

MONTHLY STRATEGY REVIEW

April 2026 | Confidential – Internal Use Only

Prepared by: Strategy & Operations · Distribution: Leadership Team · Review Date: 22 Apr 2026

KEY PERFORMANCE INDICATORS

\$4.5M Monthly Revenue ▲ 7.1% vs Budget	1,284 New Customers ▲ 12.3% MoM	94.2% Customer Retention ▼ 0.8pp MoM	64% Gross Margin ▲ 2pp vs Budget	NPS 61 Net Promoter Score ▲ 4 pts QoQ
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EXECUTIVE SUMMARY

April 2026 was a strong month for the business. Revenue exceeded budget by 7.1% driven by accelerated APAC pipeline conversion and a record quarter for the Enterprise segment. Gross margin expanded to 64%, reflecting disciplined cost management and a favourable product mix shift.

Customer acquisition momentum continued, with 1,284 new logos added — the highest monthly total in FY26. Retention dipped marginally (–0.8pp) due to churn in the SMB tier; a targeted re-engagement programme is already underway. NPS improved four points quarter-on-quarter, reflecting the positive reception of the new onboarding experience launched in March.

FINANCIAL PERFORMANCE

Metric	Budget	Actual	Variance	YTD
Revenue	\$4.2M	\$4.5M	+\$0.3M (7.1%)	\$12.8M
Operating Expenses	\$2.8M	\$2.7M	-\$0.1M (3.6%)	\$8.1M
Gross Margin	62%	64%	+2pp	63%
EBITDA	\$1.1M	\$1.3M	+\$0.2M (18.2%)	\$3.6M
Customer Acq. Cost	\$420	\$395	-\$25 (6.0%)	\$408

Key observations: Revenue outperformance was broad-based across all three segments. Operating expenses came in below budget by 3.6%, partly due to delayed hiring in Q1. EBITDA beat of 18.2% provides additional headroom for Q2 investment initiatives.

STRATEGIC INITIATIVES TRACKER

Initiative	Owner	Status	Target Date	Progress
Market Expansion – APAC	Priya Sharma	On Track	Jun 2026	65%
Platform Modernisation	Dev Kumar	At Risk	Aug 2026	42%
Customer Success Programme	Ana Lopes	On Track	May 2026	78%
Cost Optimisation Drive	James Osei	Completed	Mar 2026	100%
Product Analytics Suite	Chen Wei	On Track	Jul 2026	30%

Platform Modernisation remains the primary area of concern. A dedicated steering committee review is scheduled for 28 April to reassess scope and resourcing. All other initiatives are progressing to plan or ahead of schedule.

RISKS & OPPORTUNITIES

RISKS

- Platform modernisation delay may impact Q3 product roadmap commitments.
- SMB retention decline requires prompt intervention to protect ARR base.
- FX headwinds (USD/INR) could compress APAC margin by ~1–2pp in H2.
- Key engineer attrition risk in the Platform team (2 open critical roles).

OPPORTUNITIES

- Enterprise pipeline is 34% above same period last year.
- APAC channel partnerships progressing ahead of plan — 3 new resellers onboarded.
- Product Analytics Suite shows strong early adoption signal from beta cohort.
- Cost savings from Cloud FinOps programme could yield \$180K annualised.

NEXT STEPS & ACTIONS

#	Action Item	Owner	Due Date
1	Platform Modernisation steering committee review	Dev Kumar / CTO	28 Apr 2026
2	Launch SMB re-engagement campaign (email + CSM outreach)	Ana Lopes	30 Apr 2026
3	Finalise Q2 hiring plan — 2 critical Platform roles	HR / Dev Kumar	25 Apr 2026
4	Present APAC channel expansion update to Board	Priya Sharma	5 May 2026
5	Complete Cloud FinOps audit and deliver savings report	James Osei	9 May 2026
6	Beta close and GA readiness review – Analytics Suite	Chen Wei	15 May 2026

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