Upland Overview

March 2020

Safe Harbor Statement

This presentation includes "forward-looking statements," which are subject to substantial risks, uncertainties and assumptions, subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Accordingly, you should not place undue reliance on these forward-looking statements. Forward-looking statements include any statement that does not directly relate to any historical or current fact and often include words such as "believe," "expect," "anticipate," "intend," "plan," "assume," "assumption," "forecast," "estimate," "seek," "will," "may" or similar expressions. Actual results may differ materially from those indicated by such forward-looking statements as a result of various important factors, including: our financial performance and our ability to achieve, sustain or increase profitability or predict financial results; our ability to generate adequate cash flows from our business; our ability to attract and retain customers; our ability to deliver high-quality customer service; lack of demand growth for our applications; our ability to effectively manage our growth; our ability to continue to consummate and integrate acquisitions and mergers; our ability to manage and predict costs related to our acquisition program; our ability to maintain our senior management and key personnel; our ability to maintain and expand our direct sales organization; our ability to obtain financing in the future on acceptable terms or at all; the performance of our resellers; our ability to adapt to changing market conditions and competition; our ability to successfully enter new markets and manage our international expansion; fluctuations in currency exchange rates; the operation and reliability of our third-party data centers and other service providers; and factors that could affect our business and financial results identified in Upland's filings with the Securities and Exchange Commission (the "SEC"), including Upland's most recent 10-K, filed with the SEC on March 15, 2019. Additional information will also be set forth in Upland's future quarterly reports on Form 10-Q, annual reports on Form 10-K and other filings that Upland makes with the SEC. The forward-looking statements herein represent Upland's views as of the date of this presentation and these views could change. However, while Upland may elect to update these forward-looking statements at some point in the future, Upland specifically disclaims any obligation to do so. These forward-looking statements should not be relied upon as representing the views of Upland as of any date subsequent to the date of this presentation.

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Upland Management Team

Jack McDonald
Founder, Chairman, and CEO

+ **Serial entrepreneur,** winner of E&Y Entrepreneur of The Year™ Award
+ Led **two successful NASDAQ IPOs** (UPLD + PRFT)
+ Created **>$2BN** in shareholder / enterprise value across companies
+ **Led PRFT** (1999 – 2010) from startup to **$250MM** global IT consulting leader
+ **Consistent value creation track record** as public company Chairman / CEO
+ Executed as CEO **45+** successful technology acquisitions
+ Raised **$1B+** in equity and debt across 3 companies

Mike Hill
CFO

+ Member of **Upland founding team**
+ **CFO of Perficient** (NASDAQ: PRFT) (2004-2007) **from $30MM to over $200MM** annual revenue run-rate
+ **Consistent value creation track record** as public company CFO
+ Executed as CFO **35+** successful technology acquisitions across 3 companies
+ Raised **$1B+** in equity and debt across 3 companies
+ Started career at **Ernst & Young LLP** (1991 – 1999)
+ BBA from University of Texas

Company Overview

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Investment Highlights

Enterprise Work Management Clouds for automated and integrated workflows

Market opportunity driven by cloud, digital transformation, and VC investment tailwinds
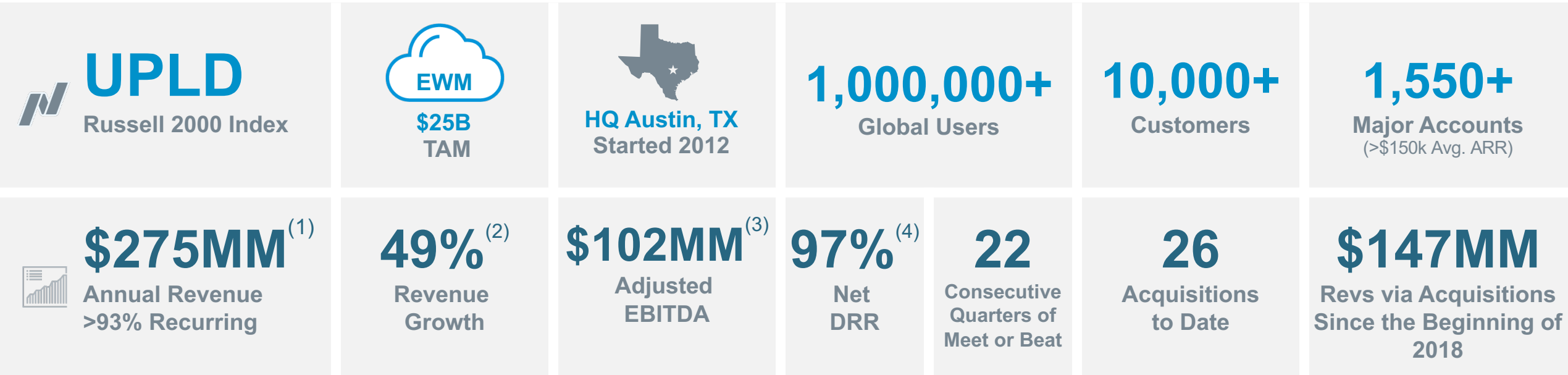
Growth flywheel: Product + Operating + M&A Platforms

UplandOne operating platform provides unique and <u>proven</u> ability to execute and scale

High growth, recurring revenue and high margin model + capital and tax efficient

Emerging enterprise sales distribution

Experienced management team driving value creation through prudent capital stewardship

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Upland Software at a Glance

UPLD Russell 2000 Index	**EWM** **$25B** **TAM**	**HQ Austin, TX** **Started 2012**	**1,000,000+** **Global Users**	**10,000+** **Customers**	**1,550+** **Major Accounts** (>$150k Avg. ARR)
$275MM[1] **Annual Revenue** **>93% Recurring**	**49%**[2] **Revenue** **Growth**	**$102MM**[3] **Adjusted** **EBITDA**	**97%**[4] **Net** **DRR**	**22** **Consecutive** **Quarters of** **Meet or Beat** **26** **Acquisitions** **to Date**	**$147MM** **Revs via Acquisitions** **Since the Beginning of** **2018**

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Digital Transformation Is Driving Demand
Enterprises Struggle Solving Fundamental Business Issues

Customer Expectations Continue to Grow

- Rise of the customer experience economy – CX as today's competitive battleground
- Proliferation of customer touchpoints driving more complexity and more siloed interactions

Disparate Data and Inefficient Processes Create Bottlenecks

- Manual, time-intensive processes as the status quo
- Complex, intertwined web of paper documents and digital workflows

Operational Complexity Creates Cost and Productivity Challenges

- Lack of coordination and alignment directly hurting the top and bottom line
- Limited visibility into project budget and status driving bloated costs

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Upland's Enterprise Work Management Clouds

CUSTOMER EXPERIENCE MANAGEMENT

Orchestrate Customer Journeys

by delivering multi-channel, personalized conversations across the entire customer journey

Mobile Messaging

Mobile Apps + Push

Email Marketing

Voice of Customer

Knowledge Management

Contact Center Productivity

ENTERPRISE SALES & MARKETING

Synchronize Revenue Teams

by optimizing the way sales and marketing engage from initial lead to customer advocacy

Customer Revenue Optimization

RFP Automation

Customer Advocacy

Content Operations

Marketing Automation

PROJECT & IT MANAGEMENT

Deliver Cost Transparency

by aligning business strategy with projects, IT, and human capital

IT Financial Management

Telecom Expense Management

Project & Portfolio Management

Professional Services Automation

DOCUMENT WORKFLOW

Streamline Volume Processes

by securely digitizing and automating document workflows

Secure Document Capture & Fax

Enterprise Cloud Fax

Document & Workflow Automation

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Cloud-Based Solutions That Automate and Integrate Enterprise Workflows

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3 Key Drivers of the Upland Growth Flywheel

Product Platform: Enterprise Clouds

Singular Focus on **100%** Customer Success

Operating Platform: UplandOne

M&A Platform: Consolidator of Subscale Cloud Providers

✓ **Acquire thematic, proven cloud products with blue chip customers at highly accretive multiples**

✓ **Professionalize operations via transformation playbook, increase margins + customer satisfaction**

✓ **Drive expansion revenue across our 9,000+ customers through growing enterprise salesforce**

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UplandOne = A Better Way to Run a Software Business

1 **100% Customer Success Culture**
Proven, programmatic, efficient customer outreach and account management

2 **Enterprise Grade Delivery**
Global 24/7 customer support + PSO + AWS

3 **Analytics and Automation**
Hyper-efficient and responsive R&D

4 **Customer-Driven Product Innovation**
Customer needs guiding both R&D and M&A initiatives

5 **Outsourcing and Offshoring**
Tap global labor markets, staff with stars at fraction of price

Satisfied Customers
97% *Net Dollar Retention Rate[1]*

Higher Margins
37% *Adjusted EBITDA margin[2]*

Unique Ability to Execute and Scale

(1) As disclosed in the the February 26, 2020 8-K.
(2) Adjusted EBITDA as a % of revenue based on the midpoint of our guidance range for the year ended December 31, 2020 as disclosed in the February 26, 2020 press release. See Appendix for definition and reconciliation of Adjusted EBITDA.

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Upland's Unified Product Platform

✓ **Integrated Platform**   ✓ **Seamless Experience**   ✓ **Deep Functionality**   ✓ **Enterprise-Grade**

Common UI/UX

Single Sign On (SSO)

Upland Analytics

Upland Mobile

Upland WorkCenter

Customer Experience Management Cloud

Enterprise Sales & Marketing Cloud

Project & IT Management Cloud

Document Workflow Cloud

4 Enterprise Clouds
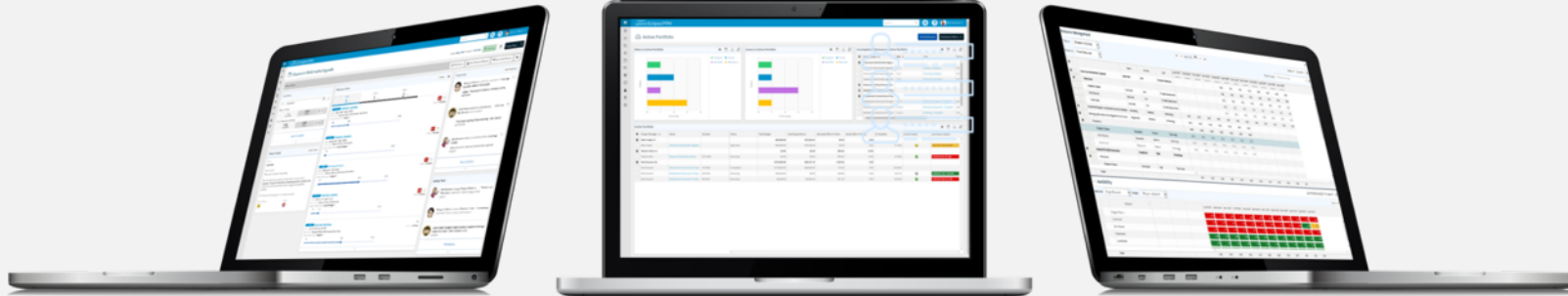
20+ Enterprise Work Management Products

Upland Integration Platform

Integrations Powered by Dell Boomi

Enterprise-Grade Cloud Platform   amazon web services

Enterprise-Grade Cloud Platform

LinkedIn   Marketo   ORACLE   salesforce   infor   SAP   Microsoft Dynamics   CONCUR   ADP

Key Third-Party Applications

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Upland's M&A Platform: Target Screening Objectives

Goals and Track Record

+ Innovate through acquisition

+ Add $25-$50MM revenue run-rate per year

+ Strong reputation / pipeline

+ CEO has done over 45 successful tech acquisitions in 20 years

+ 26 acquisitions to date @ 0.9x-3.5x revs

Strategic Fit

+ Cloud-native

+ Build out solution suites

+ Solutions our existing customers want

+ Add to our Fortune 2000 and major mid-size customer base

+ US, Canada, EMEA

Financial Fit

+ $5-$25MM Revenue

+ Sticky, with 90%+ NDRR

+ 70%+ Gross Margins

+ 10-15% Organic Growth

+ Average ARR per Major Account > $25K

+ 5-8x Pro Forma Adj. EBITDA[1]

Source: Company information and management
(1) See Appendix for definition of Adjusted EBITDA.

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Upland's M&A Platform: Market Opportunity

Targeting "Orphaned" VC Investments
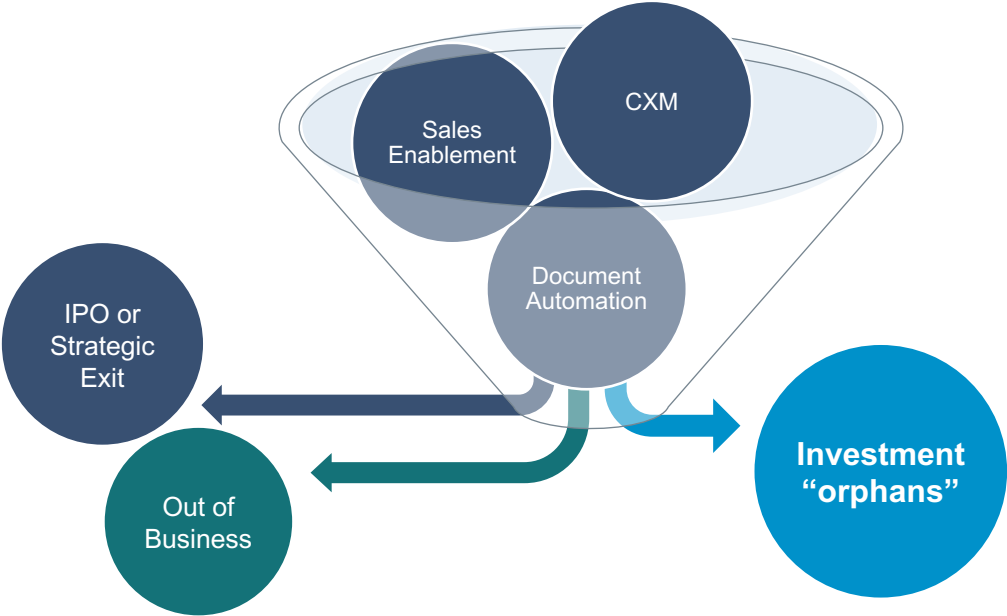
Targeting a *large pool of VC Cloud investments*: businesses with a proven product / market, but in need of a platform

Evergreen opportunity from continued VC Cloud investments

Massive and Growing VC Investment in Software and Cloud

Legend: Amount Invested ($bn) | # of Deals

Growing pool of targets with *$210 billion invested by VCs* since 2002[1]

Majority of VC investments in Cloud have come in the *last 5 years*
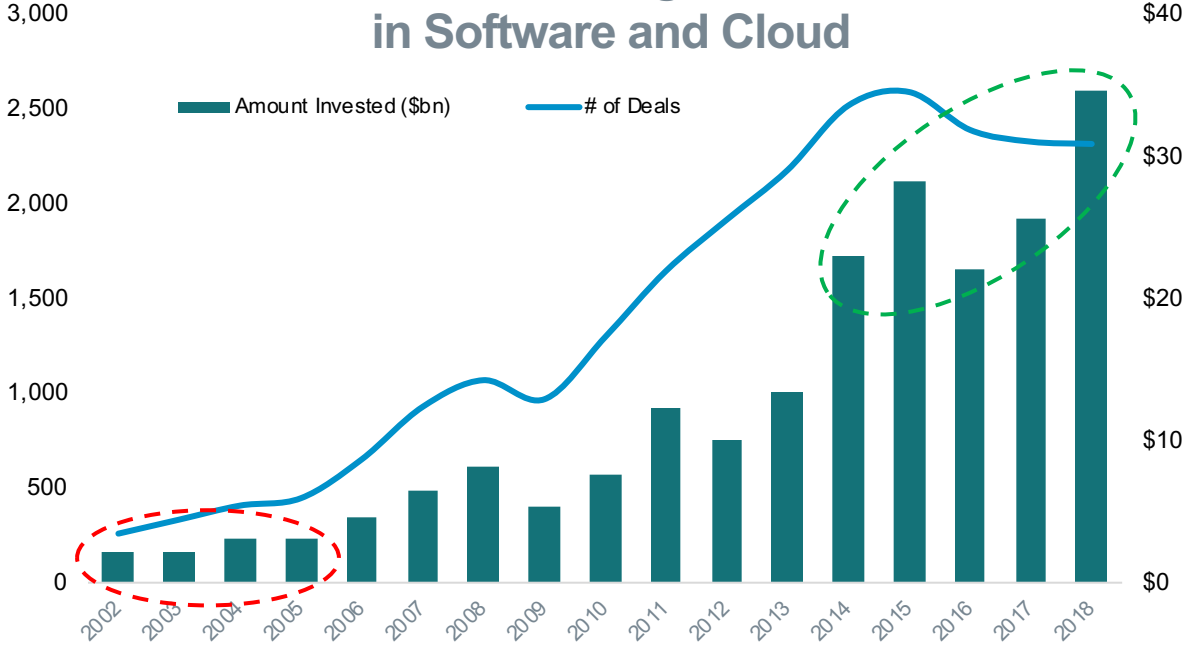
(1)   PwC/CBInsights MoneyTree™ data for Q1 2002 to Q4 2018, filtered by Sector (Software and Internet) and Stage (Seed, Early, Expansion, Later Stage, or Other).

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Diversified Base of 10,000+ Customers

Building lasting and **strategic relationships** with customers

1,550+ accounts >$150K ARR

85%+ recurring revenue from major accounts

Financial Services

BNY MELLON · Fidelity INVESTMENTS · OPTUM · Goldman Sachs · ING · JPMorganChase · MUFG Bank of Tokyo-Mitsubishi UFJ · RAYMOND JAMES · PAYCHEX · TOYOTA FINANCIAL SERVICES · ZURICH · SunTrust · WELLS FARGO

Government, Nonprofit, Education

American Red Cross · CUNY THE CITY UNIVERSITY OF NEW YORK · HUMAN RIGHTS CAMPAIGN · NATIONAL ASSOCIATION of REALTORS · The Nature Conservancy · NYC Human Resources Administration · PETA · Planned Parenthood · SIERRA CLUB · UNITED STATES NAVY

Technology

Adobe · CDW · CISCO · DELL · ERICSSON · workday · GE · SAP · SIEMENS · Hewlett Packard Enterprise · AUTODESK · acer · vmware · sage

Telecom & Media

Allured business media · Disney · FP NEWS PAPERS INC · gray · iHeart RADIO · The McGraw-Hill Companies · McGraw Hill Education · NBC UNIVERSAL · SAGE Publishing · StarTribune · VIACOM · BT · Sprint · ADWEEK · COMCAST · HBO

Manufacturing, Industrial

Abbott · CNH · DUKE ENERGY · EMERSON · HomeServe · EATON · Ingersoll Rand Inspiring Progress · Johnson Controls · GE · PPG · Rockwell Collins · ThermoFisher SCIENTIFIC

Corporate Services

ADP · CenturyLink · fiserv · hp · RICOH · tyco · xerox

Healthcare

Cigna · McKESSON · MERCK · Pfizer · UnitedHealthcare Medicare Solutions

Consumer, Restaurant, Retail

AAA · AVIS · Life Fitness · MARKS & SPENCER · Coca-Cola · Callaway GOLF · HARLEY-DAVIDSON MOTOR CYCLES · Kellogg's · Nestlé · MARY KAY · MillerCoors A MOLSON COORS COMPANY · PEPSICO · SARGENTO · COST PLUS WORLD MARKET · STAPLES · WHATABURGER

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Proven Ability To Drive Strategic Relationships

Cloud	Customer	Problem	Delivered	Results
Customer Experience Management	**Large US Retailer**	Under performing customer loyalty program	Launched interactive mobile messaging campaigns using Upland's Mobile Messaging Solution	+ Expanded customer loyalty program from **500K > 3MM subscribers** + Grew ARR from $350K to $605K from 2017-18 (**+74% CAGR**)
Project & IT Management	**Large Medical Device Manufacturer**	Lost visibility of IT spending post merger	Automated and centralized project management with Upland's Project and Financial Management Solution	+ Now tracking all IT projects and resource costs for **>4,000 users** + Grew ARR from $55K to $724K from 2014-18 (**+77% CAGR**)
Document Workflow Management	**Global IT Services Company**	Inefficient global document management	Delivered document processing globally using Upland's Secure Document Capture Solution	+ Saving **$MM's annually** while reducing project cycle times from **2 days to 2 hours** + Grew ARR from $1.8MM to $2.5MM from 2017-18 (**+21% CAGR**)

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Experienced Management Team with Track Record of Successful Execution

Jack McDonald
Founder, Chairman & CEO
+ Leads overall strategic direction, acquisition, integration, and growth strategies

Tim Mattox
President & COO
+ Leads development, operations, human resources, and product areas

Rod Favaron
President & CCO
+ Leads sales, marketing, and customer success areas

Mike Hill
CFO
+ Leads finance & corporate development organizations

Jim Rudden
EVP & Chief Marketing Officer
+ Oversees worldwide brand, product and demand marketing

Mounir Hilal
EVP & General Manager
+ Oversees Project & IT Management Cloud group and responsible for Upland's Customer Success Program

Jed Alpert
EVP & General Manager
+ Oversees Customer Experience Management Cloud group

Karen Cummings
SVP & General Manager
+ Oversees Document Workflow Cloud group

Patrick Morrissey
SVP & General Manager
+ Oversees Enterprise Sales and Marketing Cloud group

Kin Gill
SVP & General Counsel & Secretary
+ Oversees worldwide legal affairs and implementation of overall legal strategy

Ian Burk
SVP of Integration
+ Leads integration operations and acts as transitional GM for acquired companies

Paul Miller
SVP & Chief Information Officer
+ Leads core operational functions, including sales operations, and business operations

Austin Woody
SVP of M&A and Corporate Development
+ Leads acquisitions and corporate development team

Kevin Sequeira
SVP of Product Management
+ Leads product management and responsible for delivering customer-driven innovation across product lines

Rochelle Delley
VP of Security and Compliance
+ Leads global security and compliance policies and programs

Jen Verzal
VP of Human Resources
+ Leads human resources and responsible for building a culture of smart, positive, and creative people

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Financial Overview

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Financial Highlights

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Capital Stewardship + Value Creation

✓ **39% revenue growth CAGR** ('16A-'20E)[1]

✓ **>93% recurring revenue**, growing 49%[2]

✓ **97% net dollar retention rate**[3]

✓ **37% Adjusted EBITDA margin**[4] (target 40% at scale)

✓ **High adjusted FCF conversion:** capital and tax efficient

✓ **Met or beat guidance every quarter since IPO** (22 consecutive quarters)

(1) Based on the midpoint of our guidance range for the year ended December 31, 2020 as disclosed in the February 26, 2020 press release.
(2) Year-over-year recurring revenue growth rate as disclosed in March 2, 2020 10-K.
(3) As disclosed in the March 2, 2020 10-K.
(4) Adjusted EBITDA as a % of revenue based on the midpoint of our guidance range for the year ended December 31, 2020 as disclosed in the February 26, 2020 8-K. See Appendix for definition and reconciliation of Adjusted EBITDA.

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Stages of Upland's Evolution

M&A for Critical Mass → Standardize Operating Platform → Margin Expansion → Organic Growth
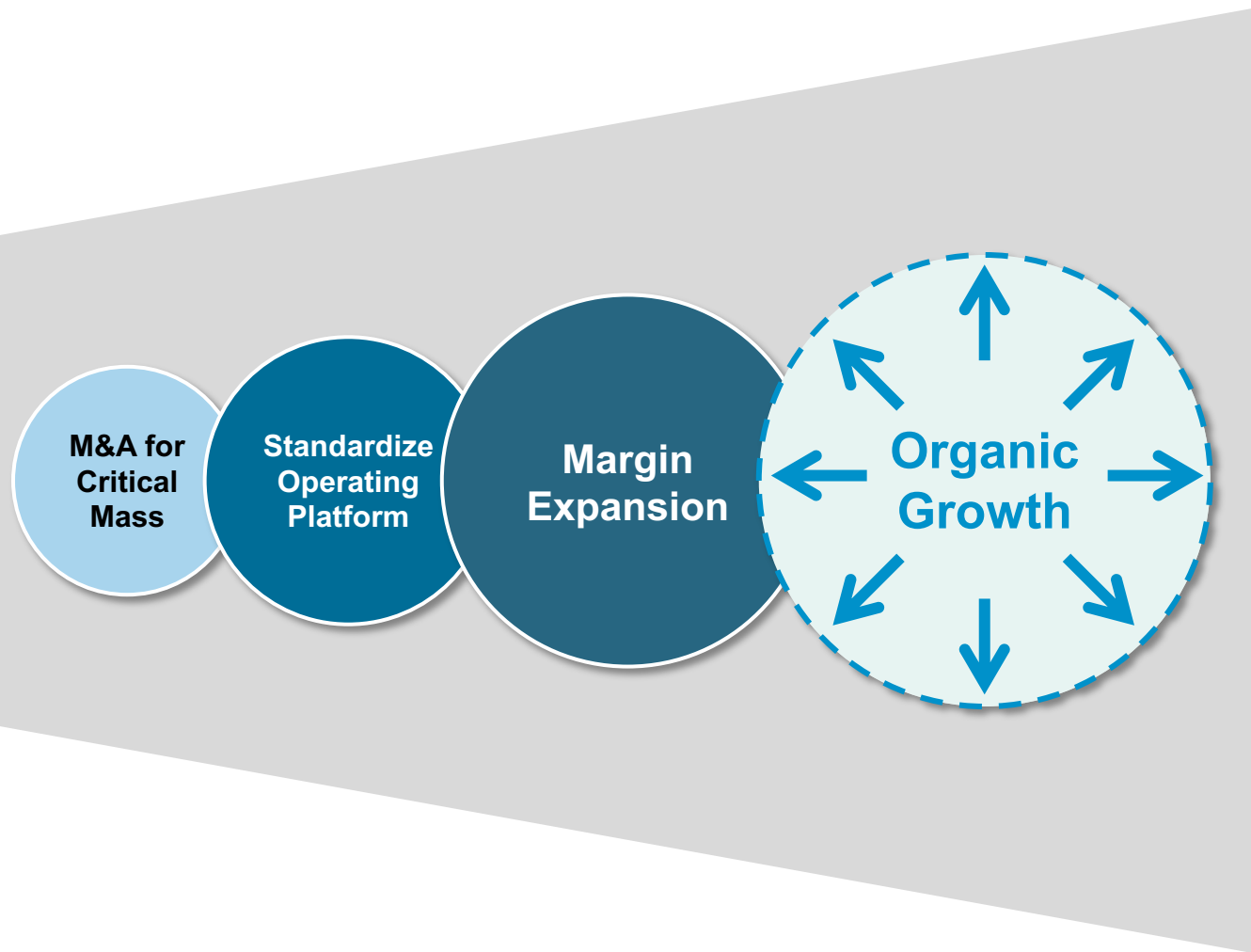
Drivers of Our Organic Growth Opportunity

+ Re-aligned sales force strategy with focus on efficiency and growth

+ Acquisition of more thematic, faster growing targets

+ Significant digital transformation tailwinds across the sales and marketing departments

+ Early innings of cross-selling products

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Annual Revenue Growth Trend

Growth Drivers

+ Accretive acquisitions

+ 97% net dollar retention rate[2]

+ Installed base expansion

+ Price uplift, platinum support

+ Efficient new logo acquisition

Annual Revenue
($ in millions)

Prof. Serv. & License
Recurring[3]

4-year CAGR: 39%

Year	Recurring	Prof. Serv. & License	Total
2016	$65.6		$74.8
2017	$85.5		$98.0
2018	$136.6		$149.9
2019	$203.9		$222.6
2020	$257.4		$275.5

Actuals   Guide[1]

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Adjusted EBITDA Growth Trend

Consistent Margin Expansion

+ Driven by UplandOne operating platform and scale efficiencies

+ Adjusted EBITDA expansion from 3% at IPO to 37% today[1]

+ During which time we grew field sales HC from 3 to 56 and overall Sales HC (including inside sales, BDRs, etc.) from 35 to 85

Quarterly Adjusted EBITDA
($ in millions)
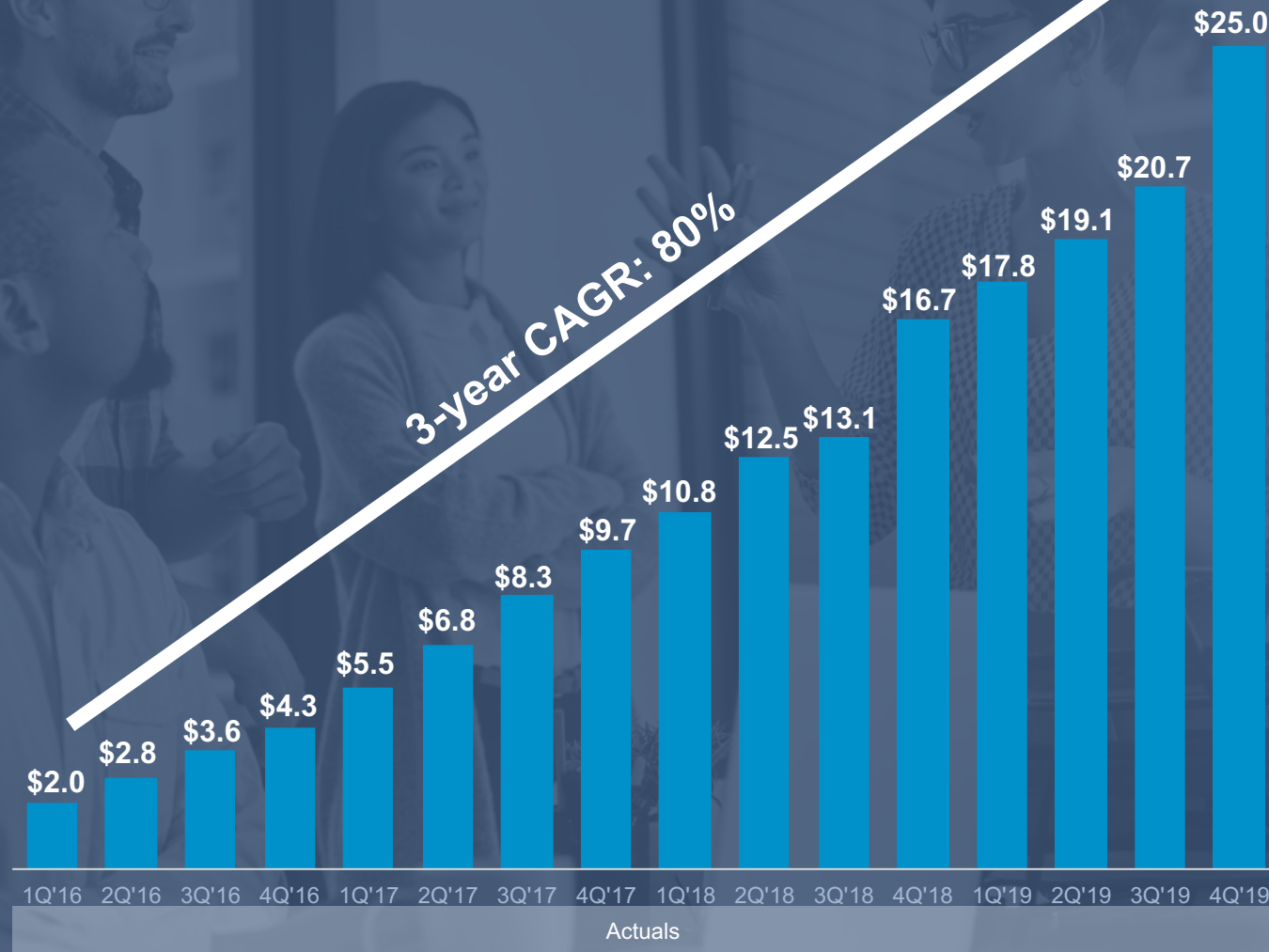
3-year CAGR: 80%

Quarter	Value
1Q'16	$2.0
2Q'16	$2.8
3Q'16	$3.6
4Q'16	$4.3
1Q'17	$5.5
2Q'17	$6.8
3Q'17	$8.3
4Q'17	$9.7
1Q'18	$10.8
2Q'18	$12.5
3Q'18	$13.1
4Q'18	$16.7
1Q'19	$17.8
2Q'19	$19.1
3Q'19	$20.7
4Q'19	$25.0

Actuals

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Emerging enterprise sales distribution

Experienced management team driving value creation through prudent capital stewardship

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Acquisition Related Expenses Are Temporary

Example Mix of Acq Related Expenses

- Legal, accounting, tax diligence experts
- Banking fees
- Indemnity insurance
- M&A bonuses

- Office lease terminations
- Vendor cancellations
- Datacenter lift & shift

Transaction costs

Restructuring & Transformation Non-People Costs

Restructuring & Transformation People Costs
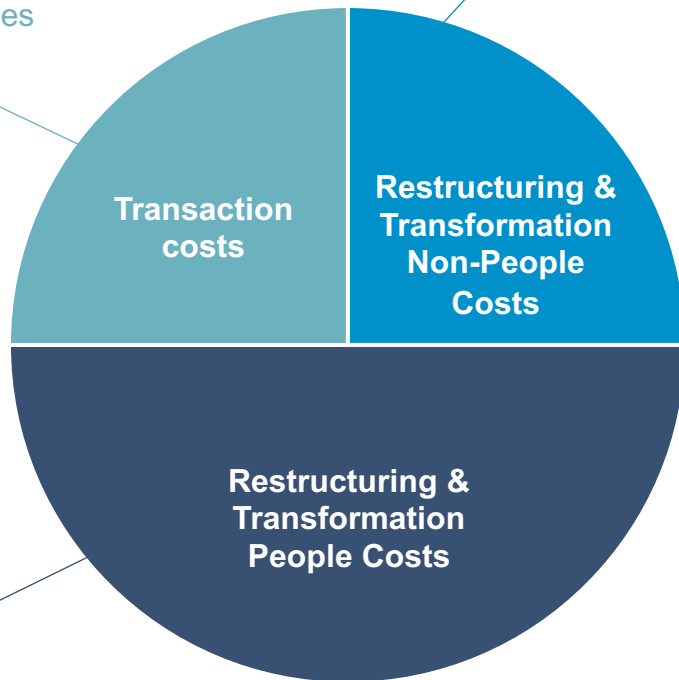
- Severance
- Transitional personnel compensation
- Temporary transitional contractors
- Marketing conversions

Source: Company Information

Example Timing of Acq Related Exp on P&L for Each Acq

Expenses Eliminated after 4 Qtrs

	Q1	Q2	Q3	Q4
	45%	30%	17%	8%
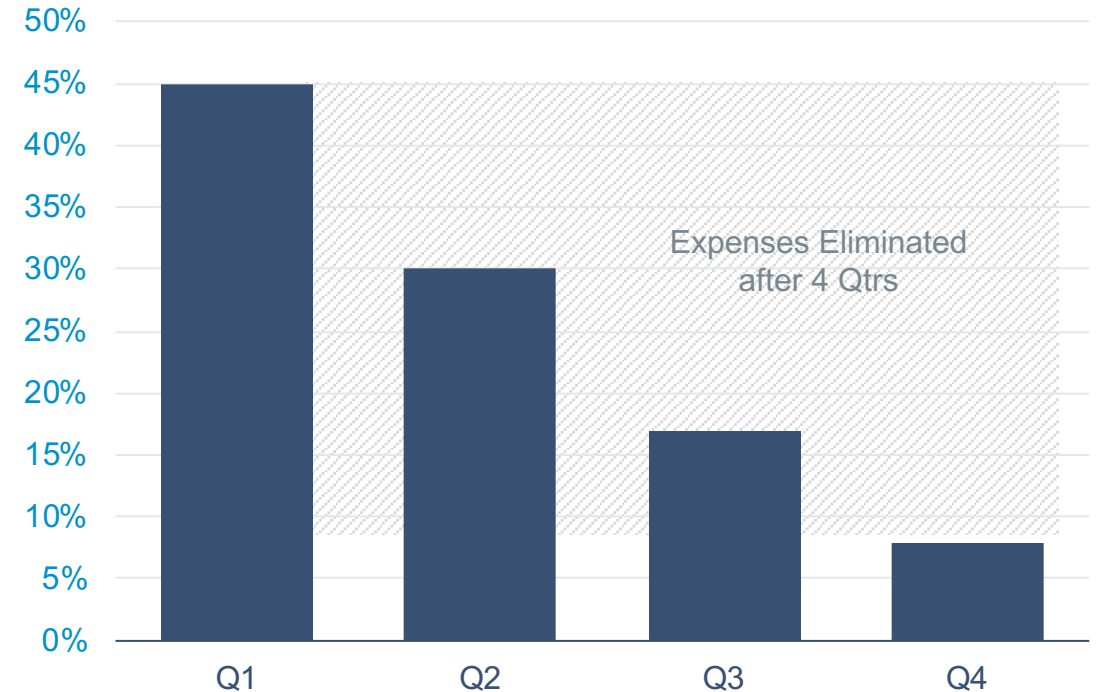
Note: Expense recognition timing varies based on the timing of the close of the acquisition transaction within the initial calendar quarter and when each type of expense is incurred. Examples: acquisition transaction costs are generally expensed when the acquisition closes; people costs are expensed as compensation is earned over time; severance expense is recognized in the period that termination is communicated to the employee; and lease termination costs are expensed in the period when the lease is vacated.

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Theoretical AEBITDA to FCF Bridge

In Millions
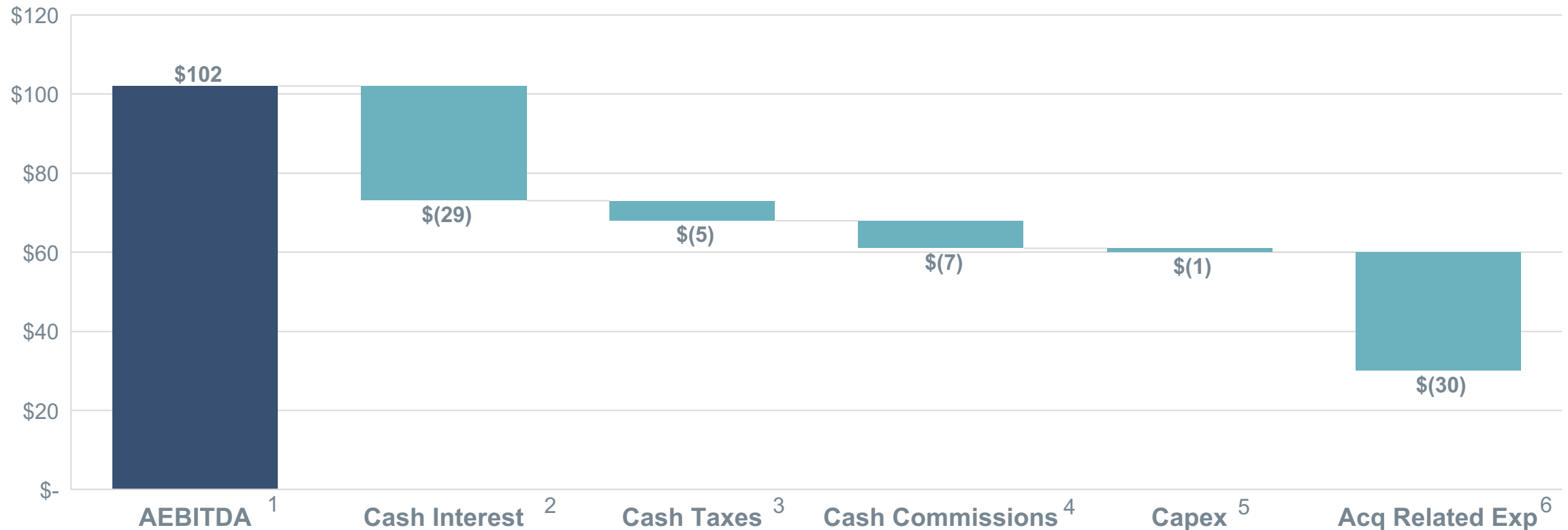
Chart: Waterfall bridge

- AEBITDA [1]: $102
- Cash Interest [2]: $(29)
- Cash Taxes [3]: $(5)
- Cash Commissions [4]: $(7)
- Capex [5]: $(1)
- Acq Related Exp [6]: $(30)

Source: Company information and management
(1) Based on the midpoint of full year 2020 guidance in the February 26, 2020 8-K.
(2) Annual net cash interest based on $539MM of gross debt outstanding at 5.4% interest rate.
(3) Annual cash taxes estimated based on cash taxes disclosed in the supplemental information of the Statement of Cash Flows for full year 2019 in the March 2, 2020 10-K and forecasting additional cash taxes for recent acquisitions.
(4) Estimated annual sales commissions to be paid, net of amortization of deferred commissions (i.e. annual increase in prepaid sales commissions).
(5) Annual capital expenditures for purchases of plant, property, and equipment based on full year 2019 in the March 2, 2020 10-K.
(6) Annual acquisition related expenses estimated based on 50% of new future acquired annualized revenue of $60MM. However, if there are no future acquisitions, then acquisition related expenses would cease by Q1 2021.

Note: This chart is for illustrative purposes only, does not constitute guidance and is based on assumptions. There can be no assurance that these illustrative amounts will represent future results. For example, annual cash taxes are estimated with high level assumptions and have not been determined by bottoms-up analysis around taxable income by jurisdiction and tax NOL usage over time. Similarly, cash interest could change with debt levels, cash commissions are dependent upon levels of future bookings, capex could vary, and acquisition related expenses vary based on the size and timing of acquisitions and end by Q1'21 if acquisition activity stops.

Source: Company Information

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Organic Growth Rate

+ GAAP Recurring Revenue

+ Operating assets owned for full prior year comparison period, excl. divested/sunset assets

+ Deferred revenue discount can inflate reported organic growth rate

+ Disclosed in 10-Q/K's and tied out by external independent auditors

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-K

Upland Software, Inc.

(Exact name of registrant as specified in its charter)

Comparison of Years Ended December 31, 2019 and December 31, 2018

Subscription and support revenue was $203.9 million in 2019, compared to $136.6 million in 2018, an increase of $67.3 million, or 49%. Of the increase in subscription and support revenue, $61.6 million was due to the acquisitions we closed after January 1, 2018. Subscription and support revenue related to our Sunset Assets decreased $1.5 million as a result of decreased sales and marketing focus on those Sunset Assets. Subscription and support revenue related to our Organic Business increased $7.2 million, or 7%.

"…subscription and support revenue related to our organic business increased by $7.2 million, or 7%."

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Theoretical AEBITDA to Debt Service Bridge

In Millions
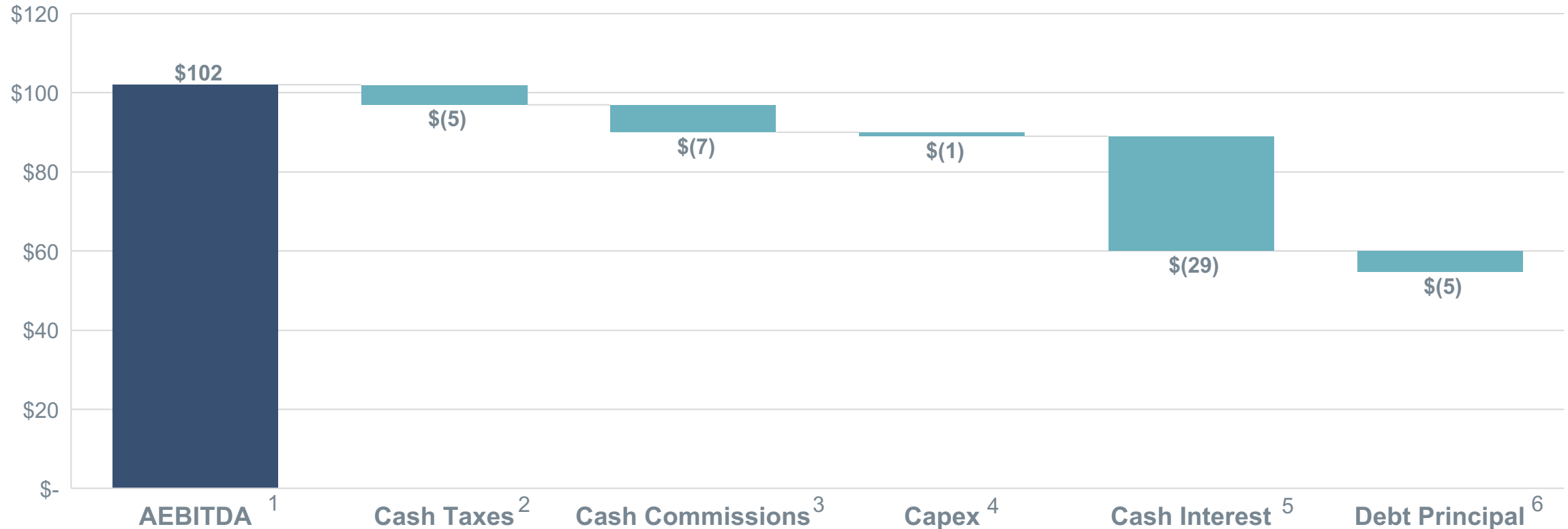
Waterfall chart:
- **AEBITDA** [1]: **$102**
- **Cash Taxes** [2]: $(5)
- **Cash Commissions** [3]: $(7)
- **Capex** [4]: $(1)
- **Cash Interest** [5]: $(29)
- **Debt Principal** [6]: $(5)

Source: Company information and management
(1) Based on the midpoint of full year 2020 guidance in the February 26, 2020 8-K.
(2) Annual cash taxes estimated based on cash taxes disclosed in the supplemental information of the Statement of Cash Flows for full year 2019 in the March 2, 2020 10-K and forecasting additional cash taxes for recent acquisitions.
(3) Estimated annual sales commissions to be paid, net of amortization of deferred commissions (i.e. annual increase in prepaid sales commissions).
(4) Annual capital expenditures for purchases of plant, property, and equipment based on full year 2019 in the March 2, 2020 10-K.
(5) Annual net cash interest based on $539MM of gross debt outstanding at 5.4% interest rate.
(6) Annual principal payments at 1% of term debt facility which matures August 6, 2026.

Note: This chart is for illustrative purposes only, does not constitute guidance and is based on assumptions. There can be no assurance that these illustrative amounts will represent future results. For example, annual cash taxes are estimated with high level assumptions and have not been determined by bottoms-up analysis around taxable income by jurisdiction and tax NOL usage over time. Similarly, cash interest could change with debt levels, cash commissions are dependent upon levels of future bookings, capex could vary, and this chart excludes acquisition related expenses may vary based on the size and timing of acquisitions and end by Q1'21 if acquisition activity stops.

Source: Company Information

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Adjusted EBITDA Reconciliation to Net Income (Loss)
(in Millions)

	4Q'16	1Q'17	2Q'17	3Q'17	4Q'17	1Q'18	2Q'18	3Q'18	4Q'18	1Q'19	2Q'19	3Q'19	4Q'19
Net Income (Loss)	$(2.0)	$(5.6)	$(5.8)	$(3.5)	$(3.8)	$(3.2)	$(5.2)	$(4.2)	$1.8	$(7.8)	$(5.4)	$(12.3)	$(19.9)
Depreciation and amortization expense	2.3	2.4	2.6	3.1	3.8	4.2	5.0	5.4	6.7	7.4	7.8	8.6	10.9
Interest expense, net	0.8	0.9	1.2	2.3	2.2	2.5	3.1	3.1	4.5	5.1	5.2	5.5	6.4
Other expense (income), net	(0.4)	0.1	0.0	0.1	(0.5)	(0.3)	0.5	0.7	0.8	0.8	0.7	0.2	1.6
Loss on debt extinguishment	-	-	1.6	(1.6)	-	-	-	-	-	-	-	2.3	-
Provision for (benefit from) income taxes	1.0	1.0	0.2	0.4	(0.3)	0.5	0.9	0.7	(11.9)	(0.6)	(6.1)	0.5	(0.6)
Stock-based compensation expense	1.7	2.3	3.6	1.9	2.2	2.6	4.0	3.8	3.8	4.6	6.9	7.2	7.0
Acquisition-related expense	0.7	3.7	2.3	4.3	4.7	3.1	3.1	2.5	10.0	7.7	9.3	7.5	15.2
Purchase accounting deferred revenue discount	0.2	0.7	1.1	1.3	1.4	1.4	1.1	1.1	1.0	0.6	0.7	1.2	4.3
Adjusted EBITDA	**$4.3**	**$5.5**	**$6.8**	**$8.3**	**$9.7**	**$10.8**	**$12.5**	**$13.1**	**$16.7**	**$17.8**	**$19.1**	**$20.7**	**$25.0**

Source: Company Information

We define Adjusted EBITDA as net loss, calculated in accordance with GAAP, plus depreciation and amortization expense, interest expense, net, other expense (income), net, loss on debt extinguishment, provision for income taxes, stock-based compensation expense, acquisition-related expenses, and purchase accounting adjustments for deferred revenue. We believe that Adjusted EBITDA provides useful information to management, investors and others in understanding and evaluating our operating results; however, Adjusted EBITDA should not be considered as an alternative to net loss or any other measure of financial performance calculated and presented in accordance with GAAP and has important limitations as an analytical tool, including that other companies might calculate Adjusted EBITDA or similarly titled measures differently. Because of these limitations, you should consider Adjusted EBITDA together with other financial performance measures, including various cash flow metrics, net loss and our other GAAP results.

Above is a reconciliation of Adjusted EBITDA to net income (loss), the most directly comparable GAAP measure.

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Acquisitions To Date

FEB 2012	**PowerSteering** *Project Portfolio Management*
JAN 2016	**LeadLander** *Website Visitor Analytics & Reporting*
OCT 2018	**Rant & Rave** *Cloud-Based Customer Engagement*

FEB 2012	**Tenrox** *Professional Services Automation*
MAR 2016	**Hipcricket** *Enterprise Mobile Messaging & SMS*
DEC 2018	**Adestra** *Email Marketing Automation & Analytics*

NOV 2012	**EPM Live** *Project & Work Management*
MAY 2016	**API** *Document & Workflow Automation*
APR 2019	**Post-Up** *Email Marketing Automation & Analytics*

MAY 2013	**FileBound** *Document & Workflow Automation*
JAN 2017	**Omtool (AccuRoute)** *Secure Document Capture & Fax*
MAY 2019	**Kapost** *Content Operations Platform*

NOV 2013	**ComSci** *IT Financial Management*
APR 2017	**RightAnswers** *Enterprise Knowledge Management*
AUG 2019	**Cimpl** *Telecom Expense Management*

DEC 2013	**Clickability** *Enterprise Web Content Management*
JUL 2017	**Waterfall** *Enterprise Mobile Messaging & SMS*
OCT 2019	**InGenius** *Contact Center Productivity*

NOV 2014	**Eclipse PPM** *Project & Work Management*
NOV 2017	**Qvidian** *RFP & Sales Proposal Automation*
OCT 2019	**Altify** *Customer Revenue Optimization*

DEC 2014	**Mobile Commons** *Enterprise Mobile Messaging & SMS*
MAR 2018	**InterFAX** *Enterprise Cloud-Based Fax*
FEB 2020	**Localytics** *Mobile Application Personalization*

| NOV 2015 | **Ultriva** *Supply Chain Management* |
| JUN 2018 | **RO Innovation** *Customer Reference & Sales Enablement* |

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Upland CXM Helps Drive a Unified Customer Experience

Before Upland

- ✖ **Siloed data and interactions**
- ✖ **Every department executing its own agenda**
- ✖ **Poor customer experience**

From a journey happening TO the customer…

After Upland CXM

Benefits delivered:

Increased NPS and customer satisfaction

Increased customer retention and loyalty

Reduced cost of complaints

Greater bookings

Recommended next best action

Contextual engagement from customer signals

Customer-centric journey

…to a journey DRIVEN BY the customer

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Upland CXM Driving Customer Insights for sage

Challenges

✖ 7 different VoC solutions

✖ No coordination across departments

✖ Inconsistent data

✖ Time lag in response

= **Frustrated Customers**

Value to Company

✓ Unified customer profile

✓ Seamless coordination across departments

⬆ **50K** feedback data points

⬇ **30%** reduction in cost of complaints

100% of employees & agents said feedback was easier to access and understand

Sales   Marketing

Customer Service   Customer Engagement   Customer Success
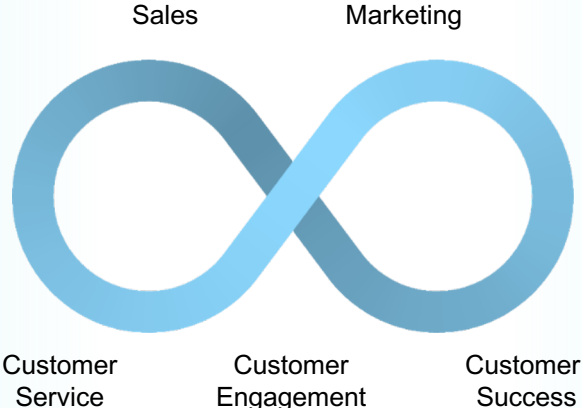
Customer Lifetime Value

Value to Customers

✓ Better customer experience

✓ Understanding of needs and concerns

⬆ **10** NPS points

⬆ **100K** customer insights

⬆ **5%** customer satisfaction

> " *Upland CXM enables us to connect with our customers, turning their real-time feedback into actionable insight. Not only have we seen brilliant engagement from our employees, but we're also able to close the loop with our customers…* "
>
> **Vice President of Customer Experience, Sage Software**

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Customer Experience Management Cloud
Orchestrate Customer Journeys

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
Mobile Messaging	Enterprise Mobile Messaging & SMS (A2P SMS)	Provides **communications teams, marketers, & program managers** with an enterprise class platform for planning, executing, managing and analyzing complex mobile messaging campaigns.	Healthcare, Government, Business Services, Non-Profits and Advocacy, Consumer Brands, Media & Entertainment, Restaurant, Retail	interactive® vibes mGage REVOLUTION MESSAGING	• Enterprise-grade platform with strong CRM capabilities • Open API • Domain expertise
Localytics	Mobile App Personalization & Analytics	Delivers **deep insights into consumer behavior within mobile app experiences** providing the foundation for marketing campaigns with increased conversion that drive customer loyalty. Enables interaction with consumers across push, in-app, inbox, and remarketing with rich audience segmentation and personalization to deliver messages with high consumer relevance.	Telecom, Media and Entertainment, Consumer Financial Services, Retail, Travel and Hospitality	LEANPLUM braze AIRSHIP swrve	• Advanced analytics and customer insights • Detailed personalization • Dedicated assistance and client services • Ease of use
Adestra	Enterprise-Grade Email Marketing, Automation, & Analytics	Provides **marketing teams** with enterprise-grade customer engagement technology that brings together email, marketing automation, and customer data and analytics into a powerful solution.	Restaurant and Retail, Travel, Media and Publishing, and Nonprofits	selligent MARKETING CLOUD Adobe® Marketing Cloud salesforce marketing cloud	• Industry leading support • Configurable platform meets nearly any organization's requirements • Simple visual automation tool • Powerful campaign & email editor
PostUp	Email and Audience Development	Provides **publishing & media brands** with world class strategic services that drive business outcomes, a platform for email audience growth, collection and analysis of first party data, and email automation.	Publishing & Media	SAILTHRU salesforce marketing cloud bouncex	• Deep understanding of publishing and media business models, pain points • Audience development aligns with client goals • Core platform optimized for publishers • Integrates with existing client technology
Rant & Rave	Cloud-Based Customer Engagement Solutions	Enables **contact center users** to capture, analyze, and act on real-time customer and employee feedback across multiple channels including SMS/mobile, email, web, and social media.	Energy, Utilities, Retail, Hospitality, Entertainment, Finance, Public Sector, Business Services, Telecommunications, Managed Services, Transportation, and Logistics	qualtrics MEDALLIA	• Actionable insights from real-time feedback • Industry leading sentiment engine • 'Frontline Engagement' module which gamifies agent feedback • Robust data visualization • Engagement across multiple channels
RightAnswers	Enterprise Knowledge Management (KM)	Provides **call center & IT support teams** with a centralized cloud knowledge hub to power all customer contact channels and IT support: live customer contact agents, web and mobile self-service and social communities. User-friendly templates enable every member of your organization to contribute to the knowledge base.	Large Enterprise Call Center & IT Services, Financial Services, Education	KANA. eGain® mindtouch comaround	• Customer success team • Ease of use • Enterprise scalability • Features for support and self-service • Cost savings

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Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
Mobile Messaging	Enterprise Mobile Messaging & SMS (A2P SMS)	Provides **communications teams, marketers, & program managers** with an enterprise class platform for planning, executing, managing and analyzing complex mobile messaging campaigns.	Healthcare, Government, Business Services, Non-Profits and Advocacy, Consumer Brands, Media & Entertainment, Restaurant, Retail	interactive® vibes mGage REVOLUTION MESSAGING	• Enterprise-grade platform with strong CRM capabilities • Open API • Domain expertise
Localytics	Mobile App Personalization & Analytics	Delivers **deep insights into consumer behavior within mobile app experiences** providing the foundation for marketing campaigns with increased conversion that drive customer loyalty. Enables interaction with consumers across push, in-app, inbox, and remarketing with rich audience segmentation and personalization to deliver messages with high consumer relevance.	Telecom, Media and Entertainment, Consumer Financial Services, Retail, Travel and Hospitality	LEANPLUM braze AIRSHIP swrve	• Advanced analytics and customer insights • Detailed personalization • Dedicated assistance and client services • Ease of use
Adestra	Enterprise-Grade Email Marketing, Automation, & Analytics	Provides **marketing teams** with enterprise-grade customer engagement technology that brings together email, marketing automation, and customer data and analytics into a powerful solution.	Restaurant and Retail, Travel, Media and Publishing, and Nonprofits	selligent MARKETING CLOUD Adobe® Marketing Cloud salesforce marketing cloud	• Industry leading support • Configurable platform meets nearly any organization's requirements • Simple visual automation tool • Powerful campaign & email editor
PostUp	Email and Audience Development	Provides **publishing & media brands** with world class strategic services that drive business outcomes, a platform for email audience growth, collection and analysis of first party data, and email automation.	Publishing & Media	SAILTHRU salesforce marketing cloud bouncex	• Deep understanding of publishing and media business models, pain points • Audience development aligns with client goals • Core platform optimized for publishers • Integrates with existing client technology
Rant & Rave	Cloud-Based Customer Engagement Solutions	Enables **contact center users** to capture, analyze, and act on real-time customer and employee feedback across multiple channels including SMS/mobile, email, web, and social media.	Energy, Utilities, Retail, Hospitality, Entertainment, Finance, Public Sector, Business Services, Telecommunications, Managed Services, Transportation, and Logistics	qualtrics MEDALLIA	• Actionable insights from real-time feedback • Industry leading sentiment engine • 'Frontline Engagement' module which gamifies agent feedback • Robust data visualization • Engagement across multiple channels
RightAnswers	Enterprise Knowledge Management (KM)	Provides **call center & IT support teams** with a centralized cloud knowledge hub to power all customer contact channels and IT support: live customer contact agents, web and mobile self-service and social communities. User-friendly templates enable every member of your organization to contribute to the knowledge base.	Large Enterprise Call Center & IT Services, Financial Services, Education	KANA. eGain® mindtouch comaround	• Customer success team • Ease of use • Enterprise scalability • Features for support and self-service • Cost savings

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Customer Experience Management Cloud
Orchestrate Customer Journeys

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
Kapost	Content Operations for Sales & Marketing	Unites **revenue teams** to speak in one voice across the customer journey by streamlining the content development process at scale. Provides advanced end-to-end content operations, orchestrating all stages of content planning, production, and distribution and ensures the delivery of strategic messaging in a consistent, yet personalized manner.	Technology, Manufacturing, Healthcare, Financial Services	NewsCred, sprinklr, opal, scribble LIVE, Contently	• Robust editorial planning & governance capabilities • Advanced content performance analytics • Built-in integrations • Pre-built creation and distribution templates
InGenius	Computer Telephony Integration (CTI)	Provides **sales and service teams** with a single pane of glass for voice interactions inside the CRM, through a solution that integrates tier-1 enterprise phone systems with enterprise CRMs like Salesforce, ServiceNow, and Microsoft Dynamics 365. Equips contact centers with the tools to increase agent productivity, while providing a better overall customer experience.	Finance & Banking, Healthcare, Manufacturing & Wholesale, Insurance, Technology, Consumer Goods, Retail, Hospitality, Entertainment.	Five9, tenfold, bucher+suter, AMC TECHNOLOGY	• Enterprise-proven stability and scalability • Easy workflow configurations • Secure infrastructure • Focused CTI expertise

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Customer Experience Management Cloud
Orchestrate Customer Journeys

Product	Solution	Key Customers	Use Cases	Key Buyers
Mobile Messaging	Enterprise Mobile Messaging & SMS (A2P SMS)	Allstate, PAYCHEX, WHATABURGER, NORDSTROM, DUKE ENERGY, Pfizer, Coca-Cola, Dignity Health, LinkedIn	• Advocacy, Fundraising & Volunteer Engagement • Voter Registration • Media Campaigns • Consumer Insights • Exclusive Offers & Promotions or Couponing • Customer Engagement & Support • Insurance Enrollment • Appointment Reminders	• VP of Marketing/Communications • Customer Experience Manager • Digital New Media • Policy Maker • Product Manager • Dir of Outreach
Localytics	Mobile App Personalization & Analytics	AVIS, COMCAST, The Weather Channel, BOSE, HSN, VISA, verizon, zipcar, Albertsons, E*TRADE	• Campaign optimization • Audience segmentation by interests, behaviors, etc. • App and website tagging • Personalized, location-based messages and offers • App engagement via in-app and app inbox • Behaviorally-triggered push notifications • Mobile channel integration across other communication platforms	• VP/Director of Marketing • VP/Director of Digital • VP/Director of Product • VP/Director of Analytics • Chief Digital Officer • Chief Marketing Officer • VP/ Director Customer Service
Adestra	Enterprise-Grade Email Marketing, Automation, & Analytics	HighRoad Solution, minto, TRENDLINE, SAGE, UBM, BRIGHTWAVE, rhythm, NATIONAL ASSOCIATION of REALTORS, BLINDS TO GO	• Transactional, triggered email communications • Automated email marketing programs • Cross-channel marketing • Personalized one-to-one email targeting	• CMO/VP Marketing • Head of CRM • Head of Customer Acquisition • Head of Customer retention • Head of Email Marketing
PostUp	Email and Audience Development	FP Foreign Policy, MediaDC, Fatherly, AMI AMERICAN MEDIA, INC., bob vila, apartment therapy, heavy.	• Maximize email audience • Market digital subscriptions • Create custom workflows for newsletter editors • Leverage Google Analytics for use-cases • Support audience monetization • Send email at very large scale	• Chief Digital Officer • VP Revenue • VP Audience Development • VP Operations
Rant & Rave	Cloud-Based Customer Engagement Solutions	acer, Linde, Nationwide, sage, dpd, Scottish Water, sky, Thames Water, MISSGUIDED, npower, OVO energy, RBS, MARKS & SPENCER, vodafone, VOLKSWAGEN FINANCIAL SERVICES, easyJet, extraenergy, HomeServe, CAPITA, Premier Inn, Dunelm, CALOR, BARCLAYS, Flagship Homes, BOC, Hastings DIRECT, TOYOTA FINANCIAL SERVICES	• Voice of Customer • Voice of Employee • Voice of Candidate • Customer Recovery • Contact Center Gamification • Silent Shopper	• Chief Customer Officer • Dir of Customer Success / Experience • Dir of Customer Care • Head of Customer Insights • Performance Excellence • Contact Center Director • Dir of Operations
RightAnswers	Enterprise Knowledge Management (KM)	Save the Children, iHeartRADIO, WORLD MARKET, WWF, Kellogg's, nickelodeon, GREENPEACE, American Red Cross, MTA	• Enterprise search to find answers in all repositories • Self-service portal to deflect calls from contact center agents • Out-of-the-box knowledge articles for IT Help Desks within the ServiceNow environment	• Director, IT Service Management • VP/Director Customer Service • VP/Director Customer Support • Director, Knowledge Management

Customer Experience Management Cloud

Orchestrate Customer Journeys

Product	Solution	Key Customers	Use Cases	Key Buyers
Kapost	Content Operations for Sales & Marketing	ciena, Greenway Health, Lenovo, LogRhythm The Security Intelligence Company, Rosetta Stone, DATAWATCH, datAvail, SYNOPSYS, PHUNWARE, randstad, IBM Analytics	• Content management lifecycle • Orchestrate aligned content production across all business units & target segments • Coherent customer journey • Single system of record to manage all content	• CMO/VP of Marketing • Director of Marketing Ops • VP of Systems/Technology • Director of Content
InGenius	Computer Telephony Integration (CTI)	Expedia, Booz | Allen | Hamilton, LinkedIn, Paycor, RENAULT, Síminn, UWM United Wholesale Mortgage, veeam, ZURICH	• Productivity tools for sales and service teams • Inbound and outbound call handling features for contact center agents • Call logging and performance metrics	• Call Center Director/Manager • Contact Center Director/Manager • CRM Administrator • CTO • Customer Service Director/Manager • IT Director • Sales Director
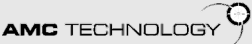
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Enterprise Sales and Marketing Cloud

Synchronize Revenue Teams

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
Altify	Customer Revenue Optimization	Helps **sales and the extended revenue team** build customer contacts, qualify deals, identify new and up-sell opportunities, and improve overall sales execution with guided selling by automating the selling process with a set of actions for sales reps and managers to follow. Combines sales strategy and best practices, sales methodology, and applications with artificial intelligence to help drive sales.	Technology, Manufacturing, Healthcare, Life Sciences, Services, Telecommunications, and Finance/Fintech	closeplan, Revegy See the way to win, sales optimizer RESULTS: SMARTER. FASTER. BETTER.	• Help enterprises win opportunities that matter • Grow revenue in key accounts • Improve sales execution by aligning the extended revenue team
Qvidian	RFP & Sales Proposal Automation	Enables **professional and business services teams & finance departments** to automate the creation of RFP responses, proactive proposals, and other sales content to win more business by improving processes, productivity, and content effectiveness. Delivers intelligent workflows through a highly secure and scalable proposal automation solution.	Business Services, Financial Services, Insurance, Healthcare, Technology, Telecommunications	rfpio, loopio, PROPOSAL SOFTWARE.COM, SEISMIC, OCTIV, Qorus, Xait, OMBUD, RFP365	• Robust functionality • Security, compliance, scalability • Expert technical, professional services, and training teams • Proven history and expertise
RO Innovation	Customer Reference & Sales Enablement	Helps **customer success, sales, & marketing personnel** create, deploy, manage, and measure customer reference and sales enablement content, turning the advocacy of satisfied customers into highly effective sales assets.	Business Services, Financial Services, Technology, Telecommunications	point of reference, influitive	• Enterprise Class Solution • More flexible and lower TCO • Technology agnostic
Kapost	Content Operations for Sales & Marketing	Unites **revenue teams** to speak in one voice across the customer journey by streamlining the content development process at scale. Provides advanced end-to-end content operations, orchestrating all stages of content planning, production, and distribution and ensures the delivery of strategic messaging in a consistent, yet personalized manner.	Technology, Manufacturing, Healthcare, Financial Services	NewsCred, sprinklr, opal, scribble LIVE, Contently	• Robust editorial planning & governance capabilities • Advanced content performance analytics • Built-in integrations • Pre-built creation and distribution templates

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Enterprise Sales and Marketing Cloud

Synchronize Revenue Teams

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
Rant & Rave	Cloud-Based Customer Engagement Solutions	Enables **contact center users** to capture, analyze, and act on real-time customer and employee feedback across multiple channels including SMS/mobile, email, web, and social media.	Energy, Utilities, Retail, Hospitality, Entertainment, Finance, Public Sector, Business Services, Telecommunications, Managed Services, Transportation, and Logistics	qualtrics MEDALLIA	• Actionable insights from real-time feedback • Industry leading Sentiment Engine • 'Frontline Engagement' module which gamifies agent feedback • Robust data visualization • Engagement across multiple channels
FileBound	Document & Workflow Automation	Provides **IT & process owners** in departments like Accounts Payable, Human Resources and Contracts Management with a user-friendly, powerful end-to-end cloud solution for workflow automation and document & forms management with robust analytics and mobile capabilities. Automates repetitive manual workflows and improves the way work flows through the enterprise.	Banking & Finance, Legal, Healthcare	M-Files Docuware OnBase by Hyland Laserfiche opentext	• Workflow capabilities • Strong partner network • Cloud offering • Implementation timeframe/ROI
InGenius	Computer Telephony Integration (CTI)	Provides **sales and service teams** with a single pane of glass for voice interactions inside the CRM, through a solution that integrates tier-1 enterprise phone systems with enterprise CRMs like Salesforce, ServiceNow, and Microsoft Dynamics 365. Equips contact centers with the tools to increase agent productivity, while providing a better overall customer experience.	Finance & Banking, Healthcare, Manufacturing & Wholesale, Insurance, Technology, Consumer Goods, Retail, Hospitality, Entertainment.	Five9 tenfold bucher+suter AMC TECHNOLOGY	• Enterprise-proven stability and scalability • Easy workflow configurations • Secure infrastructure • Focused CTI expertise

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Enterprise Sales and Marketing Cloud
Synchronize Revenue Teams

Product	Solution	Key Customers	Use Cases	Key Buyers
Altify	Customer Revenue Optimization	CORNING, GES, OPTUM, Alcatel·Lucent, UnitedHealthcare, salesforce, Johnson Controls, Hewlett Packard Enterprise, software AG	• Enterprise account planning • Sales process management • Opportunity management	• Chief Revenue Officer • Chief Customer Officer • VP of Sales • VP Sales Operations • VP Sales Enablement • VP Customer Success
Qvidian	RFP & Sales Proposal Automation	Citi, HSBC, Bank of America, WELLS FARGO, IBM, Canon, CISCO, Citizens Bank, STATE STREET, Morgan Stanley, Sprint, SAP, UnitedHealthcare, ING BANK, Fidelity INVESTMENTS	• RFP and RFI response automation • Security and due diligence questionnaires • Statements of work (SOWs) • Proactive proposals & presentations • Central, secure content library	• Proposal and RFP Managers • VP/Director of Sales • VP/Director of Sales Operations • VP/Director of Marketing
RO Innovation	Customer Reference & Sales Enablement	workday, vmware, DELL EMC, NUANCE, jda, CERIDIAN, Microsoft, FINASTRA, Marketo	• Automate customer reference fulfillment • Centralized customer advocacy database • Send & track content engagement • Readily available assets to support buyer's journey • Centralized content library	• Customer Reference/Advocacy Managers • VP Marketing • VP Sales/Sales Ops • VP Customer Success
Kapost	Content Operations for Sales & Marketing	ciena, Greenway Health, Lenovo, LogRhythm The Security Intelligence Company, Rosetta Stone, DATAWATCH, datAvail, SYNOPSYS, PHUNWARE, randstad, IBM Analytics	• Content management lifecycle • Orchestrate aligned content production across all business units & target segments • Coherent customer journey • Single system of record to manage all content	• CMO/VP of Marketing • Director of Marketing Ops • VP of Systems/Technology • Director of Content

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Enterprise Sales and Marketing Cloud

Synchronize Revenue Teams

Product	Solution	Key Customers	Use Cases	Key Buyers
Rant & Rave	Cloud-Based Customer Engagement Solutions		• Voice of Customer • Voice of Employee • Voice of Candidate • Customer Recovery • Contact Center Gamification • Silent Shopper	• Chief Customer Officer • Dir of Customer Success / Experience • Dir of Customer Care • Head of Customer Insights • Performance Excellence • Contact Center Director • Dir of Operations
FileBound	Document & Workflow Automation		• Accounts Payable • Human Resources • Contract Management	• CFO, VP/Director of Finance, AP Director, Controller • VP/Director of Human Resources • VP/Director of Sales, VP/Director of Operations
InGenius	Computer Telephony Integration (CTI)		• Productivity tools for sales and service teams • Inbound and outbound call handling features for contact center agents • Call logging and performance metrics	• Call Center Director/Manager • Contact Center Director/Manager • CRM Administrator • CTO • Customer Service Director/Manager • Director, IT • Director, Sales

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Project & IT Management Cloud

Deliver Cost Transparency

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
PowerSteering	Project Portfolio Management (PPM)	Provides **business leaders & PMO's** with a highly configurable top-down cloud-based PPM solution to optimize complex project portfolios, balance capacity against demand, improve financial-based decision making, and align execution of projects to strategy and objectives across large organizations.	Banking & Finance, Healthcare, Manufacturing, Government, Food & Beverage	Changepoint, PLANVIEW, Innotas by planview	• Better visibility and reporting • Platform power and flexibility • Strong implementation and support services
ComSci	IT Financial Management (ITFM)	Helps **IT financial leaders, business unit leaders, & shared services organizations, like IT & Telecom**, manage and communicate the cost, quality, and value of the services they deliver to the enterprise. Enables collaborative planning and budgeting between IT & Telecom and the lines of business they support, and enables continuous improvement initiatives that drive business transformation.	Large Enterprises in Banking, Finance, Healthcare, and Manufacturing	NICUS SOFTWARE, DIGITALFUEL, APPTIO, servicenow	• Managed service delivery model • Customer success • Powerful Telco billing capabilities
Cimpl	Telecom Expense Management (TEM)	Allows **customers** to better manage complex inventory, cost, and usage of their telecom, IT, and cloud (Enterprise Digital Footprint™) through a cloud-based, multitenant platform.	Financial Services, Government, Insurance, Manufacturing, Oil and Gas, Retail, Transportation, Utilities, Healthcare	tangoe, CALERO, mdsl, MobiChord	• Vision goes beyond telecom expense management • Focused on technology • Managed services
Eclipse	Project & Work Management	Helps **business leaders & project managers** to drive project execution, management, and prioritization while improving resource utilization, communication, and collaboration among stakeholders, project managers, resource managers, and team members.	Healthcare, Education, Legal, Government, Manufacturing, Software, Business Services	Innotas by planview, workfront, clarizen	• Use-case specific configurations • Breadth of standard feature-set • Ease and speed of implementation
RightAnswers	Enterprise Knowledge Management (KM)	Provides **business leaders & PMOs** with a centralized cloud knowledge hub to to encourage collaboration, keep projects on track for on-time, on-budget delivery with the highest quality, while ensuring resources and projects are aligned with corporate governance requirements.	Banking & Finance, Healthcare, Manufacturing, Government, Food & Beverage	KANA., eGain, mindtouch, comaround	• Customer success team • Ease of use • Enterprise scalability • Features for support and self-service • Cost savings

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Project & IT Management Cloud
Deliver Cost Transparency

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
PSA	Professional Services Automation (PSA)	Gives **professional and business services teams & finance departments** a centralized, yet configurable, platform to manage their core business operations including project management, resource optimization, project accounting, time and expense management, and billing and revenue recognition. Adapts easily to existing business, finance, and operations processes.	IT/Management Consulting, Business/Financial Services, Software, Healthcare, Government, Manufacturing	Mavenlink, FinancialForce, Changepoint, NETSUITE, OpenAir	• Out-of-the box integrations • Better fit for MSFT environments • Advanced timesheet features
Qvidian	RFP & Sales Proposal Automation	Enables **professional and business services teams & finance departments** to automate the creation of RFP responses, proactive proposals, and other sales content to win more business by improving processes, productivity, and content effectiveness. Delivers intelligent workflows through a highly secure and scalable proposal automation solution.	IT/Management Consulting, Business/Financial Services, Software, Healthcare, Government, Manufacturing	rfpio, loopio, PROPOSAL SOFTWARE.COM, SEISMIC, OCTIV, Xait, Qorus, OMBUD, RFP365	• Robust functionality • Security, compliance, scalability • Expert technical, professional services, and training teams • Proven history and expertise
Rant & Rave	Cloud-Based Customer Engagement Solutions	Enables **professional and business services teams** to capture, analyze, and act on real-time customer and employee feedback across multiple channels.	IT/Management Consulting, Business/Financial Services, Software, Healthcare, Government, Manufacturing	qualtrics, MEDALLIA	• Actionable insights from real-time feedback • Industry leading sentiment engine • Robust data visualization • Engagement across multiple channels

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Project & IT Management Cloud
Deliver Cost Transparency

Product	Solution	Key Customers	Use Cases	Key Buyers
PowerSteering	Project Portfolio Management (PPM)		• Lean Six Sigma • Project Management Office (PMO) • New Product Development • IT Management • M&A Management	• VP Process Excellence • Director Continuous Improvement • Black Belt/Project Manager • CIO/Director of Innovation • Chief Strategy Officer/Director of Strategy • PMO Director/VP PMO • IT Director
ComSci	IT Financial Management (ITFM)		• IT cost capture, reporting, and optimization • IT service pricing models and project financial management • Telecom Expense Management (Call Accounting/Network Visibility and Chargeback	• VP Technology • IT Director • VP IT Finance
Cimpl	Telecom Expense Management (TEM)		• Bill of IT • Cloud, IT, mobile, telecom voice and infrastructure data cost management • Showback/chargeback, and cost allocation • Asset provisioning, including end-user IT, and technology self-service • Comprehensive usage, contract, and invoice management	• IT & Telecom Director • VP of Infrastructure • Head of IT Vendor and Procurement Management
Eclipse	Project & Work Management		• IT Project Portfolio Management • Project Management Office (PMO) • Resource Management • Project Management	• Chief Information Officer • VP of IT • VP of PMO • Director of IT • Director of PMO
RightAnswers	Enterprise Knowledge Management (KM)		• Enterprise search to find answers in all repositories • Self-service portal • Out-of-the-box knowledge articles	• VP Process Excellence • Director Continuous Improvement • Black Belt/Project Manager • CIO/Director of Innovation • Chief Strategy Officer/Director of Strategy • PMO Director/VP PMO • IT Director

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Project & IT Management Cloud

Deliver Cost Transparency

Product	Solution	Key Customers	Use Cases	Key Buyers
PSA	Professional Services Automation (PSA)		• Professional Services Automation (PSA) • Resource Management • Project Financial Management	• CFO • CIO • VP of Services • VP of Operations
Qvidian	RFP & Sales Proposal Automation		• RFP and RFI response automation • Security and due diligence questionnaires • Statements of work (SOWs) • Proactive proposals & presentations • Central, secure content library	• CFO • CIO • VP of Services • VP of Operations
Rant & Rave	Customer Enablement & Sentiment Management		• Voice of Customer • Voice of Employee	• CFO • CIO • VP of Services • VP of Operations

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Document Workflow Cloud
Streamline Volume Processes

Product	Solution	Who It Helps and How	Primary Industries	Key Competitors	Why We Win
FileBound	Document & Workflow Automation	Provides **IT & process owners** in departments like Accounts Payable, Human Resources and Contracts Management with a user-friendly, powerful end-to-end cloud solution for workflow automation and document & forms management with robust analytics and mobile capabilities. Automates repetitive manual workflows and improves the way work flows through the enterprise.	Banking & Finance, Legal, Healthcare	M-Files, Docuware, OnBase by Hyland, Laserfiche, opentext	• Workflow capabilities • Strong partner network • Cloud offering • Implementation timeframe/ROI
AccuRoute	Secure Document Capture & Fax	Empowers secure document process automation for **IT and process owners** through distributed document capture from a variety of sources. All-in-one software platform for enterprise-class secure capture, data extraction and fax that automates document-driven workflows and streamlines business processes.	Banking & Finance, Healthcare, Manufacturing, Government, Business Services, Utilities & Energy, Retail	ADLIB, PSIGEN software inc., EMC CAPTIVA, KOFAX, NUANCE, Ephesoft, kwiktag	• Robust vertical-focused functionality • Scalability, supportability, integrations, customizable • HP partnership
Qvidian	RFP & Sales Proposal Automation	Enables **professional and business services teams & finance departments** to automate the creation of RFP responses, proactive proposals, and other sales content to win more business by improving processes, productivity, and content effectiveness. Delivers intelligent workflows through a highly secure and scalable proposal automation solution.	Business Services, Financial Services, Insurance, Healthcare, Technology, Telecommunications	rfpio, loopio, PROPOSAL SOFTWARE.COM, SEISMIC, OCTIV, Xait, OMBUD, Qorus, RFP365	• Robust functionality • Security, compliance, scalability • Expert technical, professional services, and training teams • Proven history and expertise
RO Innovation	Customer Reference & Sales Enablement	Helps **customer success, sales, & marketing personnel** create, deploy, manage, and measure customer reference and sales enablement content, turning the advocacy of satisfied customers into highly effective sales assets.	Business Services, Financial Services, Technology, Telecommunications	point of reference, influitive	• Enterprise Class Solution • More flexible and lower TCO • Technology agnostic
InterFAX	Cloud Fax & Secure Document Distribution	Enables **LOB software developers and end-users** to communicate easily and more cost-effectively through use-case specific, secure document distribution and enterprise cloud fax capabilities that are fully compliant with numerous vertical specific regulations such as HIPAA, PCI and GDPR.	Healthcare, Travel, Food Delivery, Financial Services, Retail Branch Communications and Loan Processing	RingCentral, twilio, CONCORD, eFax, INNOPORT, myfax	• No equip. install (SaaS offering) • Anytime, anywhere usage • Easy configuration • Guaranteed service continuity • Secure & compliant • Alternative to on-premise fax • Extends AccuRoute capabilities

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Document Workflow Cloud

Streamline Volume Processes

Product	Solution	Key Customers	Use Cases	Key Buyers
FileBound	Document & Workflow Automation	VANDERFIELD, St. Lucie PUBLIC SCHOOLS, Johns Creek GEORGIA be the exception, NEBRASKA DEPARTMENT OF MOTOR VEHICLES, CEDARVILLE UNIVERSITY, DELTA DENTAL, AMERICAN HOLDING COMPANY, Scoular	• Accounts Payable • Human Resources • Contract Management	• CFO, VP/Director of Finance, AP Director, Controller • VP/Director of Human Resources • VP/Director of Sales, VP/Director of Operations
AccuRoute	Secure Document Capture & Fax	SUNSTEIN KANN MURPHY & TIMBERS LLP, POST & SCHELL, JW Jackson Walker, TaylorWessing, YOUNG CONAWAY, SHULMAN ROGERS	• Records Scanning & Fax Consolidation • Digital Mailroom • Vendor Invoice Processing • IP or Sensitive Documents Handling • Loan Processing and Mortgage Origination • Revenue Cycle Management • Claims Processing & Prescription Routing	• CIO • VP/Director of IT • VP/Director of Information Governance • Records Manager • LOB Managers
Qvidian	RFP & Sales Proposal Automation	citi, HSBC, Bank of America, WELLS FARGO, IBM, Canon, CISCO, Citizens Bank, STATE STREET, Morgan Stanley, Sprint, SAP, UnitedHealthcare, ING, BANK, Fidelity INVESTMENTS	• RFP and RFI response automation • Security and due diligence questionnaires • Statements of work (SOWs) • Proactive proposals & presentations • Central, secure content library	• Proposal and RFP Managers • VP/Director of Sales • VP/Director of Sales Operations • VP/Director of Marketing
RO Innovation	Customer Reference & Sales Enablement	workday, vmware, DELL EMC, NUANCE, jda, CERIDIAN, Microsoft, FINASTRA, Marketo	• Automate customer reference fulfillment • Centralized customer advocacy database • Send & track content engagement • Readily available assets to support buyer's journey • Centralized content library	• Customer Reference/Advocacy Managers • VP Marketing • VP Sales/Sales Ops • VP Customer Success
InterFAX	Cloud Fax & Secure Document Distribution	zelis, US-Rx Care, travelstart, REVLON, HEMEL, YILDIZ HOLDING, PDFfiller, Interflora, PCI Security Standards Council, ISO 27001, infoTRON, DHL, amazon, extended STAY AMERICA, OMEGA BUSINESS TRAVEL, hepsiburada, Ankara Sigorta, GDPR READY, HITRUST CSF Certified, HENRY SCHEIN	• Sending and receiving faxes • Order and delivery communications • Onboarding automation • Software to software fax communication • Integration of fax to line-of-business • Secure Fax enablement; EMR Fax • Compliant fax communication	• Software Developers • IT • CIO • VP/Director of IT • VP/ Director of Information Governance • LOB Managers

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