Safe Harbor Statement

Forward-Looking Statements

Some of the information we provide in this presentation regarding our future expectations, plans, and prospects may constitute forward-looking statements. Actual results may differ materially from these forward-looking statements due to various important factors, including the risk factors discussed in our most recent 10-Q filed with the SEC. We assume no obligation to update these forward-looking statements, which speak only as of today.

Also, in this presentation, we will refer to certain non-GAAP financial measures. Reconciliations showing GAAP versus non-GAAP results are available in the appendix of this presentation, which is available on our website at www.microstrategy.com.
Presenters

Michael Saylor
Chairman and Chief Executive Officer

Phong Le
President and Chief Financial Officer

Tim Lang
Chief Technology Officer

Hugh Owen
Chief Marketing Officer
Agenda

Introduction
Phong Le, President and CFO

Company Vision
Michael J. Saylor, Chairman and CEO

Product Update and Shift to Cloud
Timothy Lang, CTO

Demand Generation and Productive Growth
Hugh Owen, CMO

Finance and Growth
Phong Le, President and CFO

Q & A
Company Vision
Michael J. Saylor, Chairman and CEO
Any sufficiently advanced technology is indistinguishable from magic.

- Arthur C. Clarke
MicroStrategy has a rich history of 30+ Years of Innovation

1993: Industry’s first relational OLAP interface
1999: World’s first web-based BI and personal intelligence network
2003: First to release a fully integrated reporting tool
2008: BI reporting and dashboard available on iPhone
2014: MicroStrategy available on cloud
2017: Enhanced support of ML/AI; introduced Dossier® and Workstation
2019: Introduced HyperIntelligence®
2020: SaaS HyperIntelligence
Our Company is Now Stronger than Ever

**Company**

- MicroStrategy is the largest independent publicly-traded business intelligence company with the leading enterprise analytics platform
- Top-rated product by Gartner for agile, centralized BI provisioning
- ~2,050 employees including ~650 R&D department

**Customers**

- Diverse, blue chip customer base with 4,000+ customers across 27 countries
- High renewal rates with ~66% recurring revenue renewing at ~95%

**Financials**

- Profitability at scale with $470mm+ revenue and ~80% gross margin
- Repurchased 2.3M shares since 2018 for $307M
- Use bitcoin as primary treasury reserve asset, purchasing additional bitcoin with excess cash, subject to market conditions and business needs
- Q3 2020 was one of the strongest growth and profitability quarters in last decade
We have Pivoted with Speed and Agility to the Virtual Wave

Quickly pivoted to customer focus post-Covid in Q2 20 with free education, free upgrades, and on-demand services like Expert.now

Rebuilt go-to-market with virtual marketing events, revamped video-first website, video customer meetings, and remote consulting engagements. Resulted in increased reach, meetings, and productivity combined with decreased costs

Also rebuilding back-office functions to reduce costs while improving agility

Customers more focused on software that is modern, open, and enterprise scale vs. experimental, single-stack, departmental. Consistent with MicroStrategy focus and strengths

Customers also want flexibility and reduced costs, seeing more aggressive shift to data, including data warehouse and business intelligence in the Cloud

Now focusing our technology and go-to-market on moving customers to Enterprise Cloud and SaaS products
Our New Capital Strategy is Already Showing Returns

Putting our capital structure to work – focus on buying MSTR stock and bitcoin, both have appreciated since we announced strategy

Bitcoin is our primary treasury reserve asset, excess capital > $50M will be put into bitcoin, subject to market conditions and business needs

Consistent with our virtual wave strategies, and improved digital marketing: YouTube views, Twitter views, Website traffic all up

Expect additional upside and synergies over time with go-to-market, R&D, and ultimately company valuation
We have an Experienced and Visionary Management Team

Michael J. Saylor  
Chairman and CEO  
30+ years at MicroStrategy

Phong Le  
President and CFO  
5+ years at MicroStrategy

Timothy Lang  
SEVP and CTO  
6+ years at MicroStrategy

Hugh Owen  
Chief Marketing Officer  
20+ years at MicroStrategy

W. Ming Shao  
SEVP and General Counsel  
20+ years at MicroStrategy

Ponna Aurumugam  
Chief Information Officer  
2+ years at MicroStrategy

Joty Paparello  
Chief HR Officer  
18+ years at MicroStrategy

Paul Green  
EVP, Worldwide Consulting  
2+ years at MicroStrategy

Jeanine Montgomery  
Chief Accounting Officer  
4+ years at MicroStrategy

Jeremy Price  
Senior VP, FP&A  
18+ years at MicroStrategy
Product Update and Shift to Cloud
Timothy Lang, Chief Technology Officer
Modern Analytics
Bring data to people, processes, and things

HyperIntelligence
Insights automatically delivered to users

MicroStrategy Library™
Personalized analytics catalog

Dossier
Personalized dashboards

Planned for MicroStrategy 2021™
- Pattern matching in HyperIntelligence
- Ability to share cards
- QR code and Barcode support
- Extended Search in HyperIntelligence
- Create calculations in HyperIntelligence cards
- HyperIntelligence thresholds

- New Mac and Windows app to consume dossiers quickly
- Shared bookmarks
- 1:1 and group collaboration
- Built-in HyperIntelligence to highlight in dossiers in MicroStrategy app
- Search for HyperIntelligence cards in MicroStrategy app

- Rich-text editor and grid formatting
- New visualization gallery and formatting panel
- Microcharts in grid
- Mobile-specific Dossier design
- Vertical scrolling for dossiers
- Global filters
The MicroStrategy HyperIntelligence Product Suite
Answers at your fingertips - whether you’re on the web, a mobile device, or your favorite app

**HyperWeb™**
Seamlessly inject intelligence directly onto words in the websites and web applications people use every day.

**HyperMobile™**
Put intelligence in the palm of your hand – by making cards available directly on a user’s mobile device.

**HyperOffice™**
Bring answers to your favorite productivity tools with cards embedded directly into your emails, documents, and spreadsheets.
HyperVision™
Color-code the card header conditionally based on a threshold
Hyper SDK™
Extension-free embedding into your application with just a few lines of Javascript
Hyper SDK
Extension-free embedding into your application with just a few lines of Javascript
HyperIntelligence Authoring
Dossier Authoring
Overview of Tourism in Western Europe

"It’s easy to assume that they’re becoming more common – psychologists refer to this phenomenon as the availability heuristic."

What has driven

With a rich cultural heritage and largest tourist destinations, it continues to stand as world’s international tourism. With over 81% of European Union arrivals, some 81% of

Family

Cultural / Food

Adventure / Fun

Individual

Events / Sports

Shopping

Eco-Tourism

Other

The result continued recent year over worldwide billion in r accounts. Product (ten jobs v

Areas most Photographed by Country (2006-2017)

Social Media

259,332

Professional Publications

108,135

Africa

170095

Asia

80422

Europe

6104

North America

563

South America

2136

Number of Photographs by City

Top 10 results in each continent

Baghdad

Kabul

Donetsk

Las Vegas

Bogota

Karachi

Bresan

Orlando

Mexico City

Mogadishu

Quetta

Grozny

Mexico City

Mogadishu

Tirren

Peshawar

Peshawar

Mexico City

Kandahar

Kandahar

Baku

Kurdistan

Kandahar

Kirkuk

Ladakh

Ladakh

Neap

Kirkuk

Kirkuk

Neap

Neap

Kirkuk

Kirkuk
MicroStrategy App with Global Search, Embedded HyperIntelligence
Open Architecture
Embrace and augment popular tools and technologies

**Federated Analytics**
Connectors that bring consistency and governance to popular analytics tools

- Excel: Import data from dossiers, preserve report formatting.
- Data refresh on Tableau Server
- OOTB connector for PowerBI via a certified connector
- Performance improvements in connectors.
- UX streamlining in Excel, Jupyter and RStudio connectors.
- Build a dossier based on another dossier (MSTR connector)

**Comprehensive set of SDKs**
Embed, customize, and extend into applications and workflows

- Administration APIs
- Python SDK for Administration
- Data Modeling APIs
- Embedded HyperIntelligence cards

**Deploy without compromise**
Fully-featured, optimized for your platform of choice

- Schema object editors in Workstation
- Create and edit filter objects in Workstation
- Scripts stored as objects in the Metadata and accessed via Workstation
- One-click upgrade with backup on Azure
- Expanded region support

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**What’s New this year**

- Excel: Import data from dossiers, preserve report formatting.
- Data refresh on Tableau Server
- OOTB connector for PowerBI via a certified connector
- Performance improvements in connectors.
- UX streamlining in Excel, Jupyter and RStudio connectors.
- Build a dossier based on another dossier (MSTR connector)
MicroStrategy for Business Users – Excel 365
MicroStrategy for Business Users
Enhanced connectors for Power BI and Tableau
MicroStrategy for Data Scientists

Trusted Data

AI Enriched Data

Intelligence applications
MicroStrategy for Data Scientists
Enable data science on trusted data with open tooling

Jupyter Notebook and RStudio

• Low-code experience for connecting to MicroStrategy, finding relevant data, and creating new datasets
• Reproducible analysis by providing underlying source code

Python and R libraries

• Programmatic access to MicroStrategy to query existing datasets and publish new ones
• Interoperable with ML platforms / products such as Databricks, DataRobot, Dataiku

```python
from mstrio.dataset import Cube, Report, Dataset

my_cube = Cube(connection=conn, cube_id="...")
df = my_cube.to_dataframe()

my_report = Report(connection=conn, report_id="...")
df = my_report.to_dataframe()

ds = Dataset(connection=conn, name="Store Analysis")
ds.add_table(name="Stores", data_frame=stores_df, update_policy="add")
ds.add_table(name="Sales", data_frame=sales_df, update_policy="add")
ds.create()
```
Enterprise Grade
Trusted answers with sub-second response at enterprise scale

Single version of the truth
Bring data consistency and trust to users and applications with the Enterprise Semantic Graph™.

Mitigate compliance risk
Enable self-service while enforcing data protections under GDPR, HIPAA, and more.

Scale to many
Scale with high performance. Distribute personalized analytics across the organization.

What’s New This Year
- Script objects in metadata and Workstation
- Metric editor in Workstation
- Create filters in Workstation
- Fact editor in Workstation
- Attribute editor in Workstation
- Warehouse catalog in Workstation
- OpenID Connect platform-wide support
- Optimized queries for Google Big Query
- Snowflake and Teradata connectors out of the box
- SAP oData support for S4/HANA and BW4/HANA
- Memory-mapped files result in performance and sizing improvements
- Administrative REST APIs for automation
- Application settings management in Workstation
- Import/Export environment settings in Workstation
- Remote support via improved diagnostics and Expert.Now
Expanding Enterprise Performance and Scalability
Across the Platform

**Scalability**

- Publish **2x** larger cubes and host **2x** more data on existing hardware with no degradation to user experience by leveraging fast local storage

- **10x** increased cache scalability with 1M+ cache entries per server

**Performance**

- **Intelligence Server** on Windows **10%** faster across the board

- **30%** faster project schema cube publishing and live report execution across all gateways with **attribute lookup caching**

- **20%** faster cube incremental refreshes with single-step replace

- **3x** faster string-based Derived Attribute and Derived Metric evaluation

**Gateway Optimizations**

- **SAP S4/HANA** Data Import Gateway up to **3x** faster than commercially available drivers

- **SAP HANA** up to **5x** faster in multi-source workflows

- **30%** faster Google BigQuery time transformations

- SQL Function Push-down:
  - **DateTime** (all Diamond Gateways)
  - **Percentile** (all Diamond and Platinum Gateways)
Connecting to Data
Across the Platform

Optimized for the Cloud
New Cloud Object Storage gateways:
  • Amazon AWS S3
  • Microsoft Azure Data Lake Storage
  • Google Cloud Storage Service

Supported File Formats:
  • Parquet
  • Avro
  • ORC
  • Spark JSON

Seamless support for partitioned files

Scalable Apache Spark-based architecture:
  • Early adopter validation: imported 1B rows of partitioned Parquet data in <2h into 90GB cube

Modern
OAuth authentication
  • OAuth support for Snowflake and Google BigQuery
  • Azure AD SSO with Snowflake

New gateways:
  • SAP S/4HANA, BW/4HANA
  • Yellowbrick, IBM IAS

New certifications:
  • Oracle 19c / 20c, Oracle Autonomous Data Warehouse
  • Teradata 17, Db2 11.5, PostgreSQL 12
  • Cloud Data Platform 7.1 (Hive, Impala)
  • MongoDB 4.x

Simple
New OOTB Drivers:
  • Snowflake, Teradata, SAP HANA
    Connectivity Wizard

  • TLS configuration for all Diamond and Platinum gateways

UX enhancements:
  • Salesforce, Google BigQuery
  • Excel, Jupyter Notebook, RStudio
Product Strategy

Reinvent the **Customer Experience**

**Invent**
HyperIntelligence, Open Semantic Graph

**Consumer User Experience**
Dossier. Library. Collaboration. Geospatial

**Modernize Tooling**
Workstation. Platform Analytics

**Open Platform**
AWS. Azure. Automated Upgrade. REST. Containerization

(\textit{without disruption})

---

Expand to **New Audiences**

**Turn-key departmental offerings**
Hyper.Now. Intel.Now

**Simple pricing**
$10/user/month

**Digital marketing strategy**
Targeted at digital personas
Hyper.Now Demo

Make smarter and faster decisions by injecting insights into every application. Conventional tools take too long and require too much work. HyperIntelligence embeds insights, suggesting improvements and suggesting new applications employees use every day.

$10 PER USER PER MONTH
Start Free Trial
New Features for .Now

Reduce Adoption Friction

• Free 90 Day Trial

• Launch an environment in four clicks

• Seamlessly download Workstation and Web, Mobile, Office connectors with connectivity pre-established

• OIDC single sign-on with MicroStrategy Resource Center

• Workstation only shows functionality related to HyperIntelligence to simplify usage

• Invite new users and assign roles through email

Deepen Capabilities

• Derived metrics in HyperIntelligence cards

• Use local data (Excel, CSV, Dropbox, Google Drive, etc) to build cards immediately

• Hyper SDK allows cards to function on web pages without the plugin

• Replace dataset on cards to allow the same card to be used on different personal or corporate datasets

• Color thresholds for cards based on metric conditions (HyperVision)

Simplify Administration

• Enterprise security with OpenID Connect

• Automatic upgrades including client software

• Automatically provided adoption analytics shows who is using your cards

• Improved environment management for MicroStrategy platform administrators in Workstation including usage statistics and health status
<table>
<thead>
<tr>
<th>MicroStrategy Roadmap</th>
<th>Future plans are subject to change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumer-grade experiences for every role and popular devices</strong></td>
<td><strong>Embrace and augment popular tools and technologies</strong></td>
</tr>
<tr>
<td>- All new MicroStrategy app for viewing content</td>
<td>- Embed HyperIntelligence with HyperSDK</td>
</tr>
<tr>
<td>- Search and share HyperIntelligence Cards</td>
<td>- Python SDK for platform automation</td>
</tr>
<tr>
<td>- Author infographic-style dossiers with vertical scrolling, rich text, responsive design for mobile devices, and more</td>
<td>- Cloud-object file connectors (S3, ADLS2, GCP)</td>
</tr>
<tr>
<td>- Direct messaging and group collaboration</td>
<td>- Optimized Snowflake and Teradata gateways</td>
</tr>
<tr>
<td>- Personalized organization of Library content</td>
<td>- One-click backup and upgrade in Azure</td>
</tr>
<tr>
<td>- Shared bookmarks and automatic updates</td>
<td>- Performance enhancements for Federated Analytics integrations</td>
</tr>
<tr>
<td><strong>MicroStrategy 2021 – Dec 2020</strong></td>
<td>- Containerized deployment</td>
</tr>
<tr>
<td><strong>Updates / MicroStrategy 2022</strong></td>
<td><strong>MicroStrategy 2022</strong></td>
</tr>
<tr>
<td>- Reusable templates for corporate branded analytics content with device-specific layouts</td>
<td>- Acceleration of OEM and Embedding</td>
</tr>
<tr>
<td>- Modernized transactions with actions and triggers</td>
<td>- New APIs for schema and application objects</td>
</tr>
<tr>
<td>- Threshold-based alerting</td>
<td>- Distribute content to SharePoint, OneDrive, S3, and other cloud storage platforms</td>
</tr>
<tr>
<td>- Augmented insight discovery</td>
<td>- Augment data lineage apps with the Semantic Graph</td>
</tr>
<tr>
<td>- Parameterized scenario analysis</td>
<td>- Productivity bots for Slack and Teams</td>
</tr>
<tr>
<td>- Personalization and white-labeling</td>
<td>- Modernized content embedding SDKs</td>
</tr>
</tbody>
</table>
MicroStrategy 2021 and Cloud offerings
Supporting Customer adoption and sales growth

HyperIntelligence

• Most rapidly adopted solution in the history of MicroStrategy

• Provides instant, zero-click access to data within existing productivity tools driving improved business results at an accelerated pace

Cloud

• COVID is acting as a catalyst, driving IT organizations to re-evaluate and plot a more aggressive shift to Cloud

• Market adoption of cloud data warehouse offerings is providing a natural conversation for the future of business intelligence solutions

Embedded

• Technology partners are choosing MicroStrategy because of our modern, open, independent, enterprise-grade platform

• Platform works at scale and can support complex technical and business needs
Demand Generation / Productive Growth
Hugh Owen, Chief Marketing Officer
Generate Demand and Accelerate Growth

1. Exploit Analytics Market and Cloud Growth
2. Publish High Quality Sharable Content
3. Accelerate Website Traffic
4. Exhibit Products via Video-first Website
5. Integrate Support, Education, Community, and Product
6. Create Registrations via Free Trials
7. Convert Trials by Delivering Value and Removing Barriers
8. Drive Productivity with Digital Go-to-Market
9. Increase Customer Value via Expansion, SaaS, and Cloud
1. Exploit Analytics Market and Cloud Growth

2. Publish High Quality Sharable Content

Customer Successes Stories
Real-world stories on how organizations solve problems and overcome challenges using MicroStrategy’s products and services.

Practical Advice and Expertise
MicroStrategy Experts sharing valuable and practical information to help prospects and customers be successful, fast.
3. Accelerate **Website Traffic**
Digital advertising campaigns that are video-first and intent-based

### Advertising: Hyper for Teams
Video-first placement via YouTube and Google targeted at senior analysts with intent to try or previous interest.

### Advertising: Hyper for Lines of Business
Video-first placement via YouTube and Google targeted at LOB prospects searching for solutions and with intent to try.
4. Exhibit **Products via Video-first Website**

Personalized, categorized, modular, and familiar
5. Integrate Support, Education, Community, and Product

- Start a Class
- Demo the Product
- Apply for a Job
- Trial the Product
6. Create **Registrations via Free Trials**

**Hyper.Now / Intel.Now 90 Day Free Trial**

- Start Trial
- Connect data
- Build Cards
- Share Cards
- Upgrade Trial

**Architect Pass / Expert.Now 30 Day Free Trial**

- Start Trial
- Take Courses
- Use Expert.Now
- Upgrade Trial

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Intelligence Everywhere

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7. Convert **Trials by Delivering Value and Removing Barriers**

---

**Hyper.Now**

Every application, instantly smarter and faster.
Create, view, share, and embed cards.
HyperIntelligence for Web, Mobile, and Office.

November 2020.

$10 user / month
Credit Card or Invoice

---

**Intel.Now**

Modern BI for every user, on popular devices.
Create, view, share, and embed dossiers.
MicroStrategy for Web, Mobile, and Desktop.

2021

$10 user / month
Credit Card or Invoice
8. Drive **Productivity with Digital Go-to-Market**

**Then**
- In-person events
- Driving Flying Hoteling
- Wet signatures
- Lengthy upgrades
- On site delivery
- In-person World

**Now**
- Digital events (more events, more reach)
- Zooming (lower costs, no waiting)
- Electronic signatures (speed close process)
- Immediate upgrades (stability, performance)
- Remote delivery (global staffing, no waiting)
- Virtual World (10,000s attendees)
9. Increase Customer Value Via Expansion, SaaS, and Cloud

From

- Experimental
- Teams
- Departmental
- On-prem
- Private Cloud

To

- **Enterprise Grade** (security, trust, economies of scale)
- **Departmental** (unify, certify, material impact)
- **Company-wide** (break siloes, single version of truth)
- **Cloud** (reduce costs, increase impact)
- **SaaS** (reduce costs, increase impact)
Generate Demand and Accelerate Growth

1. Exploit Analytics Market and Cloud Growth
2. Generate and Publish High Quality Sharable Content
3. Capture Attention And Drive Traffic to Website
4. Exhibit Our Products and Services Via Video-first Website
5. Integrate Support, Education, Community, and Product
6. Create Registrations Via Free Trials
7. Convert Trials by Delivering Value and Removing Barriers
8. Drive Productivity With Digital Go-to-Market
9. Increase Customer Value Via Expansion, SaaS, and Cloud
MicroStrategy is Well-Positioned for Growth

1. Largest independent publicly-traded BI company, leading enterprise analytics platform
2. Diversified blue-chip customer base with ~95% renewal rates
3. Healthy revenue profile: 65%+ recurring, 90%+ gross margin in license and support
4. Strong growth drivers → highlighted by cloud transition
5. Significant cost structure optimization, with additional near-term opportunity
6. History of cash flow generation
7. Meaningful balance sheet with bitcoin upside
8. Executing on plan – Q3 2020 was best quarter in decade
9. Valuation upside with revenue, EBITDA, and digital asset growth
1. We are the Top BI Company with the Top Product

Source: Gartner (Critical Capabilities for Analytics and Business Intelligence Platforms, March 2020), Forrester (The Forrester Wave™: Enterprise BI Platforms, Client-managed—Q3 2019)

Innovator and industry leader in web, mobile and cloud-based analytics

Top-rated by Gartner
Product of service scores for Agile, centralized BI provisioning

Leader on the Forrester Wave
The Forrester Wave™: Enterprise BI Platforms (Client-managed)—Q3 2019

Challengers
Contenders
Strong performers
Leaders
2. We Have A Diverse, Loyal Blue-Chip Customer Base

- **2%** Top account recurring revenue as % of total
- **11%** Top 10 accounts recurring revenue as % of total
- **22 yrs** Average lifetime of top 15 customers
- **$3M+** Average ARR of top 15 customers
- > **700** Customers spend $100K+/yr
- **~95%** Renewal rates

### Recurring Revenue Distribution by Industry*

- **Banking** 17%
- **Communications/Media** 8%
- **Consulting** 5%
- **Government** 8%
- **Grocery** 8%
- **Insurance** 10%
- **Manufacturing** 4%
- **Pharmaceuticals** 4%
- **Retail** 11%
- **Technology** 9%
- **Other** 7%
- **Apparel** 9%

*Based on top 100 accounts by revenue
2. Top 5 Global Bank Modernizes Financial Centers

Goals

• Shift from financial center manager corkboard reporting to real-time financial center results and forecast
• Single source of truth, single set of dashboards and reports
• Modernize financial centers, upskill employees

Challenges

• Team required full POC to demonstrate next-gen analytics, tight integration and partnership with hardware vendor
• Consulting resources utilized to speed time-to-market

MicroStrategy Products

HyperIntelligence

Dossier

Enterprise Semantic Graph

Benefits

✓ Consistent reporting across 5,000+ financial centers
✓ More time to analyze and make decisions
✓ Ability for district managers to distribute data reports to teams
✓ Improved decision-making ability for district managers, driving improved results
### 2. North American Home Improvement Retailer Improves Customer Service and Employee Productivity

#### Goals
- Provide comprehensive data analytics / visualizations with a simple interface
- Fully enable all store users with real time SKU information – inventory, sales, performance
- Rapid deployment with scalability

#### Challenges
- Simple to use application, intuitive UI, performance at scale
- Rapid roll-out, iterations, and changes utilizing MicroStrategy consultants

#### MicroStrategy Products
- **Mobile**
- **SDK**
- **Dashboards**

#### Benefits
- ✓ Enhanced mobile product, fully integrated with handheld mobile device/scanner scanning SKUs
- ✓ Easier maintenance and improved security compared to building in-house alternative
- ✓ Increased productivity, supervision, and support
- ✓ Empowered 20,000+ store managers, and department heads with inventory, product sales and store KPIs
2. Leading Global Cybersecurity Company Provides Deep Real-Time Insights to Customers by Embedding MicroStrategy

Goals

• Provide customers with near real-time visibility into firewall utilization, enabling troubleshooting of critical network and security issues
• Visualize large volumes of customers’ data from various sources in a cloud portal

Challenges

• Integrate many sources of data, scale without compromising performance
• Customized visualizations
• Provide near-real time insights with large data volumes
• Rapid growth company needed staff augmentation for development

MicroStrategy Products

- Open APIs
- Real-time Analytics
- Cloud

Benefits

✓ Superior build vs. buy decision, allows software company resources to focus on their areas of expertise
✓ Easy-to-use solution for end user, fully white-labeled and embedded
✓ Accessed by ~500 internal users focused on customer support as well as thousands of external tenant users
✓ Rapid solution deployment enabled the company to capitalize on increased customer demand due to the virtual office environment
3. Revenue Profile is Attractive: 65%+ Recurring Revenue, 90%+ Gross Margins

65%+ of revenue is recurring (TTM)

78% of revenue at 90%+ Gross Margin (TTM)

*FY 20 TTM is based on Q4 19 through Q3 20 actual results
4. Hyper, Cloud, and Embedded Intelligence Products Will Drive Future Revenue

HyperIntelligence

• Most rapidly adopted solution in the history of MicroStrategy

• Provides instant, zero-click access to data within existing productivity tools driving improved business results at an accelerated pace

Cloud

• COVID is acting as a catalyst, driving IT organizations to re-evaluate and plot a more aggressive shift to Cloud

• Market adoption of cloud data warehouse offerings is providing a natural conversation for the future of business intelligence solutions

Embedded

• Technology partners are choosing MicroStrategy because of our modern, open, independent, enterprise-grade platform

• Platform works at scale and can support complex technical and business needs
4. Transition to Cloud is Well Underway – Subscription Billings is Key Performance Indicator

License purchase shift from on-prem to Cloud

- Purchasing shift from on-premise to Cloud in customers and prospects
- ~50% revenue upfront, recognized ratably, 3-year break even
- > 5% revenue shift in 2021

Customer migrations from on-prem to Cloud

- Convert existing on-premise customers to Cloud
- 30-60% revenue uplift, 30-60% gross margin uplift
- > 10% customer shift in 2021

New SAAS offerings: Hyper.now and Intel.now

- Hyper.Now (Hyperintelligence) launched Nov 16, 2020
- Intel.Now (Business Intelligence) to launch in 2021
- 100% incremental revenue, upside in 2H 2021 and beyond
- Excellent land and expand opportunity

Improved subscription billings

* Please refer to the Appendix for a reconciliation of subscription services revenues to current subscription billings

![Subscription Billings Chart]

Current Subscription Billings ($M)

Q1 19 Q2 19 Q3 19 Q4 19 Q1 20 Q2 20 Q3 20

$9.3 $6.9 $5.3 $11.0 $9.4 $9.9

$9.3 $6.9 $5.3 $11.0 $9.4 $9.9

Q1 19 Q2 19 Q3 19 Q4 19 Q1 20 Q2 20 Q3 20

* Please refer to the Appendix for a reconciliation of subscription services revenues to current subscription billings
4. For New License Purchases, Break-Even Point is About 3 Years for Cloud Compared to Perpetual

Cloud Growth Factors

- Multiple drivers impacting shift to BI in cloud: 1) macro factors including work from home, focus on cost reduction, 2) prevalence of DW in cloud, 3) greater cloud adoption in large enterprises
- MicroStrategy Cloud Enterprise solution is at parity with on-prem, AWS, and Azure, and working on container strategy

Cloud Growth Financials

- Subscription revenue typically ~50% less than perpetual in year 1; with break-even point after year 3
- Example comparison of revenue streams:
  - On-prem: $1M perpetual license, $200K recurring product support
  - $600K recurring subscription revenue (includes license + support + hosting)
4. For Existing Customers, Conversion From Perpetual to Cloud Results in 30-60% Revenue Uplift

Cloud Conversion Factors

- Existing customers moving to cloud to 1) reduce fixed costs, 2) upgrade software regularly and seamlessly, 3) upskill admins to architects and developers
- One annual price includes software, support, infrastructure, upgrades
- Add-ons include HyperIntelligence, managed admin services, managed application services

Cloud Conversion Financials

- Converting customer from on-premise support to subscription cloud results in 30-60% immediate uplift in revenue; 10-20% uplift each from licenses, support, hosting
- Results in 30-60% uplift in gross margin
- Customer breakeven point is in Year 1, with near immediate cost benefits
5. Cost Structure Has Undergone Significant Optimization in the Last Year, With More Room for Improvement

<table>
<thead>
<tr>
<th>FY 18 Actual ($M)</th>
<th>FY 19 Actual ($M)</th>
<th>FY 20 Run Rate* ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$380</td>
<td>$378</td>
<td>$321</td>
</tr>
<tr>
<td>$79</td>
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<td>$74</td>
</tr>
<tr>
<td>$99</td>
<td>$107</td>
<td>$103</td>
</tr>
<tr>
<td>$202</td>
<td>$189</td>
<td>$144</td>
</tr>
</tbody>
</table>

*Run Rate = Q1-Q3 20 Actuals and Q3 20 as a proxy for Q4 20
Costs are non-GAAP G&A, R&D and S&M costs. Please refer to the Appendix for a reconciliation of certain Non-GAAP Operating Expenses.

Implemented optimization:
- **G&A**: Cost reduction in IT, Finance, HR, Legal
- **R&D**: Reduced R&D headcount from 750 (2019) to 620 (Q2 20)
- **S&M**: • Rationalize digital marketing • Reduced travel • Reduced physical events

Future initiatives:
- **G&A**: • Further cost reduction in IT, Finance, HR, Legal • Permanent reduction in real estate from shift to virtual environment
- **R&D**: Transfer more development responsibility to Poland and China
- **S&M**: Full realization of digital go-to-market strategy
6. We Have A Proven History of Free Cash Flow Generation

Free Cash Flow (non-GAAP; $M)

- FY 15 Actual: $146, 28%
- FY 16 Actual: $108, 21%
- FY 17 Actual: $74, 15%
- FY 18 Actual: $4, 1%
- FY 19 Actual: $29, 6%
- FY 20 TTM*: $35, 10%

Prioritize profitability

Invest for growth

Prioritize profitability and grow with MicroStrategy 2020

Executed company-wide restructuring in 2H 14
- Closed inefficient development centers and satellite offices
- Streamlined business processes

In Q2 17, announced a 3-year plan to reinvest for growth
- Increased S&M spend by ~17% in FY 18
- Increased R&D headcount ~150 to ~750 in FY 19
- Developed HyperIntelligence and MicroStrategy Cloud™
- Rebuilt the platform, modernized tooling

Shifted focus to optimization starting in 2H 19
- Fully virtual model driving reduced T&E and marketing
- Rationalized R&D headcount from 750 to 666
- Virtual demand generation reaching more customers, more quickly

*FY 20 TTM is based on Q4 19 through Q3 20 actual results
Please refer to the Appendix for a reconciliation of Non-GAAP FCF
7. Unique Balance Sheet Strategy Uses Bitcoin to Provide Asymmetric Upside and Energize New Investors

**Treasury strategy**
- Invest up to $250M in share repurchases
- Utilize bitcoin as primary treasury reserve asset
- $50M needed to run day-to-day business

**Bitcoin value**
- Purchased ~38,250 bitcoins in Q3 20 for $425M (average price of $11,111 per bitcoin)
- Book value of bitcoin was $381M at 9/30/20 (average price of $9,954 per bitcoin)
- Market Value of bitcoin at 11/13/20 ~$621M (average price of $16,239 per bitcoin)

**Share repurchase**
- In Q3 20 repurchased 432,313 shares for $61M as part of Dutch auction tender offer (at price of $140 per share)
- In FY 20 repurchased 877,082 shares for $123M (average price of $140 per share)
- Since Q4 18 repurchased 2.3M shares for ~$307M (average price of $135 per share)
8. Q3 2020 Was the Best Quarter in a Decade

Highest Q3 **product license revenue** since 2016, up 56% year-over-year

Highest Q3 **total revenue** since 2016, up 6% year-over-year

Strong adoption of cloud offering, 87% increase in subscription billings*

* Please refer to the Appendix for a reconciliation of subscription services revenues to current subscription billings.

---

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Product Lic. Revenue ($M)</th>
<th>Total Revenue ($M)</th>
<th>Current Subscription Billings ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 19</td>
<td>$18.3</td>
<td>$115.4</td>
<td>$9.3</td>
</tr>
<tr>
<td>Q2 19</td>
<td>$20.1</td>
<td>$117.7</td>
<td>$6.9</td>
</tr>
<tr>
<td>Q3 19</td>
<td>$19.0</td>
<td>$119.7</td>
<td>$5.3</td>
</tr>
<tr>
<td>Q4 19</td>
<td>$12.6</td>
<td>$133.5</td>
<td>$11.0</td>
</tr>
<tr>
<td>Q1 20</td>
<td>$14.8</td>
<td>$111.4</td>
<td>$8.0</td>
</tr>
<tr>
<td>Q2 20</td>
<td>$29.6</td>
<td>$110.6</td>
<td>$9.4</td>
</tr>
<tr>
<td>Q3 20</td>
<td></td>
<td>$127.4</td>
<td>$9.9</td>
</tr>
</tbody>
</table>
9. Our Growth Strategy Seeks to Bring Material Growth in Revenue, Profitability, and Enterprise Value

<table>
<thead>
<tr>
<th>Revenue growth</th>
<th>2019 Actual</th>
<th>2020 TTM*</th>
<th>2021 Projections</th>
<th>EV Multiples**</th>
<th>Long-Term Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative</td>
<td>9M</td>
<td>Flat</td>
<td>Growing</td>
<td>2.4X Revenue multiple</td>
<td>&gt;10% Revenue growth</td>
</tr>
<tr>
<td>Operating Income (non-GAAP)</td>
<td>$9M</td>
<td>$50M</td>
<td>$60-90M</td>
<td>15X EBITDA multiple (non-GAAP)</td>
<td>&gt;25% EBITDA margin (non-GAAP)</td>
</tr>
</tbody>
</table>

*2020 TTM is based on Q4 19 through Q3 20 actual results - Please refer to the Appendix for a reconciliation of certain Non-GAAP Operating Income

**Hypothetical Enterprise Value multiple uses analyst consensus 2021 revenue of $485M and adjusted EBITDA of $78M, net cash as of 9/30/20 of $53M, Digital Asset market value $621M with bitcoin price 11/13/20 $16,239, MSTR market cap of $1.85B with MSTR stock price as of 11/13/20 of $192.27
We Are Excited About the Our Future

1. Largest independent publicly-traded BI company, leading enterprise analytics platform
2. Diversified blue-chip customer base with ~95% renewal rates
3. Healthy revenue profile: 65%+ recurring, 90%+ gross margin in license and support
4. Strong growth drivers → highlighted by cloud transition
5. Significant cost structure optimization, with additional near-term opportunity
6. History of cash flow generation
7. Meaningful balance sheet with bitcoin upside
8. Executing on plan – Q3 2020 was best quarter in decade
9. Valuation upside with revenue, EBITDA, and digital asset growth
## Reconciliation of GAAP to Non-GAAP Income (loss) from Operations

<table>
<thead>
<tr>
<th></th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20 TTM^</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$498</td>
<td>$486</td>
<td>$483</td>
</tr>
<tr>
<td>Cost of Revenues</td>
<td>$99</td>
<td>$100</td>
<td>$95</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$394</td>
<td>$387</td>
<td>$392</td>
</tr>
<tr>
<td>Income (loss) from Operations</td>
<td>$4</td>
<td>$(1)</td>
<td>$(4)</td>
</tr>
<tr>
<td>Operating Margin %</td>
<td>1%</td>
<td>0%</td>
<td>-1%</td>
</tr>
<tr>
<td>Stock-Based Compensation</td>
<td>$15</td>
<td>$10</td>
<td>$10</td>
</tr>
<tr>
<td>Digital asset impairment losses</td>
<td>$0</td>
<td>$0</td>
<td>$44</td>
</tr>
<tr>
<td>Non-GAAP Income (loss) from Operations</td>
<td>$19</td>
<td>$9</td>
<td>$50</td>
</tr>
<tr>
<td>Non-GAAP Operating Margin %</td>
<td>4%</td>
<td>2%</td>
<td>10%</td>
</tr>
</tbody>
</table>

^FY 20 TTM is based on Q4 19 through Q3 20 actual results

## Reconciliation of certain Non-GAAP Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY 18</th>
<th>FY 19</th>
<th>Q1 20</th>
<th>Q2 20</th>
<th>Q3 20</th>
<th>Q4 20 Run Rate*</th>
<th>FY 20 Run Rate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G&amp;A Expense</td>
<td>$86</td>
<td>$87</td>
<td>$21</td>
<td>$19</td>
<td>$20</td>
<td>$20</td>
<td>$80</td>
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<tr>
<td>R&amp;D Expense</td>
<td>$102</td>
<td>$109</td>
<td>$26</td>
<td>$26</td>
<td>$27</td>
<td>$27</td>
<td>$105</td>
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<tr>
<td>S&amp;M Expense</td>
<td>$206</td>
<td>$191</td>
<td>$40</td>
<td>$35</td>
<td>$35</td>
<td>$35</td>
<td>$145</td>
</tr>
<tr>
<td>Stock-Based Compensation</td>
<td>$7</td>
<td>$5</td>
<td>$2</td>
<td>$1</td>
<td>$2</td>
<td>$2</td>
<td>$6</td>
</tr>
<tr>
<td>R&amp;D Expense</td>
<td>$3</td>
<td>$2</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$2</td>
</tr>
<tr>
<td>S&amp;M Expense</td>
<td>$4</td>
<td>$2</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1</td>
</tr>
<tr>
<td>Non-GAAP:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G&amp;A Expense</td>
<td>$79</td>
<td>$81</td>
<td>$19</td>
<td>$18</td>
<td>$18</td>
<td>$18</td>
<td>$74</td>
</tr>
<tr>
<td>R&amp;D Expense</td>
<td>$99</td>
<td>$107</td>
<td>$25</td>
<td>$25</td>
<td>$26</td>
<td>$26</td>
<td>$103</td>
</tr>
<tr>
<td>S&amp;M Expense</td>
<td>$202</td>
<td>$189</td>
<td>$39</td>
<td>$35</td>
<td>$35</td>
<td>$35</td>
<td>$144</td>
</tr>
</tbody>
</table>

*Run Rate = Q1-Q3 20 Actuals and Q3 20 as a proxy for Q4 20
### Reconciliation of Subscription Services Revenues to Current Subscription Billings

<table>
<thead>
<tr>
<th></th>
<th>Q3 18</th>
<th>Q4 18</th>
<th>Q1 19</th>
<th>Q2 19</th>
<th>Q3 19</th>
<th>Q4 19</th>
<th>Q1 20</th>
<th>Q2 20</th>
<th>Q3 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current deferred subscription services revenue</td>
<td>$11.7</td>
<td>$13.5</td>
<td>$15.6</td>
<td>$15.4</td>
<td>$12.8</td>
<td>$16.6</td>
<td>$16.6</td>
<td>$17.9</td>
<td>$19.5</td>
</tr>
<tr>
<td>Subscription services revenues</td>
<td>$7.2</td>
<td>$7.1</td>
<td>$7.1</td>
<td>$7.1</td>
<td>$7.9</td>
<td>$7.3</td>
<td>$8.0</td>
<td>$8.0</td>
<td>$8.3</td>
</tr>
<tr>
<td>Change in current deferred subscription services revenue (quarter)</td>
<td>$(2.1)</td>
<td>$1.8</td>
<td>$2.1</td>
<td>$(0.2)</td>
<td>$(2.6)</td>
<td>$3.7</td>
<td>$0.0</td>
<td>$1.4</td>
<td>$1.6</td>
</tr>
<tr>
<td>Current Subscription Billings</td>
<td>$5.1</td>
<td>$8.9</td>
<td>$9.3</td>
<td>$6.9</td>
<td>$5.3</td>
<td>$11.0</td>
<td>$8.0</td>
<td>$9.4</td>
<td>$9.9</td>
</tr>
</tbody>
</table>

### Non-GAAP Free Cash Flow reconciliation

<table>
<thead>
<tr>
<th></th>
<th>FY 15*</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20 TTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by operating activities</td>
<td>$150</td>
<td>$111</td>
<td>$78</td>
<td>$11</td>
<td>$61</td>
<td>$37</td>
</tr>
<tr>
<td>Purchases of property and equipment (investing activities)</td>
<td>$(3)</td>
<td>$(2)</td>
<td>$(4)</td>
<td>$(7)</td>
<td>$(10)</td>
<td>$(2)</td>
</tr>
<tr>
<td>Gain from Domain Name Sale, net of tax</td>
<td>$(22)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Cash Flow (Non-GAAP)</td>
<td>$146</td>
<td>$108</td>
<td>$74</td>
<td>$4</td>
<td>$29</td>
<td>$35</td>
</tr>
<tr>
<td>FCF Margin (Non-GAAP)</td>
<td>28%</td>
<td>21%</td>
<td>15%</td>
<td>1%</td>
<td>6%</td>
<td>10%</td>
</tr>
</tbody>
</table>

*FY 15 was not recast for the adoption of ASC 606
FY 20 TTM is based on Q4 19 through Q3 20 actual results