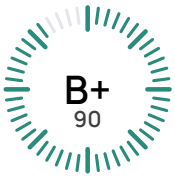
PREPARED FOR

Retail platforms business, 10,000+ accounts



Submitted date 30 Oct 2026 10,000+ accounts

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Unified Foundation — 86 B

Bookings with no product or no owner	CP-05
The words in the definitions were written down	CP-07
Enough history to follow a customer 12 months or more gives a buyer enough history to trust the trends.	CP-01
Months where the whole book went quiet	CP-02
A customer goes quiet without a churn mark	CP-03

6 more

Audit-Grade Accuracy — 100 A+

The bridge foots on its own	CR-01
Customer detail matches the bridge ending	CR-02
Movements rebuild from the customer rows	CR-03
Product lines tie to account totals	CR-04
The amount matches the status word	CR-05

6 more

Cohort-Centric — 85 B

A returning customer kept the same key	CO-04
Customers have a start date	CO-01
The start date matches the first revenue month	CO-02
Too many customers share one start month	CO-03
Contract end dates exist and fall after the start	CO-05

2 more

Multi-Dimensional — 79 C+

One owner does not hold the book One owner under 15% of the book, and unassigned under 2%.	SG-06
Those tags actually cover the book	SG-02
The same idea is spelled one way	SG-04
The cuts a buyer expects are present	SG-01
A tag is a category, not free text	SG-03

2 more

Anomalies — 100 A+

One customer spikes for a month and reverts	AN-01	
A customer drops to zero and comes back unmarked	AN-02	
One month moves the whole book	AN-03	
A new product line copies a price the account already had Mirrored prices on under 10% of the accounts that gained a product.	AN-04	**Not checked**
Odd or negative amounts	AN-05	

5 more

What this file says

The math holds. Your customer rows add up exactly to the annual recurring revenue you report in every period. Your bridge rebuilds from those rows with nothing left unexplained. A buyer can take any total in your summary and trace it back to customers.

From December 2024 to December 2025, annual recurring revenue went from $164.5M to $158.0M:

- New: $26.5M
- Expansion: $4.7M
- Churn: -$37.8M

Logo churn was 17.9%. Gross retention (GRR) was 82.2%, and net retention (NRR) was 84.6%.

The three largest single-month moves were:

- January 2025: $7.4M (4.5%)
- January 2024: $7.2M (5.7%)
- December 2025: -$5.4M (-3.3%)

One customer led each move.

The grade is B+ (90.7 overall) at detail level 3. The arithmetic is not what holds it back. Two record-keeping gaps do: who owns the revenue, and how returning customers are recorded. A buyer would ask these first:

- Who owns the 24.8% of annual recurring revenue with no owner?
- What happens to the revenue held by the largest owner, and who covers the accounts with no owner?
- Why do returning customers show up under a new key?

What to do first

These changes would move your grade the most, in this order.

- Assign an owner to $39.2M of ARR. 3,525 active accounts have no owner, and the largest owner holds 25.3% of ARR. The least-covered tag is parent. Filling in owners fixes two Multi-Dimensional Insights checks at once. One asks whether your tags cover the book. The other asks whether one owner holds too much of it. This would lift that pillar toward a B. Cited as CP-05.
- Bring returning customers back under their original key. 5,598 new account keys carry the name of a

customer who recently left. Until you reconnect them, each one looks like a lost customer plus a new one, not a single customer who came back. This is the one gap in Cohort-Centric Design. Cited as CO-04.
- Add a definitions tab. Write one line each for MRR, GRR, new and reactivation, the standard terms your file does not yet define. With definitions, a buyer can reproduce your KPI table, and you move closer to diligence-ready. Cited as CP-07.
- Send what we could not check. Two checks could not run. They are listed under "What we could not check." One needs your tags exported month by month. The other had nothing to test in this file. The more of your file we can grade, the less we have to assume.
- Re-grade after each month-end close. A monthly re-grade catches broken ties, duplicates and status drift before they reach the board pack. It also keeps your Audit-Grade Accuracy score where it is.

Where the grade comes from

We read 2 files, 8 sheets and 1,481,147 data rows. The data runs from January 2023 through December 2025 (36 months).

The form said 10,000 to 100,000 customers, and the file billed 20,000 accounts. The form said 150,000,000 to 500,000,000 ARR, and the file's ARR in its last month is $158.0M.

We ran 40 of 42 checks. The other 2 are listed below under "What we could not check."

- Unified, Finance-Approved Foundation: 86.5 (B)
- Audit-Grade Accuracy: 100 (A+)
- Cohort-Centric Design: 85.7 (B)
- Multi-Dimensional Insights: 79.2 (C+)
- Anomalies: 100 (A+)

Each check

Below are the checks that found something, grouped by pillar. The short code is a citation, in case you want to look the check up.

Unified, Finance-Approved Foundation

Bookings with no product or no owner

Cited as CP-05, owner.

Buyers cut the book by product and by owner. Your product field is filled in throughout, but owner is not. 3,525 accounts carrying $39.2M, which is 24.8% of your latest revenue, have no owner. A buyer will want to know who is responsible for that revenue.

Next step. Assign a product and an owner to the revenue that has none before your next export.

The words in the definitions were written down

Cited as CP-07.

Your definitions cover 5 of the 9 standard terms. ARR, NRR, churn, expansion and cohort are written down. MRR, GRR, new and reactivation are not. We confirmed the words are there. We did not test whether they match your numbers. A buyer will ask: where are the written definitions for the metrics your summary reports?

> **Next step. Write a short definition for each headline metric your summary uses, so a buyer reads the same meaning you do.**

These came through clean:

- Enough history to follow a customer (CP-01)
- Months where the whole book went quiet (CP-02)
- A customer goes quiet without a churn mark (CP-03)
- Billing rows with revenue and no customer identity (CP-04)
- Bookings with no product (CP-05, product)
- The product file covers the same months as billing (CP-06)
- Billed customers appear on the customer list (CP-08)
- One account, one key (CP-10)

Audit-Grade Accuracy

Every accuracy check came through clean:

- The bridge foots on its own (CR-01)
- Customer detail matches the bridge ending (CR-02)
- Movements rebuild from the customer rows (CR-03)
- Product lines tie to billing (CR-04)
- The amount matches the status word (CR-05)
- Statuses tell a legal story over time (CR-06)
- Headline KPIs can be reproduced (CR-07)
- The bridge and the KPI table agree (CR-08)
- Product and segment totals add up (CR-09)
- Duplicate dollars that break the tie (CR-10)

Cohort-Centric Design

A returning customer kept the same key

Cited as CO-04.

We separated returning customers who kept their account key from new keys whose name matches a customer who recently left. All 5,598 returns look like a new record opened for a customer you already had. A buyer will ask: why do returning customers show up under a new key?

> **Next step. Reuse the original account key when a customer comes back, instead of opening a new**

record.

These came through clean:

- Customers have a start date (CO-01)
- The start date matches the first revenue month (CO-02)
- Too many customers share one start month (CO-03)
- Contract end dates exist and fall after the start (CO-05)
- Retention looks earned, not just unexpired (CO-06)
- A trailing year has a year of history behind it (CO-07)

Multi-Dimensional Insights

One owner does not hold the book

Cited as SG-06.

Your book sits with 3 owners. The largest holds $40.0M, or 25.3% of your latest revenue. Another 24.8% has no owner at all. A buyer will ask: what happens to the revenue held by the largest owner, and who covers the accounts with no owner?

> **Next step. Reassign the largest concentrations and fill in the missing owners, so the book does not depend on one person.**

Those tags actually cover the book

Cited as SG-02.

Across 6 tags, your tags cover 79.2% of your latest revenue on average. Package, product, region and segment are complete. The gaps are in owner and parent. A buyer will ask: why are so many accounts missing tag values, and which ones matter most?

> **Next step. Fill in the blank tags on the accounts that carry the most revenue, starting with product and owner.**

These came through clean:

- The cuts a buyer expects are present (SG-01)
- A tag is a category, not free text (SG-03)
- The same idea is spelled one way (SG-04)
- Parent accounts are used (SG-05)

Anomalies

Every anomaly check came through clean:

- One customer spikes for a month and reverts (AN-01)
- A customer drops to zero and comes back unmarked (AN-02)
- One month moves the whole book (AN-03)
- Amounts do not match the file's own format (AN-05)
- Duplicate rows (AN-06)

- The book sits in a few customers (AN-07)
- Prices did not move where an escalator was promised (AN-08)
- A sentence in the talking points does not match the file (AN-09)

What we could not check

- A new product line copies a price the account already had (AN-04): this test needs a month that moved the whole book, and your file has none.
- Tags stay stable over the year (SG-07): your file stores one tag per account, not one per month. If you export each tag as of each month, we can score this next time.

How this was graded

Each pillar carries a weight: Unified, Finance-Approved Foundation 30%, Audit-Grade Accuracy 25%, Cohort-Centric Design 15%, Multi-Dimensional Insights 15%, Anomalies 15%. The letter bands are A 93 or above, B 80 or above, C 60 or above, D 45 or above.

We read your bridge as monthly amounts added up. Rules version e1ed077ee33b.

Readiness: not yet decision-ready, not diligence-ready, AI-ready. The letter comes from the five pillar scores. Readiness is a separate test and does not change the letter.

Next step

The Strategic Revenue Intelligence Assessment walks through these findings with a FinQore analyst. It shows what a decision-ready and diligence-ready cube looks like for your business.

Your files are retained in FinQore infrastructure for the stated retention period and deleted on request.