NUTANIX™

Corporate Presentation

DECEMBER 2020

Safe Harbor

Non-GAAP Financial Measures and Other Key Performance Measures

To supplement our consolidated financial statements, which are prepared and presented in accordance with GAAP, we use the following non-GAAP financial and other key performance measures: billings, non-GAAP gross margin, non-GAAP operating expenses, non-GAAP net loss, non-GAAP net loss per share, free cash flow, subscription revenue, subscription billings, subscription revenue mix, subscription billings mix, professional services billings, Annual Contract Value Billings (or ACV Billings), and Run-rate Annual Contract Value (or Run-rate ACV). In computing these non-GAAP financial measures and key performance measures, we exclude certain items such as stock-based compensation and the related income tax impact, costs associated with our acquisitions (such as amortization of acquired intangible assets, income tax-related impact, and other acquisition-related costs), impairment of operating lease-related assets, change in fair value of derivative liability, amortization of debt discount and issuance costs, non-cash interest expense, other non-recurring transactions and the related tax impact, and the revenue and billings associated with pass-through hardware sales. Billings is a performance measure which we believe provides useful information to investors because it represents the amounts under binding purchase orders received by us during a given period that have been billed, and we calculate billings by adding the change in deferred revenue between the start and end of the period to total revenue recognized in the same period. Non-GAAP gross margin, non-GAAP operating expenses, non-GAAP net loss, and non-GAAP net loss per share are financial measures which we believe provide useful information to investors because they provide meaningful supplemental information regarding our performance and liquidity by excluding certain expenses and expenditures such as stock-based compensation expense that may not be indicative of our ongoing core business operating results. Free cash flow is a performance measure that we believe provides useful information to management and investors about the amount of cash generated by the business after necessary capital expenditures, and we define free cash flow as net cash (used in) provided by operating activities less purchases of property and equipment. Subscription revenue, subscription billings, subscription revenue mix, subscription billings mix, and professional services billings are performance measures that we believe provide useful information to our management and investors as they allow us to better track the growth of the subscription-based portion of our business, which is a critical part of our business plan. ACV Billings and Run-rate ACV are performance measures that we believe provide useful information to our management and investors as they allow us to better track the topline growth of our business during our transition to a subscription-based business model because they take into account variability in term lengths. We use these non-GAAP financial and key performance measures for financial and operational decision-making and as a means to evaluate period-to-period comparisons. However, these non-GAAP financial and key performance measures have limitations as analytical tools and you should not consider them in isolation or as substitutes for analysis of our results as reported under GAAP. Billings, non-GAAP gross margin, non-GAAP operating expenses, non-GAAP net loss, non-GAAP net loss per share, and free cash flow are not substitutes for total revenue, gross margin, operating expenses, net loss, net loss per share, or net cash (used in) provided by operating activities, respectively; subscription revenue is not a substitute for total revenue; and subscription and professional services billings are not substitutes for subscription and professional services revenue, respectively, or total revenue. There is no GAAP measure that is comparable to either ACV Billings or Run-rate ACV, so we have not reconciled the ACV Billings or Run-rate ACV numbers included in this presentation to any GAAP measure. In addition, other companies, including companies in our industry, may calculate non-GAAP financial measures and key performance measures differently or may use other measures to evaluate their performance, all of which could reduce the usefulness of our non-GAAP financial measures and key performance measures as tools for comparison. We urge you to review the reconciliation of our non-GAAP financial measures and key performance measures to the most directly comparable GAAP financial measures set forth in the tables captioned "GAAP to Non-GAAP Reconciliations and Calculation of Billings" and "Disaggregation of Billings and Revenue" included in the appendix hereto, and not to rely on any single financial measure to evaluate our business.

Safe Harbor

Forward Looking Statements

This presentation and the accompanying oral commentary contain express and implied forward-looking statements, including, but not limited to, statements relating to: our business plans, strategies, initiatives, objectives and outlook, including changes we have made or anticipate making in response to the COVID-19 pandemic, our ability to manage our business during the pandemic, and the position we anticipate being in following the pandemic; our ability to execute such plans, strategies, initiatives and objectives successfully and in a timely manner, and the benefits and impact of such plans, initiatives and objectives, including our ability to manage our expenses and drive long-term growth and our cash usage in future periods; the competitive market, including our competitive position, our projections about our market share and the size of our total addressable market; our customer needs and our response to those needs; the benefits and capabilities of our platform, solutions, products, services and technology, including the interoperability and availability of our solutions with and on third-party platforms; our plans and expectations regarding new products, services, product features and technology, including those that are still under development or in process; the success and impact of our customer, partner, industry, analyst, investor, and employee events on our business, including on future pipeline generation; our plans and timing for, and the success and impact of, any current and future business model transitions, including the impact thereof on average contract term lengths; the timing and potential impact of the COVID-19 pandemic on the global market environment and the IT industry, as well as on our business, operations and financial results, including the actions we have taken to manage operating expenses; the timing and impact of our announced CEO transition plan; and our guidance on estimated ACV Billings, non-GAAP gross margin, non-GAAP operating expenses and weighted shares outstanding for any future fiscal periods. These forward-looking statements are not historical facts and instead are based on our current expectations, estimates, opinions, and beliefs. Consequently, you should not rely on these forward-looking statements. The accuracy of these forward-looking statements depends upon future events and involves risks, uncertainties, and other factors, including factors that may be beyond our control, that may cause these statements to be inaccurate and cause our actual results, performance or achievements to differ materially and adversely from those anticipated or implied by such statements, including, among others: failure to successfully implement or realize the full benefits of, or unexpected difficulties or delays in successfully implementing or realizing the full benefits of, our business plans, initiatives and objectives; the timing, breadth, and impact of the COVID-19 pandemic on our business, operations, and financial results, as well as the impact on our customers, partners, and end markets; failure to timely and successfully meet our customer needs; delays in or lack of customer or market acceptance of our new products, services, product features or technology; delays or unexpected accelerations in the transition to a subscription-based business model; the rapid evolution of the markets in which we compete; our ability to achieve, sustain and/or manage future growth effectively; factors that could result in the significant fluctuation of our future quarterly operating results, including, among other things, anticipated changes to our revenue and product mix, including changes as a result of our transition to a subscription-based business model, which will slow revenue growth during such transition and make forecasting future performance more difficult, the timing and magnitude of orders, shipments and acceptance of our solutions in any given quarter, our ability to attract new and retain existing end-customers, changes in the pricing of certain components of our solutions, and fluctuations in demand and competitive pricing pressures for our solutions; the introduction, or acceleration of adoption of, competing solutions, including public cloud infrastructure; and other risks detailed in our Annual Report on Form 10-K for the fiscal year ended July 31, 2020, filed with the U.S. Securities and Exchange Commission, or the SEC, on September 23, 2020. Additional information will also be set forth in our Quarterly Report on Form 10-Q that will be filed for the fiscal quarter ended October 31, 2020 which should be read in conjunction with this presentation and the financial results included herein. Our SEC filings are available on the Investor Relations section of our website at ir.nutanix.com and on the SEC's website at www.sec.gov. These forward-looking statements speak only as of the date of this presentation and, except as required by law, we assume no obligation, and expressly disclaim any obligation, to update, alter or otherwise revise any of these forward-looking statements to reflect actual results or subsequent events or circumstances.

Nutanix Overview – Q1’21

Nutanix is a global leader in cloud software and a pioneer in hyperconverged infrastructure solutions, making computing invisible anywhere.

$1.29B
+29% YoY
Run-rate ACV

$138M
+10% YoY
ACV Billings

$313M (1)
(0.6)% YoY
Total Revenue

3.5 Years
(0.4) Years YoY
Total Average Contract Term

81.9%
+180 bps YoY
Non-GAAP Gross Margin

18,040
+3,080 YoY
Total Customer Count

930
+90 YoY
Global 2000 Customer Count

90
6-Year Average
Net Promoter Score

Note: Data is as of October 31, 2020. See Appendix for definitions of Run-rate ACV, ACV Billings, Total Average Contract Term and a non-GAAP to GAAP reconciliation of Non-GAAP Gross Margin.
(1) Q1’21 total revenue was negatively impacted by year-over-year decline in average contract term associated with the Company’s ongoing transition to subscription.

Nutanix Value Proposition

Differentiated Cloud Platform for Hybrid and Multicloud Solutions
Manage any app anywhere at any scale with unparalleled simplicity, scalability, choice, and portability

Compelling Market Opportunity
Large and expanding $200+ billion TAM in hyperconverged infrastructure and multicloud markets

Multiple Long-Term Growth Drivers
Datacenter modernization | Digital transformation | Hybrid cloud infrastructure

Customer Delight and Expansion
Loyal customer base with best-in-class Net Promoter Score (NPS) of 90, 96% customer retention, and 125% ACV dollar-based net expansion rate*

Subscriptions for Datacenter and Cloud Infrastructures
Higher customer lifetime value, and a more predictable business model with recurring revenue over time

Unlocking Operating Leverage
ACV-first strategy drives better unit economics and shortens time to efficient renewals, which drives operating leverage over time

*Reflect FY'20 results. See Appendix for definitions of Customer Retention, ACV and ACV Dollar-based Net Expansion.

Nutanix Timeline

- Sept. 2009 — Nutanix Founded
- Jan. 2012 — Shipped First Product
- Aug. 2014 — Launched 1st OEM Partnership
- June 2015 — Introduced AHV Hypervisor
- Sept. 2016 — Nutanix IPO "NTNX"
- July 2018 — Surpassed $1B Annual Revenue
- Apr. 2019 — Launched HPE Partnership
- Apr. 2020 — Transitioned 80%+ of Quarterly Billings to Subscriptions
- Aug. 2020 — Launched ACV-First Strategy

Top IT Challenges in the Digital Economy

Complex, manually managed, siloed infrastructure	Can’t quickly provision and deploy apps	Ongoing struggle to keep apps and data secure / compliant
Hybrid cloud too complex and difficult to operate & manage	Lift and shift of apps; mobility slow and needs code changes	Unpredictable costs

Rising Hybrid Cloud Deployments

of respondents said COVID-19 has caused IT to be viewed more strategically in their organizations

of respondents consider hybrid their ideal operating model

of respondents who currently run on-premises infrastructure have deployed or plan to deploy hyperconverged infrastructure

Source: [2020 Enterprise Cloud Index](), which is based on a survey of 3,400 IT decision makers globally.

Our Offering: One Platform. Any App. Any Cloud.

Focus on Long-term Sustainable Growth with Multi Product Focus: Platform-, App-, and Cloud-Agnostic

Enterprise Apps | Cloud Native Apps | Analytics/ ML | Databases | Dev & Test | IoT Edge | ROBO | EUC

NUTANIX Cloud Platform

Datacenter Services
Storage | Networking | BC/DR

DevOps Services
Cloud Native | Automation | DBaaS

Desktop Services
VDI | DaaS | Digital Workspaces

Digital Hyperconverged Infrastructure Services
Virtualization | Storage | Management & Operations | Security

Private Cloud

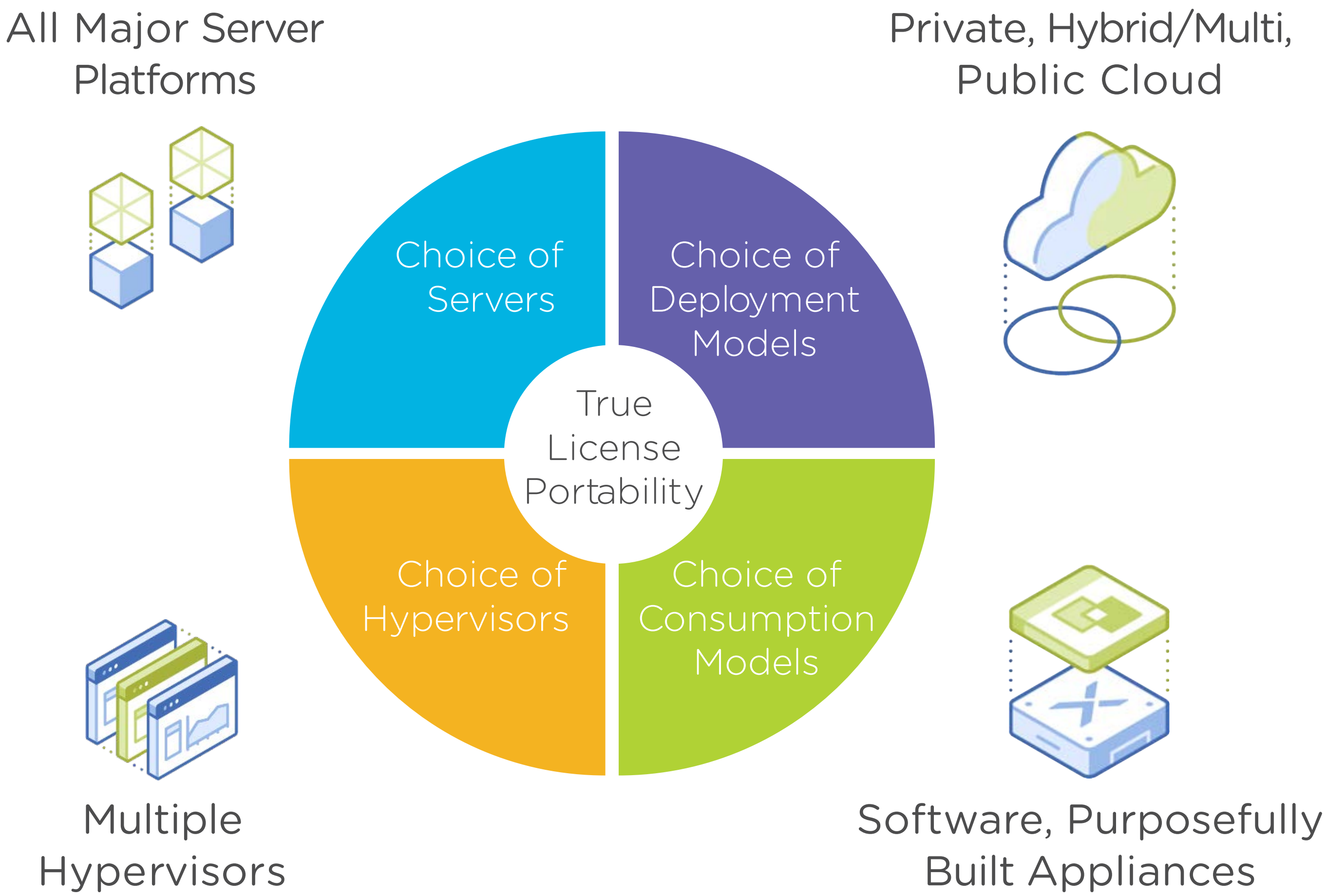
1-Click Mobility

Seamless Operations

Public Cloud
NUTANIX Cloud | Telco/XSP | Hyperscalers

Giving Customers Unparalleled Choice & Portability

- Gives control back to IT
- Provides choice of technology to avoid rigid technology and costly vendor lock-in
- Supports all major hypervisors including VMware ESXi, Microsoft Hyper-V, and our own Nutanix (no additional cost) AHV to help IT preserve existing investment



Our Hybrid Cloud Platform Adoption

49%
AHV Adoption as
a % of NX Nodes[1]
+2pts YoY

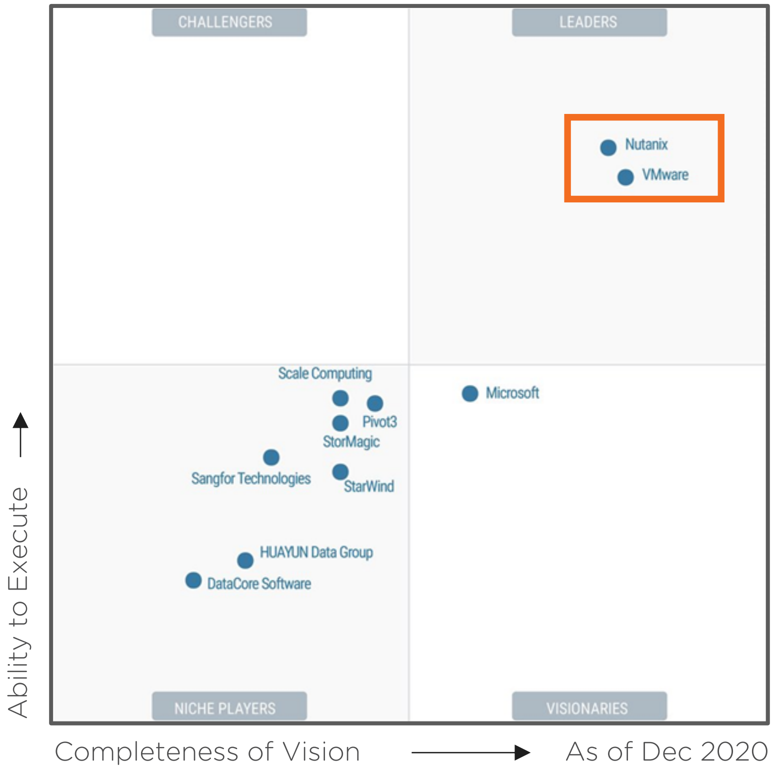
35%
% of Deals with
> One New Product[1]
+7pts YoY

87%
YoY Growth of
New ACV
from New Products

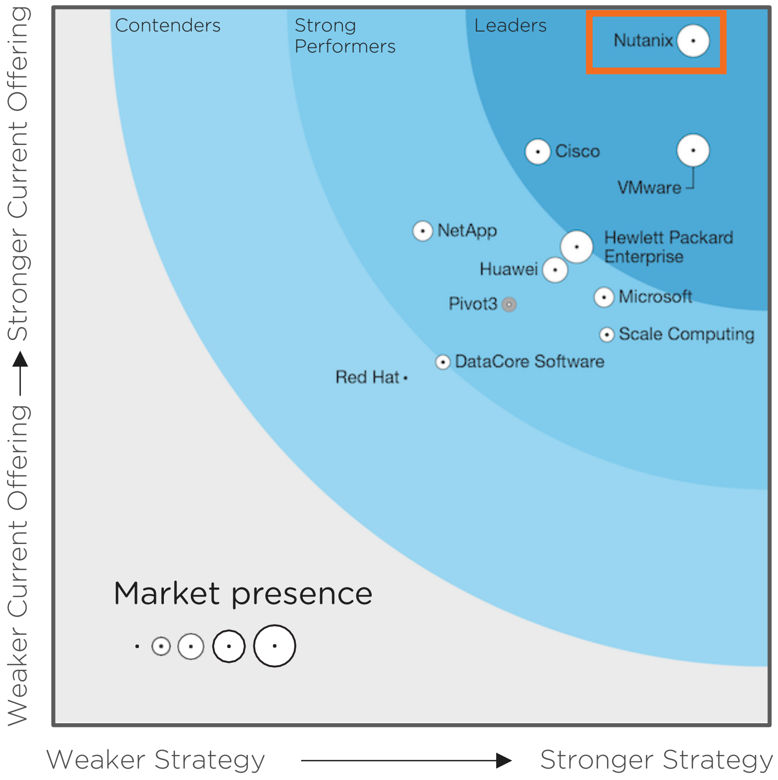
Note: Data is as of October 31, 2020.
(1) Calculated on a rolling four-quarter average.

Undisputed Market Leadership

Gartner
Magic Quadrant for HCI, 2020



Forrester
Wave HCI, 2020



Gartner Magic Quadrant for Hyperconverged Infrastructure, Jeff Hewitt, Phil Dawson, Julia Palmer and John McArthur, Published 7 Dec 2020

The Forrester Wave™: Hyperconverged Infrastructure, Q3 2020, Forrester Research, Inc., 29 July 2020

Delivering Excellent Customer Business Outcomes

62%
Lower
Five-Year TCO

85%
Less Unplanned
Downtime

9
Months to
Payback

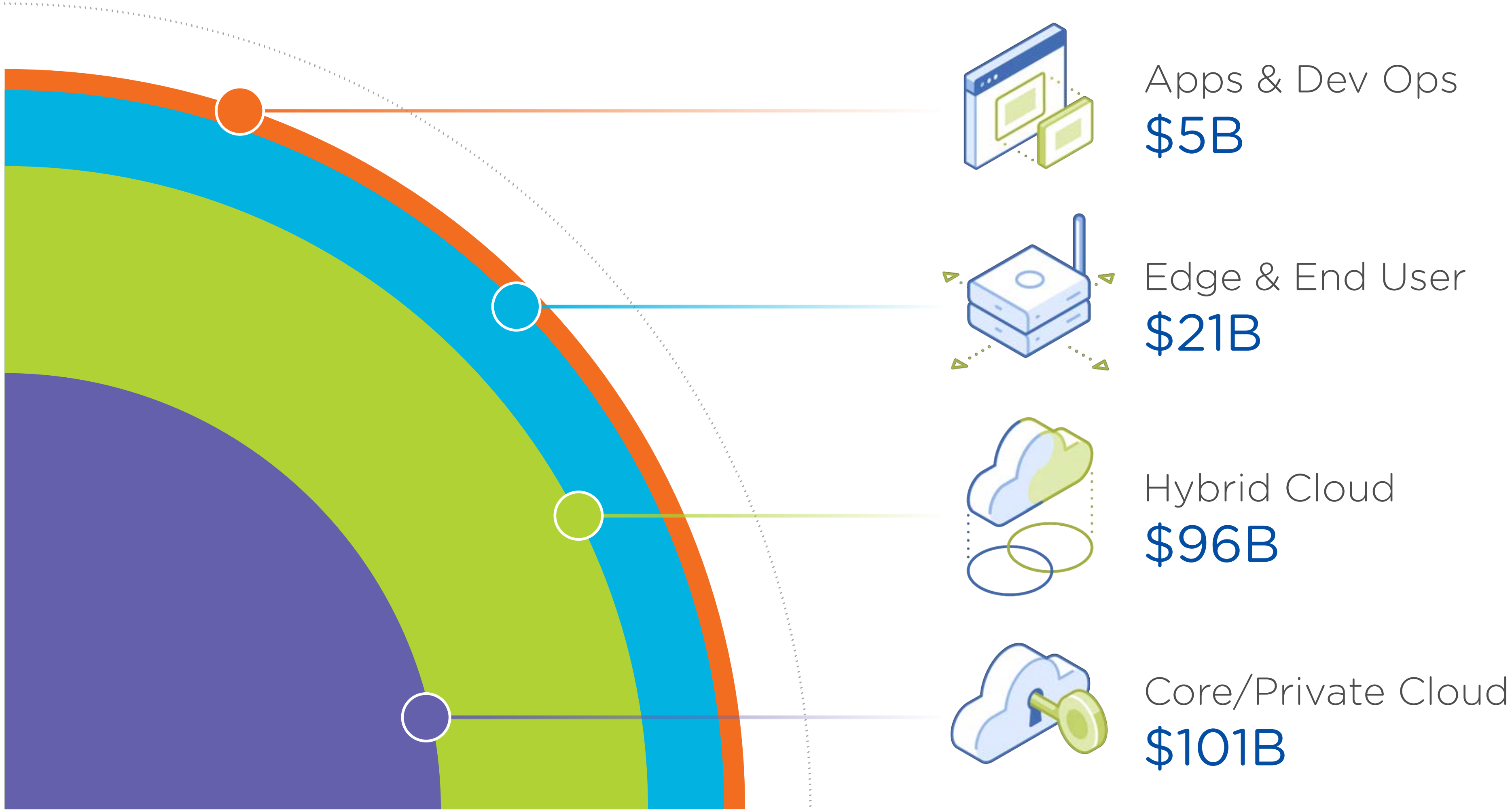
477%
Five-Year
ROI

$932,800
Additional
Revenue per Year

IDC

Source: IDC White Paper, sponsored by Nutanix, Organizations Leverage Nutanix Enterprise Cloud as Scalable, High-Performing, and Cost-Effective Infrastructure Foundation, January 2020.

Addressing a Large and Expanding TAM



Total
$200+B

Source: IDC April 2020.

HCI Market Growth

2018
$4.4B

21%
CAGR

2023
$11.5B

Source: HCI market size is derived from Gartner's forecast on HCIS at 70% of the market total.

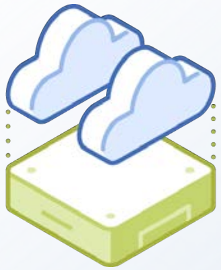
Key Growth Drivers of Our Business

Infrastructure Modernization

Operational Efficiency / Economics

Server Virtualization, VDI, ROBO, Business-critical Apps, Databases, Big Data

ITaaS



"aaS" for Automation

Simplicity, Automation, Self-service, Integration across Clouds, CI/CD

Cloud

Innovation, Agility

Hybrid Cloud, Multicloud, Cloud Native

How We Win Against Legacy Infrastructure

Rapid Time to Market
Deploy apps in minutes

Flexible IT Consumption
Get and pay only for what you need-operating or capital expense

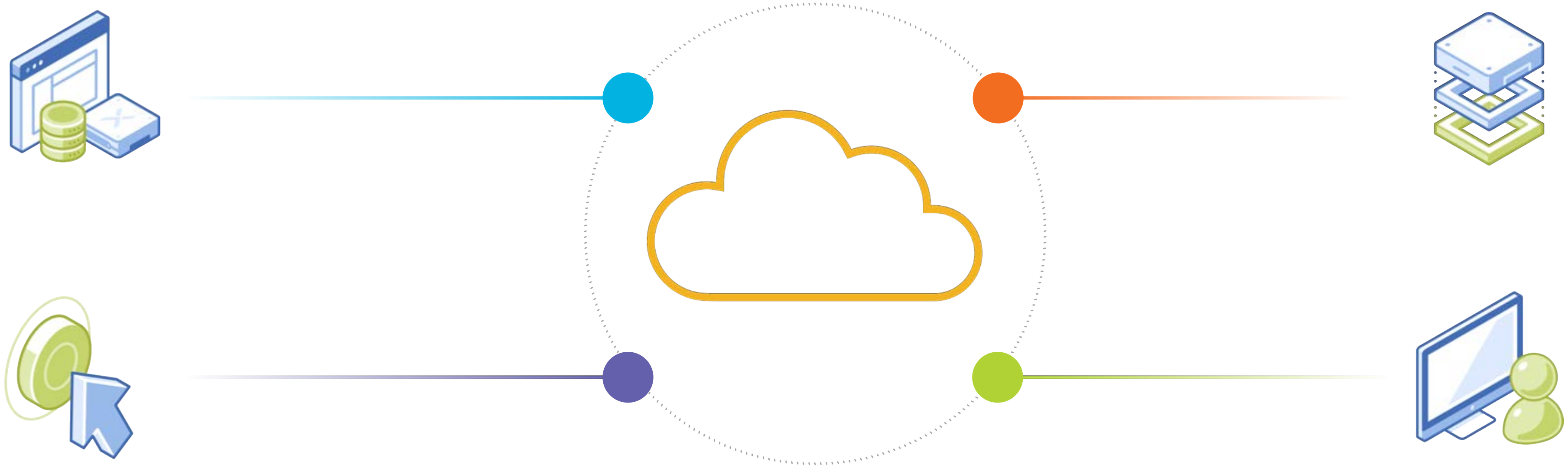
One-click Simplicity
No low-level infrastructure management

Continuous Innovation
Infrastructure regularly gets better

How We Win Against HCI Competition

Web-Scale Architecture
Unlike other packaged solutions

Resiliency & Performance
Better results delivered by data locality and management



One-click Upgrades
Across the entire infrastructure and software stack

Single User Interface
End-to-end infrastructure and application management

Go To Market Strategy

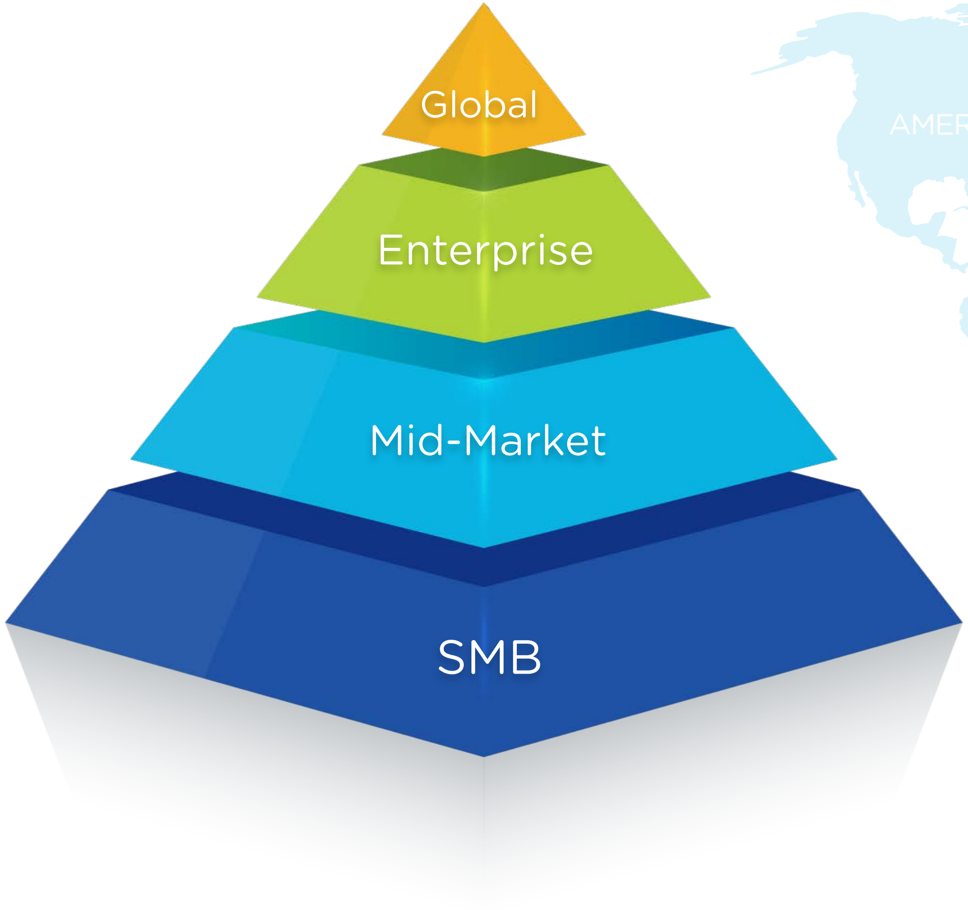
Direct Sales Reps, Overlays and Channel across AMER, EMEA and APJ

Federal

State Government

Healthcare/ Education

Local Government



Market Expansion

- New products and new logos
- Multi-workload and multi-product

Resource Leverage

- Accelerate productivity
- Fine tune coverage
- Develop new routes to market

Subscription Advantage

- Lower cost structure
- Large enterprise purchase agreements

Multi Channel Strategy

Multi Channel Focus

Over 10,000 total global partners as of Q1 FY'21

Obsessed with Customer Success

> "The Name Nutanix Carries an Image of Functionality and Quality.

Gartner

SWOT: Nutanix, Hyperconverged Infrastructure, Worldwide, Nov 2018

18,040[(1)]

Proven, and Trusted by Customers

96%[(2)]

Customer Retention

90

Net Promoter Score (6-Year Average)

4.7[(3)]

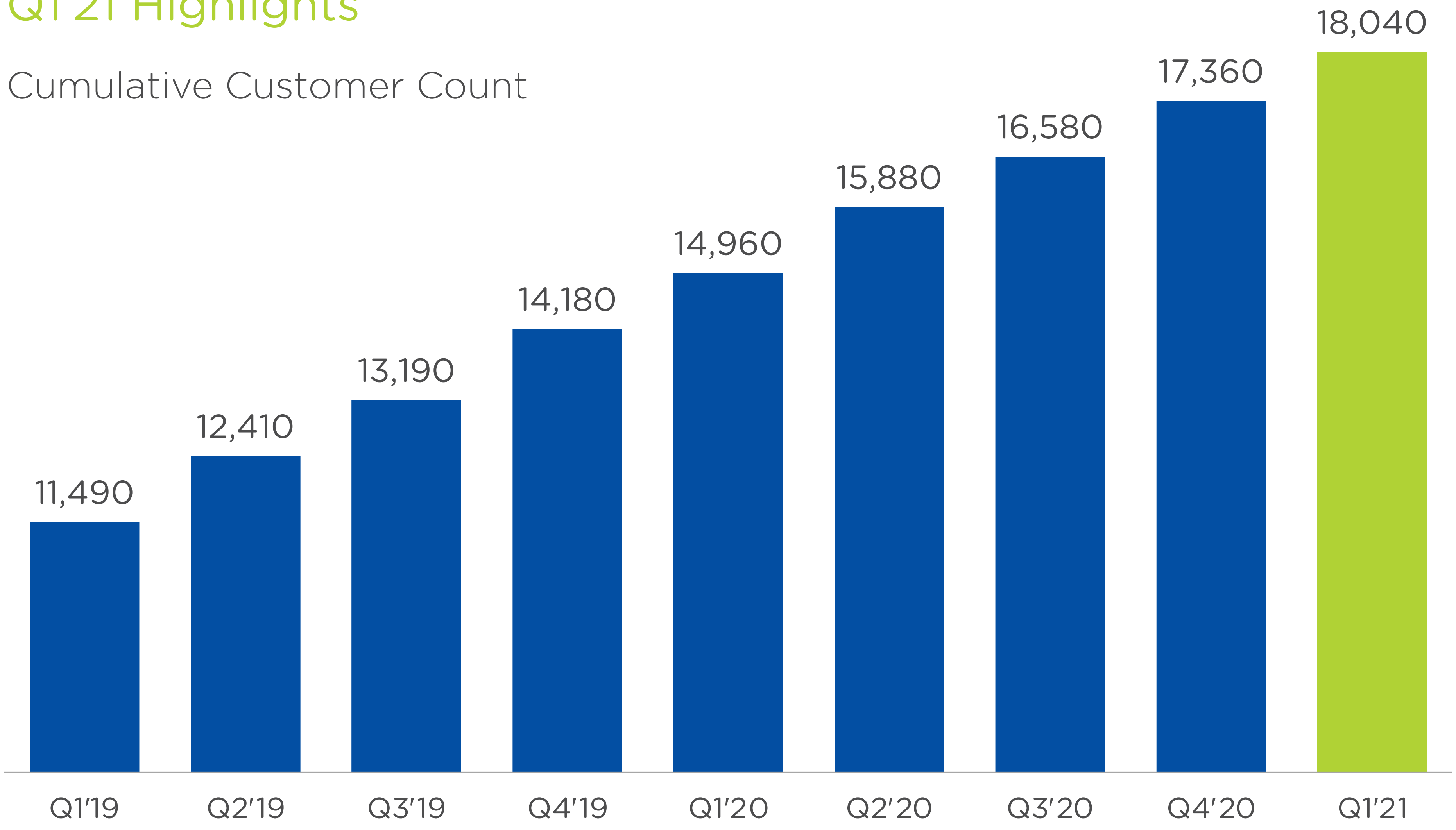
Gartner Peer Insights Score (4.7 of 5)

(1) See endnote 1 in the Appendix.
(2) Customer Retention reflects FY'20 results. See Appendix for the definition of Customer Retention.
(3) Gartner Peer Insights ratings and reviews as of March 24, 2020. Click here for more details.

Customer Growth Momentum[1]

Q1'21 Highlights

Cumulative Customer Count



21%
Total Customers YoY Growth

930
G2K Customers

16.4x[2]
G2K Lifetime ACV Repeat Purchase Multiple

79
Forbes Global 100 Customers

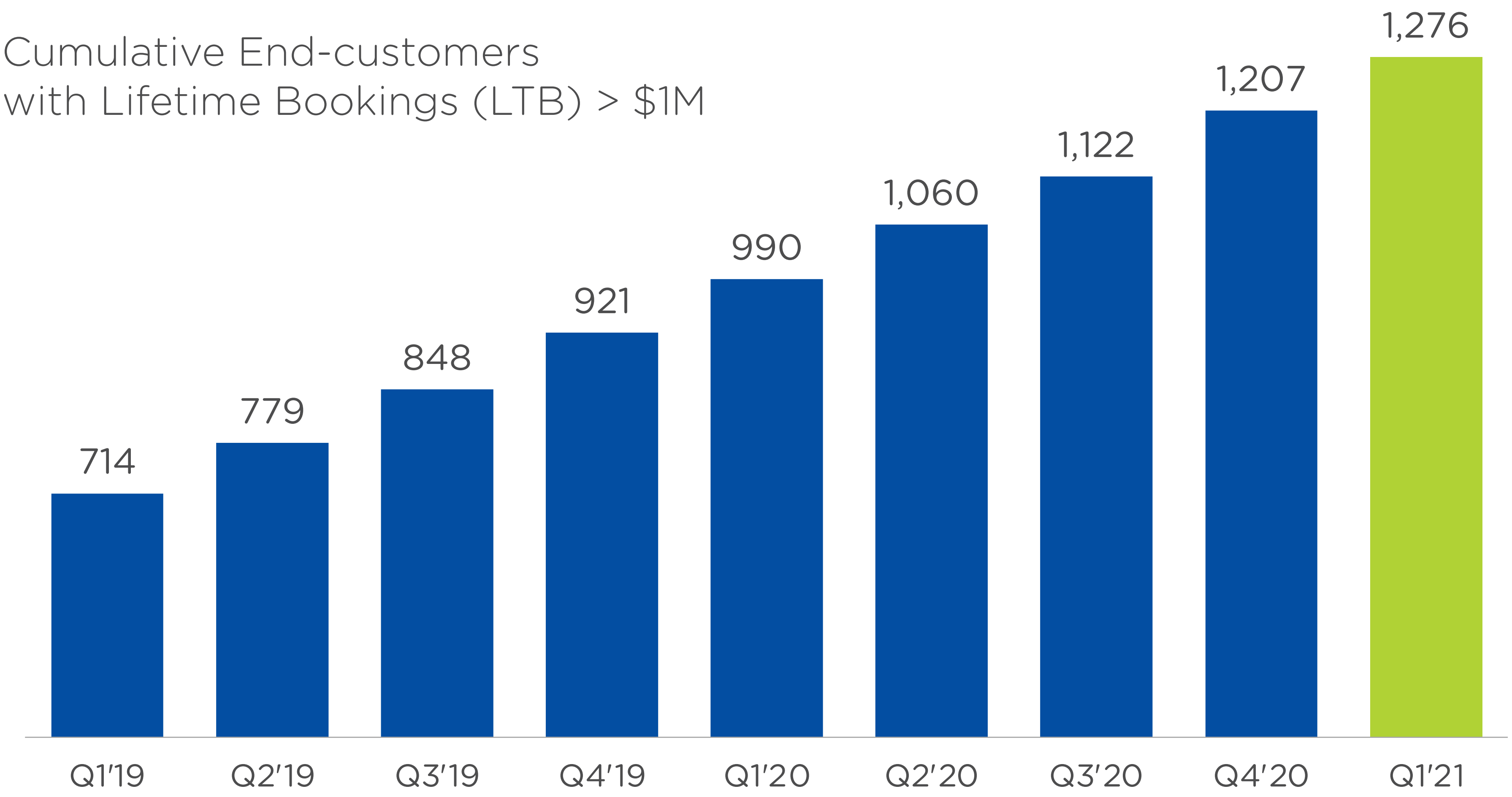
90 NPS
6-Year Average

(1) The G2K customer count reflects standard adjustments to certain customer accounts within our system of record and is rounded to the nearest 10. See endnote 1 in the Appendix.
(2) See endnote 2 in the Appendix.

Large Customer Growth

Q1'21 Highlights

Cumulative End-customers
with Lifetime Bookings (LTB) > $1M



+29% YoY **907** Customers $1-$3M in LTB

+19% YoY **169** Customers $3-$5M in LTB

+37% YoY **129** Customers $5-$10M in LTB

+31% YoY **71** Customers >$10M in LTB

Customer Case Studies

"We're operating in a much more agile environment, and Nutanix is helping us do that… It's also a very flexible platform. No matter what type of workload we want to use, we can quickly deploy it to Nutanix and then get it out in front of our customers and see what they think."

– Ken Shaffer, Assistant Vice President for Enterprise Systems, CarMax

Learn More

"Nutanix not only converges technologies, their software has enabled us to converge infrastructure, teams, and opportunities. By combining IT specialists into a single operations group, we can now see our end-to-end environment, work collaboratively, and make better decisions for the business."

– Kevin Priest, Senior Director, The Home Depot

Learn More

"Société Générale's private cloud is based on the hyperconverged platform in the Dell EMC XC Series which runs on Nutanix Enterprise Cloud Platform."

– Vincent Hoose, Head of IT Infrastructure-as-a-Service (IaaS), Société Générale

Learn More

Visit nutanix.com/company/customers for more customer case studies.

Experienced Nutanix Leadership Team

Rajiv Ramaswami
PRESIDENT & CEO

vmware CISCO

Ben Gibson
CHIEF MARKETING OFFICER

f5 CISCO

Chris Kaddaras
EVP, WORLDWIDE SALES

DELL EMC CABLETRON SYSTEMS

David Sangster
CHIEF OPERATING OFFICER

DELL EMC datadomain

Duston Williams
CHIEF FINANCIAL OFFICER

WD Western Digital
Gigamon

Rajiv Mirani
CHIEF TECHNOLOGY OFFICER

Hewlett Packard Enterprise CITRIX

Rukmini Sivaraman
SVP, PEOPLE & BUSINESS OPERATIONS

Goldman Sachs CYPRESS

Tarkan Maner
CHIEF COMMERCIAL OFFICER

WYSE
nexenta

Tyler Wall
CHIEF LEGAL OFFICER

RED BOOK CONNECT
BROCADE

Wendy Pfeiffer
CHIEF INFORMATION OFFICER

Qualys
yahoo!

Investing in Our Subscription Transformation

Appliance	Software	Subscription
FY'12-FY'17	FY'18-FY'19	Q2 FY'19-Present
Initial Delivery Model	Transitioned to Software	Transforming to Subscription

Prior to subscription model transition:

- Reached \$1.5B LTM total billings as of Q1'19, using \$73M cumulative Free Cash Flow from Q1'15 to Q1'19
- Hardware sales made up 28% of Nutanix's revenue in fiscal 2017 vs. ~0% as of Q1 fiscal 2021
- FY'19 total revenue growth would have been 26% without model transition

Subscription model offers tremendous long-term benefits despite top-line headwind during transition.

- 88% of total billings and 89% of total revenue were subscription-based as of Q1'21
- Q1'21 marked our shift of focus from TCV to ACV, making ACV a key metric for top-line performance

Note: See Appendix for non-GAAP to GAAP reconciliations.

Subscription Model Benefits

Customers

- No lock-in on hardware, hypervisor and cloud
- Flexible consumption (monthly, 1, 3, and 5-year term) and license bursting
- License mobility between private and public clouds
- Foundation for hybrid multicloud infrastructure, the ideal IT operating model for 86% surveyed enterprises*
- Easy access to Nutanix's continuous innovation via subscriptions

Partners and Nutanix

- Access to real-time customer relationships with more frequent cross-and-upsell opportunities
- Higher total customer lifetime value
- Lower go-to-market cost structure
- More predictable business model
- Recurring revenue stream over time
- ACV-first focus expected to shorten time to efficient renewals

*Source: 2020 Enterprise Cloud Index, which is based on a survey of 3,400 IT decision makers globally.

Q1'21 Company Highlights

- **FY'21 Off to a Strong Start Despite COVID-related Macro Uncertainty**
  10% YoY growth in ACV Billings, 29% YoY growth in Run-rate ACV, and outperformance across all other key financial metrics
- **ACV-First Thesis Nicely Played Out in Q1**
  Total Average Contract Term declined to 3.5 years, leading to 1) better unit economics, 2) shorter time to more efficient renewals, 3) accelerated new product adoption, and 4) strong ACV growth
- **Enhanced Go-to-Market Execution with Consistency**
  Solid performance across all geographies, driven by 1) increased sales alignment and enablement, 2) digital marketing efficiency, and 3) resilient ACV-first strategy
- **Continued Growth Momentum in New Products**
  New ACV from new products up 87% YoY and 27% QoQ; New product attach rate increased to 35%,[(1)] up 7 points YoY
- **Entered New Partnership with Microsoft and Launched Nutanix Hybrid Cloud on AWS**
  Expanded and differentiated hybrid and multicloud strategy, providing seamless application, data and license mobility as well as a unified management platform

Note: See Appendix for definitions of ACV Billings, Run-rate ACV, ACV, and Total Average Contract Term. There is no GAAP measure that is comparable to either ACV Billings or Run-rate ACV, so the company has not reconciled the ACV Billings and Run-rate ACV numbers in this presentation to any GAAP measure.
(1) Calculated on a rolling four-quarter average.

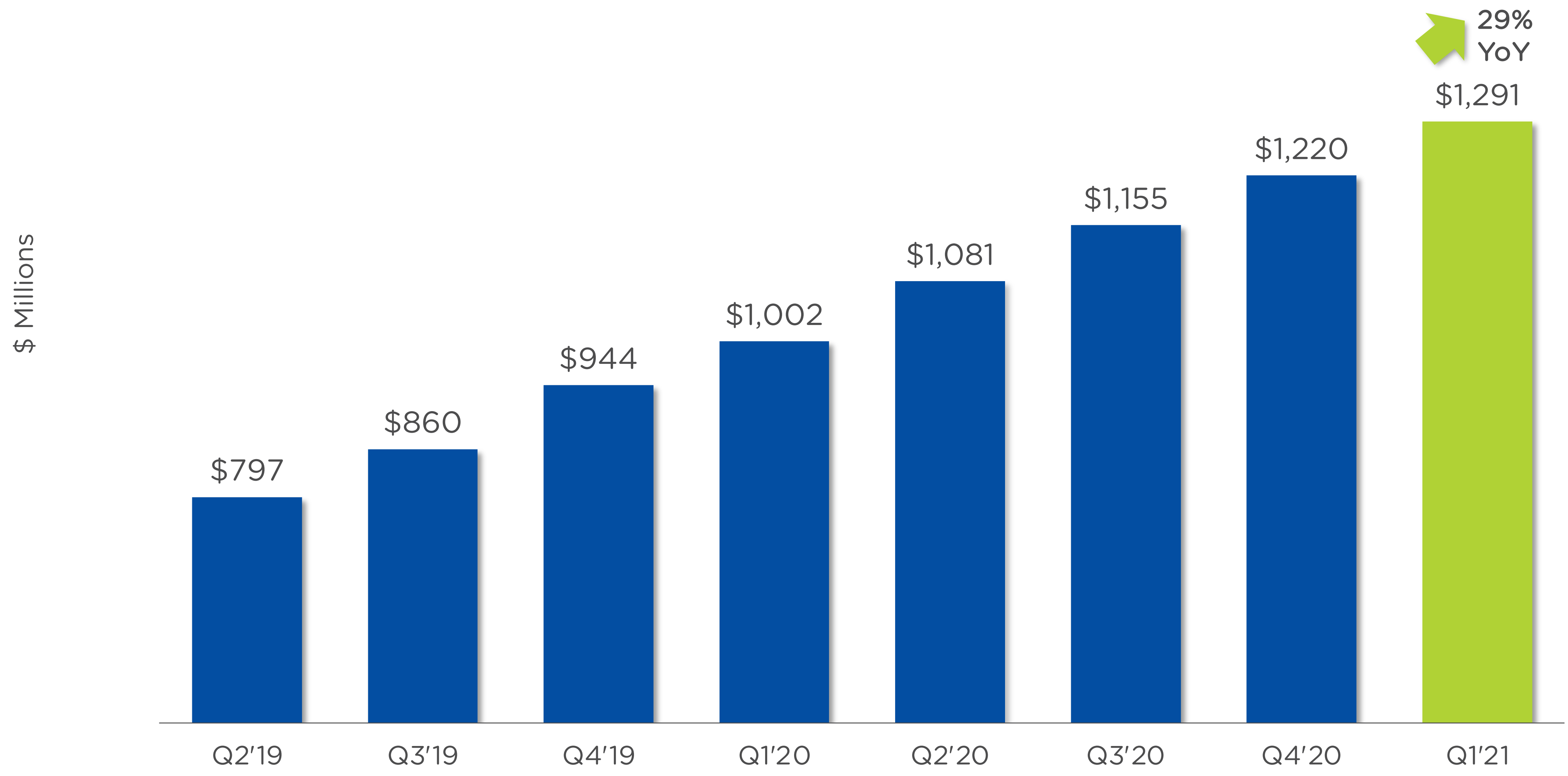
Q1’21 Financial Summary

	Q1’21 Results	YoY Change	vs. Q1’21 Guidance
ACV Billings	$137.8M	10%	$118-$121M
Run-rate ACV	$1.29B	29%	>20%
Total Average Contract Term	3.5 Years	(0.4) Years	N/A
Total Revenue[(1)]	$312.8M	(0.6)%	N/A
Non-GAAP Gross Margin	81.9%	180 bps	~81%
Non-GAAP Operating Expenses	$341.2M	(12)%	$350-$360M
Non-GAAP Net Loss Per Share	$(0.44)	$0.27	N/A
Free Cash Flow	$(16.3)M	$28M	N/A

(1) Q1’21 total revenue was negatively impacted by year-over-year decline in average contract term associated with the Company’s ongoing transition to subscription.

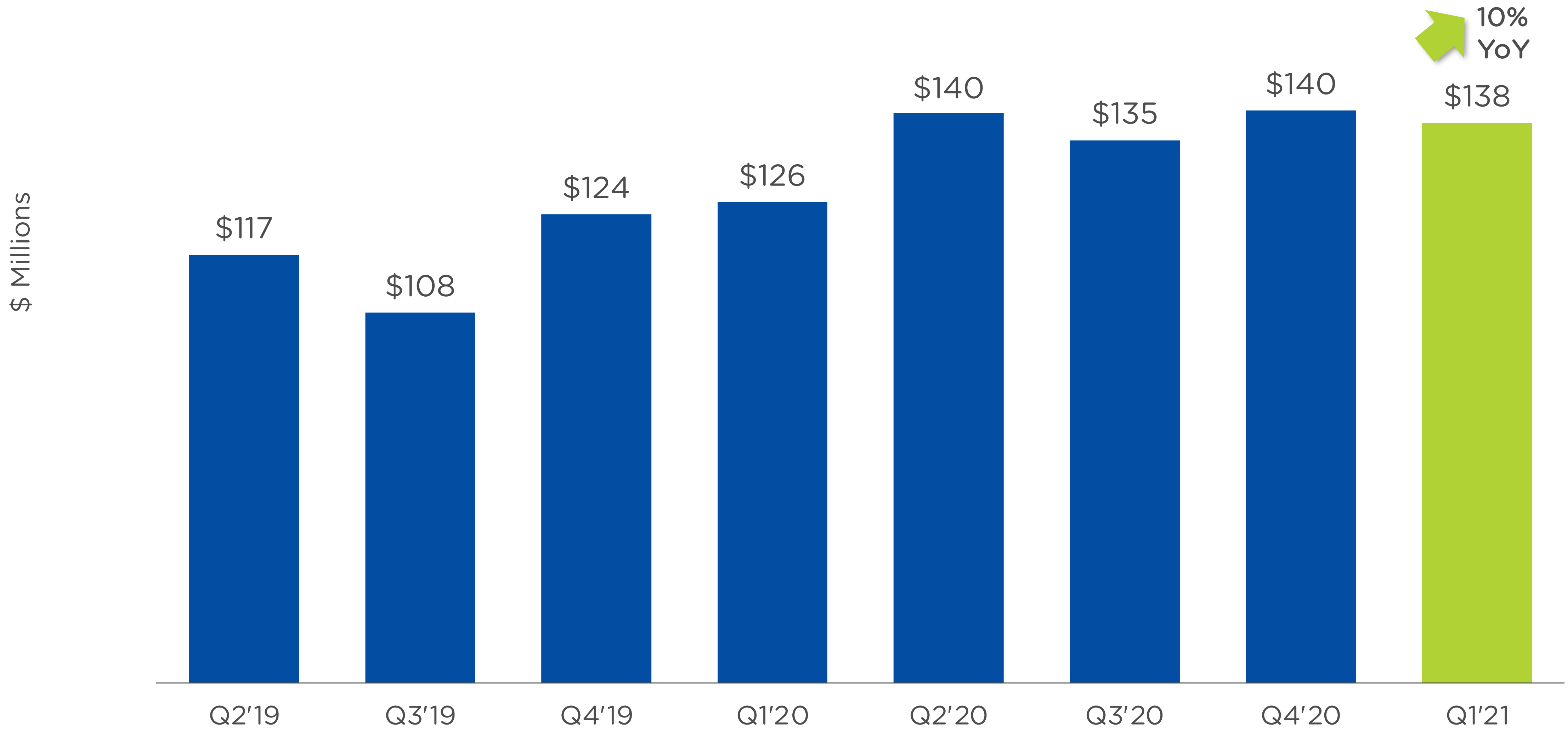
Note: See Appendix for non-GAAP to GAAP reconciliations, as well as definitions of ACV Billings, Run-rate ACV, and Total Average Contract Term. There is no GAAP measure that is comparable to either ACV Billings or Run-rate ACV, so the company has not reconciled the ACV Billings and Run-rate ACV numbers in this presentation to any GAAP measure.

Run-rate ACV



Note: See Appendix for definition of Run-rate ACV. There is no GAAP measure that is comparable to Run-rate ACV, so the company has not reconciled the Run-rate ACV numbers in this presentation to any GAAP measure.

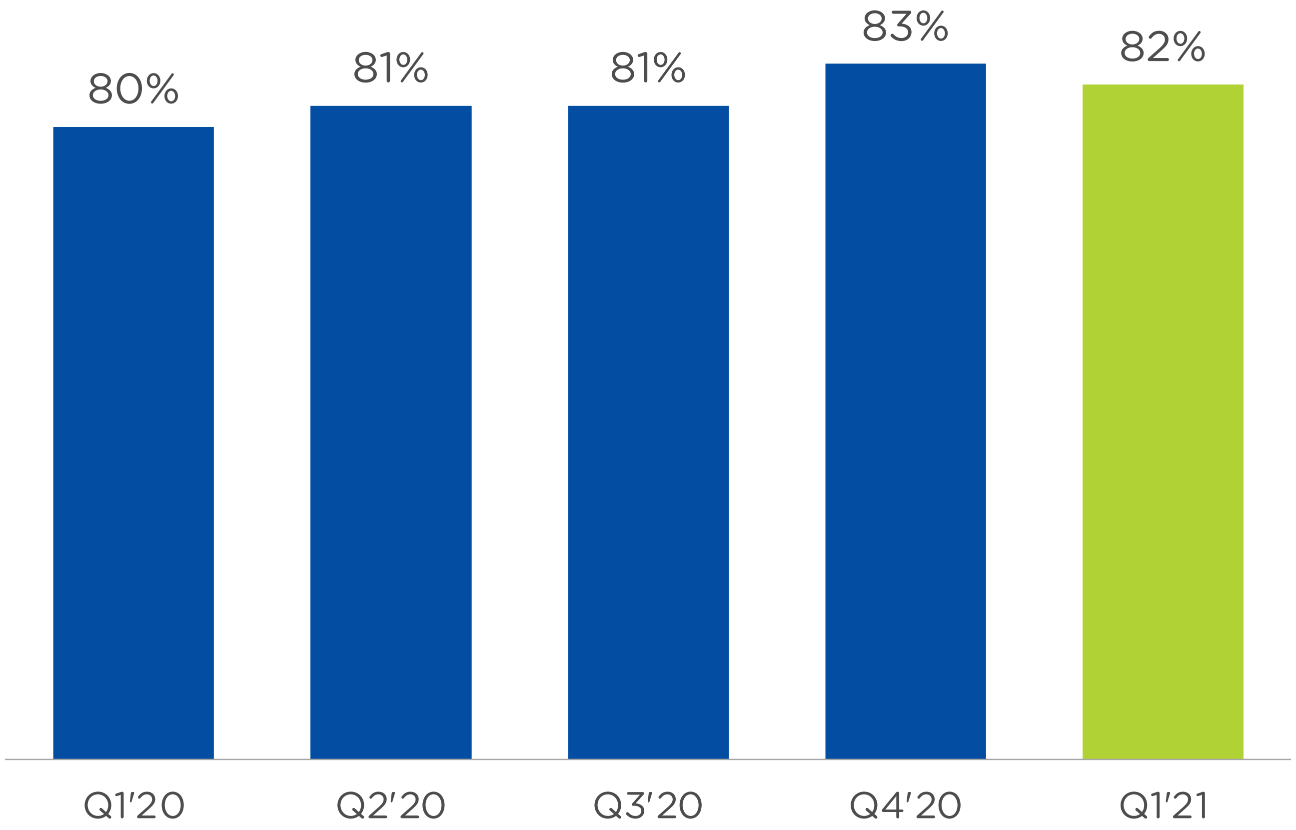
ACV Billings



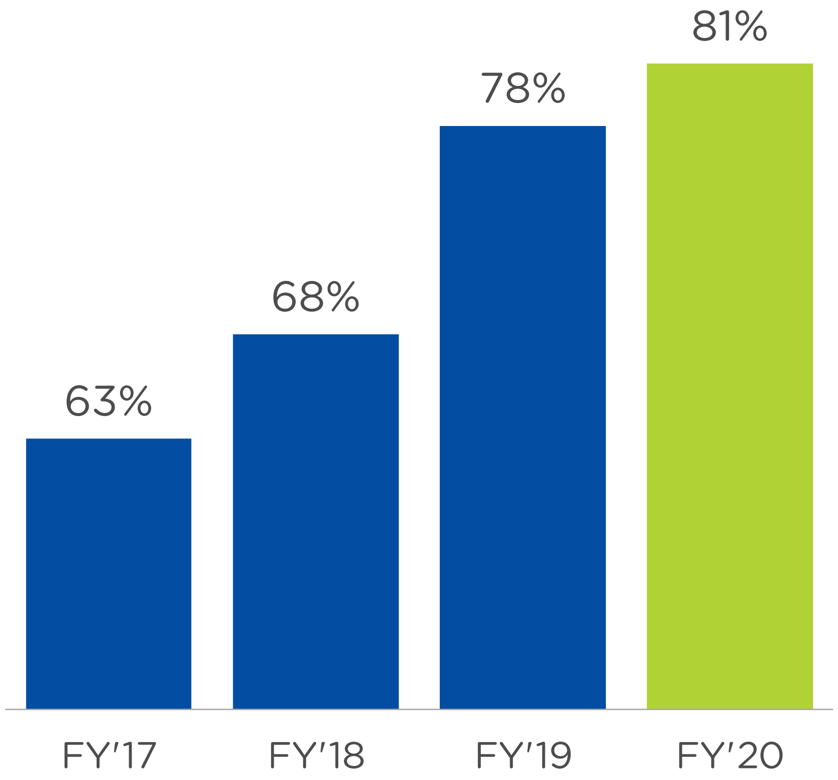
Note: ACV Billings exclude amounts related to professional services and hardware. See Appendix for definition of ACV Billings.
There is no GAAP measure that is comparable to ACV Billings, so the company has not reconciled the ACV Billings numbers in this presentation to any GAAP measure.

Gross Margin

By Quarter



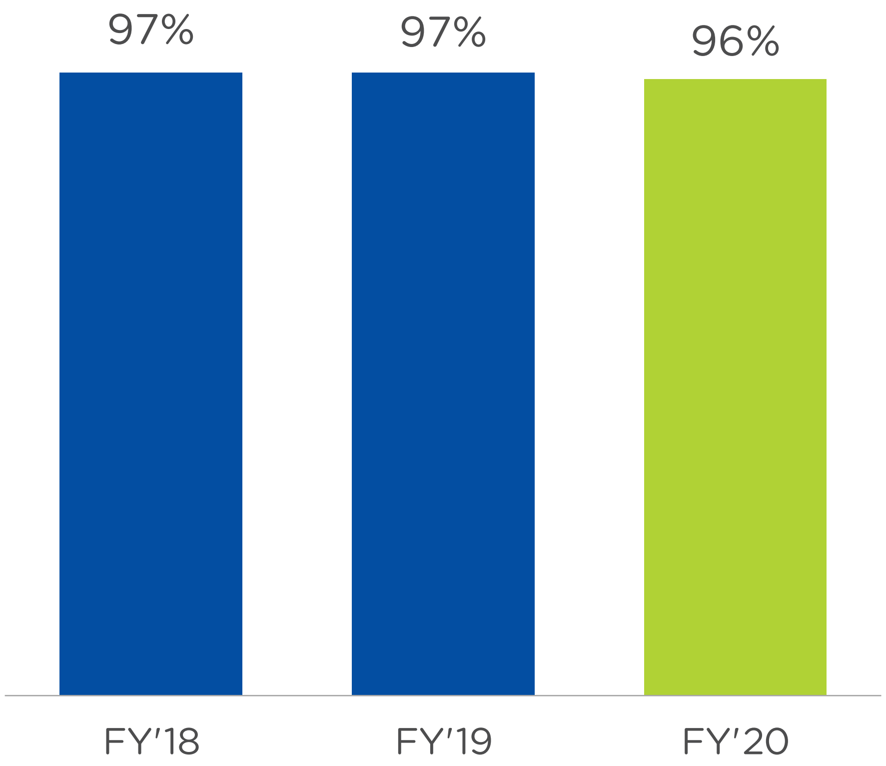
By Fiscal Year



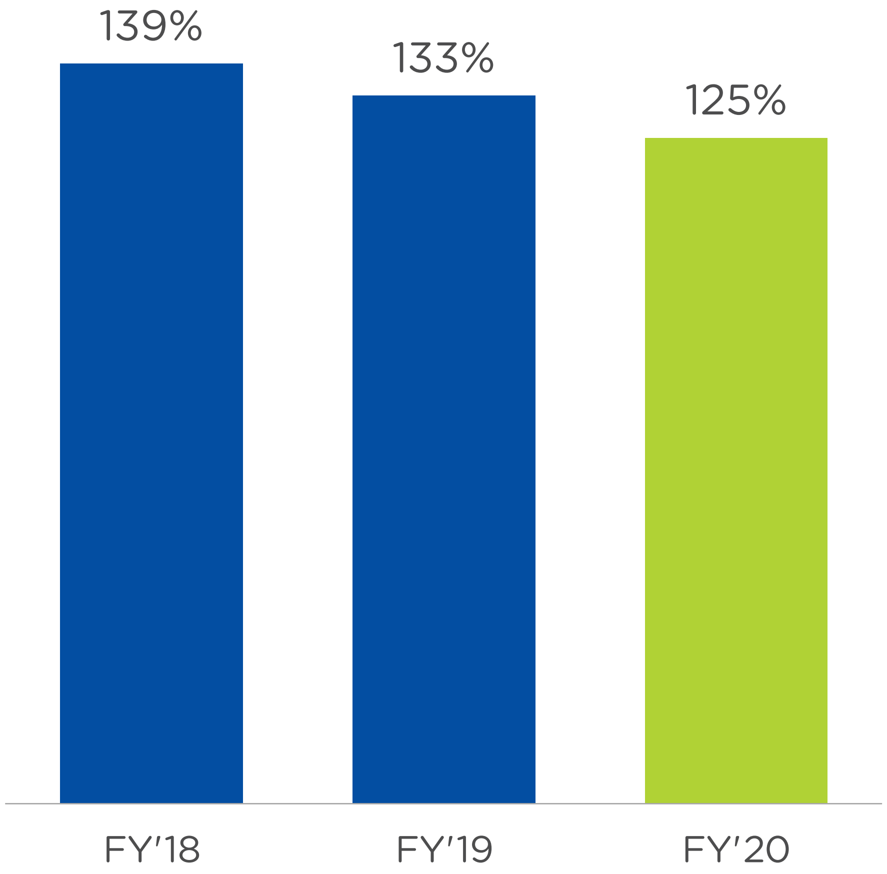
Note: Margins shown on a non-GAAP basis. See Appendix for a reconciliation of GAAP to non-GAAP metrics.

FY’20 Retention and Expansion Rates

Customer Retention



ACV Dollar-based Net Expansion



Note: See Appendix for definitions of Customer Retention and ACV Dollar-based Net Expansion.

Renewals—Paving the Way to Leverage

~10%

Renewals to Grow Substantially in Future Years

Driving Toward Positive Free Cash Flow and Operating Margin

Note: Q1'21 LTM renewal billings accounted for approximately 10% of total billings.

Nutanix in Summary

Differentiated Cloud Platform for Hybrid and Multicloud Solutions
Manage any app anywhere at any scale with unparalleled simplicity, scalability, choice, and portability

Compelling Market Opportunity
Large and expanding $200+ billion TAM in hyperconverged infrastructure and multicloud markets

Multiple Long-Term Growth Drivers
Datacenter modernization | Digital transformation | Hybrid cloud infrastructure

Customer Delight and Expansion
Loyal customer base with best-in-class Net Promoter Score (NPS) of 90, 96% customer retention, and 125% ACV dollar-based net expansion rate*

Subscriptions for Datacenter and Cloud Infrastructures
Higher customer lifetime value, and a more predictable business model with recurring revenue over time

Unlocking Operating Leverage
ACV-first strategy drives better unit economics and shortens time to efficient renewals, which drives operating leverage over time

*Reflect FY'20 results. See Appendix for definitions of Customer Retention, ACV and ACV Dollar-based Net Expansion.

Nutanix Culture Principles

WE START WITH WHY…

…then the How, then the What. It helps us prioritize boulders, pebbles, and sand. With a beginner's mindset, we are **curious** about **first principles.**

OBSESS OVER THE CUSTOMER & FRONTLINE

As insurgents, we are waging a war on behalf of the underserved customer, and against naysaying bureaucracy. We have an obsession for **customer success**. We win with **honor.**

THINK BIG BUT START SMALL

A well-designed innovation engine is ambitious yet iterative, strategic yet detail-oriented, big-picture-biased yet milestone-based. We believe in a **marathon of sprints.**

HIRE OFTEN AND HIRE DIVERSE

We celebrate people. We constantly evaluate, promote from within, and make bets on people who are different from us. We actively attract, retain, and motivate people from many backgrounds and perspectives. **Being diverse is not optional; it is what we must be.**

HAVE BACKBONE; DISAGREE BUT COMMIT

Being authentic and respecting boundaries are how we build trust. Backbone is about brutal **intellectual honesty**, but also about committing. There is no place for passive aggressive disagreements (indirect resistance) within.

HAVE BIAS FOR ACTION

Velocity is essential for survival. Balancing **velocity** and **quality** makes us thrive. Outcomes matter. We discern, design, and deliver.

BELIEVE IN STRIVING

We are a constantly **learning**, continuously **improving,** eternally **evolving** company with immense respect for the law of small improvements. We re-engineer, we re-factor, we take care of accumulated stress. We believe in **long-term greed.**

SHOW GRIT

We endure adversity. We are anti-fragile. Every shock to the system makes us better. We celebrate **failures** and **vulnerable** leaders. Vulnerability connects us, and results in **courage** and **integrity.**

WE HATE WASTE

It's our money, our property, our company. As owners, we believe in **sharing** and **leveraging** common core, common data, and adjacencies. We fail fast and learn fast.

DESIGN IS EVERYTHING!

Empathy drives design. We strive to reduce friction for the best end user experience. **Less-is-more**, both in product and organizational design. We embrace the mundane, as we strive for elegant **simplicity.**

CELEBRATE AUTONOMY

We are a startup. It's still Day-1. We constantly **disaggregate** (products, organizations, decision-making), **segment** and delegate, while **responsibly recomposing** for a unified customer experience.

GET COMFORTABLE BEING UNCOMFORTABLE

Leaders accept ambiguity, are comfortable with change, and are adept at balancing **paradoxes.** We are big-hearted, **tough decision-makers** who are optimistic and paranoid simultaneously. Creators' monomaniacal focus and energy in bringing ideas to life are not always pleasant for those close to them.

Appendix

Endnotes

1. Global 2000 (G2K) and Forbes 100 customer counts reflect yearly update to the members of both lists as reported by Forbes. Cumulative worldwide end-customer and G2K customer counts reflect standard adjustments to certain customer accounts within our system of record, and are rounded to the nearest 10.
2. G2K lifetime purchase multiple is defined as total lifetime purchase divided by initial purchase using software and support bookings, for G2K customers that have been customers for over 18 months.

Definitions

ACV Billings, for any given period, is defined as the sum of the ACV for all contracts billed during the given period. **Annual Contract Value**, or **ACV**, is defined as the total annualized value of a contract, excluding amounts related to professional services and hardware. The total annualized value for a contract is calculated by dividing the total value of the contract by the number of years in the term of such contract, using, where applicable, an assumed term of five years for contracts that do not have a specified term. ACV Billings is a performance measure that we believe provides useful information to our management and investors as it allows us to better track the topline growth of our business during our transition to a subscription-based business model because it takes into account variability in term lengths. There is no GAAP measure that is comparable to ACV Billings, so we have not reconciled the ACV Billings numbers included in this presentation to any GAAP measure.

Run-rate ACV, at the end of any period, is the sum of ACV for all contracts that are in effect as of the end of that period. For the purposes of this calculation, we assume that the contract term begins on the date a contract is booked, irrespective of the periods in which we would recognize revenue for such contract. There is no GAAP measure that is comparable to Run-rate ACV, so we have not reconciled the Run-rate ACV numbers included in this presentation to any GAAP measure.

ACV Dollar-based Net Expansion. We believe that our ACV Dollar-based net expansion rate provides insight into our ability to retain and increase revenue from our customers, as well as their potential long-term value to us. Accordingly, we compare the aggregate retained ACV of our customer base at the end of the prior fiscal year, referred as the base ACV, to the aggregate retained ACV from the same group of customers at the end of the current fiscal year. We calculate our dollar-based expansion rate on an annual basis by dividing the retained ACV by the base ACV on a dollar-weighted basis across cohort. Retained ACV is defined as aggregate ACV of a customer base less churn, assuming any active contract expiring during the period is renewed and continues on its existing terms and at its prevailing rate of utilization.

Customer Retention. We define our Customer Retention rate by subtracting our attrition rate from 100%. We calculate our attrition rate for a period by dividing the number of customers lost during the period by the sum of the number of customers at the beginning of the period and the number of new customers acquired during the period.

Total Average Contract Term, represents the dollar-weighted term, calculated on a billings basis, across all subscription and life-of-device contracts, using an assumed term of five years for life-of-device licenses, executed in the quarter.

Calculation of Billings

$ Millions	FY'17	FY'18	FY'19	FY'20
Software revenue	$437.0	$630.7	$727.1	$742.4
Support, entitlements & other services revenue	172.6	267.5	403.7	541.8
Total software and support (TCV) revenue	$609.6	$898.2	$1,130.8	$1,284.2
Change in software and support (TCV) deferred revenue, net of acquisitions	144.6	262.0	278.5	272.4
Total software and support (TCV) billings	$754.2	$1,160.2	$1,409.3	$1,556.6

	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21
Software revenue	$182.7	$205.0	$177.0	$177.7	$155.0
Support, entitlements & other services revenue	122.4	133.2	137.5	148.8	157.0
Total software and support (TCV) revenue	$305.1	$338.2	$314.5	$326.5	$312.0
Change in software and support (TCV) deferred revenue, net of acquisitions	65.2	81.3	65.2	60.6	22.2
Total software and support (TCV) billings	$370.3	$419.5	$379.7	$387.1	$334.2

	Q2'18 to Q2'19	FY'19	FY'20	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21
Total revenue	$1,193.1	$1,236.2	$1,307.7	$314.8	$346.8	$318.3	$327.9	$312.7
Change in deferred revenue, net of acquisitions	292.6	278.5	272.4	65.2	81.3	65.2	60.6	22.2
Total billings	$1,485.7	$1,514.7	$1,580.1	$380.0	$428.1	$383.5	$388.5	$334.9

Disaggregation of Billings and Revenue

$ Millions	FY'18	FY'19	FY'20	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21
Subscription revenue	$330.7	$648.4	$1,030.2	$217.9	$266.5	$261.0	$284.8	$278.2
Change in subscription deferred revenue, net of acquisitions	251.3	267.6	246.2	57.6	72.6	60.1	55.9	15.7
Subscription billings	$582.0	$916.0	$1,276.4	$275.5	$339.1	$321.1	$340.7	$293.9
Non-portable software revenue	$544.0	$449.1	$208.1	$77.6	$59.1	$41.9	$29.5	$20.0
Change in non-portable software deferred revenue, net of acquisitions	-	-	-	-	-	-	-	-
Non-portable software billings	$544.0	$449.1	$208.1	$77.6	$59.1	$41.9	$29.5	$20.0
Professional services revenue	$23.4	$33.3	$45.9	$9.6	$12.6	$11.6	$12.2	$13.8
Change in professional services deferred revenue, net of acquisitions	$10.8	$11.0	$26.2	7.6	8.7	5.1	4.7	6.5
Professional services billings	$34.2	$44.3	$72.1	$17.2	$21.3	$16.7	$16.9	$20.3
Pass-through hardware revenue	$257.3	$105.3	$23.5	$9.7	$8.6	$3.8	$1.4	$0.7
Change in pass-through hardware deferred revenue, net of acquisitions	-	-	-	-	-	-	-	-
Pass-through hardware billings	$257.3	$105.3	$23.5	$9.7	$8.6	$3.8	$1.4	$0.7

Subscription revenue mix	29%	52%	79%	69%	77%	82%	87%	89%
Non-portable software revenue mix	47%	36%	16%	25%	17%	13%	9%	7%
Professional services revenue mix	2%	3%	3%	3%	4%	4%	4%	4%
Pass-through hardware revenue mix	22%	9%	2%	3%	2%	1%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Subscription billings mix	41%	60%	81%	73%	79%	84%	88%	88%
Non-portable software billings mix	38%	30%	13%	20%	14%	11%	8%	6%
Professional services billings mix	3%	3%	5%	4%	5%	4%	4%	6%
Pass-through hardware billings mix	18%	7%	1%	3%	2%	1%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%

GAAP to Non-GAAP Reconciliations

	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21
Gross margin (GAAP)	77.1%	78.3%	77.3%	79.6%	78.3%
Stock-based compensation expense	1.8	1.8	2.3	2.3	2.3
Amortization of intangible assets	1.2	1.1	1.1	1.1	1.2
Impairment of lease-related assets	-	0.2	-	-	0.1
Gross margin (Non-GAAP)	**80.1%**	**81.4%**	**80.7%**	**83.0%**	**81.9%**
Operating expenses (GAAP)	$(462.9)	$(478.6)	$(476.2)	$(432.3)	$(426.9)
Stock-based compensation expense	75.6	79.0	84.8	85.3	81.9
Amortization of intangible assets	0.6	0.6	0.6	0.7	0.7
Impairment of lease-related assets	-	2.5	-	-	2.5
Other	0.4	0.2	0.5	0.5	0.6
Operating expenses (Non-GAAP)	**$(386.3)**	**$(396.3)**	**$(390.3)**	**$(345.8)**	**$(341.2)**
Net loss per share (GAAP)	$(1.21)	$(1.13)	$(1.23)	$(0.93)	$(1.31)
Stock-based compensation expense	0.43	0.44	0.48	0.47	0.44
Amortization of intangible assets	0.03	0.03	0.02	0.02	0.02
Impairment of lease-related assets	-	0.02	-	-	0.02
Amortization of debt discount and issuance costs	0.04	0.04	0.04	0.04	0.07
Change in fair value of derivative liability	-	-	-	-	0.32
Income tax-related adjustments	-	-	-	0.01	-
Net loss per share (Non-GAAP)	**$(0.71)**	**$(0.60)**	**$(0.69)**	**$(0.39)**	**$(0.44)**
Net cash provided by operating activities	$(26.2)	$(52.5)	$(84.9)	$3.6	$(4.1)
Purchases of property and equipment	(18.2)	(21.2)	(32.6)	(17.4)	(12.2)
Free cash flow (Non-GAAP)	**$(44.4)**	**$(73.7)**	**$(117.5)**	**$(13.8)**	**$(16.3)**

	FY'17	FY'18	FY'19	FY'20
Gross margin (GAAP)	61.3%	66.6%	75.4%	78.1%
Stock-based compensation expense	1.6	1.0	1.5	2.1
Amortization of intangible assets	0.2	0.5	1.2	1.1
Impairment of lease-related assets	-	-	-	-
Gross margin (Non-GAAP)	**63.1%**	**68.1%**	**78.1%**	**81.3%**

Note: All amounts in millions, except per share amounts and percentages.

Thank You