Pitch the way VCs think presenting with emotion...



Investors bounce between fear & greed

Emotion is the reason to invest: feelings, stories, narratives not facts!

Rationale is the reason to "explain investment or not invest"

Complexity scares investors; KISS works; jargon-free

Play games or hide things: good investors will notice

Judging you: be confident, transparent, humble... but don't trigger BS meter!

Surprising truths

Message sent is OFTEN not the message received

Simplify: Tell the "story" well enough to get to complexity later

Steer into your investors' objections! Don't avoid them; ask

How do you become one of the 3 out of 1000's in a 7 years?

Your goal: get to the next stage... get investors to dig in

Investors' view of your business model

There are startups that know how they'll make money & those that haven't figured it out yet but can define options/tests to run

Technical startups should have technical risk & lower market risk

Series Seed, A, B have increasing specificity & more risks eliminated; Series C should be growth round. What do you de-risk with this round?

Your "first pitch" goal

Make sure investors know what you do in first 60 secs

Show why it is awesome: "If I can prove x, then ... "

Show market is big enough or new to be exciting

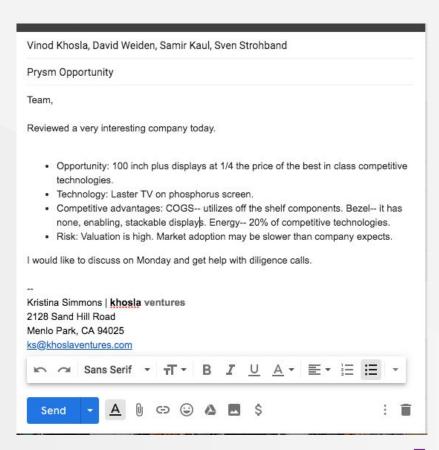
You can or have figured out the product market fit

The technical risk is manageable & market obvious

And LAST the team is worth backing

You're selling the partnership, through your sponsor VC, so give the individual partner the talking points to overcome all objections; pick the right partner

Engineer the investor's "email"



khosla ventures

Preparing to design a deck...

Starting prep: everything you want to say

Reasons to Invest

Data/Technology/IP

10x better than anyone else in the space
12 patents with IP blocking key competitive threats

Business/Model Built in market effects

Initial market is \$~10 billion, but could expand to \$30 billion as they grow the market

Exciting upside market Strong results with less than \$3m invested Technology can be applied to other markets Network and market effects built in product Growth can be fueled by strategic partners

Team

John Smith, CEO, PhD in Computer Science, previously CEO of Woozle Jay Joe, CTO, phD in Mechanical Engineering, previously CTO of Nest Andy John, COO, previously COO of Square

Reasons to NOT invest (risks)

- · Launch vehicle delay or failure
- SkySat-1 fails before 2 year design lifetime
- US Government regulation
- · Customer product requirements mandate scope creep & cost increases
- Technology development results in cost increases & delays
- · Delay in recruiting remainder of team
- Large information product market fails to materialize
- · Anchor customers reduce data budgets
- · Actual on-orbit images fail to meet lead customer requirements
- Competitors match Skybox's low commercial pricing
- · Lower cost monitoring solutions materialize
- Payload supplier can't deliver on time/on budget
- Automated imagery analysis capabilities require more time/effort to implement than anticipated
- · US Government commissions similar constellation to Skybox
- Skybox satellite or ground station security compromised
- · Foreign government imaging satellites compete with Skybox

Prep is an opportunity to cohesively understand your business

The questions brainstorm is a safe space for founders to externalize any anxieties, sticking points, uncertainties & dreads

You want part of your braintrust coming up with questions to be uninitiated to the company and provide fresh eyes

And get the team on the same page & leverage their perspective.

—First Round Capital

Start: narrow to the 3-5 "lures"

Reasons to Invest

\$10m gizmo generates \$60m high margin reverse

Low risk, low capex approach to

Proprietary high data rate

te 295% lower datacests, 900% more data (technical advable GIS STUB) markets 2 new potential (existing + potential tive company (Easy economic Extensive multioring
data costs, 900% more data (technical advantage)

Start: plan to directly address investor fears!

ore 2 years sign lifetimes Section 2008 and 100 and 10 **Reasons to NOT Invest** Contingency for delay or failure Gizmo fails before 2 Automated analysis technology is uct market fails to materialize

Start: roughly budget your presentation

What you do & market (2-3) user problem & solution, market product

Tactics (2-3): go to market, segmentation, proprietary business model

Advantages (2-3): Special sauce, IP, uniqueness, unit economics, CAC

Risks & risk management (3): risks, contingencies, why now?

Team Uniqueness (1) – uniqueness plus "additional needs"

Financials & contingencies (3): revenue, cash flows, Contingencies?

Competition & differentiation (2): full disclosure on competition, advantages

Others (1-2): milestones with fundraise, use of financing

Write the 20 slide headlines

Slide headlines should each be <u>a message not a title</u> ("Team" is a title; "Team engineered for this opportunity" is a message)

The 20 slide headlines without content should tell an emotional narrative

Pitch by analogy for association but don't reason by analogy

You can start with your investment thesis or the problem you are solving... more than one way

... but not top down bullshit market numbers

Presenting: Confidence but substance...

Separate now vs. future... but don't trigger the bullshit meter

Eric Paley's (Founders Collective) advice

Write a 30-second commercial about your startup

Why is 20% of your equity worth \$10m? The answer, and that script, should be the backbone of your pitch. If Hollywood can tease a 2-hour film in 30 seconds, you can tease a 45-minute meeting

Start with a splash

Launch right into the biggest statement you can make about your company's impact in the future. The message from the outset should be "If we do our job right, we will completely change the way...!"

Paint a picture with words

Specific > Generic, every time. Instead of a slide title that says "Team," you could write, "We've worked together for 5+ years at Uber and introduced ______ together" Repeat for every slide.

Add images last

Only start adding images to your deck after you've got the twenty or so slide headlines in order. Graphics are a crutch. They should only be there to support each headline. Ideally, there are no other words beyond the headline.

This isn't easy. In a 16:9 slide format, with 28 point title font, you can only fit in \sim 15 words or \sim 75 characters per slide. You likely won't use more than 300 words! Use a subtitle if needed, but brevity is important. The story needs to be crisp.

Start: Unbudgeted backup with the appendix

Have a backup slide for every question you might encounter!

Convey preparedness with slides for any question or metric

List the questions/objections & update after every meeting; detail ok

Try 2-3 test VC's (not your target) first & redo your presentation

Mindset in presenting...

Watch the cadence & engagement:

Don't take 5 slides to explain what you do... go boom, punch, boom!

The first 60 secs is critical: engage audience

Substance over generics; simple meat (not BS) over platitudes

Close with the big reason- your last slide is THE message

What VCs' value:

Team: geeks, sales & marketing forces, entrepreneurs

Competition: transparency, unique niches/approaches

Clear elevator pitch: no jargon, KISS, punchy

Credibility: not too good to be true; practical "reach"

21

The fundraising founder has to operate at the right oxygen level between the soil and the stratosphere. Not in the trenches, but not in rarified air.

-First Round Capital

Follow VCs' thought process

Mission: what pain (not vitamin) does company alleviate; prove it's a pain!

Reasons to invest: emotional/greed reasons work better

Risk mitigation: risk management plan shows preparedness; address don't hide

Team: How impressive for the plan? What's special in the "gene pool" vs. names/titles?

Financials with cash flow: What does financing achieve/eliminate as risks?

Remember

When Song & Schwarz presented "exercise instructions" in Arial, readers guessed that the exercise would take 8.2 minutes to complete. When presented the identical instructions in Brush Script MT, they guessed it would take 15.1 minutes. Plus they were more willing to incorporate the Arial-presented exercise into their daily routine.

Implication:

If we want people to adopt a new behavior, the instructions don't just need to be semantically clear, they also <u>need to be visually easy</u> to read, otherwise the behavior will seem too demanding.

Visual emotion vs. visual mess

Detail, too many messages, fonts size & type, complex or too many graphics, sentences, colors

or

Visual omph thru simplicity!

It matters!

Make all numbers match: often they don't

Numbers should match consistently

Verbal descriptions: hyperbole without proof loses credibility

The presentation's middle slide

Marketing, financials & actuals (or trends)

P&L, margins %, unit economics, CAC

Appendix slides

<u>Command your numbers</u>: CAC, scalability of CAC, cash flows to risk, details next 4-8 qtrs and 5 yr needs;

If you are really early, talk about everything you have tested and your key, data-driven learnings

VCs like data-driven founders. They like the fact you test and are thesis-driven

Acknowledge if you are a concept or data driven startup

The deck...

State the problem clearly:

Be specific, not generic/obvious: Not "Healthcare is Broken"

Focus on compelling pain, not a vitamin: prove it beyond stating it

New market creation is ok: larger, riskier bet ... if sexy!

Concept driven pitches ask to believe in larger vision

Data driven pitches show proof

Which one are you?

Start: deck detailed rules & tips

No clutter: where does the eye go first?

Don't go to the edges; don't clutter or mix messages

Examine every word, picture, bullet. Is it necessary?

Single line "de-worded" uncluttered <u>messages</u>: titles, bullets...

5 Sec Rule: How will each slide be "read" in 5 secs?

Superlatives are not proof: "Show" DON'T "Tell"

Start with an agenda/hook & repeat where you are in agenda/story

1

State the problem clearly: complex



1 The visceral punch

Our Mission – No More Finger Sticks



2 State the reasons to invest upfront & punchy

Reasons to Invest in Zyomed

Only solution for a critical need for 362M chronic diabetes

Technology: silicon-realizable invention for all glycemic use cases

Skeptical evaluation team concludes: "shockingly good results"

Team with strong science & area expertise

\$8m to device prototype & science validation in multi-enter trials

Easy path to Series C & billion dollar market

One Format: each reason addressed one at a time

Reasons to Invest in Zyomed

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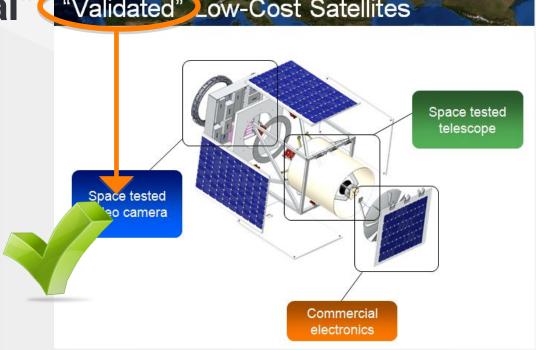
Easy path to Series C & billion dollar market

One key message per slide



3

One key "emotional" ("Validated" Low-Cost Satellites message per slide



4

Title is key message







Title is key message: visceral

Uncluttered: 5 second rule

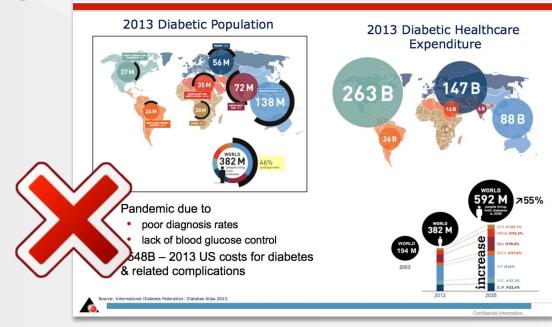
96% lower data cost

	Skybox	Competitors
Revenue/km ²	\$2-3	\$2-3
CapEx/km²	\$0.02	\$0.27
₹x/km²	\$0.008	\$0.40
otal Cost/km²	\$0.03	\$0.67

Title is key message

Diabetes Problem





Title is key message visceral





De-word! Few words rule + single line title rule!

2PG nanopore based instrument and patented biochemistry provides a powerful diagnostic platform

• Multiplex 15+ traits from a single sample • 3-4 traits per nanopore array

Amplification Nanopores

//

/

Sample to Answers

Molecular Test Compatibility

- "Traditional" end point PCR
- · Isothermal (LAMP) PCR
- · Quantitative measurement
- Relative abundance (MT:WT)
- Unbiased + SNP Probe
- · Allele specific (mutations, SNPs)
- Zygosity/Copy number (0-5)
- RT-PCR (RNA → DNA)

Assaus Demonstrated to Date:

Oncology

- KRAS G12D ctDNA
- BRAF V66oE Mab
- TNF-alpha

Infectious Disease

- STI Panel: Ct, Ng, Tv
- MTB
- Salmonella
- Flu H1N3
- Zika (SNP)
- Tetanus

Small Molecules

Lisinopril

Hu Dx Genetic Testing

- Fertility (SRY, SMCY)
- Cystic Fibrosis (CFTR delta F508)
- Oral bacteria

Crop Science

Trait quantitation in mixtures

Detection is purely electrical! Nanopore sensor means: No optics.

No extra words: less is more!

Uncluttered: 5 second rule

Multiplex 15+ traits from a single sample

Assays Demonstrated to Date:

Oncology

- · KRAS G12D ctDNA
- · BRAF V660E
- Mab
- · TNF-alpha

Infectious Disease

- STI Panel: Ct, Ng, Tv
- MTB
- Salmoneiia
- Flu H1N3
- · Zika (SNP)
- · Tetanus

Small Molecules

Lisinopril

Hu Dx Genetic Testing

- Fertility (SRY, SMCY)
- Cystic Fibrosis (CFTR delta F508)
- Oral bacteria

Crop Science

· Trait quantitation in mixtures



No extra words, no extra colors, lines, boxes!

Study - Enabling 2 Unmet Needs



GLYCEMIC WELLNESS (worried well/obese/prediabetics)

Range Prediction Alg.

- Red: <80mg</p>

- Green: between 80 - 180mg/dl - Yellow: >180mg/dl

HBA1C testing
TT (if warranted by PCP)

<u>(earables</u> watch, jewelry

n-band eadband

glasses

GLUCOSE MONITORING (Type-1 & Type-2)

Glucose Value Prediction

BGL: 221 mg/dl

Rate: +1.82mgl/dl/min

Replace both current CGMS and Finger Stick Meters Feedback control of insulin pumps

- smart-phone form factor
- clip-on units
- Integrated with pumps
- watch

Confidential information..

- 2

5

No extra words, >10,000X Signal-to-Clutter simplify complexity! Enhancement Achieved

No extra words, simplify complexity!





ZYOMED: 12.4% best in class!

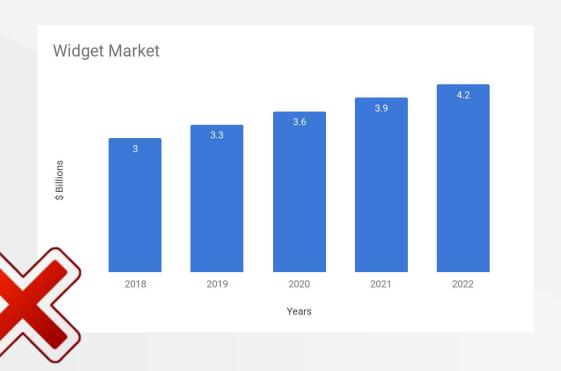
Medtronic: Published MARD: 16%

Dexcom: Published MARD: 13-16%



Confidential I

Preferably no top down projections



Bottoms up market projection

Credibility matters

	2018	2019	2020	2021
Installed base of widgets	1,300	1,565	1,852	2,157
% that can be updated	10%	15%	20%	25%
Number of updates/year	1	1.5	2	2.5
Price/update	\$5.00	\$5.00	\$4.00	\$3.50
Annual opportunity	\$35	\$221	\$651	\$1,532

7 Financials:7 rows maximum

	(\$000)	2009	Q1 2010	Q2 2010	Q3 2010	Q4 2010	2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	2011
	Unaudited	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Revenue											
	Aftermarket Modules	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500
	License/NRE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	0.0	2500
	Total Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0	5000
	Gross Margin	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0	5000
	GM Percent	NA.	NA	NA	NA	NA	NA.	NA	NA	100%	100%	100
	Expenses											
	Compensation											
	R&D	2147.5	662.0	757.8	972.0	1074.3	3466.1	1196.0	1324.0	1400.0	1500.0	5420
	Marketing & BD	0.0	0.0	60.0	120.0	200.0	380.0	240.1	300.0	325.0	340.0	120
	GBA	303.5	100.3	96.3	115.0	125.0	436.6	125.0	125.0	135.0	140.0	52
	Total Compensation	2451.0	762.3	914.1	1207,0	1399.3	4282.7	1561.1	1749.0	1860.0	1980.0	715
	Benefits	486.4	102.0	228.5	301.8	349.8	982.1	390.3	437.3	465.0	495.0	178
	Consulting	594.4	211.0	117,0	117.0	117.0	562.0	117.0	117.0	117.0	117.0	46
	Depreciation	175,3	55.5	106.4	127.7	148.9	449.6	165.0	180.0	205.0	230.0	78
	Other Expenses	1057.2	216.4	376.0	385.0	407.6	1385.0	451.5	451.5	455.0	455.0	181
								F33000	(C)			
	Total Expenses	4764.3	1358.3	1742.0	2138.5	2422.6	7661.4	2684.9	2934.8	3102.0	3277.0	1199
	Less: Pate pitalization	-262.1	-47.6	-75.0	-75.0	-75.0	-272.6	-75.0	-75.0	-75.0	-75.0	-300
			******	(******	(********		*******		
L	Nes es	4502.2	1310.7	1667.0	2063.5	2347.6	7388.8	2609.9	2859.8	3027.0	3202.0	1169
`		>										
	Y	-4502.2	-1310.7	-1667.0	-2063.5	-2347.6	-7388.8	-2609.9	-2859.8	-527.0	-702.0	-669
		21	21	30	40	45	45	50	55	60	60	
	nditures	-477.1	-156.4	-370.0	-370.0	-370.0	-1266.4	-370.0	-370.0	-370.0	-370.0	-148
	s/Accruals	-172.8	62.0	0.0	0.0	0.0	62.0	0.0	0.0	0.0	0.0	
7		33.6	0.0	2.0	1.0	0.0	3.0	0.0	0.0	0.0	0.0	
		7891.7	2682.8	1296.7	1,5793.1	13413.3	2682.8	10769.6	7879.7	4755.0	3988.0	1076
/		-5205.3	-1386.1	-2003.6	-2379.8	-2643.7	-8413.2	-2889.9	-3124.8	-767.0	-917.0	-769
	Inves	-3.6	0.0	16500.0	0.0	0.0	16500.0	0.0	0.0	0.0	0.0	
			2 ******					Z-55-55-55				
	Cash Ending	2682.8	1296.7	15793.1	13413.3	10769.6	10769.6	7879.7	4755.0	3988.0	3071.0	307
								****	=====			100

Financials: 7 rows maximum; quarters

	Q3'10	Q4'10	Q1'11	Q2'11	Q3'11	Q4'11	Q1'12	Q2'12	Q3'12	Q4'12
Revenue	-	-	-	-	-	-	-	-	950	2,400
COGS	-	-	-	-	-	-	36	36	550	550
OpEx	2,083	3,432	1,679	2,851	2,075	1,604	1,906	1,588	731	1,751
EBITDA	-2,141	-3,489	-1,729	-2,845	-2,129	-1,581	-1,950	-1,459	-394	78
	25,113	-767	-1,021	-1,600	-433	-307	-1,575	-32	-1,061	-273
Japex	2,355	867	1,116	1,509	255	182	1,396	-	785	21

Financials: 7 rows maximum; 5 years

(\$'000s)	2010 (0)	2011 (0)	2012 (2)	2013 (2)	2014 (6)	2015 (6)
Revenue	0	0	2,800	25,100	79,200	161,100
COGS	300	1,800	4,600	9,200	16,200	21,300
SG&A R&D	6,800	9,900	6,700	10,800	18,000	28,900
Operating Income	-7,100	-11,700	-8,400	5,100	45,000	110,900
Financing Activity	16,000	26,000	0	0	0	0
	11,400	22,100	5,000	4,700	26,400	89,200

Details in Appendix 50

What does this say about team?



State why team is strong?

Dan Berkenstock | CEO/Co-Founder

PhD - optimal design of spacecraft (NASA/Stanford) Space shuttle operations (NASA)

Julian Mann | CTO/Co-Founder

Co-founded microsatellite communications manufacturer Program Manager, Stanford Space Systems Laboratory

John Fenwick | VP Government/Co-Founder

National Reconnaissance Office: Program Manager Stanford University (MBA '09), MIT (MS EE/CS '01)

binson | Director, Image Processing

Efficient Multiframe Superresolution Enhancement
3 patents in image processing and enhancement

Key Advisors

Mark Leslie Leslie Ventures

James Cutler, PhD

Microsatellite Expert & Professor, Univ. Michigan

Marc Tremblay, PhD
Frmr VP Commercial Business, Digital Globe

Rob Shanks Frmr CEO, GlobeExplorer

Board of Directors

Pierre Lamond Khosla Ventures

Gordon Eubanks

Mark Leslie Independent Director

Risk management

Proactive risk mitigation

	Risk	Mitigation
Satellite	Optic over time & budget Satellite build delayed past launch window Satellite fails to initialize on-orbit Satellite fails to meet 2 year lifetime	Firm-fixed price contract 2-4. Second satellite built and launched 6 months after first [Dependent on incremental Series B funding]
Regulatory	FCC licensing Export license denial (launch)	2 pre-consultations completed, govt-centric board member Top-tier regulatory attorneys
Launch	Launch provider delay Launch failure	Second launch slot 6 months following first [Dependent on incremental Series B funding] Insured launch, second satellite built, launched in 6 months [Dependent on incremental Series B funding]
Team	Hiring: technical team Hiring: executive level	Extensive technical network Current recruiter relationships
	Conditional contracts fail to materialize Image quality doesn't meet user needs	Meetings with lead customers T-24 months from launch Optic provider track record



The ask, the delivered & deliverable timeline...

\$xx m Series B deliverables...

	Completed	Series B	Post Series B	
Satellite	Designed	In Space	Scaled to Constellation	
Regulatory	NOAA License Granted	FCC License Granted	Constellation Licensing	
Launch	3 quotes obtained	Launch Contract/Launch	Constellation Launch	
Market Adoption	Google/Microsoft/Oil & Gas/US Government Deep Dives	Initial Revenue	Scale	
ew Applications	250 Interviews Completed	Beta Testing	Scale	



Unfair advantages: restate them! Again & again!

Finish with a flourish!

Skybox: Massive Potential

New business model:

weekly & daily monitoring of thousands of locations

50x monitoring capacity:

10x TAM at 80% commercial pricing reduction

khosla ventures 56

Appendix: answers to all questions

List all the questions you know might will get

One question / slide: details ok! Complexity ok

Flip to appendix when answering questions

If you don't have an answer prepared offer to get back (no BS)

Questions Entrepreneurs Ask...

How much do I focus on the big lofty vision vs. current offering? Climbing Mt. Everest as a Strategy: Base camp first & 100X in steps



Should I present the many business models possible?

One business model drives the business. It's tempting to list multiple revenue streams but investors generally see a red flag.

The charitable interpretation, is the team doesn't know which one model will work. The bad interpretation is that the team lacks focus.

-Reid Hoffman

Authenticity over focus: If you are not certain don't overcommit to one path; define other paths to Everest



What should be on my metrics slide and how detailed should I be in financial plan in the deck?

Simplify visually; answer essence of your business; only critical numbers

Show Preparedness: Have appropriate detailed tables, charts, figures, graphs, figures to preempt diligence & increase confidence in you

Your company should be a problem solving machine

How much should I put down for the raise?

Demonstrate amount of "ask" will get to a risk reduction or milestone

Ask for just enough capital to get to a milestone that raises the value

Often entrepreneurs ask for too much

You'll get more if you ask for less & oversubscribe!

How do I best show product offering/ tech?

The "story" of the product & why it's special; go back to doing a 30 second commercial for it

Which investors should I approach & how?

Do your research: who likes what type of investment?

Approach them in sequence with "test investors" first to tune your pitch

Get an introduction thru their entrepreneurs or do a "thoughtful cold email"?

Should I do a demo?

Generally Recommended: Unless you execute perfectly, a pre-recorded video demo with NO voice and sound; things do go wrong/destroy flow/cadence & take time

... do voice over in real time

Summarizing the guidelines...

Guides for your deck

State the problem: Emotion over details

Every title should be a message not a statement or topic

Lots of white space in slide & light fonts to reduce visual complexity

Don't need full sentences, just emphasis when presenting (vs. preread)

One line per bullet <u>usually</u>; graphics over text

Guides for your deck: generating confidence

Slide: focus the users eyes to one place, not wander in visual complexity

Avoid declarations without proof or validation; confidence without hubris

Avoid generic statements: "generic \$B of market size insults investor's intelligence" vs. bottoms up helps

Look, feel, white space & readability matter: get help!

Put details, complexity and Q&A in appendix

Guides for your deck: details

Fonts, extra words can increase perceived difficulty

Less is more "5 second rule": flash slide for 5 secs & test takeaway?

Minimum font size 24 pt. for big headings & >18pt. for subheadings

No more than 4 lines per page (maybe 5) & one picture/graphic

Less than 10 words per line generally & <50 words per slide

Guides for your deck: takeaway

Visceral story not dry facts: steer into reasons to invest or not invest

Cover all risks & contingency for each risk OR list options to test

State what you are asking for and what will be deliverable for the "ask"

Engineer the takeaways (the three above)

Make eye contact for credibility

Good blogs to read

Which investors & how?

https://medium.com/swlh/how-to-send-the-perfect-cold-email-to-an-investor-edfe9d45475

Advice from First Round

https://firstround.com/review/the-fundraising-wisdom-that-helped-our-founders-raise-18b-in-follow-on-capital/

Advice from Eric Paley, Founders Collective

https://medium.com/swlh/20-lines-to-write-before-starting-your-pitch-deck-8dfb29208d78

Advice from Reid Hoffman

https://www.reidhoffman.org/linkedin-pitch-to-greylock/

Stories, not facts lure investors!

Questions?