

MOOD: CORPORATE SCORECARD
NOVEMBER 2015

Ongoing MM Performance Scorecard

	Module	Status	Initiatives Underway or Taken	Next Steps or Ongoing
Leadership	Senior Leadership Appointments		<ul style="list-style-type: none"> Leadership build-outs essentially complete @ MMNA, MMINT, MMTM & MMBIS Prioritized plans & actions targets are assembled by each executive 	<ul style="list-style-type: none"> Develop, Recognize, Reward or Replace as appropriate.
	Scorecard Development and Management		<ul style="list-style-type: none"> Leaders have scorecards, with key operational & efficiency targets aligned to compensation Focal areas are tracked for monthly, quarterly and annual progress 	<ul style="list-style-type: none"> Drive scorecards through the Teams, ensuring accountability via up or out behaviors and processes.
Revenues	Audio, Local Sales & Solutions Development		<ul style="list-style-type: none"> Appointed Pres. MMNA, Pres. MMINT, EVP Product & Local Sales, VP Local Sales- MMEU Increased MMNA Local salesforce to 131 at Sept. 30, on target, and vs 65 in Q4/13; Delivered 22% increase in Local gross site additions and 62% increase in Local Gross Gain Sales in Q3.15; Launched Mood Mix as streaming-plus offering & Social WiFi as compelling retail Social marketing solution; Launched new Inside Sales Team with initial high success rates; signed first QSR client for Shazam for Local. Advanced discussions with a variety of distribution & solution partners 	<ul style="list-style-type: none"> Improve productivity of AE's hired to achieve historical growth curves Repackage/replicate already built solutions for new verticals Finalize Partnerships underway to expand Indirect Sales Channels, broaden Mood capabilities, and enhance Mood Reach Build Local AE count to ~140 in 2015; continued buildout in 2016.
	Mobile Sales Development		<ul style="list-style-type: none"> Mood Presence built into Top 5, 3rd party app solution Expanded Presence Footprint to virtually the entire NA platform Further expanded Presence pilots in US/EU for Food, Retail and Technology Continuing development of Mood Hear for Mood Audio value added option Signed first client for Shazam for Local 	<ul style="list-style-type: none"> Build additional Premier Mobile opportunities & A, V, M Upselling Launch Mobile/Presence campaigns and trials
	Visual Sales Development		<ul style="list-style-type: none"> Achieved Mood TV traction in QSR market; signed three largest US QSR Visuals deals to date; including a 600-store QSR chain in October Grew Visual RMR revenues 30% y/y in Q3/15 Signed new top-10 Auto deal for Intl for 900 sites in 2015 & 2016; Several 100+ site wins in EU; Global and pan European deals accelerating via MMINT with new sales leadership driving success. 	<ul style="list-style-type: none"> Develop & promote new Visual solutions; expand Visual markets Pursue Visual pilots & rollouts
	Technomedia & BIS Initiatives		<ul style="list-style-type: none"> Increasing sales focus & cross-selling activities between Units MMTM year to date revenues grew 31% y/y & EBITDA grew by 110% MBIS year to date revenues grew 6% y/y & EBITDA grew by 38% y/y on constant currency basis, on sale pipeline and backlog expansion efforts 	<ul style="list-style-type: none"> Further cross-sales among MM, TM, BIS

Legend: Complete In progress

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Efficiency	Wave 1-3 Initiatives		<ul style="list-style-type: none"> Implemented significant expense reductions via people, process, real estate, & marketing redundancies Implemented annualized cost savings of \$8.7M for Wave 1 & \$9M for Waves 2/3 	<ul style="list-style-type: none"> Complete
	Wave 4+ Synergies & Consolidations		<ul style="list-style-type: none"> Wave 4+ for 2015/16 integration initiatives upsized to \$7M+ annually in cost reductions Initiatives to be implemented to mid 2016 with run rate savings in H2/16 Expanded procurement / G&A, real estate consolidations, back office functional consolidation in MMNA & MMINT 	<ul style="list-style-type: none"> Continue to develop & implement Wave 4+ to further consolidate/enhance platforms, real estate and process efficiencies
Finance	Shareholder Disclosures & Communications		<ul style="list-style-type: none"> Increased investor communications and meeting activities; developed & communicated plan @ Investor Roadshow in Q4/13 with strategy for enhanced growth; followed up with several mini Investor roadshows through October 2015. Revised KPI disclosures in Q1/14; added additional disclosures in Q4.14, Q1.15 & Q2.15 	<ul style="list-style-type: none"> Refine and enhance KPI disclosures Quantify & disclose FX impacts on quarterly basis Increase frequency of Investor communications
	1-Time Charge Eliminations		<ul style="list-style-type: none"> Reducing and eliminating one time fees, except for productive Waves Resolving/settling legacy charges will enable \$13M FCF improvement in '15 Q3.15 one-time expenses of \$3.9M vs \$7.3M in Q3.14 	<ul style="list-style-type: none"> Spend only on productive eliminations and asset dispositions
	Balance Sheet Strengthening		<ul style="list-style-type: none"> Sold Latam Residential assets for \$16M Sold DMX / Trusonic Canadian accounts for \$11M Concluded successful ReFi of secured debt (April 2014) Concluded issuance of \$50M of foreign subsidiary debt (Aug 2015) Concluded repayment of \$50M of convertible debentures (Nov 2015) 	<ul style="list-style-type: none"> Implement plans for de-leveraging
	Enhance FCF		<ul style="list-style-type: none"> Implementation of Wave 1-4+ cost reductions & synergies Revenue enhancement measures, including new solutions, partnerships & sales initiatives showing benefits for MMNA Local segment Established Sr. Exec. global working capital management process; ongoing review & efficiencies for A/R, A/P, inventory, CapEX & FCF Global procurement team established and negotiated purchasing agreements to achieve significant savings Improvements in accounts receivable collections & processes Closing out legacy payments/issues Expecting \$10m-\$15M improvement in FCF generation in 2015 relative to 2014 although below original plan owing primarily to non-repeating expenses & temporary delays in receipts. Planning for positive FCF in H1 & H2 2016. 	<ul style="list-style-type: none"> Achieve ongoing labor savings & procurement gains Eliminate 20% of equipment SKU's & achieve related vendor consolidations Implementing Wave 4+ initiatives & upsized cost saving expectation to \$7M+ Enhance revenues via Audio, Visual, Mobile Sales & market and channel expansion

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