

2020 Annual Operating Plan

January 21, 2020

2020 Annual Operating Plan Agenda

Company “Evolution” Overview

2020 Priorities

2020 Financial Objectives

2020 Operating Financials

Appendix

Company Evolution Overview

Theme	2017	2018	2019	2020	2021
	Market Share Growth	Investing in Operational Scale	Sales & Marketing Maturity	SaaS Revenue Impact	Solstice Room Collaboration Platform
Product	<ul style="list-style-type: none">• Multiroom	<ul style="list-style-type: none">• Kepler / SaaS• Collaboration features	<ul style="list-style-type: none">• Refine SaaS GTM• Launch Gen 3 HW platform	<ul style="list-style-type: none">• Continued market disruption driven by software and software services approach – cost, security and ease of use• Moving high value functionality into cloud – Active Learning, Video Conferencing Integration, Solstice Management, Room Occupancy – to drive subscription revenue• Reduced customer deployment friction through in-product tools and improved update mechanisms	<ul style="list-style-type: none">• Solstice has redefined room collaboration as a fully integrated, low cost, secure and centrally managed platform that redefines traditional hardware functionality in software• Customers are as likely to buy Solstice products for analytics or video conferencing capabilities as they are for content sharing
Sales Strategy	<ul style="list-style-type: none">• Minimal North America presence• Limited sales team expansion• Barely able to keep up with inbound leads volume	<ul style="list-style-type: none">• Geographic coverage in North America• Initial expansion in EMEA• Transition from inbound sales inquires to outbound sales	<ul style="list-style-type: none">• Expand outbound demand generation• Complete buildout of EMEA sales team incl. ME and Nordic, begin expansion in Asia Pacific• Dedicated sales ops role• Dedicated Bus. Dev. role	<ul style="list-style-type: none">• North America and Europe sales team at critical mass – double down in hi-performing regions• Outbound demand generation focused on increased net new• Selective expansion in ROW• Hire 'Force Multipliers' in emerging territories – channel sales, SEs• Subscription quotes are auto generated	<ul style="list-style-type: none">• Installed-base sales continues to be a significant portion of revenue but is now handled by inside sales vs. outside sales• Outside sales has moved to a major account focus with the largest customers now direct• Decision maker and budget has moved from AV to IT
Marketing	<ul style="list-style-type: none">• Partial expansion• Opportunistic	<ul style="list-style-type: none">• Educate market on content-based collaboration• Increased events• Programmatic• More data driven, including 3rd party research• Begin in-product user data collection	<ul style="list-style-type: none">• Refine marketing presence in North America using digital campaigns• Expand presence in Europe focusing on field marketing• Data driven GTM with some research done in house• In-product marketing capabilities – Kepler	<ul style="list-style-type: none">• Marketing in North America now reaching critical mass in Europe with localized content, resources and campaigns• Renewed focus on channel partners – recruitment, onboarding and mindshare to drive net new sales• Initial expansion of programs and resources in Asia Pacific	<ul style="list-style-type: none">• Full expansion of marketing in Asia Pacific and Rest of World• Solstice has now achieved status when it comes to sharing and room status• Channel partners are deeply involved with our Marketing programs and initiatives
Operations	<ul style="list-style-type: none">• Basic systems and processes implemented	<ul style="list-style-type: none">• Implement ERP• Improve processes• De-risk supply chain	<ul style="list-style-type: none">• Evaluate 3PL option• Refine NetSuite implementation• Integrate BI systems	<ul style="list-style-type: none">• Transition from tactical to strategic as a competitive differentiator and means to improve margin structure• Netsuite is able to measure churn and NRR	<ul style="list-style-type: none">• Logistics is handled by 3PL

Company Evolution Overview

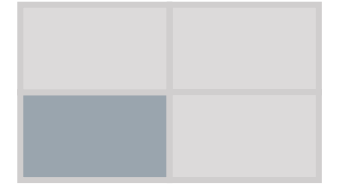
	2017	2018	2019	2020	2021
Theme	Market Share Growth	Investing in Operational Scale	Sales & Marketing Maturity	Subscription Revenue Impact	Solstice Room Collaboration Platform
Channel Development	<ul style="list-style-type: none"> Arithmetic adoption Channel penetration is mostly field sales based 	<ul style="list-style-type: none"> Adoption becomes logarithmic Growth in channel partially resulting from leveraged marketing activities 20%-30% penetration of available resellers sales resources Begin IT channel exploration Solstice SaaS introduced 	<ul style="list-style-type: none"> AV channel has begun adopting Solstice software subscription services Channel sales in US is now direct – no two-tier distribution Over 50% of resellers sales resources selling Solstice IT channel represents 25% of sales 	<ul style="list-style-type: none"> Explore relationships with large commercial distributors such as CDW, Tech Data IT channel is now 25% of overall sales revenue We have renewed focus on marketing initiatives to – and with – the AV channel Extend sales and marketing efforts beyond our distributors to their resellers 	<ul style="list-style-type: none"> Solstice is sold through OEM channels as part of a ‘packaged’ solution – signage, video conferencing, displays Optimized discount structure
Market / Competition	<ul style="list-style-type: none"> Solstice is the thought leader but not the market share leader 	<ul style="list-style-type: none"> Solstice becomes the top choice in terms of technology decisions but is still not the traditional market leader Solstice becomes the top choice for huddle room spaces 	<ul style="list-style-type: none"> Solstice is now the number one choice for content integration into VC room systems Solstice changes the market landscape by growing adoption through technology disruption 	<ul style="list-style-type: none"> Solstice Video Conferencing Integration is seen as a competitive ‘game changer’ in web conferencing by our customers and partners Solstice takes 5% market share from Barco and distances itself from Crestron 	<ul style="list-style-type: none"> Solstice now has multiple ‘attack’ angles into customer – including financial, technology and business end users – not just AV room owners
Install Base	<ul style="list-style-type: none"> Low single digit % penetration 	<ul style="list-style-type: none"> 10% adoption – Kepler provides executive exposure 	<ul style="list-style-type: none"> 25% adoption – huddle spaces drives growth for Kepler, calendar and signage features – Solstice as a collaboration platform 	<ul style="list-style-type: none"> Launch of Solstice Management along with Deployment Tool and Auto Update lends renewed momentum to deployments that may be ‘stuck’ 	<ul style="list-style-type: none"> Market and Solstice product maturity have now reached a stage where most customers buy full 100% deployments
Invoiced Sales	\$18.9M	\$31.7M	\$52M (\$47.M)	\$72.5M (\$64M)	\$100.0M

Mersive Technologies: Framework for organic growth:



Framework for organic growth: I

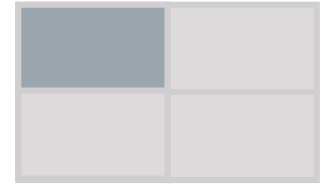
Increase share of wallet



CATEGORY	EXAMPLE GROWTH LEVERS	SUPPORTING CAPABILITIES / PRODUCT FEATURES
<i>Gen 3 Upgrades</i>	<ul style="list-style-type: none">• Leverage interest in G3 hardware and 4.0 software to renew and extend subscription	<ul style="list-style-type: none">• Upgrade from G2i to G3 in exchange for extended subscription service
<i>Onboarding Services</i>	<ul style="list-style-type: none">• Provides new customers and resellers with onsite support and training• Leverages 'best practice' methodologies for deploying Solstice• Higher customer sat = increased follow on sales• Reduces Support costs	<ul style="list-style-type: none">• Expand Onboarding Services team in US and EMEA• Collect data on sales impact• Maintain a focused effort and push product issues back to Support or Smokejumpers
<i>Customer Success Resources & Programs</i>	<ul style="list-style-type: none">• Dedicated Sales team for new customer follow up• Specific customer success Marketing programs	<ul style="list-style-type: none">• Build awareness for Mersive product capabilities and services• Increase size of follow up orders• Increase customer sales/reduce Support costs
<i>Extend Platform Features Digital Signage and Room Scheduling</i>	<ul style="list-style-type: none">• Add enhanced functionality• Certify additional 3rd party vendors	<ul style="list-style-type: none">• Increase in-house 3rd party support• Expand business development capabilities

Framework for organic growth: II

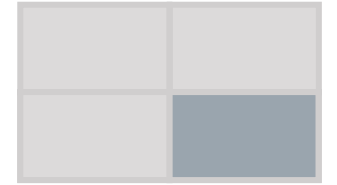
Extend existing products / services to new customers / markets



CATEGORY	EXAMPLE GROWTH LEVERS	SUPPORTING CAPABILITIES / PRODUCT FEATURES
<i>Increase Channel Mindshare</i>	<ul style="list-style-type: none">• <i>Build Marketing 'bridges' between ourselves and the reseller and distributor partners</i>• <i>Continue to build out field channel manager staffing</i>• <i>Expand training programs</i>	<ul style="list-style-type: none">• Build reseller specific website, email campaigns, and digital content resources• Increased Opex for staffing• Programmatic costs
<i>Onboarding Services</i>	<ul style="list-style-type: none">• <i>Provides new customers and resellers with onsite support and training</i>• <i>Leverages 'best practice' methodologies for deploying Solstice</i>• <i>Higher customer sat = increased follow on sales</i>• <i>Reduces Support costs</i>	<ul style="list-style-type: none">• Expand Onboarding Services team in US and EMEA• Collect data on sales impact• Media campaign for best practice methodology content
<i>Double down on sales coverage in hi-performing markets</i>	<ul style="list-style-type: none">• Increase investments in UK, Midwest, Northeast, France, TOLA markets	<ul style="list-style-type: none">• 'Force multiplier' field hires - Channel Manager, Sales engineers, RSMs, Onboarding Managers, Consultant liaisons
<i>Increased Focus on IT Channels</i>	<ul style="list-style-type: none">• Investigate relationships with DMRs such as CDW• Run outbound campaigns to recruit regional Cisco reseller	<ul style="list-style-type: none">• Leverage IT integrator network knowledge• Reach corporate and higher-ed customers through a more 'contemporary' technology channel• AV is less credible in large corp. enterprise

Framework for organic growth: III

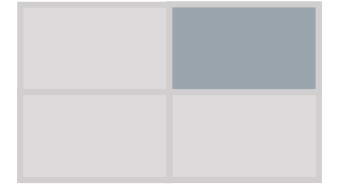
Extend new products and services to existing markets



CATEGORY	EXAMPLE GROWTH LEVERS	SUPPORTING CAPABILITIES / PRODUCT FEATURES
<i>Solstice Video Conference Integration</i>	<ul style="list-style-type: none">• Extend Solstice content sharing to remote users via WebEx, Teams/Skype, Zoom and others video tele-conference solutions• Defend against VTC vendors who offer inferior content sharing capabilities• Incremental source of subscription based revenue• Targeted at both new and exiting customers• Drives business development opportunities	<ul style="list-style-type: none">• Low cost software version of a hardware based 'room system'• User connects with USB cable or wireless to Pod and can automatically send Solstice multi-threaded content over their respective VTC• Will only require latest version of Solstice software• Does not change current VTC workflow• Is agnostic to all major VTC solutions
<i>Solstice Active Learning</i>	<ul style="list-style-type: none">• Designed to leverage installed base of higher-ed Customer• Drive incremental subscription revenue• Targeted at both new and exiting customers	<ul style="list-style-type: none">• Low Engineering risk• Leverages existing functionality• High margin
<i>Solstice Management</i>	<ul style="list-style-type: none">• <i>Makes large scale implementations faster and easier to deploy</i>• <i>Increases subscription revenue</i>• <i>Provides access to customer configuration data</i>	<ul style="list-style-type: none">• Onboarding tool• Role based permissions• Automated updates• Templating
<i>Extended Desktop Client-less Sharing Miracast Refactoring</i>	<ul style="list-style-type: none">• <i>Provide alternate means for customers to share data other than using the Solstice app</i>• <i>Offers customers high ease of use</i>• <i>Allows customers to maintain current behavior</i>	<ul style="list-style-type: none">• Refactor Miracast to improve connection performance• Create education and mindshare for clientless sharing for Linux, Chromecast , and guest connectivity

Framework for organic growth: IV

Address new products and services and new markets

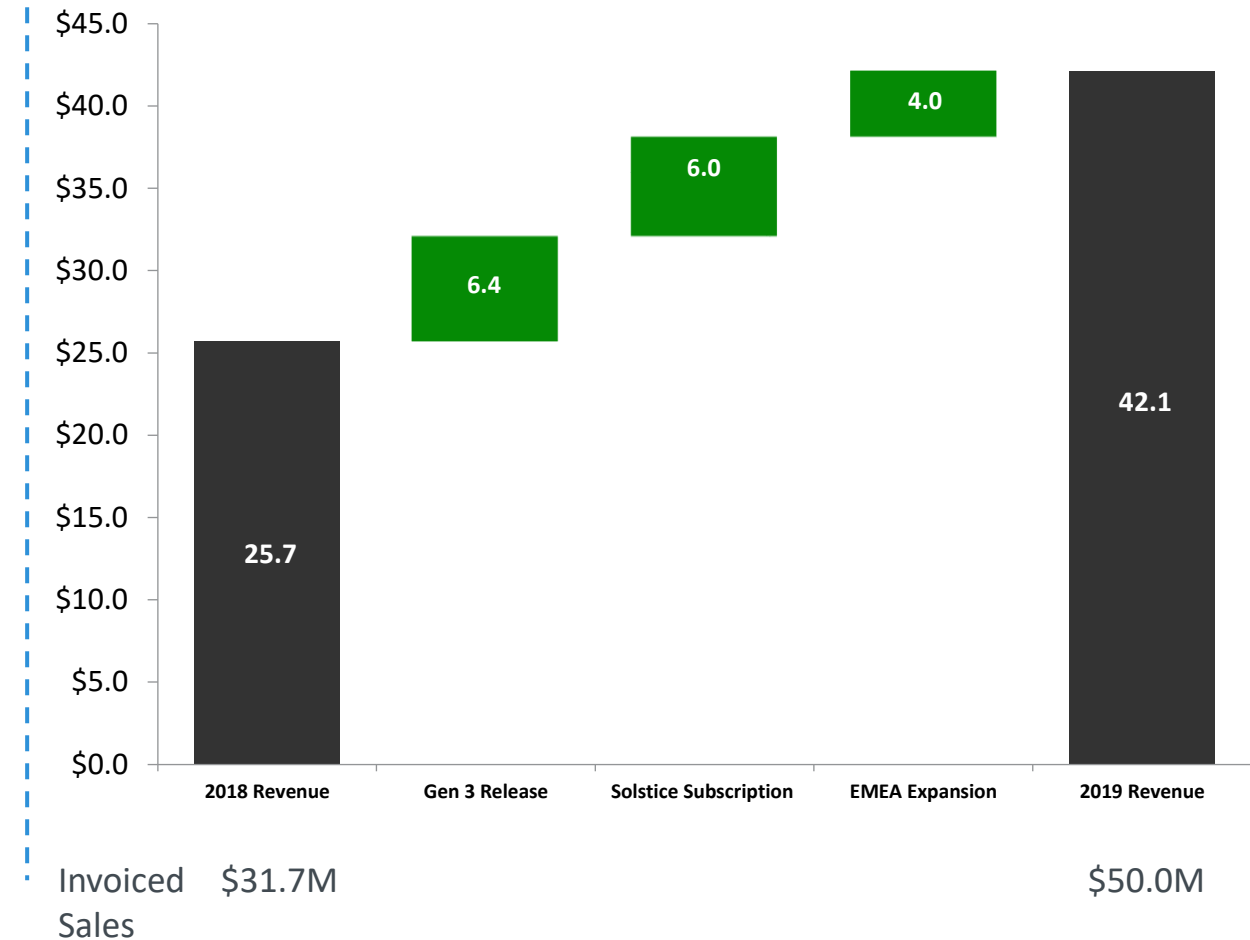


CATEGORY	EXAMPLE GROWTH LEVERS	SUPPORTING CAPABILITIES / PRODUCT FEATURES
<i>Solstice Solo</i>	<ul style="list-style-type: none">• <i>Target F5000/SMB</i>• <i>Price sensitive markets</i>• <i>Defend against low cost competitors</i>	<ul style="list-style-type: none">• Same HW platform – speed to market, low risk, reduced Engineering load• Similar user experience – significantly reduced Enterprise feature set• Designed to target incremental sales with little or no cannibalization
<i>Solstice Active Learning</i>	<ul style="list-style-type: none">• Designed to leverage installed based of higher-ed Customer• Drive incremental subscription revenue• Targeted at both new and exiting customers	<ul style="list-style-type: none">• Low Engineering risk• Leverages existing functionality• High margin
<i>Solstice Video Conference Integration</i>	<ul style="list-style-type: none">• Extend Solstice content sharing to remote users via WebEx, Teams/Skype, Zoom and others video tele-conference solutions• Defend against VTC vendors who offer inferior content sharing capabilities• Incremental source of subscription based revenue• Targeted at both new and exiting customers• Drives business development opportunities	<ul style="list-style-type: none">• Low cost software version of a hardware based 'room system'• User connects with USB cable or wireless to Pod and can automatically send Solstice multi-threaded content over their respective VTC• Will only require latest version of Solstice software• Does not change current VTC workflow• Is agnostic to all major VTC solutions

Overview of 2019 top line efforts – Revenue Bridge

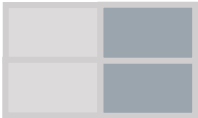
Overview of 2019 focus

1. Selling more to existing customers
 - Version 4.0/Gen 3 Hardware
 - Established dedicated Onboarding Services
 - Improved connectivity/reliability
 - Increased sales focus on subscription sales
2. Extending existing products to new customers
 - Expanded sales coverage in EMEA, Asia
 - Dedicated Onboarding Services
 - Increased demand generation
 - Improved website
3. New products to existing customers
 - Version 4.0 software, G3 Hardware
 - Power Management
 - V LAN Tagging
4. New products and new customers
 - Version 4.0/Gen 3
 - Power Management
 - V LAN Tagging



Case Study 1: Video Conference Integration

New Market Entry – VC Integration



What it is	Integrates Solstice content into WebEx, Zoom and Teams VTC
What it is NOT	Competitive with, or an alternative to Microsoft, Cisco VTC solutions
Target Market(s)	Corporate Enterprise and Higher-Education

Resources required	1PM, 5-6 developers, 2 QA
1x Investment Cost	\$1.7M
Concept-to-launch	10 months - June 2019 – March 2020

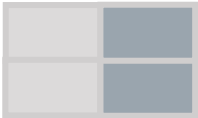
Qualitative Opportunity Evaluation		
Category	Grade	Details
Fit with company capabilities		<ul style="list-style-type: none">Mersive uses software to reduce hardware costs of traditional AV solutions like VTC room systems
Financial results		<ul style="list-style-type: none">Estimated sales from Solstice Room Bridge is to be at least \$2M in 2020
Risks		<ul style="list-style-type: none">High – core technology has never been built before, integration with existing VTC with out changing current user experience or workflow
Ease of implementation		<ul style="list-style-type: none">Extremely difficult – involves core Solstice, firmware and cloud services development



Harvey ball indicates qualitative assessment of success

Case for Action
What did we pursue, and what was the rationale?
<ul style="list-style-type: none">The ability to offer customers best in class content sharing Solstice combine with their current VTC offering from Microsoft, Cisco or ZoomDifferentiates us from current competitors and defends against 'good enough' content sharing from VTC vendors like ZoomDrives significant incremental revenueCreates compelling M&A opportunities
What was our differentiated value proposition?
<ul style="list-style-type: none">Replace expensive hardware based room systems from Zoom, Polycom/Plantronics and Logitech with SolsticeOffer best in class content sharing that integrates easily with 'bring your own soft codec from WebEx, Zoom, Team'Makes choosing a VTC standard easier because Solstice offers agnostic support


Case Study 2: Active Learning



What it is	Re-imagines current active learning HW based solutions
What it is NOT	High risk, a heavy Engineering load, nor does it have any market risk
Target Market(s)	Active learning classrooms for high-education

Resources required	1PM, 3 developers
1x Investment Cost	\$1M
Concept-to-launch	4 months September – December 2019 + Kepler

Qualitative Opportunity Evaluation		
Category	Grade	Details
Fit with company capabilities		• Leverage existing product – Solstice Multi-Room
Financial results		• Sales from Active Studio in 2020 estimated at \$5M.
Risks		• Low, core functionality already existed.
Ease of implementation		• Active Studio is already in Beta with 32 customers – only remaining requirement is to build subscription licensing in Kepler cloud.

 Harvey ball indicates qualitative assessment of success

Case for Action
What did we pursue, and what was the rationale?
<ul style="list-style-type: none">• Active learning is the #1 request from installed base of colleges and universities which represent 40% of our sales - \$20M in 2019.• We have over 3000 colleges and university customers and most have or plan to build active learning classroom.
What was our differentiated value proposition?
<ul style="list-style-type: none">• Because our competitors solutions are hardware based and Solstice Active Studio is software based we will be 20-30% of their cost.• Because Solstice Active Studio leverages a mobile app and cloud services it will be easier to use and reduce support costs

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2020 Key Initiatives

1

Expanded Sales Coverage

- Existing Products to New Customers #2
- Add field sales resources in mature markets
- Estimate impact \$10M incremental bookings

2

Solstice Cloud

- New Products to Existing Customers #3
- Enhance current analytics engine and add management dashboard
- Estimate impact \$3M invoiced sales

3

Solstice Active Learning

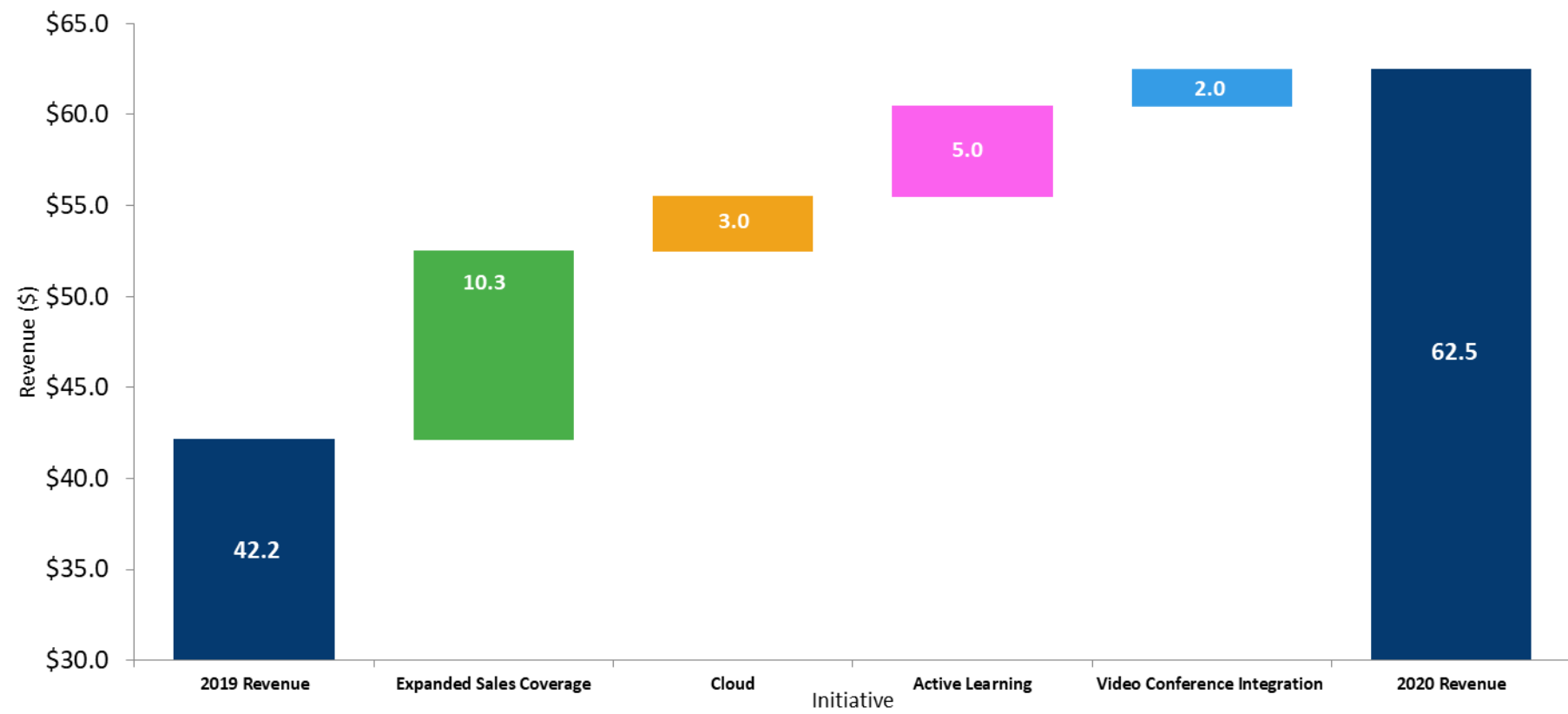
- New Products to Existing Customers, New Products to New customers #3, #4
- Enhanced Solstice functionality allowing Pods to 'federate' for active learning classrooms
- Estimate impact \$5M invoiced sales

4

Solstice Video Conference Integration

- New Products to Existing Customers, New Products to New customers #3, #4
- Integrate Solstice content sharing with video teleconference solutions (Cisco, Zoom, Teams)
- Estimate impact \$2M invoiced sales

2020 Revenue Bridge



Invoiced Sales \$51.7M

\$72.5M

2020 Plan - Risks and Priorities

1. Staffing – Michelle, Rob, Exec Team
 - Retention
 - Recruitment
 - Culture/Operating principles
2. Sales Productivity – Rick, Craig, Jeff
 - Increase speed/efficiency to maintain 100% coverage model
 - Decrease time to full ramp
 - Reduce admin work
 - Global Account Coordination
3. Systems Integration/Data Reporting – Martin, Meghan, Dan, Craig
 - Improved subscription metrics/reporting w/regard to churn/retention
 - Facilitated/automated subscription renewal
 - Refactoring of Service Desk to Zen Desk
4. Professional Development – Michelle, Rob, Exec Team
 - Leadership/management training
 - Staff training focused on culture and operating principles
5. Top of Funnel Growth – net new accounts, run-rate business – Martin, Erin, Anca
6. Customer Operations – strategic asset in terms of margin contribution, cost control and customer loyalty – Olivier, Rob, Dan

2020 Plan - Core Operating Principles

Market Dynamics— we're in a land rush market - everything from our staffing to business model including pricing, Sales staffing and Product Strategy have to reflect this reality.

Customers - we deal with the largest and most demanding companies in the world – our products, and operational support have to be up to par – to them we're no different than Microsoft, Cisco or Oracle

Productivity - we are at or near critical mass when it comes to staffing for now – additional productivity has to come from continuity, team play, leadership, systemization and data reporting, critical thinking.

Knowledge - our product – our market – our business model – or don't be afraid to ask!

Leadership – means critical thinking, initiative and cultural norms - and it is not limited to those with a management title – expect it from everyone.

Team – whether it's getting context or perspective or simply collaborating on a hard problem - team collaboration between departments ensures consensus, better outcomes and builds morale and empathy.

Sustainable Success – means balancing the needs of our employees, customers and shareholders – this should be explicit in everything we do.

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2019 Actual to 2020 Budget - Summary Bridge

2019 Actual

Invoiced Sales
\$51.7M

Deferred Revenue
\$16.0M

Revenue
\$42.0M

GM
\$31.M
72%

OpEx
\$28.8M

EBITDA - Adj
\$1.4M

EBITDA - Invoiced
\$11.0M

Increase YoY of 40% and increase over 2019 Run Rate (RR) of 13%. Increase by region is Americas (\$12.7M), EMEA (\$56.6M) & APAC (\$1.5M). Annualized RR end of 2020 is \$79.7M

Increase of \$8.1M due to invoiced sales of \$24.7M, net of revenue recognized of \$16.0M. Invoiced sales split is 78%/22% between pod sales (revenue) and support sales (deferred Revenue).

2020 revenue includes \$47.1M from pod sales and \$16.4M from deferred revenue recognized for solstice subscription. Annualized RR end of 2020 is \$71.1M.

Increase due primarily to increase in Pod unit sales. Decrease in GM % primarily driven by 100% mix of Gen3 pods in 2020, increased hardware upgrades, and potential introduction of LCE product. Estimated unit volume in 2020 is 74k pods vs 50k in 2019. Blended ASP \$757/pod; consistent with 2019 including hardware upgrades.

Increase due to \$4.2M in additional compensation and \$2.6M in non-comp OPEX over 2019 annualized RR. Compensation increase is result of increasing from 156 to 186 employees – primarily in Sales and R&D. Non-Comp OpEx increase primarily due to R&D contractors, increased recruiting/HR spend, and increased systems related projects.

Increase in Adj EBITDA primarily driven by 40% YoY growth in invoiced pod sales netted with lower gross margin. Net change increases deferred revenue by \$8.7M.

The \$8.7M increase in deferred revenue represents the difference between Adj EBITDA & invoiced EBITDA.

2020 Budget

Invoiced Sales
\$72.5M

Deferred Revenue
\$24.7M

Revenue
\$63.5M

GM
\$43.6
69%

OpEx
\$40.0M

EBITDA - Adj
\$3.5

EBITDA - Invoiced
\$12.5M

2020 P&L

	<u>2019</u>					<u>2020</u>				
2020 AOP P&L	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>Total</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>
000										
<u>Invoiced Summary</u>										
Pod	7,289	10,478	10,896	12,067	40,730	11,254	14,664	15,325	15,601	56,845
Software Subscription	1,604	2,313	3,004	4,020	10,942	3,077	4,002	4,233	4,334	15,646
Total Invoiced Sales	8,893	12,791	13,899	16,087	51,671	14,331	18,666	19,558	19,935	72,491
Deferred Revenue	8,069	10,244	12,560	15,991	15,991	17,829	20,434	22,786	24,091	24,091
										9,708
<u>Revenue Summary</u>										83%
Pod	5,930	8,462	8,917	9,770	33,080	9,389	12,187	12,734	12,827	47,137
Software Subscription	1,716	2,009	2,369	2,826	8,921	3,241	3,851	4,332	4,950	16,375
Total Revenue	7,646	10,471	11,286	12,597	42,001	12,630	16,038	17,067	17,776	63,511
COGS										
HW	1,481	2,409	2,654	3,156	9,699	3,224	4,327	4,639	4,991	17,182
Support Comp	141	227	198	199	765	249	248	249	251	998
Other non-Comp Expenses	205	342	429	398	1,374	360	444	468	480	1,752
TOTAL COGS	1,827	2,978	3,281	3,753	11,839	3,833	5,020	5,357	5,721	19,931
Logistics & Support HC	9	11	10	13	13	14	14	14	14	14
Gross Profit	5,819	7,493	8,006	8,844	30,162	8,797	11,018	11,710	12,055	43,580
	76%	72%	71%	70%	72%	70%	69%	69%	68%	69%

2020 P&L

					<u>2019</u>				<u>2020</u>	
2020 AOP P&L	Q119	Q219	Q319	Q419	Total	Q120	Q220	Q320	Q420	Total
000										
Sales										
Sales Comp	1,666	1,924	2,231	2,334	8,154	2,795	2,912	2,908	2,873	11,486
Non-Comp Expense - Sales	305	446	499	423	1,674	516	542	541	641	2,240
Sales Expense	1,971	2,370	2,731	2,757	9,828	3,310	3,454	3,448	3,514	13,726
Sales HC	43	52	53	53	53	65	66	66	66	66
Marketing										
Marketing Comp	359	373	435	396	1,563	462	469	467	468	1,866
Non-Comp Expense - Mktg	607	516	513	514	2,150	975	835	514	483	2,807
Marketing Expenses	966	889	948	910	3,713	1,437	1,305	981	951	4,674
Mktg HC	12	13	14	15	15	16	16	16	16	16
R&D										
R&D Comp	1,340	1,609	1,800	2,022	6,771	2,266	2,406	2,454	2,445	9,571
Non-Comp Expense - R&D	33	131	210	316	690	472	482	497	471	1,922
R&D Expense	1,373	1,741	2,010	2,338	7,461	2,737	2,888	2,952	2,916	11,494
R&D HC	39	43	49	50	50	58	61	61	61	61
G&A										
G&A Comp	720	658	765	976	3,118	1,071	1,047	1,040	1,041	4,199
Non-Comp Expense - G&A	899	1,355	1,108	1,326	4,688	1,394	1,509	1,513	1,533	5,949
G&A Expense	1,619	2,013	1,873	2,302	7,807	2,465	2,556	2,554	2,574	10,149
G&A HC	17	19	24	25	25	29	29	29	29	29
Total OpEx										
Comp	4,084	4,564	5,231	5,727	19,606	6,594	6,834	6,870	6,826	27,124
Non-Comp	1,844	2,449	2,330	2,579	9,203	3,356	3,369	3,066	3,128	12,918
Total OpEx	5,929	7,013	7,561	8,307	28,809	9,950	10,203	9,935	9,954	40,042
Adj EBITDA										
	(110)	480	444	538	1,352	(1,153)	815	1,775	2,101	3,538
Adj EBITDA %										
	-1%	5%	4%	4%	3%	-9%	5%	10%	12%	6%
Invoiced EBITDA										
	1,137	2,800	3,057	4,028	11,023	549	3,443	4,266	4,259	12,518
Total HC	120	138	150	156	156	182	186	186	186	186

2020 Balance Sheet

	Q119	Q219	Q319	Q419	Total	Q120	Q220	Q320	Q420	Total
ASSETS										
Cash	4,533	4,636	8,341	7,647	7,647	3,112	2,550	7,163	9,987	9,987
Receivables	5,370	7,774	7,039	7,867	7,867	7,867	10,698	9,875	9,875	9,875
Inventory	2,701	2,014	2,983	3,932	3,932	3,560	4,575	4,242	4,886	4,886
Other current Assets	2,519	2,350	3,318	2,584	2,584	3,155	3,238	3,015	3,020	3,020
Total Current Assets	15,123	16,773	21,680	22,029	22,029	17,695	21,062	24,295	27,769	27,769
PP&E	870	939	1,011	1,588	1,588	1,784	2,047	2,014	1,981	1,981
Other Non-Current Assets	35,120	34,364	34,609	32,539	32,539	31,564	30,590	29,615	28,640	28,640
Total Assets	51,114	52,076	57,300	56,157	56,157	51,043	53,698	55,924	58,390	58,390
LIABILITIES										
Trade Payables	1,612	868	3,780	2,275	2,275	2,467	3,289	3,141	3,299	3,299
Accrued Bonus & Commissions	813	980	1,376	1,739	1,739	621	880	1,080	1,277	1,277
Other Accrued Expenses	982	1,184	1,002	958	958	870	928	906	938	938
Income Taxes Payable	(0)	0	1,107	2	2	92	-	-	0	0
Deferred Software Support Rev	8,069	10,244	12,560	15,991	15,991	17,454	20,188	22,682	24,729	24,729
ST Note Payable	3,500	3,500	3,500	3,500	3,500	-	-	-	-	-
Total Liabilities	14,976	16,776	23,325	24,465	24,465	21,504	25,285	27,809	30,242	30,242
SVB Term Loan	-	-	-	-	-	3,500	3,500	3,500	3,500	3,500
Total LT Liabilities	0	0	0	0	0	3,500	3,500	3,500	3,500	3,500
Total Equity	36,137	35,300	33,976	31,691	31,691	26,040	24,913	24,615	24,648	24,648
Total Liabilities & Equity	51,114	52,076	57,300	56,157	56,157	51,043	53,698	55,924	58,390	58,390

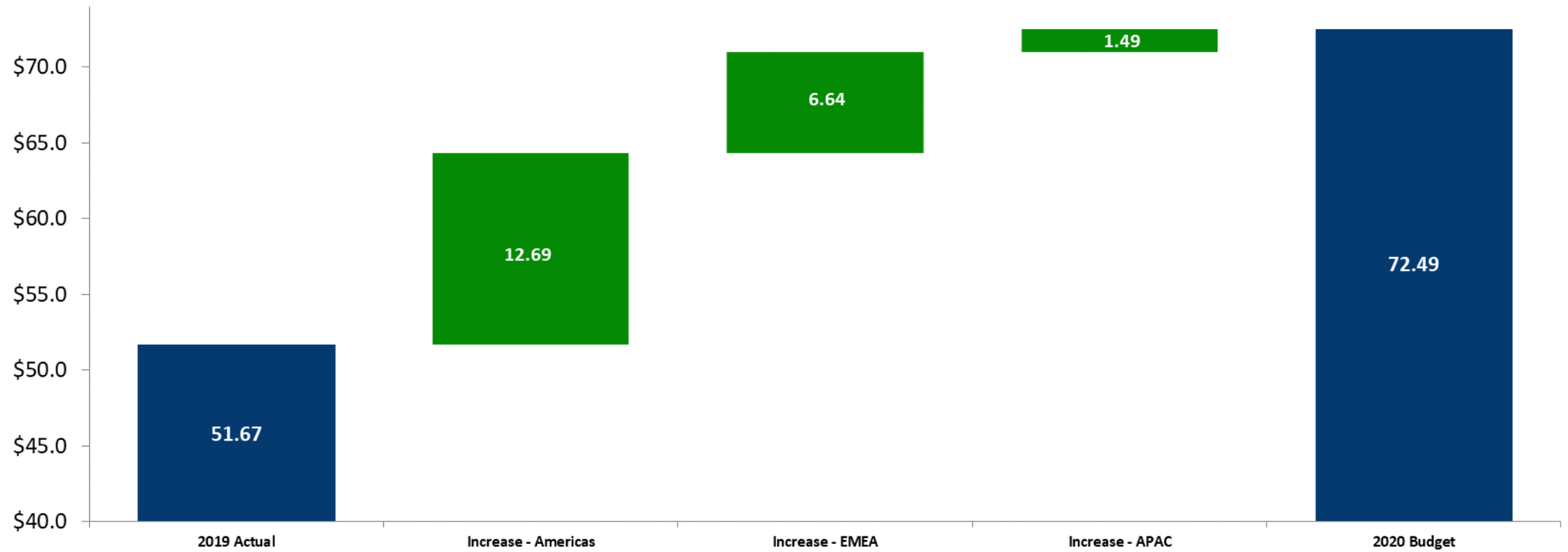
Management Discussion

- Cash assumes \$3M taken out in January 2020 with SVB refinancing
- AR assumes continued 45 days DSO
- Inventory assumes 3 months forward COGS
- OCA includes \$1.5M inventory pre-payments & \$800K in other prepaids for marketing and SW
- PPE includes \$600K for CapEx for F&F, LI and computers
- Non-current assets includes intangibles & deferred tax Asset and \$800K of sales commissions under 606
- Payables assumes utilizing \$2.5M vendor LOC with Smart
- Bonus & commissions at 100% of plan
- Income tax obligations estimated at \$1.9M paid prior to qtr end
- Deferred revenue increase due to increased invoiced sales and co-terming of renewals
- SVB debt moved to LT under proposed SVB term sheet
- Decrease in SH equity due to \$4M book loss and \$3M distribution

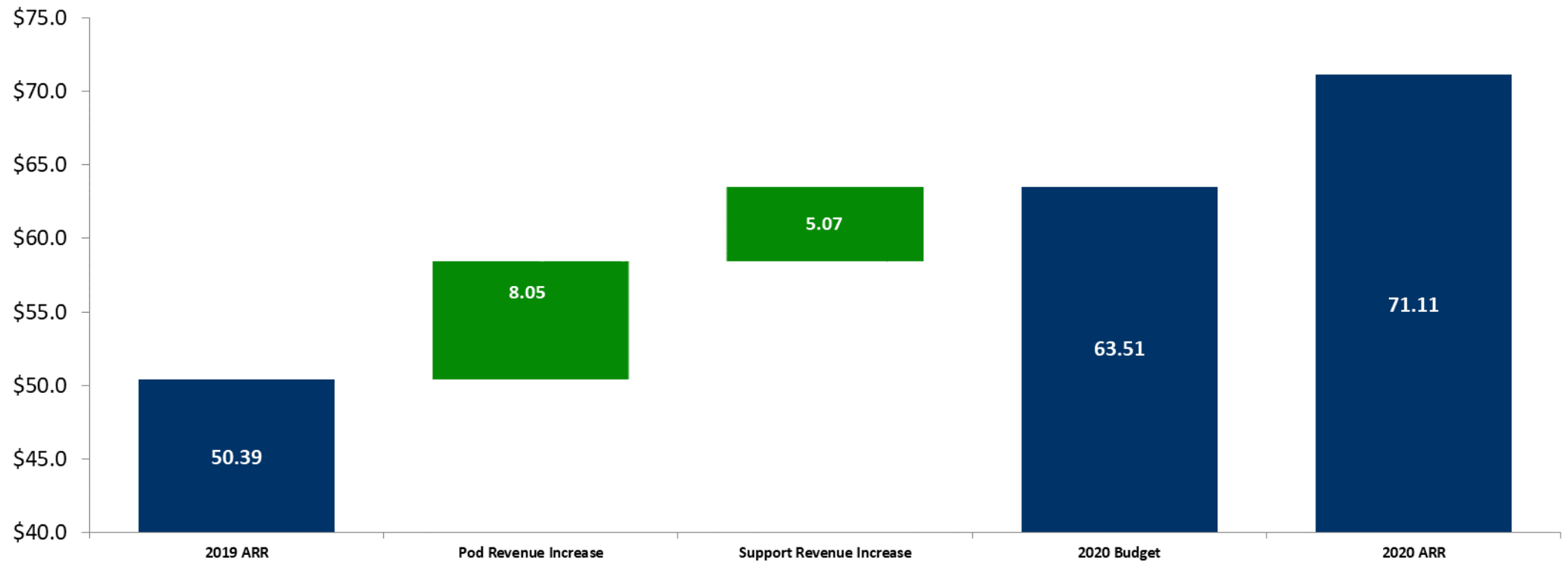
2020 Cashflow

	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>Total</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>
CASH FLOW										
Cash Flow from Operations										
Net Income (loss)	(1,458)	(837)	(1,325)	(2,284)	(5,904)	(2,652)	(1,127)	(298)	33	(4,044)
Depreciation & Amortization	1,017	1,070	1,060	1,176	4,322	992	1,014	1,015	1,016	4,038
Deferred taxes	-	-	(980)	1,019	39	-	-	-	-	-
Change in Working Capital										
Receivables	(339)	(2,404)	736	(828)	(2,836)	(0)	(2,831)	823	(0)	(2,008)
Inventory	(1,311)	687	(970)	(948)	(2,542)	371	(1,014)	333	(644)	(954)
Other current Assets	(890)	18	(1,083)	510	(1,446)	(571)	(84)	223	(5)	(437)
Trade Payables	1,268	(744)	2,911	(1,504)	1,930	192	822	(149)	158	1,024
Accrued Bonus & Commissions	(650)	167	395	364	276	(1,119)	259	200	197	(463)
Other Accrued Expenses	253	201	(182)	(44)	229	(89)	58	(22)	32	(20)
Income Taxes Payable	(0)	0	1,107	(1,105)	2	90	(92)	-	0	(2)
Deferred Software Support Revenue	1,124	2,175	2,317	3,430	9,046	1,464	2,734	2,494	2,046	8,738
Total Cash Flow from Operations	(987)	333	3,987	(216)	3,117	(1,321)	(260)	4,620	2,832	5,872
Cash Flow From Investing										
CapEx	(232)	(230)	(283)	(477)	(1,222)	(214)	(303)	(8)	(8)	(531)
Cash flow from Financing										
Debt Service	0	0	(0)	(0)	(0)	(3,000)	0	(0)	(0)	(3,000)
Net change in Cash	(1,220)	103	3,705	(694)	1,894	(4,534)	(562)	4,612	2,825	2,341
Beginning Cash	5,661	3,659	8,068	7,269	5,752	3,503	2,443	6,326	8,830	8,830
Ending Cash	4,533	4,636	8,341	7,647	7,647	3,112	2,550	7,163	9,987	9,987

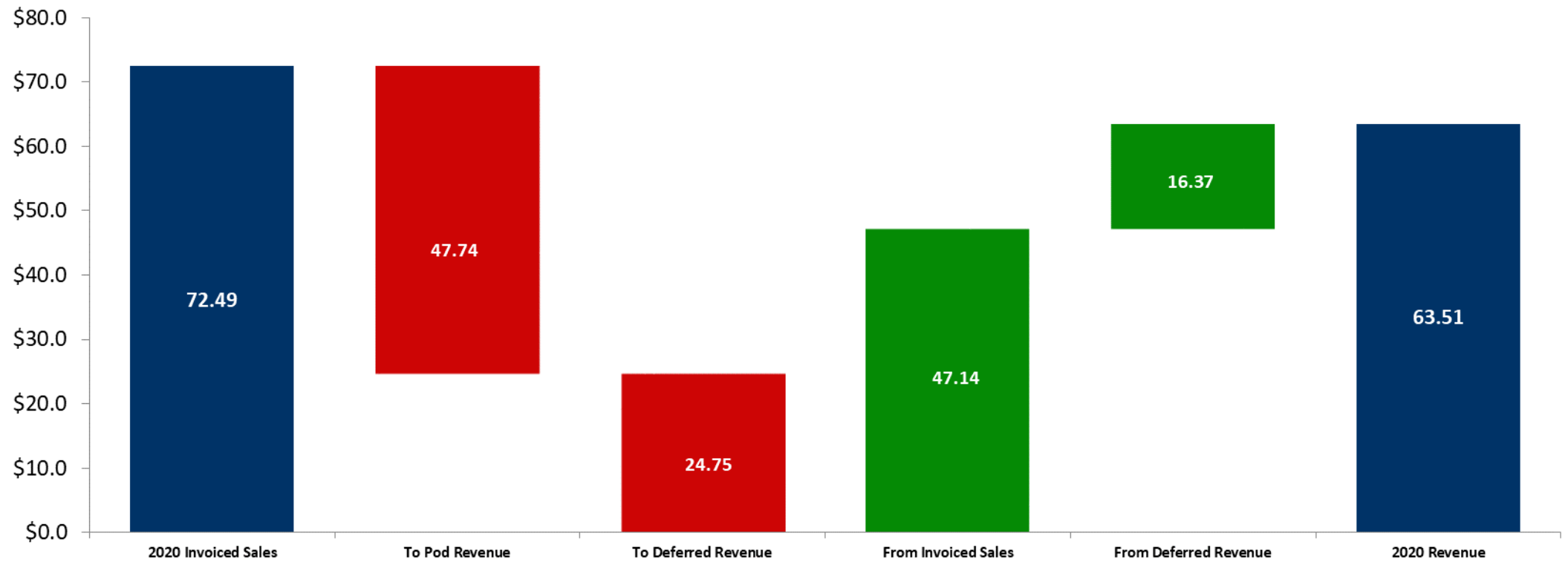
2020 Invoiced Sales Bridge



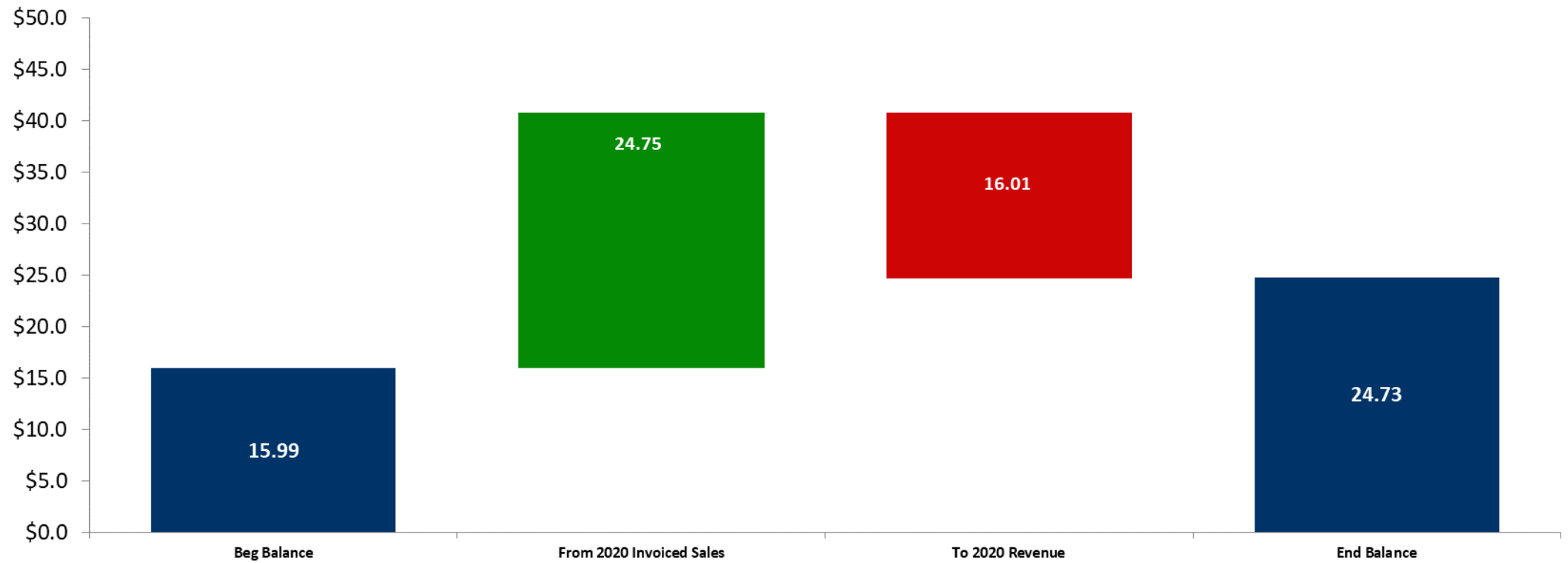
2020 Revenue Annualized Run Rate Bridge



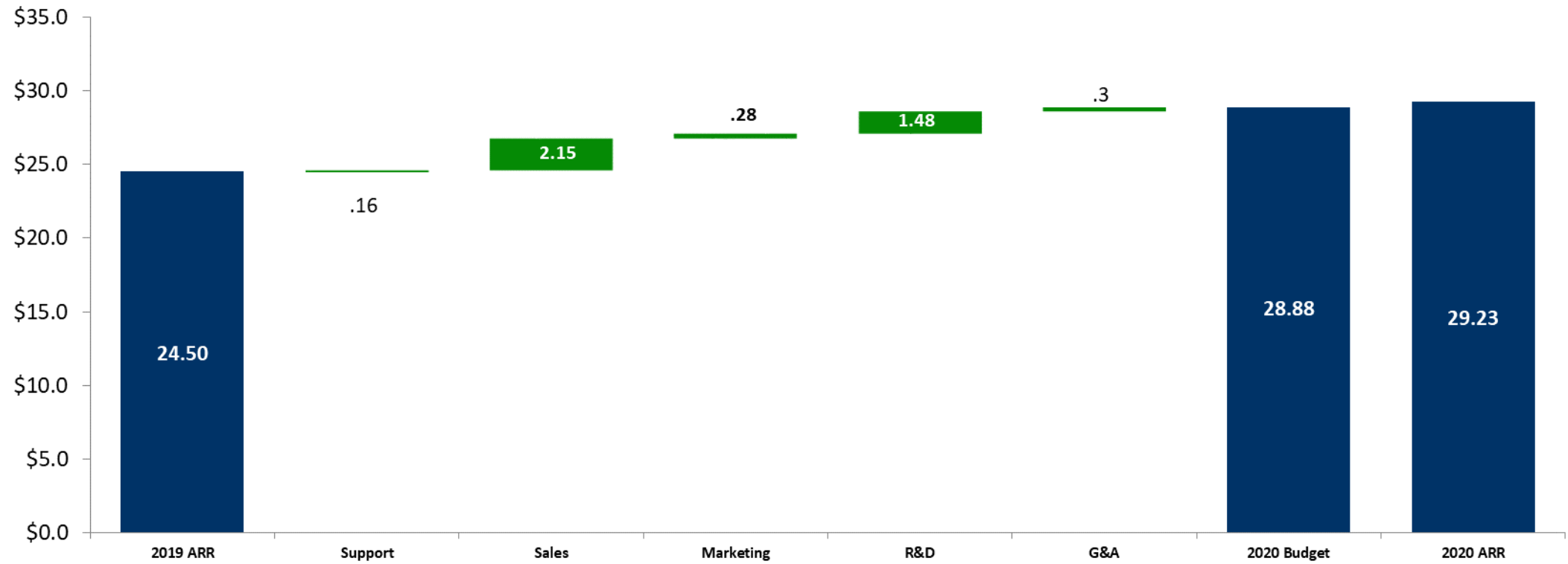
2020 Invoice Sales to Revenue Bridge



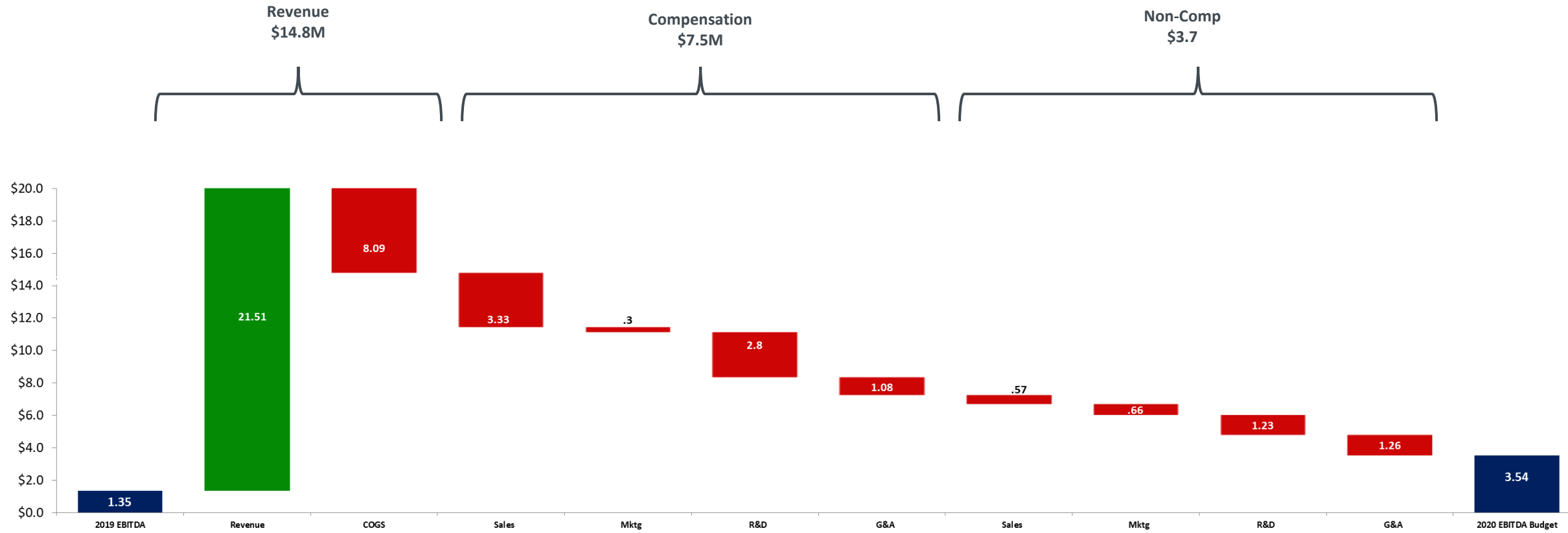
2019 Deferred Revenue Bridge



2020 Labor Annualized Run Rate Bridge



2020 EBITDA Bridge



2017 -2020 P&L

2020 AOP P&L	2017	2018	2019	2020
Invoiced Summary				
Perpetual SW + Pod	17,074	27,274	40,730	56,845
Subscription SW	1,800	4,464	10,942	15,646
Total Invoiced	18,874	31,737	51,671	72,491
Deferred Revenue				
Perpetual SW + Pod	603	2,339	4,719	5,769
Subscription SW	1,640	4,606	11,272	18,959
Total	2,243	6,945	15,991	24,729
Revenue				
Perpetual SW + Pod	✓ 14,232	21,574	33,080	47,137
Subscription SW	✓ 1,568	5,038	8,921	16,375
Total Revenue	15,800	26,613	42,001	63,511
COGS	3,348	6,185	11,839	19,931
Gross Profit	12,451	20,427	30,162	43,580
	79%	77%	72%	69%
OpEx				
Sales	2,971	5,428	9,828	13,726
Marketing	825	2,312	3,713	4,674
R&D	2,775	4,488	7,461	11,494
G&A	2,424	5,302	7,807	10,149
Total	8,995	17,529	28,809	40,042
EBITDA	3,456	2,898	1,352	3,538
% EBITDA	22%	11%	3%	6%
Depr & Amortization	190	4,153	4,325	4,531
EBIT	3,266	(1,254)	(2,973)	(993)
Other Expenses				
Interest	✓ 228	181	174	158
OGC Monitoring fees	-	600	800	1,000
Income Taxes	(1,089)	721	1,479	1,907
Other		114	347	-
Total	(861)	1,501	2,453	3,064
Net Income	4,128	(2,756)	(5,426)	(4,057)
GAAP EBITDA	3,456	2,298	552	2,538
Adjusted EBITDA	3,456	2,898	1,352	3,538

2020 Annual Operating Plan Agenda

Company “Evolution” Overview

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Appendix

Staffing Plan & Compensation Expense

Compensation	2019										YOY Change	2020	
	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>Total</u>	<u>Run Rate</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>	<u>Run Rate</u>	<u>Annual</u>
COGS - Support and Logistics	146	241	209	214	809	833	265	264	264	266	1,059	249	1,066
<i>Headcount - Tech Support</i>	5	6	5	8	8	8	9	9	9	9	9	1	
<i>Headcount - Logistics</i>	4	5	5	5	5	5	5	5	5	5	5	-	
Sales	1,666	1,924	2,231	2,334	8,154	10,126	2,795	2,912	2,908	2,873	11,486	3,332	11,435
<i>Headcount - Sales (RSDs)</i>	17	18	20	20	20	20	22	23	23	23	23	3	
<i>Headcount - Sales Engineering</i>	13	16	14	15	15	15	18	18	18	18	18	3	
<i>Headcount - Inside Sales</i>	7	8	8	7	7	7	10	10	10	10	10	3	
<i>Headcount - Channel</i>	5	7	7	7	7	7	10	10	10	10	10	3	
<i>Headcount - Sales Ops</i>	1	3	4	4	4	4	5	5	5	5	5	1	
Marketing	359	373	435	396	1,563	1,476	462	469	467	468	1,866	304	1,868
<i>Headcount</i>	12	13	15	16	16	16	16	16	16	16	16	-	
Research & Development	1,340	1,609	1,800	2,022	6,771	7,713	2,266	2,406	2,454	2,445	9,571	2,800	9,729
<i>Headcount - Development</i>	25	28	31	33	33	33	38	41	41	41	41	8	
<i>Headcount - Product Development</i>	6	8	8	7	7	7	8	8	8	8	8	1	
<i>Headcount - QA</i>	6	5	7	7	7	7	9	9	9	9	9	2	
<i>Headcount - R&D</i>	2	2	3	3	3	3	3	3	3	3	3	-	
General & Administrative	720	658	765	976	3,118	4,520	1,071	1,047	1,040	1,041	4,199	1,081	4,156
<i>Headcount - Finance</i>	8	7	7	7	7	7	9	9	9	9	9	2	
<i>Headcount - HR & Facilities</i>	3	4	7	6	6	6	7	7	7	7	7	1	
<i>Headcount - Customer Operations</i>	6	8	9	11	11	11	13	13	13	13	13	2	
Total	4,230	4,804	5,440	5,941	20,416	24,669	6,858	7,098	7,134	7,093	28,182	7,767	28,255
<i>Headcount</i>	120	138	150	156	156	156	182	186	186	186	186	30	

Staffing Additions by Department

Department Headcount	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Total
Development	2	1	2	1	1	1	8
Product Management			1				1
QA	1	1					2
Enterprise Applications	1						1
Finance	1	1					2
HR	1						1
Marketing			1				1
Channel	1	1	1				3
Inside Sales		1	2				3
Sales (RSDs)	3				1		4
Sales Engineering	2		1				3
Tech Support		1					1
Total	12	6	8	1	2	1	30

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Invoice Sales & Revenue Plan

	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>Total</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>
Invoiced Sales	8,893	12,791	13,899	16,087	51,671	14,331	18,666	19,558	19,935	72,491
To Pod Revenue	6,081	8,613	9,112	10,039	33,846	9,416	12,301	12,884	13,143	47,744
To Deferred Revenue	2,812	4,178	4,787	6,049	17,826	4,915	6,366	6,674	6,792	24,747
Revenue	7,646	10,471	11,286	12,597	42,001	12,630	16,038	17,067	17,776	63,511
From Invoiced Sales	5,930	8,462	8,917	9,770	33,080	9,389	12,187	12,734	12,827	47,137
From Deferred Revenue	1,688	2,003	2,470	2,618	8,780	3,451	3,632	4,179	4,746	16,009
Change in Deferred Revenue	1,124	2,175	2,317	3,430	9,046	1,464	2,734	2,494	2,046	8,738

Invoice Sales & Revenue Plan

<u>Invoiced Summary</u>	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>Total</u>	2019 Annual <u>Run Rate</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>	<u>YOY Change</u>	2020 Annual <u>Run Rate</u>	Runrate <u>YOY Change</u>
Pod	7,289	10,478	10,896	12,067	40,730	48,268	11,254	14,664	15,325	15,601	56,845	16,115	62,404	14,136
Software Subscription	1,604	2,313	3,004	4,020	10,942	16,081	3,077	4,002	4,233	4,334	15,646	4,704	17,336	1,255
Total Invoiced Sales	8,893	12,791	13,899	16,087	51,671	64,350	14,331	18,666	19,558	19,935	72,491	20,820	79,740	15,390
<u>Revenue Summary</u>														
Pod	5,930	8,462	8,917	9,770	33,080	39,082	9,389	12,187	12,734	12,827	47,137	14,057	51,306	12,224
Software Subscription	1,716	2,009	2,369	2,826	8,921	11,306	3,241	3,851	4,332	4,950	16,375	7,453	19,800	8,494
Total Revenue	7,646	10,471	11,286	12,597	42,001	50,388	12,630	16,038	17,067	17,776	63,511	21,510	71,106	20,718
Deferred Revenue	8,069	10,244	12,560	15,991	15,991		17,454	20,188	22,682	24,729	24,729	8,738		

Pod sales, Unit Volume & ASP – by Region

2020 AOP P&L	2019					2020				
	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>Total</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>
Pod Invoiced Sales - Unit volume										
America	6,937	9,967	9,581	10,687	37,172	10,310	13,455	14,304	14,898	52,967
EMEA	1,699	2,152	2,619	3,470	9,940	3,154	4,037	4,404	4,424	16,020
APAC	729	1,192	2,208	932	5,061	926	1,219	1,475	1,498	5,118
Total	9,365	13,311	14,408	15,089	52,173	14,390	18,711	20,184	20,821	74,106
Total Pod Sales - by region										
America	5,570	8,141	7,579	8,914	30,203	8,539	11,177	11,553	11,829	43,098
EMEA	1,070	1,340	1,742	2,156	6,309	1,968	2,511	2,697	2,698	9,874
APAC	421	755	1,297	576	3,049	577	761	892	903	3,133
Total	7,061	10,236	10,618	11,647	39,561	11,084	14,449	15,142	15,430	56,105
Pod ASP by region										
America	803	817	791	834	813	828	831	808	794	814
EMEA	630	623	665	621	635	624	622	612	610	616
APAC	577	633	587	618	603	623	624	605	603	612
Average	754	769	737	772	758	770	772	750	741	757

Pod sales, Unit Volume & ASP – by Product Type

2020 AOP P&L	2019					2020				
	Q119	Q219	Q319	Q419	Total	Q120	Q220	Q320	Q420	Total
Pod Invoiced Sales - Unit volume										
Unlimited	4,191	5,802	5,834	6,310	22,137	6,422	8,535	8,217	8,026	31,201
SGE	5,174	7,509	8,574	8,773	30,030	7,962	10,169	9,837	9,637	37,604
LCE	-	-	-	6	6	6	7	2,130	3,159	5,301
Total	9,365	13,311	14,408	15,089	52,173	14,390	18,711	20,184	20,821	74,106
Total Pod Sales - by region										
Unlimited	3,627	5,185	5,012	5,329	19,154	5,528	7,353	7,077	6,909	26,867
SGE	3,328	4,978	5,564	6,270	20,141	5,556	7,096	6,861	6,723	26,236
LCE	-	-	-	-	-	-	-	1,204	1,798	3,002
Total	6,956	10,163	10,577	11,600	39,295	11,084	14,449	15,142	15,430	56,105
Pod ASP by region										
Unlimited	866	894	859	845	865	861	861	861	861	861
SGE	643	663	649	715	671	698	698	697	698	698
LCE	-	-	-	-	-	-	-	565	569	566
Average	743	763	734	769	753	770	772	750	741	757

QBR Analysis

<u>Territory</u>	<u>Q119</u>	<u>Q219</u>	<u>Q319</u>	<u>Q419</u>	<u>2019</u>	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>2020</u>
WeWork	\$915	\$1,431	\$1,354	\$2,651	\$6,351	\$692	\$901	\$944	\$963	\$3,500
Northeast	\$1,307	\$2,060	\$1,613	\$2,530	\$7,510	\$1,911	\$2,489	\$2,608	\$2,659	\$9,668
New England	\$304	\$531	\$515	\$594	\$1,945	\$608	\$792	\$830	\$846	\$3,076
TOLA	\$616	\$835	\$1,365	\$868	\$3,684	\$1,043	\$1,358	\$1,423	\$1,450	\$5,273
Southeast	\$946	\$1,050	\$1,205	\$1,373	\$4,574	\$1,129	\$1,471	\$1,541	\$1,571	\$5,713
Mountain/LATAM	\$169	\$187	\$256	\$374	\$986	\$304	\$396	\$415	\$423	\$1,538
Mid-Atlantic	\$630	\$668	\$693	\$836	\$2,827	\$782	\$1,018	\$1,067	\$1,088	\$3,955
Westcoast	\$368	\$939	\$599	\$701	\$2,607	\$782	\$1,018	\$1,067	\$1,088	\$3,955
Canada	\$227	\$185	\$315	\$248	\$975	\$348	\$453	\$474	\$483	\$1,758
Midwest	\$1,861	\$2,787	\$2,439	\$2,790	\$9,875	\$2,693	\$3,508	\$3,675	\$3,746	\$13,622
Northwest	\$200	\$136	\$169	\$88	\$594	\$304	\$396	\$415	\$423	\$1,538
Australia	\$0	\$92	\$265	\$265	\$623	\$304	\$396	\$415	\$423	\$1,538
Total Americas	\$7,544	\$10,900	\$10,787	\$13,319	\$42,550	\$10,900	\$14,197	\$14,875	\$15,162	\$55,133
France	\$79	\$119	\$565	\$427	\$1,190	\$391	\$509	\$534	\$544	\$1,977
UK	\$627	\$624	\$987	\$1,114	\$3,352	\$956	\$1,245	\$1,304	\$1,329	\$4,834
EMEA	\$207	\$38	\$87	\$108	\$440	\$174	\$226	\$237	\$242	\$879
Germany	\$91	\$243	\$161	\$181	\$677	\$391	\$509	\$534	\$544	\$1,977
UAE	\$35	\$53	\$77	\$185	\$350	\$304	\$396	\$415	\$423	\$1,538
Benelux	\$0	\$179	\$191	\$298	\$668	\$434	\$566	\$593	\$604	\$2,197
Total EMEA	\$1,039	\$1,256	\$2,068	\$2,313	\$6,676	\$2,650	\$3,451	\$3,616	\$3,686	\$13,403
APAC	\$311	\$304	\$707	\$384	\$1,706	\$521	\$679	\$711	\$725	\$2,637
China	\$0	\$331	\$337	\$71	\$740	\$261	\$339	\$356	\$363	\$1,318
Total APAC	\$311	\$635	\$1,044	\$455	\$2,445	\$782	\$1,018	\$1,067	\$1,088	\$3,955
Total	\$8,893	\$12,791	\$13,899	\$16,087	\$51,671	\$14,331	\$18,666	\$19,558	\$19,935	\$72,491

COGS & GM Plan - Logistics

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		108	185	158	155	606	618	175	182	184	185	726	741
Compensation - Bonus/Commission		9	15	13	4	42	17	13	13	13	13	52	53
Benefits & Taxes		24	27	26	40	117	160	62	53	52	53	220	210
Total Compensation		141	227	198	199	765	795	249	248	249	251	998	1,004
	<i>Headcount</i>	9	11	10	13	13		14	14	14	14	14	
COGS Costs													
Hardware		1,481	2,409	2,654	3,156	9,699	12,624	3,224	4,327	4,639	4,991	17,182	19,963
Kepler		28	50	53	78	209	313	48	61	64	66	239	264
Royalties		41	89	87	94	310	374	101	113	121	125	460	500
Shipping		131	190	279	211	811	844	196	255	268	274	993	1,094
Other		5	13	11	15	44	60	15	15	15	15	61	61
Total Operating		1,686	2,751	3,083	3,554	11,074	14,215	3,583	4,772	5,108	5,470	18,934	21,882
Total		1,827	2,978	3,281	3,753	11,839	15,011	3,833	5,020	5,357	5,721	19,931	22,886

COGS & GM Plan – Tech Support

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		64	142	108	101	414	404	126	133	134	135	528	539
Compensation - Bonus/Commission		9	13	11	2	36	10	11	11	11	11	44	45
Benefits & Taxes		11	20	21	31	84	126	45	40	40	40	165	160
Total Compensation		84	175	140	135	534	540	182	184	185	186	738	745
	<i>Headcount</i>	5	6	5	8	8		9	9	9	9	9	
Operating Costs													
Contractors/consultants		3	-	0	5	8	21	-	-	-	-	-	-
Internal Use Pods		-	2	1	1	3	2	1	1	1	1	3	3
T&E		0	3	7	4	14	16	2	2	2	2	7	7
Other		1	4	5	3	13	14	-	-	-	-	-	-
Total Operating		5	9	12	13	39	53	2	2	2	2	10	10
Total		88	183	152	148	572	593	185	187	188	189	747	755

Sales OpEx Summary

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		1,001	1,175	1,283	1,346	4,805	5,386	1,519	1,606	1,614	1,615	6,354	6,459
Compensation - Bonus/Commission		368	459	612	689	2,127	2,756	848	899	910	910	3,567	3,639
Benefits & Taxes		297	290	336	299	1,222	1,194	427	406	383	348	1,565	1,392
Total Compensation		1,666	1,924	2,231	2,334	8,154	9,336	2,795	2,912	2,908	2,873	11,486	11,491
	<i>Headcount</i>	43	52	53	53	53		65	66	66	66	66	
Operating Costs												13.00	
Contractors/consultants		(0)	3	5	-	8	-	-	-	-	-	-	-
Internal Use Pods		-	119	76	43	238	172	68	71	72	72	283	287
T&E		227	235	363	289	1,114	1,156	385	407	405	405	1,602	1,619
Events		-	-	4	2	7	9	1	1	1	101	103	403
Telephone/Internet		13	14	15	16	58	62	18	19	19	19	74	75
Co-Op		34	43	7	(0)	85	(0)	40	40	40	40	160	160
Other		31	32	29	73	166	294	4	4	4	5	18	18
Total Operating		305	446	499	423	1,674	1,693	516	542	541	641	2,240	2,563
Total		1,971	2,370	2,731	2,757	9,828	11,028	3,310	3,454	3,448	3,514	13,726	14,054

Sales OpEx - RSDs

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		549	549	560	622	2,280	2,487	607	624	632	632	2,494	2,528
Compensation - Bonus/Commission		189	220	283	322	1,014	1,288	530	551	561	561	2,202	2,244
Benefits & Taxes		165	166	170	126	627	506	172	166	151	133	621	531
Total Compensation		903	935	1,012	1,070	3,921	4,281	1,308	1,340	1,343	1,326	5,317	5,303
	<i>Headcount</i>	16	17	19	19	19		22	23	23	23	23	
Operating Costs													
Contractors/consultants		(0)	3	5	-	8	-	-	-	-	-	-	-
Internal Use Pods		-	105	50	25	179	100	44	45	46	46	180	183
T&E		139	140	228	168	674	671	231	238	242	242	952	966
Events		-	-	-	2	2	7	-	-	-	70	70	280
Telephone/Internet		9	7	8	8	32	33	10	10	10	10	39	40
Co-Op		1	2	5	(0)	7	(0)	-	-	-	-	-	-
Other		9	20	15	56	100	225	3	3	3	3	13	14
Total Operating		157	276	311	259	1,003	1,036	288	296	301	371	1,255	1,483
Total		1,060	1,211	1,323	1,329	4,924	5,317	1,596	1,636	1,644	1,696	6,572	6,786

Sales OpEx – Sales Engineering

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		269	389	423	423	1,504	1,692	460	480	480	480	1,899	1,920
Compensation - Bonus/Commission		70	62	102	99	334	396	91	95	95	95	377	382
Benefits & Taxes		82	69	99	66	317	263	103	95	95	89	382	357
Total Compensation		421	521	624	588	2,154	2,352	653	671	670	665	2,659	2,659
	<i>Headcount</i>	<i>13</i>	<i>16</i>	<i>14</i>	<i>15</i>	<i>15</i>		<i>18</i>	<i>18</i>	<i>18</i>	<i>18</i>	<i>18</i>	
Operating Costs													
Internal Use Pods		-	6	8	9	23	36	10	10	10	10	41	42
T&E		65	80	89	70	304	282	92	96	96	96	381	384
Events		-	-	4	-	4	-	-	-	-	20	20	80
Telephone/Internet		3	6	6	6	21	23	7	7	7	7	28	28
Other		5	11	11	14	41	55	1	1	1	1	2	3
Total Operating		73	104	118	99	394	396	110	114	114	134	472	537
Total		494	625	742	687	2,548	2,748	763	785	784	799	3,131	3,196

Sales OpEx - Channel

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		108	120	166	165	560	658	220	245	245	245	955	980
Compensation - Bonus/Commission		68	90	94	127	379	508	123	135	135	135	528	540
Benefits & Taxes		35	35	36	65	172	262	79	79	75	67	300	268
Total Compensation		212	245	296	357	1,110	1,428	422	459	455	447	1,783	1,788
	<i>Headcount</i>	5	7	7	7	7		10	10	10	10	10	
Operating Costs													
Contractors/consultants		-	-	-	-	-	-	-	-	-	-	-	-
Internal Use Pods		-	3	17	7	27	28	14	15	15	15	59	61
T&E		20	15	44	44	123	178	54	60	60	60	233	239
Events		-	-	-	1	1	2	-	-	-	10	10	40
Telephone/Internet		1	1	1	1	4	5	2	2	2	2	7	7
Co-Op		24	31	2	-	57	-	-	-	-	-	-	-
Other		17	2	5	4	28	16	0	0	0	0	2	2
Total Operating		62	53	69	57	240	229	69	77	77	87	310	348
Total		274	298	364	414	1,351	1,657	491	536	532	534	2,093	2,137

Sales OpEx – Sales Ops

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		9	45	58	57	169	229	126	126	126	126	504	504
Compensation - Bonus/Commission		20	59	72	68	220	274	52	52	52	52	206	206
Benefits & Taxes		3	12	15	19	48	75	37	31	28	25	121	101
Total Compensation		32	116	145	145	437	579	215	208	205	203	831	811
	<i>Headcount</i>	2	4	5	5	5		5	5	5	5	5	
Operating Costs													
Internal Use Pods		-	2	1	-	3	-	1	1	1	1	2	2
T&E		0	0	0	3	3	10	2	2	2	2	6	6
Total Operating		0	2	2	3	6	10	2	2	2	2	8	8
Total		32	118	146	147	443	589	217	210	207	205	839	819

Sales OpEx – Inside Sales

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		65	71	76	80	292	319	106	132	132	132	501	527
Compensation - Bonus/Commission		21	27	61	72	181	289	54	67	67	67	254	267
Benefits & Taxes		12	8	17	22	59	88	37	36	35	34	142	135
Total Compensation		98	106	154	174	532	696	197	234	233	232	897	929
	<i>Headcount</i>	7	8	8	7	7		10	10	10	10	10	
Operating Costs													
Internal Use Pods		-	3	0	2	5	7	-	-	-	-	-	-
T&E		3	0	2	4	9	15	6	12	6	6	30	24
Events		-	-	-	-	-	-	1	1	1	1	3	3
Co-Op		10	11	-	-	20	-	40	40	40	40	160	160
Other		-	(1)	(1)	(1)	(3)	(2)	-	-	-	-	-	-
Total Operating		13	12	1	5	31	21	47	53	47	47	193	187
Total		111	118	155	179	563	717	244	287	280	279	1,090	1,116

Marketing OpEx Summary

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		246	280	325	323	1,174	1,292	336	353	354	356	1,399	1,424
Compensation - Bonus/Commission		57	40	52	38	186	151	41	42	42	42	168	169
Benefits & Taxes		56	53	57	35	203	141	85	75	71	70	300	279
Total Compensation		359	373	435	396	1,563	1,585	462	469	467	468	1,866	1,872
	<i>Headcount</i>	<i>12</i>	<i>13</i>	<i>14</i>	<i>15</i>	<i>15</i>		<i>16</i>	<i>16</i>	<i>16</i>	<i>16</i>	<i>16</i>	
Operating Costs													
Field Marketing T&E (Kerry)		48	52	34	41	175	163	125	88	9	12	235	47
Field Marketing Events (Kerry)		266	206	48	135	656	541	556	488	290	253	1,587	1,011
Brand / Creative Marketing (Jen)		31	25	18	1	74	2	41	26	16	6	89	24
Product Marketing / Channel Enablement (Troy)		7	(1)	22	14	43	56	54	63	28	42	187	167
Advertising & Promotions (Anca)		81	63	254	220	618	881	108	108	108	108	431	431
Web / Digital Infrastructure (Anca)		49	46	87	47	229	188	37	14	14	15	82	62
Contractors/consultants (Martin)		79	43	6	(2)	126	(9)	54	48	49	48	197	190
Other (Martin)		46	82	44	58	230	232	-	-	-	-	-	-
Total Operating		607	516	513	514	2,150	2,054	975	835	514	483	2,807	1,932
Total		966	889	948	910	3,713	3,639	1,437	1,305	981	951	4,674	3,804

R&D OpEx Summary

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		1,048	1,227	1,419	1,543	5,239	6,173	1,737	1,895	1,943	1,954	7,529	7,816
Compensation - Bonus/Commission		98	130	146	109	484	436	124	132	134	135	525	539
Benefits & Taxes		193	252	235	369	1,049	1,477	405	379	377	357	1,518	1,426
Total Compensation		1,340	1,609	1,800	2,022	6,771	8,086	2,266	2,406	2,454	2,445	9,571	9,781
	<i>Headcount</i>	39	43	49	50	50		58	61	61	61	61	
Operating Costs												11	
Contractors/consultants		0	4	98	146	248	583	241	236	246	236	959	944
Internal Use Pods		-	23	11	6	40	24	8	8	8	8	31	31
T&E		18	18	26	46	109	184	50	51	44	44	189	177
Legal		-	-	-	-	-	-	19	29	24	24	97	97
Software Expense		(3)	21	24	50	92	202	63	84	76	91	314	364
R&D		11	13	38	(30)	32	(120)	26	26	26	26	105	105
Corporate Events		-	-	0	7	7	27	35	13	40	7	96	29
Equipment		1	4	2	19	26	74	30	34	33	34	131	136
Other		5	48	12	73	137	291	0	1	0	0	2	1
Total Operating		33	131	210	316	690	1,266	472	482	497	471	1,922	1,884
Total		1,373	1,741	2,010	2,338	7,461	9,352	2,737	2,888	2,952	2,916	11,494	11,665

R&D OpEx - Development

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		722	847	963	1,057	3,589	4,229	1,138	1,266	1,306	1,315	5,026	5,261
Compensation - Bonus/Commission		7	67	68	32	174	127	57	63	65	65	250	262
Benefits & Taxes		79	177	176	240	671	959	260	252	252	239	1,002	956
Total Compensation		807	1,090	1,207	1,329	4,434	5,315	1,455	1,581	1,623	1,620	6,279	6,479
	<i>Headcount</i>	25	28	31	33	33		38	41	41	41	41	
Operating Costs													
Contractors/consultants		-	-	37	66	102	262	120	120	120	120	480	480
Internal Use Pods		-	18	6	1	25	5	3	3	3	3	12	12
T&E		6	5	12	22	44	88	14	14	12	12	51	47
Software Expense		(3)	21	23	49	89	195	41	61	61	51	214	204
Corporate Events		-	-	-	-	-	-	2	7	2	7	19	29
Equipment		-	-	-	9	9	36	8	8	8	8	30	30
Other		0	1	2	2	4	6	-	-	-	-	-	-
Total Operating		3	44	79	148	273	591	187	212	205	200	806	802
Total		810	1,134	1,287	1,477	4,707	5,906	1,643	1,793	1,829	1,820	7,085	7,281

R&D OpEx – Product Management

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		117	141	226	212	696	848	226	247	249	250	972	1,001
Compensation - Bonus/Commission		7	14	27	11	58	44	12	13	13	14	52	54
Benefits & Taxes		44	27	27	51	149	202	50	47	47	44	188	175
Total Compensation		168	183	279	274	903	1,094	288	308	310	307	1,213	1,230
	<i>Headcount</i>	6	8	8	7	7		8	8	8	8	8	
Operating Costs													
Contractors/consultants		0	-	-	-	0	-	10	5	15	5	35	20
Internal Use Pods		-	2	0	1	4	4	-	-	-	-	-	-
T&E		4	3	5	7	19	28	19	18	14	14	65	57
Legal		-	-	-	-	-	-	-	10	5	5	20	20
Software Expense		1	-	-	2	2	6	13	13	5	30	59	118
R&D		-	-	36	(30)	6	(120)	-	-	-	-	-	-
Corporate Events		-	-	0	-	0	-	3	3	3	-	9	-
Equipment		-	0	-	0	0	0	11	12	11	12	45	48
Other		3	12	6	70	92	281	0	1	0	0	2	1
Total Operating		8	17	48	50	123	200	55	61	53	66	235	264
Total		176	200	327	324	####	1,294	343	369	362	374	1,447	1,494

R&D OpEx - QA

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		143	145	131	158	577	631	230	240	244	244	959	976
Compensation - Bonus/Commission		49	12	11	4	77	18	14	15	15	15	58	59
Benefits & Taxes		42	29	21	37	128	146	62	56	56	52	226	208
Total Compensation		235	186	162	199	782	794	307	311	314	311	1,242	1,244
	<i>Headcount</i>	6	5	7	7	7		9	9	9	9	9	
Operating Costs													
Contractors/consultants		-	-	61	80	142	321	111	111	111	111	444	444
Internal Use Pods		-	3	4	4	11	14	5	5	5	5	19	19
T&E		1	3	3	6	13	25	3	5	3	3	13	13
Legal		-	-	-	-	-	-	-	-	-	-	-	-
Software Expense		-	-	-	0	0	0	9	11	11	11	41	42
R&D		-	-	-	-	-	-	-	-	-	-	-	-
Corporate Events		-	-	-	-	-	-	-	3	5	-	8	-
Equipment		-	-	0	7	7	28	9	12	13	12	46	48
Other		0	0	0	0	1	1	-	-	-	-	-	-
Total Operating		2	7	68	98	174	390	136	146	146	142	570	566
Total		236	193	231	296	956	1,185	443	456	460	453	1,812	1,810

R&D OpEx - Research

		2019					2019 Annual Run Rate	2020					2020 Annual Run Rate
		Q1A	Q2A	Q3A	Q4E	Total		Q1	Q2	Q3	Q4	Total	
Compensation Costs													
Compensation - Base		66	94	100	117	377	466	142	142	144	144	573	577
Compensation - Bonus/Commission		36	37	40	62	175	247	41	41	41	41	163	164
Benefits & Taxes		28	19	11	42	100	169	33	24	23	22	102	87
Total Compensation		130	150	151	221	652	883	216	207	207	207	838	828
Headcount		2	2	3	3	3		3	3	3	3	3	
Operating Costs													
Contractors/consultants		-	4	-	-	4	-	-	-	-	-	-	-
Internal Use Pods		-	-	0	0	0	1	-	-	-	-	-	-
T&E		8	7	7	11	33	43	15	15	15	15	60	60
Legal		-	-	-	-	-	-	19	19	19	19	77	77
Software Expense		(0)	-	1	0	1	1	-	-	-	-	-	-
R&D		11	13	1	-	25	-	26	26	26	26	105	105
Corporate Events		-	-	-	7	7	27	30	-	30	-	60	-
Equipment		1	4	2	3	10	10	3	3	3	3	10	10
Other		1	35	3	0	39	2	-	-	-	-	-	-
Total Operating		20	64	14	21	119	85	93	63	93	63	312	252
Total		151	214	165	242	772	967	309	270	300	270	1,150	1,080

G&A and Operations OpEx Summary

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		449	423	520	636	2,028	2,545	723	733	737	740	2,934	2,960
Compensation - Bonus/Commission		167	131	163	211	673	844	157	158	158	158	630	632
Benefits & Taxes		104	103	82	128	417	513	191	156	145	142	635	570
Total Compensation		720	658	765	976	3,118	3,902	1,071	1,047	1,040	1,041	4,199	4,162
	<i>Headcount</i>	17	19	24	25	25		29	29	29	29	29	4
Operating Costs													
Finance		32	177	129	147	485	588	137	167	135	121	559	483
Executive		96	68	69	71	304	285	133	163	193	223	710	890
HR		197	266	164	219	846	875	250	245	252	301	1,048	1,204
Facilities		332	438	377	447	1,594	1,789	445	454	457	446	1,802	1,785
IT		153	234	202	275	864	1,100	154	158	158	158	627	630
Logistics		0	0	0	4	5	16	0	1	1	1	2	2
Tech Support		2	9	12	8	30	32	2	2	2	2	10	10
Customer Ops		13	28	22	19	82	78	16	17	17	17	66	67
Enterprise Applications		75	135	132	136	478	543	257	302	300	265	1,125	1,060
Total Operating		899	1,355	1,108	1,326	4,688	5,305	1,394	1,509	1,513	1,533	5,949	6,132
		-	-	-	-	-	-	-	-	-	-	-	-
Total		1,619	2,013	1,873	2,302	7,807	9,207	2,465	2,556	2,554	2,574	10,149	10,294

G&A OpEx - Finance

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		188	169	169	164	689	656	195	202	203	204	803	815
Compensation - Bonus/Commission		100	23	23	25	171	99	20	20	20	20	79	80
Benefits & Taxes		2	37	39	14	92	56	53	47	43	42	185	169
Total Compensation		289	229	231	203	952	812	268	269	266	266	1,068	1,063
	<i>Headcount</i>	7	6	6	6	6		8	8	8	8	8	
Operating Costs													
Contractors/consultants		2	3	2	66	73	264	-	-	-	-	-	-
Audit & Tax		0	86	27	26	139	105	24	66	36	24	150	96
Bank & Merchant Fees		26	49	40	46	162	185	67	55	53	51	227	205
Bad Debt Expense		-	31	40	-	71	-	45	45	45	45	180	180
T&E		3	8	20	8	39	34	1	1	1	1	3	3
Total Operating		32	177	129	147	485	588	137	167	135	121	559	483
Total		321	406	360	350	1,437	1,399	404	435	401	387	1,627	1,547

G&A OpEx - HR

		2019					2019 Annual Run Rate	2020					2020 Annual Run Rate
		Q1A	Q2A	Q3A	Q4E	Total		Q1	Q2	Q3	Q4	Total	
Compensation Costs													
Compensation - Base		53	81	142	162	438	648	158	158	160	160	636	641
Compensation - Bonus/Commission		-	17	40	37	94	148	27	27	27	27	110	110
Benefits & Taxes		15	21	28	51	115	205	45	38	35	35	153	139
Total Compensation		68	119	209	250	646	1,001	231	224	222	222	899	890
Headcount		3	4	7	6	6		7	7	7	7	7	
Operating Costs													
Contractors/consultants		11	17	1	12	40	46	-	-	-	-	-	-
401K matching		48	26	96	83	253	331	78	84	85	85	332	341
Recruiting		109	179	27	49	363	194	53	53	53	65	223	260
Payroll processing		6	11	20	24	62	96	35	30	30	30	125	120
Legal		1	1	-	1	3	5	9	9	9	9	37	37
Employee training & development		-	5	4	1	11	4	49	43	49	45	186	181
Corporate events		-	3	6	31	39	124	23	23	23	63	132	252
Other		21	24	10	19	74	75	3	3	3	3	12	12
Total Operating		197	266	164	219	846	875	250	245	252	301	1,048	1,204
Total		265	385	373	469	1,492	1,877	481	469	474	523	1,947	2,094

G&A OpEx - Facilities

	2019					2019 Annual Run Rate	2020					2020 Annual Run Rate
	Q1A	Q2A	Q3A	Q4E	Total		Q1	Q2	Q3	Q4	Total	
Operating Costs												
Rent	227	248	220	270	965	1,078	284	284	284	284	1,136	1,135
CAM	103	145	120	128	496	512	138	138	138	138	552	552
Office Supplies	(4)	18	25	30	70	121	19	30	32	21	103	86
Equipment	5	19	5	9	37	36	-	-	-	-	-	-
Maintenance & Repair	2	-	3	2	7		3	3	3	3	11	
Other	(0)	7	4	9	20	34	0	0	0	0	0	0
Total Operating	332	438	377	447	1,594	1,781	445	454	457	446	1,802	1,774

G&A OpEx - Customer Operations

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		91	35	61	126	313	504	132	133	134	134	534	537
Compensation - Bonus/Commission		9	7	9	8	34	32	19	19	19	19	77	77
Benefits & Taxes		44	27	19	21	111	83	38	33	29	29	129	115
Total Compensation		144	70	89	155	458	619	190	185	182	182	739	729
	<i>Headcount</i>	4	4	5	6	6		6	6	6	6	6	
Operating Costs													
Contractors/consultants		4	13	7	2	25	7	-	-	-	-	-	-
Internal Use Pods		-	3	-	-	3	-	-	-	-	-	-	-
T&E		3	2	(0)	8	13	30	15	15	15	15	60	60
Other		5	10	15	10	41	40	1	2	2	2	6	7
Total Operating		13	28	22	19	82	78	16	17	17	17	66	67
Total		157	98	111	174	540	697	206	202	199	199	806	796

G&A OpEx - IT

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		39	61	70	71	241	283	71	72	73	73	288	291
Compensation - Bonus/Commission		-	-	-	(1)	(1)	(4)	2	2	2	2	10	10
Benefits & Taxes		3	5	5	18	31	71	20	16	16	17	69	66
Total Compensation		42	65	76	88	271	350	93	91	92	92	367	367
	<i>Headcount</i>	2	4	4	4	4		4	4	4	4	4	
Operating Costs													
Contractors/consultants		0	-	-	2	2	7	50	54	54	54	212	216
Internal Use Pods		-	-	-	2	2	9	-	-	-	-	-	-
Equipment		80	143	110	111	444	443	26	26	26	26	104	104
T&E		-	0	2	3	5	11	0	0	0	0	1	1
Software Expense		21	36	36	87	180	347	53	53	53	53	213	213
Telephone/Internet		49	48	49	51	197	203	24	24	24	24	95	95
Other		2	6	5	20	35	81	0	0	0	0	2	2
Total Operating		153	234	202	275	864	1,100	154	158	158	158	627	630
Total		195	299	278	362	1,135	1,450	246	248	249	249	993	998

G&A OpEx - Enterprise Applications

		2019					2019	2020					2020
		Q1A	Q2A	Q3A	Q4E	Total	Annual Run Rate	Q1	Q2	Q3	Q4	Total	Annual Run Rate
Compensation Costs													
Compensation - Base		-	-	-	35	35	140	80	80	81	82	322	327
Compensation - Bonus/Commission		-	-	-	4	4	15	10	10	10	11	42	42
Benefits & Taxes		-	-	-	4	4	15	19	16	16	14	64	55
Total Compensation		-	-	-	42	42	170	109	106	107	106	428	424
	<i>Headcount</i>	-	-	1	2	2		3	3	3	3	3	
Operating Costs													
Contractors/consultants		-	-	-	0	0	0	56	101	99	64	320	255
T&E		-	-	-	0	0	2	-	-	-	-	-	-
Software Expense		75	135	132	133	475	530	201	201	201	201	805	805
Other		-	-	0	3	3	10	0	0	0	0	0	0
Total Operating		75	135	132	136	478	543	257	302	300	265	1,125	1,060
Total		75	135	132	178	521	712	367	409	407	371	1,553	1,484

Below EBITDA Expenses

	2019					2019 Annual Run Rate	2020					2020 Annual Run Rate
	Q1A	Q2A	Q3A	Q4E	Total		Q1	Q2	Q3	Q4	Total	
Operating Costs												
Depreciation	77	66	91	136	369	545	146	158	166	162	631	646
Amortization	957	987	940	1,072	3,956	4,288	975	975	975	975	3,899	3,899
OpenGate	150	150	250	250	800	1,000	250	250	250	250	1,000	1,000
Interest Expense	36	48	47	43	174	173	39	39	39	39	158	158
Severance	21	-	65	3	89	12	-	-	-	-	-	-
Federal Taxes	-	3	327	768	1,097	3,072	92	523	647	645	1,907	2,582
State Taxes	1	4	-	377	382	1,509	-	-	-	-	-	-
Non-recurring expenses	107	60	50	172	390	689	-	-	-	-	-	-
					-	-					-	-
					-	-					-	-
Total Operating	1,349	1,317	1,769	2,822	7,256	11,288	1,502	1,945	2,076	2,071	7,595	8,285

CapEx

Assets	Total
Office Equipment	230,000
Furniture/Fixtures	192,598
Leasehold Improvements	100,436
Marketing/Trade Show Equipment	50,000
Total	573,034

Debt

	<u>Q120</u>	<u>Q220</u>	<u>Q320</u>	<u>Q420</u>	<u>Total</u>
Adj EBITDA	(1,153)	815	1,775	2,101	3,538
Invoiced EBITDA	549	3,443	4,266	4,259	12,518
Monitoring Fees/Nonrecurring items	250	250	250	250	1,000
GAAP EBITDA	(1,403)	565	1,525	1,851	2,538
*OGC Financing Metrics					
Monitoring Fees	250	250	250	250	
GAAP EBITDA TTM- excl OG fee	91	487	1,932	3,538	
GAAP EBITDA TTM	(809)	(513)	932	2,538	
Liquidity ratio	7,833	8,969	13,088	15,913	
Multiple	2.24	2.56	3.74	4.55	
Cash (incl \$3M cash withdrawal)	3,112	2,550	7,163	9,987	
AR (60%)	4,720	6,419	5,925	5,925	
Debt * 1.25	(4,375)	(4,375)	(4,375)	(4,375)	
Cash Cushion (incl \$3M cash withdrawal)	3,458	4,594	8,713	11,538	

Management Discussion

- This presentation shows our liquidity ratio and cash cushion relative to Cash plus 60% of AR based on parameters of SVB term sheet.
- Our 2020 budget includes reducing cash and equity by \$3M in January based on our understanding of OGC plan. Therefore, the cash balance herein reflects \$3M taken out.

Taxes

	2018	2019	2020E
Invoiced EBITDA	8,000	11,023	12,575
Book Loss - Pre-tax	(2,149)	(4,676)	(2,093)
Depr & Amortization	3,531	4,048	4,000
Deferred Revenue	4,701	8,609	8,000
Compensation & Other	1,233	638	1,000
Total Add backs	9,465	13,295	13,000
Taxable income	7,316	8,619	10,907
NOL - Pre-Acquisition	(3,717)	(3,560)	(3,560)
NOL - Post Acquisition	(2,910)	-	-
Total NOL used	(6,626)	(3,560)	(3,560)
Taxable income	690	5,059	7,347
Tax Expense per IS	720	1,478	1,900
Tax as % of Invoiced EBITDA	9%	13%	15%
NOL Carryforward Available			
2019	3,560		
2020	3,560	3,560	
2021	908	908	908
Total	8,028	4,468	908

Management Discussion

- This presentation shows our tax expense and obligation for 2018 as well as our estimated taxes for 2019 and forecasted taxes for 2020.
- Taxable income is significantly greater than book loss each year due to reducing expenses not deductible for taxes in current year and adding deferred revenue considered taxable income in current year for tax, but not book. Difference ranges from \$9.5M to \$13.3M in 2018-2020
- We utilized appr. \$11.7M in NOLs available for carryforward at acquisition. NOLs increased by \$2.9 post acquisition in 2017 due to transaction costs related to acquisition. Total NOLs available was \$14.6M. We utilized \$6.6M in 2018 and have available \$3.6M available in 2019 & 2020.
- Tax obligation (cash) is as follows:
 - 2018 appr. \$720K - Paid
 - 2019 est. \$1.5M – Paid as of 12/31/19
 - 2020 est. \$1.9M – Will require estimated payments throughout 2020
 - 2021 – will increase significantly as NOL's will be fully utilized