



# **PURE//ACCELERATE 2018**

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INVESTOR SESSION

# SAFE HARBOR

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This presentation contains “forward-looking” statements that are based on our beliefs and assumptions and on information currently available to us. Such forward-looking statements include statements concerning our possible or expected future financial or operating results, business strategies, product development plans, technical and business advantages, competitive position, industry trends and potential growth opportunities. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as “anticipate,” “believe,” “could,” “seek,” “estimate,” “intend,” “may,” “plan,” “potential,” “predict,” “project,” “should,” “will,” “would” or similar expressions and the negatives of those terms.

Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to differ materially from any future results, performance or achievements expressed or implied by the forward-looking statements, including risks, uncertainties and other factors relating to our financial guidance, results and growth, our technological leadership and market opportunity, introduction of new functionality and products, product acceptance and our products and business model, customer spending priorities, our competitive position and industry dynamics, and relationships with third parties, including partners and customers. Additional risks, uncertainties and other factors are included under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations,” in our reports and registration statement previously filed with the SEC, which is available on our website at [investor.purestorage.com](http://investor.purestorage.com) and on the SEC’s website at [www.sec.gov](http://www.sec.gov).

Forward-looking statements represent our beliefs and assumptions only as of the date of this presentation. Except as required by law, we assume no obligation to update these forward-looking statements publicly, or to update the reasons actual results could differ materially from those anticipated in the forward-looking statements, even if new information becomes available in the future.

This presentation includes certain non-GAAP financial measures as defined by SEC rules. As required by Regulation G, we have provided reconciliations of those measures to the most directly comparable GAAP measures, which are available in the Appendix. We have not reconciled guidance for non-GAAP gross margin and non-GAAP operating margin to their most directly comparable GAAP measures because items such as stock-based compensation expense and payroll tax expense related to stock-based activities that impact these measures are not within our control and/or cannot be reasonably predicted. Accordingly, a reconciliation of the non-GAAP financial measure guidance to the corresponding GAAP measures is not available without unreasonable effort.



# A DATA-CENTRIC FUTURE

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CHARLIE GIANCARLO  
CEO

# Pure positioned for success

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**BIG OPPORTUNITY:  
DATA-CENTRIC FUTURE**



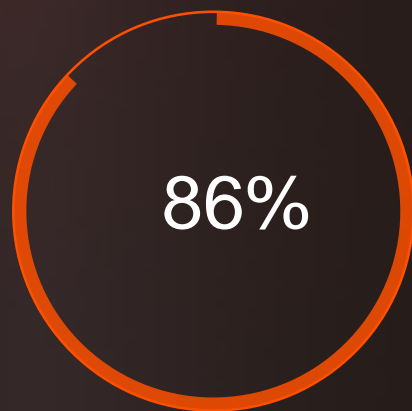
**DIFFERENTIATION  
AT OUR CORE**



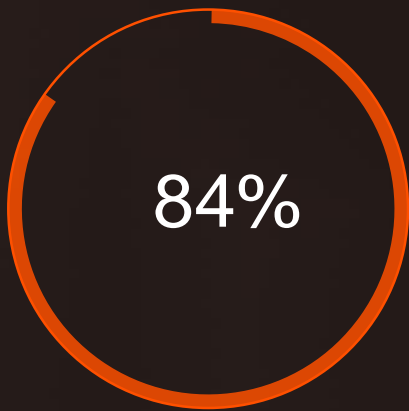
**EXECUTING ON  
LONG-TERM GOALS**

## Data is top of mind for the C-suite and IT departments

### C-SUITE DESIRES

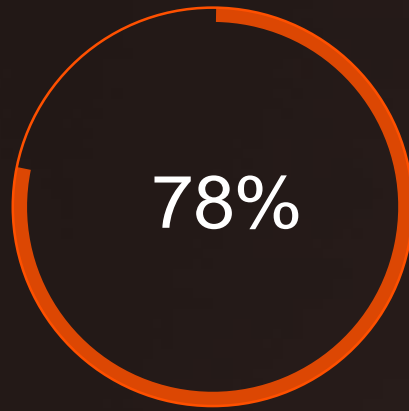


“Data is foundational to business decisions”

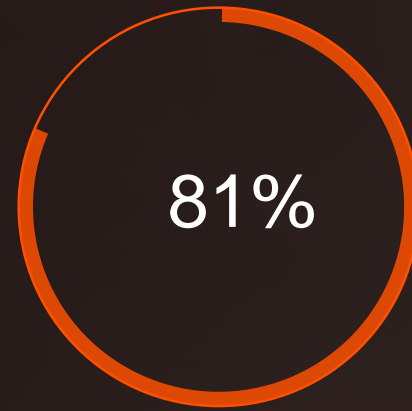


“The speed of data interpretation is key”

### IT DEPT ANXIETIES



“The volume of data we have is a challenge”



“Concerned with analyzing more data and greater speeds”

# One Half of a Percent of Data is Analyzed Today

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Being able to mine your data is becoming a business imperative

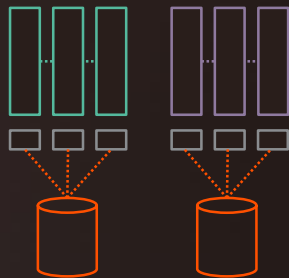
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# NO COLD DATA

# Data centers have evolved to accommodate compute, network & storage

**1990s**

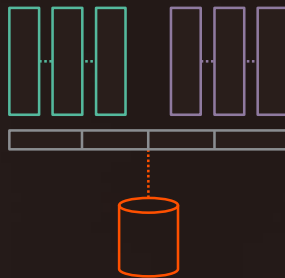
MONOLITHIC,  
SCALE-UP



**LITTLE, RELIABLE  
STORAGE ISLANDS**

**2000s**

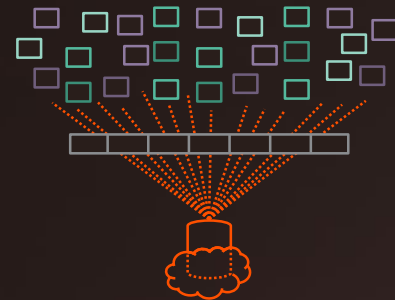
VIRTUALIZED



**PBs of SHARED  
FLASH STORAGE**

**2010s**

SCALE-OUT



**RELIABLE SHARED  
DATA SERVICES**



# Technology is propelling this change

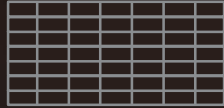
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**SCALE-OUT  
APPS**



**CONTAINERS**



**DENSE,  
DIVERSE  
COMPUTE**



**FAST<sup>(ER)</sup>  
NETWORKS**

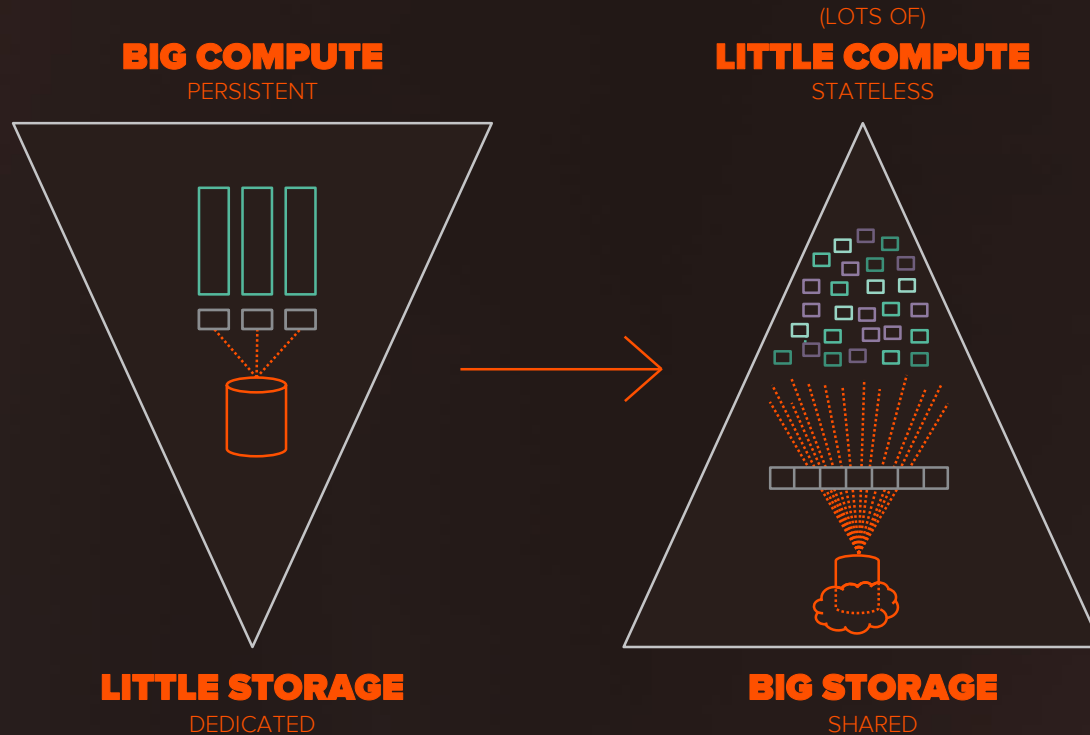


**BIG<sup>(ER)</sup>  
FAST<sup>(ER)</sup>  
STORAGE**



**FULL-STACK  
ORCHESTRATION**

# Relationship between application and data has inverted over time



Pure innovation creating a significant opportunity in the modern data center

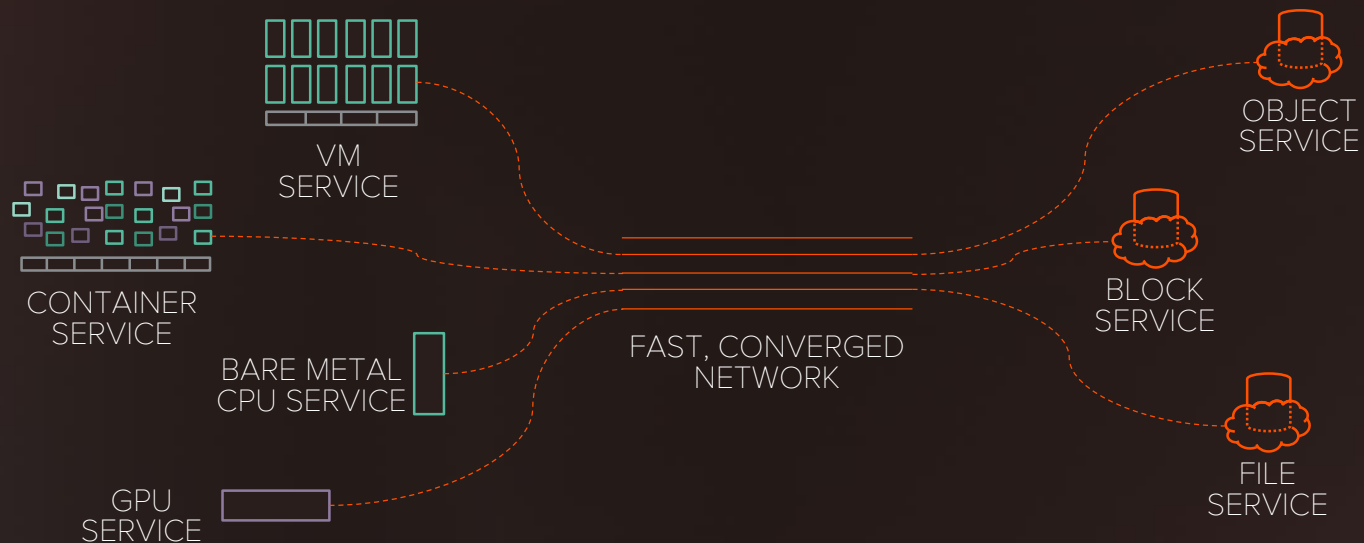
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## DATA-CENTRIC ARCHITECTURE **IS THE NEXT WAVE**

- 1 **Complements** containers, services, lamdas  
KUBERNETES, VMWARE, OPENSIFT
- 2 **Standardizes** and scales Infrastructure
- 3 **Scale** compute, data performance, & storage capacity independently
- 4 **Share** broadly: Snap instead of copy
- 5 **Resilient & protected:**  
storage does backup & DR, data services

# Follow the lessons of the public cloud



# Pure positioned for success

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**BIG OPPORTUNITY:  
DATA-CENTRIC FUTURE**



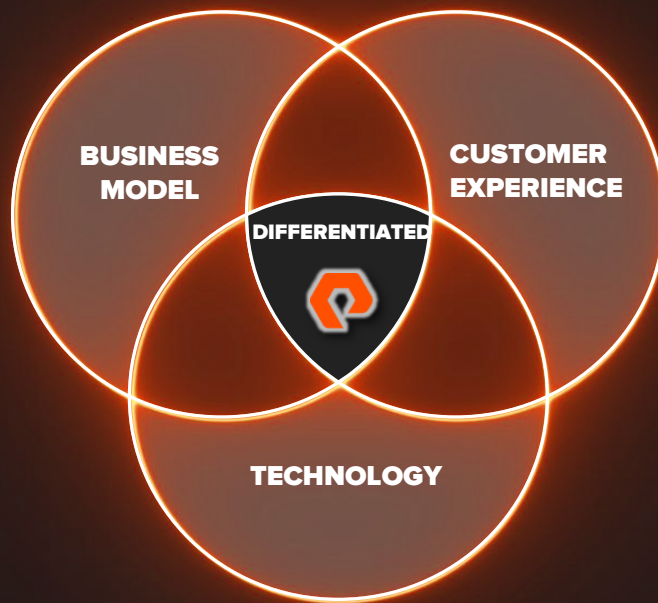
**DIFFERENTIATION  
AT OUR CORE**



**EXECUTING ON  
LONG-TERM GOALS**

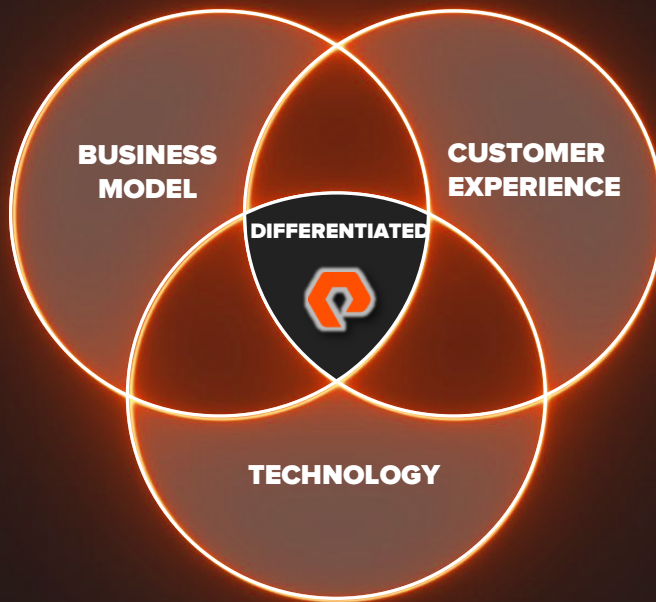
## Differentiation at our core with a unique business model

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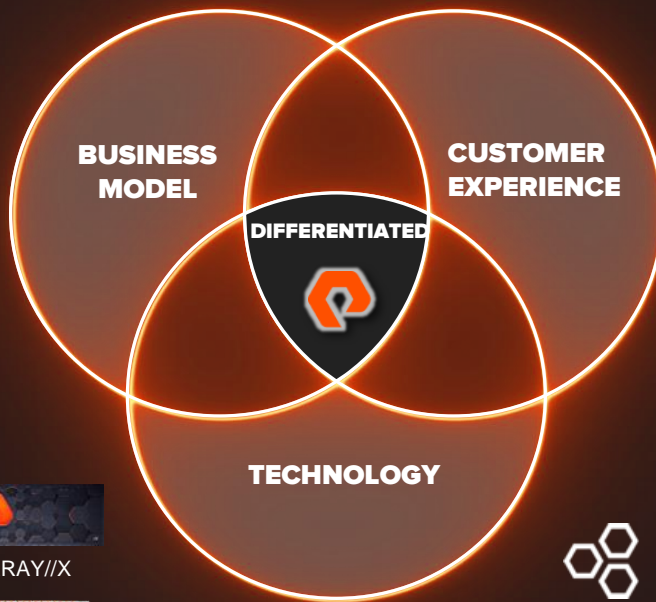


# Evergreen has pioneered a new ways to purchase storage

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# Innovation gap widening across our portfolio of products



FLASHARRAY//X



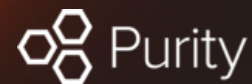
FLASHBLADE  
TM



FLASHSTACK



AIRI

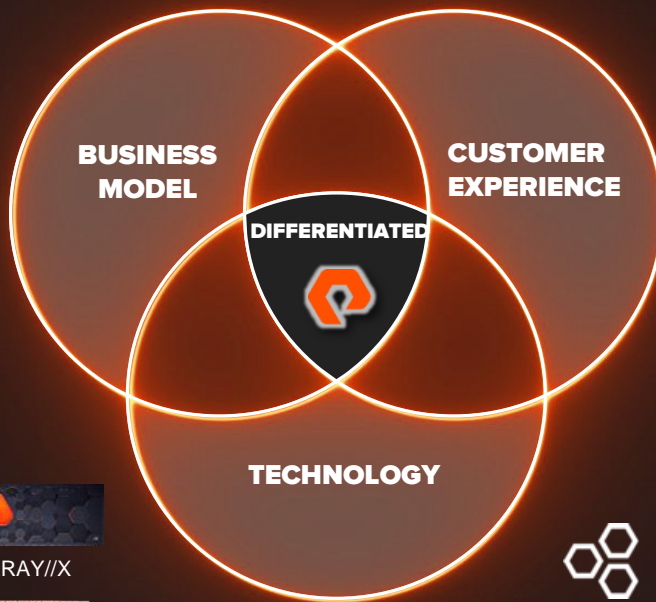




Customers continue to love us and we see it in our NPS and results

  
Evergreen<sup>™</sup>  
Storage

  
ES2



**NPS**  
**83.7**

BEST IN B2B

Satmetrix  
Certified



FLASHARRAY//X




FLASHBLADE<sup>™</sup>



FLASHSTACK



AIRI

 Purity

 Pure1<sup>®</sup>

# Pure positioned for success

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**BIG OPPORTUNITY:  
DATA-CENTRIC FUTURE**

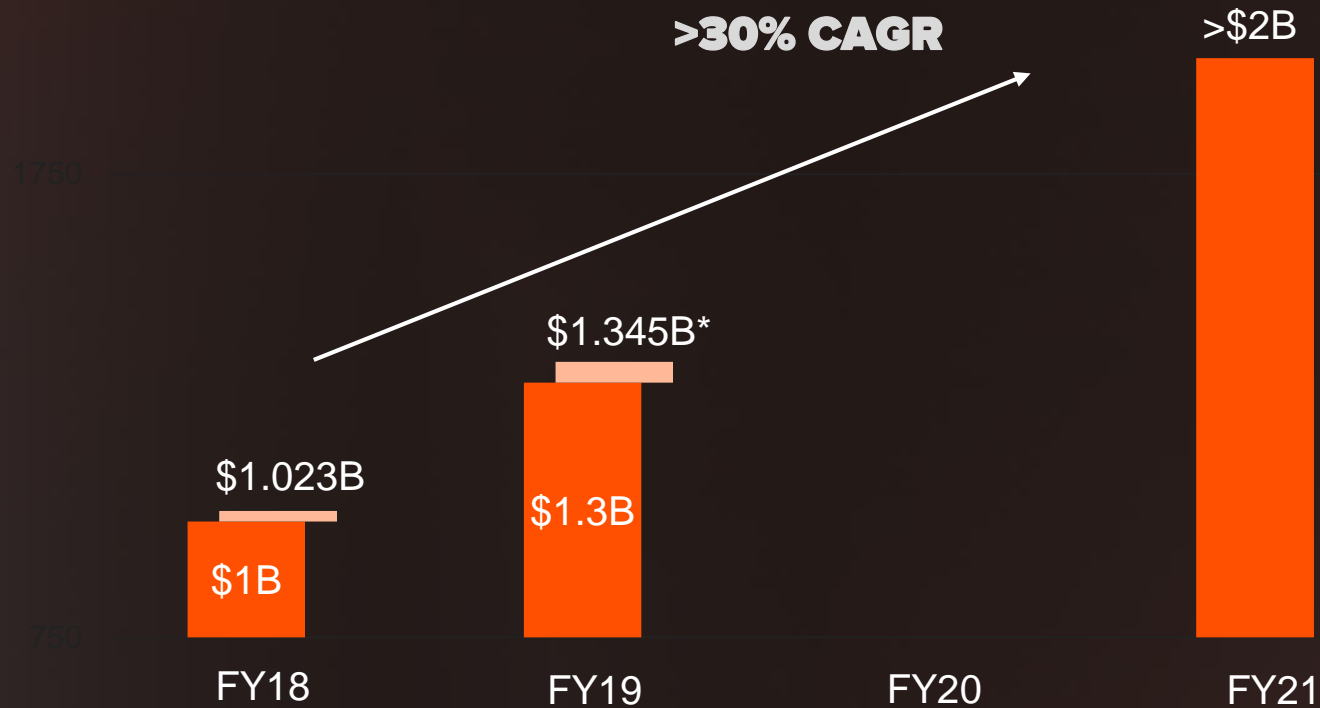


**DIFFERENTIATION  
AT OUR CORE**



**EXECUTING ON  
LONG-TERM GOALS**

On track for >30% CAGR towards >\$2B



Excited about what we are going to share today

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**PRODUCT STRATEGY**

MATT KIXMOELLER, VP Tech Strategy

**ERA OF INTELLIGENCE**

MATT BURR, GM FlashBlade

**GTM UPDATE**

DAVID HATFIELD, President

**FINANCIAL OVERVIEW**

TIM RIITTERS, Chief Financial Officer

**CUSTOMER/PARTNER PANEL**

KEVIN DELANE, VP Global Sales

**EXECUTIVE Q&A**



TOMORROW'S  
**DATA-CENTRIC**  
ARCHITECTURE

**PRODUCT STRATEGY**

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MATT KIXMOELLER  
VP, TECH STRATEGY

# THE NEW WORLD OF DATA



ZBs



CORE/EDGE



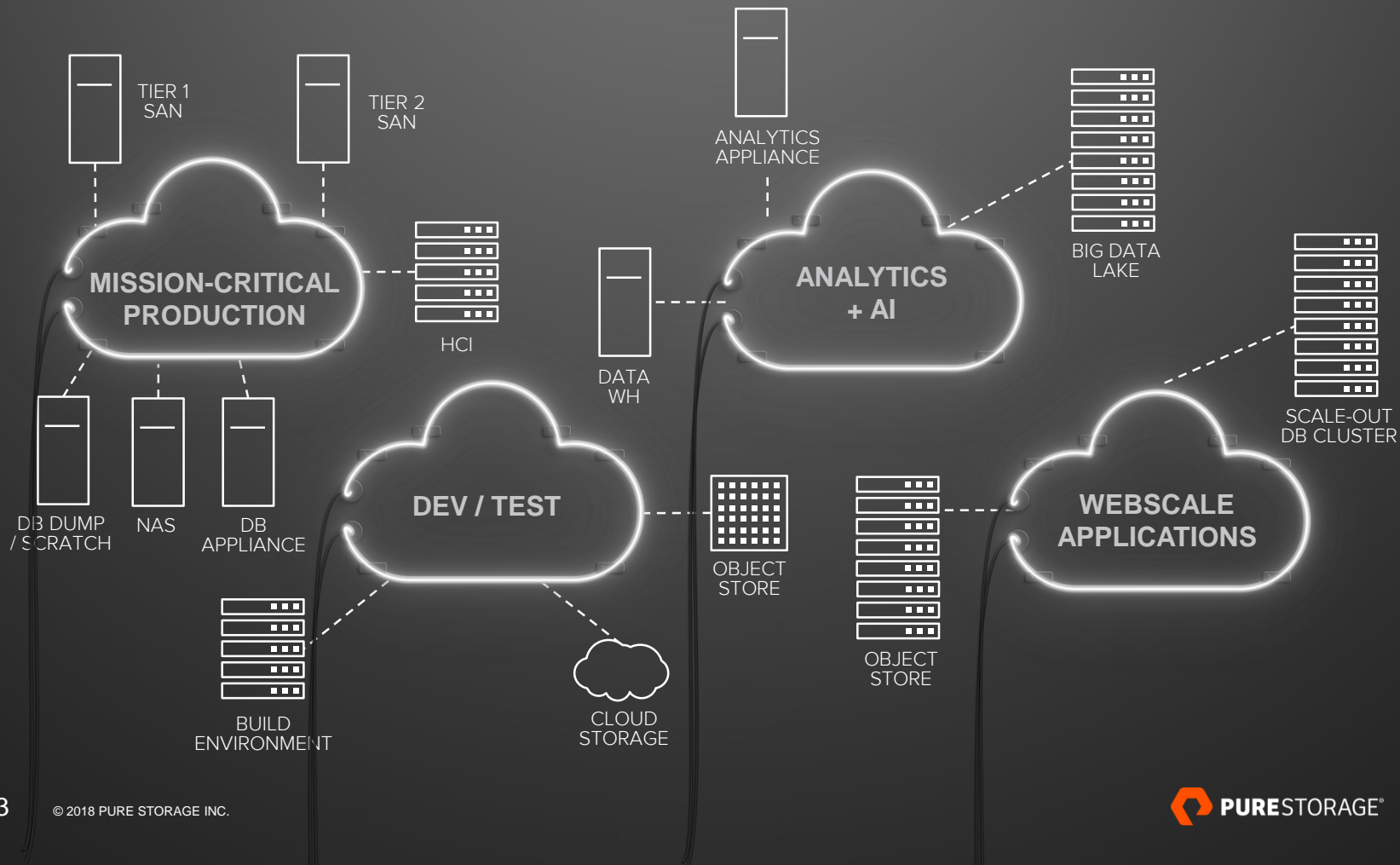
THINGS



REAL-TIME



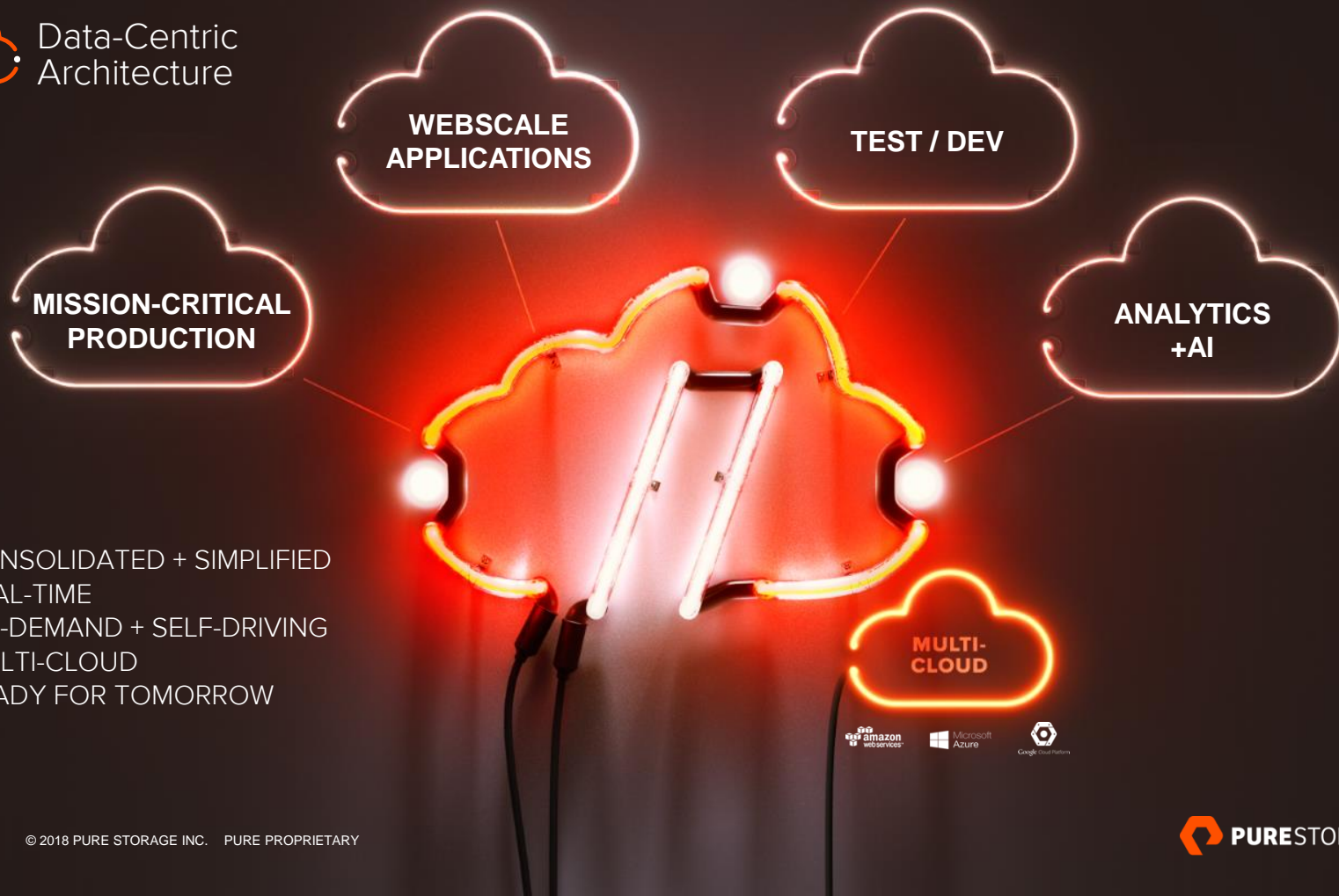
INTELLIGENCE



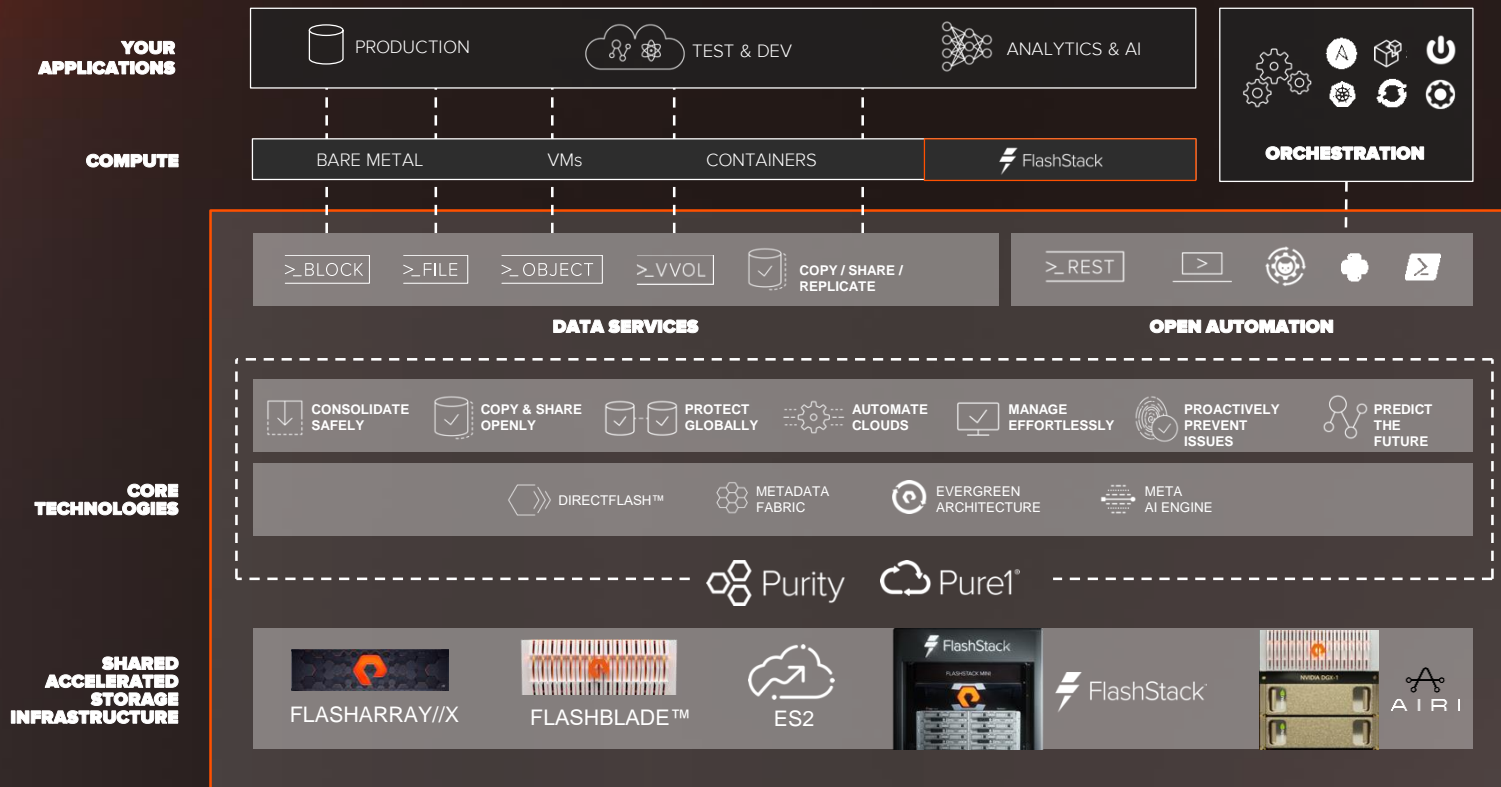
# DATA STRATEGY?

- ✗ 10s of Products
- ✗ Complex, bespoke design
- ✗ Silos – difficult to share
- ✗ 3-5 year forklift refresh cycle
- ✗ Legacy disk performance
- ✗ Compliance & security difficult
- ✗ Constant data migration
- ✗ Expensive!





- 01** CONSOLIDATED + SIMPLIFIED
- 02** REAL-TIME
- 03** ON-DEMAND + SELF-DRIVING
- 04** MULTI-CLOUD
- 05** READY FOR TOMORROW



 Data-Centric Architecture



# TODAY'S INNOVATION AGENDA



**WHAT'S  
BEYOND AFA**

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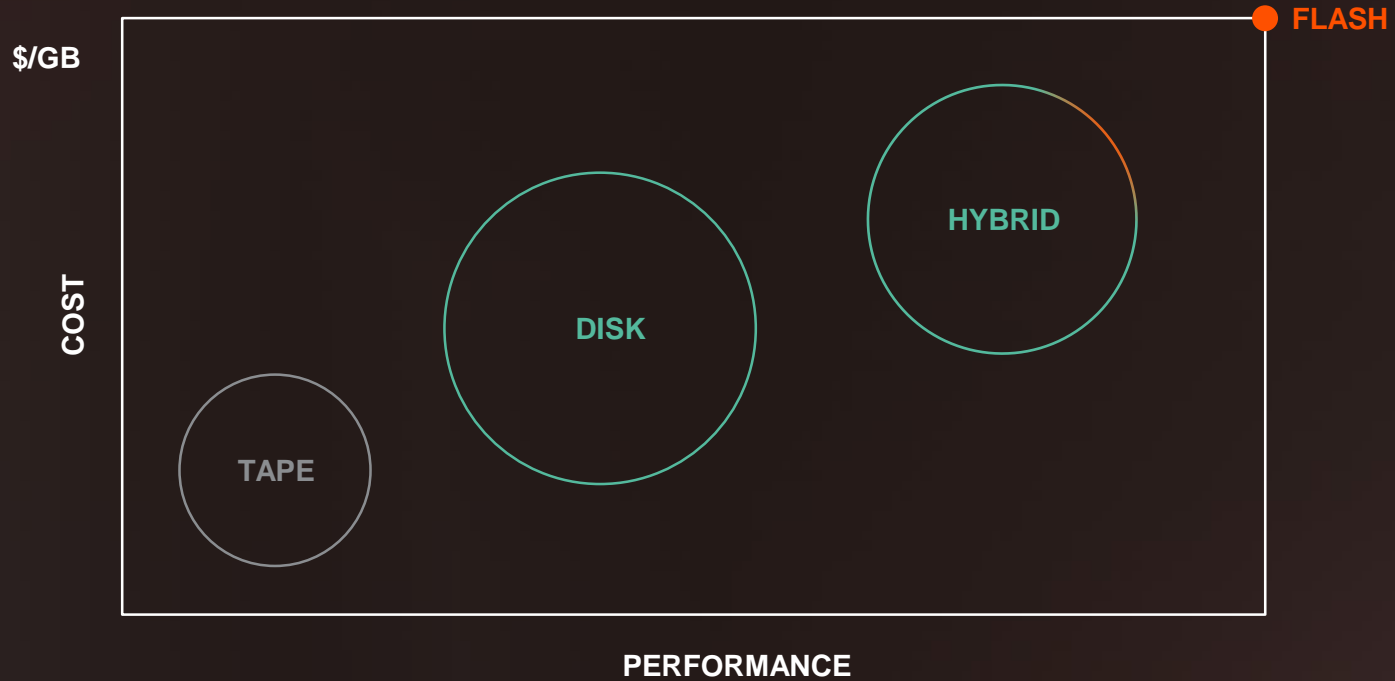
**DATA DELIVERED  
AS-A-SERVICE**



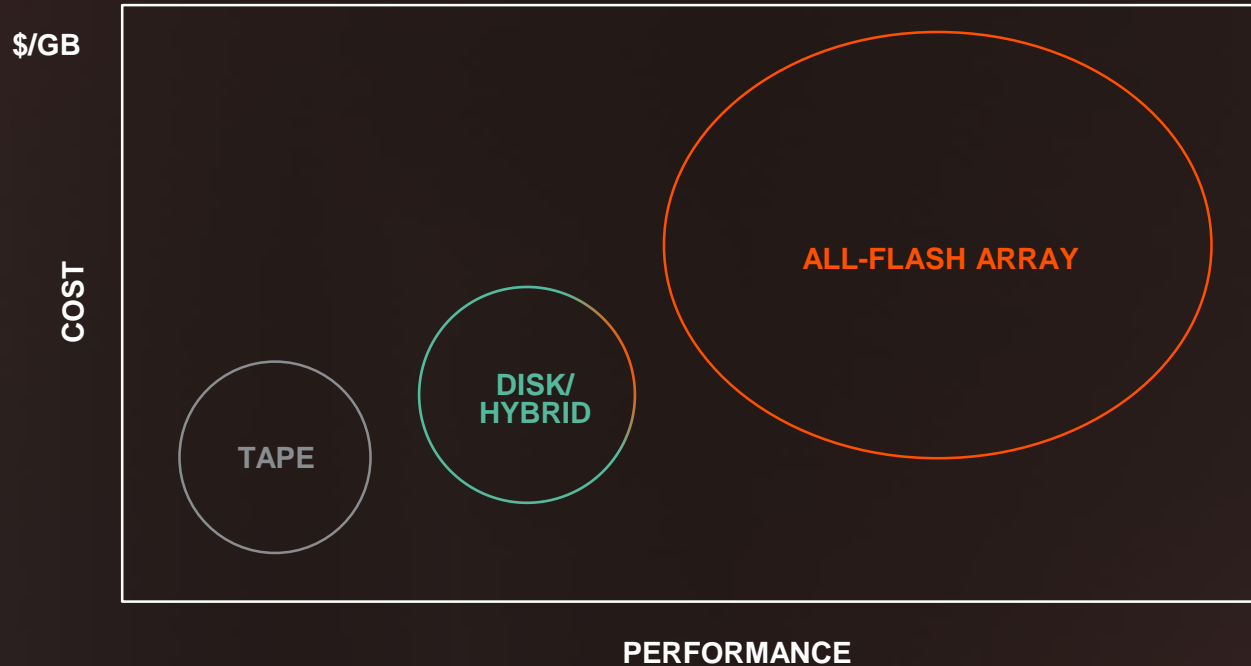
**ERA OF  
INTELLIGENCE**

# STORAGE HIERARCHY

CIRCA 2009



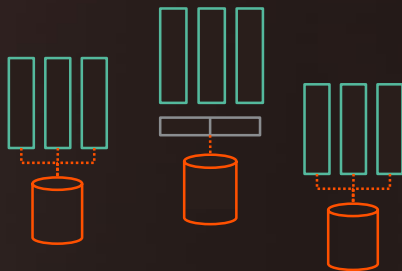
# STORAGE GOT FASTER, CHEAPER, AND SIMPLER



# TWO CLASSIC STORAGE ARCHITECTURES

## NETWORKED

(SAN / NAS)



**VMs, DATABASES, SCALE-UP APPS**

- |                 |                     |
|-----------------|---------------------|
| ✓ SHARED        | ✗ MIXED PERFORMANCE |
| ✓ RELIABLE      | ✗ COMPLEX           |
| ✓ RICH SOFTWARE | ✗ EXPENSIVE         |

## DIRECT-ATTACHED

(DAS)

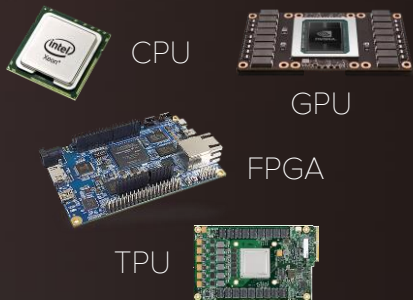


**SCALE-OUT APPS, ANALYTICS, CLOUD, HCI**

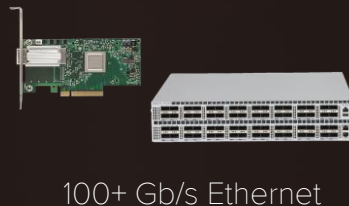
- |          |                    |
|----------|--------------------|
| ✓ FAST   | ✗ UNRELIABLE       |
| ✓ SIMPLE | ✗ NO SOFTWARE      |
| ✓ CHEAP  | ✗ COMPLEX AT SCALE |

# NEW TECHNOLOGIES WILL ENABLE US TO **RE-WIRE THE DATA CENTER**

## DIVERSE, FAST COMPUTE



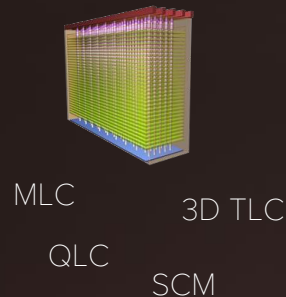
## FAST, CONVERGED NETWORKS



## OPTIMIZED PROTOCOLS

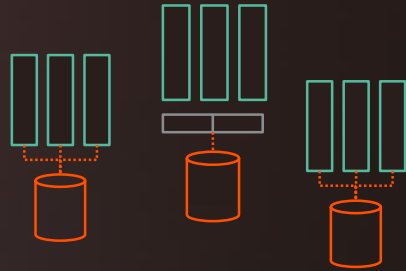


## DIVERSE, UBIQUITOUS SOLID STATE



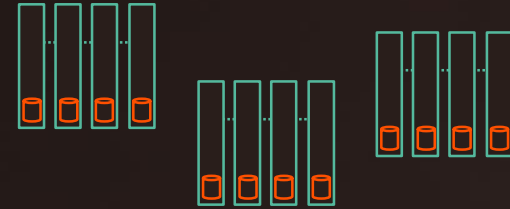
# WHAT IF?

## CLASSIC SAN APPS & VIRTUALIZATION

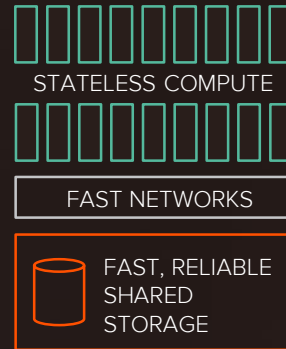


- + DRAMATICALLY FASTER
- + CONSOLIDATE
- + SHARE DATA

## SCALE-OUT DAS APPLICATIONS



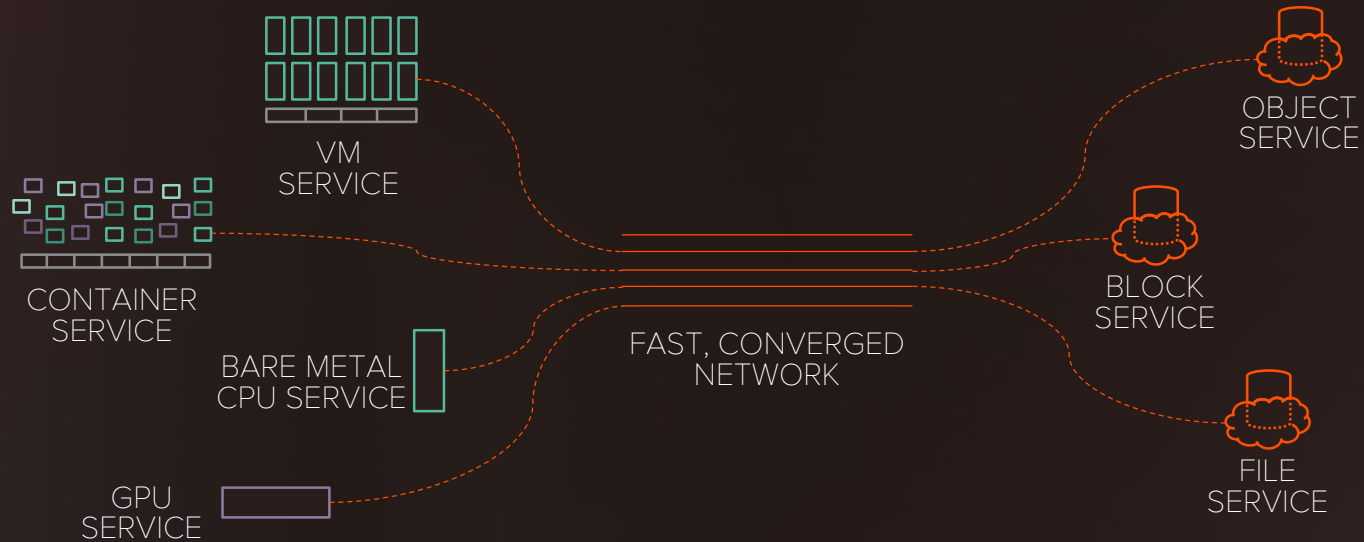
- + DECOUPLE STORAGE/COMPUTE
- + MAINTAIN PERFORMANCE
- + EFFICIENCY



< DATA-CENTRIC ARCHITECTURE >



# FOLLOW THE LESSONS OF THE PUBLIC CLOUD



# GARTNER IDENTIFIED THIS AS A NEW CATEGORY OF STORAGE

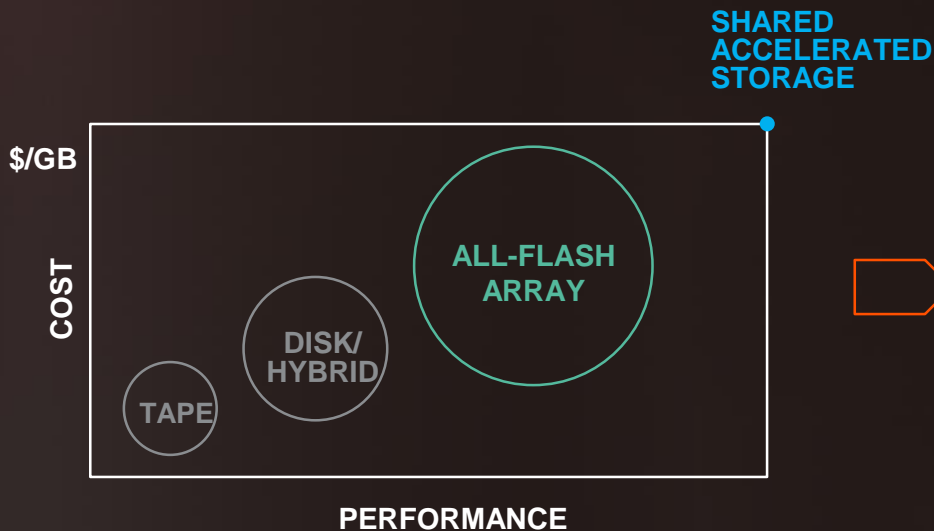
**Gartner**

**SHARED  
ACCELERATED  
STORAGE**

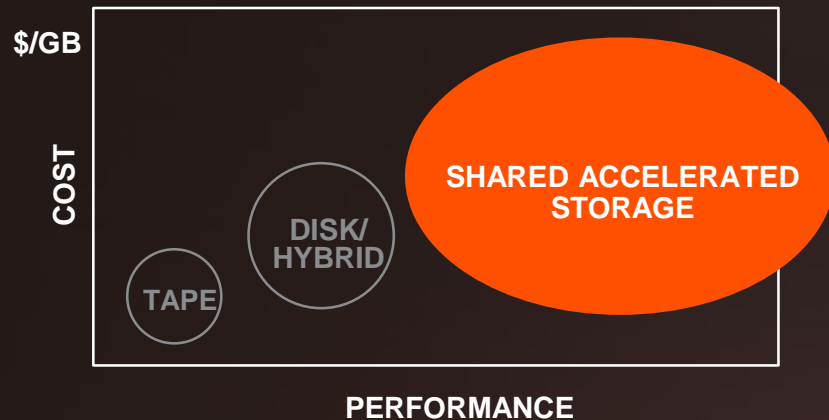
“The NVMe-oF protocol ...will help balance the performance and simplicity of direct-attached storage (DAS) with the scalability and manageability of shared storage.”

# BUT WHAT IF SHARED ACCELERATED STORAGE COULD GO MAINSTREAM?

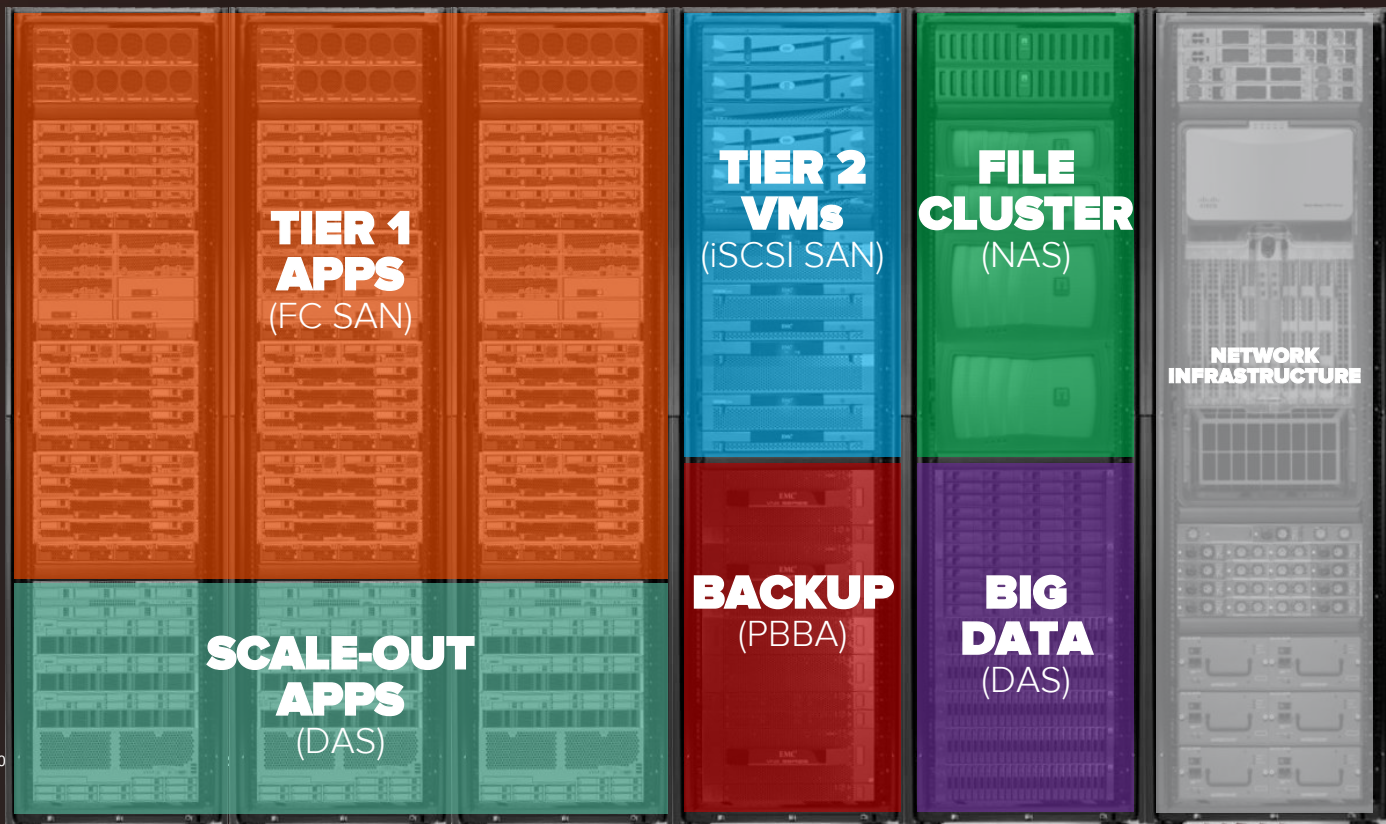
INDUSTRY VIEW



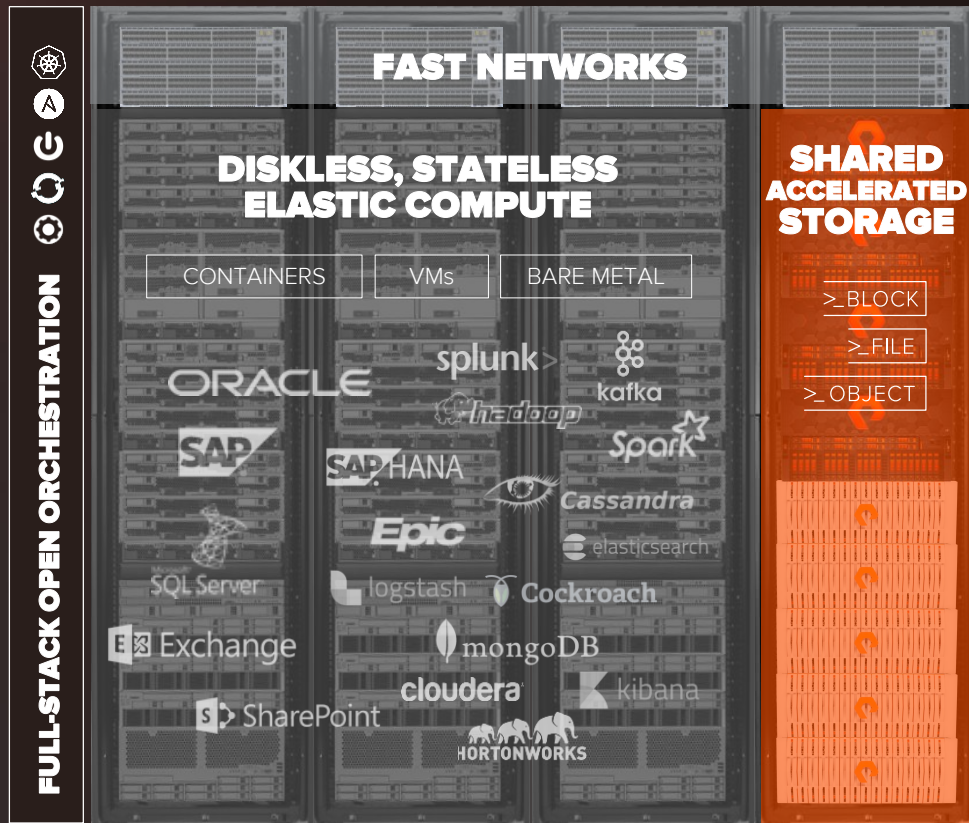
PURE'S VIEW



# TODAY YOUR INFRASTRUCTURE PROBABLY LOOKS SOMETHING LIKE THIS



# SHARED ACCELERATED STORAGE TRULY UNIFIES INFRASTRUCTURE



- ✓ **STANDARDIZES** INFRASTRUCTURE
- ✓ **SCALE** COMPUTE, STORAGE PERFORMANCE, & STORAGE CAPACITY **INDEPENDENTLY**
- ✓ **SHARE FLEXIBLY:** SNAP INSTEAD OF COPY
- ✓ **RESILIENT & SELF-PROTECTED:**  
LET STORAGE DO THE HA, BACKUP & DR WORK FOR ALL APPLICATIONS
- ✓ **SIMPLE** TO DEPLOY ... MANAGE ... SCALE

# AND WE'VE ALREADY LEAD THE WAY TO SHARED ACCELERATED STORAGE

FlashBlade™ **FB**



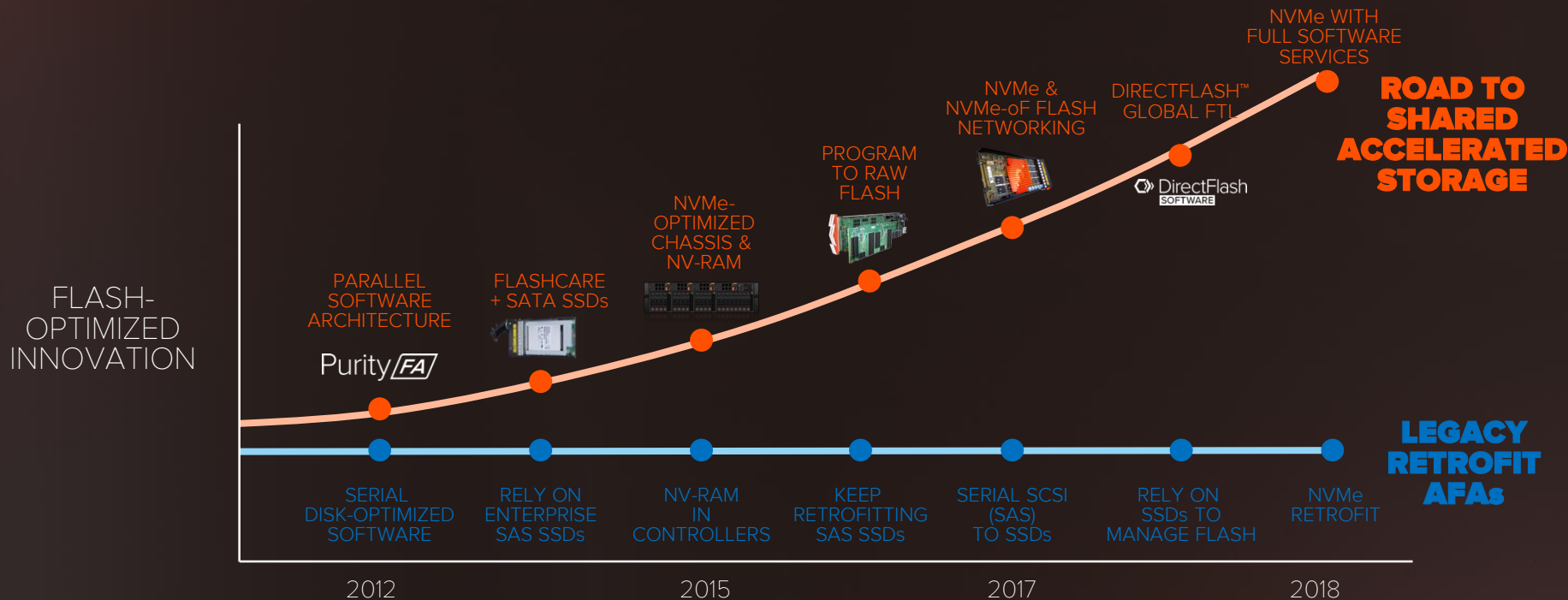
2016: The world's first AFA for  
File/Object Data, Analytics & AI

FlashArray **//X**



2017: The world's first enterprise  
all-NVMe AFA

# PURE'S BEEN INVESTING IN THIS TRANSFORMATION FROM DAY 1...



INTRODUCING THE NEW

# FlashArray **//X** FAMILY

SHARED ACCELERATED STORAGE FOR EVERY WORKLOAD





INTRODUCING THE NEW

# FlashArray **//X** FAMILY

## SHARED ACCELERATED STORAGE FOR EVERY WORKLOAD



### RE-DEFINES FAST

- 100% NVMe DIRECTFLASH™ ARCHITECTURE
- UP TO 2X FASTER THAN PREVIOUS GENERATION AFAs
- AS LOW AS 250  $\mu$ s LATENCY
- ...WITH FULL DATA SERVICES



### RE-DEFINES DENSE CONSOLIDATION

- 3PB EFFECTIVE IN 6U
- INDUSTRY'S BEST 10:1 AVERAGE TOTAL EFFICIENCY (5:1 AVG. DATA REDUCTION)
- ALWAYS-ON QoS



### RE-DEFINES SIMPLICITY AT SCALE

- 99.9999% AVAILABILITY
- FULL SOFTWARE SERVICES BUILT-IN
- API AUTOMATION & AI-DRIVEN CLOUD MANAGEMENT



### ALWAYS EVERGREEN™

- MIX NVMe & SATA
- UPGRADE ONLINE FROM ANY FLASHARRAY
- NVMe-oF & FUTURE MEDIA READY

**2017:**

FlashArray **//X**



**//X** 70

FlashArray **//M**



**//M** 70

**//M** 50

**//M** 20

**//M** 10

SATA Flash



**2018:**

FlashArray **//X**



**//X** 90

**//X** 70

**//X** 50

**//X** 20

**//X** 10

**//X FAMILY:**  
DUAL-MODE  
NVMe + SAS/SATA  
CONTROLLERS

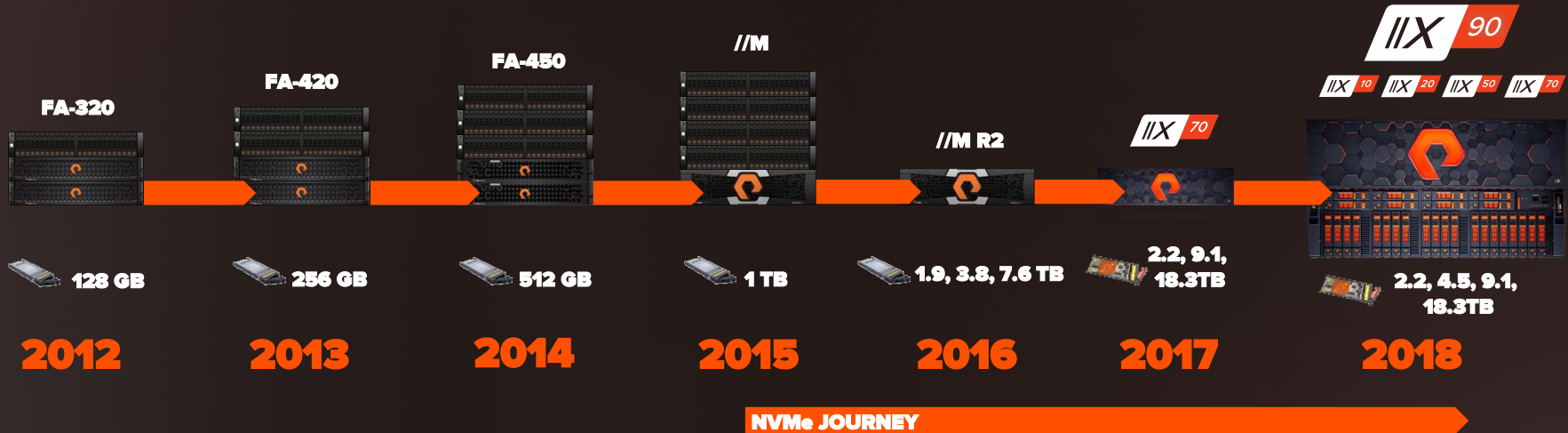
**PERFORMANCE + SCALE CONFIGS:**  
50TB TO 3PB EFFECTIVE  
100% NVMe DirectFlash

**ENTRY CONFIGS:**  
15TB to 50TB EFFECTIVE  
SAS/SATA Flash Modules,  
NVMe-Upgradable in Place

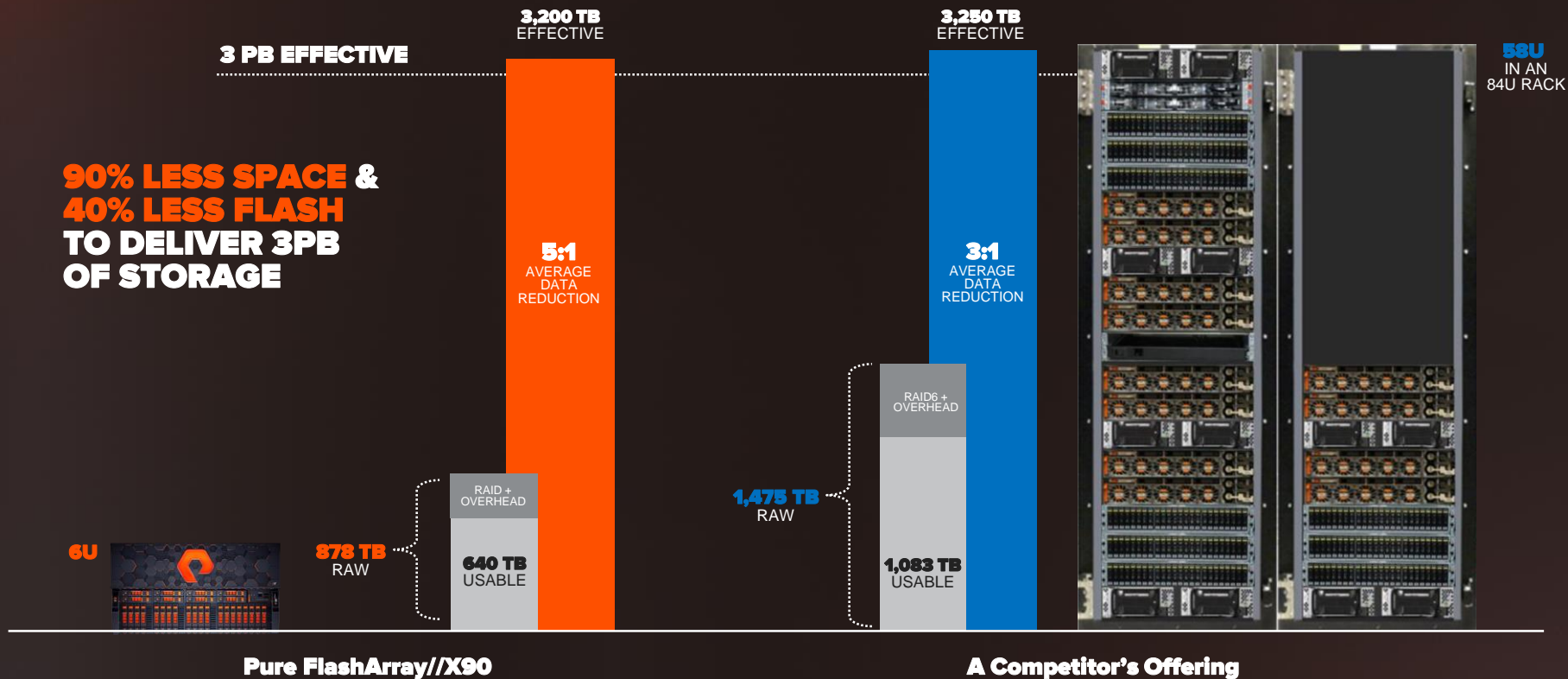
# FlashArray **//X**

OUR SEVENTH GENERATION OF EVERGREEN,  
NON-DISRUPTIVE UPGRADES!

 Evergreen™ Storage

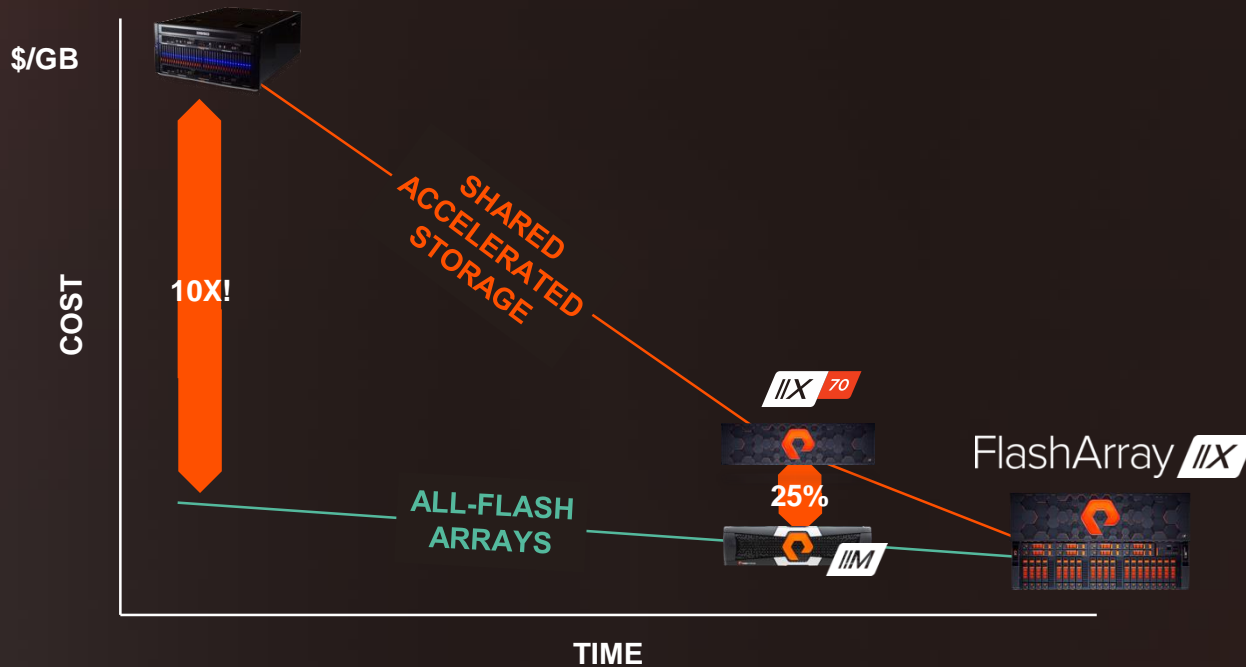


# //X VS Competitor Offering



# FlashArray **//X**

## IS PRICED FOR MAINSTREAM ADOPTION



# \$0

## PREMIUM

FOR **//X** OVER **//M** ON LIKE  
EFFECTIVE CAPACITY



# TODAY'S INNOVATION AGENDA



**WHAT'S  
BEYOND AFA**



**DATA DELIVERED  
AS A SERVICE**

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**ERA OF  
INTELLIGENCE**

AUTOMATE  
AND ORCHESTRATE

VIRTUALIZE  
AND CONTAINERIZE

CONSUME  
ON-DEMAND

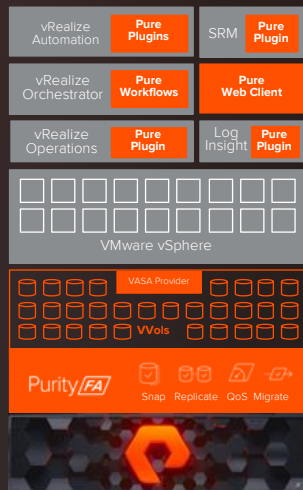




# AUTOMATE AND ORCHESTRATE

...ON EVERY CLOUD PLATFORM

## VMWARE SDDC



NEW

VMware SDDC  
VALIDATED  
DESIGN



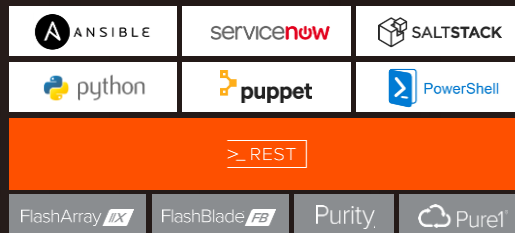
A FULLY-  
AUTOMATED  
VMWARE  
CLOUD



## OPEN AUTOMATION

NEW

PRE-BUILT OPEN FULL-STACK  
AUTOMATION TOOLKITS



PURE  
CODE()

## OPENSHIFT PaaS

NEW

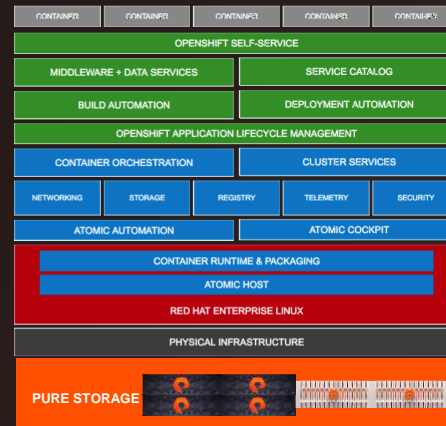
CONTAINER-BASED PaaS  
REFERENCE ARCHITECTURE



PURESTORAGE®

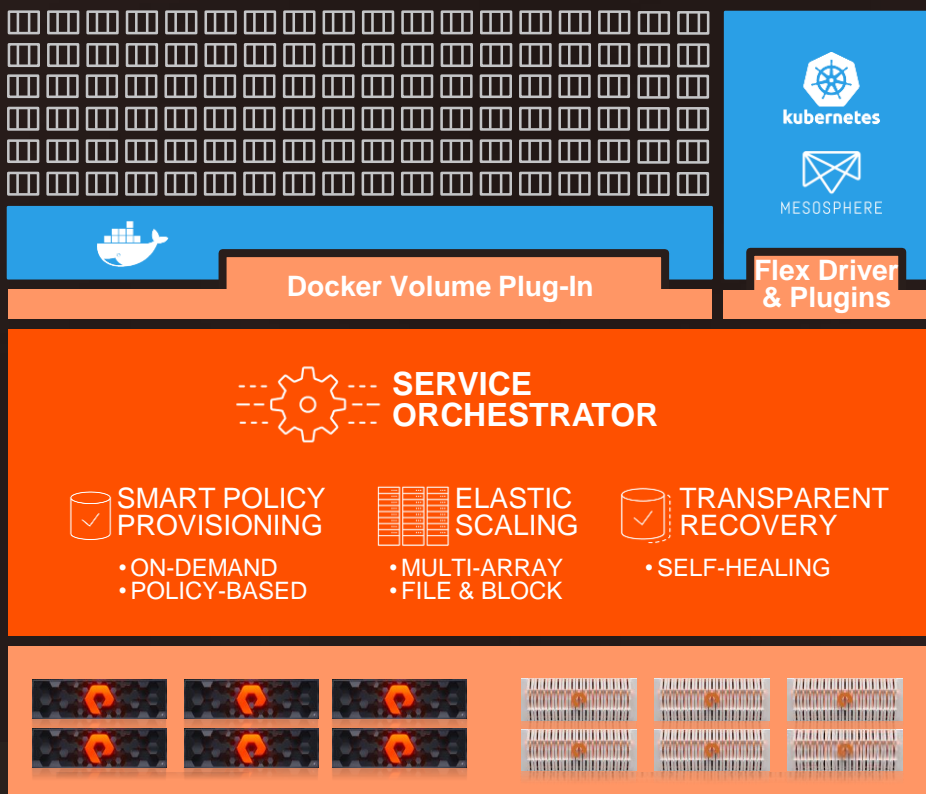


RED HAT  
OPENSHIFT  
Container Platform





# NEW INTRODUCING PURE SERVICE ORCHESTRATOR



Note: Expected GA in Q3, 2018. Delivery dates and features subject to change.



BUT WHY CAN'T I  
CONSUME LIKE  
THE CLOUD?

**CAPEX**



Evergreen<sup>™</sup>  
Storage

**OPEX**



~~**LEASE**~~

**NEW**  
INTRODUCING



ES2

**EVERGREEN  
STORAGE  
SERVICE**

**YOUR CLOUD STORAGE, ON DEMAND**

PAY-PER-  
**USED GB**

TERMS AS  
SHORT AS  
12 MONTHS

ONBOARDED IN  
**DAYS<sup>1</sup>**

TRUE  
**OPEX<sup>2</sup>**



**ALWAYS**  
Evergreen™

**BETTER-  
THAN-CLOUD  
ECONOMICS**



## ES2 **DELIVERS FLEXIBILITY**



Place your data on **OPEX** or **CAPEX** storage resources – as needed



Experiment on-prem with **OPEX** and convert to **CAPEX** when ready to commit



Run **HYBRID** to own your own data while leveraging public cloud compute



Enjoy **ENTERPRISE CLASS** storage services, with **CLOUD FLEXIBILITY**





# TODAY'S INNOVATION AGENDA



**WHAT'S  
BEYOND AFA**



**DATA DELIVERED  
AS-A-SERVICE**



**ERA OF  
INTELLIGENCE**

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# ERA OF INTELLIGENCE

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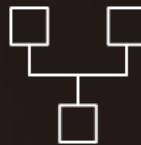
MATT BURR  
FLASHBLADE GM

# PURE ENABLING THE ERA OF INTELLIGENCE

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**DATA HUB  
FOR  
DATA-FIRST WORLD**



**WORLD'S FIRST  
MODERN  
FILE & OBJECT**



**LEADERSHIP  
IN AI  
INDUSTRY**

# NO COLD DATA



# GREATEST ADVANCEMENTS ALWAYS NEED FUEL



TRAINS



STEAM



AUTOMOBILES



FOSSIL  
FUEL



COMPUTERS



ELEC-  
TRICITY



AI



100101  
010101  
100110

DATA

# DATA IS THE MODERN FUEL, YET STUCK IN SILOS

## DATA WAREHOUSE IN APPLIANCES

ORACLE<sup>®</sup>  
MySQL<sup>®</sup> Microsoft SQL Server<sup>®</sup>



## DATA LAKE IN DAS

hadoop



## DATA PIPELINE IN CLOUD

kafka  
Spark

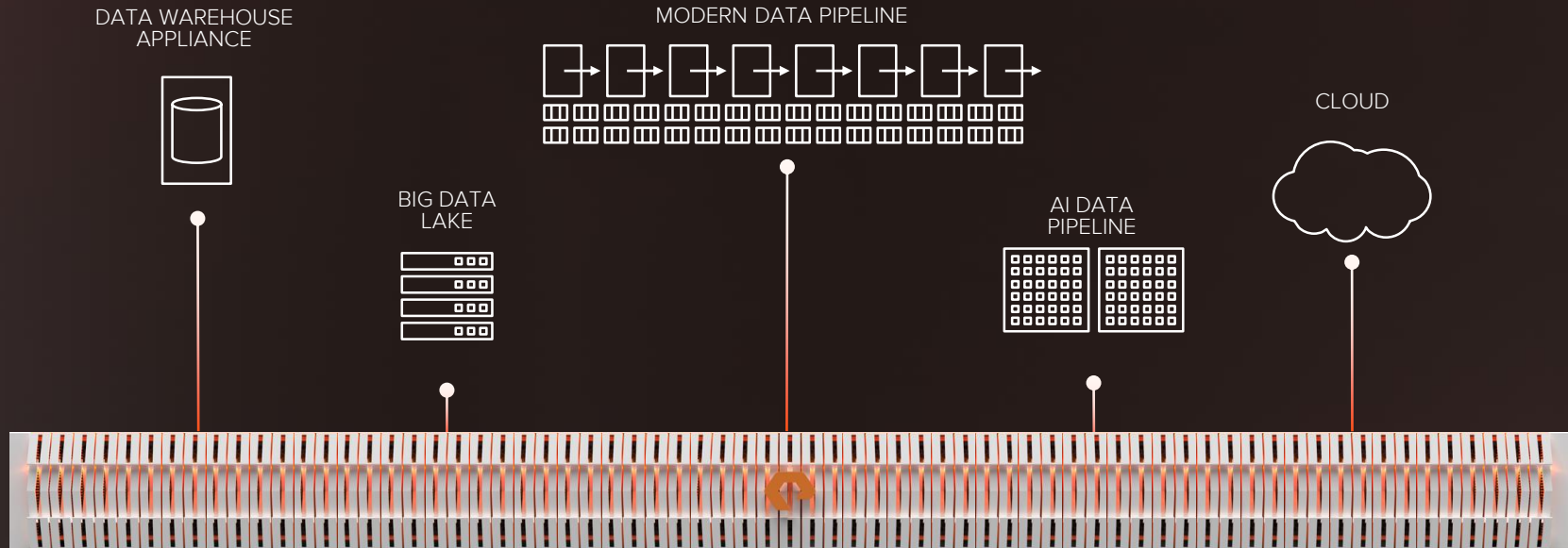


## AI DATA PIPELINE ON FLASH

NVIDIA<sup>®</sup> Caffe2  
TensorFlow



# SET DATA FREE WITH DATA HUB



# FLASHBLADE KEY USE CASES

## RAPID RESTORE

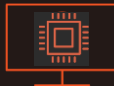


## DATA WAREHOUSE



ORACLE  
SAP  
SQL Server

## SEMICONDUCTOR DESIGN



## MODERN ANALYTICS



## AI



# FLASHBLADE KEY USE CASES

## RAPID RESTORE

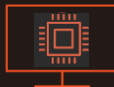


## DATA WAREHOUSE



ORACLE  
SAP  
SQL Server

## SEMICONDUCTOR DESIGN



## MODERN ANALYTICS



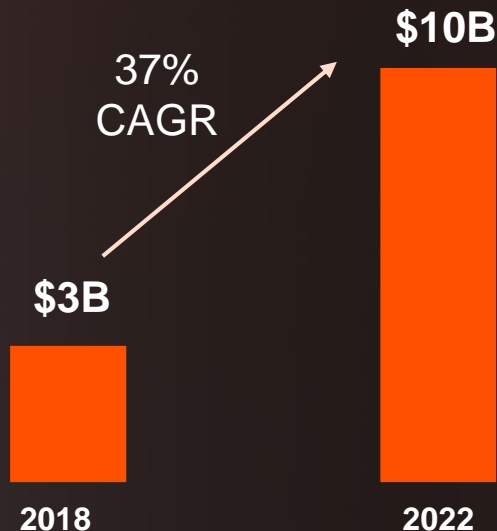
## AI



# ARTIFICIAL INTELLIGENCE: FLASHBLADE POSITIONED WELL

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## Storage TAM for AI



- Early Success in Burgeoning Market
- Industry Ecosystem Partners & Advocates
- File and Object in Same Platform Significant Advantage
- Pushes Performance Beyond Limits of Legacy Storage

Source: IDC 2018



AIRI

# AIRI

INDUSTRY'S FIRST AI-READY  
INFRASTRUCTURE

BRINGING WORLD-CLASS AI INFRASTRUCTURE IN  
REACH OF NEW DATA SCIENCE TEAMS



# 5X HIGHER PRODUCTIVITY OUT OF THE BOX WITH FLASHBLADE

“ Pure Storage FlashBlade is about **10 times faster** out of the box, with no specific tuning or effort. It enabled us to boost our GPU **from about 20% average utilization to close to 100% utilization.**”

*Jeremy Barnes  
Chief Architect*

ELEMENT<sup>AI</sup>





# FLASHBLADE KEY USE CASES

## RAPID RESTORE

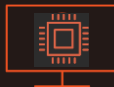


## DATA WAREHOUSE



ORACLE  
SAP  
SQL Server

## SEMICONDUCTOR DESIGN



## MODERN ANALYTICS



## AI





# 10-20x FASTER FOR MODERN ANALYTICS

## FOR INDUSTRY LEADING HEDGE FUND

AI CLEAN & LABEL

AI EXPLORE

AI TRAIN

SPARK

MONGO

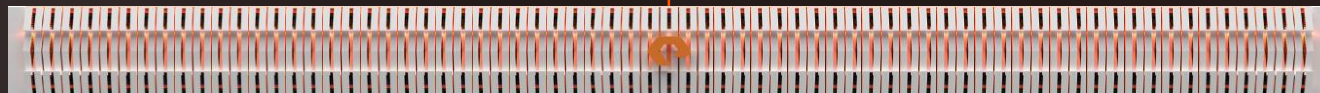
CPU Servers

GPU Server

GPU Servers

CPU Servers

CPU Servers



“

Our quants want to test a model, get the results, and then test another one- all day long. So a **10-20X improvement in performance is a game-changer** when it comes to creating a time-to-market advantage for us.

”

*Gary Collier, co-CTO, Man AHL*

# FLASHBLADE KEY USE CASES

## RAPID RESTORE

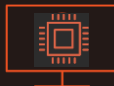


## DATA WAREHOUSE



ORACLE  
SAP  
SQL Server

## SEMICONDUCTOR DESIGN



## MODERN ANALYTICS



## AI

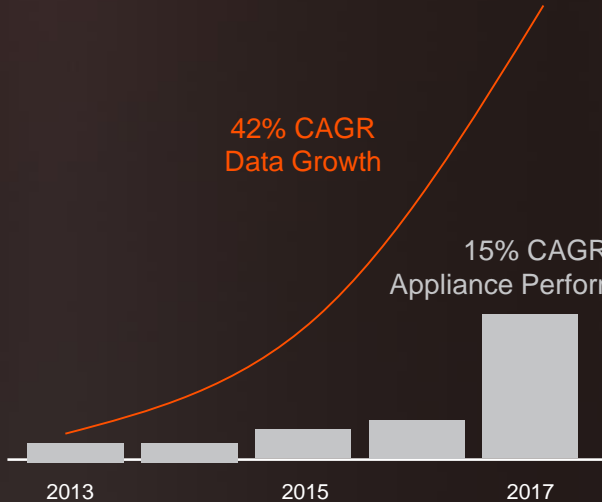


# THREE FLAWS WITH TRADITIONAL DATA WAREHOUSE

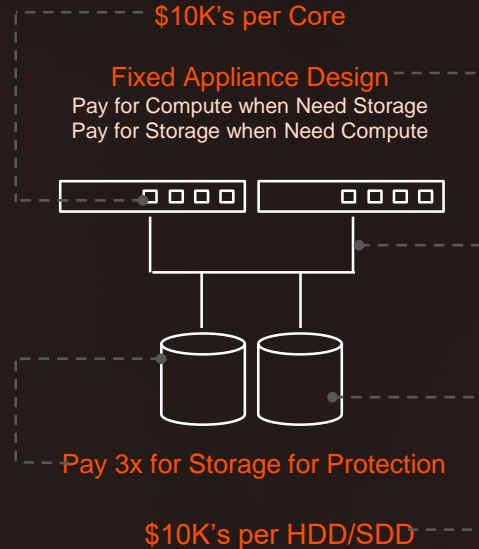
## PERFORMANCE NOT KEEPING UP WITH DATA

42% CAGR  
Data Growth

15% CAGR  
Appliance Performance



## PRICING EXTORTIONS & OVER-PROVISIONING



## INFLEXIBLE APPLIANCES BUILT FOR SINGLE WORKLOAD



# UP TO 8X FASTER FOR LEADING TELECOM IN ASIA

|                     | LEGACY EXADATA | FLASHBLADE | BENEFIT                     |
|---------------------|----------------|------------|-----------------------------|
| DB ANALYSIS         | 9.3 Hours      | 3 Hours    | 3X Faster                   |
| BACKUP              | 16 Hours       | 2 Hours    | 8X Faster                   |
| RESTORE             | 24 Hours       | 3 Hours    | 8X Faster                   |
| EFFECTIVE DATA SIZE | 9.9 TB         | 3.7 TB     | 2.7:1 Reduction in Capacity |

# INTRODUCING NEW FLASHSTACK

## MODERNIZING ORACLE DATA WAREHOUSE

Industry-Leading Performance for Oracle Database

Fully Integrated, Validated by Cisco & Pure Storage

Extensible to Modern Analytics & AI





# FLASHBLADE KEY USE CASES

## RAPID RESTORE



## DATA WAREHOUSE



ORACLE  
SAP  
SQL Server

## SEMICONDUCTOR DESIGN



## MODERN ANALYTICS



## AI





# PITFALLS WITH EXISTING BACKUP SOLUTIONS

## **SLOW RESTORE EXPERIENCE**

LACKS PERFORMANCE WHEN YOU MOST NEED IT



The screenshot shows a blog post header with the DCAC logo and the text 'DENNY CHERRY & ASSOCIATES CONSULTING'. The title of the post is 'If You Thought Database Restores Were Slow, Try Restoring From an EMC Data Domain' in orange. Below the title, it says 'Published On: 2015-07-20' and 'By: Denny Cherry'. The main text of the post begins with 'Recently I did something which I haven't had to do for a VERY long time, restore a database off of an EMC Data Domain. Thankfully I wasn't restoring a failed production system, I was restoring to a replacement production system, so I was getting log shipping setup.'

*“The database in this case is ~6TB in size... I canceled it after about 24 hours. It was at ~2% complete.”*

# FROM 30 HOURS TO 30 MINUTES

## LEADING SaaS COMPANY STANDARDIZES BACKUP & RESTORE ON FLASHBLADE

38 Hours for Full Recovery

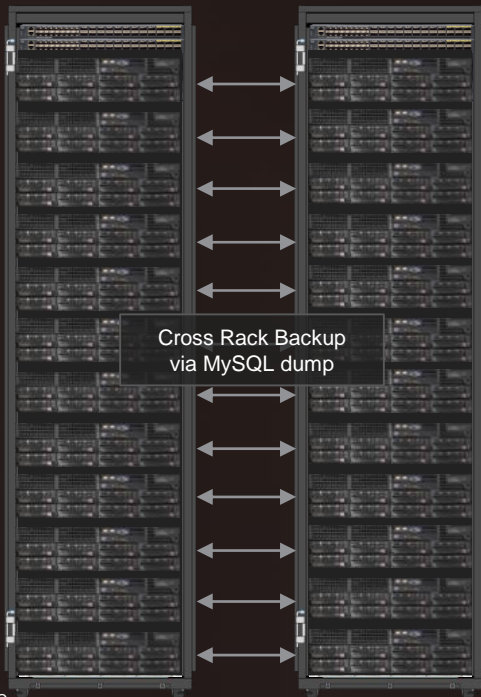
0.5 Hours for Full Recovery

### OLD ARCHITECTURE

3RU Servers

\$45k per Server

6 SSDs per Server (3 for DB storage, 3 for fast recovery)



### ARCHITECTURE TODAY

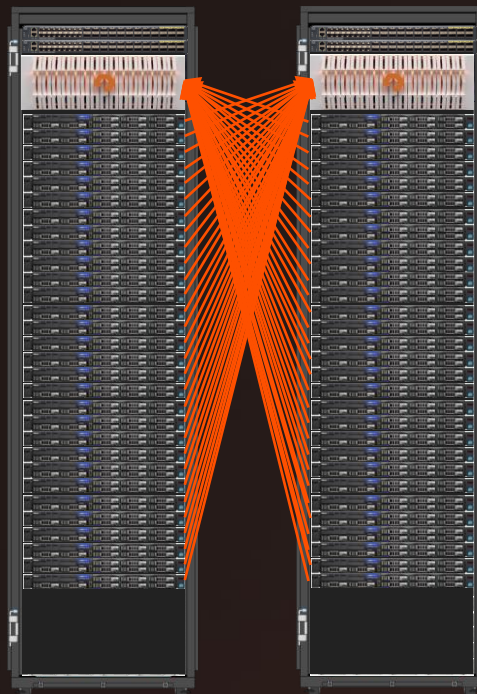
1RU Servers

\$10k per Server

2 SSDs per Server for DB

Backup to FlashBlade

3x More Customers per Rack



# WE'RE JUST GETTING STARTED

Leading Customers Across a Range of Industries



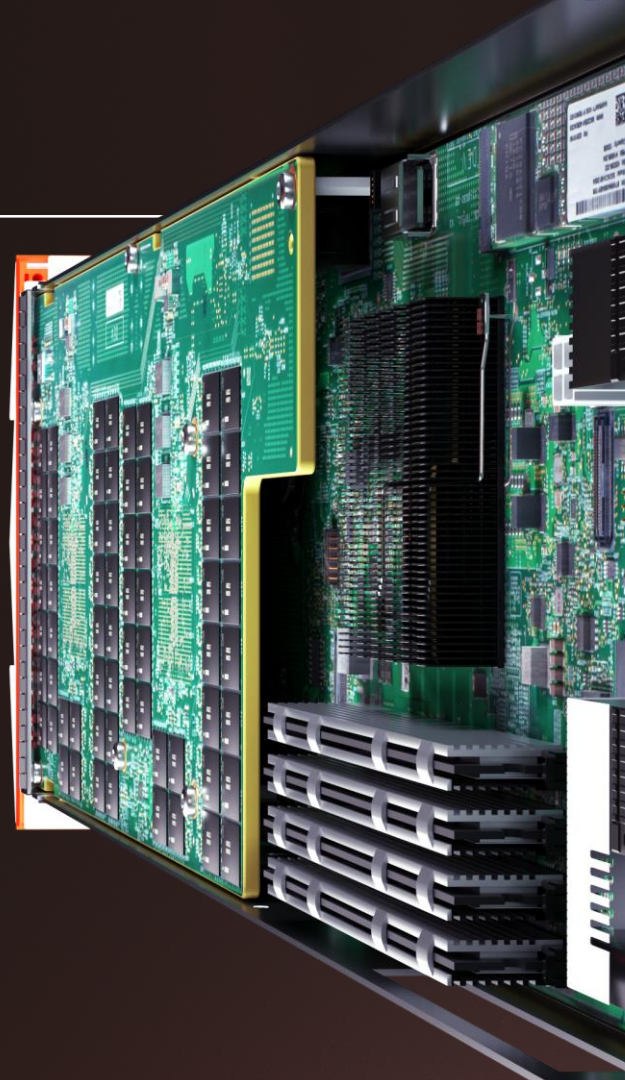
ELEMENT<sup>AI</sup>



PAIGE



servicenow



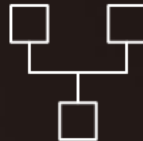
# ERA OF INTELLIGENCE

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**DATA HUB  
FOR  
DATA-FIRST WORLD**

---



**WORLDS FIRST  
MODERN  
FILE & OBJECT**

---



**LEADERSHIP  
IN AI  
INDUSTRY**

---



**BREAK**

---



## **GTM UPDATE**

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DAVID “HAT” HATFIELD  
PRESIDENT

# GO TO MARKET 2018 HEADLINES

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**SALES EXECUTION  
UPMARKET BIAS**



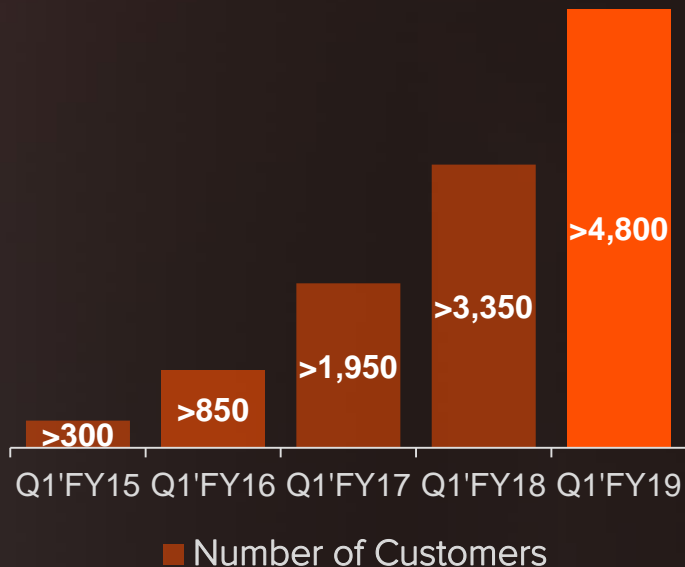
**PARTNER ECOSYSTEM  
INDEPENDENCE & LEVERAGE**



**DIFFERENTIATED MODEL  
PORTFOLIO SELLING MOTION**

# SOLID MOMENTUM IN MARKETS THAT MATTER

Total Customers



Fortune 500

**>30%**

Top 20 SaaS

**35%**

Customer Growth

**~45%<sub>y/y</sub>**

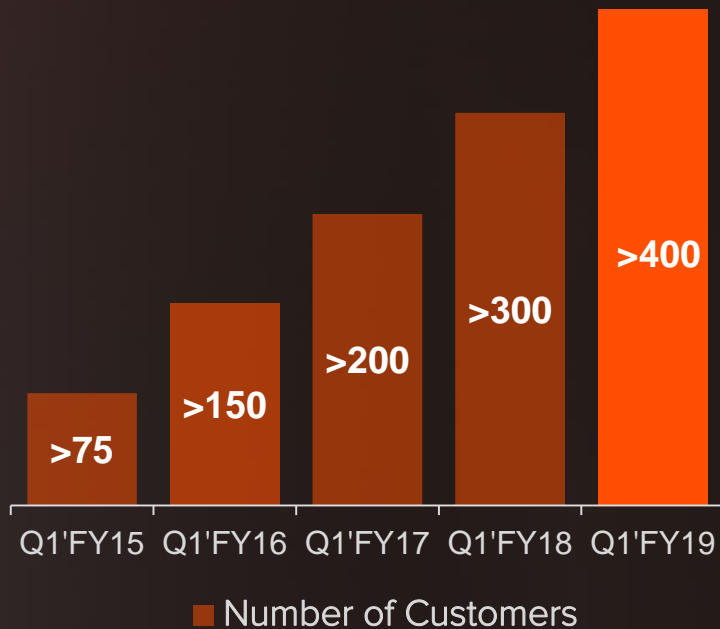
Rev from Cloud

**>30%**

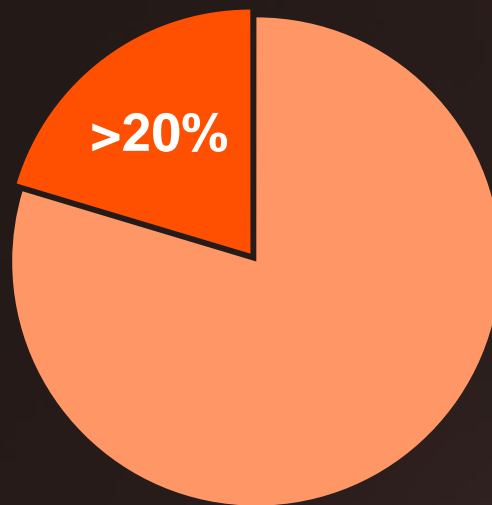


# SOLID MOMENTUM IN GLOBAL COMPANIES WITH ROOM TO GROW

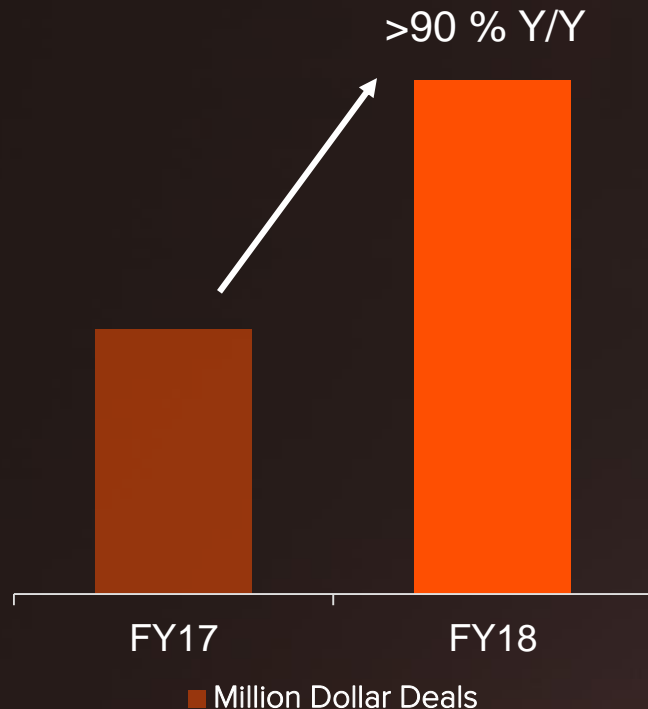
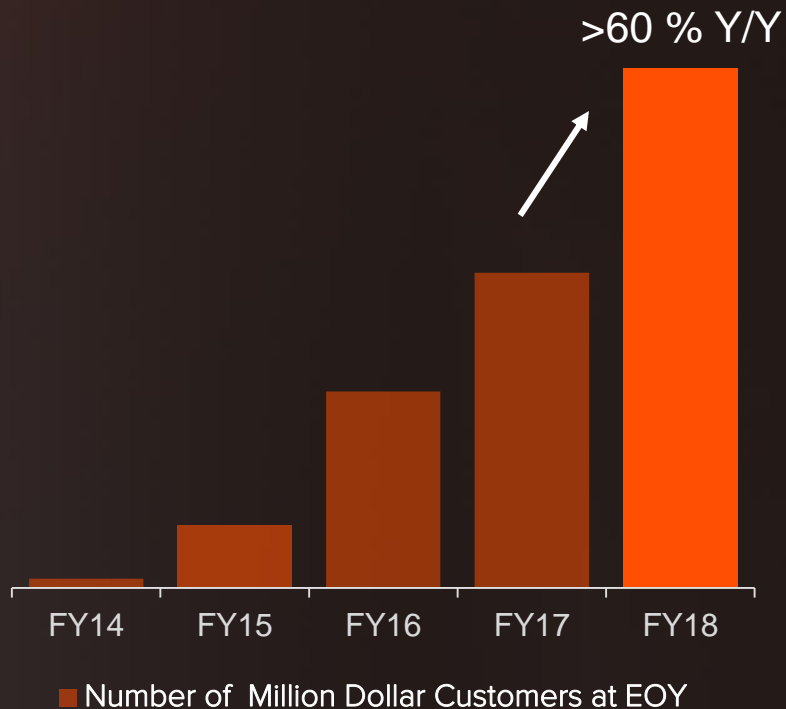
Total G2000 Growth



G2000 Penetration

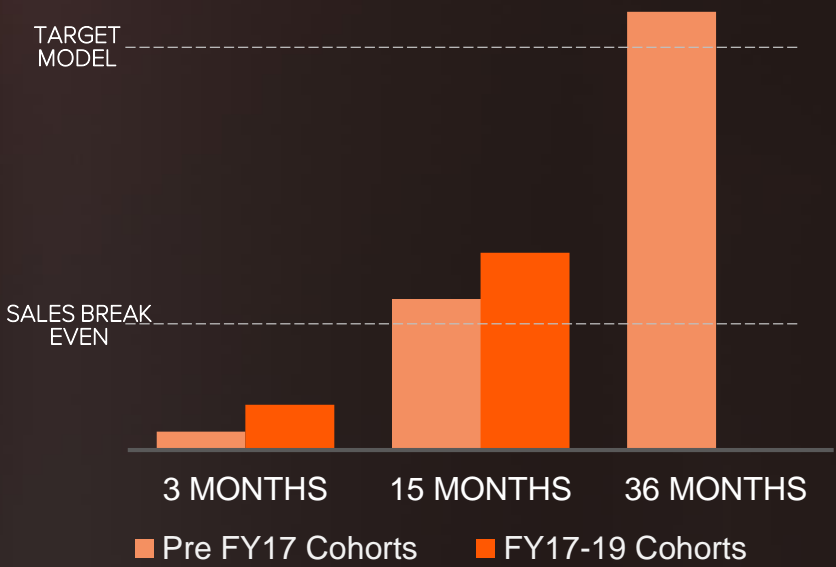


## CUSTOMERS MAKING LARGER INVESTMENTS WITH PURE

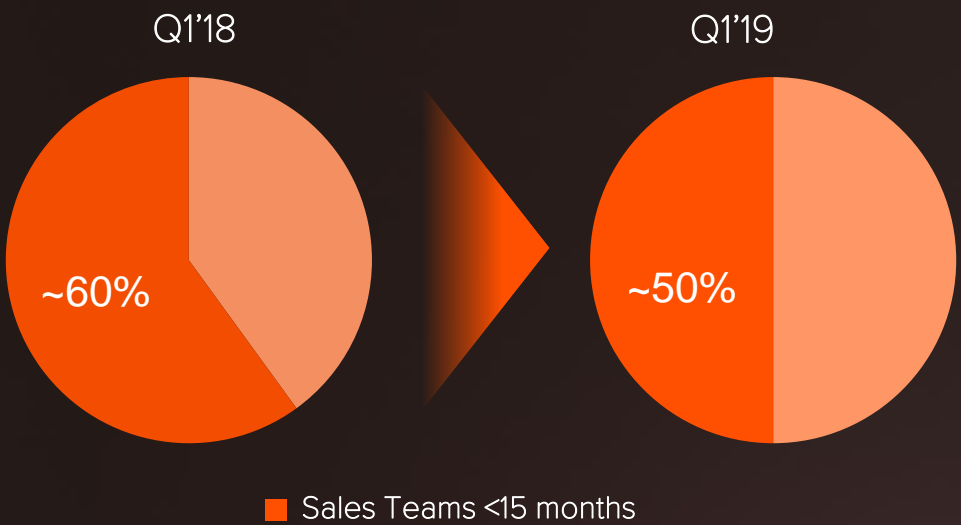


# PRODUCTIVITY CONTINUES POSITIVE TREND AND STILL IN EARLY INNINGS

New Cohorts Continue to Ramp Well



~50% of Sales Force has <15 Months Tenure



# GO TO MARKET 2018 HEADLINES

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**SALES EXECUTION  
UPMARKET BIAS**



**PARTNER ECOSYSTEM  
INDEPENDENCE & LEVERAGE**

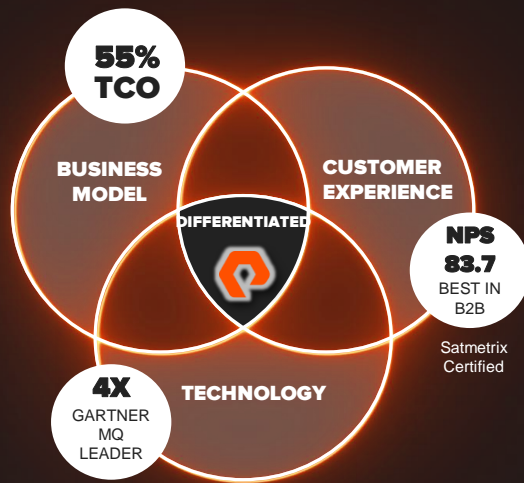


**DIFFERENTIATED MODEL  
PORTFOLIO SELLING MOTION**

# WHY PARTNERS CHOOSE TO LEAD WITH PURE



GREAT MARKET AND  
PURE DIFFERENTIATED



INNOVATION ENGINE



100% PARTNER  
CENTRIC

## PARTNER CENTRIC REACH AND GLOBAL EXPANSION IN KEY MARKETS



**>4,200** Channel AE's & SE's

**>1,100** Sales & Marketing

**>30** Countries Globally

**3**

### Key Growth Markets

1. Top 1000 Cloud & SaaS
2. Next-gen Use Cases
3. Global 2000

# PURE INTEGRATED INTO BROAD TECHNOLOGY ECOSYSTEM

## STRATEGIC GTM



## CLOUD INTEGRATION



## AUTOMATION



## INFRASTRUCTURE



## APPLICATIONS



# GO TO MARKET 2018 HEADLINES

---



**SALES EXECUTION  
UPMARKET BIAS**



**PARTNER ECOSYSTEM  
INDEPENDENCE & LEVERAGE**



**DIFFERENTIATED MODEL  
PORTFOLIO SELLING MOTION**



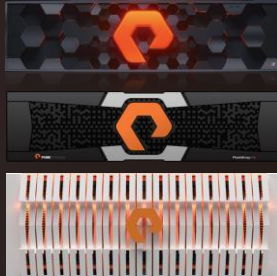
# EVERGREEN REVOLUTIONIZED HOW ENTERPRISES PURCHASE STORAGE

**ACQUIRE**

**RUN**

**UPGRADE**

DEPLOY ONCE &  
UPGRADE IN PLACE



EVERGREEN SUPPORT  
SUBSCRIPTION



NO DOWNTIME, DATA-  
MIGRATION, OR FORKLIFT

**UPGRADE CONTROLLERS**  
**MODERNIZE FLASH MEDIA**  
**INCREASE CAPACITY**  
**INCREASE DENSITY**

# ES2 ENABLING ANOTHER INDUSTRY FIRST - CLOUD STORAGE ON DEMAND

---



---

PAY-PER-  
**USED GB**

TERMS AS  
SHORT AS 12  
MONTHS

ONBOARDED IN  
**DAYS**

TRUE  
**OPEX\***  
FASB'19

ALWAYS  
 Evergreen™  
Storage

ALWAYS  
**BETTER-  
THAN-CLOUD**  
ECONOMICS

## EXCITED ABOUT THE PRODUCT CYCLE WE'RE ENTERING

---

- Democratization of NVMe - Another Product Cycle Pure has Led
- FB for AI, Next Gen analytics, HDFS and Rapid Restore
- FlashStack and AI/ML converged growth: expansion with Cisco
- Pure1 and Evergreen = investment protection and consistent customer experience

# GO TO MARKET 2018 HEADLINES

---



**SALES EXECUTION  
UPMARKET BIAS**



**PARTNER ECOSYSTEM  
INDEPENDENCE & LEVERAGE**



**DIFFERENTIATED MODEL  
PORTFOLIO SELLING MOTION**



# FINANCIAL UPDATE

---

TIM RIITTERS  
CFO

# FINANCIAL UPDATE

---



## BY THE NUMBERS



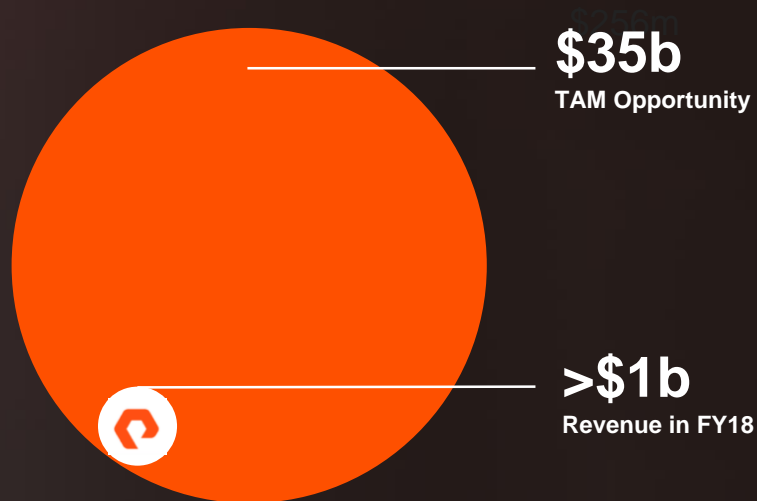
## SAAS LIKE EXPANSION



## LOOKING FORWARD

# QUARTERLY REVIEW: Q1 FY19

## Large Opportunity Ahead



## Q1'19 statistics

Q1'FY19 Revenue

**\$256m**

Growth

**+40% y/y**

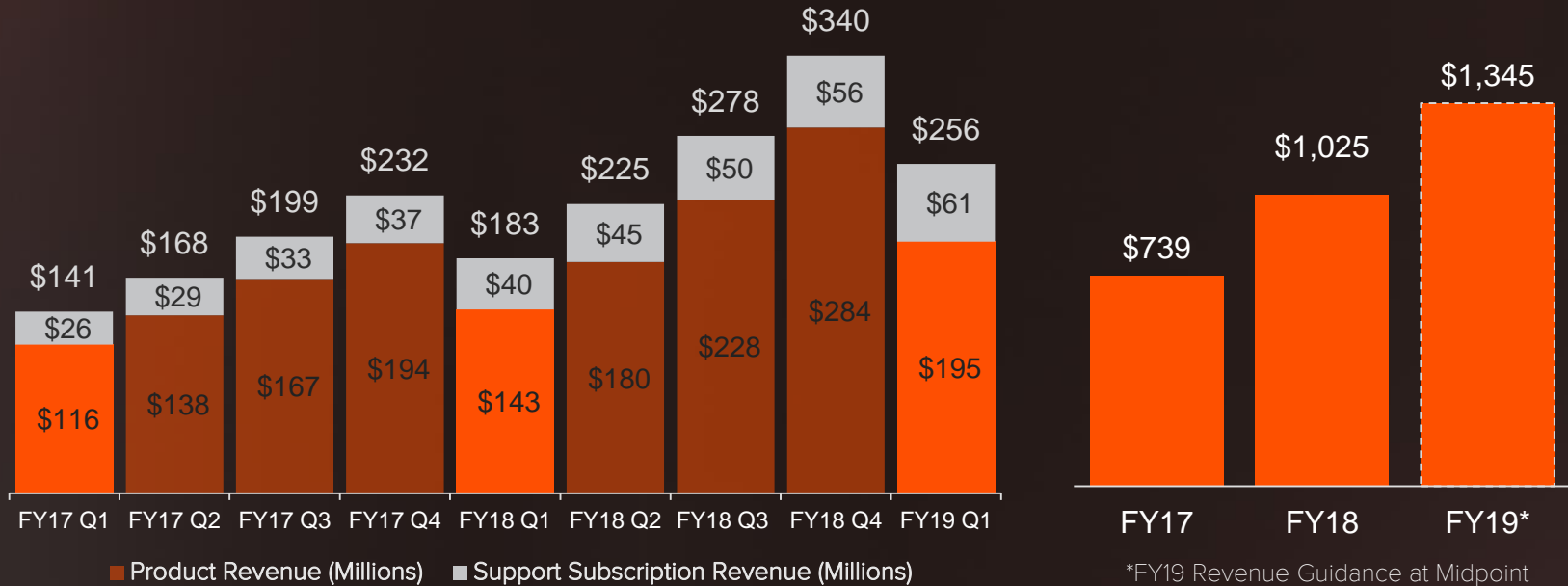
Gross Margin

**66.3%**

Operating Margin

**-6%**

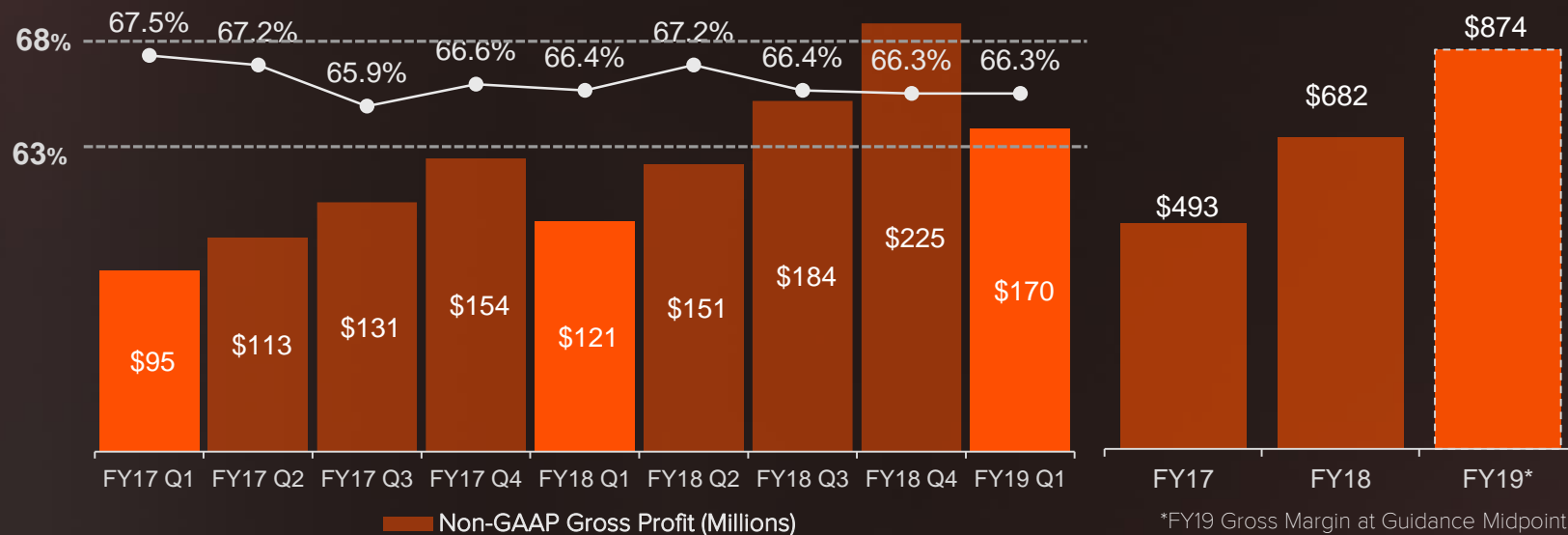
## +40% Y/Y REVENUE GROWTH - STRONG START TO FY19





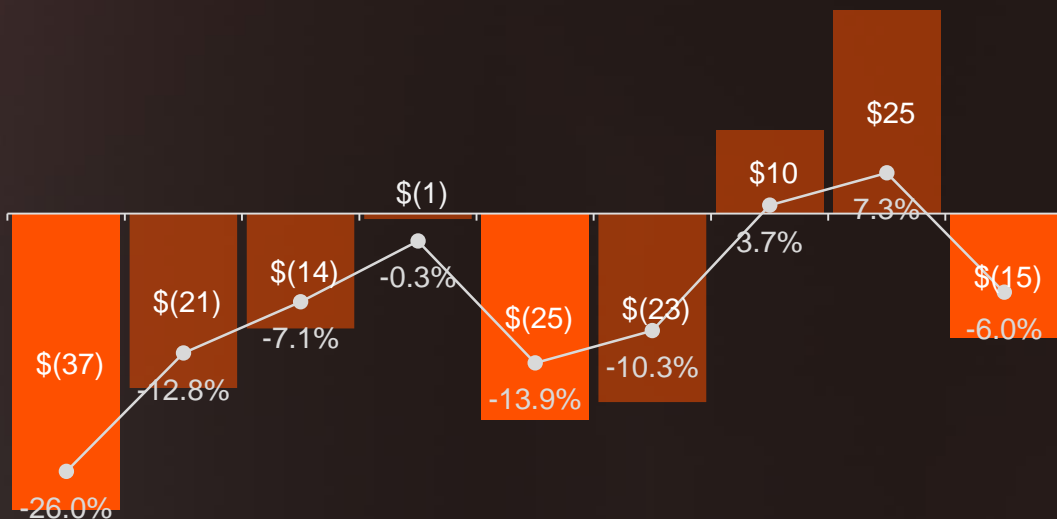
# SOFTWARE DRIVING INDUSTRY LEADING GROSS MARGINS

LONG-TERM GM  
TARGET RANGE



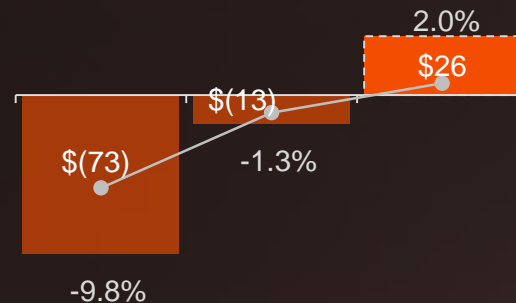
# CONSISTENT LEVERAGE IMPROVEMENTS, WITH FY19 PROFITABILITY

FY17 Q1 FY17 Q2 FY17 Q3 FY17 Q4 FY18 Q1 FY18 Q2 FY18 Q3 FY18 Q4 FY19 Q1



Non-GAAP Operating Income (Loss) (Millions)

FY17 FY18 FY19\*



\*FY19 Operating Profit and Margin at Guidance Midpoint

## QUARTERLY AND ANNUAL GUIDANCE

---

As a % of Revenue (Numbers in Millions, Non-GAAP)

|                                 | Q2FY19         | FY19               |
|---------------------------------|----------------|--------------------|
| Revenue                         | \$296 to \$304 | \$1,320 to \$1,370 |
| Gross margin <sup>(1)</sup>     | 63.5% to 66.5% | 63.5% to 66.5%     |
| Operating margin <sup>(1)</sup> | -7% to -3%     | 0% to 4%           |

<sup>(1)</sup> We have not reconciled guidance for non-GAAP gross margin and non-GAAP operating margin to their most directly comparable GAAP measures because items such as stock-based compensation expense and payroll tax expense related to stock-based activities that impact these measures are not within our control and/or cannot be reasonably predicted. Accordingly, a reconciliation of the non-GAAP financial measure guidance to the corresponding GAAP measures is not available without unreasonable effort.

# FINANCIAL UPDATE

---



## BY THE NUMBERS



## SAAS LIKE EXPANSION



## LOOKING FORWARD

## ES2 – A NEW COMPELLING PURCHASE OPTION

---



Lifetime value – Benefits customer and Pure



Economics – Delivering higher margins

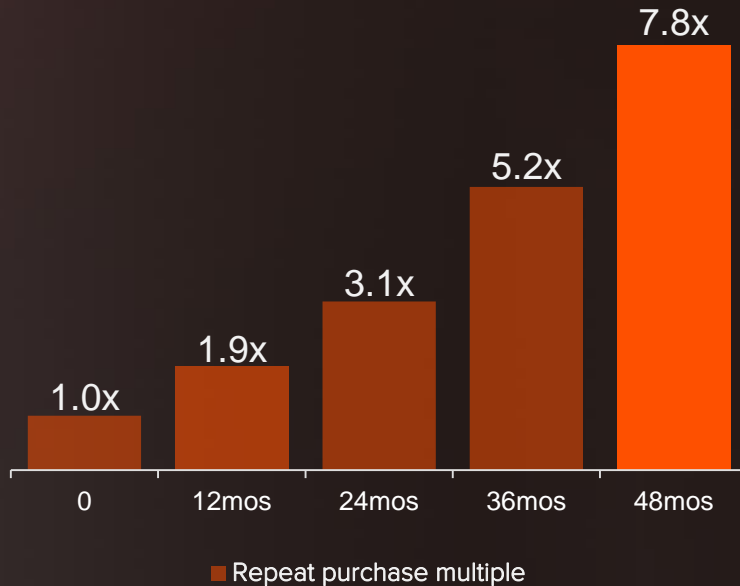


Visibility – More predictable and sticky business

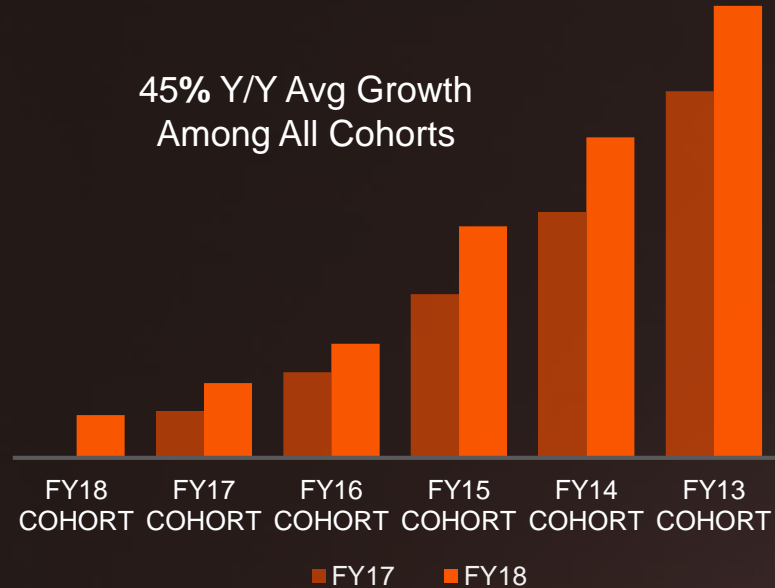
Current Program Expectations Already Included in FY19 Guidance

# STRONG & STRENGTHENING REPEAT MOMENTUM

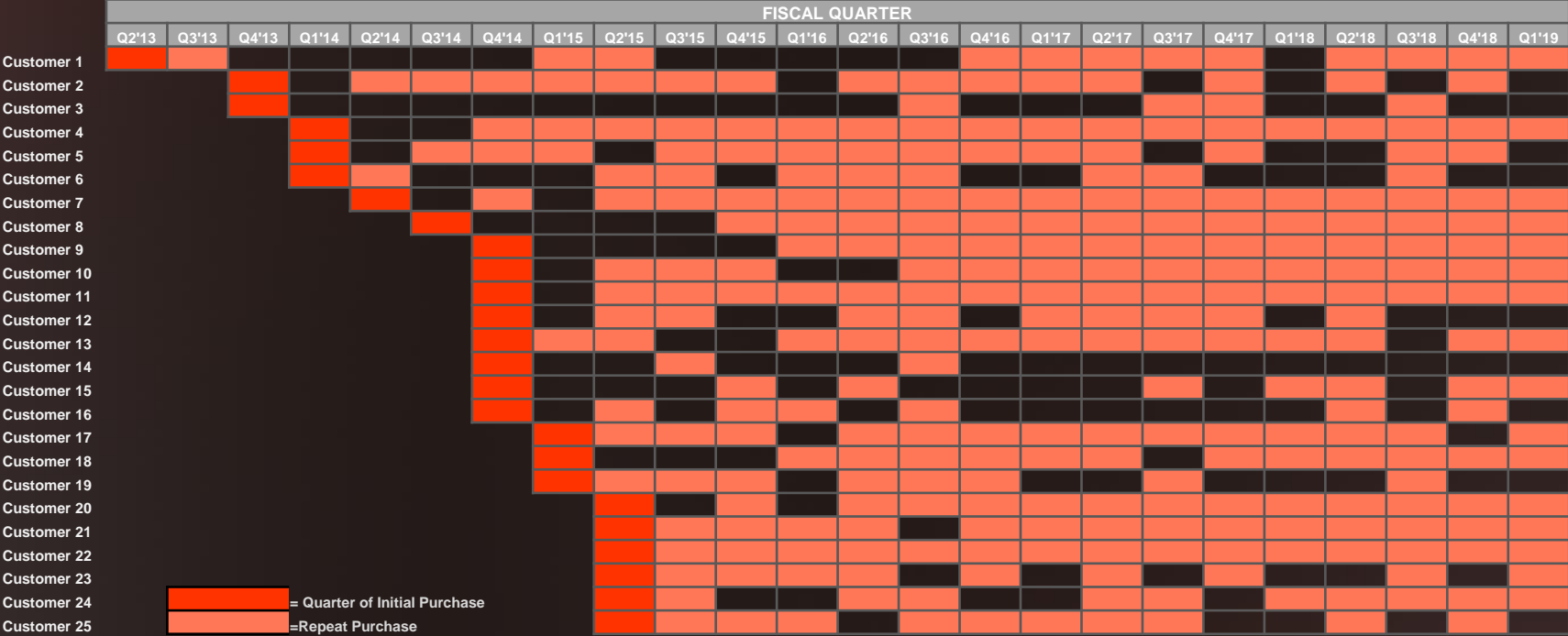
## Repeat Purchase Accelerating Overtime



## All Cohorts Contributing Well



# STRONG AND FREQUENT REPEATS



# FINANCIAL UPDATE

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## BY THE NUMBERS



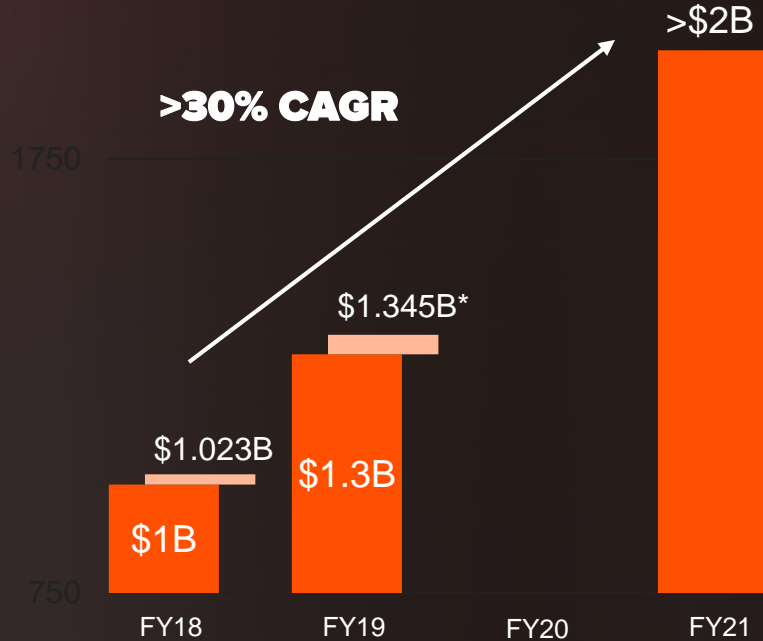
## SAAS LIKE EXPANSION



## LOOKING FORWARD



## ON TRACK FOR >\$2B, AND INCREASING PROFITABILITY



**HIGHER REVENUE GROWTH =  
LOWER RATE LEVERAGE**  
(BUT MORE PROFIT DOLLARS)



**FY21 PROFIT RANGE 6% - 10% (unchanged)**

## LONG-TERM TARGET OPERATING MODEL

(\$ in Millions, Non-GAAP)

|                  | Q1FY19 | TARGET MODEL |
|------------------|--------|--------------|
| Gross Margin     | 66.3%  | 63-68%       |
| R&D              | 22.0%  | 15-20%       |
| S&M              | 42.0%  | 25-30%       |
| G&A              | 8.3%   | 5-7%         |
| Operating Margin | -6.0%  | 15-20%       |



# CUSTOMER/PARTNER PANEL

---

INVESTOR SESSION

**KEITH MARTIN**

SERVICENOW  
DIRECTOR OF CLOUD ENGINEERING

**LEO BODDEN**

NEW YORK PRESBYTERIAN HOSPITAL  
CTO

**TONY PAIKEDAY**

NVIDIA  
DIRECTOR PRODUCT MARKETING FOR  
DEEP LEARNING



**THANK YOU**

---

# REVENUE – 606 TO 605 RECONCILIATIONS

|   | Fiscal Quarter |        |         |        |         |        |         |        |         |        |         |        |         |        |         |        | Full Year |        |         |        |           |        |
|---|----------------|--------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|-----------|--------|---------|--------|-----------|--------|
|   | Q1 FY17        |        | Q2 FY17 |        | Q3 FY17 |        | Q4 FY17 |        | Q1 FY18 |        | Q2 FY18 |        | Q3 FY18 |        | Q4 FY18 |        | Q1 FY19   |        | FY17    |        | FY18      |        |
| (\$ in Millions)  |                | (%)    |         | (%)    |         | (%)    |         | (%)    |         | (%)    |         | (%)    |         | (%)    |         | (%)    |           | (%)    |         | (%)    |           | (%)    |
| Product revenue - ASC 606   | \$115.5        | 81.9%  | \$138.3 | 82.6%  | \$166.5 | 83.6%  | \$194.2 | 83.9%  | \$142.8 | 78.3%  | \$179.7 | 80.0%  | \$227.8 | 82.1%  | \$284.2 | 83.6%  | \$195.4   | 76.4%  | \$614.5 | 83.1%  | \$834.5   | 81.4%  |
| Less: ASC 606 adoption impact                                       | -3.8           | -2.1%  | -7.4    | -2.4%  | -6.0    | -2.1%  | -7.4    | -1.9%  | -4.4    | -2.5%  | -4.7    | -2.0%  | -4.6    | -1.7%  | -6.8    | -1.6%  | n/a       | n/a    | -\$24.5 | -2.1%  | -20.5     | -1.8%  |
| Product revenue - As previously reported under ASC 605              | \$111.7        | 79.8%  | \$130.9 | 80.2%  | \$160.5 | 81.5%  | \$186.8 | 82.0%  | \$138.4 | 75.8%  | \$175.0 | 78.0%  | \$223.2 | 80.4%  | \$277.4 | 82.0%  | n/a       | n/a    | \$590.0 | 81.0%  | \$814.0   | 79.6%  |
| Support subscription revenue - ASC 606                              | \$25.5         | 18.1%  | \$29.2  | 17.4%  | \$32.7  | 16.4%  | \$37.3  | 16.1%  | \$39.8  | 21.7%  | \$45.0  | 20.0%  | \$49.8  | 17.9%  | \$55.7  | 16.4%  | \$60.5    | 23.6%  | \$124.7 | 16.9%  | \$190.3   | 18.6%  |
| Less: ASC 606 adoption impact                                       | 2.7            | 2.1%   | 3.1     | 2.4%   | 3.7     | 2.1%   | 3.7     | 1.9%   | 4.4     | 2.5%   | 4.4     | 2.0%   | 4.7     | 1.7%   | 5.2     | 1.6%   | n/a       | n/a    | \$13.3  | 2.1%   | 18.7      | 1.8%   |
| Support subscription revenue - As previously reported under ASC 605 | \$28.2         | 20.2%  | \$32.3  | 19.8%  | \$36.4  | 18.5%  | \$41.0  | 18.0%  | \$44.2  | 24.2%  | \$49.4  | 22.0%  | \$54.5  | 19.6%  | \$60.9  | 18.0%  | n/a       | n/a    | \$138.0 | 19.0%  | \$209.0   | 20.4%  |
| Total revenue - ASC 606   | \$141.0        | 100.0% | \$167.5 | 100.0% | \$199.2 | 100.0% | \$231.5 | 100.0% | \$182.6 | 100.0% | \$224.7 | 100.0% | \$277.6 | 100.0% | \$339.9 | 100.0% | \$255.9   | 100.0% | \$739.2 | 100.0% | \$1,024.8 | 100.0% |
| Less: ASC 606 adoption impact                                       | -1.1           | 0.0%   | -4.3    | 0.0%   | -2.2    | 0.0%   | -3.7    | 0.0%   | -       | 0.0%   | -0.2    | 0.0%   | 0.1     | 0.0%   | -1.6    | 0.0%   | n/a       | n/a    | -\$11.2 | -%     | -1.8      | 0.0%   |
| Total revenue - As previously reported under ASC 605                | \$139.9        | 100.0% | \$163.2 | 100.0% | \$197.0 | 100.0% | \$227.8 | 100.0% | \$182.6 | 100.0% | \$224.5 | 100.0% | \$277.7 | 100.0% | \$338.3 | 100.0% | n/a       | n/a    | \$728.0 | 100.0% | \$1,023.0 | 100.0% |

## REVENUE – 606 TO 605 RECONCILIATIONS

|   | Fiscal Quarter |       |         |       |         |       |         |       |         |       |         |       |         |       |         |       | Full Year |       |         |       |         |       |
|---|----------------|-------|---------|-------|---------|-------|---------|-------|---------|-------|---------|-------|---------|-------|---------|-------|-----------|-------|---------|-------|---------|-------|
|   | Fiscal Quarter |       |         |       |         |       |         |       |         |       |         |       |         |       |         |       | Full Year |       |         |       |         |       |
| (\$ in Millions)  | Q1 FY17        |       | Q2 FY17 |       | Q3 FY17 |       | Q4 FY17 |       | Q1 FY18 |       | Q2 FY18 |       | Q3 FY18 |       | Q4 FY18 |       | Q1 FY19   |       | FY17    |       | FY18    |       |
|   | Fiscal Quarter |       |         |       |         |       |         |       |         |       |         |       |         |       |         |       | Full Year |       |         |       |         |       |
| (\$ in Millions)  | Q1 FY17        |       | Q2 FY17 |       | Q3 FY17 |       | Q4 FY17 |       | Q1 FY18 |       | Q2 FY18 |       | Q3 FY18 |       | Q4 FY18 |       | Q1 FY19   |       | FY17    |       | FY18    |       |
| Product gross margin (GAAP) - ASC 606   | \$81.4         | 70.5% | \$95.4  | 69.0% | \$111.8 | 67.7% | \$131.7 | 67.8% | \$96.2  | 67.3% | \$122.4 | 68.7% | \$152.4 | 66.9% | \$188.2 | 66.2% | \$ 129.0  | 66.0% | \$420.3 | 68.4% | \$559.2 | 67.0% |
| Add: SBC  | 0.1            | 0.1%  | 0.2     | 0.2%  | 0.1     | 0.1%  | 0.2     | 0.1%  | 0.4     | 0.3%  | 0.4     | 0.2%  | 0.1     | 0.1%  | 0.7     | 0.3%  | 0.6       | 0.3%  | 0.6     | 0.1%  | 1.6     | 0.2%  |
| Add: Payroll tax related to stock-based activities                                  | -              | -%    | -       | -%    | -       | -%    | -       | -%    | -       | -%    | -       | -%    | -       | -%    | -       | -%    | 0.1       | -%    | -       | -%    | 0.1     | -%    |
| Product gross margin (non-GAAP) - ASC 606   | \$81.5         | 70.6% | \$95.6  | 69.2% | \$111.9 | 67.2% | \$131.9 | 67.9% | \$96.6  | 67.6% | \$122.8 | 68.3% | \$152.5 | 67.0% | \$188.9 | 66.5% | \$129.7   | 66.3% | \$420.9 | 68.5% | \$560.9 | 67.2% |
| Less: ASC 606 adoption impact   | -3.7           | -1.0% | -7.3    | -1.8% | -6.0    | -1.2% | -7.4    | -1.3% | (4.4)   | -1.0% | -4.7    | -0.8% | -4.5    | -0.7% | -6.8    | -0.8% | n/a       | n/a   | -24.4   | -1.3% | -20.5   | -0.8% |
| Product gross margin (non-GAAP) - As previously reported under ASC 605              | \$77.8         | 69.6% | \$88.3  | 67.4% | \$105.9 | 66.0% | \$124.5 | 66.6% | \$92.2  | 66.6% | \$118.1 | 67.5% | \$148.0 | 66.3% | \$182.1 | 65.7% | n/a       | n/a   | \$396.5 | 67.2% | \$540.4 | 66.4% |
| Support subscription gross margin (GAAP) - ASC 606                                  | \$12.6         | 49.4% | \$15.2  | 52.7% | \$18.1  | 55.4% | \$20.8  | 55.6% | \$22.9  | 57.5% | \$25.8  | 57.4% | \$29.4  | 59.0% | \$33.7  | 60.5% | \$ 37.3   | 61.7% | \$66.6  | 53.4% | \$111.8 | 58.7% |
| Add: SBC  | 1.1            | 4.2%  | 1.7     | 5.8%  | 1.2     | 3.6%  | 1.7     | 4.5%  | 1.8     | 4.6%  | 2.2     | 4.9%  | 2.4     | 4.9%  | 2.6     | 4.7%  | 2.7       | 4.4%  | 5.7     | 4.8%  | 9.1     | 4.8%  |
| Add: Payroll tax related to stock-based activities                                  | -              | -%    | -       | -%    | -       | -%    | -       | -%    | -       | -%    | 0.1     | 0.2%  | -       | -%    | 0.1     | 0.2%  | 0.1       | 0.2%  | -       | -%    | 0.2     | 0.1%  |
| Support subscription gross margin (non-GAAP) - ASC 606                              | \$13.7         | 53.6% | \$16.9  | 57.9% | \$19.3  | 59.0% | \$22.5  | 60.1% | \$24.7  | 62.1% | \$28.1  | 62.5% | \$31.8  | 63.9% | \$36.4  | 65.4% | \$40.1    | 66.3% | \$72.3  | 57.9% | \$121.1 | 63.6% |
| Less: ASC 606 adoption impact   | 2.7            | 4.4%  | 3.1     | 4.7%  | 3.7     | 4.2%  | 3.6     | 3.5%  | 4.4     | 3.7%  | 4.5     | 3.4%  | 4.7     | 3.7%  | 5.2     | 2.9%  | n/a       | n/a   | 13.2    | 4.7%  | 18.7    | 3.3%  |
| Support subscription gross margin (non-GAAP) - As previously reported under ASC 605 | \$16.4         | 58.0% | \$20.0  | 62.0% | \$23.0  | 63.2% | \$26.1  | 63.6% | \$29.1  | 65.8% | \$32.6  | 65.9% | \$36.5  | 67.0% | \$41.6  | 68.3% | n/a       | n/a   | \$85.5  | 62.0% | \$139.8 | 66.9% |
| Total gross margin (GAAP) - ASC 606   | \$94.0         | 66.7% | \$110.6 | 66.0% | \$129.8 | 65.2% | \$152.4 | 65.8% | \$119.1 | 65.2% | \$148.2 | 66.0% | \$181.8 | 65.5% | \$221.9 | 65.3% | \$166.3   | 65.0% | 486.9   | 65.9% | \$671.0 | 65.5% |
| Add: SBC  | 1.2            | 0.8%  | 1.9     | 1.2%  | 1.3     | 0.7%  | 1.9     | 0.8%  | 2.2     | 1.2%  | 2.6     | 1.2%  | 2.6     | 0.9%  | 3.4     | 1.0%  | 3.3       | 1.3%  | 6.3     | 0.8%  | 10.7    | 1.0%  |
| Add: Payroll tax related to stock-based activities                                  | -              | -%    | -       | -%    | -       | -%    | -       | -%    | -       | -%    | 0.1     | -%    | -       | -%    | 0.1     | -%    | 0.2       | -%    | -       | -%    | 0.3     | -%    |
| Total gross margin (non-GAAP) - ASC 606   | \$95.2         | 67.5% | \$112.5 | 67.2% | \$131.1 | 65.9% | \$154.3 | 66.6% | \$121.3 | 66.4% | \$150.9 | 67.2% | \$184.4 | 66.4% | \$225.4 | 66.3% | \$169.8   | 66.3% | \$493.2 | 66.7% | \$682.0 | 66.5% |
| Less: ASC 606 adoption impact   | -1.0           | -0.2% | -4.2    | -0.9% | -2.1    | -0.4% | -3.7    | -0.5% | -       | 0.0%  | -0.2    | -0.1% | 0.1     | -%    | -1.6    | -0.1% | n/a       | n/a   | -11.2   | -0.5% | -1.8    | -%    |
| Total gross margin (non-GAAP) - As previously reported under ASC 605                | \$94.2         | 67.3% | \$108.3 | 66.3% | \$129.0 | 65.5% | \$150.6 | 66.1% | \$121.3 | 66.4% | \$150.7 | 67.1% | \$184.5 | 66.4% | \$223.8 | 66.2% | n/a       | n/a   | \$482.0 | 66.2% | \$680.2 | 66.5% |

# REVENUE – 606 TO 605 RECONCILIATIONS

|   | Fiscal Quarter |               |         |               |         |               |         |               |         |               |         |               |         |               |         |               | Full Year |               |          |               |          |               |          |               |          |               |          |               |          |               |
|---|----------------|---------------|---------|---------------|---------|---------------|---------|---------------|---------|---------------|---------|---------------|---------|---------------|---------|---------------|-----------|---------------|----------|---------------|----------|---------------|----------|---------------|----------|---------------|----------|---------------|----------|---------------|
|   | Q1             |               | Q2      |               | Q3      |               | Q4      |               | Q1      |               | Q2      |               | Q3      |               | Q4      |               | Q1        |               | Q2       |               | Q3       |               | Q4       |               | FY17     |               | FY18     |               | FY19     |               |
| (\$ in Millions)  | FY17           | Total Revenue | FY17    | Total Revenue | FY17    | Total Revenue | FY17    | Total Revenue | FY18    | Total Revenue | FY18    | Total Revenue | FY18    | Total Revenue | FY18    | Total Revenue | FY19      | Total Revenue | FY19     | Total Revenue | FY19     | Total Revenue | FY19     | Total Revenue | FY17     | Total Revenue | FY18     | Total Revenue | FY19     | Total Revenue |
| R&D (GAAP)  | \$52.9         | 37.5%         | \$58.6  | 35.0%         | \$61.6  | 30.3%         | \$72.6  | 31.4%         | \$65.4  | 35.8%         | \$69.4  | 30.3%         | \$68.9  | 24.8%         | \$75.5  | 22.2%         | \$78.5    | 30.7%         | \$245.8  | 33.3%         | \$279.2  | 27.2%         | \$279.2  | 27.2%         | \$245.8  | 33.3%         | \$279.2  | 27.2%         | \$279.2  | 27.2%         |
| Less: SBC   | -11.7          | -8.2%         | -14.0   | -8.4%         | -15.2   | -7.7%         | -22.6   | -9.8%         | -15.6   | -8.5%         | -18.0   | -8.0%         | -18.1   | -6.5%         | -19.6   | -5.8%         | -21.1     | -8.3%         | -63.5    | -8.6%         | -71.2    | -6.3%         | -71.2    | -6.3%         | -63.5    | -8.6%         | -71.2    | -6.3%         | -71.2    | -6.3%         |
| Less: Payroll tax related to stock-based activities                       | -              | -%            | -       | -%            | -0.1    | -%            | -0.1    | -%            | -0.3    | -0.2%         | -0.4    | -0.2%         | -0.4    | -0.1%         | -0.5    | -0.1%         | -1.1      | -0.4%         | -80.3    | -0.1%         | -1.6     | -0.2%         | -1.6     | -0.2%         | -80.3    | -0.1%         | -1.6     | -0.2%         | -1.6     | -0.2%         |
| R&D (non-GAAP)  | \$41.2         | 29.3%         | \$44.6  | 26.6%         | \$46.3  | 23.2%         | \$49.9  | 21.6%         | \$49.5  | 27.1%         | \$51.0  | 22.7%         | \$50.4  | 18.2%         | \$55.4  | 16.3%         | \$56.3    | 22.0%         | \$182.0  | 24.6%         | \$206.4  | 20.1%         | \$206.4  | 20.1%         | \$182.0  | 24.6%         | \$206.4  | 20.1%         | \$206.4  | 20.1%         |
| S&M (GAAP) - ASC 606  | \$79.6         | 56.5%         | \$81.8  | 48.8%         | \$88.3  | 44.3%         | \$98.0  | 42.4%         | \$91.8  | 50.3%         | \$117.6 | 52.3%         | \$117.0 | 42.1%         | \$137.8 | 40.5%         | \$122.4   | 47.8%         | \$347.7  | 47.0%         | \$464.1  | 45.3%         | \$464.1  | 45.3%         | \$347.7  | 47.0%         | \$464.1  | 45.3%         | \$464.1  | 45.3%         |
| Less: SBC   | -7.5           | -5.3%         | -8.7    | -5.2%         | -8.5    | -4.3%         | -9.6    | -4.1%         | -10.6   | -5.8%         | -11.4   | -5.1%         | -12.1   | -4.4%         | -13.5   | -3.9%         | -13.9     | -5.4%         | -34.3    | -4.6%         | -47.7    | -4.7%         | -47.7    | -4.7%         | -34.3    | -4.6%         | -47.7    | -4.7%         | -47.7    | -4.7%         |
| Less: Payroll tax related to stock-based activities                       | -0.5           | -0.4%         | -0.1    | -%            | -0.4    | -0.1%         | -0.5    | -0.3%         | -0.2    | -0.2%         | -0.4    | -0.1%         | -0.4    | -0.1%         | -0.4    | -0.1%         | -1.1      | -0.4%         | -1.4     | -0.2%         | -1.3     | -0.1%         | -1.3     | -0.1%         | -1.4     | -0.2%         | -1.3     | -0.1%         | -1.3     | -0.1%         |
| S&M (non-GAAP) - ASC 606  | \$71.6         | 50.8%         | \$73.0  | 43.6%         | \$79.4  | 39.3%         | \$87.9  | 38.0%         | \$81.0  | 44.3%         | \$105.8 | 47.1%         | \$104.5 | 37.6%         | \$123.9 | 36.5%         | \$107.4   | 42.0%         | \$312.0  | 42.2%         | \$415.1  | 40.5%         | \$415.1  | 40.5%         | \$312.0  | 42.2%         | \$415.1  | 40.5%         | \$415.1  | 40.5%         |
| Less: ASC 606 adoption impact   | 3.5            | 2.3%          | 5.8     | 4.7%          | 3.1     | 2.0%          | -       | 0.6%          | 5.1     | 2.3%          | 3.1     | 1.4%          | 12.3    | 4.5%          | -4.5    | -1.2%         | n/a       | n/a           | \$12.4   | 2.4%          | 16.0     | 1.6%          | 16.0     | 1.6%          | \$12.4   | 2.4%          | 16.0     | 1.6%          | 16.0     | 1.6%          |
| S&M (non-GAAP) - As previously reported under ASC 605                     | \$75.1         | 53.7%         | \$78.8  | 48.3%         | \$82.5  | 41.9%         | \$87.9  | 38.6%         | \$86.1  | 47.2%         | \$108.9 | 48.5%         | \$116.8 | 42.1%         | \$119.4 | 35.3%         | n/a       | n/a           | \$324.4  | 44.6%         | \$431.1  | 42.1%         | \$431.1  | 42.1%         | \$324.4  | 44.6%         | \$431.1  | 42.1%         | \$431.1  | 42.1%         |
| G&A (GAAP)  | \$21.6         | 15.3%         | \$19.6  | 11.7%         | \$22.8  | 11.4%         | \$20.6  | 8.9%          | \$20.1  | 11.0%         | \$22.1  | 9.3%          | \$25.4  | 9.1%          | \$27.5  | 8.1%          | \$27.3    | 10.7%         | \$84.7   | 11.5%         | \$95.2   | 9.3%          | \$95.2   | 9.3%          | \$84.7   | 11.5%         | \$95.2   | 9.3%          | \$95.2   | 9.3%          |
| Less: SBC   | -2.6           | -1.9%         | -3.3    | -1.9%         | -3.2    | -1.6%         | -3.5    | -1.6%         | -3.8    | -2.1%         | -4.8    | -2.2%         | -6.1    | -2.2%         | -6.3    | -1.9%         | -5.6      | -2.2%         | -12.6    | -1.7%         | -21.1    | -2.1%         | -21.1    | -2.1%         | -12.6    | -1.7%         | -21.1    | -2.1%         | -21.1    | -2.1%         |
| Less: Payroll tax related to stock-based activities                       | -              | -%            | -       | -%            | -       | -%            | -       | -%            | -0.1    | -%            | -0.1    | -%            | -0.1    | -%            | -0.1    | -%            | -0.3      | -0.2%         | -0.1     | -0.1%         | -0.3     | -%            | -0.3     | -%            | -0.1     | -0.1%         | -0.3     | -%            | -0.3     | -%            |
| G&A (non-GAAP)  | \$19.0         | 13.4%         | \$16.3  | 9.8%          | \$19.6  | 9.8%          | \$17.1  | 7.3%          | \$16.2  | 8.9%          | \$17.2  | 7.7%          | \$19.2  | 6.9%          | \$21.1  | 6.2%          | \$21.4    | 8.3%          | \$72.0   | 9.1%          | \$73.8   | 7.2%          | \$73.8   | 7.2%          | \$72.0   | 9.1%          | \$73.8   | 7.2%          | \$73.8   | 7.2%          |
| Charge related to a legal settlement (GAAP)                               | -              | -%            | -       | -%            | \$30.0  | 15.1%         | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -         | -%            | \$30.0   | 4.1%          | -        | -%            | -        | -%            | \$30.0   | 4.1%          | -        | -%            | -        | -%            |
| Less: charge related to a legal settlement                                | -              | -%            | -       | -%            | -\$30.0 | -15.1%        | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -         | -%            | -30.0    | -4.1%         | -        | -%            | -        | -%            | -30.0    | -4.1%         | -        | -%            | -        | -%            |
| Charge related to a legal settlement (non-GAAP)                           | -              | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -         | -%            | -        | -%            | -        | -%            | -        | -%            | -        | -%            | -        | -%            | -        | -%            |
| Total operating expense (GAAP) - ASC 606                                  | \$154.1        | 103.3%        | \$160.0 | 95.5%         | \$202.7 | 101.6%        | \$191.3 | 82.6%         | \$177.3 | 97.1%         | \$209.1 | 93.1%         | \$211.3 | 76.1%         | \$240.8 | 70.8%         | \$228.2   | 89.2%         | \$708.2  | 95.6%         | \$838.4  | 81.6%         | \$838.4  | 81.6%         | \$708.2  | 95.6%         | \$838.4  | 81.6%         | \$838.4  | 81.6%         |
| Less: SBC   | -21.8          | -15.4%        | -26.0   | -15.5%        | -26.9   | -13.5%        | -35.7   | -15.4%        | -30.0   | -16.4%        | -34.2   | -15.2%        | -36.3   | -13.1%        | -39.4   | -11.6%        | -40.7     | -15.3%        | -110.4   | -14.6%        | -140.0   | -13.7%        | -140.0   | -13.7%        | -110.4   | -14.6%        | -140.0   | -13.7%        | -140.0   | -13.7%        |
| Less: Payroll tax related to stock-based activities                       | -0.5           | -0.4%         | -0.1    | -%            | -0.5    | -0.3%         | -0.6    | -0.3%         | -0.6    | -0.4%         | -0.9    | -0.4%         | -0.8    | -0.3%         | -0.9    | -0.2%         | -2.5      | -1.0%         | -1.8     | -0.2%         | -3.1     | -0.3%         | -3.1     | -0.3%         | -1.8     | -0.2%         | -3.1     | -0.3%         | -3.1     | -0.3%         |
| Less: charge related to a legal settlement                                | -              | -%            | -       | -%            | -30.0   | -15.1%        | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -         | -%            | -30.0    | -4.1%         | -        | -%            | -        | -%            | -30.0    | -4.1%         | -        | -%            | -        | -%            |
| Total operating expense (non-GAAP) - ASC 606                              | \$131.8        | 93.5%         | \$133.9 | 80.0%         | \$145.3 | 72.9%         | \$155.0 | 66.9%         | \$146.7 | 80.3%         | \$174.0 | 77.5%         | \$174.2 | 62.7%         | \$185.0 | 59.0%         | \$185.0   | 72.3%         | \$566.0  | 76.6%         | \$695.3  | 67.6%         | \$695.3  | 67.6%         | \$566.0  | 76.6%         | \$695.3  | 67.6%         | \$695.3  | 67.6%         |
| Less: ASC 606 adoption impact   | 3.5            | 3.2%          | 5.7     | 5.6%          | 3.1     | 2.4%          | 0.0     | 1.1%          | 5.1     | 2.6%          | 3.1     | 1.4%          | 12.3    | 4.5%          | -4.7    | -1.1%         | n/a       | n/a           | \$12.3   | 2.8%          | \$16.0   | 1.7%          | \$16.0   | 1.7%          | \$12.3   | 2.8%          | \$16.0   | 1.7%          | \$16.0   | 1.7%          |
| Total operating expense (non-GAAP) - As previously reported under ASC 605 | \$135.3        | 96.7%         | \$139.6 | 85.6%         | \$148.4 | 75.3%         | \$155.0 | 68.0%         | \$151.8 | 83.1%         | \$177.1 | 78.9%         | \$186.5 | 67.2%         | \$195.8 | 57.3%         | n/a       | n/a           | \$78.3   | 79.4%         | \$711.3  | 69.5%         | \$711.3  | 69.5%         | \$78.3   | 79.4%         | \$711.3  | 69.5%         | \$711.3  | 69.5%         |
| Operating loss (GAAP) - ASC 606   | -\$60.1        | -42.6%        | -\$49.4 | -29.5%        | -\$72.9 | -36.6%        | -\$38.9 | -16.6%        | -\$58.2 | -31.9%        | -\$60.9 | -27.1%        | -\$29.6 | -10.7%        | -\$18.8 | -5.5%         | -\$61.9   | -24.2%        | -\$221.3 | -29.3%        | -\$167.4 | -16.3%        | -\$167.4 | -16.3%        | -\$221.3 | -29.3%        | -\$167.4 | -16.3%        | -\$167.4 | -16.3%        |
| Add: SBC  | 23.0           | 15.3%         | 27.9    | 16.7%         | 28.2    | 14.2%         | 37.6    | 16.2%         | 32.2    | 17.7%         | 36.8    | 16.4%         | 39.0    | 14.0%         | 42.8    | 12.6%         | 43.9      | 17.2%         | 116.7    | 15.6%         | 150.7    | 14.7%         | 150.7    | 14.7%         | 116.7    | 15.6%         | 150.7    | 14.7%         | 150.7    | 14.7%         |
| Add: Payroll tax related to stock-based activities                        | 0.5            | 0.3%          | 0.1     | 0.0%          | 0.6     | 0.2%          | 0.6     | 0.3%          | 0.7     | 0.3%          | 1.0     | 0.4%          | 0.8     | 0.4%          | 0.9     | 0.2%          | 2.7       | 1.0%          | 1.8      | 0.2%          | 3.4      | 0.3%          | 3.4      | 0.3%          | 1.8      | 0.2%          | 3.4      | 0.3%          | 3.4      | 0.3%          |
| Add: charge related to a legal settlement                                 | -              | -%            | -       | -%            | 30.0    | 15.1%         | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -       | -%            | -         | -%            | 30.0     | 4.1%          | -        | -%            | -        | -%            | 30.0     | 4.1%          | -        | -%            | -        | -%            |
| Operating income (loss) (non-GAAP) - ASC 606                              | -\$36.6        | -26.0%        | -\$21.4 | -12.6%        | -\$14.1 | -7.1%         | -\$0.7  | -0.3%         | -\$25.3 | -13.9%        | -\$23.1 | -10.3%        | \$10.2  | 3.7%          | \$24.9  | 7.3%          | -\$15.3   | -6.0%         | -\$72.8  | -9.8%         | -\$13.3  | -1.3%         | -\$13.3  | -1.3%         | -\$72.8  | -9.8%         | -\$13.3  | -1.3%         | -\$13.3  | -1.3%         |
| Less: ASC 606 adoption impact   | -4.5           | -3.4%         | -10.0   | -6.5%         | -5.3    | -2.7%         | -3.7    | -1.6%         | -5.2    | -2.8%         | -3.3    | -1.5%         | -12.3   | -4.4%         | 3.0     | 1.0%          | n/a       | n/a           | -23.5    | -3.4%         | -17.8    | -1.7%         | -17.8    | -1.7%         | -23.5    | -3.4%         | -17.8    | -1.7%         | -17.8    | -1.7%         |
| Operating income (loss) (non-GAAP) - As previously reported under ASC 605 | -\$41.1        | -29.4%        | -\$31.4 | -19.3%        | -\$19.4 | -9.8%         | -\$4.4  | -1.9%         | -\$30.5 | -16.7%        | -\$26.4 | -11.8%        | -\$2.1  | -0.7%         | \$27.9  | 8.3%          | n/a       | n/a           | -\$6.3   | -13.2%        | -\$31.1  | -3.0%         | -\$31.1  | -3.0%         | -\$6.3   | -13.2%        | -\$31.1  | -3.0%         | -\$31.1  | -3.0%         |