SKYLINE BOOKS · QUARTERLY BUSINESS REVIEW

Q3 closed at $647K MRR — growth held, support did not.

July–September results, the two things slowing us down, and the four commitments for Q4.

MRR	$647K
PAYING CUSTOMERS	4,850
MONTHLY CHURN	1.4%
CAC	$340

WHAT WE WILL COVER

Four questions, in order: how did we do, what worked, what is stuck, what we do next.

01 **The quarter in five numbers**
Customers, MRR, churn, CAC — Q2 against Q3.

02 **Where the growth came from**
New customers by month, and the August dip.

03 **Two engines that are working**
Automatic invoicing at 62%; referrals at 35%.

04 **Two problems we own**
A 9-hour first response; mid-size stuck at 12%.

05 **The Q4 plan and its owner-level asks**
Three support hires, a mid-size plan, tax forms.

06 **What we are asking you to approve**
The $730K Q4 MRR target and the path to it.

DECISION NEEDED ON SLIDE 09

ALL FIGURES: Q3 FY26, INTERNAL REPORTING

Every headline metric moved the right way at once.

Growth, retention and efficiency improved in the same quarter — that combination is what makes the Q4 target credible.

METRIC	Q2	Q3	CHANGE	READ
Paying customers	4,200	**4,850**	**+650**	650 net adds, our largest quarter of additions
Monthly recurring revenue	$560K	**$647K**	**+15%**	+$87K added in the quarter
Monthly churn	1.8%	**1.4%**	**−0.4 pt**	We keep more of what we win
Customer acquisition cost	$410	**$340**	**−$70**	Cheaper growth, driven by referrals
First support response	—	**9 hrs**	**Target 4 hrs**	The one metric off target this quarter

Takeaway — we grew 15% while making each customer cheaper to win and more likely to stay. Support response is the single red line on this page.

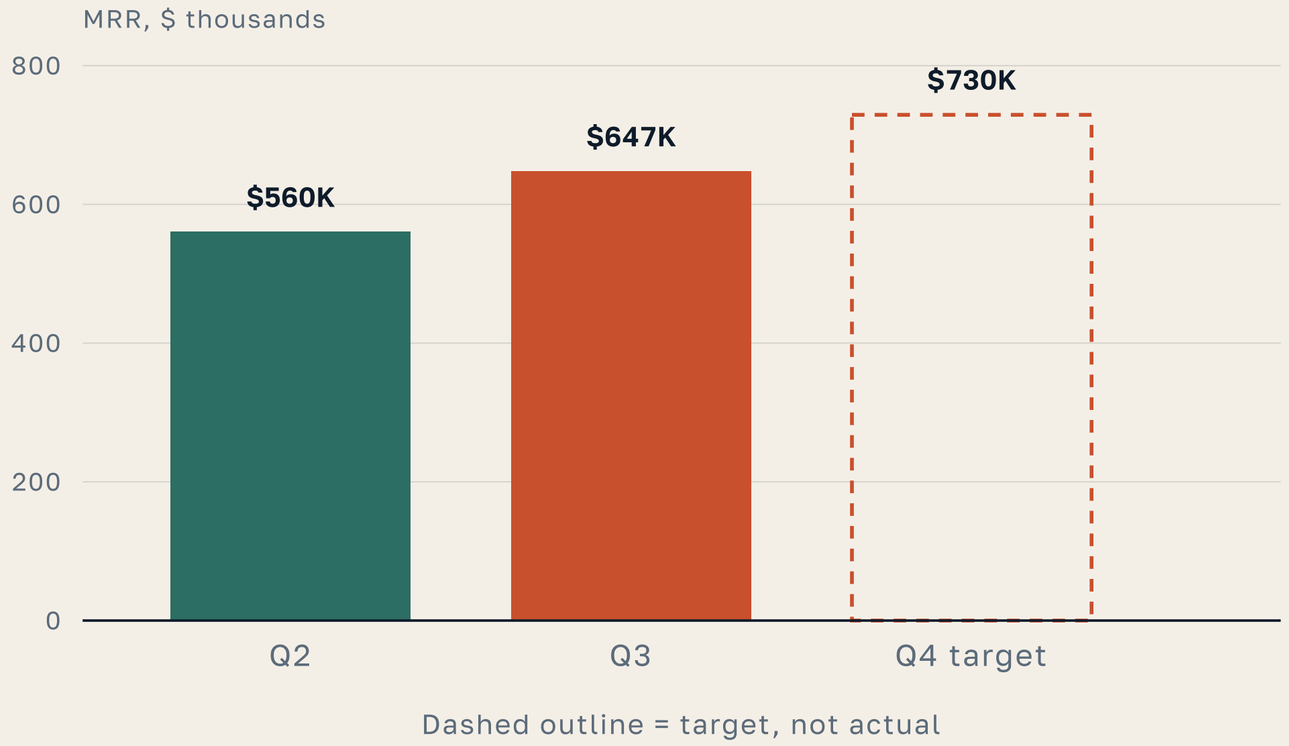
4 OF 5 ON TRACK

MRR grew 15% in a single quarter, from $560K to $647K.

MRR ADDED IN Q3

+$87K

New monthly revenue, carried into every month that follows. Annualised, this quarter alone adds roughly $1.04M of run-rate.



Dashed outline = target, not actual

REVENUE PER CUSTOMER

$133

$647K ÷ 4,850, per month

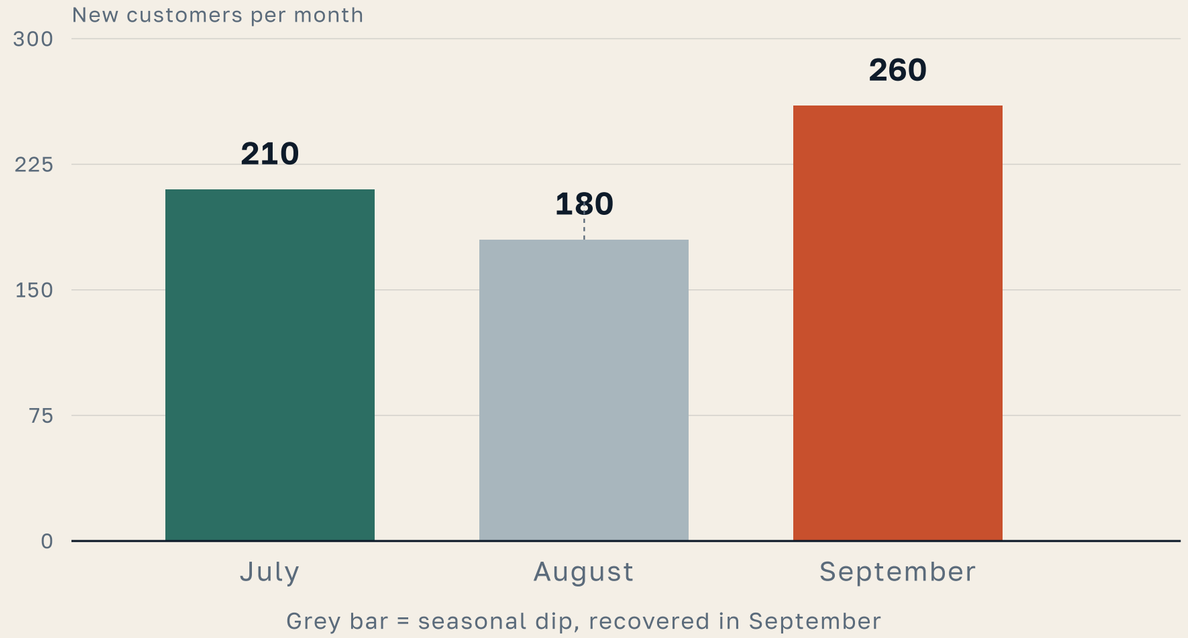
Q4 TARGET

$730K

A further +$83K, or +13%

02 · WHERE THE GROWTH CAME FROM

August dipped on summer holidays, then September became our strongest month.



Grey bar = seasonal dip, recovered in September

NEW CUSTOMERS, Q3

650

210 + 180 + 260, matching net customer growth of 4,200 → 4,850

The dip was the calendar

August fell to 180 because of summer holidays — buyers and our own pipeline both paused.

September answered it

260 new customers, 24% above July. We exit the quarter accelerating, not recovering.

What it means for Q4

We plan Q4 off the September rate, not the quarterly average.

Two engines are compounding: invoicing keeps customers, referrals bring them cheaply.

ENGINE 1 · PRODUCT

Automatic invoicing is used by 62% of customers



Nearly two in three accounts now run invoices without touching them.

A feature customers depend on monthly is the most plausible reason churn fell from 1.8% to 1.4%.

ENGINE 2 · ACQUISITION

Referrals are now 35% of new customers

35% referred | **65% all other channels**

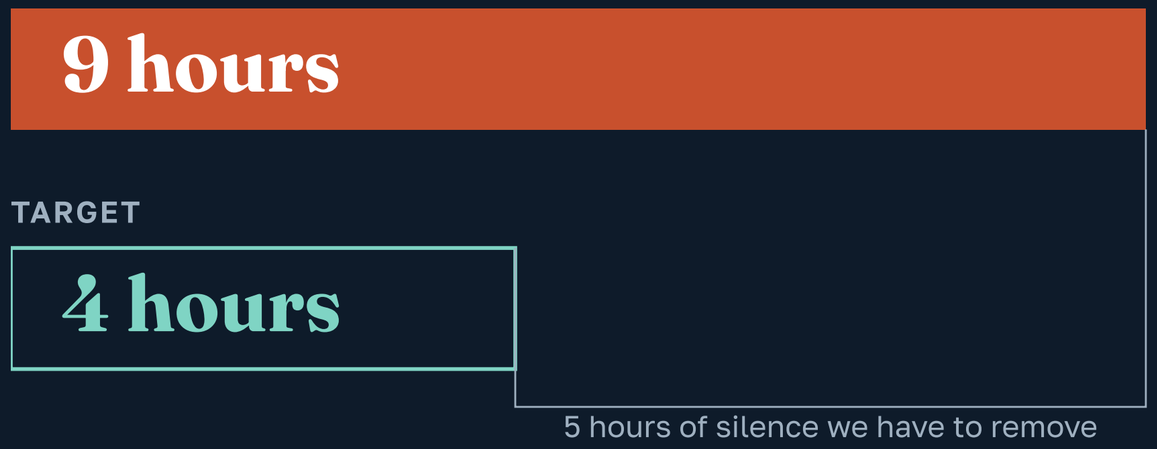
Of 650 new customers, roughly 228 arrived through an existing customer.

This is the mechanism behind CAC falling from $410 to $340: referred customers cost us almost nothing to reach.

The loop

Invoicing used daily → Churn falls to 1.4% → More customers to refer → CAC falls to $340

First support response takes 9 hours against a 4-hour target — a gap of more than twice.



Everything else on the scoreboard is green. This is the number that can quietly undo it.

- A customer who waits nine hours loses most of a working day of their accounting.
- Churn improved to 1.4% in spite of this, not because support was fine.
- Larger accounts ask harder questions — this gap blocks the mid-size market on the next slide.

Q4 commitment: three support hires to bring first response to 4 hours.

04 · PROBLEM TWO

Mid-size companies are stuck at 12% of customers — our largest untouched market.

CUSTOMER BASE BY COMPANY SIZE



The share did not move this quarter. Small businesses adopt us on their own; companies with 100+ employees stop at the same two places every time.

Blocker · the plan

We sell one product shaped for small businesses. There is no tier that matches a 100+ employee finance team.

Blocker · the service

A nine-hour first response is not something a finance department will sign off on.

WHY THIS IS THE PRIORITY, NOT A NICE-TO-HAVE

Our growth today comes from 4,850 mostly small customers at an average $133 a month. Mid-size accounts are the only lever we have that raises revenue per customer rather than customer count — and 88% of our base is already on the small-business side.

Q4 commitment: launch a mid-size plan, backed by the 4-hour response target.

Three commitments, sequenced across October to December, with tax forms in November.



01 FROM OCTOBER

Hire 3 support staff

Enough capacity to bring first response from 9 hours to the 4-hour target.

SUCCESS MEASURE

First response ≤ 4 hrs

02 IN Q4

Launch a mid-size plan

A tier built for companies of 100+ employees, so the 12% share can finally move.

SUCCESS MEASURE

Mid-size share above 12%

03 NOVEMBER

Ship year-end tax forms

Dated, not flexible — the forms have to be in customers' hands before year-end closing.

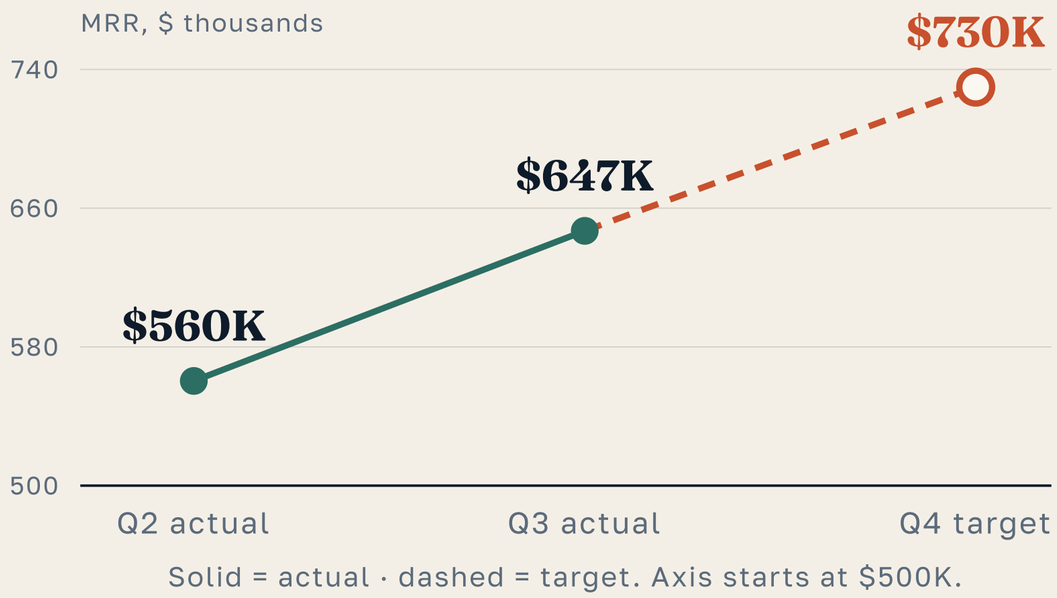
SUCCESS MEASURE

Shipped in November

Sequencing — support capacity comes first because it unblocks the mid-size plan; tax forms are the one item with an immovable date.

ALL THREE LAND INSIDE Q4

$730K MRR by the end of Q4 — a further $83K, built on September's run rate.



Solid = actual · dashed = target. Axis starts at $500K.

REQUIRED GROWTH

+13%

NEW MRR NEEDED

$83K

Slightly below the 15% we just delivered — achievable without heroics, but only if the two problems are funded.

- ✓ **Approve 3 support hires** — the 4-hour response target depends entirely on headcount.
- ✓ **Back the mid-size plan** — pricing and packaging decisions needed in October to launch inside Q4.
- ✓ **Protect the November tax-forms date** — it cannot move into December.

SUMMARY

A strong quarter with two known constraints — and both are addressed in the Q4 plan.

THE CLAIM	THE EVIDENCE	WHAT HAPPENS IN Q4
Growth accelerated	MRR $560K → $647K (+15%); customers 4,200 → 4,850; 260 new customers in September alone	Plan built off September's rate toward $730K
Growth got cheaper and stickier	Churn 1.8% → 1.4%; CAC $410 → $340; referrals 35% of new customers; invoicing used by 62%	Protect the invoicing and referral loop
Support is our weakest link	First response averages 9 hours against a 4-hour target	Hire 3 support staff; reach 4-hour first response
Mid-size is untapped	Companies with 100+ employees flat at 12% of customers	Launch a mid-size plan; ship tax forms in November

MRR, Q3
$647K

CUSTOMERS
4,850

CHURN
1.4%

FIRST RESPONSE
9 hrs

NEXT REVIEW · Q4, JANUARY 2027

Fix the response time, open the mid-size door, and $730K follows.

Discussion: the support hiring plan, and the pricing decision we need in October.

LEAVING THIS ROOM WITH

01 3 support hires approved

02 Mid-size plan pricing owner named

03 November tax-forms date held

04 $730K MRR adopted as the Q4 target