



Setting your course for success.

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To Whom It May Concern:

Our firm has served as independent certified public accountants for Innovative Routines International (IRI), Inc. since 1995. We perform regular reviews of the financial statements of Innovative Routines International and provide consulting services pertaining to the corporation's federal and state tax and regulatory filings.

IRI was founded in 1978 and has grown from "start up" status to a multi-million dollar corporation. Over the years, IRI has benefitted from a conservative management style and has enjoyed a consistent history of profitable operations and strong sales growth without the use of debt or third party capital. IRI consistently has funded its growth through cash-flows from operations, which include

- Perpetual and subscription use license fees for high-performance data processing, data masking and related data management products;
- Runtime royalties for embedded IRI software distributed inside or working along-side third-party applications;
- Recurring annual support contracts;
- Professional services including bespoke implementation, development-for-hire and advanced training.

Innovative Routines International has been privately owned from inception and has a long-standing tradition of non-disclosure of financial information attendant to its status as a private corporation.

Sincerely,

A handwritten signature in black ink that reads 'Carl A. Ellefson'.

Carl A Ellefson, CPA
Flavin Nooney & Person