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Monthly Operating Review
February 2020

12 August 2020

Agenda

- Executive Overview
- Financial Overview
- Sales & Marketing

Objectives

- Achieve clarity on COVID-19 Plan

Executive Summary






Month in Review

- Overachieved budget in both revenue and bookings. Total YTD revenue up 30.8% over prior year
- 18% increase in ARR over February 2019
- New business acquisition:
 - New logos: DXC Wisconsin (ARR-\$122K)
 - Upsells: Shell (Perpetual-\$116K)
- New upsell and cross-sell prospects: Bupa Labs, Payoneer, Sonova
- New ARR pipeline of \$1.2M supports Q1 goal of \$560K
- Growing services backlog (~\$150K in new SOWs for Aetna, Sonova (POC), CTCA)
- Finalized contracts with outsourced development team and initiating kickoff on 3/25
- Progressing SaaS readiness
- Continuing DevOps readiness remediation based on review
- Started SOC2 certification process including debriefs and document collection/generation. Audit readiness in March.
- Selected NetSuite as new ERP system. Implementation to begin April/May

What’s Not Working



- Seeing slowdown in upper funnel and lower funnel due to COVID-19. Middle part of funnel continues to progress.
- Experienced higher level of turnover in product machine over last couple of months
 - VP of Engineering (voluntary); Manager, Engineering (terminated), Senior Engineer (terminated), Engineer (voluntary), Dev Ops Lead (voluntary)
 - Need to backfilling 3 positions immediately

2020 Key Initiatives

Project		Current Status and Next Steps	Timing	Annualized EBITDA Impact	
				Projected \$	Actual \$
A. Obtain SOC II Certification <i>(Alan Young)</i>		<ul style="list-style-type: none">Selected Barr Advisory for compliance vendorKicked off initial assessment and review continuing thru end of MarchNext step: Previous onsite now virtual this week to finalize information gathering for assessment	Nov 15	TBD	TBD
B. Transform DevOps to CloudOps <i>(Alan Young)</i>		<ul style="list-style-type: none">Completed DevOps readiness reportStarted remediation for items required for SOC II complianceNext steps: Hire lead for Dev, IT, and Cloud Ops team	Jun 30	TBD	TBD
C. Select and on-board outsourcing company for web portal <i>(Alan Young)</i>		<ul style="list-style-type: none">Received proposals from firms based in Brazil and ArgentinaAdvanced conversations with Esphera, interviewed team candidates, and signed agreementKickoff started this week (March 25)	March 25	TBD	TBD
D. Expand sales team <i>(Mike Bonner)</i>		<ul style="list-style-type: none">Hired two Sales Development Representative (one backfill and one new headcount)Identified 3 candidates for Channel Manager positionNext Steps: Interview two Channel Manager candidates with wider team (on hold until April 1)	April 15	TBD	TBD
E. Deliver new Q1 content for buyer journey <i>(Renee Wagner)</i>		<ul style="list-style-type: none">Completed two on-demand webinars for Dynamics and Salesforce (for technical buyer)Content complete and webinar scheduled for InRule for Mortgage webinar (for vertical buyers)Delivered webinar with Mortgage partner (Blackfin)Next Steps: Engage with Developer Media to deliver Whitepaper #1	March 31	TBD	TBD

 Complete  Just started  On Track  At Risk  Behind Schedule

2020 Key Initiatives (cont)

Project		Current Status and Next Steps	Timing	Annualized EBITDA Impact	
				Projected \$	Actual \$
F. Extend integrations with Dynamics and Salesforce and expand partnership <i>(Mark Lonsway)</i>		<ul style="list-style-type: none"> Delivered changes to support new SaaS deployment Support PowerApp for American Airlines deployment Next Steps: Finalize setup in Salesforce AppExchange 	April 7	TBD	TBD
G. Implement new ERP system <i>(Beth Worthem)</i>		<ul style="list-style-type: none"> Picked systems integrator (SI) Finalizing 2019 audit Next Steps: Sign SI agreement. Build chart of accounts. 	Sep 1	TBD	TBD

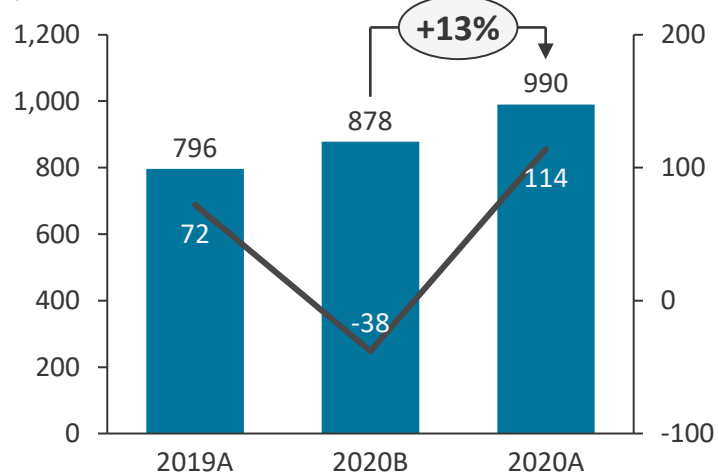
 Complete
  Just started
  On Track
  At Risk
  Behind Schedule

Financial Overview



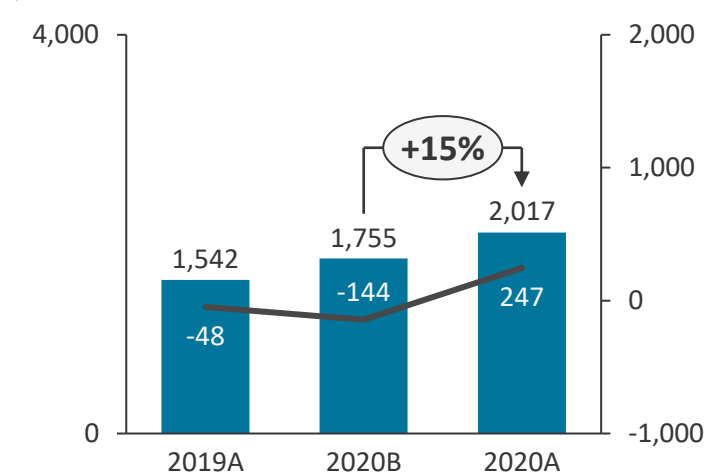
Feb MTD

\$000s



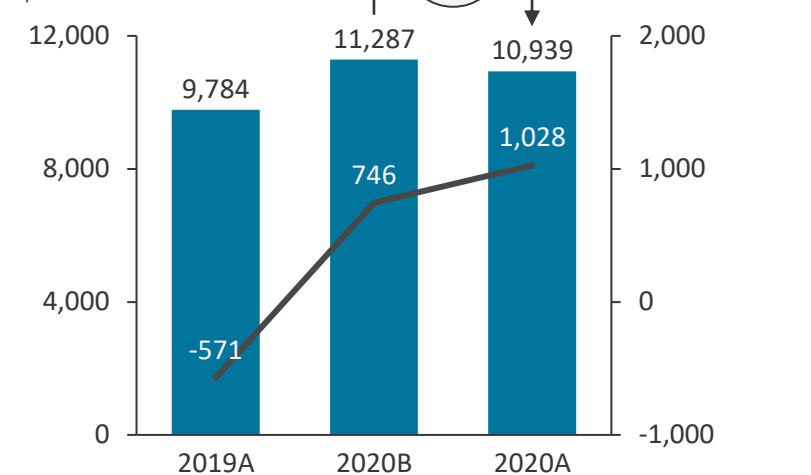
Feb YTD

\$000s



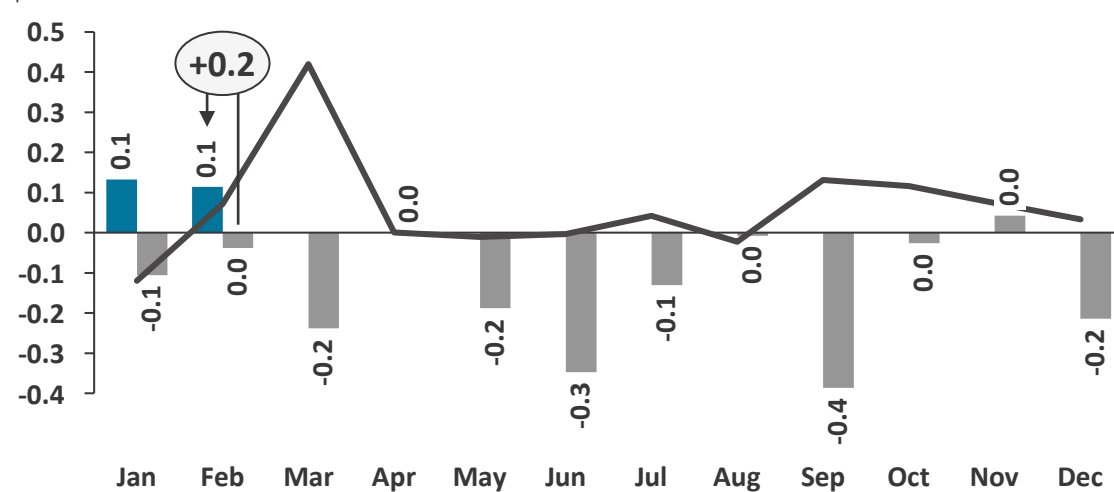
TTM

\$000s



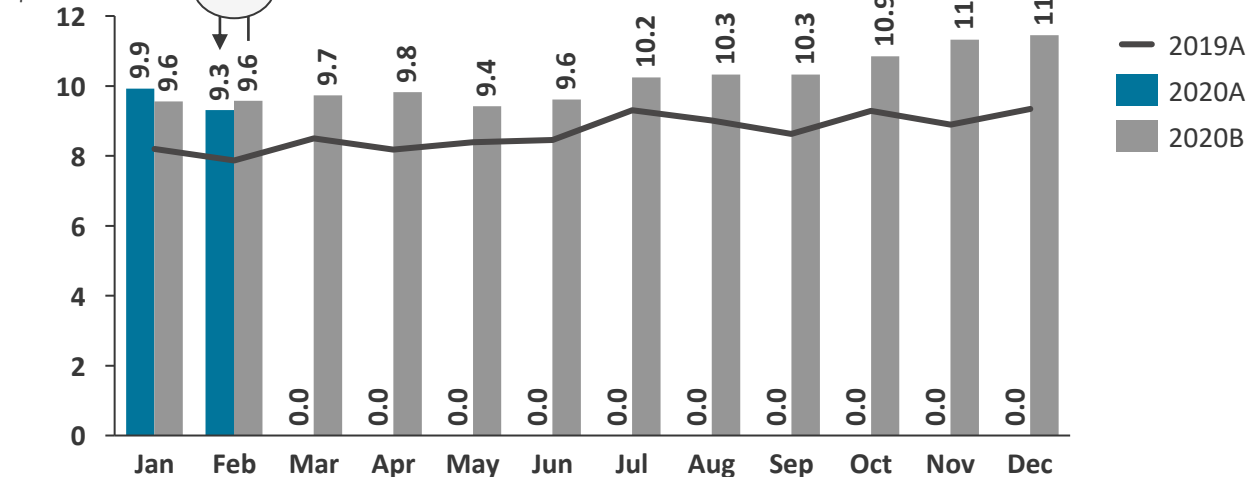
Monthly EBITDA

\$ millions



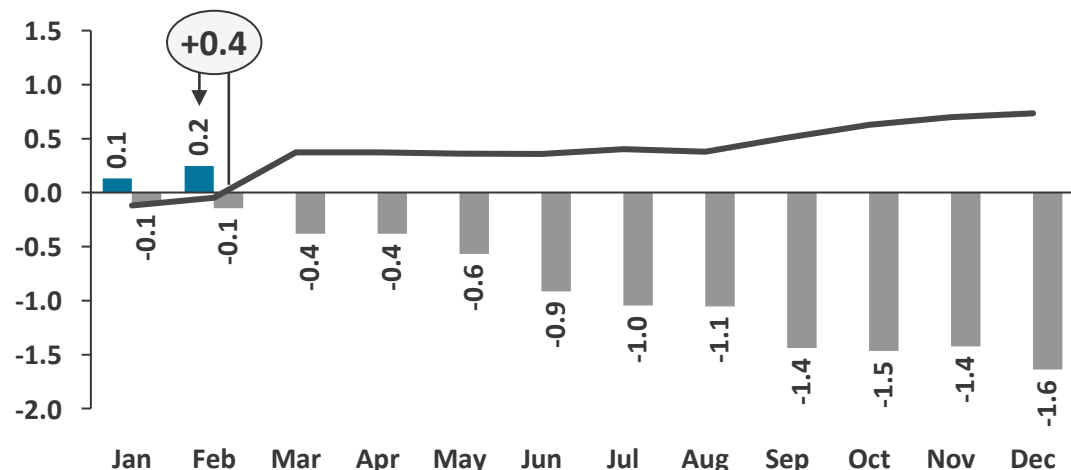
Monthly ARR

\$ millions



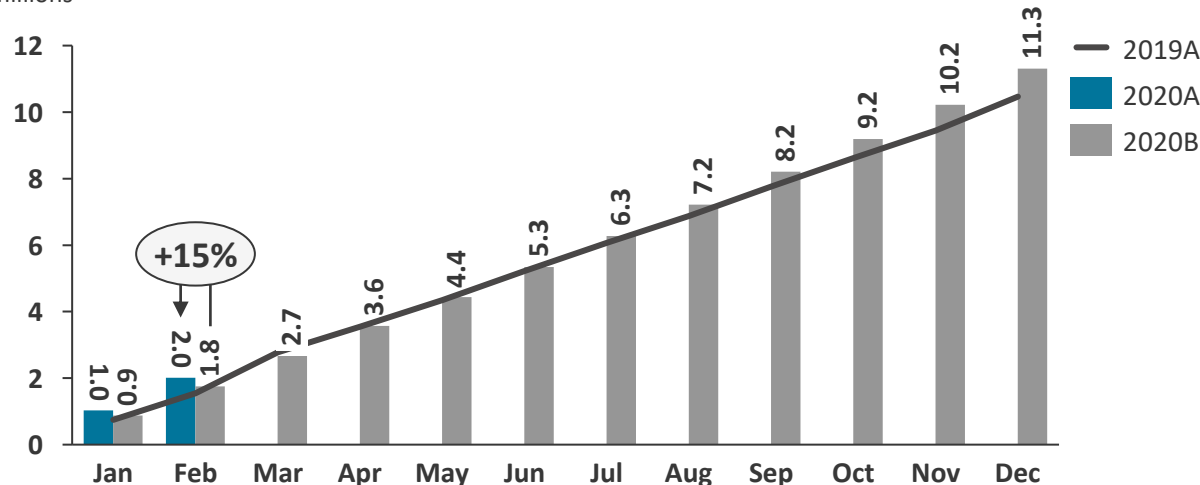
YTD EBITDA

\$ millions



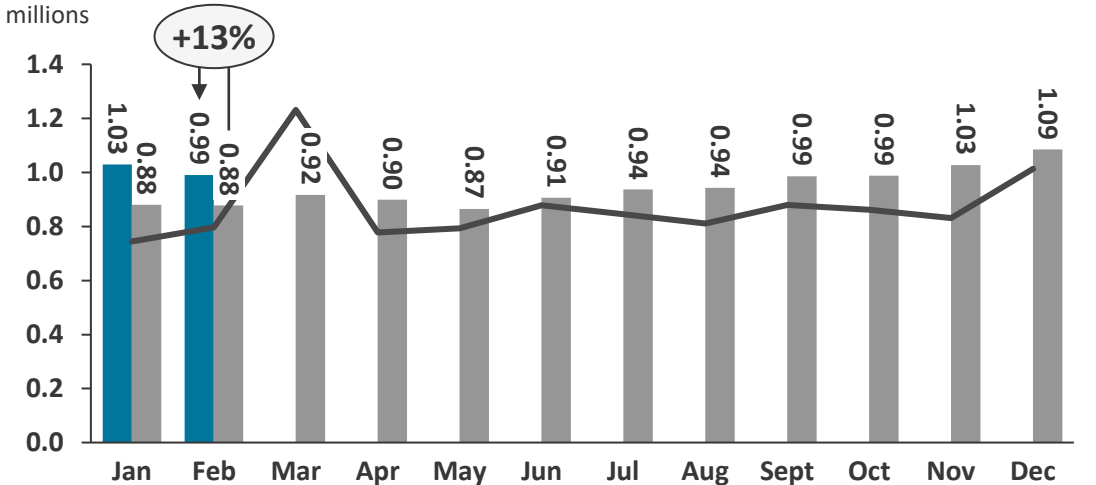
YTD Revenue

\$ millions



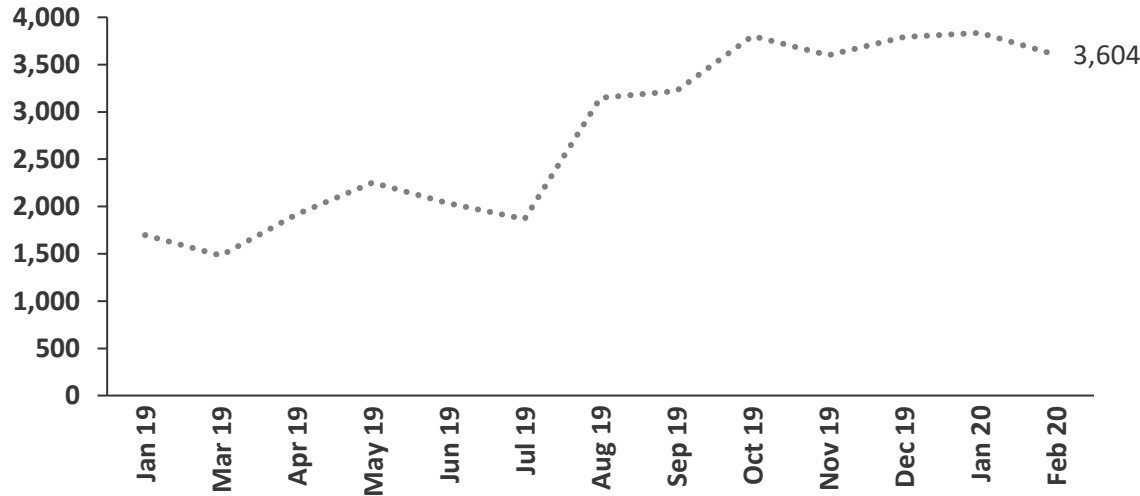
Monthly Net Revenue

\$ millions



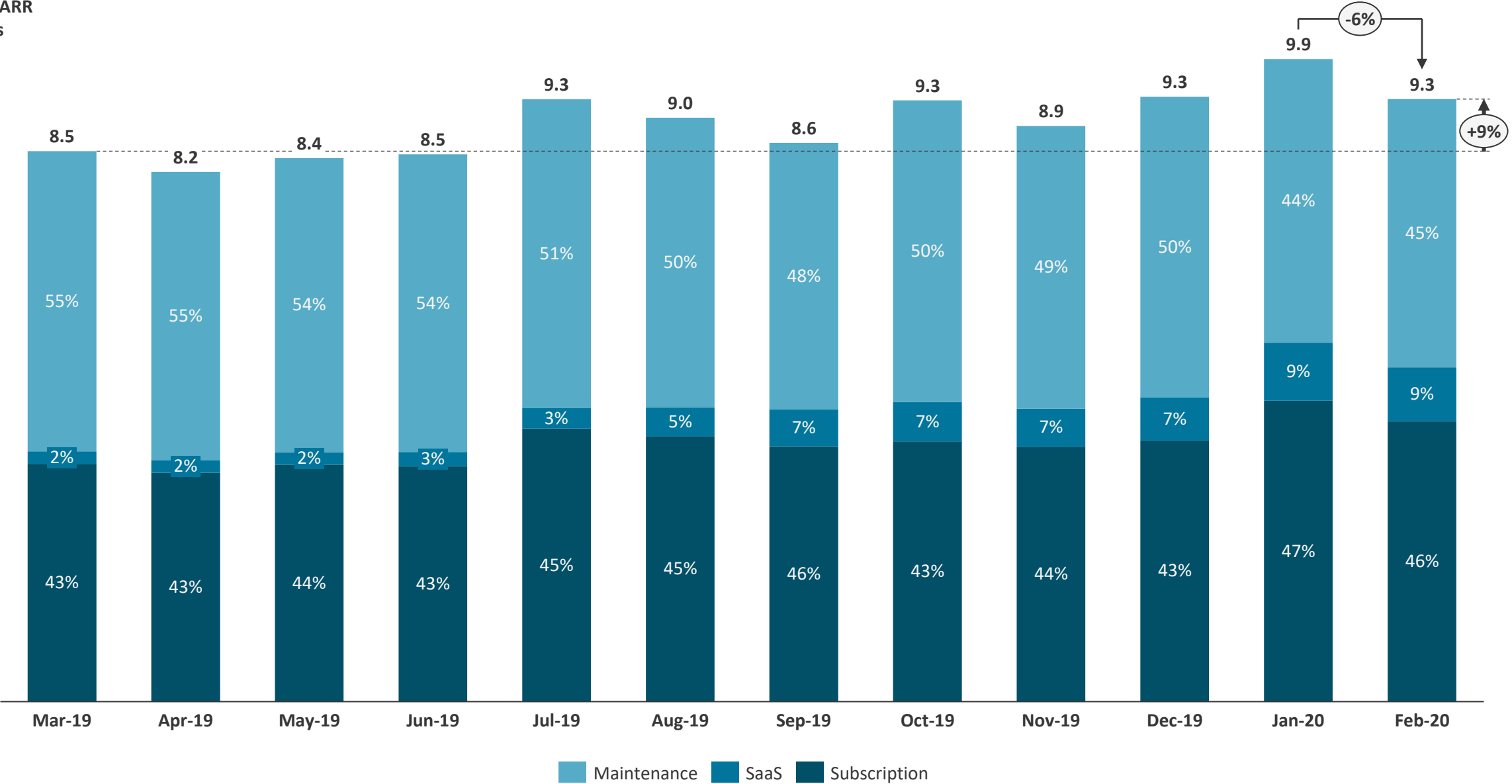
Ending Cash

\$ millions

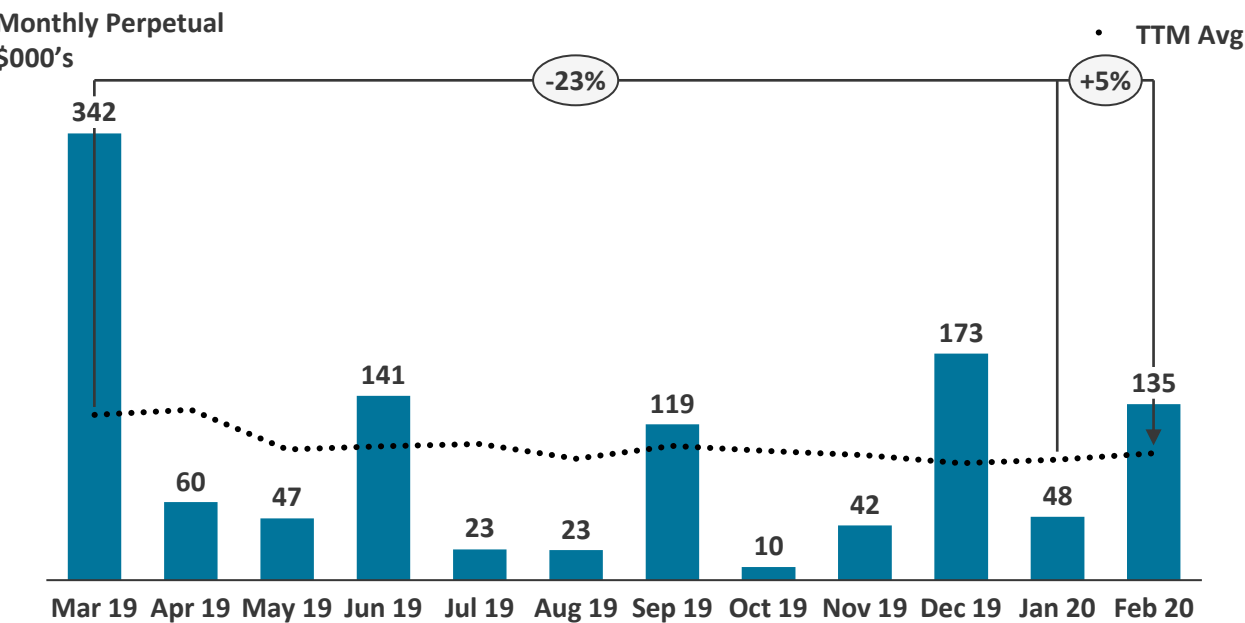


Recurring Revenue

Monthly ARR
\$ millions

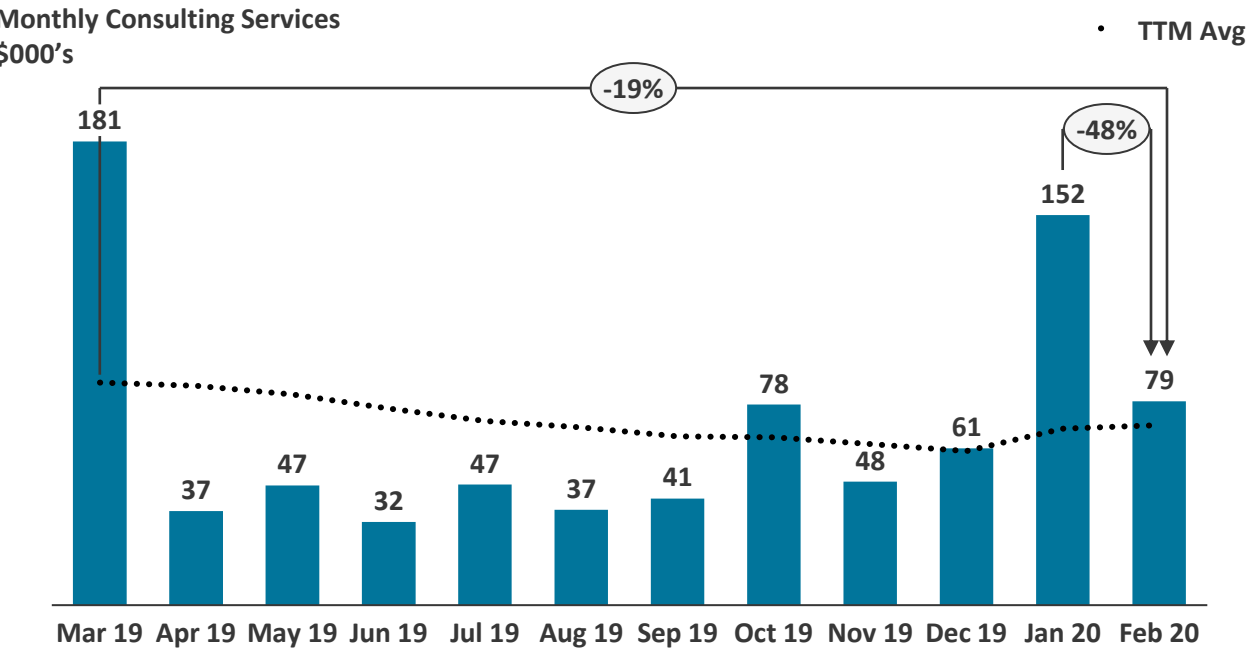


Nonrecurring License Revenue



Key Wins		
Customer	Perpetual	Comments
Shell	\$116K	Part of rollout license agreement
Total	\$116K	

Nonrecurring Services Revenue



Key Wins		
Customer	Services	Comments
Life Labs	\$45K	32 days used of 60 days contracted (\$88K total). Addt'l 14 days purchased
Total	\$45K	

Summary P&L – February 2020

\$000's

	Summary P&L MTD Feb-20								Summary P&L YTD Feb-20								Summary P&L 2020			
	MTD		Variance		PY MTD	Variance		YTD		Variance		PY YTD	Variance		FY		Variance		Fcast	Budget
	Act	Bud	\$	%	Act	\$	%	Act	Bud	\$	%	Act	\$	%			\$	%		
Net Revenue																				
Subscription	360	375	(15)	(4.0%)	272	89	32.6%	748	745	3	0.4%	572	176	30.8%	5,200	5,197	3	0.1%		
SaaS	70	59	10	17.3%	15	55	378.1%	144	119	25	20.9%	31	113	369.4%	904	879	25	2.8%		
Maintenance	345	363	(18)	(4.8%)	369	(24)	(6.5%)	711	730	(19)	(2.6%)	737	(26)	(3.6%)	4,090	4,109	(19)	(0.5%)		
Recurring Revenue	\$776	\$798	(\$22)	(2.8%)	\$656	\$120	18.3%	\$1,602	\$1,594	\$8	0.5%	\$1,339	\$263	19.7%	\$10,194	\$10,185	\$8	0.1%		
Perpetual	135	4	131	3,642.9%	77	58	74.6%	183	7	176	2,444.6%	92	91	99.3%	376	200	176	88.0%		
Services	79	77	3	3.3%	64	16	24.7%	231	154	78	50.5%	111	121	109.3%	999	922	78	8.4%		
Nonrecurring Revenue	\$214	\$80	\$134	166.2%	\$141	\$73	52.1%	\$414	\$161	\$254	157.7%	\$202	\$212	104.7%	\$1,375	\$1,122	\$254	22.6%		
Net Revenue	\$990	\$878	\$112	12.7%	796	\$193	24.3%	2,017	1,755	\$262	14.9%	1,542	\$475	30.8%	11,569	11,307	\$262	2.3%		
ARR	\$9,306	\$9,572	(\$266)	(2.8%)	\$7,867	\$1,439	18.3%	\$9,306	\$9,572	(\$266)	(2.8%)	\$7,867	\$1,439	18.3%	\$9,306	\$9,572	(\$266)	(2.8%)		
Labor	150	142	(9)	(5.8%)	147	(3)	(2.3%)	294	283	(11)	(3.6%)	285	(9)	(2.9%)	1,755	1,744	(11)	(0.6%)		
Other COGS	9	10	1	15.1%	2	(7)	(77.8%)	17	18	1	4.4%	6	(11)	(62.3%)	227	227	1	0.3%		
Total COGS	\$159	\$152	(\$7)	(4.6%)	\$149	(\$11)	(6.6%)	\$311	\$301	(\$10)	(3.2%)	\$292	(\$19)	(6.2%)	\$1,982	\$1,972	(\$10)	(0.5%)		
Gross Margin	\$830	\$726	\$104	14.3%	\$648	\$183	28.2%	\$1,706	\$1,454	\$252	17.3%	\$1,250	\$456	36.5%	\$9,588	\$9,335	\$252	2.7%		
Gross Margin %	83.9%	82.7%		1.2%	81.3%		2.6%	84.6%	82.9%		1.7%	81.1%		3.5%	82.9%	82.6%		0.3%		
R&D	313	356	44	0.0%	277	(36)	(11.6%)	654	758	103	15.8%	589	(65)	(10.0%)	4,453	4,557	103	2.3%		
Sales & Marketing	299	319	20	6.8%	186	(114)	(38.0%)	598	602	4	0.6%	429	(169)	(28.3%)	4,920	4,923	4	0.1%		
Administrative	144	158	14	10.0%	106	(38)	(26.2%)	291	365	74	25.5%	269	(22)	(7.6%)	1,979	2,053	74	3.7%		
Total OPEX (excl D&A)	\$756	\$834	\$78	10.3%	\$568	(\$187)	(24.8%)	\$1,543	\$1,724	\$181	11.7%	\$1,287	(\$257)	(16.6%)	\$11,352	\$11,533	\$181	1.6%		
Total OPEX (excl D&A) %	76.4%	95.0%		18.6%	71.4%		(5.0%)	76.5%	98.2%		21.7%	83.5%		7.0%	98.1%	102.0%		3.9%		
Net Income (Loss)	(\$244)	(\$427)	\$183	(42.9%)	\$69	(\$69)	100.0%	(\$537)	(\$970)	\$433	44.6%	(\$55)	\$55	100.0%	(\$5,841)	(\$6,273)	\$433	6.9%		
Reported EBITDA	\$74	(\$108)	\$182	168.9%	\$79	(\$5)	(6.0%)	\$163	(\$270)	\$433	160.4%	(\$37)	\$200	544.5%	(\$1,765)	(\$2,198)	\$433	19.7%		
EBITDA Margin %	7.5%	(12.3%)		19.8%	9.9%		(2.4%)	8.1%	(15.4%)		23.5%	(2.4%)		10.5%	(15.3%)	(19.4%)		4.2%		
EBITDA, adjusted	\$114	(\$38)	\$152	399.0%	\$72	\$42	59.2%	\$247	(\$144)	\$391	271.7%	(\$48)	\$295	616.7%	(\$1,247)	(\$1,638)	\$391	23.8%		
EBITDA, adjusted %	11.5%	(4.3%)		15.9%	9.0%		2.5%	12.2%	(8.2%)		20.4%	(3.1%)		15.3%	(10.8%)	(14.5%)		3.7%		
Change in Deferred Revenue	(75)				(114)	39	(34.3%)	(460)				(315)	(145)	46.0%	1,373					
Adjusted Cash EBITDA	\$39				(\$42)	\$81	193.4%	(\$213)				(\$363)	\$150	41.3%	\$126					
Adj. Cash EBITDA %	4.0%				(5.3%)		9.3%	(10.6%)				(23.5%)		13.0%	1.1%					

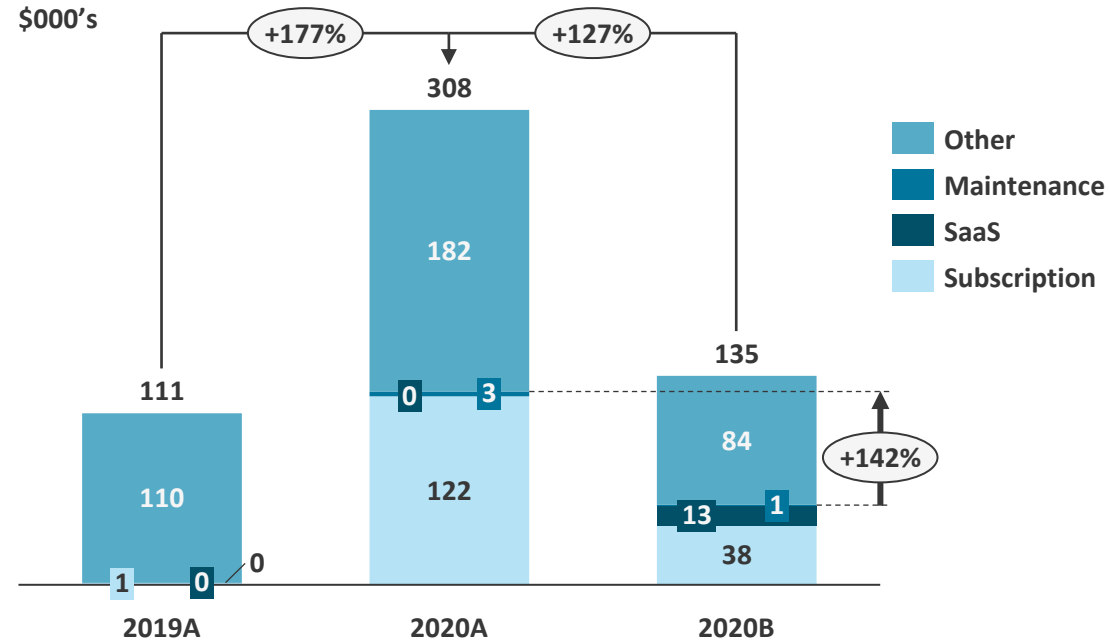
The impact of ASC 606 is not reflected in the above numbers and will be restated in conjunction with the year-end audit.

Sales & Marketing

New Business Bookings

Feb 2020 New Bookings by Product

\$000's



Key Wins

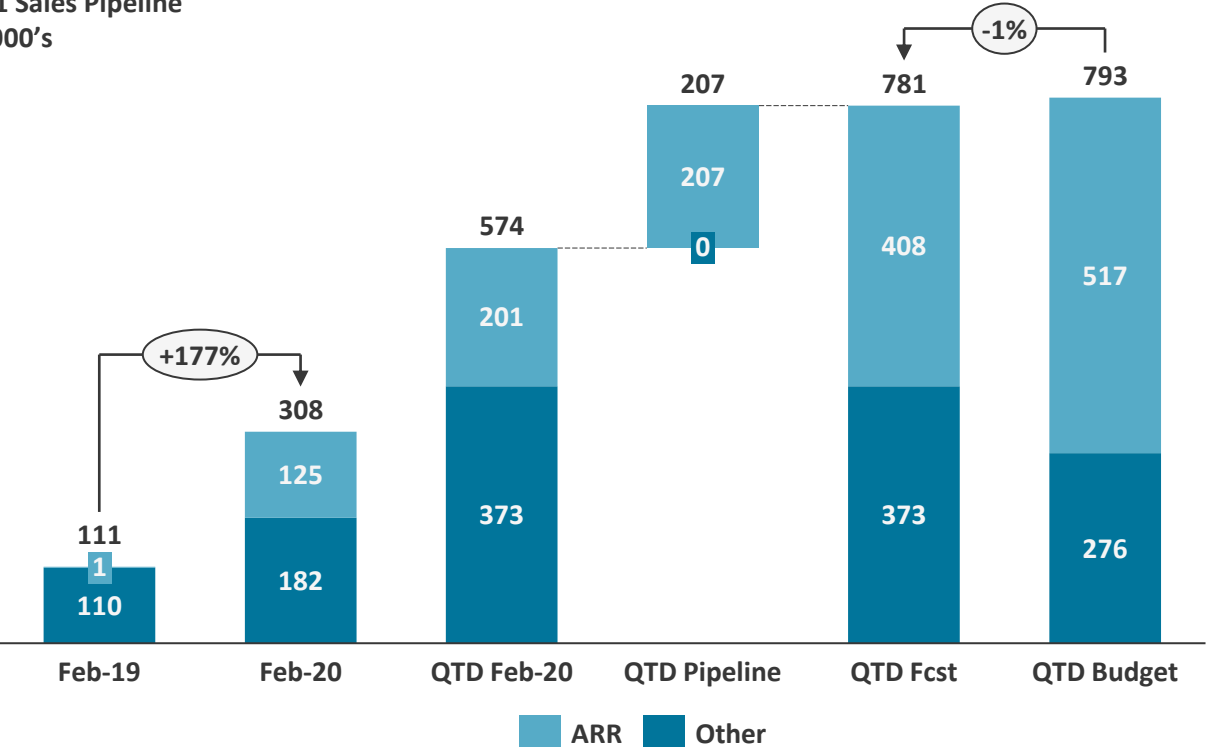
Customer	ARR	Other	Comments
Shell		\$116k	Phase II License Rollout
LifeLabs		\$45K	ROAD services
DXC Wisconsin	\$122K		New Subscription – MMIS Solution
Total	\$122K	\$161K	

Key Delays/Losses

Customer	ARR	Other	Comments
AvidXchange	\$85K		Lost to Drools, based on Open Source decision.
Total	\$85K	\$0K	

Sales Pipeline - Quarter 1

Q1 Sales Pipeline
\$000's



Q1 Likely/Commit Pipeline			
Customer	Subscription	Perpetual	Comments
Tech Data	\$92K		Expected Close Mar
American Homes for Rent	\$75K		Expected Close Mar
ServiceLink	\$40K		Expected Close Mar
Total	\$207K	\$0K	

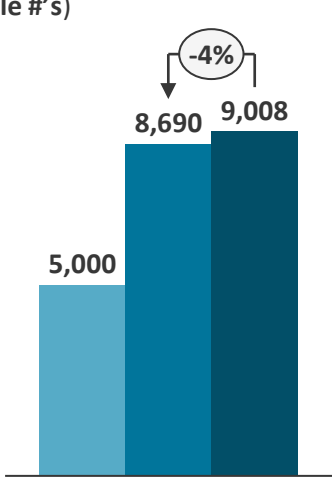
Pipeline Commentary

- COVID related delays: Payoneer \$68K, Conduent \$104K

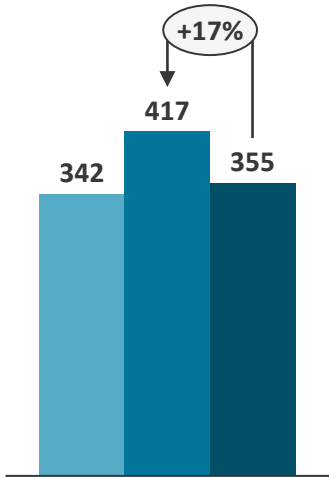
Marketing Metrics

MTD
\$ (whole #'s)

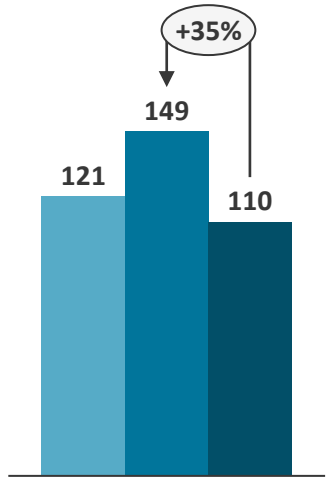
2019A 2020A 2020B



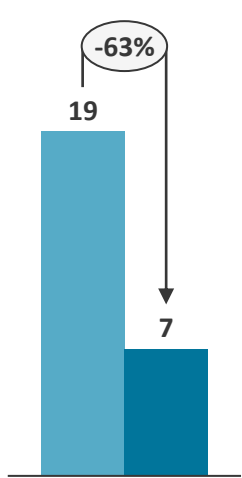
Web Visitors



Marketing Leads

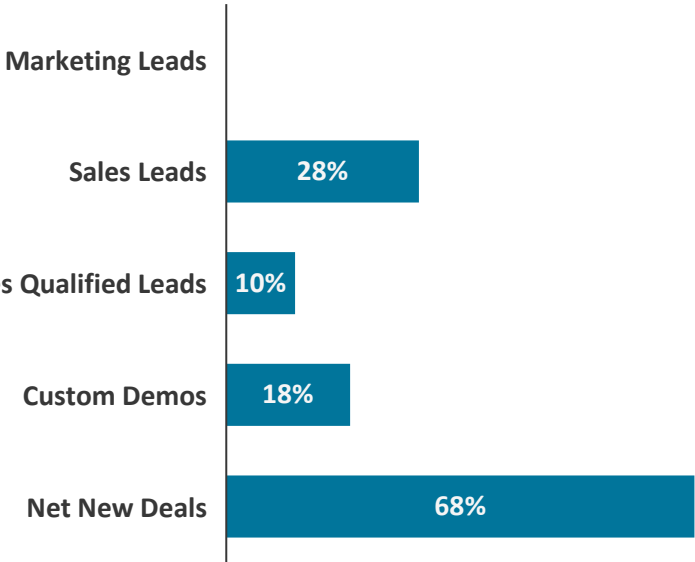


Sales Leads



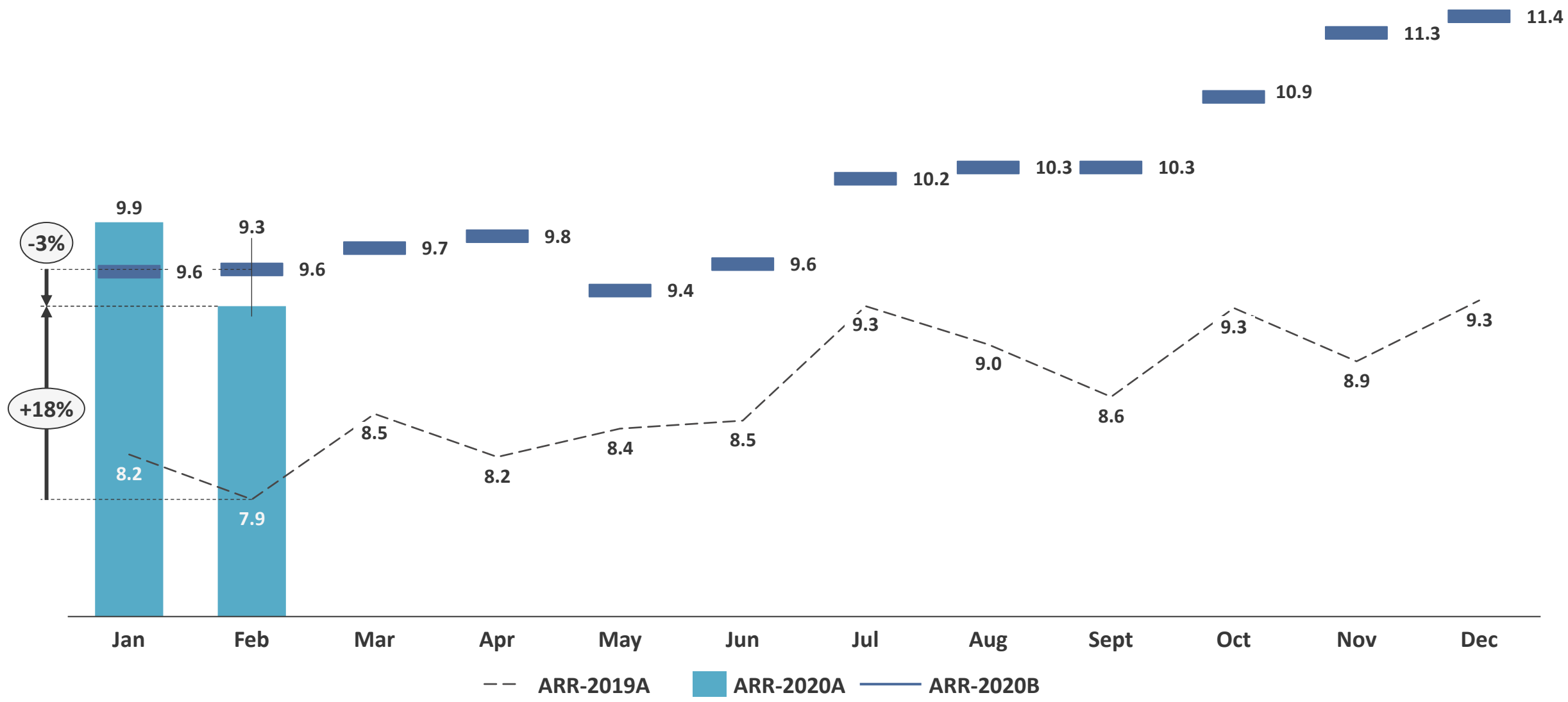
SQLS

Pipeline Conversion
%’s



Appendix

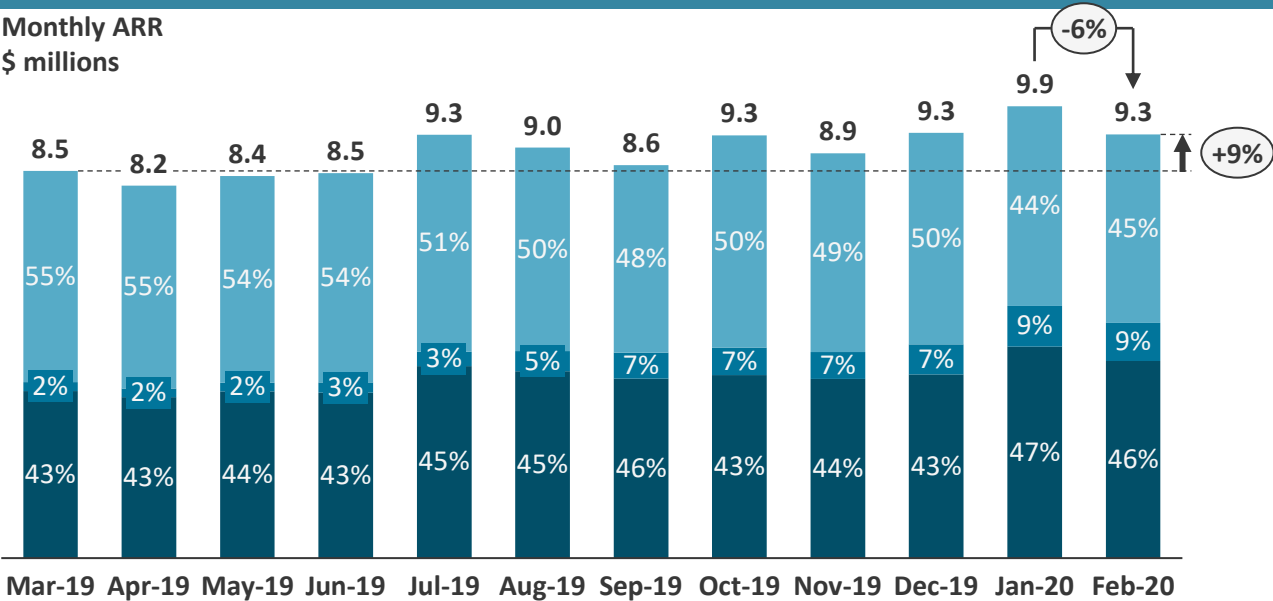
ARR Current FY Trend



Recurring Revenue

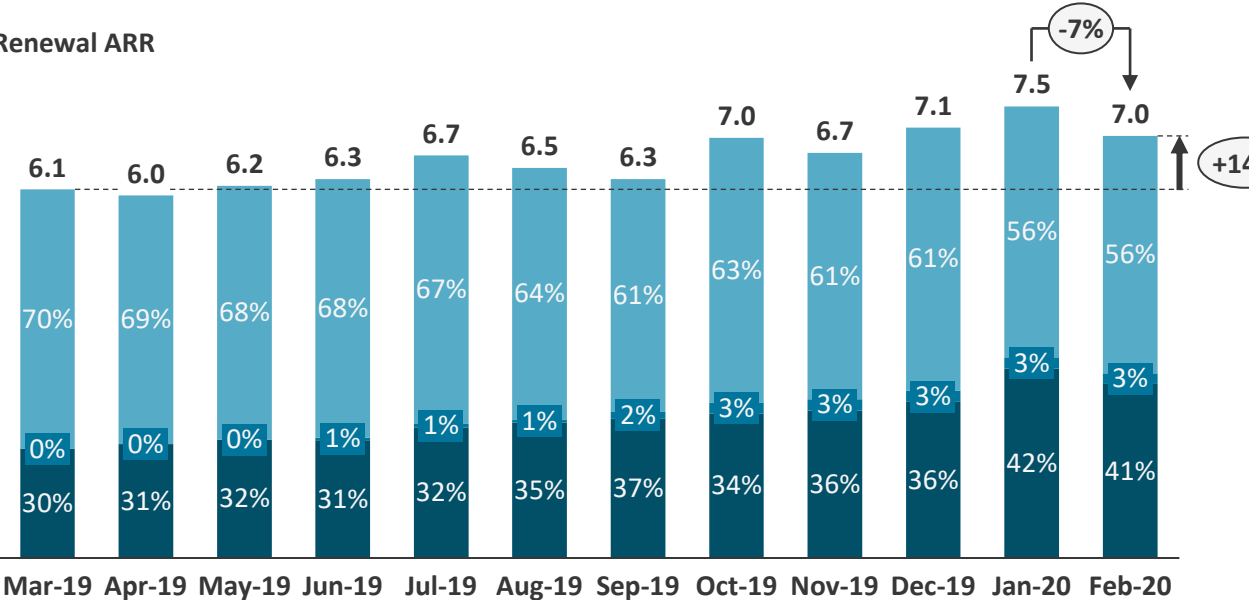
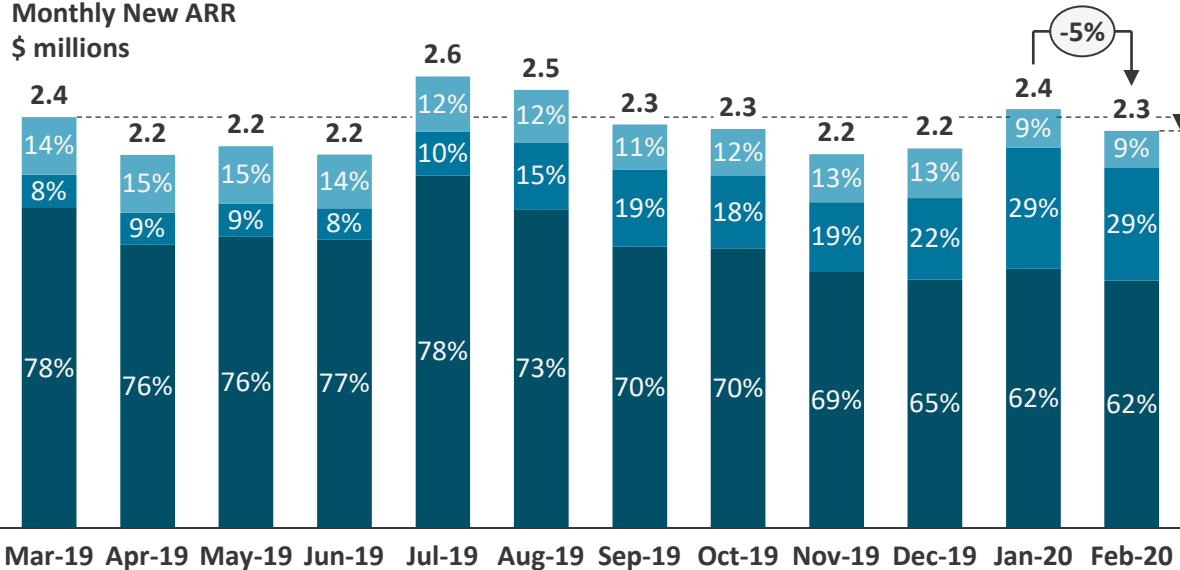
Monthly ARR
\$ millions

Maintenance SaaS Subscription



Monthly New ARR
\$ millions

Monthly Renewal ARR
\$ millions



Operating Expense Summary

\$000's

	OPEX Summary 2020																		
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	MTD Feb-20			YTD Feb-20			
	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	Var \$	Var %	Act	Bud	Var \$	Var %
Payroll (Payroll, OT, SS & Taxes, Temp Labor, Share Options)	\$ 415	\$ 385	\$ 449	\$ 455	\$ 434	\$ 431	\$ 459	\$ 456	\$ 490	\$ 483	\$ 481	\$ 469	\$ 437	\$ 22	5.6%	\$ 800	\$ 892	\$ 91	11.4%
Benefits (Medical, Dental, Life, AD&D & 401K)	70	79	67	69	69	71	74	74	76	76	76	76	65	(4)	(5.6%)	148	130	(18)	(12.2%)
Bonus	7	5	73	11	11	75	11	11	75	11	11	75	9	2	40.0%	12	17	6	47.4%
Marketing	107	89	133	52	187	195	94	67	166	97	52	66	94	(14)	(15.2%)	196	181	(15)	(7.9%)
Commissions	13	43	116	15	15	116	84	24	212	27	27	236	15	2	4.2%	56	30	(26)	(46.5%)
Travel and Entertainment	9	12	36	29	28	48	27	26	31	24	21	41	25	16	130.5%	21	51	30	139.8%
Rent and Facilities	28	29	31	31	33	31	31	31	31	32	34	32	31	3	9.2%	58	62	4	7.6%
Insurance	7	(2)	6	6	6	6	6	6	7	7	23	8	6	(1)	60.4%	5	12	7	125.4%
Professional Fees	60	59	104	107	99	96	114	92	86	76	72	76	84	25	41.4%	119	150	31	26.3%
Utilities, Repairs, Maint. & Security	3	3	4	3	3	4	3	3	4	3	3	4	3	0	2.6%	6	6	0	6.1%
Office Supplies	1	1	1	1	1	1	1	1	1	1	1	1	1	0	16.1%	1	1	0	4.8%
IT	45	39	31	31	30	31	37	31	38	34	47	48	31	(15)	(37.2%)	84	148	64	75.8%
Bad Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	0.0%
Real Estate Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	0.0%
Other Expenses	23	13	10	7	26	6	11	2	11	11	2	13	34	11	88.2%	36	43	7	19.9%
Total OPEX	\$787	\$756	\$1,060	\$818	\$942	\$1,111	\$950	\$823	\$1,228	\$882	\$849	\$ 1,146	\$834	\$47	6.2%	\$1,543	\$1,724	\$ 181	11.7%
<i>OPEX % of Revenue</i>	<i>76.6%</i>	<i>76.4%</i>	<i>115.7%</i>	<i>91.0%</i>	<i>108.9%</i>	<i>122.5%</i>	<i>101.5%</i>	<i>87.3%</i>	<i>124.6%</i>	<i>89.3%</i>	<i>82.7%</i>	<i>105.6%</i>	<i>95.0%</i>			<i>76.5%</i>	<i>98.2%</i>		

Balance Sheet Summary

\$000's

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Feb-20		
	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	Var \$	Var %
Current Assets															
Cash and cash equivalents	\$ 3,836	\$ 3,604	\$ 3,401	\$ 2,938	\$ 2,742	\$ 2,668	\$ 2,401	\$ 2,286	\$ 2,190	\$ 2,355	\$ 2,373	\$ 2,644	\$ 3,668	\$ 168	4.4%
Accounts receivable, net	2,029	2,164	1,944	1,972	1,992	2,002	2,021	2,040	2,049	2,061	2,124	2,158	1,995	34	1.7%
Prepaid expenses and other current assets	177	183	115	117	118	118	120	121	121	122	126	128	118	59	33.4%
Total Current Assets	\$ 6,042	\$ 5,951	\$ 5,460	\$ 5,028	\$ 4,851	\$ 4,788	\$ 4,541	\$ 4,447	\$ 4,360	\$ 4,538	\$ 4,622	\$ 4,930	\$ 5,781	\$ 261	4.3%
Non-Current Assets															
Property, plant & equipment, gross	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ 205	\$ -	0.0%
Accumulated depreciation	(22)	(26)	(30)	(34)	(38)	(42)	(46)	(50)	(54)	(58)	(62)	(66)	(26)	4	(18.1%)
Property, plant & equipment, net	183	179	175	171	167	163	159	155	151	147	143	139	179	4	2.2%
Identifiable intangible assets, gross	29,446	29,446	29,446	29,446	29,446	29,446	29,446	29,446	29,446	29,446	29,446	29,446	29,446	-	0.0%
Accumulated amortization	(1,485)	(1,755)	(2,025)	(2,295)	(2,565)	(2,835)	(3,105)	(3,375)	(3,645)	(3,915)	(4,185)	(4,455)	(1,755)	270	(18.2%)
Identifiable intangible assets, net	27,962	27,692	27,421	27,151	26,881	26,611	26,341	26,071	25,801	25,531	25,261	24,991	27,691	271	1.0%
Total Non-Current Assets	\$ 28,144	\$ 27,870	\$ 27,596	\$ 27,322	\$ 27,048	\$ 26,774	\$ 26,500	\$ 26,226	\$ 25,952	\$ 25,678	\$ 25,404	\$ 25,130	\$ 27,870	\$ 274	1.0%
Total Assets	\$ 34,186	\$ 33,821	\$ 33,056	\$ 32,350	\$ 31,899	\$ 31,562	\$ 31,041	\$ 30,673	\$ 30,312	\$ 30,216	\$ 30,026	\$ 30,060	\$ 33,651	\$ 535	1.6%
Current Liabilities															
Accounts payable	\$ 341	\$ 265	\$ 198	\$ 199	\$ 201	\$ 206	\$ 208	\$ 212	\$ 215	\$ 217	\$ 218	\$ 220	\$ 197	\$ 145	42.5%
Accrued liabilities	451	480	399	405	408	410	414	418	420	423	436	443	409	42	9.3%
Deferred Revenue	6,241	6,166	6,874	6,610	6,719	7,085	7,122	7,115	7,478	7,810	7,900	8,478	6,832	(591)	(9.5%)
Other current liabilities	11	12	14	16	17	19	21	22	24	25	25	25	12	(2)	(18.5%)
Total Current Liabilities	\$ 7,044	\$ 6,923	\$ 7,485	\$ 7,229	\$ 7,346	\$ 7,721	\$ 7,765	\$ 7,769	\$ 8,137	\$ 8,474	\$ 8,578	\$ 9,167	\$ 7,450	\$ (406)	(5.8%)
Long-term liabilities															
Long-term debt less current maturities	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ -	0.0%
Deferred income taxes	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	-	0.0%
Other non-current liabilities	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	-	0.0%
Total Long-Term Liabilities	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ 12,449	\$ -	0.0%
Total Liabilities	\$ 19,493	\$ 19,372	\$ 19,934	\$ 19,678	\$ 19,795	\$ 20,170	\$ 20,214	\$ 20,218	\$ 20,586	\$ 20,923	\$ 21,027	\$ 21,616	\$ 19,899	\$ (406)	(2.1%)
Shareholders' Equity															
Common stock	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ 16,567	\$ -	0.0%
Retained earnings	(1,874)	(2,118)	(3,445)	(3,896)	(4,463)	(5,174)	(5,740)	(6,112)	(6,841)	(7,274)	(7,568)	(8,122)	(2,815)	(940)	50.2%
Total Shareholders' Equity	\$ 14,693	\$ 14,449	\$ 13,122	\$ 12,671	\$ 12,104	\$ 11,393	\$ 10,827	\$ 10,455	\$ 9,726	\$ 9,293	\$ 8,999	\$ 8,445	\$ 13,752	\$ 941	6.4%
Total Liabilities and Shareholders' Equity	\$ 34,186	\$ 33,821	\$ 33,056	\$ 32,350	\$ 31,899	\$ 31,562	\$ 31,041	\$ 30,673	\$ 30,312	\$ 30,216	\$ 30,026	\$ 30,060	\$ 33,651	\$ 535	2%

Note: These numbers do not reflect the impact of ASC606 which will be completed in conjunction with the year-end audit.

Cash Flow Summary

\$000's	2020 Monthly Cash Flow																
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	MTD Feb-20		YTD Feb-20		
	Act	Act	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Bud	Var \$	Act	Bud	Var \$
Cash flow from operations																	
Net Income (Loss)	\$ (293)	\$ (244)	\$ (626)	\$ (451)	\$ (567)	\$ (710)	\$ (565)	\$ (371)	\$ (728)	\$ (433)	\$ (297)	\$ (556)	\$ (543)	\$ 250	\$ (537)	\$ (970)	\$ 433
Depreciation, amortization and other	275	274	274	274	274	274	274	274	274	274	274	274	274	1	549	548	1
Change in operating assets and liabilities:																	
Accounts receivable	452	(135)	51	(29)	(19)	(10)	(19)	(19)	(8)	(12)	(63)	(34)	(33)	485	317	(56)	373
Prepaid expenses and other current assets	(28)	(6)	3	(2)	(1)	(1)	(1)	(1)	(0)	(1)	(4)	(2)	(2)	(26)	(34)	(3)	(31)
Accounts payable	114	(76)	2	1	3	5	3	4	2	2	0	2	1	114	38	1	37
Accrued expenses	(93)	28	(10)	6	4	2	4	4	2	3	13	7	7	(100)	(65)	12	(77)
Accrued income taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other changes in operating assets and liabilities	2	2	2	2	2	2	2	2	2	0	0	0	2	(0)	3	4	(0)
Deferred Revenue	(385)	(75)	42	(264)	109	366	36	(6)	363	332	90	578	20	(405)	(460)	161	(621)
Total Cash Flow from Operations	\$ 43	\$ (232)	\$ (262)	\$ (463)	\$ (196)	\$ (73)	\$ (267)	\$ (114)	\$ (94)	\$ 164	\$ 15	\$ 270	\$ (276)	\$ 319	\$ (189)	\$ (304)	\$ 115
Cash flow from investing																	
Additions to property, plant and equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Investment in intangibles	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other cash flow from investing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow from Investing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash flow from financing																	
Proceeds from the issuance of debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$ -	-
Common stock issued (repurchased)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other cash flow from financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow from Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net change in cash	\$ 43	\$ (232)	\$ (262)	\$ (463)	\$ (196)	\$ (73)	\$ (267)	\$ (114)	\$ (94)	\$ 164	\$ 15	\$ 270	\$ (276)	\$ 319	\$ (189)	\$ (304)	\$ 115
Beginning cash	3,793	3,836	3,604	3,341	2,878	2,682	2,610	2,343	2,228	2,134	2,298	2,313	3,973	(180)	7,630	7,670	(41)
Change in cash	43	(232)	(262)	(463)	(196)	(73)	(267)	(114)	(94)	164	15	270	(276)	319	(189)	(304)	115
Ending cash	\$ 3,836	\$ 3,604	\$ 3,341	\$ 2,878	\$ 2,682	\$ 2,610	\$ 2,343	\$ 2,228	\$ 2,134	\$ 2,298	\$ 2,313	\$ 2,583	\$ 3,697	\$ 139	\$ 7,440	\$ 7,366	\$ 74

The impact of ASC 606 is not reflected in the above numbers and will be restated in conjunction with the year-end audit.

Human Capital

Open Positions

Open Position	Type	Annual OTE	Status
Sales Dev Rep	Backfill	\$90K	Filled-March 23 rd start
Sales Dev Rep (Europe)	New	\$70K	Filled-April 6 th start
Product Marketing Manager	Backfill	\$187K	Actively Recruiting
Senior Product Engineer	Backfill	\$175K	Filled-March 25 th start
Product Engineer	Backfill	\$112K	Actively Recruiting
Dev Ops/Cloud Ops	Backfill	\$187K	Actively Recruiting

Termed Staff (Q1 2020)

Position	Exit Reason	Exit Date	Severance
Senior Product Engineer	Termination	01/08/2020	5 weeks
Sr VP, Engineering	Voluntary	01/31/2020	N/A
Director of Engineering	Position Eliminated	02/14/20	3 weeks
Sales Dev Rep	Voluntary	02/14/20	N/A
Product Engineer	Voluntary	03/06/20	N/A
Manager of DevOps	Voluntary	03/27/20	N/A

	\$000's	Payroll Expenses by Dept									
		MTD		Var		QTD		Var	YTD		Var
		Act	Bud	\$	%	Act	Bud	%	Act	Bud	%
	COR	\$150	\$142	(\$9)	(5.8%)	\$294	\$283	(3.6%)	\$294	\$283	(3.6%)
	R&D	245	280	\$34	14.1%	521	581	11.5%	521	581	11.5%
	Sales & Marketing	156	170	\$14	8.9%	307	334	8.6%	307	334	8.6%
	General & Admin	76	71	(\$5)	(7.0%)	148	142	(4.7%)	148	142	(4.7%)
	Total	\$628	\$662	\$34	5.5%	\$1,271	\$1,340	5.4%	\$1,271	\$1,340	5.4%

Payroll Expenses Commentary

- COR - unfavorable variance due to increase in cost of contractor performing billable services work
- R&D – Backfill and budgeted open positions is causing a favorable MTD and YTD variance
- S&M – Favorable MTD and YTD variance due to open positions
- G&A – Accrual for new STD/LTD/Life/ADD in admin, will be allocated out to department once bill is received from Cigna

Headcount (2019-2020)

