2%	1,029,416
General & Administrative	67,828	70,064	72,510	74,750	76,907	78,741	80,457	82,288	603,545	428,574	174,971	40.8%	681,061
Total operating expenses	**381,118**	**393,646**	**407,348**	**419,889**	**431,961**	**442,214**	**451,808**	**462,036**	**3,390,020**	**2,409,973**	**980,047**	**40.7%**	**3,829,011**
EBITDA	**(30,888)**	**(28,643)**	**(26,221)**	**(23,455)**	**(20,400)**	**(17,013)**	**(13,370)**	**(9,511)**	**(169,501)**	**(351,424)**	**181,923**	**51.8%**	**(494,647)**
EBITDA margin %	(6.7%)	(6.0%)	(5.3%)	(4.5%)	(3.8%)	(3.1%)	(2.4%)	(1.6%)	(4.1%)	(12.8%)	+0.1 pts		(11.2%)
Depreciation & amortization	4,460	4,515	4,570	4,625	4,680	4,735	4,790	4,845	37,220	31,940	5,280	16.5%	49,230
Stock-based compensation	29,789	30,981	32,282	33,509	34,715	35,791	36,829	37,934	271,830	178,199	93,631	52.5%	287,277
Operating income (EBIT)	**(65,137)**	**(64,139)**	**(63,073)**	**(61,589)**	**(59,795)**	**(57,539)**	**(54,989)**	**(52,290)**	**(478,551)**	**(561,563)**	**83,012**	**14.8%**	**(831,154)**
Other Income (Expense)													
Interest income	10,779	10,711	10,635	10,570	10,520	10,467	10,418	10,389	84,489	95,071	(10,582)	(11.1%)	139,201
Interest expense	(11,562)	(11,562)	(11,562)	(11,562)	(11,562)	(11,562)	(11,562)	(11,562)	(92,496)	(92,500)	4	0.0%	(138,750)
Total other income (expense)	**(783)**	**(851)**	**(927)**	**(992)**	**(1,042)**	**(1,095)**	**(1,144)**	**(1,173)**	**(8,007)**	**2,571**	**(10,578)**	**(411.4%)**	**451**
Income before income taxes	**(65,920)**	**(64,990)**	**(64,000)**	**(62,581)**	**(60,837)**	**(58,634)**	**(56,133)**	**(53,463)**	**(486,558)**	**(558,992)**	**72,434**	**13.0%**	**(830,703)**
Income tax expense	400	400	400	400	400	400	400	400	3,200	3,200	-	-	4,800
Net income (loss)	**(66,320)**	**(65,390)**	**(64,400)**	**(62,981)**	**(61,237)**	**(59,034)**	**(56,533)**	**(53,863)**	**(489,758)**	**(562,192)**	**72,434**	**12.9%**	**(835,503)**
Net margin %	(14.5%)	(13.7%)	(13.0%)	(12.2%)	(11.5%)	(10.7%)	(10.0%)	(9.2%)	(11.7%)	(20.5%)	+0.1 pts		(18.9%)
Memo: Headcount (FTEs, end of period)	*74*	*76*	*77*	*78*	*80*	*81*	*82*	*84*	*84*	*67*	*84*	*25.4%*	*73*

Balance Sheet

($ IN CAD, UNAUDITED) | SAMPLE / ILLUSTRATIVE DATA

	Dec-25 (FYE)	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Aug-25 (PY)	YoY Chg ($)	YoY Chg (%)
ASSETS												
Cash & Cash Equivalents	3,403,782	3,382,412	3,358,515	3,337,950	3,322,239	3,305,385	3,289,856	3,280,603	3,272,174	3,997,211	(259,184)	(7.3%)
Accounts Receivable	438,980	458,296	476,627	496,646	515,518	534,077	550,633	566,602	583,600	381,103	202,497	53.1%
Prepaid Expenses	86,540	87,150	87,714	88,331	88,895	89,438	89,900	90,331	90,792	84,750	6,042	7.1%
Total Current Assets	**3,929,302**	**3,927,858**	**3,922,856**	**3,922,927**	**3,926,652**	**3,928,900**	**3,930,389**	**3,937,536**	**3,946,566**	**3,997,211**	**(50,645)**	**(1.3%)**
Property & Equipment, Gross	459,554	467,803	476,382	485,322	494,601	504,214	514,126	524,325	534,830	429,347	105,483	24.6%
Less: Accumulated Depreciation	(189,230)	(193,690)	(198,205)	(202,775)	(207,400)	(212,080)	(216,815)	(221,605)	(226,450)	(171,940)	(54,510)	(31.7%)
Property & Equipment, Net	**270,324**	**274,113**	**278,177**	**282,547**	**287,201**	**292,134**	**297,311**	**302,720**	**308,380**	**257,407**	**50,973**	**19.8%**
TOTAL ASSETS	**4,199,626**	**4,201,971**	**4,201,033**	**4,205,474**	**4,213,853**	**4,221,034**	**4,227,700**	**4,240,256**	**4,254,946**	**4,254,618**	**328**	**0.0%**
LIABILITIES												
Accounts Payable	51,895	53,810	55,580	57,516	59,287	60,993	62,441	63,797	65,242	46,277	18,965	41.0%
Accrued Liabilities	58,809	60,979	62,983	65,176	67,182	69,114	70,754	72,289	73,926	52,446	21,480	41.0%
Deferred Revenue	711,148	742,439	772,136	804,566	835,140	865,205	892,026	917,895	945,432	617,387	328,045	53.1%
Total Current Liabilities	**821,852**	**857,228**	**890,699**	**927,258**	**961,609**	**995,312**	**1,025,221**	**1,053,981**	**1,084,600**	**716,110**	**368,490**	**51.5%**
Long-Term Debt	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	-
TOTAL LIABILITIES	**2,321,852**	**2,357,228**	**2,390,699**	**2,427,258**	**2,461,609**	**2,495,312**	**2,525,221**	**2,553,981**	**2,584,600**	**2,216,110**	**368,490**	**16.6%**
STOCKHOLDERS' EQUITY												
Common Stock & Additional Paid-In Capital	20,151,277	20,184,566	20,215,547	20,247,829	20,284,838	20,319,553	20,355,344	20,395,673	20,433,607	20,038,699	394,908	2.0%
Retained Earnings (Accumulated Deficit)	(18,273,503)	(18,339,823)	(18,405,213)	(18,469,613)	(18,532,594)	(18,593,831)	(18,652,865)	(18,709,398)	(18,763,261)	(18,000,191)	(763,070)	(4.2%)
TOTAL STOCKHOLDERS' EQUITY	**1,877,774**	**1,844,743**	**1,810,334**	**1,778,216**	**1,752,244**	**1,725,722**	**1,702,479**	**1,686,275**	**1,670,346**	**2,038,508**	**(368,162)**	**(18.1%)**
TOTAL LIABILITIES & EQUITY	**4,199,626**	**4,201,971**	**4,201,033**	**4,205,474**	**4,213,853**	**4,221,034**	**4,227,700**	**4,240,256**	**4,254,946**	**4,254,618**	**328**	**0.0%**
Balance Check (Assets – Liab. & Equity; should = $0)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		

Statement of Cash Flows (Indirect Method)

($ IN CAD, UNAUDITED) | SAMPLE / ILLUSTRATIVE DATA

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	YTD 2026	YTD 2025	YoY Chg ($)	YoY Chg (%)	FY 2025
Cash Flows from Operating Activities													
Net Income (Loss)	(66,320)	(65,390)	(65,390)	(62,981)	(61,237)	(59,034)	(56,533)	(53,863)	(489,758)	(562,191)	72,433	12.9%	(835,503)
Depreciation & Amortization	4,460	4,515	4,570	4,625	4,680	4,735	4,790	4,845	37,220	31,940	5,280	16.5%	49,230
Stock-Based Compensation	29,789	30,981	32,282	33,509	34,715	35,791	36,829	37,934	271,830	178,199	93,631	52.5%	287,277
(Increase) Decrease in Accounts Receivable	(19,316)	(18,331)	(20,019)	(18,872)	(18,559)	(16,556)	(15,969)	(16,998)	(144,620)	(171,103)	26,483	15.5%	(228,980)
(Increase) Decrease in Prepaid Expenses	(610)	(564)	(617)	(564)	(543)	(462)	(431)	(461)	(4,252)	10,250	(14,502)	(141.5%)	8,460
Increase (Decrease) in Accounts Payable	1,915	1,770	1,936	1,771	1,706	1,448	1,356	1,445	13,347	(21,723)	35,070	161.4%	(16,105)
Increase (Decrease) in Accrued Liabilities	2,170	2,004	2,193	2,006	1,932	1,640	1,535	1,637	15,117	(92,554)	107,671	116.3%	(86,191)
Increase (Decrease) in Deferred Revenue	31,291	29,697	32,430	30,574	30,065	26,821	25,869	27,537	234,284	(2,613)	236,897	9066.1%	91,148
Net Cash Provided by (Used in) Operating Activities	**(16,621)**	**(15,318)**	**(11,625)**	**(9,932)**	**(7,241)**	**(5,617)**	**(2,554)**	**2,076**	**(66,832)**	**(629,795)**	562,963	89.4%	**(730,664)**
Cash Flows from Investing Activities													
Purchases of Property & Equipment	(8,249)	(8,579)	(8,940)	(9,279)	(9,613)	(9,912)	(10,199)	(10,505)	(75,276)	(49,347)	(25,929)	(52.5%)	(79,554)
Net Cash Used in Investing Activities	**(8,249)**	**(8,579)**	**(8,940)**	**(9,279)**	**(9,613)**	**(9,912)**	**(10,199)**	**(10,505)**	**(75,276)**	**(49,347)**	(25,929)	(52.5%)	**(79,554)**
Cash Flows from Financing Activities													
Proceeds from (Repayment of) Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Stock Option Exercises	3,500	-	-	3,500	-	-	3,500	-	10,500	10,500	-	-	14,000
Net Cash Provided by (Used in) Financing Activities	**3,500**	**-**	**-**	**3,500**	-	-	**3,500**	-	**10,500**	**10,500**	**-**	**-**	**14,000**
NET INCREASE (DECREASE) IN CASH	**(21,370)**	**(23,897)**	**(20,565)**	**(15,711)**	**(16,854)**	**(15,529)**	**(9,253)**	**(8,429)**	**(131,608)**	**(668,642)**	**537,034**	**80.3%**	**(796,218)**
Cash — Beginning of Period	3,403,782	3,382,412	3,358,515	3,337,950	3,322,239	3,305,385	3,289,856	3,280,603	3,403,782	4,200,000			4,200,000
Cash — End of Period	**3,382,412**	**3,358,515**	**3,337,950**	**3,322,239**	**3,305,385**	**3,289,856**	**3,280,603**	**3,272,174**	**3,272,174**	3,531,356			3,403,782

SaaS Operating Metrics

($ IN CAD, UNAUDITED) | SAMPLE / ILLUSTRATIVE DATA

	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Aug-25 (PY)	YoY Chg	YoY Chg (%)
Recurring Revenue (MRR / ARR) Bridge												
Beginning MRR	427,856	438,981	458,296	476,629	496,647	515,519	534,078	550,635	566,603	370,362	196,241	53.0%
New MRR (New Logos)	9,413	15,803	15,124	16,682	15,893	15,466	14,420	13,766	14,732	9,259	5,473	59.1%
Expansion MRR	5,348	5,487	5,729	5,958	6,208	6,444	6,676	6,883	7,083	4,630	2,453	53.0%
Contraction MRR	(1,711)	(1,756)	(1,833)	(1,907)	(1,987)	(2,062)	(2,136)	(2,203)	(2,266)	(1,481)	(785)	(53.0%)
Churned MRR	(1,925)	(219)	(687)	(715)	(1,242)	(1,289)	(2,403)	(2,478)	(2,550)	(1,667)	(883)	(53.0%)
Net New MRR	**11,125**	**19,315**	**18,333**	**20,018**	**18,872**	**18,559**	**16,557**	**15,968**	**16,999**	**10,741**	**6,258**	
Ending MRR	**438,981**	**458,296**	**476,629**	**496,647**	**515,519**	**534,078**	**550,635**	**566,603**	**583,602**	**381,103**	**202,499**	**53.1%**
Ending ARR (Annualized Run-Rate Revenue)	**5,267,772**	**5,499,552**	**5,719,548**	**5,959,764**	**6,186,228**	**6,408,936**	**6,607,620**	**6,799,236**	**7,003,224**	**4,573,236**	**2,429,988**	**53.1%**
Customer Count												
Beginning Customers	277	277	291	300	310	319	328	336	344	249	95	38.2%
New Customers	6	10	10	11	10	10	9	9	9	6	3	50.0%
Churned Customers	1	1	1	1	1	1	1	1	1	1	-	-
Ending Customers	**282**	**291**	**300**	**310**	**319**	**328**	**336**	**344**	**352**	**254**	**98**	**38.6%**
Average Revenue Per Account (ARPA / mo.)	1,556.67	1,574.90	1,588.76	1,602.09	1,616.05	1,628.29	1,638.79	1,647.10	1,657.96	1,500.41	158	10.5%
Retention & Churn												
Gross MRR Churn Rate	0.4%	0.0%	0.1%	0.2%	0.3%	0.3%	0.4%	0.5%	0.5%	0.5%	-0.00	
Net Revenue Retention (NRR)	**100.4%**	**100.8%**	**100.7%**	**100.7%**	**100.6%**	**100.6%**	**100.4%**	**100.4%**	**100.4%**	**100.4%**	**-0.00**	
Logo Churn Rate	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	-0.00	
Net MRR Growth Rate (MoM)	2.6%	4.4%	4.0%	4.2%	3.8%	3.6%	3.1%	2.9%	3.0%	2.9%	+0.00	
Unit Economics												
Sales & Marketing Spend	202,589	209,899	216,627	223,987	230,694	237,130	242,554	247,605	252,990	181,214	71,776	39.6%
Gross Margin %	76.3%	76.4%	76.6%	76.7%	76.9%	77.1%	77.2%	77.4%	77.5%	75.6%	+0.02	
CAC (Blended, Trailing 3-Mo. Avg.)	**33,765**	**25,781**	**24,197**	**20,984**	**21,655**	**22,316**	**24,496**	**25,975**	**27,524**	**30,202**	**(2,678)**	**(8.9%)**
LTV (Lifetime Value)	263,852	2,412,470	811,642	819,563	496,943	501,825	281,259	283,212	285,653	252,079	33,574	13.3%
LTV : CAC Ratio	**7.81×**	**93.58×**	**33.54×**	**39.06×**	**22.95×**	**22.49×**	**11.48×**	**10.90×**	**10.38×**	**8.35×**	**+2.03**	
CAC Payback Period (Months)	**28.4 mo**	**21.4 mo**	**19.9 mo**	**17.1 mo**	**17.4 mo**	**17.8 mo**	**19.4 mo**	**20.4 mo**	**21.4 mo**	**26.6 mo**	**-5.21**	
Growth Efficiency												
EBITDA Margin %	(7.5%)	(6.7%)	(6.0%)	(5.3%)	(4.5%)	(3.8%)	(3.1%)	(2.4%)	(1.6%)	(10.4%)	+0.09	
Net Cash Burn (Trailing Month)	25,212	16,621	15,318	11,625	9,932	7,241	5,617	2,554	-	31,769	(31,769)	(100.0%)
Net New ARR	**133,500**	**231,780**	**219,996**	**240,216**	**226,464**	**222,708**	**198,684**	**191,616**	**203,988**	**128,892**	**75,096**	**58.3%**
Burn Multiple (Burn ÷ Net New ARR)	**0.19×**	**0.07×**	**0.07×**	**0.05×**	**0.04×**	**0.03×**	**0.03×**	**0.01×**	**0.00×**	**0.25×**	**-0.25**	
Rule of 40 (Aug-26 YoY ARR Growth % + Aug-26 EBITDA Margin %)									51.5%			
Cash Runway (Months, Trailing Burn)	**60+ months**	**60+ months**	**60+ months**	**60+ months**	**60+ months**	**60+ months**	**60+ months**	**60+ months**	**60+ months**	**n/m**		

Assumptions & Notes

Modeling Assumptions & Conventions

Fiscal year
Calendar year, ending December 31.

Basis of presentation
Accrual basis, presented on a management (unaudited).

Revenue recognition
Subscription revenue is presented approximately equal to ending Monthly Recurring Revenue (MRR) for the period — a simplification appropriate for an illustrative model.

Deferred revenue
Represents customers who prepay annually; modeled as approximately 13.5% of ending ARR.

Cash & investments
Cash equivalents assumed to earn approximately 3.8% APY (money market / short-term treasury).

Debt
$1.5M venture debt term loan; interest-only at 9.25% per annum during the period shown; principal balance constant.

Stock-based compensation
Non-cash expense, added back in EBITDA and in the Statement of Cash Flows.

CAC
Fully-loaded Sales & Marketing spend divided by new customers added, trailing 3-month average (or the longest window available).

LTV
ARPA × Gross Margin % ÷ Gross MRR Churn Rate.

Rule of 40
Trailing year-over-year ARR growth % + EBITDA margin %, shown for the latest reported month.

Prior-year (FY2025) comparatives
Reflect finalized FY2025 actuals; shown as hardcoded comparison figures rather than live formulas, consistent with how a closed prior fiscal year is typically reported.

Currency
All figures in USD unless otherwise noted.

Important Disclaimer

This is a SAMPLE, illustrative Board Financial Report prepared for demonstration purposes. "Brightline Analytics, Inc." is a fictional company; all figures are representative and internally consistent (the three statements tie out and reconcile to one another) but do not reflect the results of any real business. Formats, line items, and KPIs can be adapted to a client's actual chart of accounts and reporting needs.