



MONTHLY OPERATING REPORT – APRIL 2020

May 26, 2020



COREMEDIA

1 Executive Summary



EXECUTIVE SUMMARY

Solid progress with improved operations plus revenues & EBITDA above plan in tough market. Agile CMS & headless commerce as strategic opportunities

Core business is stable

- > No disruption of operations
- > All SLAs fulfilled
- > Improved utilization of consulting services
- > Low churn

Organization absorbed cost cutting measures

- > All measures have been implemented
- > Team is stable and overall motivated

Tough market for growth

- > COVID-19 create significant uncertainty short-term
- > Sales projects in early phases get delayed
- > New logo wins harder to come by

Emerging setup for commerce projects

- > Salesforce + CoreMedia + Frontend Vendor
- > Frontend: Mobify or Vue Storefront
- > Demanded at VF Corp, Under Armour and Pandora

Commerce Platforms move to Headless Commerce

- > Headless Commerce drives disruption
- > Good fit for integration with CoreMedia Content Cloud
- > Commercetools is leading new player (Forrester)
- > Salesforce and SAP are moving to Headless Commerce
- > IBM/HCL struggles and is dropped by Forrester
- > Ramping up partnership with Commercetools

Agile CMS generates traction

- > Digital Experiences see a boost through COVID-19
- > Agility, Speed and Efficiency are critical success factors
- > Integrated DXP suites fail to deliver
- > New momentum for Best-of-Breed approach
- > Forrester frames this as *Agile CMS*
- > Great potential fit for CoreMedia Content Cloud
- > Engaging with Nick Barber at Forrester

KEY RISKS AND WHAT IS NOT WORKING

Greater Depression? Retail's struggles intensify; New logos hard to close; IBM/HCL hasn't materialized yet

COVID-19 – we are in a global recession with an unprecedented steep fall of economic activity

- > Market turmoil is not over and could still lead to insolvencies of large customers, bad debt and further delayed payments
- > Restarting economies might be harder than hoped
- > Disappointed hopes for a quick recovery may lead to deeper cuts

Pressure on ACV with retail customers

- > Retail customers like Luxottica and Esprit ramp up demand for significant license cost reduction
- > Esprit is in controlled bankruptcy and threatens to cancel contract in case we don't accept significant discount

New logo wins will be a challenge in the next quarters

- > Lack of travel, trade shows and face to face meetings
- > Customers are reluctant to make longer-term and bigger commitments in times of high uncertainty
- > Customers' ability to support projects is impacted

New business with HCL/IBM hasn't materialized

- > Uncertainty regarding HCL Commerce's outlook
- > Customers like Luxottica migrate away from IBM/HCL

Maturity of financial reporting

- > Multi high-priority finance projects push resources over capacity
- > Delay of IFRS transition would harm reporting capabilities
- > Maturity and speed of multiple processes need upgrading
- > Single points of failure need to be addressed & higher automation required



EXECUTIVE SUMMARY

Revenue, ARR and EBITDA in April above plan; Closed upsell; Tough negotiations with new logos; Consulting utilization higher than planned; Q2 sales forecast is soft

Past

Revenue (4% = €250k) and ARR (3% = €440k) above Budget (B) especially due to

- > Consulting + 12% = 191k
- > Maintenance & Support +3% = 67k because of less cancellations

Sales below Budget so far

- > New ACV in Q1 of €114k below B of €267k and compared with €534k in 2019
- > Q2 ACV bookings €98k (update: 148k) so far

Consulting/Training revenue YTD €1.6m, €191k above Budget

- > Consulting revenue increase from €313k in January to €431k in March and stable with €419k in April
- > Still 100% remote work

Cash better than planned due to

- > Better results
- > So far: conservative planning
- > Active cash management works: DSO better than budget, currently measured DPO beyond 50 days

Forecast

Q2 Sales with €0.85m - €1.1m ACV (Plan: €1.24m) probably below Budget

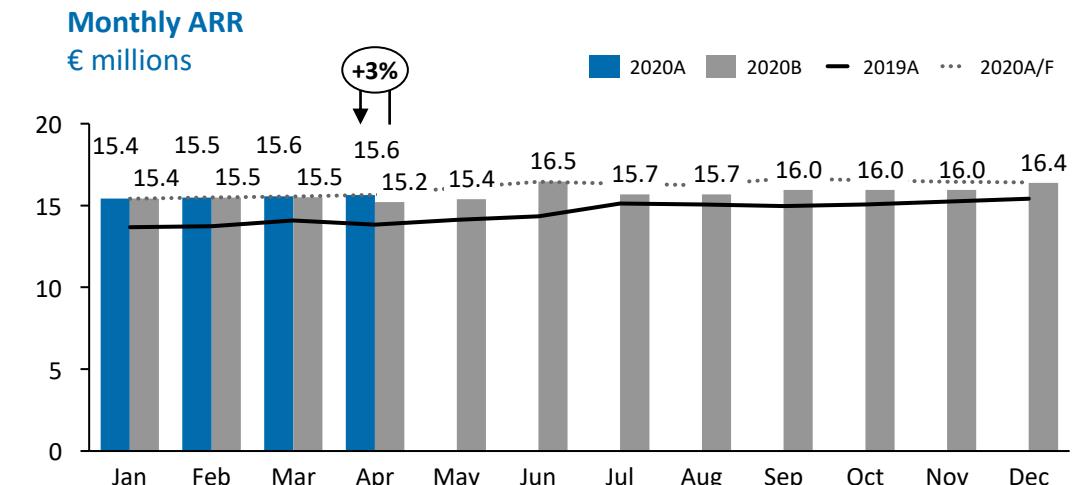
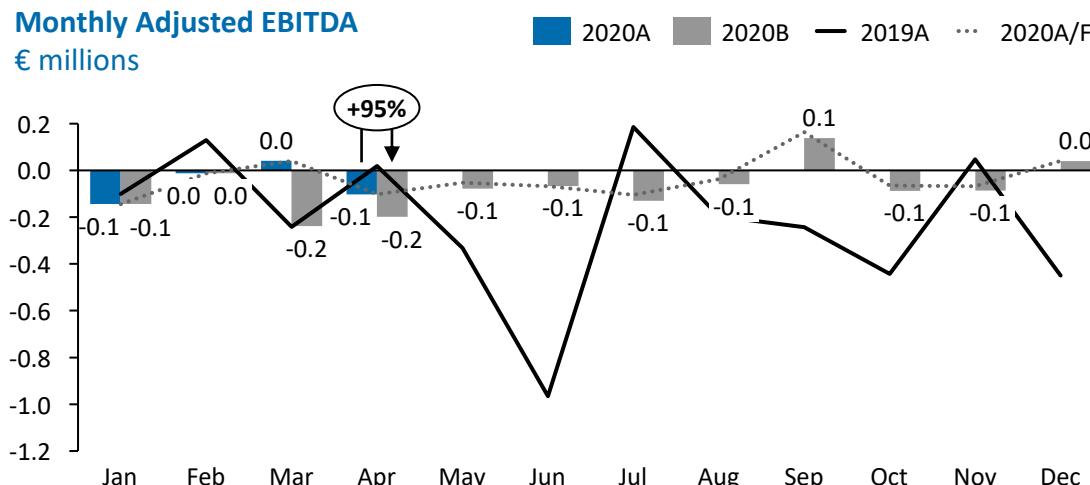
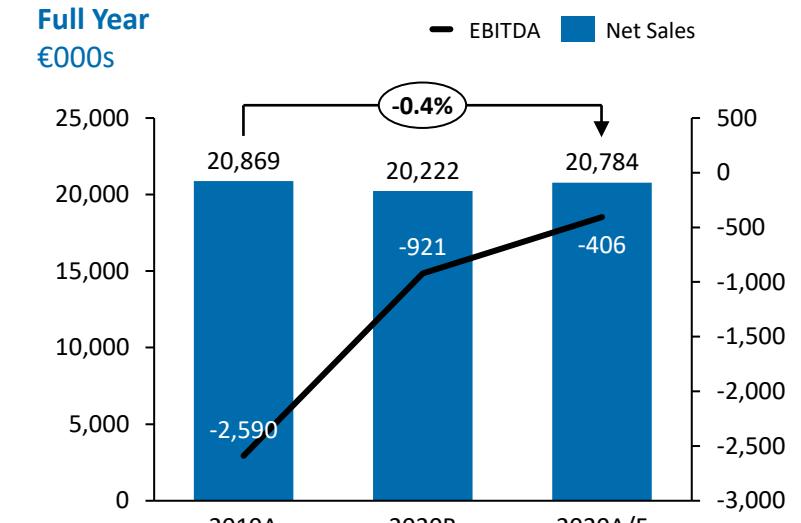
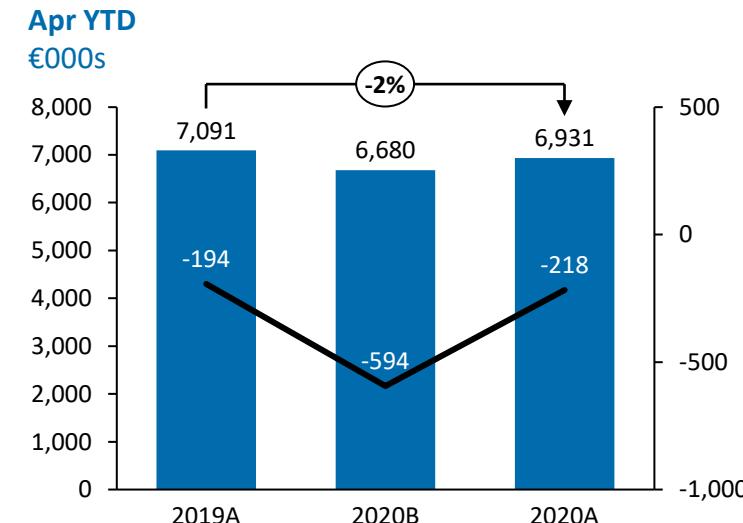
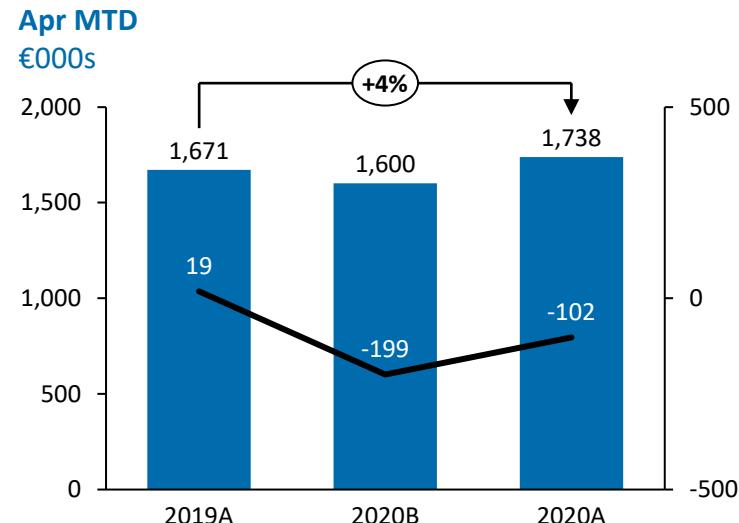
- > Negotiations with VF Corp moving forward for 14 month €256k MVP phase (52% margin). Projection for full rollout is €73K per month (73% margin)
- > Other top deals still to close include Luxottica €150k, Hamburg.de €150k, Bouygues €100k, BBQ Guys €131k

Q2 Consulting revenue expected at €1,025k to 1,145k, above B

- > Solid backlog of signed work
- > Negotiating extended engagement with Farfetch



MONTHLY FINANCIAL METRICS*



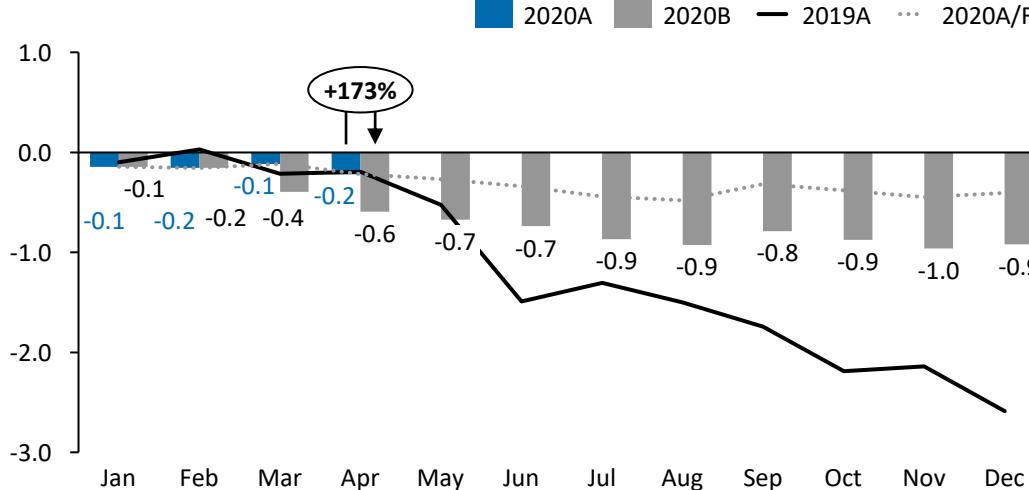
* B=Budget=Realistic COVID19 case



MONTHLY FINANCIAL METRICS*

YTD Adjusted EBITDA

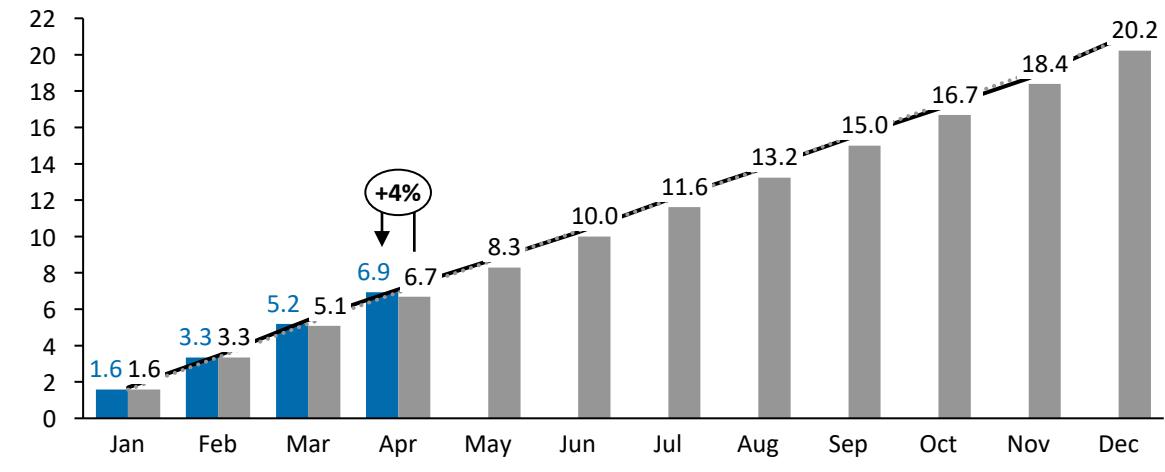
€ millions



YTD Revenue

€ millions

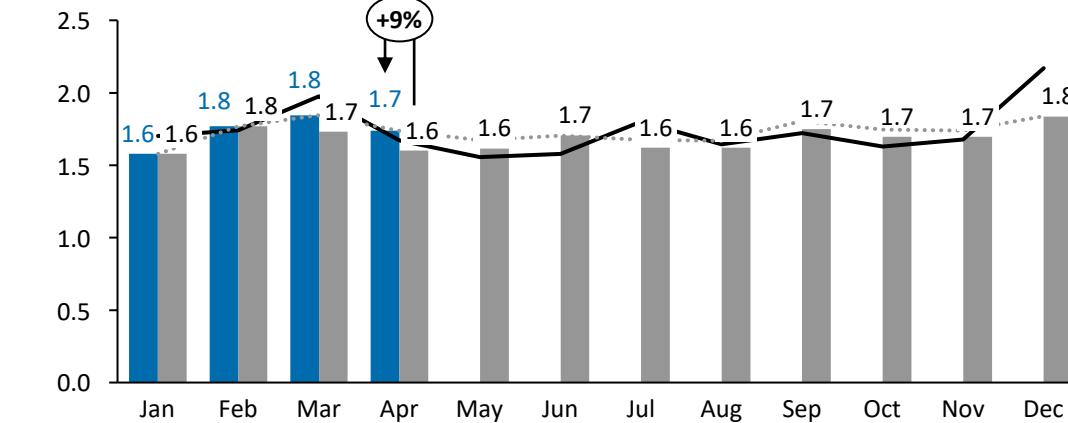
2020A 2020B 2019A 2020A/F



Monthly Net Revenue

€ millions

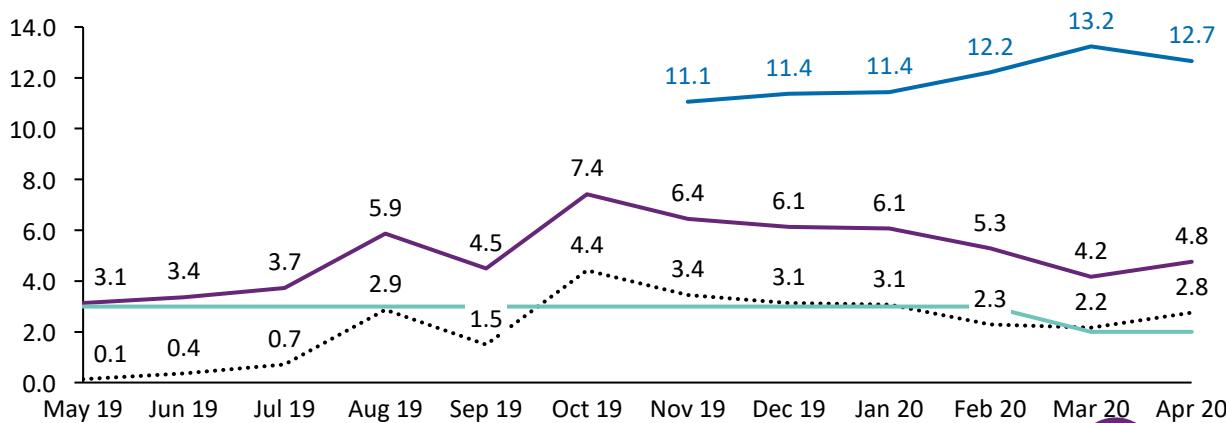
2020A 2020B 2019A 2020A/F



Net External Debt, Liquidity, Cash & Availability

€ millions

Net External Debt Liquidity
Cash Availability



* B=Budget=Realistic COVID19 case



m

2 Financials



SUMMARY P&L – APRIL YTD

Revenues 250k, Adjusted EBITDA 376k better than budget

	YTD		Variance		YTD		Variance		PY YTD		Variance	
	Actual	Budget	EUR	%	AOP	EUR	%	Actual	EUR	%	Actual	%
Recurring revenues	5,185,001	5,125,099	59,902	1.2%	5,136,978	48,023	0.9%	4,598,601	586,400	12.8%		
Subscription	2,121,327	2,135,340	(14,013)	-0.7%	2,141,895	(20,568)	-1.0%	1,647,977	473,350	28.7%		
Cloud	457,919	451,291	6,629	1.5%	457,117	803	0.2%	232,803	225,117	96.7%		
Maintenance & Support	2,605,754	2,538,468	67,287	2.7%	2,537,966	67,789	2.7%	2,717,821	(112,066)	-4.1%		
Non-recurring revenues	1,746,452	1,555,119	191,333	12.3%	1,688,415	58,037	3.4%	2,492,105	(745,652)	-29.9%		
Perpetual license revenues	73,500	73,500	-	0.0%	56,763	16,737	29.5%	341,118	(267,618)	-78.5%		
Consulting & Training	1,627,442	1,436,075	191,367	13.3%	1,586,109	41,333	2.6%	2,108,819	(481,377)	-22.8%		
Partner Subscription	45,510	45,544	(34)	-0.1%	45,544	(34)	-0.1%	42,168	3,342	7.9%		
Revenues	6,931,453	6,680,217	251,236	3.8%	6,825,393	106,060	1.6%	7,090,705	(159,252)	-2.2%		
Capitalised services	-	-	-	0.0%	-	-	0.0%	(89,922)	89,922	100.0%		
Other income	123,521	29,318	94,203	321.3%	29,318	94,203	321.3%	31,625	91,896	-290.6%		
External services	(153,046)	(170,900)	17,854	10.4%	(173,813)	20,767	11.9%	(24,519)	(128,526)	-524.2%		
Gross Profit	6,901,929	6,538,635	363,293	5.6%	6,680,898	221,031	3.3%	7,007,889	(105,960)	-1.5%		
Gross Margin %	99.6%	97.9%	1.7%		97.9%	1.7%	1.7%	98.8%	0.7%			
OPEX	(7,076,460)	(6,937,468)	(138,991)	-2.0%	(7,204,985)	128,525	1.8%	(7,266,435)	189,975	2.6%		
Product Invest	-	-	-		-	-	0.0%	-	-			
CM Projects	(40,643)	(55,000)	14,357	26.1%	(55,000)	14,357	26.1%	-	(40,643)			
Consulting	(191,104)	(174,977)	(16,127)	-9.2%	(731,370)	540,267	73.9%	-	(191,104)			
Audit & Finance	(301,114)	(471,765)	170,651	36.2%	-	(301,114)	0.0%	-	(301,114)			
SVB Fees	-	(7,500)	7,500	100.0%	(7,500)	7,500	100.0%	-	-			
Reported EBITDA	(707,391)	(1,108,075)	400,684	36.2%	(1,317,957)	610,566	46.3%	(258,546)	(448,845)	-173.6%		
EBITDA Addbacks	489,560	514,240	(24,680)	-4.8%	627,370	(137,811)	22.0%	64,415	425,144	-660.0%		
Adjusted EBITDA	(217,831)	(593,835)	376,004	63.3%	(690,587)	472,756	-68.5%	(194,130)	(23,701)	12.2%		
Adjusted EBITDA %	-3.1%	-8.9%	5.7%		-10.1%	7.0%		-2.7%	-0.4%			
Change in Deferred Revenue	1,512,821	1,338,935	173,886	-13.0%	1,427,461	85,360	6.0%	1,125,522	387,300	-34.4%		
Adjusted Cash EBITDA	1,294,990	745,100	549,890	-73.8%	736,875	558,116	75.7%	931,391	363,599	39.0%		
Adjusted Cash EBITDA %	18.7%	11.2%	7.5%		10.8%	7.9%	73.1%	13.1%	5.5%			

MD&A

Revenue

- Recurring revenue on track due to less Maintenance & Support churn, but soft new bookings
- Consulting and Training above plan due to better sale of consulting than expected during COVID19

Reported EBITDA

- Audit/Finance lower than Budget due to delay of IFRS project because of AOP/COVID19 plan



OPERATING EXPENSE – APRIL YTD

Operating Expenses 138k (2%) better than budget due to multiple reasons

	YTD		Variance		YTD		Variance		PY MTD		Variance	
	Actual	Budget	EUR	%	AOP	EUR	%	Actual	EUR	%	Actual	%
Personnel Costs	(5,424,646)	(5,174,135)	(250,511)	-4.8%	(5,322,617)	(102,029)	-1.9%	(5,009,409)	(415,237)	-8.3%		
Premises	(295,469)	(308,349)	12,880	4.2%	(308,349)	12,880	4.2%	(303,955)	8,487	2.8%		
Taxes, Insurance, Contribution	(88,622)	(103,916)	15,295	14.7%	(103,916)	15,295	14.7%	(83,678)	(4,944)	-5.9%		
Automobile	(10,106)	(13,054)	2,947	22.6%	(13,054)	2,947	22.6%	(24,364)	14,258	58.5%		
Marketing	(393,431)	(469,923)	76,493	16.3%	(427,455)	34,024	8.0%	(548,584)	155,153	28.3%		
Travel expenses	(228,003)	(238,820)	10,817	4.5%	(351,270)	123,266	35.1%	(334,504)	106,501	31.8%		
Communication, office equipm.	(35,960)	(46,078)	10,118	22.0%	(46,078)	10,118	22.0%	(48,252)	12,291	25.5%		
Consulting	(199,590)	(161,506)	(38,085)	-23.6%	(174,984)	(24,606)	-14.1%	(467,957)	268,367	57.3%		
Professional training	(35,720)	(26,295)	(9,425)	-35.8%	(33,466)	(2,254)	-6.7%	(27,847)	(7,872)	-28.3%		
Recruitment	(20,815)	(40,617)	19,802	48.8%	(52,014)	31,199	60.0%	(14,763)	(6,052)	-41.0%		
Bad debt	55,843	55,843	-	0.0%	55,843	-	0.0%	-	55,843	0.0%		
Software	(269,092)	(277,376)	8,284	3.0%	(284,476)	15,384	5.4%	(274,684)	5,592	2.0%		
Leasing	(35,071)	(42,332)	7,261	17.2%	(42,332)	7,261	17.2%	(45,310)	10,239	22.6%		
Other costs	(95,779)	(90,910)	(4,869)	-5.4%	(100,819)	5,040	5.0%	(83,128)	(12,651)	-15.2%		
Operating Costs	(7,076,460)	(6,937,468)	(138,991)	-2.0%	(7,204,985)	128,525	1.8%	(7,266,435)	189,975	2.6%		

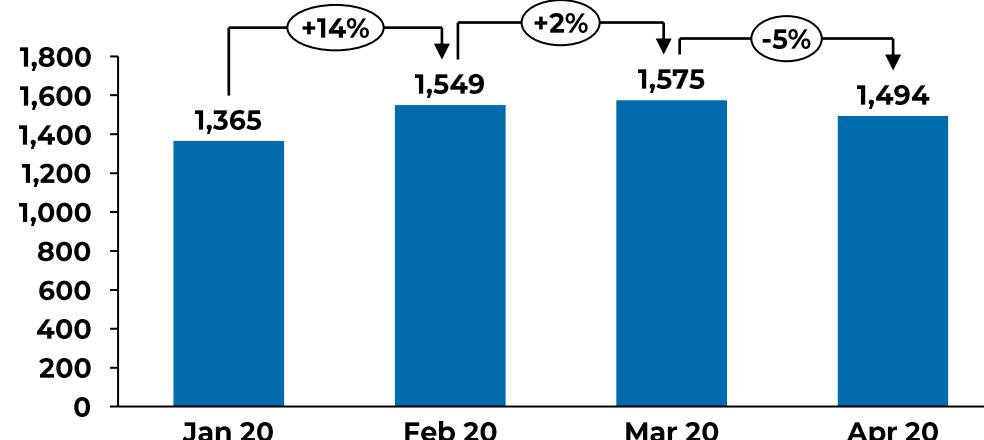
MD&A

- Personnel expenses 5% above B, mainly because of accruals for vacation with 153k; action taken to reduce until end of FY
- Consulting higher e.g. due to one unexpected bill from 2019
- Marketing costs reduced due to postponement of measures
- Recruitment 49% below B because strongly reduced activities

APRIL YTD PERFORMANCE BY GEOGRAPHY

Revenue

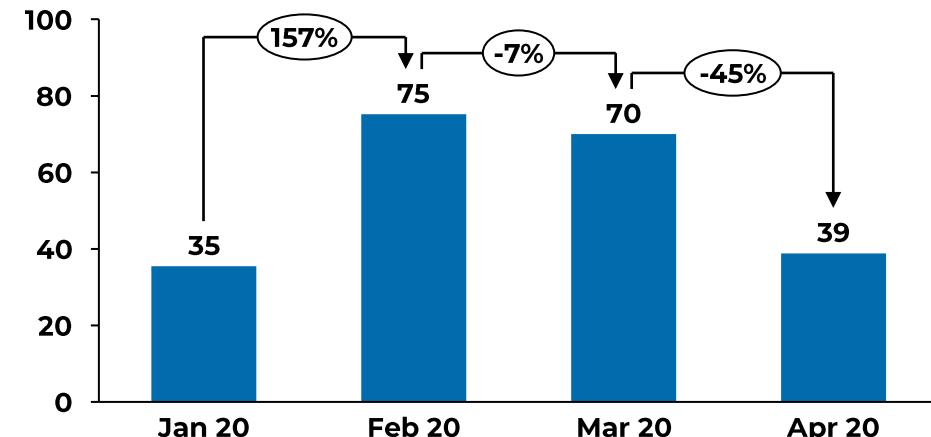
€000s



EMEA & ASIA

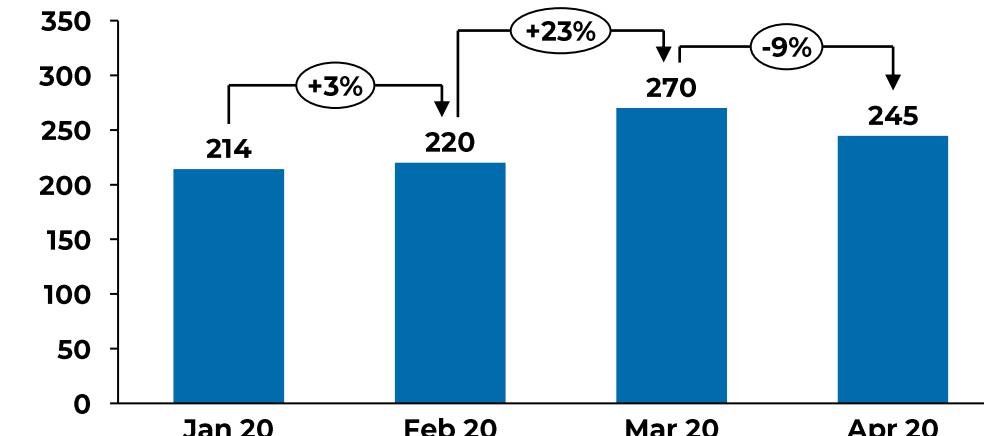
Adjusted EBITDA

€000s



Revenue

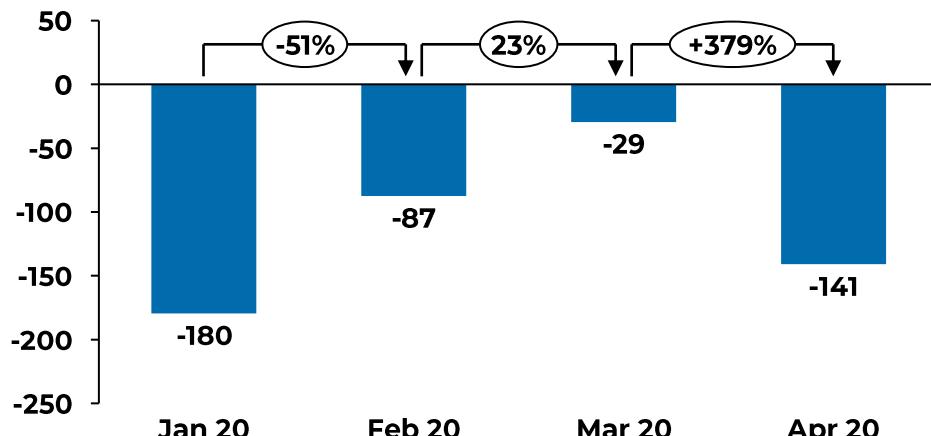
€000s



USA

Adjusted EBITDA

€000s



Territory view (Revenues and costs/earnings w/o transfer pricing)



ARR & RETENTION COMPARISON

Good Net Retention Rate vs. previous periods

	Jan-20	Feb-20	Mar 20	Apr-20
customer end of prev year	117	117	119	119
new customer	9	9	7	8
churned customer	-6	-6	-6	-6
customer end of year	120	120	120	121
churn rate # customer	5%	5%	5%	5%
2020 ARR	15.422.235	15.490.507	15.560.717	15.648.877
2019 ARR	13.665.225	13.723.163	14.089.405	13.836.267
Variance to prior year	1.757.010	1.767.344	1.471.312	1.812.609
Churn	-398.547	-399.436	-400.139	-401.050
Downsell	-1.006.845	-1.004.735	-997.660	-774.246
New Customers	875.999	883.852	825.705	909.122
Upsell	2.149.525	2.145.748	1.966.255	1.985.372
FX Effects	135.571	138.997	72.901	89.724
Other effects (< 1kEUR)	1.307	2.917	4.250	3.688
Total	1.757.010	1.767.344	1.471.312	1.812.609
Retention	Jan	Feb	Mar	Apr
Gross Retention 1-Churn/Beginning Rev	97%	97%	97%	97%
Net Retention (a) 1-(Churn+Downsell+Upsell)/B. Rev	105%	105%	105%	106%
€000	Jan	Feb	Mar	Apr
2020 ARR	15.422.235	15.490.507	15.560.717	15.648.877
Variance to prior month	3.828	68.272	70.210	88.160
Churn	-188.792			
Downsell	-136.166	-2.250		-20.038
New customer	23.779			75.360
Upsell	301.604	38.440	94.224	
FX effects	504	31.576	-24.538	33.255
Other effects (< 1kEUR)	2.900	506	525	-418
Total	3.828	68.272	70.210	88.160
Gross Retention 1-Churn/Beginning Rev	98,8%	100,0%	100,0%	100,0%
Net Retention (a) 1-(Churn+Downsell+Upsell)/B. Rev	99,8%	100,2%	100,6%	99,9%

Variance to prior year:

- Churn includes AAMC (-157,5T€) and Holtzbrinck (-127,9T€)
- Downsell includes Esprit [change from TBL to cloud] (-181,8T€); G+J (-134,9T€); Haspa (-105,8T€) and Kaba (-92,8T€)
- New customer includes Under Amour (271,7T€) and Archant (250T€)
- Upsell Jan. Bundeswehr (274,5T€); Esprit [change from TBL to cloud] (208,6T€) and Materna (180,4T€)
- FX/other effects based on exchange rates and effects < 1kEUR

Variance to prior month:

- Churn Jan. includes Holtzbrinck (-127,8T€)
- Downsell includes Kaba (-91T€) and Boots (-39,4T€)
- New customer in Jan. Cnetric (23,8T€) and in April Wiener Tourismusverband (75,4T€)
- Upsell Jan. includes Under Amour (154,8T€) and Sonepar (92,53T€); Upsell Mar. includes Yoox (52,7T€)
- FX/other effects based on exchange rates and effects < 1kEUR



MAJOR BREAK THROUGH ACHIEVED FOR MOST IMPORTANT REPORTING (IT) PROJECTS

Status Update: Project Details

Project	Status	Recent Progress	Next steps	Risks
Support with LucaNet (new consolidation tool) <ul style="list-style-type: none">• Installation (incl. ERP interface)• Set up basic structure• Set up CFS/movement schedule• Data import and technical review• Configuration FiCo II (Consolidation module)• Training for employees	●	Breakthrough achieved <ul style="list-style-type: none">• Major efforts have been put in after QOR in April to implement new reporting consolidation tool• LucaNet being installed, upload of trial balances done• First monthly report in Lucanet provided as a draft	<ul style="list-style-type: none">• Next consolidated report to be delivered out of new IT Tool Lucanet	<ul style="list-style-type: none">• Unidentified technical problems• Lack of time due to unexpected reporting requests
Change of P/L format (Total Cost Method (TCM) -> Cost Of Sales Method (COS)) <ul style="list-style-type: none">• Roll forward of excel COS tool (cost center mapping)• Analysis and update of manual adjustments• Technical implementation in LucaNet	●	Breakthrough achieved <ul style="list-style-type: none">• Major efforts have been put in after QOR in April to implement new reporting consolidation tool• Reporting switch from TCM to COS achieved• Draft Monthly Report delivered to CoreMedia for 04/2020 on May 25th	<ul style="list-style-type: none">• First monthly report will be delivered in June for May based on COS• Afterwards a lot of important financial numbers/KPIs can be delivered, e.g.<ul style="list-style-type: none">• Performance analysis per geography, revenue segment, including allocation of costs to revenue segments	<ul style="list-style-type: none">• Lack of time due to unexpected reporting requests
Contract to Cash Automation in Execution <ul style="list-style-type: none">• Automation of report e.g. for ARR, cash due to recurring revenue contracts, deferred revenue• Billing Automation based on digitized contract and subscription data• Decreasing data entry work, manual errors etc. and increasing time to analyze the developments.	●	Breakthrough achieved <ul style="list-style-type: none">• Juston Software implemented• Data of existing customer contracts filled into Juston• Snapshot of dashboard in appendix	<ul style="list-style-type: none">• ARR reporting: Verify contract data for existing contracts• First monthly report will be delivered in June for May based on COS<ul style="list-style-type: none">• ARR reports incl. new logo, expansion, downsell, churn, contracted increases, per customer, per country per...(any segmentation criteria from SF)• Cash metrics based on payment terms per contract (license billings forecasts and review) making cash forecasts and billing EBITDA reporting easier• Deferred revenue (PRAP) reports• Billing automation for recurring revenues: first expected automated invoice run = June• Key challenge: reporting is based on current data, Salesforce snapshots needs to be enabled to start making time-series analysis, YTD reports, LTM and NTM	<ul style="list-style-type: none">• Unidentified technical problems• Lack of time due to unexpected reporting requests

3 Operations Report



COREMEDIA REVENUE OFFICE - CURRENT STATE

STRENGTHS

- Healthy 2H 2020 Pipeline
- CoreMedia Value Roadmap driving shift to consultative selling and cross-functional collaboration
- US SDR program has ramped significantly
- New Sales Performance Management dashboards improve accountability and coaching
- Team is aligning around COVID-19 strategy
- Strategic Account Planning taking hold

WEAKNESSES

- The speed of New Customer Acquisition
- Partner enablement - The product learning curve is very steep, are therefore not very partner friendly
- Misalignment of CSPE measurements/goals and Partner Program (CSPE not incented to enable partners)
- Mont Blanc and Mount Everest teams operating as two independent teams
- Insufficient new opportunities/pipeline
- Complex commercial contracts and lack of negotiating depth and maturity within Sales

OPPORTUNITIES

- Create balanced measurements for CSPE team
- New Territory Plans – Industry Focused (to launch in July)
- Roll out simplified “Absolute Quota” (flat rate) plan in July
- Changes to EMEA Lead Gen (SDR) operations
- Bundled offerings to drive customer engagement and short-term backlog
- Sustain UK with Jay Pal’s interim “stay”
- Simplified pricing plays that sell to our value
- Optimized commercial contracts (based on learning from VF negotiations)

THREATS

- COVID-19 impact on closing deals
- Reduced employee engagement from COVID fatigue
- CSPEs stretched to breaking point
- Lose DC office space with potential renter inquiry
- In the next 9-12 months there is a genuine prospect we could lose 20-40% of our Consulting revenue, if not replaced
- Marketing team efforts fragmented due to staffing reductions and strategy change



COREMEDIA REVENUE OFFICE - CURRENT STATE

Issue	Mitigation Plans
New logo signings may prove challenging in coming months with contracting economy	<ul style="list-style-type: none"> • Taking aggressive pricing approach on key deals • Learning to use “phased pricing” to lower introductory costs • Ensure we are pursuing “winnable deals” and that we are engaging the true financial decision maker. (activated through CMVR)
New Pipeline may prove challenging without physical events	<ul style="list-style-type: none"> • “Turning on” our own Digital Events • New Video-based marketing material to stand out • US SDR program (which is yielding results) being expanded to EMEA and run as a Global program (reporting to Mooney)
Complex commercial contracts and lack of negotiating depth and maturity within Sales	<ul style="list-style-type: none"> • Creative “Good/Better/Best” pricing plays with Phased implementation models will make us more attractive
Misalignment of CSPE measurements/goals and Partner Program (CSPE not incented to enable partners)	<ul style="list-style-type: none"> • Tension between departments can only be resolved by better aligning goals (to be addressed with new 2H 2020 plans)
Partner enablement - The product learning curve is very steep, are therefore not very partner friendly	<ul style="list-style-type: none"> • With reduction of Product Development spend, solving through solution documentation is now not an option • Best approach is for CSPE and Pre-Sales focus cross-collaboration
Mont Blanc and Mount Everest teams operating as two independent teams (2 EMEA sales teams)	<ul style="list-style-type: none"> • New Territory Plans – Industry Focused (to launch in July) • Roll out simplified “Absolute Quota” (flat rate) plan in July
Consulting backlog could drop if not replaced with new engagements	<ul style="list-style-type: none"> • We need VF and other signings of large net new customers where CM will deliver large workstreams

RSV – REVENUE SIGNINGS VALUE

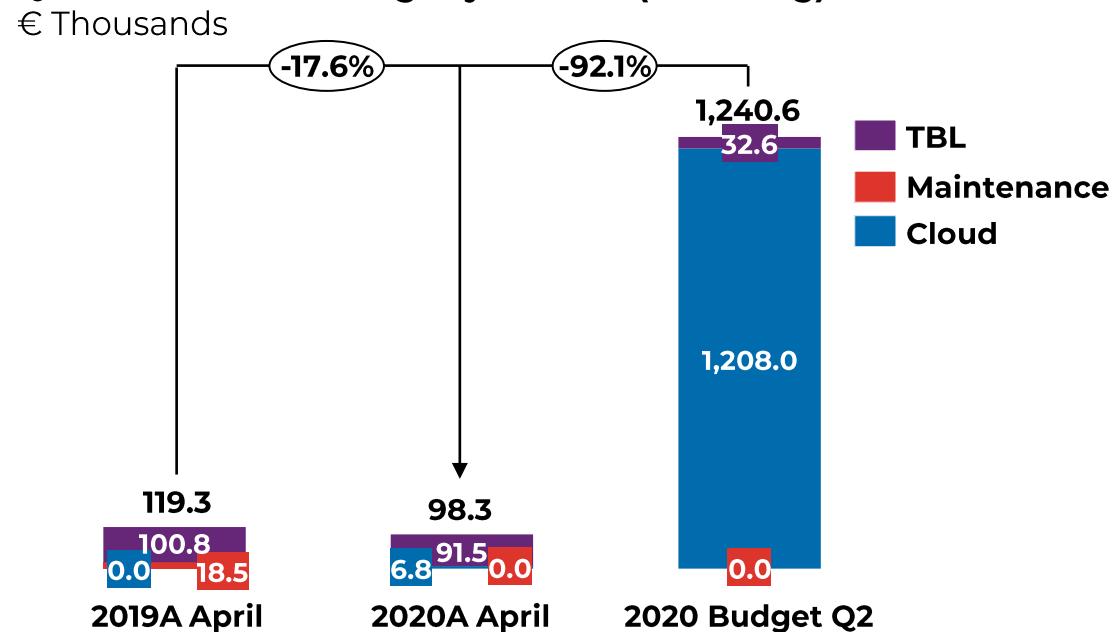
For sales performance management and Sales signings forecasting we are going to begin reporting on a new metric called Revenue Signings Value (RSV). It is a basic metric that calculates average ACV + perpetual signing.

$$\begin{aligned} & \text{CMCC TCV} \\ & / \\ & \text{no. months contracted} \\ & \times \\ & \text{12 months (or number of months if under a year)} \\ & + \\ & \text{1 X Perpetual signing} \\ & = \\ & \text{RSV} \end{aligned}$$

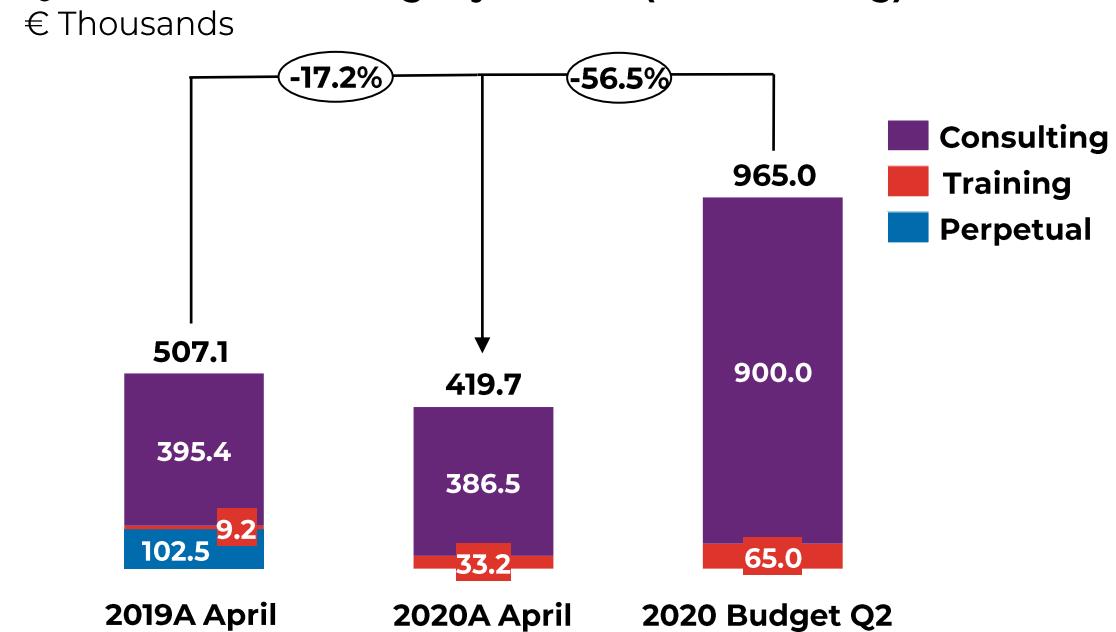


NEW BUSINESS BOOKINGS – APRIL

QTD 2020 New Bookings by Product (Recurring)



QTD 2020 New Bookings by Product (Non-recurring)



Key Wins

Customer	ARR	Other	Comments
Barmer	€ 78.5		Upg del cores, Dev2
Fritz Schäffer	€ 13.0		Upsell core/personalization
Tractor Supply	€ 6.8		Prod environment for upgrade
Total	€ 98.3	€ 0	

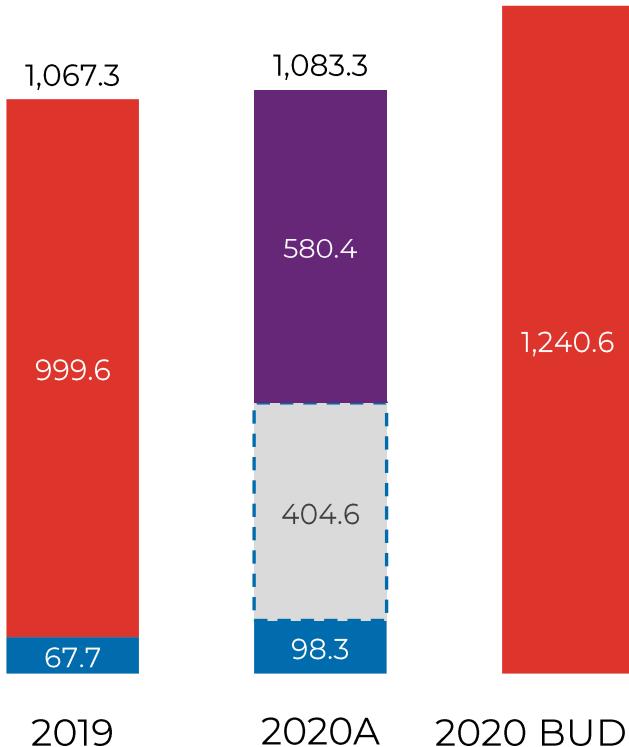
Key Delays/Losses

Customer	ARR	Other	Comments
Canyon Bicycles GmbH	€ 200.0		Too small of a prospect to afford CM
Hayward Industries	€ 196.2		Pushed to Q3
Ivoclar Vivadent	€ 183.3		Pushed to Q4
Douglas	€ 168.0		Client funding challenge
Arcadia	€ 66.7		Client discontinued initiative
Birkenstock	€ 20.0		No instore product available yet
Total	€ 834.2K	€ 0	

SALES PIPELINE – QUARTER 2

Q2 Sales Pipeline

€ Thousands



█ Best Case
█ Commit
█ Q2 Closed
█ QTD closed

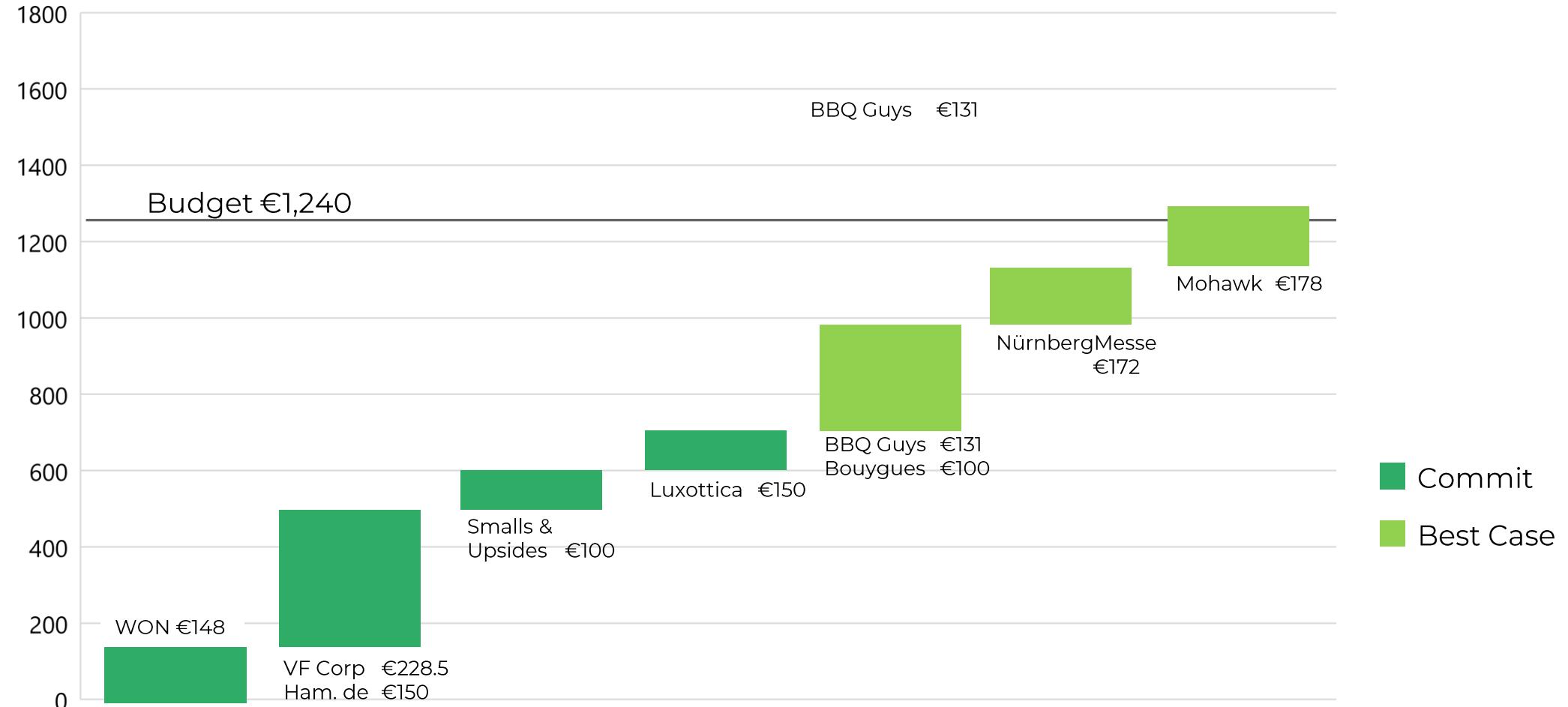
€ Thousands

Q2 Victory Plan – Key Must Win Deals								
	Rep	Customer	Subs-cription	Perpetual	Prob %	Forecast	Close Date	Product/description
EMEA		VF Corp.	€ 228.5		90	Commit	5/29	SFCC eComm – CMCC Service (new business)
	UFR	Luxottica	€ 150.0		50	Best Case	6/30	Other eComm – upg. renewal
		Bouygues	€ 100.0		80	Best Case	6/15	CMS – CMCC Service (new business)
	MAR	Hamburg.de	€ 150.0		70	Commit	6/25	CMS – CMCC Service
		ARRI	€ 19.6		60	Best Case	6/26	CMS – upsell mgmt cores
		Barmer	€ 78.5		100	WON	4/22	CMS – upg. del. cores, Dev2
		Barmer	€ 34.0		100	WON	5/8	CMS – upg. Int3, DEV2
	MPU	Fritz Schäfer	€ 13.0		100	WON	4/20	CMS – upsell core/perso
US		Triumph Adler	€ 8.5		100	WON	5/15	CMS – upg. virtualization
		Elkjop	€ 7.1		100	WON	5/14	CMS – upg. users
	RVL	NürnbergMesse	€ 171.7		55	Best Case	7/15	CMS – CMCC Service (new business)
		BBQ Guys	€ 130.8		65	Best Case	6/30	CMS – CMCC Service (new business)
	RBR	Life Fitness	€ 14.2		90	Commit	6/5	SFCC eComm – pre-prod environment
		Deckers Brands	€ 12.0		90	Commit	6/17	SFCC eComm – sandbox
		Tractor Supply	€ 6.8		100	WON	4/17	HCL eComm – upsell prod environment
	WHE	Mohawk	€ 178.0		40	Best Case	6/19	SAP eComm – CMCC Service (new business)
	Total		€ 1,302.7	€ 0				

247% of Commit needed to meet B
114% of Best Case needed to meet B

VICTORY PLAN OPPORTUNITY BUILD – QUARTER 2

COVID impact to 2Q deals a reality, but a reasonable path to €1M period signings

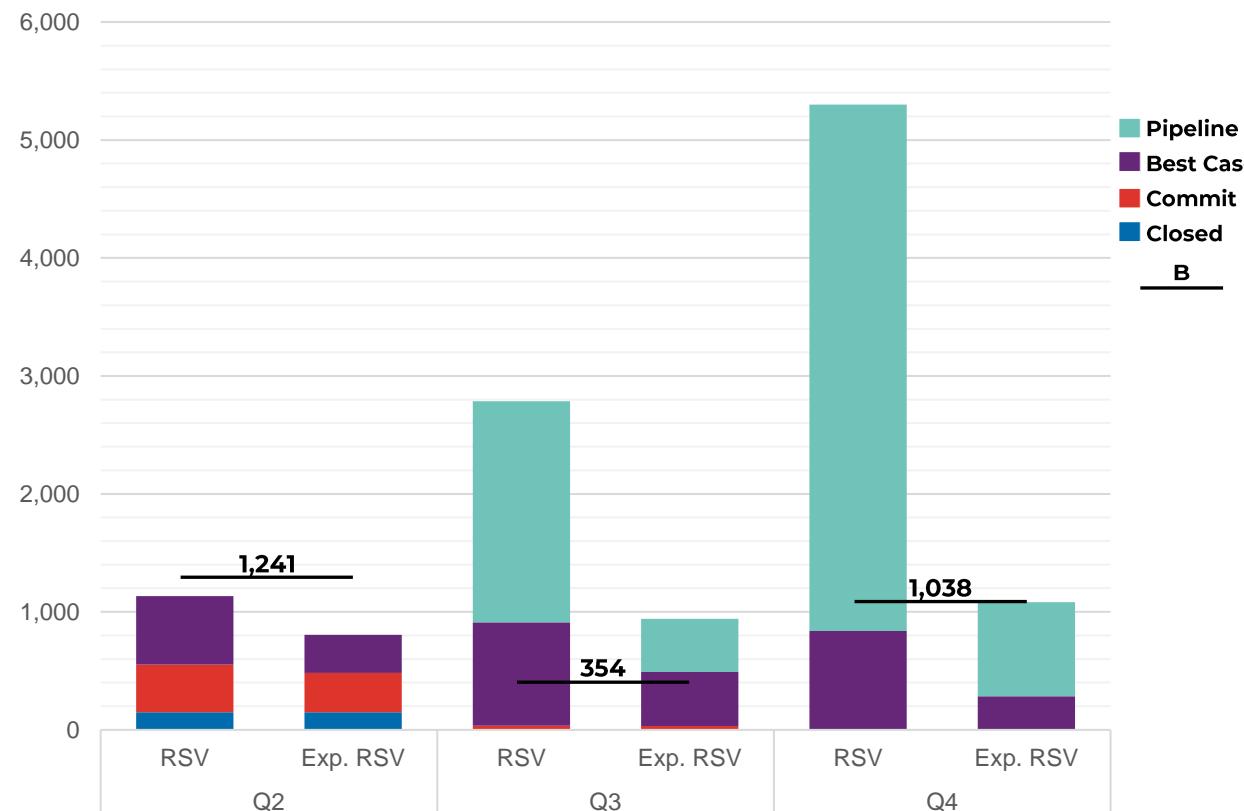


2020 SALES & MARKETING PIPELINE OUTLOOK

Significant addressable pipeline to advance, weighted to end-of-year

Total Global Sales Pipeline by Quarter

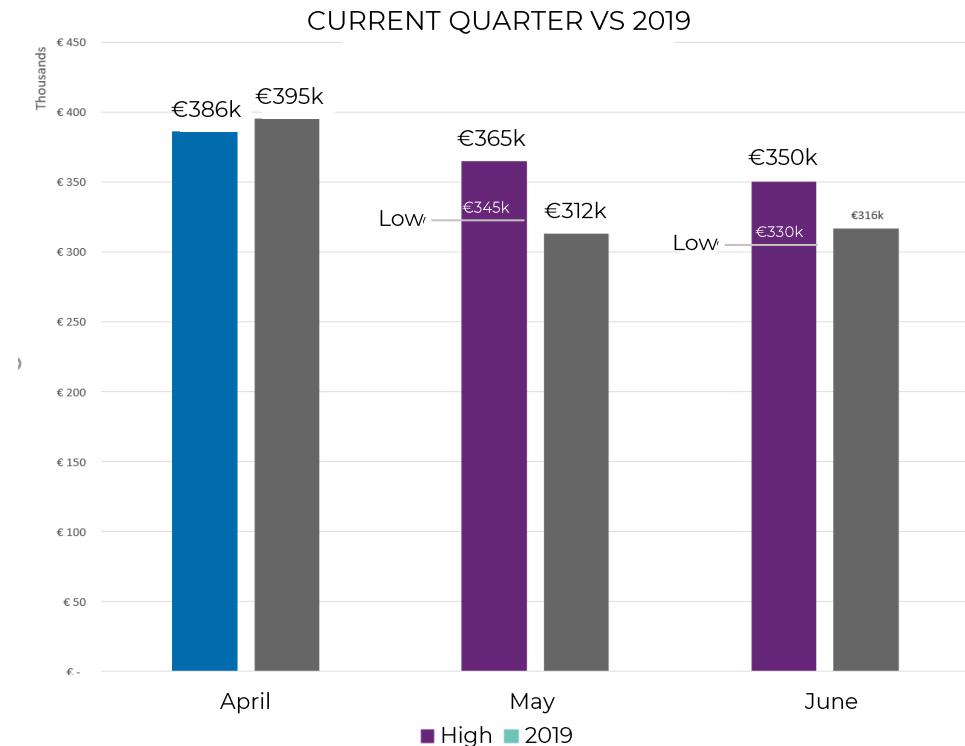
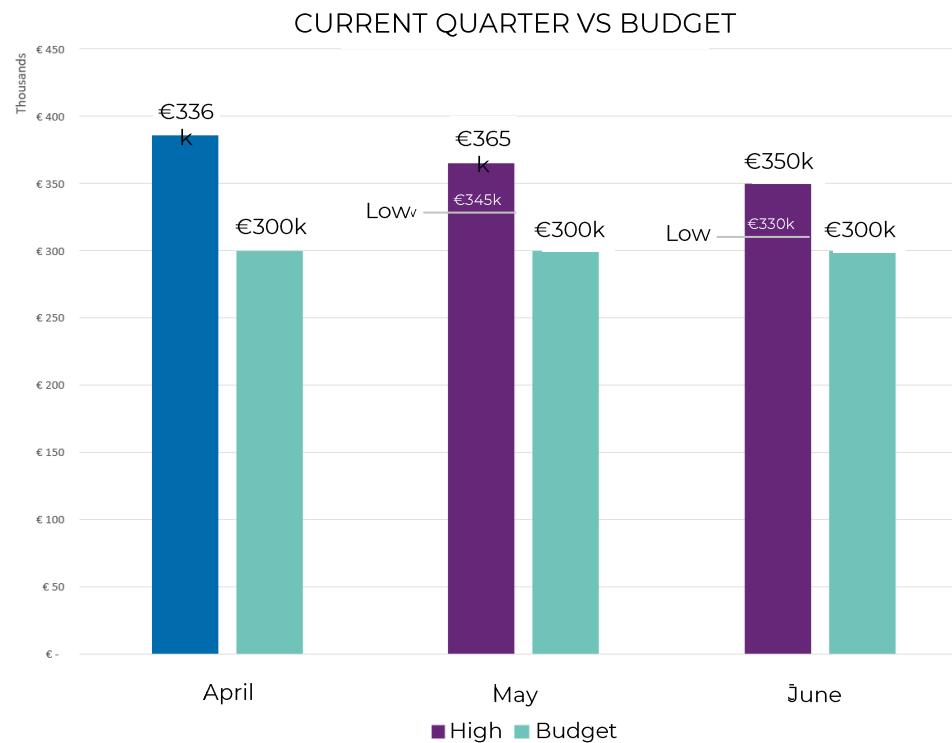
€ Thousands



- A portion of large 2H pipeline caused by deals pushed by COVID delays
- There are several strong 2H net new opportunities such as Esselunga, LVMH, Calzedonia, Sartorius and Crocs
- Focus now is on deal progression (consultative selling) and Account Based Marketing

CONSULTING: Q1 ACTUALS AND Q2 FORECAST

April 86k over B. Q2 on-track to achieve B.

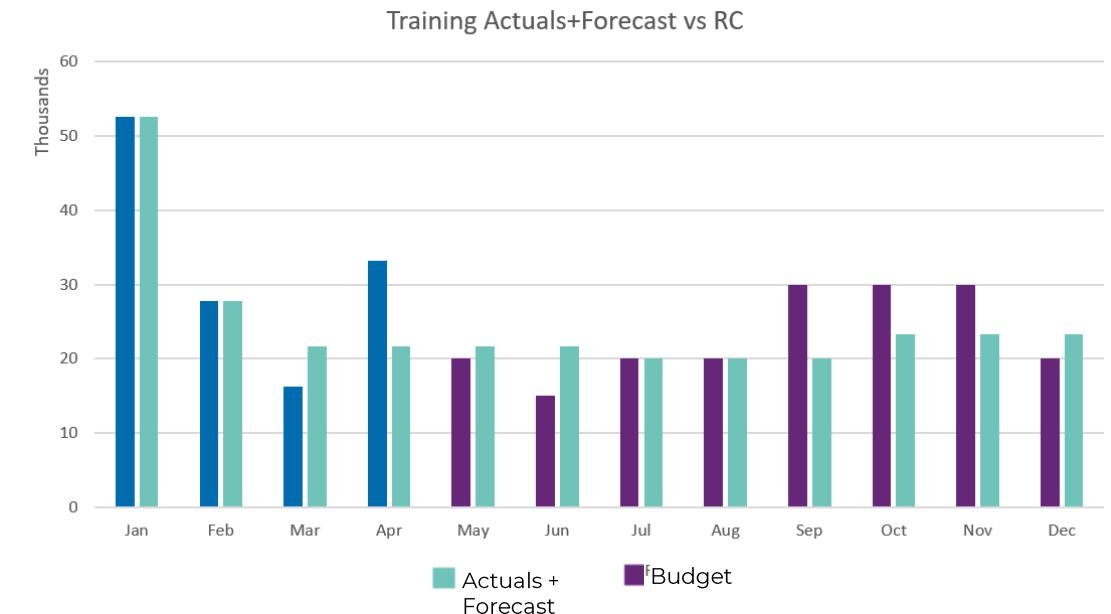
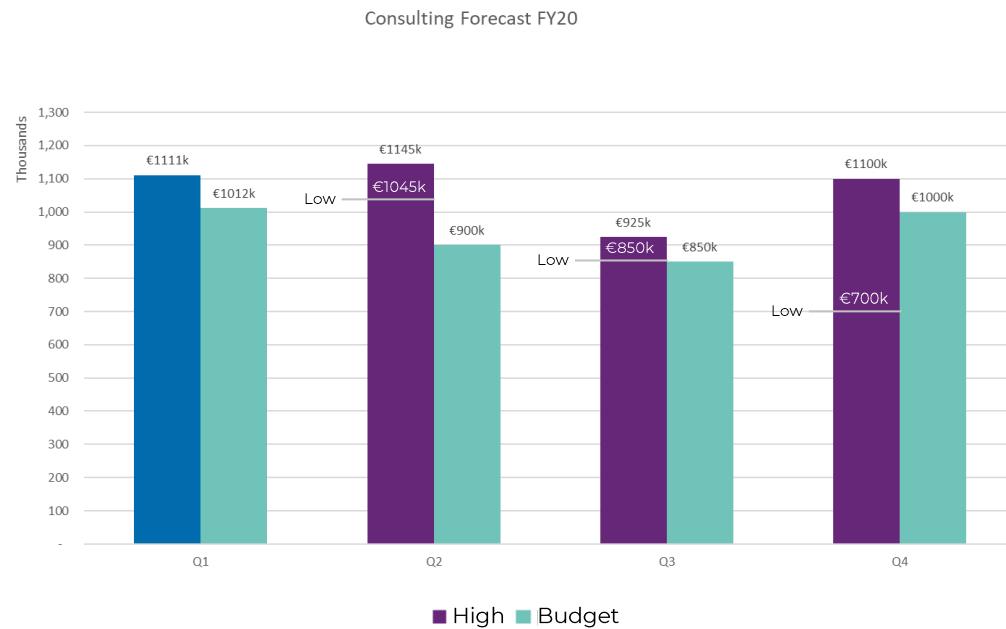


- > Q2 forecast on track to be in the predicted range of €1,045k – 1145k.
- > Q2 on track to achieve B.
- > Delays to VF mean we will be at lower end of the range.

- > Q2 2020 will be above Q2 2019

FY FORECAST

On track to achieve B for FY



> YTD performance and solid backlog put us in a strong position to achieve the B.

> April actuals of €33.1k were above B of €21.6k
> Overall forecast of €314k on target to achieve B of €297k.

COREMEDIA SALES & MARKETING STRATEGY IN THE “COVID-19 ECONOMY”

SITUATION

- Short-term economic impact will be felt broadly within all markets and most industries and investment capital will become constrained.
- The companies and organizations fastest to recover will be those that enable a shift to greater digital engagement, as social distancing becomes the norm.
- Short to mid-term impact on brick & mortar Retail customers will likely be severe (However, retailers shifting to online will likely expand spending)
- Growth opportunities exist in segments such as Government, Grocery, Healthcare, Insurance and Life Sciences. (However, CoreMedia's ability to penetrate those outside of Germany must be explored)

STRATEGIES



“PROTECT THIS HOUSE”

Take demonstrative action to proactively respond to the customers “Covid-Situation”. Build a defendable position with defined “Relief-Offerings” to secure current revenue streams. Use the relief-Offerings to gain customer insight to identify and drive future revenues where possible.



SMART SPEND

Economic retraction will cause companies to halt major new platform upgrades and migration projects, however, there will likely be increased focus on optimizing and extending the value of their current digital platforms.



GROWTH MARKETS

While the Brick & Mortar Retail and certain manufacturing segments will be slow to recover, other industries will see increased investment in the coming months and quarters as the shift to Digital accelerates. It will be essential that CoreMedia rapidly adjusts focus to Industries with investment capital.



THE DIGITAL OFFICE REALITY

Develop effective ways to reach and influence customers and prospects in the new work-from-home era.

CROSS-FUNCTIONAL EXECUTION – STATUS & SHORT TERM FOCUS

"PROTECT THIS HOUSE"

Strategic Account Planning –

Status/Progress:

- Initial plans complete for 7 of 15
- On target to have all 15 built by June 15

Customer Outreach –

- "How's it Going" outreach to all clients complete
- CRO personal outreach to clients in process (emails and outbound calls)

Marketing

- Customer Advisory Board preparation in full swing with aim to host first board meeting in Q4
- Thought Leadership – content creation increasing giving CSM ability to share more with each account
- PX / BX Platform – Evaluation going well and identified opportunity to provide better Buyer Experience via combined training and customer success portal

CSPE

Status/Progress:

- Driving strategic account planning in EMEA and USA
- Studio coaching bundled offering available.

SMART SPEND

Sales

Status/Progress:

- Strategic Account Planning identifying opportunities

Next Actions:

- SDR outreach shifting focus to "Smart Spend" messaging and look-a-like target accounts

Marketing

Status/Progress:

- First Explainer Videos complete with more being produced (including specific smart spend video)
- SAP campaign to launch May 28
- Thought Leadership video with SAP + SMITH + CM in progress
- Modular Video production idea being developed (with Sanderson) for Smart Spend and Growth Markets strategies

CSPE

Status/Progress:

- HCL Commerce Launch bundle available by mid June to target v8/9 HCL install base.

GROWTH MARKETS

General

Status/Progress:

- Internal feasibility discussions on potential target industries underway
- Focus Industries defined:
 - Retail (focus on retailers shifting to online), CPG, Mfg / B2B

Marketing

Status/Progress:

- Engaged freelance content writer to produce Growth Market (Industry) specific content to be adaptable across different channels / assets
- Modular Video production
- Case Study creation in full swing (Life Fitness, Under Armor, Emerson, KSB)
- B2B Growth market will be next digital campaign
- Aligning with ISVs and Implementation Partners

CSPE

Status/Progress:

- Headless Launch bundled offering available by May 28th targeted at SAP eco-system.

THE DIGITAL OFFICE REALITY

Marketing

Status/Progress:

- First Explainer Videos complete this week
- Fresh Blog entries
- Content Calendar defined

Next Focus:

- CoreMedia Website Relaunch – we have started planning for the relaunch of our website and exploring most cost/value effective options
- Modular Videos
- Industry Content
- Case Studies
- Thought Leadership
- Assign CM staff to create content programmed in Content Calendar
- CoreMedia Connect – global digital event series launched in April and to continue throughout 2020 and beyond
- Account Based Marketing aligned with new Industry Sales Territory approach – focus on top 20 accounts per industry



GROWTH MARKETS - ASSESSMENT GUIDELINES

Criteria

- CoreMedia's Product fit/readiness and experience/qualifications
- Specific use cases exist, or can be developed (to focus on our strengths – e.g. multi language on multiple sites)
- Available investment capital (within industry sectors)
- Adjacent industry relevance
- Commerce Play –or– Content Only Play

Observations / Questions to Consider

- What is our ability to support 2 different regional strategies? (e.g. Content & Commerce in DACH compared to Commerce only in US)
- Biggest impact, from a Marketing perspective, will be in concentrating on internal global strategies that support our Global technology partnerships (e.g. ISVs, SIs)
- We should explore markets that are not overcrowded with competition
- Consider under-developed use cases in specific markets (e.g. in utilities, could we show prospects how to use non brand-oriented communications, such as regular account status to push experience-oriented content)

Actions

- Look at install base across ecosystems and do an analysis – ideally, looking for addressable market of Content + Commerce
- Determine if we are going to go after content only plays? (DACH vs US)
- Consolidate input from Marketing's IDC survey to Sellers



GROWTH MARKETS ASSESSMENT

Region	Retail * ¹	Fashion & Luxury Brands ¹	CPG ¹	B2B ¹	Online Media Retail **	Utilities	Gov ¹	Edu.	Insurance / FSI	Healthcare	Transport.	Life Sciences	Sports	Grocery
DACH	✓	✓	✓	✓	✓	✓	✓	?	✓	✓	✓	?	?	✓
Nordics	✓	✓	✓	✓	?	?	?					?	?	?
UK	✓	✓	✓	✓	✓	?	?					?	?	?
W&S Europe	✓	✓	✓	✓	✓	?	?					?	?	?
US	✓	✓	✓	✓	✓	?	?	?				?	?	?

- Adjacent industry relevance where CoreMedia has Experience/qualifications
- Product fit/readiness
- Content + Commerce play in most cases
- Capital available due to accelerated investment shift to Digital

PRIORITY GLOBAL FOCUS

- These markets would be Content only plays with significant best-of-breed competition already entrenched
- Best suited for a German only strategy
- Government/Public Sector (outside Germany) would require engaging lobbyists and consultants

PRIORITY REGIONAL FOCUS

- Content + Commerce play
- But limited CM industry experience and qualifications

ASSESS FEASIBILITY

* Retail segment focus will be on companies that are accelerating investment into Digital Channel

** Online Media Retail – this is not typical CMS play, but rather, Media's shift to replace advertising revenue with ecommerce shopping channels

¹ Actively supported by Global Marketing. Remaining supported by Marketing on ad hoc level, co-driven with Partners where possible



EXECUTIVE SUMMARY – MOR UPDATE

Marketing Initiative Progress

Key Initiative Updates

- **Case Studies** – Pushing hard to create as many case studies as possible. For those not approved by client we are anonymizing so we can still tell the story.
- **Explainer Videos** – First two tested in market with great feedback. More being created.
 - <https://go.coremedia.com/coremedia-for-sap-2>
 - <https://go.coremedia.com/coremedia-for-salesforce>
- **Industry Content** – Creating industry (Growth Market) specific sales assets to give us credibility in market.
- **CoreMedia Website** – Momentum building towards kicking off the relaunch our website project.
- **MarTech** – We are making excellent progress in what we are referring to as the CoreMedia Customer Journey Data Mapping. This will give us attribution mapping to our channels, spend, lead sources etc and allow us to further optimize our overall technology stack and digital campaign approach.
- **SDR Practice** – Pivoting to a look-a-like account mapping approach considering the Retail space is not converting to meetings (due to COVID-19). B2B will be a focus along with other segments to try and drive some momentum selling.
- **Digital Events** – We have launched CoreMedia Connect which is a series of digital events we host each month. We have a prospectus available that we would encourage Open Gate to read and suggest any guests for this series.



PRODUCT

Changes in the B2C Commerce landscape make Salesforce, SAP and Commercetools our priority targets; IBM/HCL is struggling but has large installed base

Salesforce & SAP

- > Largest installed bases
- > Limited content capabilities
- > Good fit with enterprise customers
- > Customers demand headless commerce
- > Potential for “smart spent”

Commercetools

- > Leading headless commerce vendor driving disruption
- > Great fit due to lack of any content capabilities
- > Sophisticated experience orchestration as our USP

HCL/IBM

- > Dropped off Forrester Wave
- > No new logo wins for HCL that we know of
- > Complex legacy technology
- > Large legacy base has potential for “smart spend”
- > Large CM customer base requires support

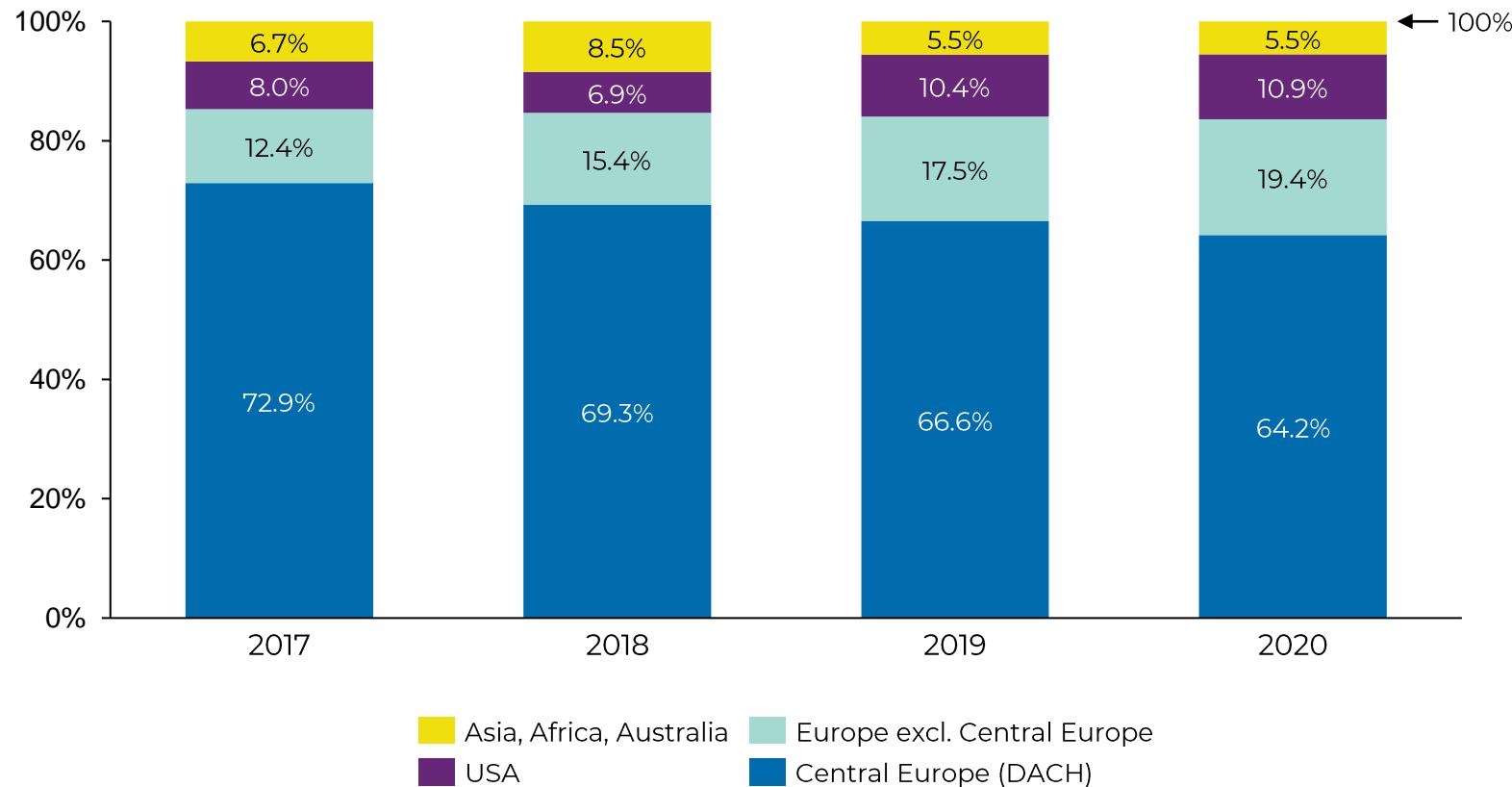


APPENDIX



REGIONAL RECURRING REVENUE SPLIT – APR LTM 2017 - 2020

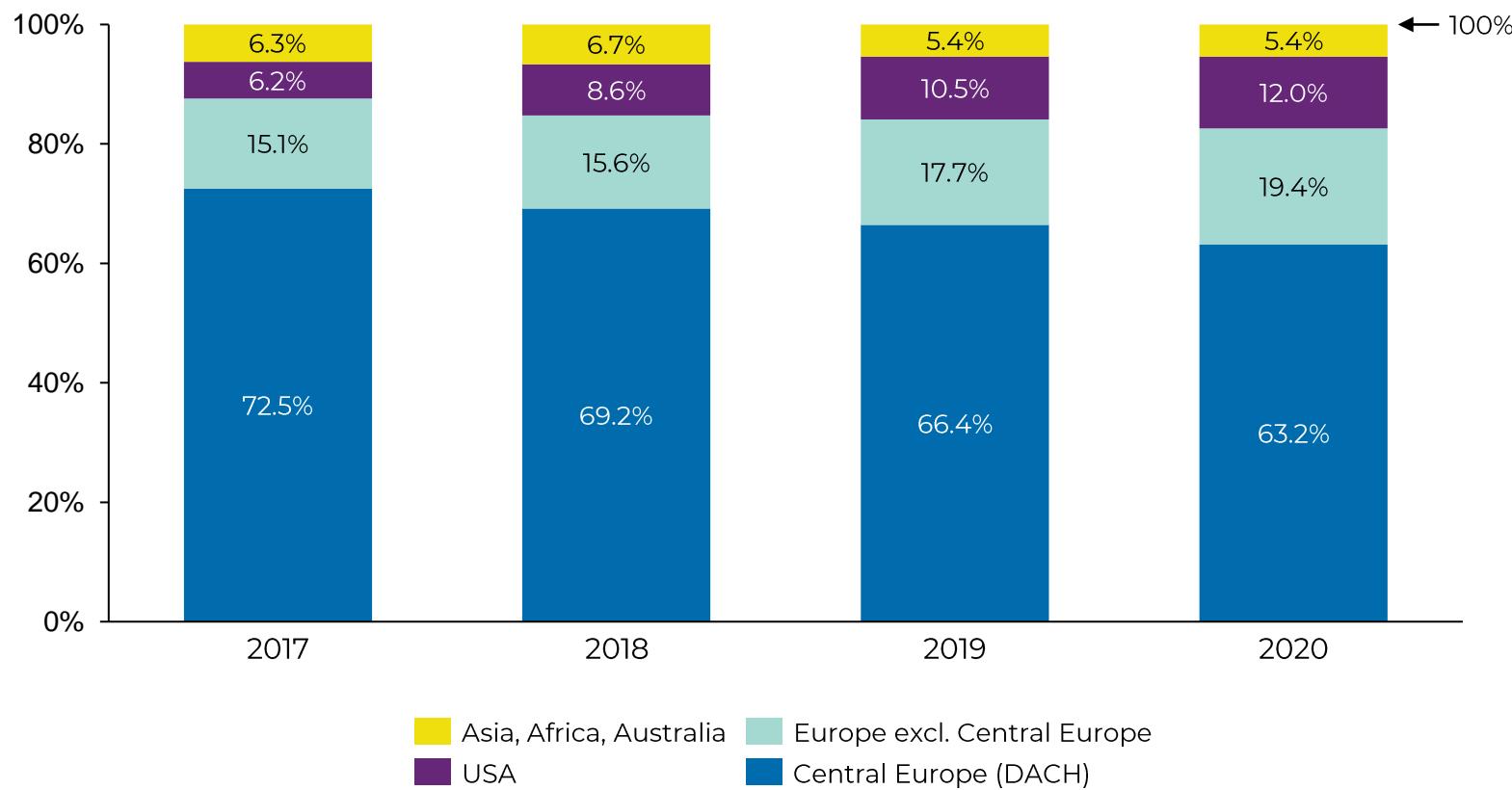
Highest revenues still in Central Europe (CE)



- Recurring revenue in Central Europe is reducing over the period from 72.9% in 2017 to 64,2% in 2020, however is still generating the highest revenue
- Recurring revenue outside of Europe is growing over the period and has increased from 14,7% in 2017 to 16,4% in 2020
- Europe excl. Central Europe has increased from 12,4% in 2017 to 19,4% in 2020

REGIONAL RECURRING REVENUE SPLIT – APR YTD 2017 - 2020

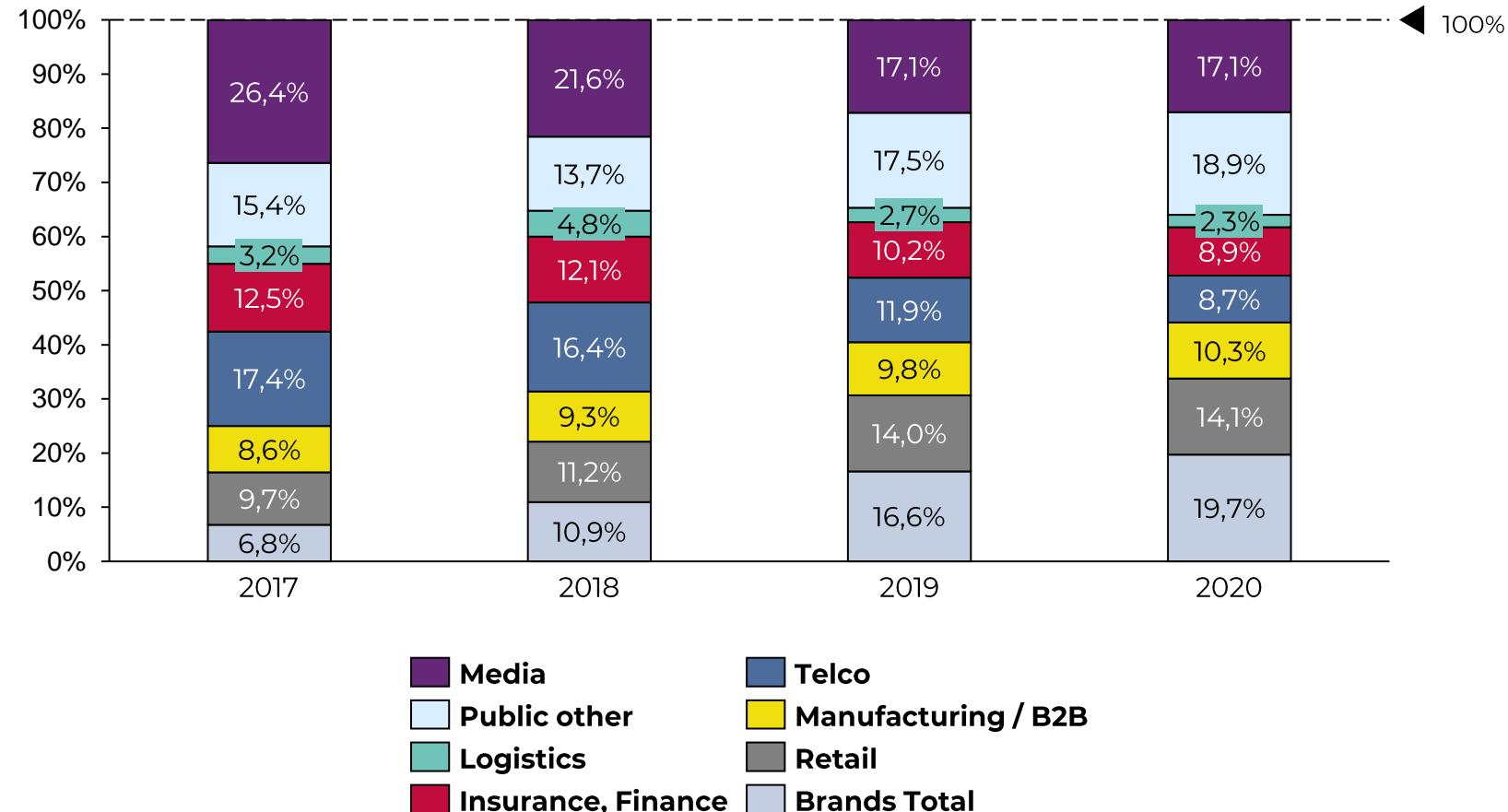
Highest revenues still in Central Europe (CE)



- Recurring revenue in Central Europe is decreasing over the period from 72.5% in 2017 to 63.2% in 2020, however is still generating the highest revenue
- Recurring revenue outside of Europe has increased from 12.4% in 2017 to 17.4% in 2020
- Europe excl. Central Europe has increased from 15.1% in 2017 to 19.4% in 2020

RECURRING REVENUE BY INDUSTRY- APR LTM 2017 - 2020

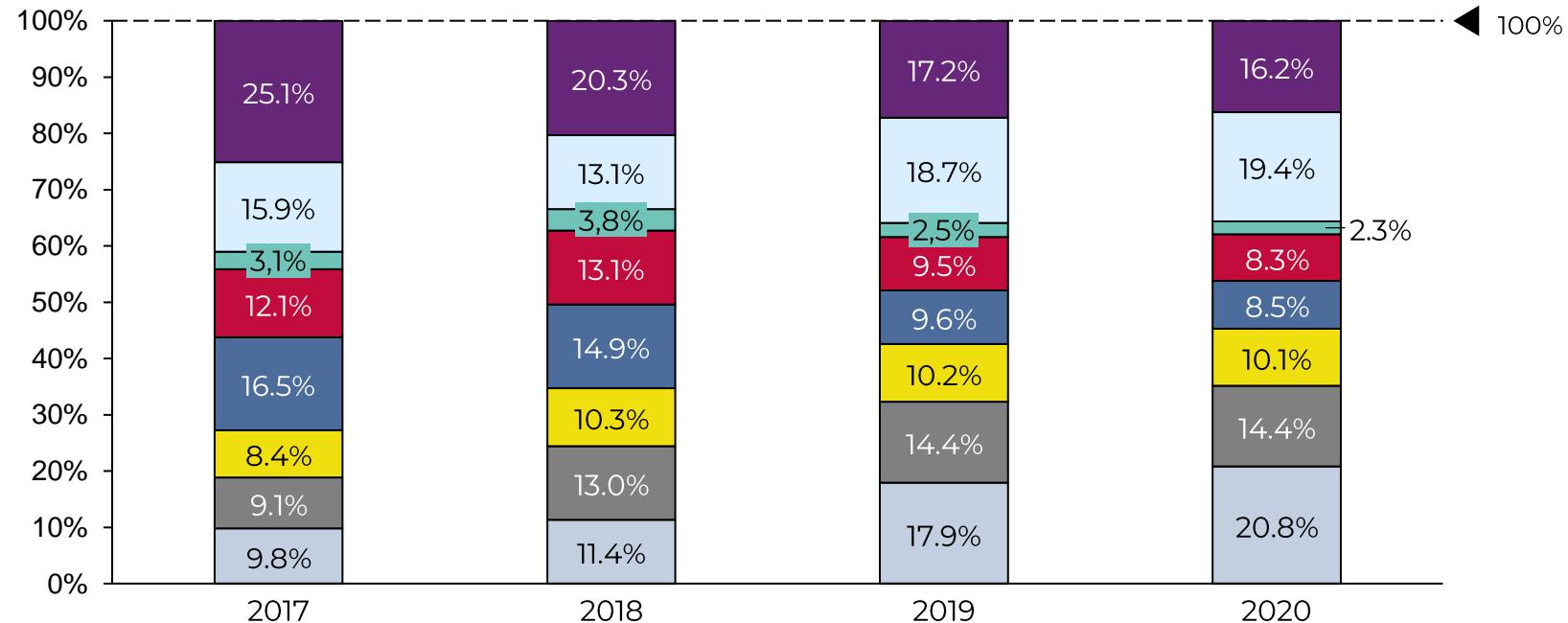
Commerce Business growing



- Commerce business is growing year over year. In 2017 the commerce business represented 25,0% in 2020 this has increased to 44,1%, mainly driven by brands
- Media has decreased in 2018 and 2019 but remains stable in 2020 at 17,1% compared to 2019
- Telco and Insurance & Finance is decreasing year over year

RECURRING REVENUE BY INDUSTRY- APR YTD 2017 - 2020

Commerce Business growing



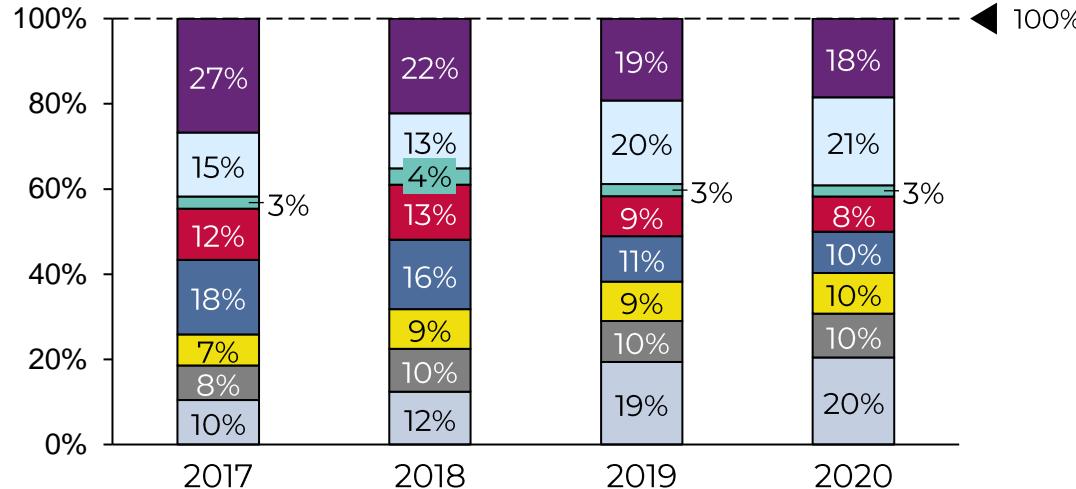
- Commerce business is growing year over year. In 2017 the commerce business represented 27,3% in 2020 this has increased to 45,3%, mainly driven by brands
- Media has declined from 25,1% in 2017 to 16,2% in 2020
- Telco and Insurance & Finance is decreasing year over year

RECURRING REVENUE BY INDUSTRY

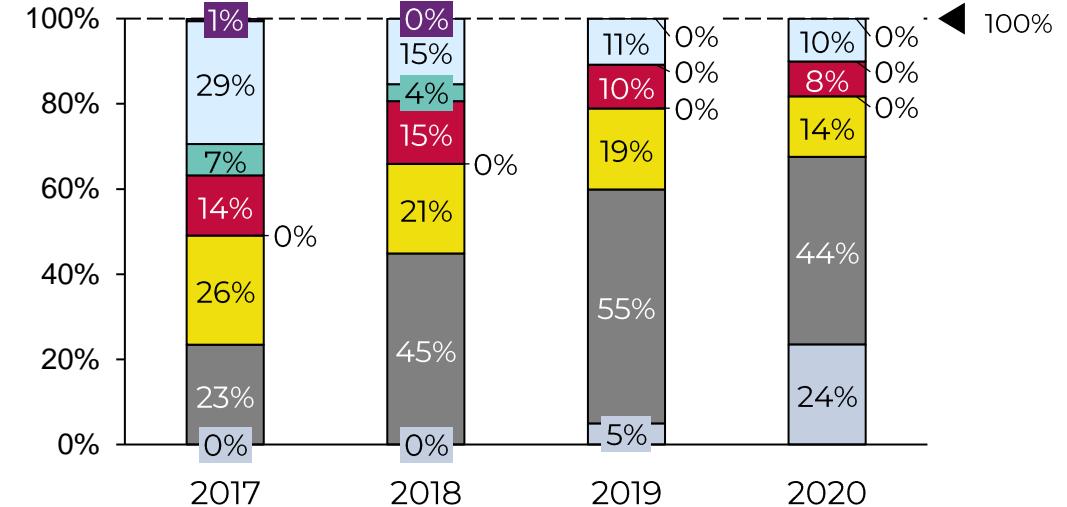
Commerce Business growing

█ Media █ Logistics █ Telco █ Retail
█ Public other █ Insurance, Finance █ Manufacturing / B2B █ Brands Total

EMEA & ASIA

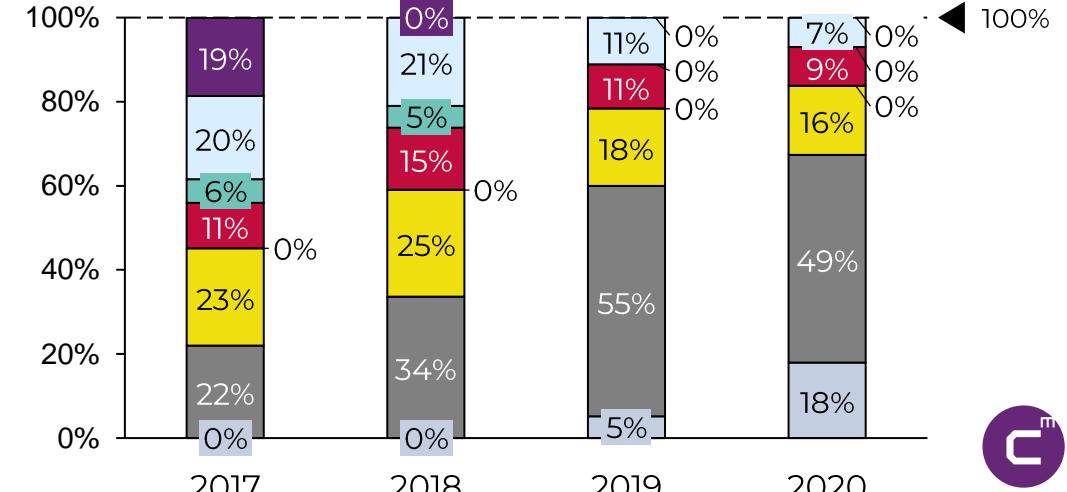
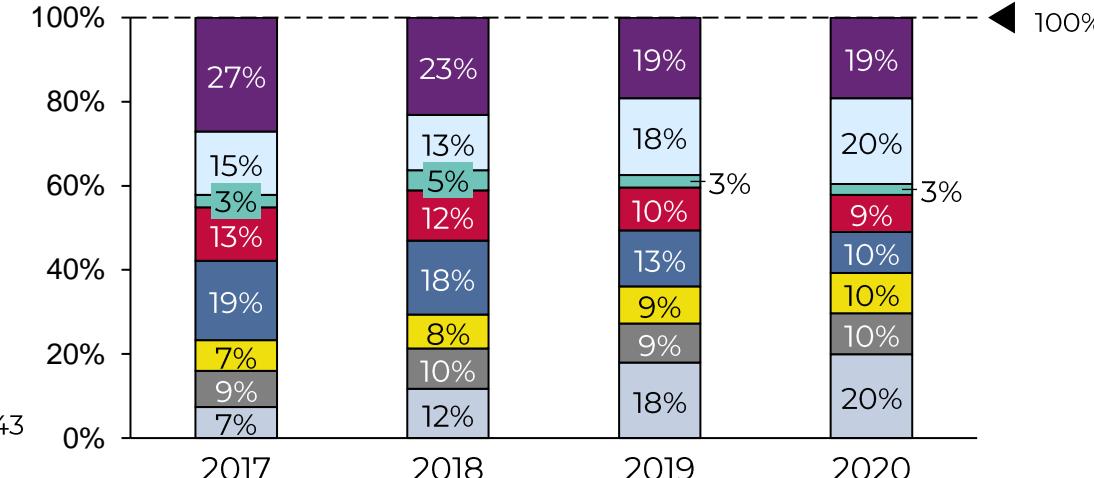


USA

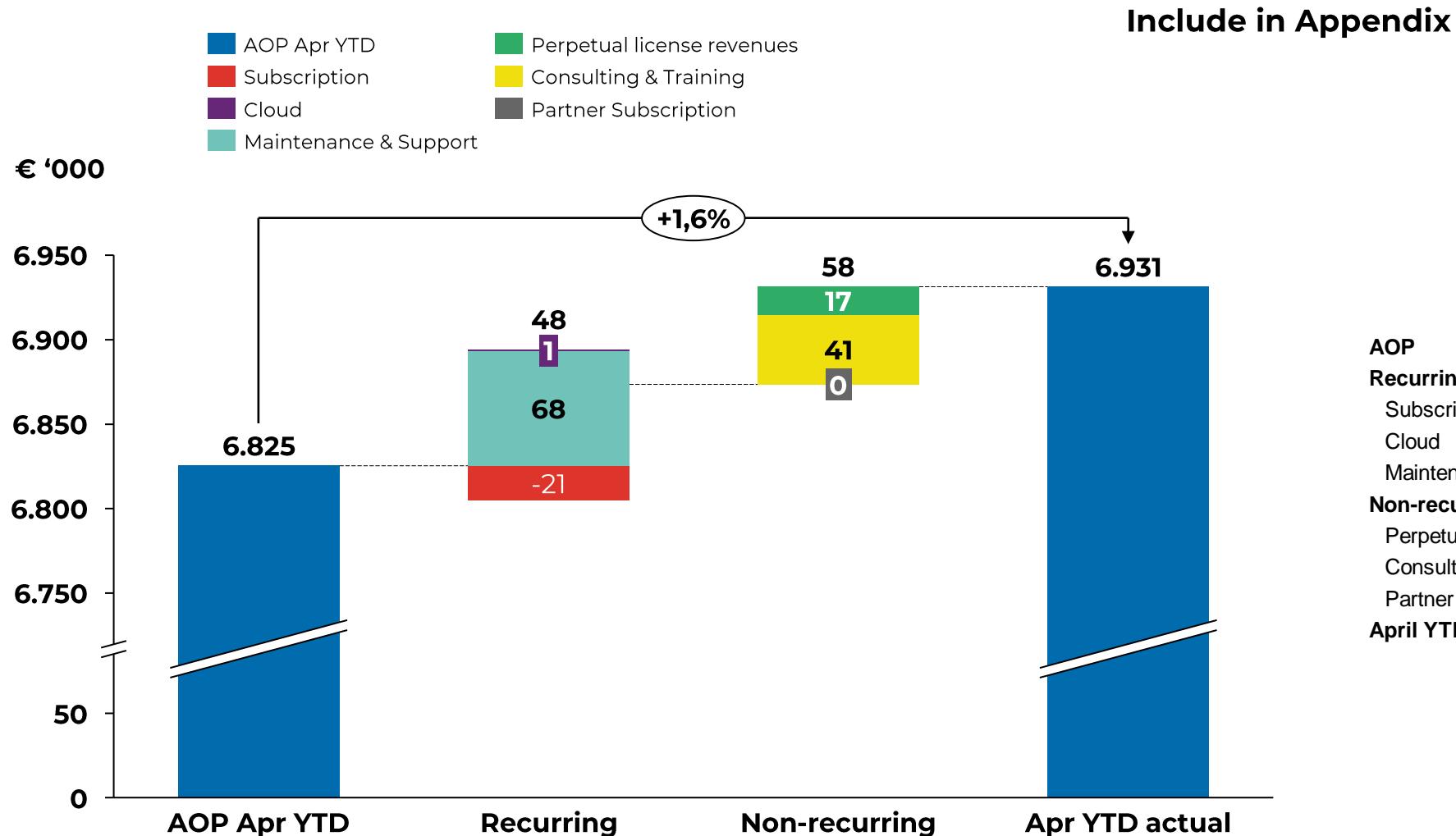


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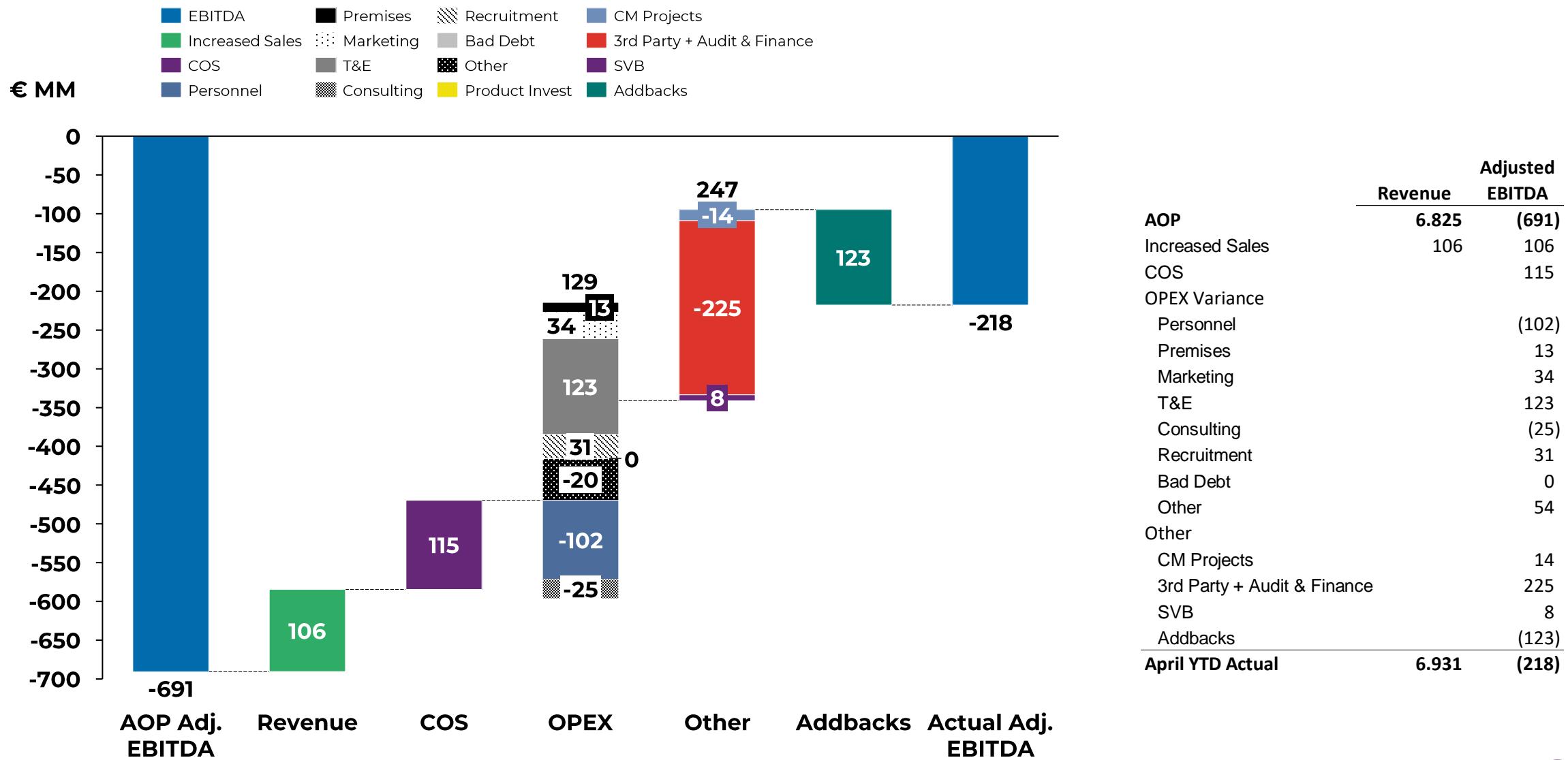


REVENUE BRIDGE AOP VS ACT – APRIL YTD



AOP	6.825.393
Recurring revenue	48.023
Subscription	-20.568
Cloud	803
Maintenance & Support	67.789
Non-recurring revenue	58.037
Perpetual license revenues	16.737
Consulting & Training	41.333
Partner Subscription	-34
April YTD Actual	6.931.453

EBITDA BRIDGE AOP VS ACT – APRIL YTD



FINANCIAL STATEMENTS

INCOME STATEMENT		Actual	Actual	Actual	Actual	Actual
		1/31/2020	2/29/2020	3/31/2020	Quarter Ending 3/31/2020	4/30/2020
		1M	1M	1M	1Q	1M
Bookings (\$'000)						
ARR (\$'000)		15,422	15,491	15,561	15,561	15,649
Gross Revenue						
Total Recurring Revenue	\$	1,202	\$ 1,363	\$ 1,313	\$ 3,878	\$ 1,307
Recurring Product	\$	1,202	\$ 1,363	\$ 1,313	\$ 3,878	\$ 1,307
Cloud/SaaS	\$	114	\$ 115	\$ 114	\$ 343	\$ 115
TBL	\$	512	\$ 538	\$ 535	\$ 1,585	\$ 537
Maintenance & Support	\$	576	\$ 710	\$ 664	\$ 1,950	\$ 656
Recurring Services	\$	-	\$ -	\$ -	\$ -	\$ -
Total Non Recurring Revenue	\$	366	\$ 395	\$ 521	\$ 1,281	\$ 420
Non Recurring Product	\$	-	\$ -	\$ 74	\$ 74	\$ -
Professional Services	\$	313	\$ 367	\$ 431	\$ 1,111	\$ 386
Training	\$	53	\$ 28	\$ 16	\$ 97	\$ 33
Other	\$	11	\$ 12	\$ 12	\$ 34	\$ 11
Net Revenue	\$	1,579	\$ 1,769	\$ 1,845	\$ 5,193	\$ 1,738
Material				\$ -		
Labor				\$ -		
Hosting	\$	-	\$ 49	\$ 37	\$ 85	\$ 68
Professional Services COGS	\$				\$ -	
Other COGS	\$	(1)	\$ (13)	\$ 0	\$ (14)	\$ (2)
Total COGS	\$	(1)	\$ 36	\$ 37	\$ 72	\$ 65
Gross Margin	\$	1,580	\$ 1,733	\$ 1,808	\$ 5,122	\$ 1,673
Total Product						
Total Services						
R&D						
Sales						
Marketing						
Administrative						
pre-Sales OPEX						
Services Labor						
Other	\$	1,753	\$ 1,827	\$ 2,092	\$ 5,672	\$ 1,830
Total OPEX (excl D&A)	\$	1,753	\$ 1,827	\$ 2,092	\$ 5,672	\$ 1,830
OPEX Overview						
Payroll	\$	1,152	\$ 1,183	\$ 1,170	\$ 3,505	\$ 1,302
Overtime	\$	-	\$ -	\$ -	\$ -	\$ -
Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
Bonus	\$	73	\$ 73	\$ 79	\$ 225	\$ 75
Severance	\$	-	\$ -	\$ -	\$ -	\$ 63
Marketing	\$	141	\$ 85	\$ 107	\$ 333	\$ 60
Commissions	\$	21	\$ 62	\$ 22	\$ 104	\$ 43
Travel and Entertainment	\$	100	\$ 91	\$ 36	\$ 228	\$ 0
Rent and Facilities	\$	79	\$ 70	\$ 78	\$ 227	\$ 68
Insurance	\$	21	\$ 28	\$ 18	\$ 67	\$ 22
Professional Fees	\$	73	\$ 113	\$ 454	\$ 640	\$ 93
Util., Repair, Maint., & Sec.	\$	1	\$ 1	\$ 3	\$ 6	\$ 1
Office Expenses						
Safety and Training	\$	11	\$ 4	\$ 6	\$ 21	\$ 14
IT	\$	74	\$ 70	\$ 72	\$ 215	\$ 54
Bad Debt	\$	(56)	\$ -	\$ -	\$ (56)	\$ -
Supplies						
FX	\$	4	\$ 9	\$ 6	\$ 19	\$ 21
JV Loss (Income)	\$	16	\$ 1	\$ 1	\$ 18	\$ 30
Other Expenses	\$	44	\$ 36	\$ 39	\$ 119	\$ (15)
Total OPEX Overview	\$	1,753	\$ 1,827	\$ 2,092	\$ 5,672	\$ 1,830
0		0		0		0
Reported EBITDA	\$	(173)	\$ (94)	\$ (284)	\$ (551)	\$ (157)
Adjusted EBITDA	\$	(144)	\$ (12)	\$ 41	\$ (116)	\$ (102)
Adjusted EBITDA % Sales	-%	-%	2%	-8%	-6%	
Adjusted Cash EBITDA	\$	2,094	\$ (6)	\$ 18	\$ 2,105	\$ (806)
Bank EBITDA	\$	(173)	\$ (94)	\$ (284)	\$ (551)	\$ (157)
EBITDA Margin %	-11%	-5%	-15%	-32%	-9%	
Depreciation	\$	17	\$ 17	\$ 22	\$ 56	\$ 37
Amortization	\$	-	\$ -	\$ -	\$ -	
Less: D&A	\$	17	\$ 17	\$ 22	\$ 56	\$ 37
EBIT, reported	\$	(190)	\$ (111)	\$ (306)	\$ (607)	\$ (194)
Interest and financial amortization	\$	1	\$ (0)	\$ 0	\$ 1	\$ (0)
Other financial income/expense (e.g. fx, i)	\$	-	\$ -	\$ -	\$ -	
Non-financial income/expense	\$	-	\$ -	\$ -	\$ -	
Monitoring fees (including expenses)	\$	-	\$ -	\$ 63	\$ 63	\$ 63
Restructuring costs						
Non-recurring items	\$	-	\$ -	\$ -	\$ -	
EBT, reported	\$	(191)	\$ (111)	\$ (368)	\$ (671)	\$ (256)
Taxes	\$	3	\$ -	\$ 0	\$ 3	\$ -
Net Income (Loss)	\$	(194)	\$ (111)	\$ (368)	\$ (673)	\$ (256)
Net Income (Loss) %	-12%	-6%	-20%	-13%	-15%	

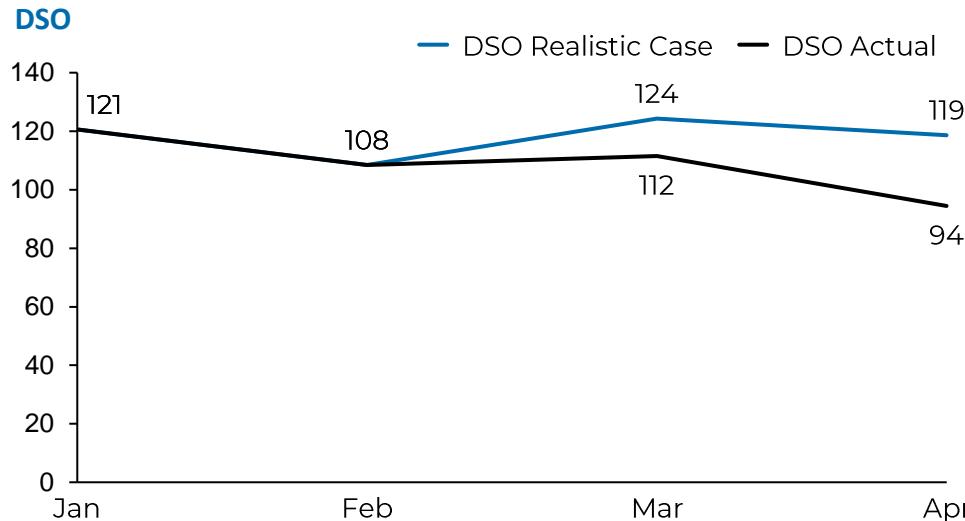
Cashflow statement

	1/31/2020	2/29/2020	3/31/2020	Quarter Ending 3/31/2020	4/30/2020
	1M	1M	1M	1Q	1M
Cash flow from operations					
Net Income (Loss)	\$ (194)	\$ (111)	\$ (368)	\$ (673)	\$ (256)
Depreciation, amortization and other	\$ 17	\$ 17	\$ 22	\$ 56	\$ 37
Capitalized fees & expenses				\$ -	
Gain (loss) on sale of fixed assets				\$ -	
Non-cash interest expense				\$ -	
Non-cash dividends				\$ -	
Deferred income tax				\$ -	
<i>Change in operating assets and liabilities:</i>					
Accounts receivable	\$ (2,168)	\$ (427)	\$ (476)	\$ (3,070)	\$ 1,560
Inventory	\$ -	\$ -	\$ 0	\$ 0	\$ (0)
Prepaid expenses and other current asset	\$ 2	\$ (86)	\$ 116	\$ 31	\$ (14)
Accounts payable	\$ (271)	\$ (107)	\$ 202	\$ (176)	\$ (197)
Accrued expenses	\$ 45	\$ (467)	\$ (94)	\$ (515)	\$ 70
Accrued income taxes	\$ 214	\$ 455	\$ (564)	\$ 105	\$ (139)
Other changes in operating assets and liabilities	\$ 2,108	\$ (31)	\$ 417	\$ 2,495	\$ (436)
Other cash flow from operations	\$ 188	\$ (12)	\$ (269)	\$ (94)	\$ (33)
Total Cash Flow from Operations	\$ (60)	\$ (769)	\$ (1,014)	\$ (1,842)	\$ 591
Cash flow from investing					
Additions to property, plant and equipment	\$ (6)	\$ (9)	\$ (90)	\$ (104)	\$ (3)
Acquisitions of companies, net of cash acqu				\$ -	
Investment in intangibles	\$ -	\$ -	\$ -	\$ -	
Earnout payments				\$ -	
Other cash flow from investing	\$ -	\$ -	\$ (17)	\$ (17)	\$ -
Total Cash Flow from Investing	\$ (6)	\$ (9)	\$ (107)	\$ (122)	\$ (3)
Cash flow from financing					
Proceeds from the issuance (repayment) of :				\$ -	
Proceeds from the issuance of debt				\$ -	
Repayment of debt				\$ -	
Capital lease				\$ -	
Common stock issued (repurchased)				\$ -	
Common stock cash dividends paid				\$ -	
Preferred stock issued (repurchased)				\$ -	
Other cash flow from financing				\$ -	
Total Cash Flow from Financing	\$ -	\$ -	\$ -	\$ -	\$ -
Effect of FX rates on cash and cash equivalent:	\$ -	\$ -	\$ -	\$ -	\$ -
Net change in cash	\$ (66)	\$ (778)	\$ (1,120)	\$ (1,964)	\$ 588
Beginning cash	\$ 3,132	\$ 3,067	\$ 2,289	\$ 3,132	\$ 1,169
Change in cash	\$ (66)	\$ (778)	\$ (1,120)	\$ (1,964)	\$ 588
Ending cash	\$ 3,067	\$ 2,289	\$ 1,169	\$ 1,169	\$ 1,756

Balance Sheet

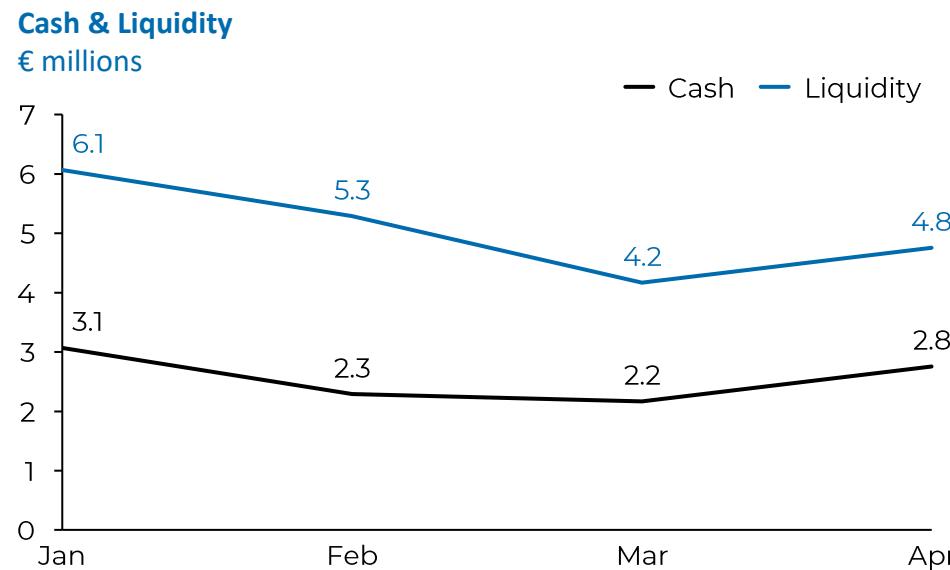
	12/31/2019	1/31/2020	2/29/2020	3/31/2020	4/30/2020
	1M	1M	1M	1M	1M
Current Assets					
Cash and cash equivalents	\$ 3,132	\$ 3,067	\$ 2,289	\$ 1,169	\$ 1,756
Short term investments	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts receivable, gross	\$ 3,817	\$ 5,985	\$ 6,412	\$ 6,888	\$ 5,328
Accounts receivable, reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts receivable, net	\$ 3,817	\$ 5,985	\$ 6,412	\$ 6,888	\$ 5,328
Inventory, gross	\$ -	\$ -	\$ -	\$ (0)	\$ -
Inventory, reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory, net	\$ -	\$ -	\$ -	\$ -	\$ -
Prepaid expenses and other current assets	\$ -	\$ -	\$ -	\$ -	
Current portion of deferred taxes	\$ -	\$ -	\$ -		
Revenue in excess of billings	\$ 744	\$ 736	\$ 701	\$ 644	\$ 559
Other current assets	\$ 168	\$ 167	\$ 253	\$ 137	\$ 152
Total Current Assets	\$ 7,862	\$ 9,954	\$ 9,655	\$ 8,838	\$ 7,796
Non-Current Assets					
Property, plant & equipment, gross	\$ 520	\$ 662	\$ 671	\$ 627	\$ 631
Accumulated depreciation	\$ (37)	\$ (175)	\$ (191)	\$ (81)	\$ (117)
Property, plant & equipment, net	\$ 483	\$ 488	\$ 480	\$ 546	\$ 514
Goodwill	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Identifiable intangible assets, gross	\$ 4,761	\$ 4,349	\$ 4,349	\$ 4,778	\$ 4,778
Accumulated amortization	\$ -	\$ (4)	\$ (4)	\$ (0)	\$ (1)
Identifiable intangible assets, net	\$ 4,761	\$ 4,345	\$ 4,345	\$ 4,778	\$ 4,778
Deferred financing cost	\$ -	\$ -	\$ -	\$ -	
Deferred tax asset	\$ 4,285	\$ 4,072	\$ 4,080	\$ 4,346	\$ 4,376
Other non-current assets	\$ -	\$ -	\$ -	\$ -	
Total Non-Current Assets	\$ 9,529	\$ 8,905	\$ 8,905	\$ 9,670	\$ 9,666
Total Assets	\$ 17,391	\$ 18,859	\$ 18,560	\$ 18,508	\$ 17,462
Current Liabilities					
Current portion of long-term debt					
Notes payable	\$ 814	\$ 543	\$ 437	\$ 638	\$ 441
Accounts payable	\$ -	\$ -	\$ -	\$ -	
Accrued liabilities	\$ -	\$ -	\$ -	\$ -	
Accrued compensation	\$ 792	\$ 837	\$ 370	\$ 277	\$ 347
Income taxes payable	\$ 246	\$ 459	\$ 914	\$ 350	\$ 212
Short-term unearned revenue	\$ 5,159	\$ 7,397	\$ 7,403	\$ 7,380	\$ 6,676
Other current liabilities	\$ 1,114	\$ 1,188	\$ 1,108	\$ 1,226	\$ 1,379
Total Current Liabilities	\$ 8,125	\$ 10,425	\$ 10,232	\$ 9,871	\$ 9,055
Long-term liabilities					
Long-term debt less current maturities	\$ -	\$ -			
Capital lease	\$ -	\$ -			
Debt owing to OpenGate	\$ -	\$ -			
Deferred income taxes	\$ 1,536	\$ 1,402	\$ 1,402	\$ 1,536	\$ 1,536
Long-term unearned revenue	\$ -	\$ -	\$ -	\$ -	
Deferred liabilities	\$ -	\$ -			
Other non-current liabilities	\$ -	\$ -			
Total Long-Term Liabilities	\$ 1,536	\$ 1,402	\$ 1,402	\$ 1,536	\$ 1,536
Total Liabilities	\$ 9,661	\$ 11,827	\$ 11,634	\$ 11,408	\$ 10,591
Commitments and contingencies	\$ -	\$ -	\$ -	\$ -	\$ -
Shareholders' Equity					
Common stock	\$ 3,982	\$ 3,982	\$ 3,982	\$ 3,982	\$ 3,982
Preferred stock	\$ -	\$ -			
Capital in excess of stated value	\$ 4,051	\$ 4,051	\$ 4,051	\$ 4,051	\$ 4,051
Retained earnings	\$ 3,729	\$ 3,798	\$ 3,801	\$ 3,917	\$ 3,944
Accumulated other comprehensive income	\$ (4,032)	\$ (4,798)	\$ (4,909)	\$ (4,850)	\$ (5,106)
Other equity transactions	\$ -	\$ -	\$ -	\$ -	\$ -
Total Shareholders' Equity	\$ 7,730	\$ 7,033	\$ 6,925	\$ 7,101	\$ 6,871
Total Liabilities and Shareholders' Equity	\$ 17,391	\$ 18,859	\$ 18,560	\$ 18,508	\$ 17,462

CASH MANAGEMENT



Management Discussion

- DSO: Strong liquidity management
 - Close monitoring of due invoices
 - Very frequent and timely collection emails/calls
 - Good teamwork with Sales
- DPO: Stretching of A/P
 - Certain vendors w. large due invoices have been stretched to 6+ months in some cases



13 WEEK CASH FLOW

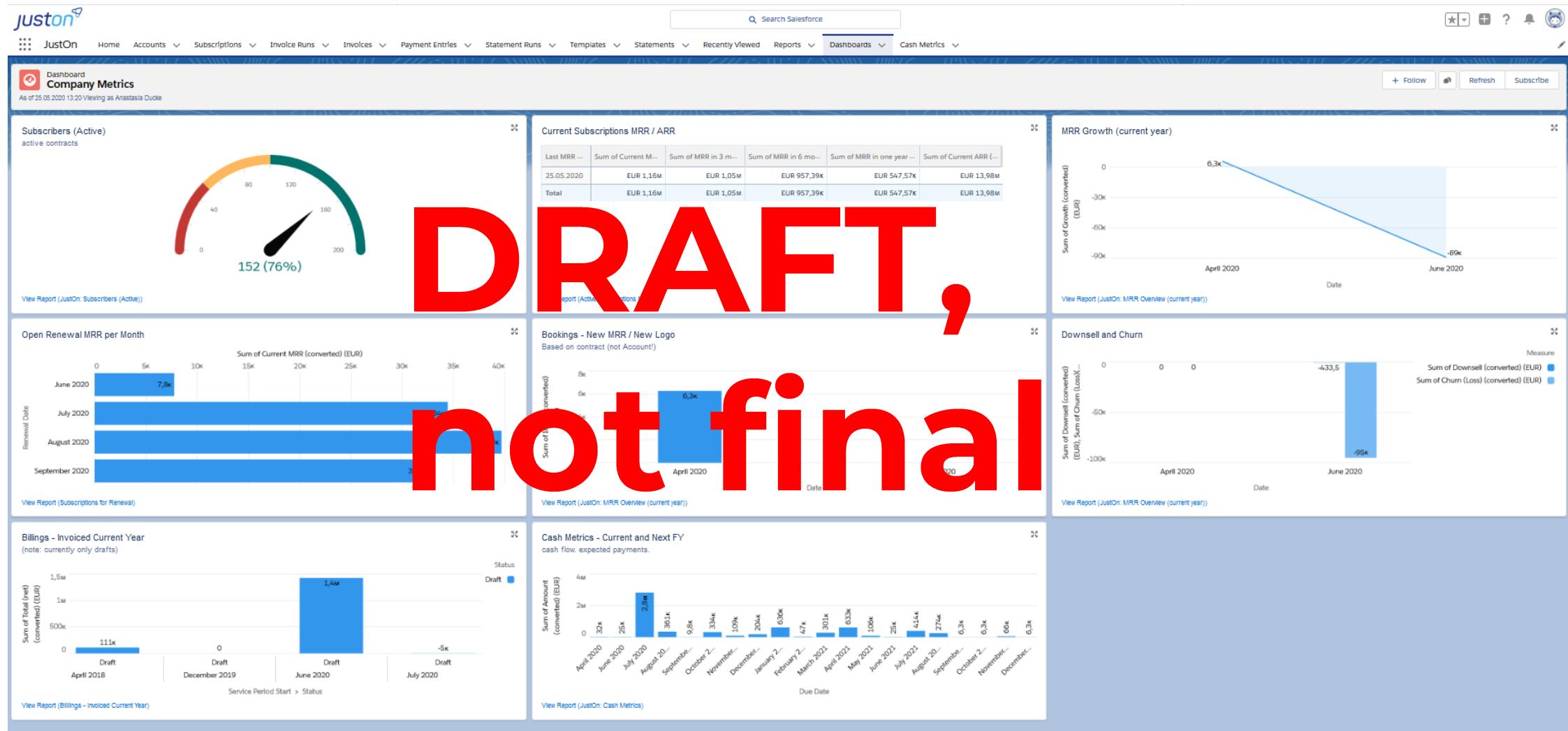
	5/31/2020 Week 1	5/31/2020 Week 2	6/30/2020 Week 3	6/30/2020 Week 4	6/30/2020 Week 5	6/30/2020 Week 6	7/31/2020 Week 7	7/31/2020 Week 8	7/31/2020 Week 9	7/31/2020 Week 10	7/31/2020 Week 11	8/31/2020 Week 12	8/31/2020 Week 13	Total
	22-May	29-May	5-Jun	12-Jun	19-Jun	26-Jun	3-Jul	10-Jul	17-Jul	24-Jul	31-Jul	7-Aug	14-Aug	
Cash on Hand (beginning of week)	2,031,469	1,948,709	652,561	2,106,469	1,843,142	1,661,985	1,480,828	3,052,738	2,957,359	2,779,811	2,684,433	1,492,319	2,226,278	
CASH RECEIPTS														
Forecasted Sales	424,922	424,922	436,083	436,083	436,083	436,083	387,515	380,595	380,595	380,595	380,595	418,302	418,302	
Office Adjustments	-424,922	-424,922	-436,083	-436,083	-436,083	-436,083	-387,515	-380,595	-380,595	-380,595	-380,595	-418,302	-418,302	
Total Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Forecasted Collections	685,292	685,292	1,922,349	249,582	249,582	249,582	1,808,127	102,733	102,733	102,733	102,733	2,686,533	1,010,691	
Adjustments	-685,292	-685,292	-27,235	-249,582	-249,582	-249,582	1,051,418	-102,733	-102,733	-102,733	-102,733	-1,486,211	-1,010,691	
Collections on Sales	0	0	1,895,113	0	0	0	2,859,545	0	0	0	0	1,200,322	0	5,954,981
OPERATING CASH FLOW														
COS														
External services	0	0	-81,451	0	0	0	-110,718	0	0	0	0	-126,753	0	
OPEX														
Personnel Costs	0	-1,210,055	0	-82,169	0	0	-1,194,447	0	-82,169	0	-1,096,736	0	-82,169	
Sales Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	
Premises	0	0	-63,183	0	0	0	-65,808	0	0	0	0	-63,183	0	
Insurance, Contribution	-6,584	-6,584	-6,284	-6,284	-6,284	-6,284	-6,147	-6,037	-6,037	-6,037	-6,037	-6,584	-6,584	
Automobile	-1,148	-1,148	-1,096	-1,096	-1,096	-1,096	-1,068	-1,048	-1,048	-1,048	-1,048	-1,148	-1,148	
Marketing	-29,149	-29,149	-27,824	-27,824	-27,824	-27,824	-27,098	-26,614	-26,614	-26,614	-26,614	-29,149	-29,149	
Travel expenses	-1,190	-1,190	-1,136	-1,136	-1,136	-1,136	-5,534	-5,435	-5,435	-5,435	-5,435	-8,333	-8,333	
Communication, office equipm.	-3,173	-3,173	-3,028	-3,028	-3,028	-3,028	-2,949	-2,897	-2,897	-2,897	-2,897	-3,173	-3,173	
Consulting	-7,143	-7,143	-6,818	-6,818	-6,818	-6,818	-6,640	-6,522	-6,522	-6,522	-6,522	-7,143	-7,143	
Professional training	-476	-476	-455	-455	-455	-455	-443	-435	-435	-435	-435	-476	-476	
Recruitment	-1,310	-1,310	-1,250	-1,250	-1,250	-1,250	-1,217	-1,196	-1,196	-1,196	-1,196	-1,310	-1,310	
Software	-15,045	-15,045	-14,362	-14,362	-14,362	-14,362	-13,987	-13,737	-13,737	-13,737	-13,737	-15,045	-15,045	
Leasing	-2,786	-2,786	-2,659	-2,659	-2,659	-2,659	-2,590	-2,544	-2,544	-2,544	-2,544	-2,786	-2,786	
Other costs	-6,968	-6,968	-8,811	-8,811	-8,811	-8,811	-8,581	-8,428	-8,428	-8,428	-8,428	-9,230	-9,230	
CM Projects	-1,429	-1,429	-1,364	-1,364	-1,364	-1,364	-14,947	-14,680	-14,680	-14,680	-14,680	-1,429	-1,429	
3rd Party Consultants	0	0	-60,403	0	0	0	-57,593	0	0	0	0	-70,546	0	
Audit & Finance	0	0	-100,000	-100,000	-100,000	-100,000	-71,500	0	0	0	0	0	0	
Counsel	0	0	0	0	0	0	0	0	0	0	0	0	0	
SVB Fees	0	0	0	0	0	0	-3,750	0	0	0	0	0	0	
Adjustments	0	0	-55,011	0	0	0	379,126	0	0	0	0	-102,587	0	
Total Operating Disbursements	-76,401	-1,286,456	-435,135	-257,257	-175,087	-175,087	-1,215,890	-89,572	-171,742	-89,572	-1,186,308	-448,874	-167,975	-5,775,358
Net Operating Cash Flow	-76,401	-1,286,456	1,459,979	-257,257	-175,087	-175,087	1,643,655	-89,572	-171,742	-89,572	-1,186,308	751,448	-167,975	179,624
INVESTING & FINANCING CASH FLOW														
Interest Expense	0	-3,333	0	0	0	0	-3,333	0	0	0	0	-3,333	0	
Loan principal payment	0	0	0	0	0	0	0	0	0	0	0	0	0	
Revolver	0	0	0	0	0	0	0	0	0	0	0	0	0	
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	
CAPEX	-6,359	-6,359	-6,070	-6,070	-6,070	-6,070	-5,912	-5,806	-5,806	-5,806	-5,806	-6,359	-6,359	
Other Non-Operating	0	0	0	0	0	0	-62,500	0	0	0	0	-7,796	0	
Total Cash Flow from (for) Investing & Financing Activities	-6,359	-9,692	-6,070	-6,070	-6,070	-6,070	-71,745	-5,806	-5,806	-5,806	-5,806	-17,488	-6,359	-159,148
Net Cash Flow	-82,760	-1,296,148	1,453,908	-263,327	-181,157	-181,157	1,571,910	-95,379	-177,548	-95,379	-1,192,114	733,960	-174,334	20,475
Cash Position (end of week)	1,948,709	652,561	2,106,469	1,843,142	1,661,985	1,480,828	3,052,738	2,957,359	2,779,811	2,684,433	1,492,319	2,226,278	2,051,944	



ADDBACK DETAILS

Addbacks	Jan	Feb	Mar	Apr	YTD	YTD	Variance
					Actual	Budget	
Bird & Bird	6,150	-	30,152	-	36,302	6,150	30,152
Dr. Nauser	5,861	-	-	-	5,861	5,861	-
AR - Sonstige Erträge #4930	-	9,150	-	-	9,150	9,150	-
Other	12,011	9,150	30,152	-	51,313	21,161	30,152
Ellorbrock	-	2,820	5,643	1,000	9,463	-	9,463
MVA	10,980	-	20,200	10,200	41,380	37,800	3,580
CM Projects	10,980	2,820	25,843	11,200	50,843	37,800	13,043
Lewis Lee	5,861	20,595	32,012	3,959	62,427	35,415	27,012
Beckway Group	-	37,665	8,700	47,412	93,777	97,554	(3,777)
Pointer CF	-	11,610	8,050	15,240	34,900	42,610	(7,710)
Consulting	5,861	69,870	48,762	66,611	191,104	175,579	15,525
Audit for 2nd half of 2019	-	-	5,800	-	5,800	32,000	(26,200)
Closing	-	-	168,000	(50,985)	117,015	168,200	(51,185)
PPA	-	-	23,175	27,810	50,985	27,000	23,985
IFRS conversion	-	-	22,500	-	22,500	52,500	(30,000)
Audit & Finance	-	-	219,475	(23,175)	196,300	279,700	(83,400)
Total	28,852	81,840	324,231	54,636	489,560	514,240	(24,680)

SNAPSHOT OF DASHBOARD COMING FROM JUSTON PROJECT (MRR/ARR/BILLINGS/DOWNSELL, CASH METRICS ETC.)



CONSULTANT UTILISATION BY MONTH FOR YTD

Improving Utilization

Europe

Consultant	January	February	March	April
consultant-117	61%	73%	87%	76%
consultant-120	66%	74%	78%	77%
consultant-13	0%	0%	0%	0%
consultant-182	112%	93%	94%	99%
consultant-184	0%	0%	95%	28%
consultant-201	83%	78%	88%	84%
consultant-210	30%	0%	0%	86%
consultant-224	69%	68%	53%	0%
consultant-236	84%	94%	95%	91%
consultant-240	48%	19%	67%	73%
consultant-243	88%	83%	83%	84%
consultant-36	89%	87%	91%	91%
consultant-46	83%	86%	102%	38%
consultant-48	9%	14%	48%	0%
consultant-55	58%	102%	94%	94%
consultant-57	95%	81%	86%	51%
consultant-62	85%	66%	97%	88%
consultant-69	66%	63%	92%	0%
consultant-242	91%	100%	0%	98%

USA

Consultant	January	February	March	April
consultant-179	6%	0%	62%	17%
consultant-202	24%	35%	32%	6%
consultant-214	20%	38%	26%	15%
consultant-30	80%	78%	92%	72%
consultant-66	0%	0%	39%	40%
consultant-777	11%	32%	69%	93%

- > Percentage based analysis considers public holidays, holidays, parental leave and sabbaticals.
- > Pure billability figures. Finer grained reporting for value driving topics will be available for MOR in June.
- > March was a one-off as we over-ran customer budgets as we adjusted to everyone being at home with lockdown.
- > April shows improvements in utilization in both Europe and USA compared to Jan and Feb.

CONSULTING RATES IN Q1

Solid rates overall. Lower for some large engagements to secure long-term commitments

Region	Client	Role	Euro Rate (hourly)	Hours
RoW	Australian Broadcasting Corporation - ABC	Senior Technical Consultant	169.625	104
		Technical Consultant	147.5	108
	Essilor International S.A.	Technical Consultant	181.25	16
	Farfetch UK Limited	Senior Technical Consultant	344.3	245
		Technical Consultant	157.8	123
	Helaba	Senior Technical Consultant	175	31
	Hilfiger Stores B.V.	Senior Technical Consultant	140.6	302
		Technical Consultant	124.3	310
	NEXT Group PLC	Senior Technical Consultant	161	118
US	Walgreens Boots Alliance	Senior Technical Consultant	154	78
	Yoox Net-a-Porter Group S.p.A.	Senior Technical Consultant	187.5	298
	Emerson Electric Co.	Junior Technical Consultant	161	98.5
		Senior Technical Consultant	197.8	162.25
	Life Fitness	Junior Technical Consultant	184	11
		Senior Technical Consultant	230	26
	Tractor Supply Company	Senior Technical Consultant	230	65
	Under Armour Inc	Junior Technical Consultant	184	66