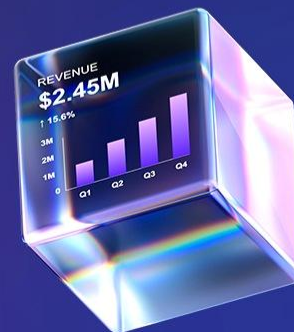




Autonomous Finance Realized

Welcome to the Delegation Era



Rebuilding Trust in the Numbers

Positioning Prophix as a true FP&A operating system

Geosyntec Family of Companies

The Starting Point: Where We Were

An inconsistent and manual budgeting process

- 01 Inconsistent Data**
Different models, assumptions, and weighting factors across regions
— numbers didn't tie across reports
- 02 Manual Processes**
Heavy reliance on Excel-based inputs with varied coordinator schedules and no standardized entry
- 03 No Reporting Cadence**
Budget vs. Actual not formalized; no standard performance metric to hold teams accountable
- 04 Limited Scalability**
No framework for onboarding acquisitions; Prophix underutilized as a planning tool

What We Built: Standardizing Data, Models & Reporting

35 improvements across 10 categories — moving from ad hoc to structured and repeatable

	Pillar	What Changed Inside Prophix	Why It Matters	# Items
	Trust in the Numbers	Budget vs Actual reporting; Operating EBITDA as standard metric; allocation visibility (Corp → Regional); FTEE-based lease reporting; reconciliation processes across inputs	Leadership can now rely on the numbers — consistent, reconciled, and tied to a standard performance metric	8
	Standardized Process	Repeatable/scalable framework; standardized outputs across all views; files organized by audience; budget aligned to org design; all reporting centralized in Prophix	Same process every cycle, every region — no more one-off variations	5
	System & Data Flow	Reduced manual steps; DPM schedules direct-paste into Prophix; standardized coordinator schedules; Sub & ODC entry process; standardized Other OH inputs	Data flows through Prophix cleanly — less Excel, fewer errors, faster cycles	5
	Allocation & Modeling	FTEE-based allocation methodology; eliminated inconsistent weighting factors; standardized modeling logic across entities; defensible shared cost allocations	One methodology, one logic — transparent and defensible across all regions	4

What We Built (continued)

Pillar	What Changed Inside Prophix	Why It Matters	# Items
Communication & Mgmt	Draft-cycle dashboards; improved corp/exec/regional communication; change flow visibility; Office Hours for issue resolution	Stakeholders stay aligned through every draft — no surprises at the finish line	4
Forecasting & Reporting	Rolling forecast (Actuals + Budget + Adjustments); executive packages focused on Operating EBITDA and strategic KPIs	Prophix now supports forward-looking planning, not just static annual budgets	4
Scalability & Insurance	Scalable framework for growth; processes ready for future acquisitions (SP2030); Group Insurance tied to WTW forecast + 10% allocated by FTEE; Business Insurance moved to FTEE basis	The platform is built to grow — acquisitions slot in without rebuilding the model	5
		TOTAL	35

Prophix as an FP&A Operating System: More Than a Budgeting Tool

Prophix is no longer just where we build the budget — it's the system leadership relies on for monthly cadence, performance visibility, and decision-making

Capability	How Prophix Delivers It	Before	Now
Budgeting	Structured draft cycle with built-in buffer periods, QA gates, and stakeholder review stages	Ad hoc timelines; manual coordination	Repeatable 4-phase cycle with clear ownership
Reporting	Centralized reporting - Budget vs Actual, Operating EBITDA, allocation transparency, executive packages	Fragmented; different reports for different audiences	One source of truth; consistent outputs
Forecasting	Rolling forecast capability (Actuals + Budget + Adjustments)	Static annual budget only	Rolling forecast with live adjustments
M&A Onboarding	Scalable framework to integrate acquisitions - same data, same cadence, same visibility	No integration playbook	Defined onboarding process; 2 acquisitions in flight
Allocations	FTEE-based methodology standardized across all entities — transparent, defensible, and consistent from Corp down to Regional	Inconsistent weighting; opaque logic	FTEE-based; auditable; consistent globally
Scenario Analysis	Prophix available to budget coordinators for scenario analysis with training videos per module; What-If analysis planned in local currencies	Offline Excel scenarios; limited access	In-platform scenarios; training + local currencies planned

M&A Integration: Influencing the Business Through Prophix

Prophix is more than a planning tool — it is the conduit through which I directly influence business outcomes across the Geosyntec family

By integrating Prophix as our M&A onboarding tool, I am directly influencing the business through planning, CFO commentary, and analysis — ensuring acquisitions perform at a satisfactory level while writing prescriptions on areas of improvement.

How Prophix Enables Business Influence

- ▶ **Planning & Forecasting** — Standardized budget models for new entities from Day 1, enabling forward-looking performance management
- ▶ **CFO Commentary & Analysis** — Delivering executive-level insights on acquisition performance, surfacing risks and opportunities early
- ▶ **Performance Accountability** — Ensuring acquisitions meet satisfactory performance levels through structured reporting and variance analysis
- ▶ **Prescriptive Improvement** — Writing prescriptions on areas of improvement, turning data into actionable recommendations for leadership

Currently onboarding: Longenecker → NAW | JBS&G → EMEA

What's Next: Driving Influence Through Deeper Insights

Focusing on high-impact areas that deliver insights fastest — becoming a true business partner to operations and leadership

Service Line Reporting

Setting up reporting on services we offer at Geosyntec — developing margin performance calcs and using reports as a direct line of communication with operations. Becoming a business partner to ops.

Quarterly Financial Reviews

Holding department leaders accountable to their budgets through Corp Director QFRs. Already saved \$700K by finding a reclassifiable expense. Business leaders enter the system — builds relationships and trust.

Forecasting & Staff Mix

As a headcount-driven company, forecasting at the employee level by service line — senior vs. junior staff mix, hiring pace. Partnering alongside the CFO as he makes growth and resource decisions.

Daily Cash Position Dashboard

Real-time cash position model for PE-backed leadership — peace of mind when pursuing acquisitions. How much cash vs. equity vs. debt, and timing of transactions.

Closing — Key Takeaway

We moved from an inconsistent, manual budgeting process to a structured, repeatable model within Prophix. The focus was on rebuilding trust in the numbers by standardizing data across models, aligning reporting to key business metrics, and creating a consistent monthly cadence leadership can rely on.

Prophix is now positioned as more than a budgeting tool — it's the FP&A operating system that supports budgeting, reporting, forecasting, allocations, scenario analysis, and M&A integration across the Geosyntec family of companies.

Thank you



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