

The
EWOR
Pre-Seed Unicorn Slide Collection

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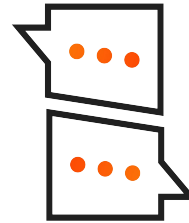
Why This Guideline?

Building pitch decks is hard...

We have therefore collected slides from **former unicorn ventures** to help you get your content right from your slides.

Please keep in mind that design standards have changed over the past decade. Some of the slides we recommend were designed more than 15 years ago. We recommend their **content**, not their design.

The EWOR Team



We would love to hear your feedback to continue to improve!

Website    

The Chapters to Cover in Your Investor Deck.

- 01 Mission and Vision
- 02 The Problem
- 03 The Solution
- 04 The Product
- 05 The Value Proposition

...shows you found a compelling solution to a problem that matters.

- 06 Why Now?
- 07 The Market-Size
- 08 The Competition
- 09 The Business Model
- 10 The Go-To-Market

...shows there is a business opportunity that can be exploited.

- 11 Traction & Milestones
- 12 Financial Projections
- 13 The Team
- 14 The Ask

...shows it's likely that you will be able to exploit the opportunity.

The Mission & Vision Chapter.

GOAL

The goal of this chapter is to clarify what your start-up wants to achieve and inspire investors to be a part of that journey. Your tagline on the cover page might not always be enough for that.

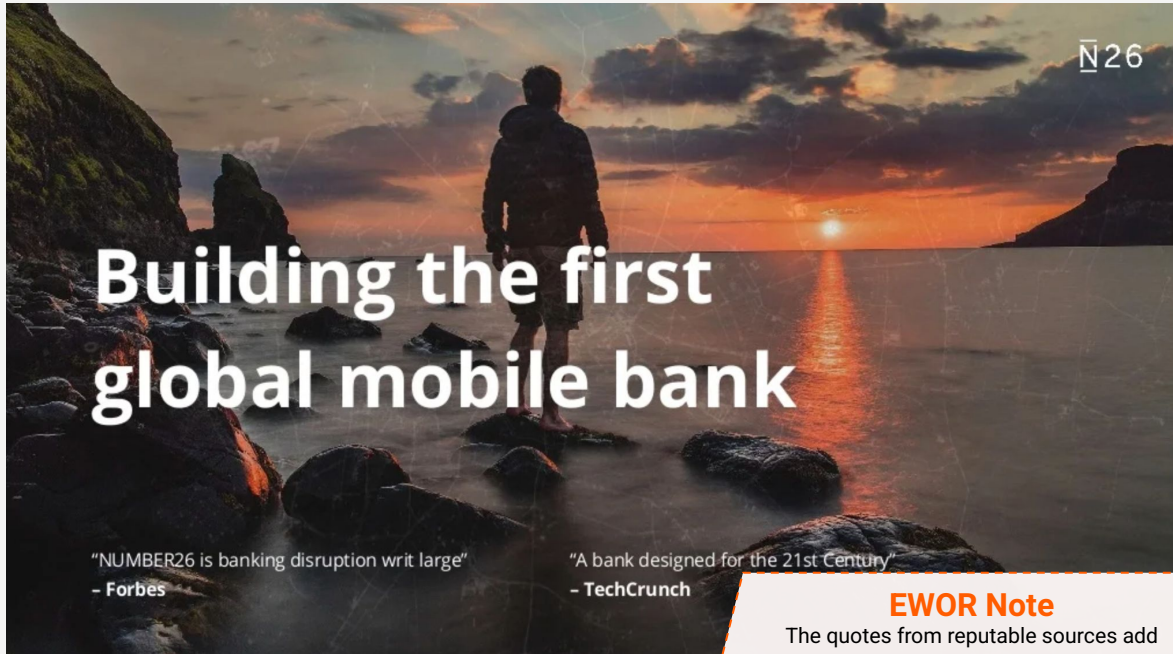
Tips & Tricks

- Communicate an ambition that your start-up wants to **accomplish in ~10 years**.
- **Inspire investors** by sharing the impact your company will have on customers or the world.
- **Keep your statement concise and clear.** Aim for no more than two sentences, and avoid jargon that non-experts in the field might not know.

Common Pitfalls

- **Lack of specificity:** Provide a clear and specific direction for your organization. Vague or generic statements can make it difficult to understand what you stand for and where you're headed.
- **Failure to inspire:** Your vision statement should inspire and motivate. If it doesn't create enthusiasm or a sense of purpose, it may not be effective.
- **Overly ambitious or unrealistic goals:** While your vision should be ambitious, it should also be achievable.

N26's Mission & Vision Slide from their 2016 Series B Pitch Deck.



EWOR Note

The quotes from reputable sources add credibility

The concise and clear statement is **specific and ambitious**.

The statements below add credibility to the ambition.

The Problem Chapter.

GOAL

This chapter aims to convince the investor that you understand the problem your start-up is trying to solve and that it is a problem worth solving, meaning that many people or businesses will want to spend money on it.

Tips & Tricks

- The best way to convince investors that you understand the problem well, and it is worth solving, is by showing both quantitative and qualitative data.
- Draw on your customer research and use quotes, photos, and other artefacts you've collected to get investors to empathise with the problem.
- Indicate what the problem currently costs the people or businesses dealing with the problem in terms of money, time, or frustration.
- Use industry reports from credible sources to quantify the problem, either in terms of money, or the number of people/businesses experiencing the problem. Be sure to acknowledge the source.

Common Pitfalls

- **Exaggerating the problem:** We see many founders describing large global issues (such as climate change) as the problem they are trying to solve, rather than context specific problems people or businesses are facing.
If it is not clear what context specific problem you are solving, it will be hard for the investor to understand and appreciate your solution chapter.
- **Failing to induce empathy:** Many start-ups solve issues that investors themselves have not faced. For these issues, it is important to elucidate the problem and the impact it has on the people experiencing it.

Dropbox's Problem Slide from their 2007 Pre-Seed Pitch Deck.

Storage is a mess



EWOR Note

If your audience does not personally experience the problem, showing data works better.

The slide does not indicate the costs of the problem.

However, most investors would have immediately **recognized the problem** from the picture.

N26's Problem Slide from their 2016 Series B Pitch Deck.



EWOR Note

The background picture adds to the sentiment of the slide.

The quoted statistic from a **reputable source** indicates the size of the problem.

The comparison to a dentist visit makes it palatable.

The Solution Chapter.

GOAL

The goal of this chapter is to convince the investor that your start-up has come up with a desirable and achievable solution to the problem described in the previous chapter.

Tips & Tricks

Especially when you are still at the early stage, this chapter is on a conceptual level. Describe how you will solve the problem described in the previous chapter. A solution might still be a combination of different approaches, as you are still assessing the product-market fit.

The actual execution of this solution (the actual product) is discussed in the next chapter.


The product will likely develop over time, but the strategy on how to solve the problem (the solution) will not.

*Note: Not all start-up require a Solution and a Product Chapter.
Think of what makes most sense for the story you are trying to tell.*

Common Pitfalls


- **Solving different problems:** Many founders describe a solution that does not solve the problem they discussed. Especially in start-ups where their problem is related to global issues such as climate change, the problem chapter often lists the global issue as the problem. However, a start-up is very unlikely to solve such a broad global issue, and therefore unlikely the problem the start-up is actually solving.
- **Explaining the product:** This chapter is not about your product. Instead, it is about how you will solve the problem.

Dropbox's Solution Slide from their 2007 Pre-Seed Pitch Deck.



Dropbox

- Keeps files:
 - In sync across computers
 - Backed up
 - Accessible from anywhere
 - Easy to share
- It just works

 **Dropbox**
www.getdropbox.com

EWOR Note
Investors will expect a better design of your solution slide.

Dropbox did a great job in **translating the problem in a concept** that would solve the problem.

The Product Chapter.

GOAL

The goal of this chapter is to convince the investor that the current approach you are taking to execute on your solution is logical and **attainable**.

Tips & Tricks

- Describe your product and how it fits with the solution you envision to the problem you identified.
- Your product may not encompass the entire solution yet, as it is still early-stage. That's okay.
- Create compelling UI screens for the main user journey to provide a feeling for the product, even if it is not live or fully coded at this point.

Common Pitfalls

- **Overdoing it:** We see many founders that have created three or more slides explaining their product in detail. Especially if you are still early stage, this is not beneficial.

Investors are looking for a stellar team and a large market. They know that you will likely have to pivot multiple times to reach product-market fit, so the current product is not as important for them.

If you are early stage and not a deep-tech start-up, stick to one page.

N26's Product Slide from their 2016 Series B Pitch Deck.

OUR PRODUCT

A digital solution to banking

- Full European banking license
- First fully mobile bank account
- One-touch access to all financial products

EWOR Note

The slides lists three key features of the product required to achieve the vision.



The product does not meet the vision of a global bank yet, but the **clean mobile UI** is apparent.

The Value Proposition Chapter.

GOAL

The goal of this chapter is to convince the investor that your product is offering value to your (potential) customers.

Tips & Tricks

In this chapter, **show what value you create for customers or users.** The value should be both related to the problem you discussed in your problem chapter and a result of your solution (and product).

Examples of value offered are:

- X % reduction in cyberattacks
- X % reduction in green gas emissions
- X % increase in revenue
- X % reduction on customer churn.

Note: This chapter can be very strong if you have evidence of the value you create for your customers or user. However, if you do not have such evidence, you can skip this chapter.

Common Pitfalls

- **Focusing on Features, Not Benefits:** Many founders make the mistake of highlighting product features rather than the benefits those features bring to customers. Emphasise how your product solves a problem, or fulfils a need for customers.
- **Not Addressing Customer Pain Points:** Many founders showcasing benefits to customers and users that are unrelated to the problem they presented earlier. Make sure your value proposition directly address the challenges or pain points your customers are facing.

Coinbase's Value Proposition Slide from their 2012 Seed Pitch Deck.

Coinbase : Bitcoin
iTunes : MP3

EWOR Note

Most start-ups will require a bit more text to explain their value proposition.

The **analogy is very powerful** and makes it very easy to understand what Coinbase is and how it add value.

The 'Why Now?' Chapter.

GOAL

The goal of this chapter is to convince the investor that now is the right time for your solution. Be clear that all the pitch decks they have seen in earlier years with similar solutions were way too early, and that every pitch deck they will see years from now with similar ideas will be too late.

Tips & Tricks

Why now is the right time depends a lot on your start-up:

- Has the recent economic downturn or upturn exposed or magnified the problem?
- Has a particular technology gone mainstream, meaning the market for your solution exploded?
- Is new legislation passed that drives demand for your solution?

In this chapter, **explain why your solution wasn't feasible, viable, or desirable before, but why now is the perfect time for your solution.**

Be specific.

When reading this chapter, investors should think: "If we don't do this now, someone else will do it! The timing is perfect."

Common Pitfalls

- **General statements:** We see many founders citing reasons for 'why now', that have little to nothing to do with their problem, solution, or value proposition.

The recent economic downturn and high inflation rates are not a reason for all products and services to suddenly face tailwinds.

In fact, in many cases, it means now is not a good time for the business.

SNYK's Why Now Slide from their 2015 Later Stage Pitch Deck.

Why Now

- Problem Is Getting Worse
 - Dev velocity is increasing, making security audit "gates" not viable
 - Infra/Host Security is now owned by dev/ops, and is poorly handled
 - Unchecked Third Party code & domains account for >90% of application
- Developers are ready to take on Security
 - Increasingly writing Operable Software (via DevOps)
 - Security increasingly discussed in dev forums
 - Increasingly empowered to drive decisions ("The New Kingmakers")

SNYK lists several trends that together **increase the demand** for their solution.

EWOR Note

The power of this slide lies in the coupling of the worsening problem with the increased demand for security by developers and the increase in their decision-making power.

Wealthsimple's Why Now Slide from their 2014 Seed Pitch Deck.

The investment industry is transforming

Industry transformations by decade

| | |
|-------|---|
| 1980s | Mutual funds transform the way investors save for retirement |
| 1990s | Discount brokerage creates an easy, low cost solution for DIY investors |
| 2000s | ETFs become a credible, low-cost, liquid alternative to mutual funds |
| 2010s | Online solutions democratize access to sophisticated investment management |

Wealthsimple shows a **clear trend** towards democratization of wealth management which is a trend they capitalize on.

EWOR Note

Consider foregoing the Why Now slide if it would mean showing well-known industry trends to industry experts.

wework's Why Now Slide from their 2014 Later Stage Pitch Deck.



wework shows **clear trends** and couples that with their value proposition.

The Market Chapter.

GOAL

The goal of this chapter is to convince the investor that the market you are operating in is large and/or rapidly growing market your start-up to grow to a very profitable exit for the investor. Remember, start-up investors bet on potential unicorns and are not looking for SMEs, no matter how profitable.

Tips & Tricks

The size of the market you are operating in is very important for investors. **Spend ample time searching for or calculating logical numbers for your market size.**

Many founders use the TAM/SAM/SOM framework to show their market size (see next page). However, this is not always relevant or applicable for your start-up, especially if your start-up is creating a whole new market or is operating in a market that is currently very small.

In those cases, it might make more sense to show market growth or the amount of time or money people or businesses are currently spending on trying to solve the problem.


Make sure to mention all your sources. If you are making assumptions, it is wise to mention them on the slide or to add a separate slide outlining your assumptions and calculations.

Common Pitfalls

- **Overestimating the market:** We see many founders defining their market incorrectly and thereby grossly overestimating their market size. They for instance take the revenue of potential customers as their market size or define their market so broad that it includes all kinds of spend that is not related to the solution the start-up is offering.
- **Not taking into account price-drops:** Keep in mind that if you offer your product at a lower price than your competitors, your market size shrinks.

LinkedIn's Market Size Slide from their 2004 Series B Pitch Deck.

LinkedIn's Market Opportunity Is Large



| | <u>Comparables</u> | <u>Comparable market sizes (2004)</u> |
|---|---|--|
| <div style="border: 1px solid blue; border-radius: 10px; padding: 5px; background-color: #e6f2ff; text-align: center;"> 1. InLeads (Targeted ads) </div> | <ul style="list-style-type: none"> • Google AdWords for people • Lexis-Nexis for services • Yellow pages/directories | <ul style="list-style-type: none"> • Search ads: \$2.8B • Lexis-Nexis: \$2.3B • Offline yellow pages, directories, and local ads \$10B+ |
| <div style="border: 1px solid blue; border-radius: 10px; padding: 5px; background-color: #e6f2ff; text-align: center;"> 2. Opportunities (Listings) </div> | <ul style="list-style-type: none"> • Monster et al • Classifieds | <ul style="list-style-type: none"> • Job sites: \$0.8B (excluding classifieds) |
| <div style="border: 1px solid blue; border-radius: 10px; padding: 5px; background-color: #e6f2ff; text-align: center;"> 3. Network Plus (Subscriptions) </div> | <ul style="list-style-type: none"> • Match.com et al | <ul style="list-style-type: none"> • Personals sites: \$0.6B |

Sources: SEC filings, Searchenginewatch.com, Kelsey Group, iMediaconnection, Goldman Sachs, Marketdata Enterprises, CBS Marketwatch

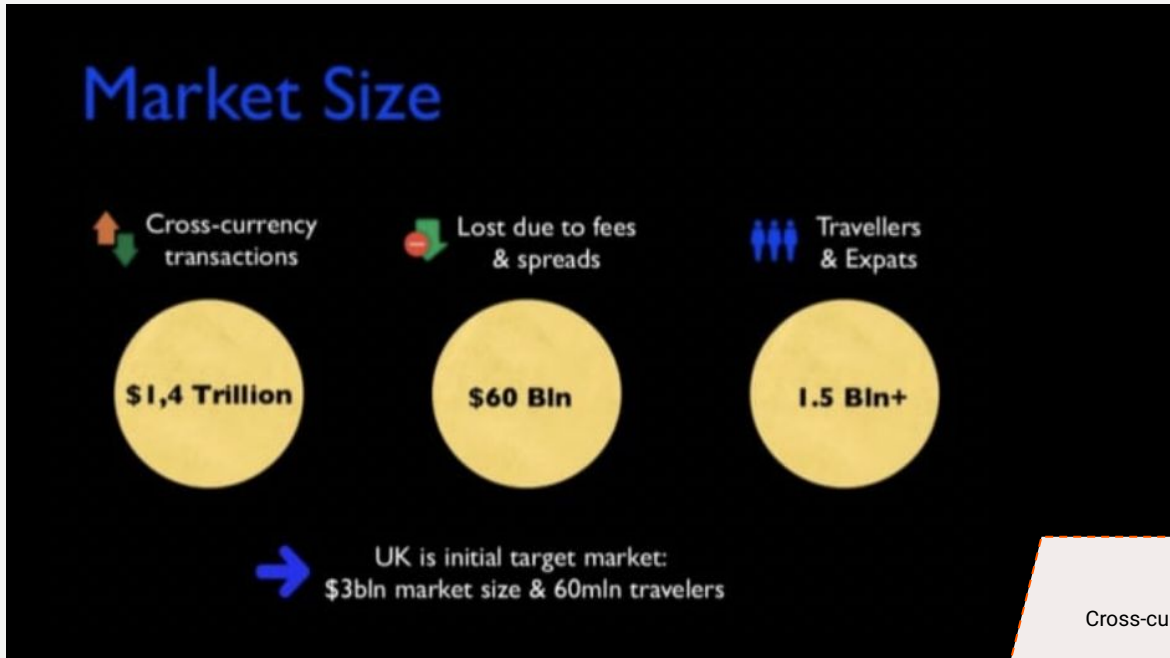
August 2004
CONFIDENTIAL

LinkedIn showed market sizes for each revenue stream they were envisioning.

EWOR Note

The comparables serve as analogies for investors in a time when the business model of LinkedIn (or other social media) was not yet well-known.

Revolut's Market Size Slide from their 2015 Seed Pitch Deck.



Revolut did not show a clear market size but indicated the **size of the opportunity**.

EWOR Note

Cross-currency transactions is not Revolut's TAM, the Fees & Spreads is.

The Competition Chapter.

GOAL

The goal of this chapter is to convince the investor that there are no viable alternatives currently available for the problem you are solving and that you have a good understanding of the competitive playing field and which aspects of your value proposition make you unique.

Tips & Tricks

Indicate on this chapter:

- **Who your competitors are.** Make sure to list quite a few competitors (both direct and indirect) and do not leave off any obvious competitors or competitors that have recently received a lot of buzz.
- **How you differentiate yourself from your competitors and why this differentiation is crucial to your success.**
- **Why your differentiation is defensible.**
If your competitors can do what you do in a reasonable timeframe, your differentiation is not defensible.

Common Pitfalls

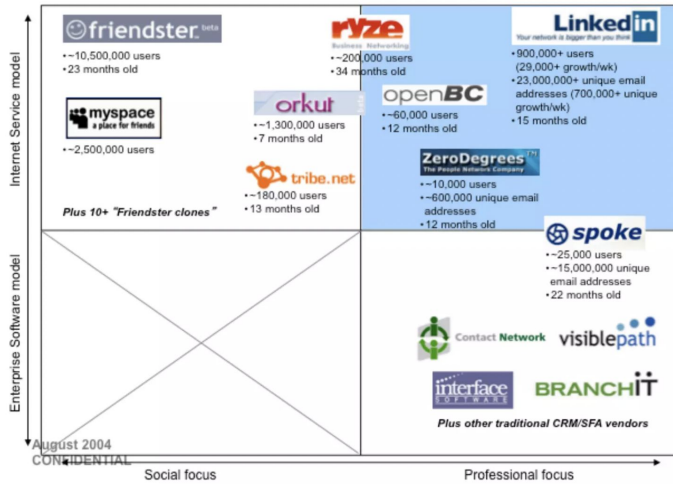
- **Claiming no competition:** Having no competitors is not a good sign as it likely means that the problem is not worth solving.
- **Rigged positioning:** Choosing the axis or competitor set in such a way that their start-up ends up in the top right quadrant and all competitors in the bottom left quadrant.
- **Meaningless differences:** Focusing on differences between your start-up and competitors that are not meaningfully connected to the problem you are trying to solve or that are not observable by your (potential) customers and/or users.

LinkedIn's Competition Slide from their 2004 Series B Pitch Deck.

LinkedIn is the Market Leader



Numbers as of 8/04. Non-LinkedIn numbers are estimates based on best available intelligence.



"Users": registered users currently active in the system
 "Email addresses": registered users + other individuals who are not users, but whose email addresses have been entered into the system by users

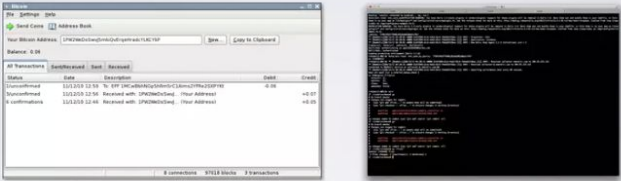
LinkedIn shows a **competitor matrix** that uses two relevant axis for their business (target audience and service model).

EWOR Note
 The user data helps showing that LinkedIn is superior to other solutions in the same quadrant.

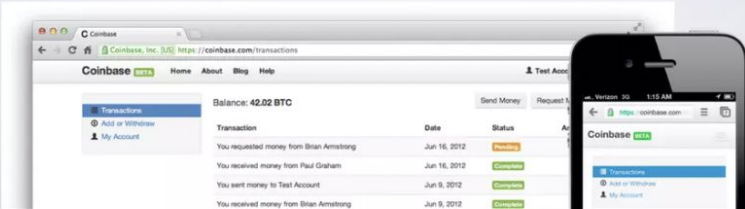
Coinbase's Competition Slide from their 2012 Seed Pitch Deck.

Too Difficult To Use

Current Tools



Coinbase



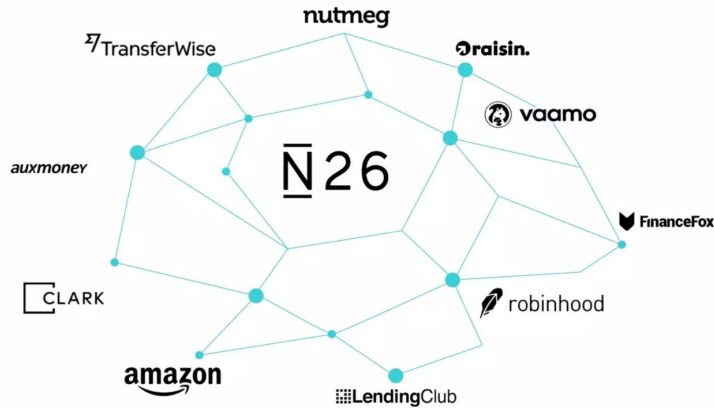
Coinbase uses only **one aspect** to compare themselves with competitors: ease-of-use.

EWOR Note
The argument is supported by clear screenshots.

N26's Competition Slide from their 2016 Series B Pitch Deck.

COMPETITIVE ADVANTAGE

The best product in one app



EWOR Note

Showing N26 as the center point of all these well-known services drives home the point that competitors will have a hard time competing.

N26 **bundled the service of multiple well-known FinTechs** in their product, leaving little room for competitors to do the same.

AirBnB's Competition Slide from their 2008 Pre-Seed Pitch Deck.



AirBnB shows a **competitor matrix** that uses two relevant axis for their business (affordability and where the transaction takes place).

Revolut's Competition Slide from their 2015 Seed Pitch Deck.

Competition

Old Players Use cases Start-ups
☹️ ← BANK Santander FairFX | worldremit WeSwap Revolut → 😊
Difficult & expensive Easy & cost-effective

Example of use cases:

| | | | | |
|--|------------------|-----------------|-------------------|---------------|
| I go to US. Cash is inconvenient, cards are costly. | Revolut ✓ | WeSwap ✓ | worldremit | FairFX |
| I want to send \$ instantly without complicated IBANs. | ✓ | | | |
| I want to have Euros without Euro bank account. | ✓ | | | |
| I want to exchange money instantly, not in 1-3 days. | ✓ | | | |
| I want to transfer at the exchange rate that is now. | ✓ | | ✓ | ✓ |


➔

The only product that solves the full cycle of a customer pain.

Revolut shows their superiority compared to competitors by indicating they **solve the problems they identified** by showing use cases.

Dropbox's Competition Slide from their 2007 Pre-Seed Pitch Deck.

Competitors

| |  Dropbox | Carbonite, Mozy | Foldershare | box.net |
|----------------|---|--------------------|-------------|---------|
| Sync | ✔ | ✘ | ✔ | ✘ |
| Backup | ✔ | ✔ | ✘ | ✘ |
| Sharing | ✔ | ✘ | ✔ | ✔ |
| OS integration | ✔ | ✔ | ✔ | ✘ |
| Web access | ✔ | ✘ | ☾ | ✔ |
| Versioning | ✔ | ✘ | ✘ | ✘ |

Dropbox used a **table** to indicate on which aspects they differ from their competitors.

EWOR Note

Note that Dropbox linked their solution slide to their competition slide by listing the same (+ additional) features

The Business Model Chapter.

GOAL

The goal of this chapter is to convince the investor that the business model allows you to rapidly scale your start-up and that you will be able to extract enough value from the transaction with your customer to be(come) profitable.

Tips & Tricks

In this chapter, **show how you will generate revenue.**

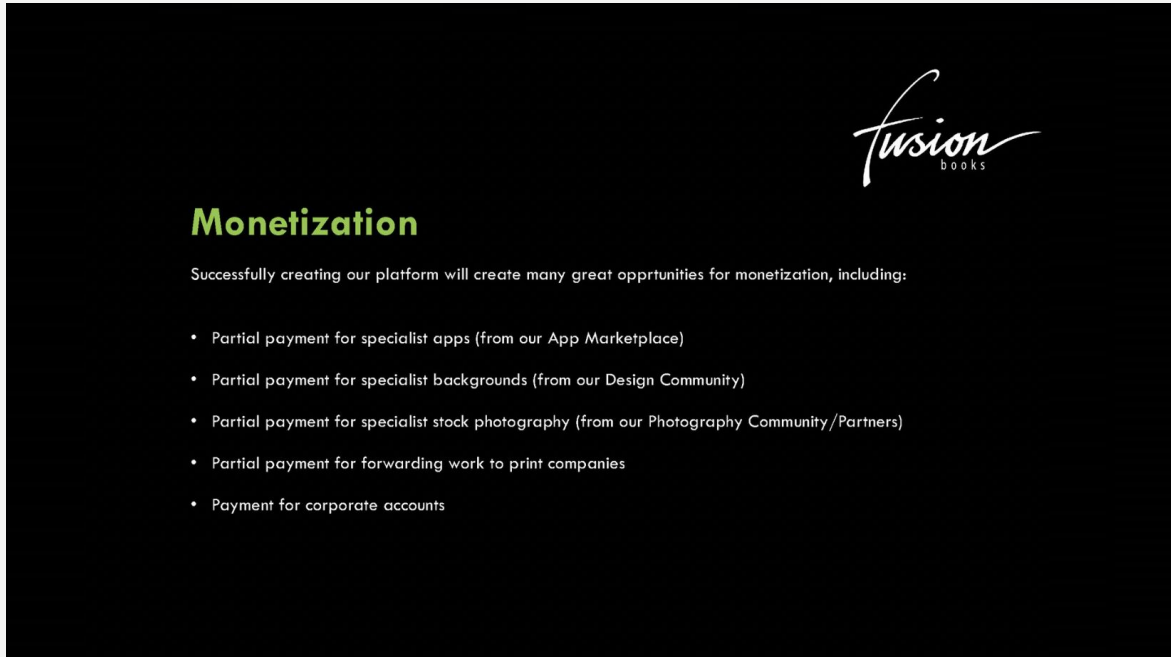
- Investors know that you will most likely not make a profit yet.
- To help them assess whether you will be able to scale rapidly and whether you will ever make a profit, you should also provide your (best estimates) of Customer LifeTime Value (CLTV) and Customer Acquisition Cost (CAC).
- For clarity and easy comparison, you can also provide the CLTV:CAC ratio.

Common Pitfalls

- **Not understanding your numbers:** Many entrepreneurs do not have a playbook on how they are going to (try to) improve their CLTV:CAC ratio. Many start-ups fail because they have an unfavourable CLTV:CAC ratio and are not able to improve it.

Not being aware of this ratio and not having ideas on how to improve the ratio is a huge red flag.
- **Unscalable business models:** Investors are looking for start-ups with unicorn potential. If your business model does not allow for rapid scaling, investors are unlikely to invest.

Canva's Business Model from their 2011 Seed Pitch Deck.



fusion
books

Monetization

Successfully creating our platform will create many great opportunities for monetization, including:

- Partial payment for specialist apps (from our App Marketplace)
- Partial payment for specialist backgrounds (from our Design Community)
- Partial payment for specialist stock photography (from our Photography Community/Partners)
- Partial payment for forwarding work to print companies
- Payment for corporate accounts

Canva (back then called Fusion Books) planned to build a platform but saw **opportunities for monetization.**

AirBnB's Business Model Slide from their 2008 Pre-Seed Pitch Deck.

Business Model

7

We take a 10% commission on each transaction.



AirBnB showed a very simple business model (a **commission per transaction**) but also also showed the revenue that could lead to.

Dropbox's Business Model Slide from their 2007 Pre-Seed Pitch Deck.

Business model

- **Individuals: freemium**
- **SMB: shared folder per-seat license**
(replaces backup, Windows file share, collaboration tools, reduces IT headcount)
- **Platform: broker all UGC from the desktop to the web**



Dropbox showed a **tiered subscription model** but didn't mention prices or potential revenue.

Tinder's Business Model Slide from their 2012 Pre-Seed Pitch Deck.

Revenue Opportunity

In-app Purchases

- 2 matches exposed for free
\$1 to see each new match thereafter
- Pay to send virtual flirt gifts (drink, rose, etc)
- Pay to show up higher in Like or Not list

Tinder (then called Matchbox) expected to make money from **in-app purchases**.

EWOR Note

Tinder now makes revenue through advertisements and subscription models.

The Go-To-Market Chapter.

GOAL

The goal of this chapter is to convince the investor that you have a sound strategy for which customer group or geography to go after first.

Tips & Tricks

In this chapter, **show which customer segment you want to target first:**

- Are you going for a regional roll-out, marketing to a specific age group, company size, etc?
- Why did you choose this customer segment?
- A pre-seed round is small. This chapter should reveal a compelling strategy that helps you attract your first customer or users without breaking the bank.

Common Pitfalls

- **Over Complication:** Keep your GTM strategy simple and straightforward. Avoid overloading this chapter with too many details or complex flowcharts that make it difficult for your audience to understand your approach.
- **Insufficient Detail:** While you should keep your chapter clear, you should also provide enough detail to convey your strategy effectively. Don't oversimplify to the point where your plan lacks substance.

Uber's Go-To-Market Slide from their 2008 Pre-Seed Pitch Deck.

UberCab

Target Cities

- Focus on SF/NYC to begin
- Expand to LA, Chicago, Houston, PA, Dallas
 - This covers 50% of entire US market

| North America & the Caribbean | | | | | | 168 |
|-------------------------------|--|----------------|---------------|--------------|--------------|--------|
| City | The United States: Taxi and Limousine Service in 2009, US \$ mln | | | | | %World |
| | World Rank | US \$ mln | %Country | %Region | | |
| New York | 1 | 978.53 | 22.75 | 20.41 | 4.84 | |
| Los Angeles | 3 | 354.23 | 8.23 | 7.39 | 1.75 | |
| Chicago | 5 | 325.61 | 7.57 | 6.79 | 1.61 | |
| Houston | 12 | 189.53 | 4.41 | 3.95 | 0.94 | |
| Philadelphia | 15 | 168.01 | 3.91 | 3.50 | 0.83 | |
| Dallas | 21 | 120.01 | 2.79 | 2.50 | 0.59 | |
| San Jose | 23 | 118.63 | 2.76 | 2.47 | 0.59 | |
| San Francisco | 25 | 116.79 | 2.71 | 2.44 | 0.58 | |
| San Diego | 26 | 113.64 | 2.64 | 2.37 | 0.56 | |
| Detroit | 31 | 108.92 | 2.53 | 2.27 | 0.54 | |
| Phoenix | 32 | 108.27 | 2.52 | 2.26 | 0.54 | |
| San Antonio | 39 | 90.62 | 2.11 | 1.89 | 0.45 | |
| Indianapolis | 46 | 77.28 | 1.80 | 1.61 | 0.38 | |
| Baltimore | 51 | 72.14 | 1.68 | 1.50 | 0.36 | |
| Washington D.C. | 54 | 70.28 | 1.63 | 1.47 | 0.35 | |
| Others | | 1,289.07 | 29.97 | 26.88 | 6.38 | |
| Total | | 4391.55 | 100.00 | 89.71 | 21.29 | |

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uber (previously UberCab) shared their **roll-out strategy** in their go-to-market slide.

EWOR Note

The table shows why Uber focussed on these cities first.

Wise's Business Model Slide from their 2011 Seed Pitch Deck.

Roadmap

| Segments | Currencies | Marketing |
|---------------------|-----------------|-----------------------|
| • Personal | • GBP | • Word of mouth |
| • Business payments | • EUR | • Social media |
| • Invoicing | • CHF | • Targeted PR |
| • API | • PLN, SEK, DKK | • Marketing campaigns |
| • Card payments | • USD | • Partner marketing |
| • Remittance | • AUD, CAD | • Distribution deals |

We are just scratching the surface, the todo list is long...

31.05.2011 Conf. denial TransferWise

Wise (previously TransferWise) showed a **roadmap for the segments & currencies they wanted to roll out**. And also showed the marketing channel they wanted to deploy.

The Traction & Milestones Chapter.

GOAL

The goal of this chapter is to convince the investor that you are on the right track and have defined clear milestones that are meaningful and reachable.

Tips & Tricks

In this chapter, **show any information that indicates traction and progress.**
Things you can include are:

- Number of paying customers or active users
- Number of sign-ups
- Logos of big-name customers (relevant in a B2B setting)
- Customer testimonials
- Partnerships
- Product milestones
- Team milestones (e.g. hiring of key employees)
- Profit
- ARR

Note: The traction chapter can be very powerful, but only if you have sufficient traction. If you don't have sufficient traction, leave it out.

Common Pitfalls

- **Irrelevant metrics:** Don't be tempted to come up with irrelevant metrics for the sake of being able to put in this chapter.

No, a graph showing cumulative website visitors over the last three months is not going to fool investors.

And no one wants to see how many cups of coffee your team has consumed staying up late coding.

Uber's Traction Slide from their 2008 Pre-Seed Pitch Deck.

UberCab

Progress to Date

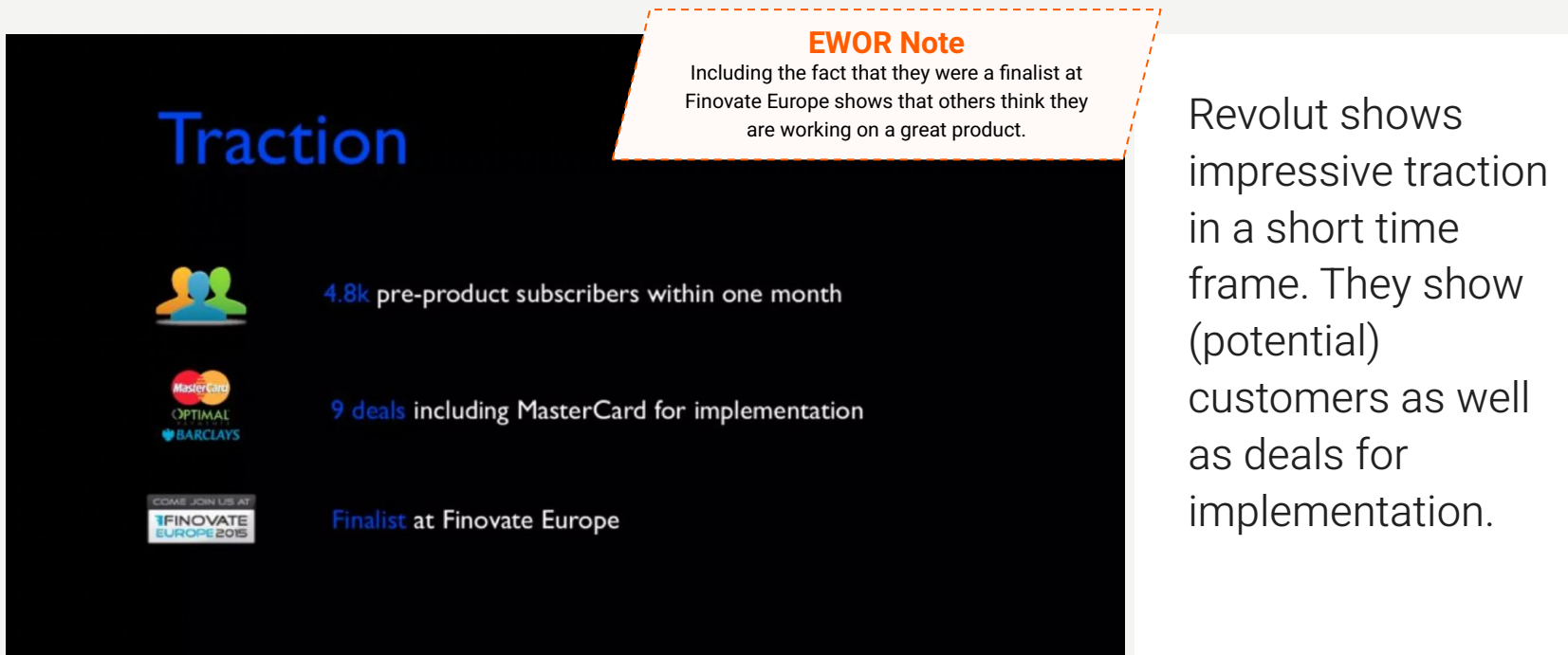
- Ubercab.com reserved + "ubercab" SMS code
- California LLC + trademark filed
- Iphone dev license applied for Nov28,08
- Bank Account + Paypal account created
- 5 advisors & 15 clients now recruited
- Provisional patent filed
- **NEXT:** buy 3 cars, develop app, Feb1st demo
 - Raise a few million, small-office + GM in SF

Uber (previously UberCab) shows the **progress they have made** regarding the product and show their next steps.




EWOR Note

Their next steps clearly require money, giving a prelude to their ask.

Revolut's Traction Slide from their 2015 Seed Pitch Deck.



The slide is titled "Traction" in blue text on a black background. It features three rows of traction metrics, each with a logo on the left and text on the right:

-  **4.8k** pre-product subscribers within one month
-  **9 deals** including MasterCard for implementation
-  **Finalist** at Finovate Europe

EWOR Note
Including the fact that they were a finalist at Finovate Europe shows that others think they are working on a great product.

Revolut shows impressive traction in a short time frame. They show (potential) customers as well as deals for implementation.

The Financials & Projections Chapter.

GOAL

The goal of this chapter is to convince the investor that you have sound financial projections and a clear operating plan that is ambitious yet achievable, if you manage to raise funds.

Tips & Tricks

In this chapter, **include actuals and projections for the following** (if relevant for your start-up):

- Headcount
- Number of customers or users
- Revenue (ARR or MRR)
- Burn
- Cash balance
- Major product milestones

We recommend including 3 years of projections. The time period you choose for each column, is up to you (it can be months, quarters, half-years, years). Make sure to include the current period as well, and at least one period in the past.

Note: This chapter can be very strong if you have paying customers and/or users. However, if you do not have them, you can skip this chapter.

Common Pitfalls

- **Ignoring Assumptions:** Failing to clearly state your assumptions can make it challenging for investors to evaluate the credibility of your projections. Be transparent about the factors driving your financial estimates.
- **Overemphasis on Revenue:** While revenue is important, it's not the only metric that matters. Investors want to see a well-rounded financial picture, including profitability, cash flow, and margins.

Revolut's Projections & Ask Slide from their 2015 Seed Pitch Deck.

Projections & Our Ask

| KEY SUMMARY DATA | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|--------|--------|---------|---------|---------|
| Newly Acquired Customers | 20,000 | 40,000 | 80,000 | 120,000 | 160,000 |
| Total Number of Customers | 20,000 | 60,000 | 140,000 | 260,000 | 420,000 |
| Paying Customers | 5,000 | 16,000 | 42,000 | 78,000 | 126,000 |
| Average Annual Top-Up | £5,000 | £5,000 | £5,000 | £5,000 | £5,000 |

| GROSS REVENUES: | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------------------|----------------|-----------------|-----------------|-------------------|-------------------|
| Use/Non-Use of Card | £90,000 | £270,000 | £630,000 | £1,170,000 | £1,890,000 |
| 1. Interchange Revenue | £90,000 | £270,000 | £630,000 | £1,170,000 | £1,890,000 |
| 2. Subscription Revenue | £0,000 | £0,000 | £0,000 | £0,000 | £0,000 |
| Total Revenue | £90,000 | £270,000 | £630,000 | £1,170,000 | £1,890,000 |

| Transaction Costs: | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| 1. Transaction Costs | £80,000 | £180,000 | £420,000 | £420,000 | £420,000 |
| 2. ATM Costs | £80,000 | £180,000 | £420,000 | £780,000 | £1,260,000 |
| 3. Load Costs | £84,000 | £252,000 | £588,000 | £1,092,000 | £1,764,000 |
| 4. Foreign Exchange Costs | £10,000 | £30,000 | £70,000 | £130,000 | £210,000 |
| 5. Bank out Costs | £240,000 | £720,000 | £720,000 | £720,000 | £720,000 |
| 6. Settlement Costs | £7,650 | £7,650 | £7,650 | £7,650 | £7,650 |
| Total Direct Costs | £461,650 | £1,369,650 | £2,225,650 | £3,149,650 | £4,381,650 |

| Gross Profit | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------|-----------------|-------------------|-------------------|-------------------|--------------------|
| Gross Profit | £228,350 | £1,060,350 | £3,444,350 | £7,380,350 | £12,628,350 |

| Operating Expenses | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|----------|----------|------------|------------|------------|
| Total Operating Expenses | £250,000 | £500,000 | £1,000,000 | £2,000,000 | £2,000,000 |
| User Acquisition Expenses | £300,000 | £600,000 | £1,200,000 | £1,800,000 | £2,400,000 |

| Net Profit (Loss) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------------------|-----------------|------------------|-------------------|-------------------|--------------------|
| Net Profit (Loss) | -£21,650 | -£438,650 | £2,444,350 | £5,580,350 | £10,628,350 |



We need £1.5m to make it happen.

Revolut **combined their projections and ask slide.**

Since they show their expenses in their projections, it is clear what the investment will be used for.

LinkedIn's Financials Slide from their 2004 Series B Pitch Deck.

Series B Brings LinkedIn to Operating Profitability in 2005



5-Year Financials \$ Thousands

| 5-YEAR FINANCIALS | Historical | Conservative projections | | | |
|--------------------------|------------|--------------------------|------------|-------------|-------------|
| | 2003 | 2004 | 2005 | 2006 | 2007 |
| Total active users (EOY) | 81,801 | 1,594,188 | 3,889,445 | 6,195,065 | 9,317,487 |
| Revenues | \$ - | \$ 261 | \$ 7,292 | \$ 22,697 | \$ 54,088 |
| Expenses | \$ (1,271) | \$ (3,997) | \$ (6,973) | \$ (10,644) | \$ (14,119) |
| Cashflow from Operations | \$ (1,271) | \$ (3,736) | \$ 319 | \$ 12,053 | \$ 39,969 |
| Cashflow from Financing | \$ 4,679 | \$ 9,750 | \$ - | \$ - | \$ - |
| Net Cash Position (EOY) | \$ 3,408 | \$ 9,422 | \$ 9,741 | \$ 21,794 | \$ 61,763 |
| Headcount | 11 | 36 | 69 | 93 | 112 |
| Operating Margin | N/A | N/A | 4.4% | 53.1% | 73.9% |

LinkedIn showed conservative financial projections for the next five years.

EWOR Note

As this slide is from LinkedIn's Series B pitch deck, they were able to show historical data. For your Seed Round, this might not be possible.

The Team Chapter.

GOAL

The goal of this chapter is to convince the investor that your (founding) team is the right team to work on this problem, develop this solution and make this start-up successful.

Tips & Tricks

Show why your team is the right team to work on this problem by showcasing **industry experience, unique connections**, and anything else that makes your team likely to succeed with this idea.

Include the following of your core team:

- Full names, pictures and Links to their LinkedIn pages.
- Relevant experience & logos of companies or education institutions where they got this experience.
- Leadership experience.

Note: If you are still early in your start-up journey and don't have a lot of traction, it can be worth it to move the team chapter to earlier in the deck. If you have traction, let the traction speak for itself and leave the team chapter near the back of the deck.

Common Pitfalls

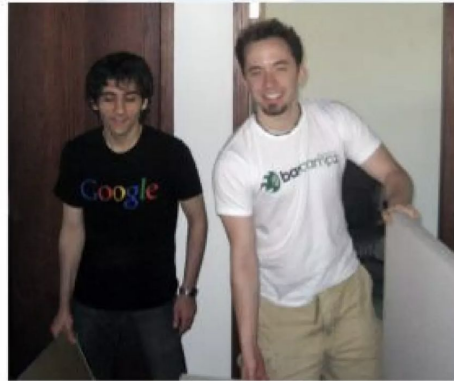
- **Name-dropping:** We see many pitch decks in which founders have included logos of large corporates or fancy universities, but don't make it clear what the role or major of the team member was at that institution.

Relevant experience at a lesser well-known brand is often more valuable than completely unrelated experience at a big brand name.
- **Huge teams:** We see many team chapters that include all kinds of advisors, team members, mentors and logos of programmes they have been a part of.
Focus this chapter on the core team.
Only if you have very good reasons, you can include others.

Dropbox's Team Slide from their 2007 Pre-Seed Pitch Deck.

Team

- **Drew Houston – CEO**
S.B. MIT EECS; first line of code at age 6; first startup gig at 14; founded online SAT prep co after multiple perfect scores
- **Arash Ferdowsi – CTO**
S.B. MIT EECS (on leave); director of MIT programming competition; prior exp at Google



Moving into our first office, 5/14/07

Drew and Arash only added **relevant experience** to their team slide that indicate they will be able to build this product.

Wise's Team Slide from their 2011 Seed Pitch Deck.

Team

- Kristo, co-founder, CEO
 - Financial services consulting with Deloitte and PwC
- Taavet, co-founder
 - Skype early employee, angel investor, INSEAD MBA
- Backoff ce, customer support
- Developers



31.05.2011 Conf dental 

Wise (previously TransferWise) shows the **financial & business expertise** of their co-founders.

Technical expertise is represented by developers.

The Ask Chapter.

GOAL

The goal of the ask chapter is to convince the investor that the money they will (hopefully) invest will be put to good use.

Tips & Tricks

In this chapter, include:

- How much you are looking to raise this round (include what round you are raising).
- What you are planning to do with the money.
- Say how much money you need (and potentially specify the terms).
- Indicate other things you want, e.g. mentorship.

Common Pitfalls

- **No specified plans:** We see many founders who haven't specified what they plan to use the funds for. Make sure to let investors know what milestones they 'buy' by investing in your start-up.
- **No numbers:** Be honest and clear about how much money you plan to raise.

Sendgrid's Ask Slide from their 2009 Seed Pitch Deck.



Goals

- Raise \$300k
 - Solid Sales & Marketing
 - 400 customers
 - \$60k monthly recurring revenue
- Investors
 - Email experience
 - Contacts with hosting providers
 - Mentorship



EWOR Note

If you are looking for more than just capital from investors, be clear about that.

Sendgrid included how much money they wanted to raise, what they would achieve with that money, but also **what else they were looking for from investors.**

Intercom's Ask Slide from their 2011 Seed Pitch Deck.

what we're looking for

- * \$600k convertible note
- * 18 months of runway to work on:
 - product-market fit
 - customer dev
 - early marketing efforts
 - profitability
- * Plan to raise further round in 12-18 months to turn up heat on marketing

Intercom included how much money they wanted to raise **through which instrument** and what milestones they would achieve with that money.