

NEXJ SYSTEMS INC.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

This management's discussion and analysis of financial condition and results of operations (the "MD&A") should be read in conjunction with the unaudited interim financial statements for the quarter ended March 31, 2020, which we prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB"). This MD&A should also be read in conjunction with our annual MD&A and audited financial statements for the years ended December 31, 2019 and 2018, which we prepared in accordance with IFRS and are available on SEDAR at www.sedar.com. Certain information included herein is forward-looking and based upon assumptions and anticipated results that are subject to uncertainties. Should one or more of these uncertainties materialize or should the underlying assumptions prove incorrect, actual results may vary significantly from those expected. See "Caution Regarding Forward-Looking Statements" and "Risk Factors". The information in this discussion is provided as of April 29, 2020, unless we indicate otherwise.

Where we say "we", "us", "our", "NexJ" or "the Company", we mean NexJ Systems Inc.

Unless otherwise indicated, all dollar amounts are expressed in thousands of Canadian dollars, except per share amounts and percentages.

Caution Regarding Forward Looking Statements

This MD&A contains forward-looking statements that relate to the Company's current expectations and views of future events. In some cases, these forward-looking statements can be identified by words or phrases such as "may", "will", "expect", "anticipate", "aim", "estimate", "intend", "plan", "seek", "believe", "potential", "continue", "is/are likely to" or the negative of these terms, or other similar expressions intended to identify forward-looking statements. The Company has based these forward-looking statements on its current expectations and projections about future events and financial trends that it believes may affect its financial condition, results of operations, business strategy and financial needs.

Forward-looking statements are based on certain assumptions and analysis made by the Company based on its experience and perception of historical trends, current conditions and expected future developments and other factors it believes are appropriate, and are subject to risks and uncertainties. Although we believe that the assumptions underlying these statements are reasonable, they may prove to be incorrect. Given these risks, uncertainties and assumptions, current and prospective investors should not place undue reliance on these forward-looking statements.

The forward-looking statements made in this MD&A relate only to events or information as of the date on which the statements are made in this MD&A. Except as required by law, the Company undertakes no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events.

This MD&A should be viewed in conjunction with the Company's other publicly available filings including the Annual Information Form, copies of which can be obtained electronically on SEDAR at www.sedar.com.

Risks and Uncertainties

A complete description of the risks and uncertainties affecting the Company is included in its most recently filed Annual Information Form. Additional risks and uncertainties not presently known to us or that we currently consider immaterial also may impair our business and operations and cause the price of the common shares to decline. If any of the noted risks actually occur, our business may be harmed and the financial condition and results of operation may suffer significantly. In that event, the trading price of the common shares could decline, and shareholders may lose all or part of their investment.

Non-IFRS Measures

The Company prepares its financial statements in accordance with IFRS. This MD&A also includes certain measures which have not been prepared in accordance with IFRS such as Adjusted EBITDA, Adjusted EBITDA margin and Adjusted EBITDA per share used to evaluate the Company's operating performance as a complement to results provided in accordance with IFRS.

The term "Adjusted EBITDA" refers to net income (loss) before adjusting for share-based payment expense, depreciation and amortization, deferred share unit expense, restructuring costs, foreign exchange gain (loss), finance income, finance costs and income taxes. We believe that the items excluded from Adjusted EBITDA are not connected to and does not represent the operating performance of the Company. "Adjusted EBITDA margin"

refers to the percentage that Adjusted EBITDA for any period represents as a portion of total revenue for that period.

“Adjusted EBITDA per share” refers to Adjusted EBITDA divided by the weighted average number of Common Shares outstanding, which we calculate on a basic and diluted basis.

We believe that Adjusted EBITDA, Adjusted EBITDA margin and Adjusted EBITDA per share are useful supplemental information as they provide an indication of the results generated by the Company’s main business activities prior to taking into consideration how those activities are financed and taxed as well as expenses related to share-based payment expense, impairment charge on non-financial assets, impairment of loan receivable and shared services, deferred share unit expense and the other items listed above. Accordingly, we believe that these measures may also be useful to investors in enhancing their understanding of the Company’s operating performance. See “Results of Operations – Adjusted EBITDA”.

Adjusted EBITDA, Adjusted EBITDA margin and Adjusted EBITDA per share are not measures recognized by IFRS and do not have standardized meanings prescribed by IFRS. Therefore, Adjusted EBITDA, Adjusted EBITDA margin and Adjusted EBITDA per share may not be comparable to similar measures presented by other issuers. Investors are cautioned that Adjusted EBITDA and Adjusted EBITDA margin should not be construed as an alternative to net income (loss) as determined in accordance with IFRS.

Overview

NexJ Systems provides Intelligent Customer Management to the financial services industry. Our award-winning CRM is designed to help financial services firms revolutionize their business. Powered by artificial intelligence, our products help drive productivity, boost client engagement, and increase revenue. NexJ products are designed to address the needs of several vertical markets within the financial services industry, and include:

- NexJ CRM for Wealth Management
- NexJ CRM for Private Banking
- NexJ CRM for Commercial Banking
- NexJ CRM for Corporate Banking
- NexJ CRM for Sales, Trading and Research
- NexJ CRM for Insurance

All NexJ products are delivered on NexJ’s Intelligent Customer Management (ICM) Platform that contains all of the tools required to meet the needs of our customers including:

- Artificial Intelligence Services, designed to leverage data to provide actionable recommendations and equip firms to deliver valuable insights to their clients.
- Relationship Management Services, developed to help firms break down complex relationship dynamics and equip them to drive revenue and enhance the client experience.
- Process Management Services, designed to automate and integrate complex processes and equip firms to drive optimization and efficiency.
- Data Management Services, built to integrate all client data across the firm into a single view and equip firms to provide data-first solutions.

Our revenue consists primarily of software license fees, professional service fees, and maintenance and support fees. All NexJ products are licensed either as a one-time purchase (perpetual license) or subscription fee. NexJ’s solutions can be deployed on premise, hosted in an external data center or hosted as a managed service. Pricing for NexJ’s on-premise solution is based on a perpetual software license model. NexJ’s hosted solution is priced as a monthly subscription fee per user. Subscription fees are paid annually, in advance. A minimum three (3) year commitment is required. This option includes maintenance and support. Professional services revenue consists of fees charged for customization, implementation, integration and ongoing services associated with our software products. Maintenance and support revenue consists of fees charged for post-delivery customer support on our software products. Maintenance fee arrangements generally include ongoing customer support and rights to certain unspecified product updates. Our customers typically purchase a combination of software, maintenance and professional services, although the type, mix and quantity of each varies by customer.

Cost of revenues consists of personnel, travel and other overhead costs related to implementation teams supporting initial deployments and subsequent engagements for additional services revenue on customer projects

as well as hosting costs. Cost of revenues also includes personnel and overhead costs associated with our customer support team responsible for servicing the maintenance and support revenue earned from customers.

Research and development expenses include personnel and related costs for ongoing research, development and product management efforts.

Sales and marketing expenses consist primarily of personnel and related costs for our sales and marketing functions, including salaries and benefits, contract acquisition costs including commissions earned by sales personnel, direct marketing campaigns, webinars, public relations and other promotional activities.

General and administrative expenses consist primarily of personnel and related costs associated with the administrative functions of our business including finance, human resources and internal information system support as well as legal, accounting, other professional fees, occupancy costs and insurance.

On September 10, 2019, NexJ announced that in recognition of the demand within the financial services market for intelligent customer management solutions, and in support of the launch of their innovative cloud CRM and Machine Learning initiatives, the Company's Board of Directors has initiated a review of strategic and financial alternatives to accelerate scale and enhance shareholder value. The Company has appointed a Special Committee to review and consider alternatives which may include, among others, recapitalization, joint ventures, strategic partnerships or alliances or other possible transactions.

It should be noted that the Company has not set a definitive schedule to complete its evaluation and no decision on any particular transaction or alternative has been reached at this time. Equally, there is no certainty that any transaction or alternative will be undertaken or pursued.

COVID-19 Operational Update

The Company is actively responding to the rapidly evolving COVID-19 pandemic by taking measures to ensure the health and safety of its team members, and to mitigate the business impact on the Company caused by the unprecedented global economic disruption.

The Company has successfully adopted a mandatory work-from-home program as of March 13, 2020. As substantially all of the Company's day-to-day activities can be fully performed by personnel working remotely, the Company is able to remain fully operational during this period, and continues to seek new revenue opportunities, execute on its product development roadmap and generate consistent revenue from our existing customer base.

Due to the fluidity of the COVID-19 pandemic and the uncertainty of its magnitude, outcome and duration, the Company is unable to definitively quantify its potential impact. The Company has taken measures to manage costs, including a reduction of operating expenses.

Key Performance Indicators

Key performance indicators that we use to manage our business and evaluate our financial results and operating performance include: revenue, expenses, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EBITDA per share, and net income (loss). We evaluate our performance on these metrics by comparing our actual results to management budgets, forecasts and prior period performance.

Results of Operations

The following table sets forth a summary of our results of operations for the quarters ended March 31, 2020 and 2019:

(In thousands of dollars, except percentages and per share amounts)	Quarter ended March 31,		Period-Over-Period Change	
	2020	2019	\$	%
Revenue	\$ 3,981	\$ 4,268	\$ (287)	(7)
Cost of revenue (1)	1,331	1,855	(524)	(28)
Gross profit	2,650	2,413	237	10
Operating Expenses				
Research and development, net (2)	2,002	2,731	(729)	(27)
Sales and marketing (3)	787	766	21	3
General and administrative, net (4)(5)	1,194	1,036	158	15
Total operating expenses	3,983	4,533	(550)	(12)
Adjusted EBITDA	(1,333)	(2,120)	787	37
Share-based payment expense	71	122	(51)	(42)
Depreciation and amortization (5)	211	242	(31)	(13)
Foreign exchange loss (gain)	(373)	95	(468)	n/m
Finance income	(24)	(39)	15	(38)
Finance expense (5)	36	38	(2)	(5)
Loss before income taxes	(1,254)	(2,578)	1,324	51
Income taxes	—	—	—	—
Net loss	\$ (1,254)	\$ (2,578)	\$ 1,324	51

n/m — not meaningful

Weighted average number of common shares outstanding (000's)

Basic and diluted	20,677	20,532
Net loss per share		
Basic and diluted	\$(0.06)	\$(0.13)
Adjusted EBITDA per share		
Basic and diluted	\$(0.06)	\$(0.09)

(1) Cost of revenues for the quarter ended March 31, 2020 exclude share-based payment expense of \$16 (2019 - \$21).

(2) Research and development expenses for the quarter ended March 31, 2020 exclude share-based payment expense of \$16 (2019 - \$23).

(3) Sales and marketing expenses for the quarter ended March 31, 2020 exclude share-based payment expense of \$3 (2019 - \$3).

(4) General and administrative expenses for the quarter ended March 31, 2020 exclude share-based payment expense of \$36 (2019 - \$75), depreciation and amortization of \$211 (2019 - \$242).

(5) Certain figures have been adjusted for the quarter ended March 31, 2019, as a result of an adjustment identified in connection with the Company finalizing the IFRS 16 adjustment. Certain variable lease payments were previously recorded as lease assets and obligations have been recorded as operating expenses. This adjustment was not considered material and did not materially affect our revenue or net loss.

	As at March 31, 2020	As at December 31, 2019
(In thousands of dollars)		
Selected Statement of Financial Position Data	\$	\$
Cash and cash equivalents	9,215	5,123
Total assets	17,422	17,883
Deferred revenue	7,576	6,831
Total non-current liabilities	2,412	2,443
Total liabilities	12,375	11,677
Total shareholders' equity	5,047	6,206

Comparison of the quarters ended March 31, 2020 and 2019

Revenue

The following table sets forth the breakdown of our revenue recognized according to revenue type and the change for the quarters ended March 31, 2020 and 2019:

(In thousands of dollars, except percentages)	Quarter ended		Period-Over-Period	
	March 31,		Change	
	2020	2019	\$	%
License & Subscription fees	\$ 24	\$ 409	(385)	(94)
Professional services	1,671	1,525	146	10
Maintenance and support	2,286	2,334	(48)	(2)
Total	<u>\$3,981</u>	<u>\$4,268</u>	<u>(287)</u>	<u>(7)</u>

Total revenue for the quarter ended March 31, 2020 was \$3,981, a decrease of \$287, or 7%, from \$4,268 recognized in the comparative period in 2019.

License & Subscription fees — License & Subscription fees revenue for the quarter ended March 31, 2020 decreased by \$385, or 94%, to \$24, from \$409 recognized in the comparative period in 2019. The revenue recognized for the quarter ended March 31, 2020 was mainly due to subscription revenue generated within our existing customers from new service offerings through our partner network.

Professional services — Professional services revenue for the quarter ended March 31, 2020 increased by \$146, or 10%, to \$1,671 to \$1,525 recognized in the comparative period in 2019. The increase in professional services revenue was mainly due to an increase in incremental distinct or post-software deployment professional services to some of our existing customers where software license deployment and acceptance had taken place in prior periods.

Maintenance and support — Maintenance and support revenue for the quarter ended March 31, 2020 decreased by \$48, or 2%, to \$2,286, from \$2,234 recognized in the comparative period in 2019. The decrease in maintenance and support revenue for the quarter ended March 31, 2020 was due to non-renewals, offset by increases related to additional software licenses purchased by existing customers in 2019.

The Company's revenue by geographic region is as follows:

(In thousands of dollars)	Quarter ended	
	March 31,	
	2020	2019
United States of America.....	\$2,957	\$3,104
Canada.....	27	177
EMEA.....	649	690
Asia Pacific	348	297
Total	<u>\$3,981</u>	<u>\$4,268</u>

Deferred revenue

Deferred revenue balance at March 31, 2020 was \$7,576 (December 31, 2019 - \$6,831), relating to software licenses, professional services arrangements and annual maintenance and support revenue. The increase was mainly due to the timing of the maintenance and support charges invoiced to the customers.

In the quarter ended March 31, 2020, we recognized revenue of \$1,930 that was deferred at December 31, 2019, comprised of \$1,729 from maintenance and support, \$185 from professional services, and \$16 from license fees.

Cost of Revenues

(In thousands of dollars, except percentages)	Quarter ended		Period-Over-Period	
	March 31,		Change	
	2020	2019	\$	%
Cost of revenues	\$1,331	\$1,855	\$(524)	(28%)
Gross profit	2,650	2,413	237	10%
Gross profit percentage	67%	57%		

Cost of revenues for the quarter ended March 31, 2020 decreased by \$524, or 28%, to \$1,331, from \$1,855 for the comparative period in 2019. For the quarter ended March 31, 2020, the average full time equivalent employee headcount devoted to cost of revenues was 39, as compared to 52 for the comparative period in 2019. The decrease in the expense is a result of the decrease in headcount and change in employee mix, as well as a decrease in use of short term contractors.

Gross profit for the quarter ended March 31, 2020 increased by \$237, or 10%, to \$2,650, from \$2,413 for the comparative period in 2019. The higher gross profit for the quarter ended March 31, 2020 was as a result of reduced cost of revenues. Overall gross profit as percentage of revenues remained fairly consistent over the analysed period.

Operating expenses

The following table sets forth the breakdown of our expenses by category and the change for the quarters ended March 31, 2020 and 2019:

(In thousands of dollars, except percentages)	Quarter ended		Period-Over-Period	
	March 31,		Change	
	2020	2019	\$	%
Research and development, net	\$2,002	\$2,731	\$(729)	(27)
Sales and marketing	787	766	21	3
General and administrative, net	1,194	1,036	158	15
Total	\$3,983	\$4,533	\$(550)	(12)

Research and development, net — Research and development expenses for the quarter ended March 31, 2020 decreased by \$729, or 27%, to \$2,002, from \$2,731 for the comparative period in 2019. For the quarter ended March 31, 2020, the average full time equivalent employee headcount devoted to research and development was 72 as compared to 92 employees over the comparative period in 2019.

Sales and marketing — Sales and marketing expenses for the quarter ended March 31, 2020 increased by \$21, or 3%, to \$787, from \$766 for the comparative period in 2019. For the quarter ended March 31, 2020, the average full time equivalent employee headcount devoted to sales and marketing was consistent at 15 as compared to the comparative period in 2019. The increase in expense for the quarter ended March 31, 2020 is attributed to an increase in marketing awareness expenses.

General and administrative, net — General and administrative (“G&A”) expenses for the quarter ended March 31, 2020 increased by \$158, or 15% to \$1,194, from \$1,036 for the comparative period in 2019. For the quarter ended March 31, 2020 the average full time equivalent employee headcount devoted to general and administrative was consistent at 17 as compared to the comparative period in 2019. The increase in expense for the quarter ended March 31, 2020 is attributed to certain costs incurred in connection with the review of strategic and financial alternatives initiated in September 2019 by the Company’s Board of Directors.

Share-based payment expense

For the quarter ended March 31, 2020, share-based payment expense decreased by \$51, to \$71, from \$122 recognized in the comparative period of 2019.

The decrease in the expense for the quarter ended March 31, 2020 was due to the manner in which the estimated fair value of share-based payments are attributed under IFRS, whereby the share-based payment expense is disproportionately attributed to the periods immediately subsequent to the grant-date as each tranche of the award is recognized over the graded vesting period.

Depreciation and amortization

For the quarter ended March 31, 2020, depreciation and amortization of property, equipment, and right-of-use asset decreased by \$31, to \$211, from \$242 recognized in the comparative period in 2019. The decrease is primarily due to the declining balance method of depreciation used by the Company in that as the net book value reduces, in the absence of any significant additions, the depreciation expense is expected to reduce over the life of the asset.

Foreign exchange loss (gain)

For the quarter ended March 31, 2020, our foreign exchange gain was \$373 compared to a foreign exchange loss of \$95 for the comparative period in 2019.

The Company transacts business in multiple currencies, the most significant of which are the U.S. dollar and the Australian dollar. The change in the foreign exchange impact during the quarter ended March 31, 2020 was the result of fluctuations in exchange rates between the Canadian dollar (our functional and reporting currency), the U.S. dollar and the Australian dollar as well as change in the U.S. dollar and Australian dollar denominated monetary assets held by the Company.

For the quarter ended March 31, 2020, the U.S. dollar strengthened by approximately 9% against the Canadian dollar from C\$1.2988 to C\$1.4187 as compared to weakening by approximately 2% from C\$1.3642 to C\$1.3363 for the comparative period in 2019. The Australian dollar weakened by approximately 5% against the Canadian dollar from C\$0.9122 to C\$0.8676 in the first quarter of 2020 as compared to weakening by approximately 1% from C\$0.9616 to C\$0.9483 for the comparative period in 2019.

As at March 31, 2020, U.S. dollar denominated net monetary assets were US\$2,680 as compared to US\$5,311 as at March 31, 2019. As at March 31, 2020, Australian dollar denominated net monetary assets were AU\$1,252 as compared to AU\$929 as at March 31, 2019.

Finance income

For the quarter ended March 31, 2020, finance income decreased by \$15, or 38%, to \$24, from \$39 recognized in the comparative period in 2019. The decrease was primarily a result of lower average cash and cash equivalents balances. We maintain excess cash in various bank accounts and in highly liquid instruments with low yield and low risk with short-term maturities.

Finance expense

For the quarter ended March 31, 2020, finance expense decreased by \$2, or 5%, to \$36, from \$38 recognized in the comparative period in 2019. The expense represents accretion expense related to the implied interest on newly recorded lease financial liabilities, associated with the lease of office space, net of implied interest on lease financial receivables in respect to the two subleases of a portion of the leased office space.

Net loss

We reported a net loss of \$1,254, or \$(0.06) per share (basic and diluted), for the quarter ended March 31, 2020 compared to net loss of \$2,578, or \$(0.13) per share (basic and diluted) for the comparative period in 2019.

Adjusted EBITDA

Adjusted EBITDA loss for the quarter ended March 31, 2020 was a loss of \$1,333, or \$(0.06) per share (basic and diluted) as compared to an Adjusted EBITDA loss of \$2,120, or \$(0.09) per share (basic and diluted), in the comparative period in 2019. As the revenues of the Company grow, we expect that the expenses as a percentage of revenues will decline over time which will favourably impact the Adjusted EBITDA. See “Non-IFRS Measures” for a description of Adjusted EBITDA.

Reconciliation of Adjusted EBITDA

The following table reconciles the Adjusted EBITDA to net loss:

	Quarter ended March 31,	
	2020	2019
(in thousands of dollars, except percentages)		
Total revenue	\$3,981	\$4,268
Net loss	\$(1,254)	\$(2,578)
Add back (deduct):		
Share-based payment expense	71	122
Depreciation and amortization	211	242
Foreign exchange loss (gain)	(373)	95
Finance income	(24)	(39)
Finance expense	36	38
Adjusted EBITDA	(1,333)	(2,120)
Adjusted EBITDA margin	(33)%	(50)%

n/m – not meaningful

Summary of Quarterly Results

The following table sets out selected financial information for each of the eight most recent quarters, the latest of which ended March 31, 2020. Our quarterly operating results have historically fluctuated significantly and may continue to fluctuate significantly in the future. Therefore, we believe that past operating results and period-to-period comparisons should not be relied upon as an indication of the Company's future performance.

	Mar. 31, 2020	Dec. 31, 2019	Sept. 30, 2019	Quarter Ended				
				Jun. 30, 2019	Mar. 31, 2019 ⁽¹⁾	Dec. 31, 2018	Sept. 30, 2018	Jun. 30, 2018
	(In thousands of dollars, except share and per share figures)							
	(Unaudited)							
Revenue	\$ 3,981	\$ 4,563	\$ 4,024	\$ 4,373	\$ 4,268	\$ 6,172	\$ 5,320	\$ 5,042
Net income (loss)	(1,254)	(632)	(1,788)	(2,690)	(2,578)	15	(995)	(1,928)
Weighted average number of shares outstanding (000's):								
Basic	20,677	20,677	20,557	20,531	20,532	20,530	20,586	20,535
Diluted	20,677	20,677	20,557	20,531	20,532	20,994	20,586	20,535
Net income (loss) per share:								
Basic	\$ (0.06)	\$ (0.03)	\$ (0.09)	\$ (0.13)	\$ (0.13)	\$ 0.00	\$ (0.05)	\$ (0.09)
Diluted	\$ (0.06)	\$ (0.03)	\$ (0.09)	\$ (0.13)	\$ (0.13)	\$ 0.00	\$ (0.05)	\$ (0.09)

(1) Certain comparative figures have been adjusted for the quarter ended March 31, 2019, as a result of an adjustment identified in connection with the Company finalizing the IFRS 16 adjustment. Certain variable lease payments were previously recorded as lease assets and obligations have been recorded as operating expenses. This adjustment was not considered material and did not materially affect our revenue or net loss.

In periods where a net loss was incurred, stock options and common shares issued pursuant to the share purchase loan and pledge agreements were considered to be anti-dilutive and excluded from the computation of diluted loss per share.

Key factors that account for the fluctuations in quarterly results include the variability in the Company's license revenue and the impact of currency movements against the Canadian dollar. As the timing of executing larger software license arrangements changes from quarter to quarter, the impact on license revenue has been significant. The movement of the Canadian dollar against the U.S. dollar and the Australian dollar has a direct impact on the Company's financial results as certain amount of our revenues are denominated in U.S. dollars and Australian dollars. As a result, in periods where the Canadian dollar strengthens against the U.S. dollar and the Australian dollar, the Company's revenues are negatively impacted.

Liquidity and Capital Resources

As of March 31, 2020, we held cash and cash equivalents of \$9,215. We believe that ongoing operations, working capital and associated cash flows in addition to our cash resources provide sufficient liquidity to support our ongoing business operations and satisfy our obligations as they become due. Below is a summary of our cash flows from (used in) operating, financing, and investing activities for the periods indicated:

(in thousands of dollars)	Quarter ended	
	March 31,	
	2020	2019
Net cash flows from operating activities	\$4,097	\$1,030
Net cash flows used in financing activities.....	(60)	(14)
Net cash flows from (used in) investing activities.....	(47)	31
Effect of exchange rate changes on cash and cash equivalents	102	7
Increase in cash and cash equivalents.....	4,092	1,054
Beginning cash and cash equivalents.....	5,123	10,951
Ending cash and cash equivalents.....	9,215	12,005

Net cash flows from operating activities

We generated cash of \$4,097 from operating activities for the quarter ended March 31, 2020. Of the cash generated, \$5,128 is attributable to movements in non-cash working capital with change arising from an increase in deferred revenue and decrease in accounts receivable, offset by an increase in accounts payable and accrued liabilities and decrease in prepaid expenses and other assets. This was partially offset by cash used in operating activities.

We generated cash of \$1,030 from operating activities for the quarter ended March 31, 2019. Of the cash generated, \$3,219 was attributable to movements in non-cash working capital with change arising from an increase in deferred revenue and decrease in accounts receivable, offset by an increase in accounts payable and accrued liabilities and decrease in prepaid expenses and other assets. This was partially offset by cash used in operating activities.

Net cash flows used in financing activities

For the quarter ended March 31, 2020, net cash used in financing activities was \$60, consisting wholly of payment of finance lease.

For the quarter ended March 31, 2019, net cash used in financing activities was \$14. This consisted of repayment of finance lease of \$12 and cost of exercise of stock options of \$2.

Net cash flows from (used in) investing activities

For the quarter ended March 31, 2020, net cash used in investing activities was \$47, which consisted of purchase of property and equipment of \$71, offset by interest received of \$24.

For the quarter ended March 31, 2019, net cash generated from investing activities was \$31, which consisted of interest received of \$39, offset by the purchase of property and equipment of \$8.

Capital Management

We define capital as the aggregate of shareholders' equity, which is comprised of issued capital, contributed surplus and deficit.

Our objective in managing capital is to ensure sufficient liquidity to pursue our growth strategy, fund research and development to enhance existing product offerings as well as develop new ones, undertake selective acquisitions and provide sufficient resources to meet day-to-day operating requirements, while at the same time taking a conservative approach towards financial leverage and management of financial risk. In managing the capital structure, we take into consideration various factors, including the growth of the business and related infrastructure and the up-front cost of taking on new customers. Our officers and senior management are responsible for managing the capital and do so through quarterly meetings and regular review of financial information. Our Board of Directors is responsible for overseeing this process. We manage capital to ensure that there are adequate capital resources while maximizing the return to shareholders through the optimization of the cash flows from operations and capital transactions.

We do not have any externally imposed capital requirements.

Contractual Obligations

Our contractual obligations include commitments made with respect to leases for office premises.

Off-Balance Sheet Transactions

As a general practice, we have not entered into off-balance sheet financing arrangements.

Transactions with Related Parties

Pursuant to the completed plan of arrangement in 2016 between the Company, NexJ Health Inc. and NexJ Health Holdings Inc., the Company entered into an interim loan agreement that provided that the Company will advance funds to NexJ Health Inc. as required from time to time up to a maximum of \$1,000; the loan bears annual interest at prime rate, as published by the Royal Bank of Canada. The Company advanced \$994 as of June 30, 2016. The loan receivable is repayable on the date of the closing of a rights offering or other such financing by NexJ Health Inc., or such later date as agreed to by the parties. Management evaluated the recoverability of the loan, including the financial position of NexJ Health Inc. as at December 31, 2016 and concluded that it is impaired and recorded a provision of \$994 in the statements of comprehensive income (loss) for the year ended December 31, 2016. During the quarter ended March 31, 2020, no further advances were made to NexJ Health Inc. and the loan continues to be impaired as at March 31, 2020.

In addition, and in accordance with the same plan of arrangement from 2016, the Company also entered into a shared services agreement with NexJ Health Inc. under which the Company was to provide services and support functions relating to facilities, human resources, finance and IT services for a monthly fee agreed upon between the parties. For the year ended December 31, 2016, the Company charged \$636 for these services. Management evaluated the recoverability of these charges, including the financial position of NexJ Health Inc. as at December 31, 2016 and concluded it is impaired and recorded a provision of \$636 in the statements of comprehensive income (loss) for the fiscal year ended December 31, 2016 and the amounts continue to be impaired as at March 31, 2020.

The amounts are due on demand and non-interest bearing. The terms of the agreements above and the related amounts being charged were agreed upon by the parties.

On January 1, 2019, the parties entered into an agreement for the sublease of the office space occupied by NexJ Health Inc. The Company classifies the sublease in accordance with the provisions of IFRS 16 "Leases" and consequently has derecognized right-of-use asset and lease receivable relating to the sublease. Right-of-use assets have been measured based on lease payments to be received, discounted using the Company's incremental borrowing rate.

Currently, the Company charges for the sublease of office space, based on the agreement signed between the parties, as well as for any third party costs paid on behalf of NexJ Health Inc. and, accordingly, the Company charged \$87 (2019 - \$99) for the quarter ended March 31, 2020. Outstanding receivables amounting to \$712 (2019 - \$259) have been recorded under prepaid expenses and other assets in the statements of financial position.

Financial Risk Management

In the normal course of our business, we engage in operating and financing activities that generate risks in the following primary areas:

Foreign Currency Risk

Foreign currency risk is the risk that fluctuations in foreign exchange rates could impact our results from operations. We are exposed to a significant amount of foreign exchange risk, primarily between the Canadian dollar, the U.S. dollar and the Australian dollar. We transact business in multiple currencies, the most significant of which are the U.S. dollar and the Australian dollar. Currently, we do not enter into foreign exchange contracts to manage this exposure, but may do so in the future. As a result, we have foreign currency exposure with respect to items denominated in foreign currencies.

If a shift in foreign currency exchange rates of 10% were to occur, the foreign exchange gain or loss on our net foreign denominated monetary assets could change by approximately \$489 due to the fluctuation and this would be recorded in profit or loss.

Credit Risk

Credit risk represents the financial loss that we would experience if a counterparty to a financial instrument, in which we have an amount owing from the counterparty, failed to meet its obligations in accordance with the terms and conditions of its contracts with the Company.

We have credit risk relating to cash and cash equivalents, which we manage by dealing with large chartered Canadian banks and investing in highly liquid investments.

In order to minimize the credit risk on accounts receivables, our extension of credit to customers involves review and approval by senior management, as well as progress payments as contracts are executed and credit checks, where deemed necessary.

The following table summarizes the number of customers that individually comprise greater than 10% of total revenue or total accounts receivable and their aggregate percentage of our total revenue and accounts receivable:

	Revenue	
	Number of customers	% of total
Quarter ended March 31, 2020	3	65
Quarter ended March 31, 2019	4	66

	Accounts Receivable	
	Number of customers	% of total
As at March 31, 2020.....	3	93
As at December 31, 2019.....	3	85

We review accounts receivable balances regularly and reduce amounts to their expected realizable values by recognizing an allowance for doubtful accounts in period the account is estimated not to be fully collectible.

Credit reviews take into account the counterparty's financial position, past experience and other factors. The majority of our customers are large financially established organizations and we believe this limits the credit risk relating to customers.

Liquidity Risk

Liquidity risk is the risk that we are not able to meet our financial obligations as they fall due. One of management's primary goals is to manage liquidity risk by continuously monitoring actual and projected cash flows to ensure that we have sufficient liquidity to meet our liabilities when due, under both normal and financially stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The majority of our financial liabilities are comprised of accounts payable and accrued liabilities. Given our available cash resources as compared to the liabilities, we assess the liquidity risk to be low.

We believe that the existing cash and cash equivalents will provide sufficient funding to meet all working capital, contractual commitments and financing needs for at least the next 12 months.

Interest Rate Risk

Interest rate risk arises because of the fluctuation in interest rates. We are, or have been, subject to interest rate risk on our cash and cash equivalents. The impact of change in interest rates has not been, nor is it expected to be, material.

Critical Accounting Policies and Estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent assets and liabilities. These estimates and assumptions are affected by management's application of accounting policies and historical experience, and are believed by management to be reasonable under the circumstances. Such estimates and assumptions are evaluated on an ongoing basis and form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results could differ significantly from these estimates.

Our significant accounting policies are fully described in Note 4 to our financial statements for the years ended December 31, 2019 and 2018 which are available on SEDAR (www.sedar.com). Certain accounting policies are particularly important to the reporting of our financial position and results of operations, and require the application of significant judgment by our management. An accounting policy is deemed to be critical if it requires an accounting estimate to be made based on assumptions about matters that are highly uncertain at the time the estimate is made, and if different, estimates that reasonably could have been used, or changes in the accounting estimates that are reasonably likely to occur periodically, could have a material impact on the financial statements. We believe that there have been no significant changes in our critical accounting estimates for the quarter ended March 31, 2020 from the years presented in our annual financial statements for the years ended December 31, 2019 and 2018.

Outstanding Share Data

As of April 29, 2020, 21,106,117 Common Shares were issued and outstanding. In addition, as of March 31, 2020, there were 1,961,200 stock options outstanding with exercise prices ranging from \$1.00 to \$4.50 per share.

As at March 31, 2020, there were 650,175 deferred share units (“DSUs”) outstanding under the Company’s deferred share unit plan for members of the Board of Directors, 513,075 of which represents the right to acquire one common share per DSU when the Board member is no longer rendering service to the Company, and 137,100 of which will be settled in cash, based on the value of the Company’s common shares at the time of settlement.

Controls and Procedures

Evaluation of disclosure controls and procedures:

Management is responsible for establishing and maintaining disclosure controls and procedures as defined under National Instrument 52-109. At March 31, 2020, the Chief Executive Officer and Chief Financial Officer concluded that the design and operation of these disclosure controls and procedures were effective and that material information relating to the Company was made known to them and was recorded, processed, summarized and reported within the time periods specified under applicable securities legislation.

Internal controls over financial reporting:

Management is responsible for designing and maintaining internal controls over financial reporting (“ICFR”) as defined under National Instrument 52-109. At March 31, 2020, the Chief Executive Officer and Chief Financial Officer concluded that the design and operation of these internal controls and procedures was effective in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the financial statements for external purposes in accordance with IFRS using the Committee of Sponsoring Organizations of the Treadway Commission (“COSO”) Framework (2013).

The Chief Executive Officer and the Chief Financial Officer have evaluated, or caused to be evaluated under their supervision, whether or not there were changes to its ICFR during the quarter ended March 31, 2020 that have materially affected, or are reasonably likely to materially affect the Company’s ICFR. No such changes were identified through their evaluation.

A control system, no matter how well conceived and operated, can provide only reasonable, not absolute assurance that its objectives are met. Due to inherent limitations in all systems, no evaluations of controls can provide absolute assurance that all control issues, if any, within a company have been detected. Accordingly, our disclosure controls and procedures and our internal controls over financial reporting are effective in providing reasonable, not absolute assurance that the objectives of our control systems have been met.

About NexJ Systems Inc.

NexJ Systems provides Intelligent Customer Management to the financial services industry. Our award-winning CRM is designed to help Wealth Management, Private Banking, Corporate and Commercial Banking, and Insurance firms revolutionize their business. Powered by artificial intelligence, our products help drive productivity, boost client engagement, and increase revenue. With users in over 60 countries, our customers benefit from our deep expertise across financial services verticals, strategic investment in innovation, and commitment to their success.

NexJ was founded by an executive management team with extensive experience in the successful design and delivery of large-scale, integrated, enterprise software solutions. NexJ is publicly traded on the Toronto Stock Exchange (TSX: NXJ). For further information about the company, please visit www.nexj.com. Additional information relating to the Company is available on SEDAR at www.sedar.com.

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