

GameSquare Esports Inc.
Third Quarter 2022 Results
Conference Call Transcript

Date: **November 16th, 2022**

Time: **5:00 PM ET**

Speakers: **Kevin Wright**
President and Chairman

Justin Kenna
Chief Executive Officer

Paul Bozoki
Chief Financial Officer

Operator:
Good afternoon and thank you for joining us for the GameSquare Esports Third Quarter Financial Results Conference Call.

On the call today, we have Justin Kenna, GameSquare's CEO; Paul Bozoki, CFO; Paolo DiPasquale, CSO; and Kevin Wright, President and Chairman.

Before Management discusses the results, I'd like to remind everyone that certain statements on this call may be forward-looking in nature. These include statements involving known and unknown risks, uncertainties, and other factors that could cause actual results to differ materially from those expressed or implied in our forward-looking statements. For caveats about forward-looking statements and risk factors, please see our MD&A for the quarter ended September 30, 2022, which can be found on our Company profile at SEDAR.com and on the Company's website.

I would now like to turn the call over to GameSquare's President, Kevin Wright. Kevin?

Kevin Wright:
Thank you, Galene, and good afternoon to everyone.

I'm Kevin Wright, President and Chairman of GameSquare Esports, and I'd like to welcome all of you to today's conference call to discuss our third quarter 2022 financial results for the period ending September 30, 2022, which we filed on SEDAR.com earlier today, along with the Company's Management's Discussion and Analysis.

It's important to note that as of Q1 2022, the Company did change its presentation currency to US dollars to reflect our interest in pursuing a future U.S. listing of our stocks and to reflect our focus on pursuing business opportunities in the large and rapidly-growing U.S. gaming and esports market.

Before we begin, I'd like to reiterate that during today's call, we will be making comments containing forward-looking information. I invite you to read our financial disclosure for some of the risks and uncertainties that may affect GameSquare's performance in the future, and, as such, actual results may differ materially from the views expressed today. For further information on these risks and

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uncertainties, please consult our most recent MD&A and filings on SEDAR, and as noted, unless otherwise indicated, all figures are in US dollars.

With that formality out of the way, I'd now like to turn the call over to GameSquare's CEO, Justin Kenna.

Justin Kenna:
Thanks, Kev. Good afternoon and thank you for joining us.

Our record quarterly revenue and strong operating results reflect our robust business model, which we believe is at an inflection point as our business rapidly scales. In addition, our recent success is a result of the talented, experienced, and motivated team we have assembled, who are executing and proving out this model. To everyone across GameSquare's platform of companies, I want to say thank you. I appreciate your hard work and dedication as we work together to create one of the largest companies in our sector.

Third quarter results speak to the tremendous progress that we have made in the Company. We are delivering outsized revenue growth, attracting some of the best talent in the industry, and fans and brands are committing time and money to what we are building.

Third quarter revenue increased by 50% sequentially, driven by record revenue within our agency businesses, an expanding base of recurring revenue within the team segment, and the contribution of the July 2022 TimTheTatman's Tailgate. Most importantly, global brands are increasingly recognizing our valuable offerings and ability to connect and interact with the gaming and esports fans.

During the third quarter, we started working with new customers, including Denny's, YouTube, Chipotle, L'Oreal, Pizza Hut, MIO liquid water enhancer, and Tyson Foods, to name a few. We also continue to grow and expand our relationships with existing clients, including the Kraft Heinz group, Epic Games, the NFL, Lenovo, Jack in the Box, Mavic, HyperX, U.S. Polo Association, the Dallas Cowboys, Miller Lite, and Dairy MAX.

These companies are engaging GameSquare to help them navigate a complex environment and to captivate the attention of the important and affluent Gen Z demographic. Our platform is allowing us to

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accelerate growth in an industry that is proving to be highly effective in reaching this elusive demographic. For example, a recent survey conducted by Deloitte highlighted that the Gen Z demographic is the first generation turning to gaming as their primary form of entertainment. Brands are noticing this paradigm shift, and we are uniquely-positioned to capitalize on the secular trends underway across the media and entertainment industries.

To take advantage of interest in our offerings from global brands, we made the strategic decision to invest in sales and marketing during the third quarter and accelerate positive momentum across our sales pipeline. The investments have driven near-term results and have had a material impact on contracts signed for 2023. In fact, we signed a record number of new contracts during the third quarter.

Each new customer relationship drives our growth engine, as we seek to leverage our success throughout our customers' organizations and expand the number of services that we provide. We can support this land-and-expand strategy because of the investments we have already made in our sales, content, merchandise, and product organizations. Momentum is building across our land-and-expand approach as we leverage our vertically-integrated platform and capture incremental revenue and margin opportunities.

During the third quarter, we further elevated our platform by showcasing our talent, capabilities, and innovation by hosting the Tatman Tailgate. This event was the first of its kind that brought gaming, music, and youth culture together; attracted 8,000 attendees; and generated more than 500,000 social posts from around the world. Importantly, the success of the Tailgate amplified GameSquare as a unique and innovative media and entertainment company, while further growing our exposure to new brands and existing clients.

This event has been recognized by the gaming industry with the recent announcement of the Tempest Awards in Las Vegas, where the Tailgate won New Sports Event of the Year. I want to congratulate Tim and the entire team at GameSquare for putting together an incredible weekend, which is the benchmark for future gaming and esports events.

We also continue to invest in new business segments, and at the end of Q3, we successfully launched our merchandise and consumer product business called Mission Supply. Mission Supply is led by Derek Chestnut, formerly the VP of Consumer Products at FaZe Clan. During his time at FaZe, he built

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a thriving merchandise business and drove industry-leading collaborations with brands including Takashi Murakami, Juice WRLD, worked closely with the NFL, and many more. Since formally launching Mission Supply in September of '22, our merchandising business is already driving revenue growth and is materially contributing to our growing sales pipeline for 2023.

The investments we are making in sales, marketing, and new business segments, combined with the success of the Tailgate, have resulted in accelerating sales momentum. As a result, during the third quarter, we experienced a significant increase in our sales pipeline, which is fuelling our optimism for strong revenue growth in 2023 and beyond. In addition, we believe that we are on a path towards profitability as our business rapidly scales; we benefit from a compelling gross margin profile; and we begin to leverage the investments we have made in our platform.

In less than two years, we have grown from a company that delivered annualized revenue of $3 million at the start of 2021 to an estimated $30 million in 2022. We expect this rapid growth to continue, having recently issued financial guidance for 2023 targeting $45 million to $50 million in sales with gross margin of 35% to 40%. We believe that our recent results and favourable outlook continue to highlight that our unique model is leading to increased market share, and we are achieving scale faster than any esports and gaming organization that I know of.

Our growth trajectory heading into 2023 demonstrates the leverage of our vertically integrated platform. Today, GameSquare offers differentiated and complementary services to our brand partners, and with a reach of more than 220 million, we have grown into one of the largest audiences in gaming. We will continue to invest in expanding our audiences, as overall reach is a material driver of revenue growth.

During the third quarter, we also added experienced team members to support our record results and help us achieve our long-term strategic growth plan. New hires include the roles of Chief Operating Officer, Chief Strategy Officer, regional sales directors, and social media leads. Additionally, we created a Head of Partnerships and Brand Experience role at GameSquare, which was filled internally. Overall, I am thrilled by the external talent that we are attracting and the internal talent that we are developing. Most recently, Ms. Jeremi Gorman joined GameSquare's Board of Directors. Currently, Jeremi is the President of Worldwide Advertising at Netflix and is a proven media and entertainment executive. Ms. Gorman was the Chief Business Officer at Snap, Head of Global Field Sales at Amazon, and was the Director of Advertising Sales at Yahoo. I look forward to her contributions as a member of

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GameSquare's Board of Directors, which will no doubt help strengthen our ethos of connecting brands with youth culture.

I have never been more excited, confident, or energized by the opportunities that exist within gaming and esports. We have an incredible platform that is connecting brands with fans. We are proving that what we have built is working, and brands, fans, leading industry talent, and investors are all taking notice. I'm extremely pleased with our financial progress in the first nine months of 2022 and the solid financial foundation that we have built as we look to 2023. There are incredible opportunities ahead of us, and I am confident that we have the right people, the right strategy, the ambition, and the drive to exit 2023 as one of the largest esports and gaming companies on the planet.

With this overview, I'll turn the call to Kevin to review our financial results in more detail.

Kevin Wright:
Thanks, Justin, and good afternoon, again, everyone.

Once again, we posted strong sequential revenue growth as we entered the seasonally strong second half of the year. Revenue for the three months ended September 30, 2022 was US$10.1 million, a 52% improvement over Q2 2022 revenue and a 5x increase over Q3 of 2021. Quarter-over-quarter growth was a result of continued strength in our agency segment, which benefited from conversion of our large pipeline, which, as Justin outlined, remains robust and is the healthiest it's ever been heading into the new year.

Gross margin for the third quarter of 2022 was 35.4%, which is in line with our annual guidance of 35% to 40%. Year-to-date, we've delivered $21.8 million of revenue with a gross margin of 37.8%, which is slightly ahead of the midpoint of our gross margin guidance and well ahead of gross margin in Q3 of 2021 of only 28.1%. We continue to make improvements in our business and we're targeting higher margin business, which is evident from another quarter of strong gross margin performance.
Last quarter, we talked about looking for areas to intelligently reduce costs without hampering our ability to grow, while deploying capital in other areas to accelerate growth. The third quarter reflects this approach, as we controlled most expenses from Q2 levels, while investing in sales and marketing initiatives.

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The investments we made during the third quarter in sales and marketing have driven a significant increase in our pipeline, which we expect to support strong year-over-year growth in the fourth quarter and throughout 2023. In addition, as our sales and marketing expenses return to more normalized levels, we expect to achieve a strong ROI for future sales run through our income statement.

The Company generated an Adjusted EBITDA loss for the three months of $2 million, excluding non-cash expenses, as well as an investment in marketing of $1.2 million in the quarter in order to accelerate sales and to build the brand. This investment has led to the growth in sales for the second half of the year, robust contracted revenue this year and next, and a significant sales pipeline for 2023. Additionally, we've seen an increase in inbound interest from brands that are seeking to spend real dollars within the platform that we have built.

The Company ended the quarter with just over $4 million of cash, working capital of roughly $5.4 million, and an undrawn US$5 million line of credit, which positions us well from a balance sheet perspective.

As we've highlighted in the past, we've built a robust foundation for growth. Our model has significant leverage and the pieces largely in place to support outsized growth. While we're constantly reassessing our business, looking at opportunities for higher ROI and any cost saving initiatives, we have the foundation to get us to profitability in 2023.

I'll turn it back to you, Justin.

Justin Kenna:
Thanks, Kev.

Our foundation is solid, and another quarter of outsized growth is evidence that the platform we have built is unique and it's working. We have accelerated revenue growth in the back half of 2022, and based on our large pipeline for the remainder of the year, we are well-positioned to comfortably meet revenue guidance. Our investments in sales and marketing has led to us booking significant revenue for next year. We have added to our sales team, and our pipeline is growing quickly.

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We are converting large opportunities, and across GameSquare, we are monetizing our high-margin inventory and creating innovative solutions for our existing clients and for new brands entering the space. We are creating incredible outcomes for clients, which is leading to repeat business, and we are competing for and winning larger RFPs.

On behalf of the Company, I want to say thank you for joining this call and for your continued support.

With that, I'll turn the call over to the operator to take your questions.

Operator:
Our first question is from Robert Young with Canaccord Genuity. Please go ahead.

Robert Young:
Hi. Good evening. Nice to see that top line.

I think you alluded to it in the prepared comments, but I'm curious about the sales and marketing line, the big jump. I think you said $1.2 million is non-repeating. If you could just help with the modeling on that going forward, that would be very helpful.

Paul Bozoki:
Hi, Rob, I can jump in. It's Paul, the CFO.

Yes, the $1.2 million was extraordinary expenses that we invested at the request of some of our sponsors to support the brands going forward, as we made clear in the call, so that would certainly be non-recurring. A larger portion of the balance is incurred related to the Tailgate, so I think for your own modeling, $400,000 or $500,000 a quarter would be sufficient as a clean sales and marketing.
Robert Young:
Okay. Great, and then maybe another quick one around the gross margin.

I think the quarter-over-quarter dip was—is that related to the big sponsorship win in Q2? It looks like the trend is still—no, but just the quarter-over-quarter change, that would be the compare?

Paul Bozoki:

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Yes, Q2, we had some extraordinaries. You might remember, Complexity with its sponsorship, and also some of the in-game monies we earn is a little bit lumpy, and so we had a bit of that in Q2 that wasn't recurring in Q3.

Robert Young:
Great. Okay. That clears that up a lot. Thank you.

The revenue trend now looks really good relative to your previous guidance of 27.5% to 30%. I'm not too sure if you reiterated that in the release or not, but should we be thinking that this could dip down quarter-over-quarter in Q4? Is there some revenue that was pulled forward into Q3, or are you expecting to see—improving on this strong revenue you've reported here in Q3?

Justin Kenna:
Yes, Rob, I'll take that. It's Justin here.

Yes, so look, Q4 we're in a really strong position, so as we kind of stated in the script there, we are really comfortable in meeting revenue guidance with the revenue that we've got booked thus far in Q4, and our pipeline would indicate exceeding that guidance, so we feel really comfortable about the Q4 numbers and where they're at.

Look, it would be remiss to not look at the fact that there are some tough macro headwinds at the moment affecting brands. I wouldn't say that this industry is recession-proof by any means, but there are still brands spending dollars in this space, so we've definitely had to pivot a little bit. Brands are looking much closer at their ROIs, and I'd say that our investment in our sales and resources team has been a really smart one, because our team has pivoted extremely well, have worked really closely with new brands and making them feel really good about our service offering.

So all in all, we will meet our 2022 revenue guidance, and feel really good based on booked revenue for Q4 in pipeline that we will exceed that. We are still seeing a really large and growing pipeline coming in from brands, and we do feel that, while macro headwinds are affecting everybody, we're actually really uniquely positioned to come out of this in a really strong way, which I think you'll see evidenced by our Q4 results.

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Robert Young:
Okay. I guess I'm—maybe I'll come at the question a little bit of a different angle. There's the seasonality you have understood in the businesses that builds through the year into Q4, and then maybe a slowdown in Q1, and then repeating that process. Maybe if you could just sort of give me a sense if that's still the way you expect the business to operate over the next year or so.

Justin Kenna:
Yes, absolutely.

Look, from a seasonality perspective, the back half of the year, as stated, is always stronger. There are a number of reasons for that, the brand and ad dollar spend, as well as there are more gaming and esports events, and obviously, leading into—from a consumer product and merch standpoint, the holidays coming up. We actually have a large drop this Friday coming up; a holiday drop for TimTheTatman and Cloakzy, so absolutely expect that to continue.

However, I would say that the booked revenue that we have for next year and the start of next year is significant. Our pipeline is also growing every day, and we certainly were not in this position at this time last year, so yes, I would still think about the back half of the year being stronger than the front half from a seasonality standpoint, but obviously, we feel really good about where we're at from a booked revenue standpoint and a pipeline perspective, and obviously reflected that in the revenue guidance of $45 million to $50 million.

Robert Young:
Okay, that's helpful. Maybe last question, and then I'll pass the line to someone else.

The last quarter, you said, Justin, that perhaps you might put a little more structure around the comment that you're heading towards profitability. I know you haven't put a timeline around about it and growth is more important than the path to profitability, but if you could just give us a sense of what the priority is, or if you'd taken out this unusually high sales and marketing, you would have, I think, continued to see an improvement in trend on the profitability in the business, and so maybe if you could just give us a sense of that; do you expect that trend to continue?

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Justin Kenna:
Yes, absolutely, Rob.

So Kev mentioned in the call that we have a foundation to get us to profitability in 2023. We've talked about that before, but we haven't given specific guidance here, but nothing has changed in that regard. The reality is that we're in year two of the business, but what's been really important to us, while being focused on growing really intelligently so we can continue to scale, is really getting to scale, and I think we've proven that out, that this model works. We're in year two, effectively, and achieving sort of that $30 million that we talked about and looking to $50 million in revenue next year.

Now, I've talked about this previously, and nothing has changed on this front. Forty five million dollars to $50 million really represents breakeven to profitability and gets us to scale where we can start to leverage that operating margin. Nothing has changed on that front. I would say that there were some higher than normal spend in Q3, but that has absolutely set us up for that scale that we need to achieve. We are really looking at optimizing the business, and there are areas that we can become a little more efficient, so I would kind of look to that in the coming quarters around getting a little more efficient around cost spend, as well as margin expansion, which we touched on.

So I would still speak to—nothing has changed, Rob, in that regard in terms of that $45 million to $50 million revenue, and from there, really being able to leverage and get to real profitability, so we do expect that in 2023. We haven't given specific guidance to exact timing, but nothing has really changed on that front for us.
You said areas to kind of focus on and think about. Look, the three key areas really are for us to obviously achieve that revenue scale, number one, which I think we're clearly proving out. Number two is to really start to expand margin as we hit scale, so that's something that I would focus on and look for, as well as you optimize to become a bit more efficient, and that's definitely an area of focus. You heard some of those new hires that we have. We've got a COO in now and some others that are really focusing on that around how we become a lot more efficient, so they're probably the three main areas, Rob, to look to, but I'd expect profitability in 2023 in the near term.

Robert Young:
All right. Thanks a lot. Good to see those three things at play here in the quarter, and I'll pass the line.

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Operator:
The next question is from Dan Trang with Hodges Capital. Please go ahead.

Dan D. Trang:
Hi. Thanks for taking my question. Nice quarter.

I don't think this is a number you all talk about too much, but is there an average range as far as—Justin, you talk about the contracts you all are signing, but is there a ballpark range as far as the average-sized contract that you sign when you're going out and contracting with new brands?

Justin Kenna:
Yes, absolutely, Dan.

I think the incredible thing to see in real time is how our teams have come together and how we're now really attacking market from a GameSquare perspective and our GameSquare go-to-market offering. We talk often about this vertically integrated platform, and that's great, but actually seeing that work in real time is really rewarding, and what we're seeing from that, Dan, is that those contracts are materially increasing, because if you think about—and we've kind of talked about some of these in the past—brands like Dairy MAX, who have been a sponsor of Complexity, we've been able to re-sign for more dollars because of the following and audience that we've been able to attract with and because of the capability that we now have in the group. (Inaudible 25:41) are now working from an agency perspective with Dairy MAX, while GCN and the Dallas Cowboys are creating gaming events and tournaments. So there's many examples of this, Dan.

I'd say the best way to think about it, without giving you an exact average number, is this time last year when we were talking through our numbers that were growing and expanding and super exciting, we're talking in the hundreds of thousands, we're now talking in the millions, and these RFPs are coming in there readily. They're large, and as I talk to you, our pipeline for 2023 is incredibly strong, so we feel really, really good about that growth, and again, the way that we approach market and brands from a GameSquare perspective, having all of these specialist skills internally, one team hyper-focused expertise, it's really paying off.

Dan D. Trang:

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Okay, and as far as—and I know, some other companies have talked about with the gray cloud, the pending of a possible recession. Have you all noticed any lengthening of your sales cycle or anything like that when you're going out getting RFPs or whatnot?

Justin Kenna:
Yes. Look, I kind of touched on it a little bit before, Dan, and I think so. I think the reality is that it's a tougher marketplace today in terms of those brand relationships, and that's why I'm, again, even more impressed by our team, because look, we are in an industry—again, I'm not going to go as far as saying it's recession-proof, but it is an area that brands know that they still need to spend in because this audience is enormous, this audience is fragmented, and this audience is hard to reach, so the answer is yes, absolutely, but our team's done an incredible job building relationships, pivoting, finding—again, I go back to that ROI. This isn't about some cool, sexy campaign, integrating some great talent and going to market.

This is about understanding the data, understanding the ROI, understanding the client and brand needs and wants, and ensuring that we deliver, and we're doing that time and time again, so yes, I would say that we have had to pivot a little bit, but overall, the size and quantity of RFPs is larger than it's ever been before.

Dan D. Trang:
Okay. All right. Thank you. I'll pass it on now.

Operator:
The next question is from Dave Storms with Stonegate. Please go ahead.

Dave Storms:
Hi, and congrats on the strong quarter.

I was wondering if we could just start at the top line. I know you mentioned in the call that the revenue came from a mix of current revenues, record revenues in agency, and then some from the Tatman Tailgate. Would you be comfortable giving a bit of a further breakdown on which of those revenues are recurring, and which of those may be more one-time in nature?

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Paul Bozoki:
I can help you a little bit.

If you look in our financials, we've got a nice note, the segment note where we break out the various revenues by segment, so teams, agency, and then content production, and as we ramp up merchandise, we'll add that going forward. The sponsorship and teams is all recurring. The winning player buyout, other is non-recurring, and the agency revenues, I won't give you a detailed split now. We do have many recurring customers, but there is some level of churn in the agency and content.

Does that help?

Dave Storms:
That's very helpful. Thank you.

Paul Bozoki:
Yes, you've got the segments there and also geographic. It's all three months, nine months, so hopefully that helps a bit with your modeling.

Dave Storms:
Okay. No, that's very helpful. Thank you.

Then I guess going into—just back to some of those contracts and some of the visibility that it gives you into 2023 and the confidence to get that strong guidance, I know you've mentioned earlier the size of some of the contracts that you're signing. Has there been any push to sign longer contracts just to shore up some of those revenues?

Kevin Wright:
Yes. I think I'll start with this and then let Justin jump in. It's Kevin here.

Yes, in terms of the sponsorships, we talked about Lenovo being a multi-year deal, and so we try to get a mix of contracts where we can recognize a bit of predictability, and then some shorter contracts that

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are allowing us to up those contracts as the market grows. So certainly, we're looking for some longer term and then some one-year, 18-month contracts that we can bump the size of them up.

Justin, anything you want to add there?

Justin Kenna:
No, I think that's spot on, Kev.

Paul Bozoki:
Sorry, Dave, this is Paul.

What I would just simply add on that is just when you see the amount of business that we've been bringing in, initially it was just trying to kick down the door to get these brands in, and what you're starting to see is repeat business. So your foot's in the door, so we're starting to see that brand recognition between some of these larger logos that you can imagine, which is leading to repeat business.

Dave Storms:
That's perfect. Thank you, and then one more if I could.
Just with bringing on someone of Jeremi's calibre onto the Board, any extra thoughts around synergies or stuff like that that you're hoping she brings to the team?

Kevin Wright:
I think we're all very excited about Jeremi joining the Board. I'll start on this one. I think she's got great contacts within the industry. She's got so much experience at Snap. I believe she drove business from $1 billion to $4.5 billion in a very short tenure, so she's experienced. She's smart. She is such a great resource for us, and the inbounds that we have had from folks patting Justin on the back and telling us all how incredible she is, it's nothing we didn't know, but it's a real validation of her talent with the amount of attention that people are giving to her joining the Board, so that's a long way of saying I think there are some synergies.

Justin Kenna:

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Apologies, guys. I've gone to talk three times in the—I've been on mute, so you've missed a few pearls of wisdom, but I'll just reiterate what Kevin is saying 100%. I met with Jeremi probably mid last year in L.A. and went for a coffee, and she's an incredible person. Obviously, you can see her background on paper, but she understands how to build media ad businesses. She understands how to connect with youth culture. She's super excited by what we're building.

There's clearly crossover in what she's doing and opportunity there. You look at Netflix's strategy into gaming and the possibilities and opportunity there to have somebody in-house with the credibility and the background that she has is an enormous win for us, so we're incredibly excited about what she's going to bring to the table.

Dave Storms:
That's perfect. Thank you, and if I could ask actually just one more quick one.

You put this teaser in there about the private placement at that great valuation. It looks like you're playing it close to the chest intentionally. Any other information you can give us on kind of the timing on that, what's involved?

Kevin Wright:
I think you are likely referring to the one that closed on September 30 at a premium to market. Is that the question?

Dave Storms:
Yes. The $3 million non-broker.

Justin Kenna:
Yes. Look, so that deal closed. We were able to bring in a strategic group of investors who have already proved to be extremely valuable in terms of connecting us with brands; also in the collegiate NIL space. All three of our different agency teams have done calls with them, as well as our content, merch, consumer product business, and they've actually already actively helped us grow pipeline.

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In terms of sort of financing, if that's kind of where you're going down the path, I'm not sure in terms of insinuating any future financings. The reality is that we have a really clear pathway to grow. We have a nice runway. The reality is that we have a $5 million line of credit that we haven't pulled from. We have really strong receivables that—we obviously have the optionality of a non-diluted financing there, so we're looking at factoring opportunities on these really large media agency deals that we could also look at, so definitely nothing in the immediate on that front and no need for us to be sort of raising capital at this time.

Dave Storms:
That's all I have. Thank you. I'll pass it on.

Operator:
There are no other questions on the phones at the moment. I'd like to turn the conference back to Justin Kenna for any closing remarks.

Justin Kenna:
Thank you. Apologies for my mute troubles through the end of the Q&A, but look, overall, we're extremely proud of what we're building, and if you haven't seen the video we were able to sort of release today through the GameSquare socials and through our IR e-mail distribution list, I hope you can jump on that and have a look at that and sort of have a look at what we've been able to kind of achieve in the nine months of this year.

Again, we feel really, really good about closing out the year in a really strong fashion, as well as obviously scaling, and we've touched on sort of possibilities for 2023 and beyond, so thank you so much to everyone for joining the call, for your continued support. We're energized. We're excited. We feel really good about where we're headed, so thanks again, and look forward to catching up in a few months time. Thanks all.

Operator:
This concludes GameSquare Esports Incorporated's third quarter of Fiscal 2022 financial results conference call. You may disconnect your lines. Thank you for participating, and have a pleasant day.

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