ûdemy Investor Presentation Q4 2022

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Udemy's mission

To improve lives through learning



Udemy at a glance

Strong, consistent revenue growth

Compelling marketplace Large and engaged audience

Proven land-andexpand strategy

Global reach, local content

\$629M

2022 Revenue

70k+ Instructors

59M Learners

\$372M ARR¹

~60%

Revenue from outside U.S.

22% Y/Y Growth 200k+

Courses

52M

Q4 learning hours

123%

Large Customer NDRR²

~75

Languages

² Large Customer NDRR is calculated as the total UB Large Customer ARR at the end of a trailing twelve-month period divided by the total Large Customer ARR at the beginning of a trailing twelve-month period for the cohort of UB customers with at least 1,000 employees active at the beginning of the trailing twelve-month period



Note: Data as of December 31, 2022, unless otherwise noted

¹ Annual Recurring Revenue represents the annualized value of our UB customer contracts on the last day of a given period.

Why most learning models fail to deliver

Modern learning needs

Quality

Freshness

Relevance & breadth

Access & reach

Publisher model challenges

- **Inflexible:** One-size-fits-all teaching approach; limited use of ratings, reviews, and enrollments for quality signals and improvement
- **Slow:** Lengthy production timeline; delayed response to trends
- ★ Theoretical and limited: Academic approach to subject matter; narrow range of topics and teaching styles
- Not scalable: Challenging to localize content effectively and authentically for different markets



The solution: Udemy's differentiated marketplace

Modern learning needs

Quality

Freshness

Relevance & breadth

Access & reach

Marketplace model

Quality-driven: Real-time ratings and reviews; data and insights help instructors improve quality and increase engagement

- **✓ Fast and agile:** Production as fast as market changes
- Relevant and expansive: Taught by industry experts for real-world applications; thousands of courses on a range of topics; multiple teaching styles
- ✓ **Global and affordable:** Thousands of international instructors teaching in native languages; market-adaptive pricing engine



The Udemy difference: our scaled, integrated platform

59M Learners Qualitative and Udemy empowers instructors, quantitative learners, and organizations feedback Knowledge 70k+ and skills **Instructors** Fresh, relevant udemy content; market insights ~14k Incentives; learner and **Organizations** organization feedback Strategic insights; learner feedback Upskilling and reskilling; admin tools and insights; support



A quality-first approach to online learning

Udemy attracts world-class expert instructors to create powerful learning content for our platform

Ranga Karanam

Founder and Trainer at In28Minutes with over two decades of experience in architecture, design, and programming.

In28Minutes has over 50 courses on the Udemy platform and trains and certifies professionals in DevOps, Azure, GCP, Docker, Kubernetes, Java, and more.



Total students
1.2M+

Average rating 4.6

change

of top 2,100 Udemy courses were updated in the last 90 days

Our instructors update

courses at the speed of

Chandra Lingam

Expert on Amazon Web Services, mission-critical systems, and machine learning.

Chandra teaches 10 courses on the Udemy platform on systems development in both traditional IT data center and on the AWS Cloud Platform.

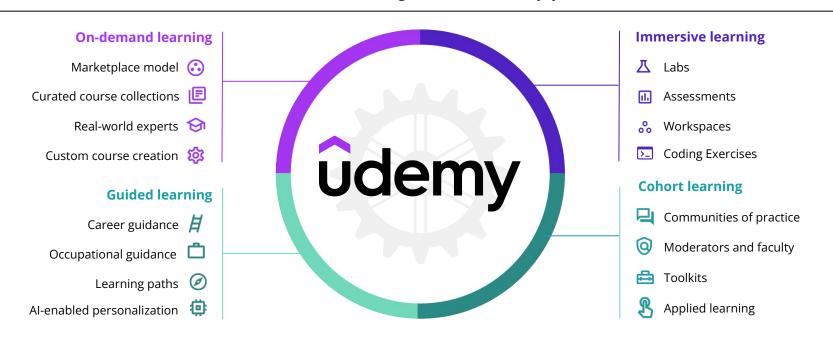


Total students 111K+

Average rating 4.7

Building a comprehensive skills acquisition platform

Our current offering and innovation pipeline



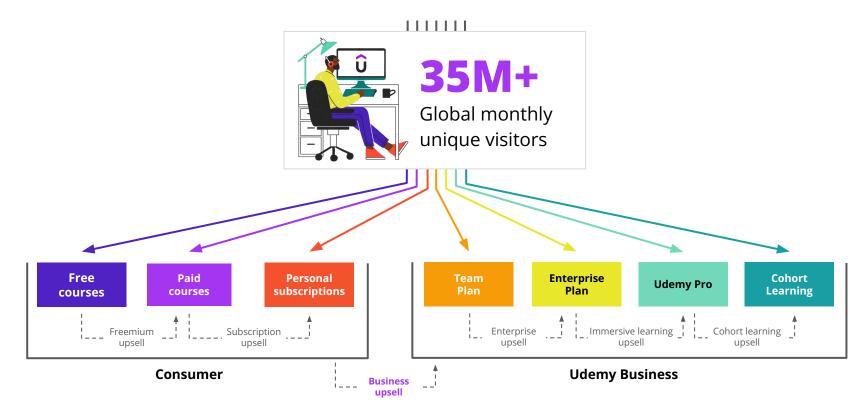


Udemy's suite of online learning product offerings

	Content offered	Term	Pricing	On-demand learning	Guided learning	Immersive learning	Cohort learning
Ûdemy Individual Courses (à la carte/bundled)	 200k+ courses from 70k+ instructors Interactive learning tools (quizzes, exercises, and instructor Q&A) 	Lifetime access for each course purchased	Optimized for each individual course	~			
Odemy Personal Plan (consumer subscription)	 Thousands of Udemy's top-rated courses Practice tests and labs 	Monthly & Annual subscription	Monthly and Annual options adjusted for local currency & PPP	~	~	~	
ûdemy business™ Team Plan	20k+ top-rated coursesCustomized learning paths	Annual subscription	Annual subscription pricing adjusted for local currency	~	~		
ûdemy business™ Enterprise Plan	 20k+ top-rated courses Administrative tools & reports, skill insights dashboard, learning trends, and language packages 	Annual or multi-year subscription	Depends on volume, contract length, and other factors	~	~		
ûdemy business™ Pro Add-On	 Workspaces, labs, and assessments Areas covered include cloud computing, software dev, data science, and dev ops 	Annual or multi-year subscription	Depends on volume, contract length, and other factors		~	~	
ûdemy business™ Cohort Learning	Cohort-based leadership development authored by experts for all levels of leadership experience	Annual or multi-year subscription	Depends on volume, contract length, and other factors				~

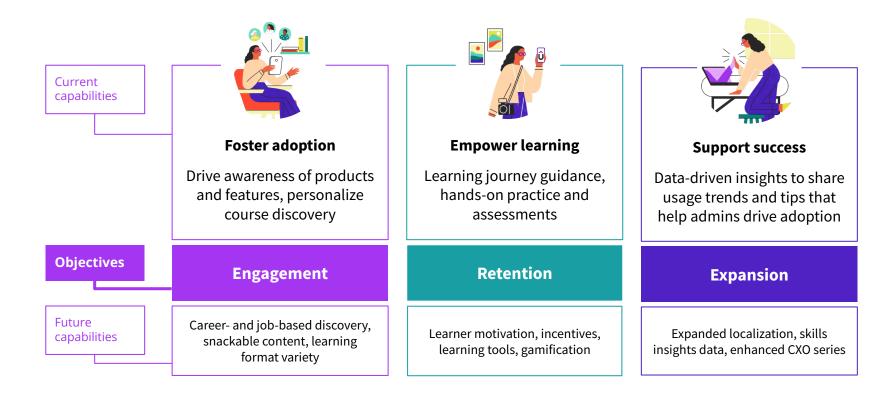


Strong top of funnel demand fuels adoption and upsell opportunities





Personalization drives retention and higher customer lifetime value





Easy, personalized, and engaging content discovery

Discovery experience powered by **machine learning algorithms** to provide the most relevant content to each learner

Udemy Business udemy business Explore Learning paths Teach Manage Cloud Computing Data Science Development IT Operations Leadership & Management Let's start learning, Llibert What to learn next Lectures for you - bite-size learning in minutes The Logic Condition 8. Problems With A Multiple Regression Pandas - Useful Insert Calculated Creating the Cards Model to predict Methods - Statistical Terms of Observations Financial Returns Information and... Critical Thinking Critical Thinking Python Data Analysis Data Visualization Python

Personal Plan

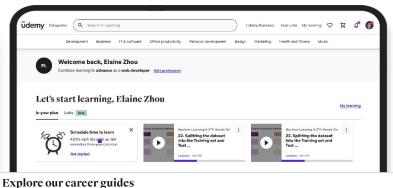
For Web Developers :

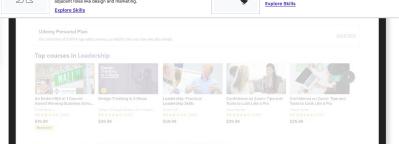
adjacent roles like design and marketing.

Learn how to build responsive websites with HTML, CSS.

JavaScript, and more. These versatile skills can set you up for

success in development, engineering, and product, as well as tech-





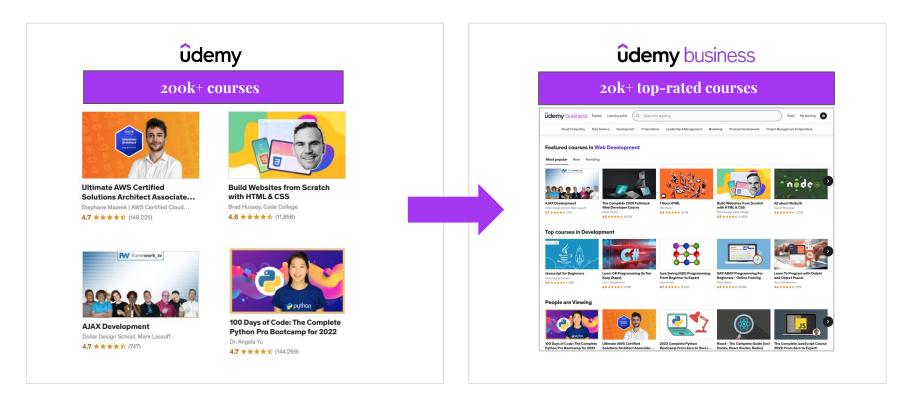
For Data Scientists :

machine learning and neural networks.

Learn the fundamentals of statistics, data manipulation, analysis,

and testing. Stay on the cutting edge with advanced topics like

Our scaled marketplace feeds Udemy Business SaaS platform





Udemy Business's unique approach to learning and development



Marketplace effect

- Superior content quality, breadth, and coverage
- Sustainable competitive advantage



Sophisticated GTM approach

- Scalable, highperformance engine
- Team selling with CXO orientation
- Focus on customer success and outcomes



Differentiated product portfolio

- On-demand learning
- Immersive, hands-on learning
- Cohort-based leadership development



Partner ecosystem

- Open and agile integrations
- Diversity of routes to market

Note: CXO refers to all cross-functional executives in the organization's C-suite



Case study: Driving revenue growth for Publicis Sapient

publicis sapient

Industry:

Professional Services

Number of employees:

20,000

66 Our engagement with Udemy has helped unlock multiple business opportunities resulting in tangible revenue growth for our firm. 99

Ian Stevens

Head of Capability Development, Publicis Sapient

335K+

hours of learning in Udemy cloud training programs

\$280M

2021 revenue growth supported by Udemy Business

66%

faster onboarding of new talent, from three weeks to one

Source: Publicis Sapient, Udemy customer study, 2022



Case study: Accelerating digital transformation at F100 company

Industry:

Technology & Services

Number of employees:

350,000+

Customer since:

2017

Seat base:

64%

66 Thanks to Udemy Business, we are better equipped to both grow and sustain the valuable business partnerships that are central to our corporate growth strategies. 99

Chief Learning Officer

87 NPS

Udemy Business content highest learning partner NPS score in 2021

37%

Global Business Services revenue growth supported by Udemy Business in 2021

44%

Udemy Business seat license growth in 2021

Source: Customer internal data and Udemy customer case study, 2022 NPS: Net Promoter Score



Best-in-class customer Net Dollar Retention Rate (NDRR)



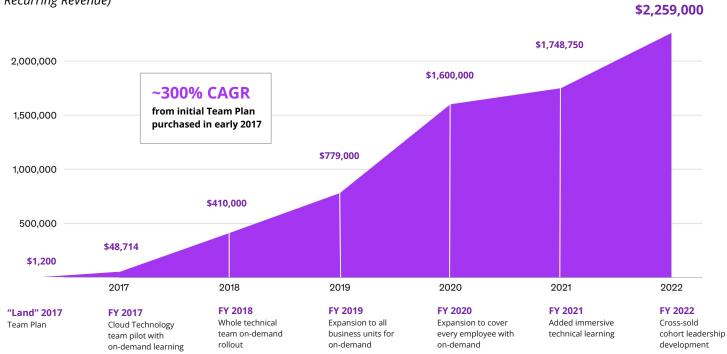


Udemy Business Net Dollar Retention Rate (NDRR) represents ARR for Udemy Business customers at the end of the 12-month period divided by the total ARR for those Udemy Business customers at the beginning of that 12-month period. Large Customer NDRR is calculated as the total UB Large Customer ARR at the end of a trailing twelve-month period divided by the total Large Customer ARR at the beginning of a trailing twelve-month period for the cohort of UB customers with at least 1,000 employees active at the beginning of the trailing twelve-month period.



Udemy Business's proven land-and-expand strategy

Global professional services firm (Annual Recurring Revenue)





Global reach propels Udemy forward

Each language acts as a mini marketplace, allowing Udemy to easily grow and expand into new markets.

35M+ unique global visitors per month¹

~75 different languages for marketplace

courses

Udemy Business international language collections ~60%

of revenue outside North America

currencies

supported

International expansion playbook

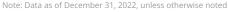
Local languages

Local payments methods

Local currency and prices

Local marketing

Go-to-market teams





Scaling global partnerships extends reach and awareness

	New Ventures	Regional resellers	Tech resellers	Brand	Super-scalers
Geography	Country specific / mutually exclusive	Regional	Regional/global	Regional/global	Global
Selected partners	Benesse 3	hsm ASK NET SOUTH	sumtotal VAL MIS	Unilever FNB Fust Manuel Boat MULTICHOICE	Azure
	FUNX Learn with Mentors	e∕class.	O Griky	№ Santander	Google Cloud Platform



Compelling Udemy Business customer benefits

Udemy Business enables companies to keep pace with the need to continuously upskill and reskill employees in a changing workplace

592%

three-year ROI

5

hours of additional productivity per week per user

83%

average savings in learnings platform costs

12%

average productivity gain for UB users

\$22.5M

average revenue gain per year, per organization

\$1M

average annual hiring costs



5x more employees upskilled

Source: IDC was commissioned by Udemy to interview eight organizations about their experiences with the Udemy Business corporate learning platform. These organizations varied in size, ranging from large multinational enterprises to service providers. Average employee size was more than 33,000 (median of 8,000) and annual revenue of \$7 billion (median of \$1.5 billion). Organizations were located in the U.S., France, South Asia, Switzerland and the UK, as well as tech, manufacturing, software and energy industries. Data as of 2022.

Committed to strong ESG practices



percentile in Internet Software and Services assessed by Sustainalytics



In January, recognized by Sustainalytics as an ESG **Industry Top Rated** Company²





Growing social impact partner network









Certified by Fair Pay Workplace, the trusted symbol of pay equity around the world



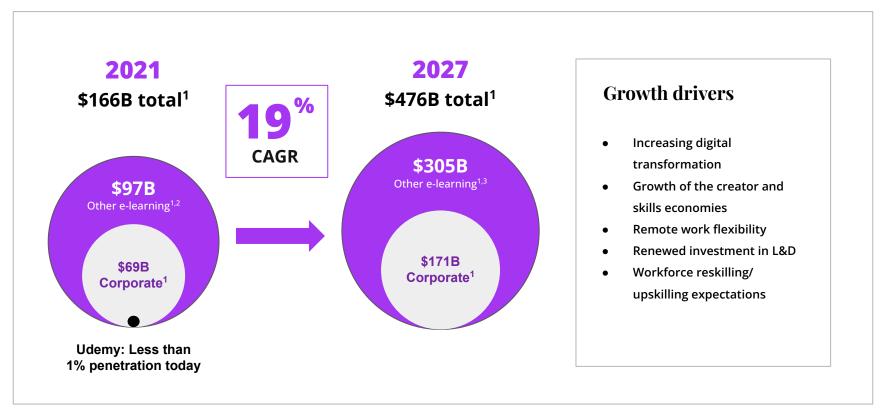
CERTIFIED

^{1.} ESG risk rating as of January 2023.

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Financial Highlights

Low penetration of a massive and growing market opportunity



^{1.} Arizton E-Learnings Global Forecast & Outlook 2022 - 2027

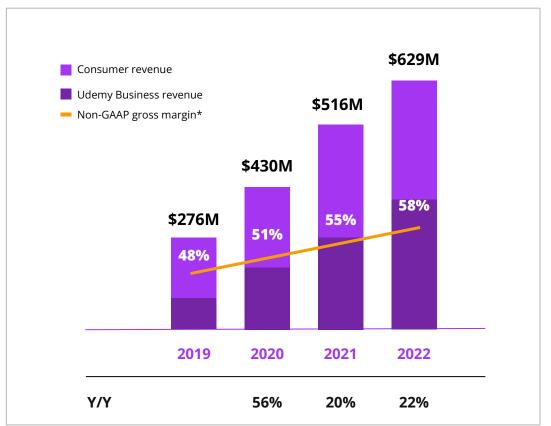
^{2.} Includes government, vocational, and higher education

^{3.} Includes government, vocational, higher education and K-12

Track record of strong revenue growth and gross margin expansion

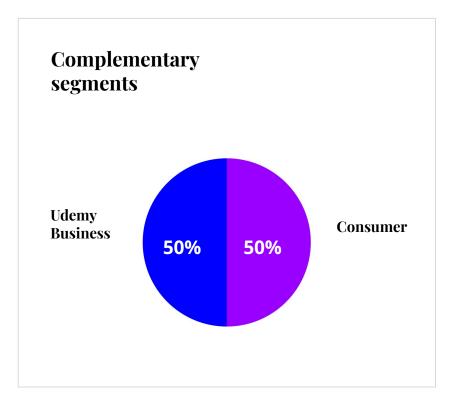


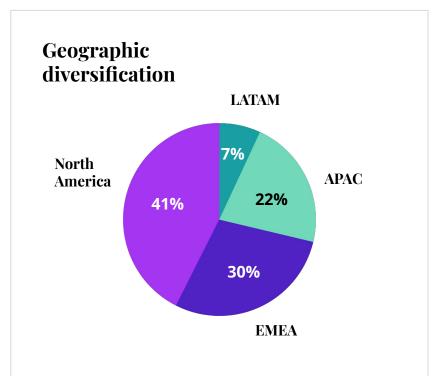
900 bps
Gross margin* expansion





Diversified revenue model is a competitive advantage





Udemy Business segment

Q4'22 revenue

+57% Y/Y

\$90.6M

Strong revenue growth driven by both new logo acquisition and expansion within existing customers



Q4'22 ARR

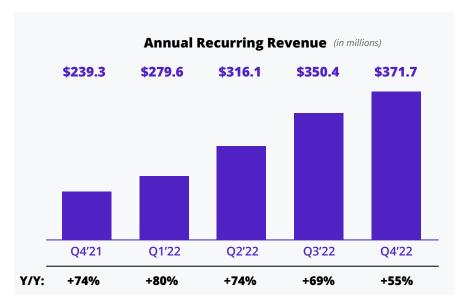
\$372M

+55% Y/Y

Customers

13.9K

+32% Y/Y





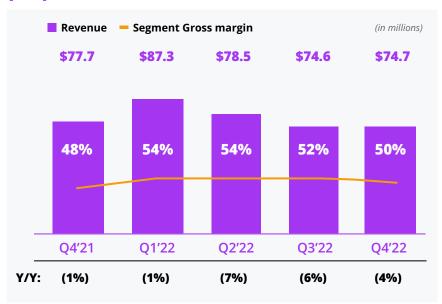
Consumer segment

Q4'22 revenue

\$74.7M

Q4'22 segment revenue Y/Y includes negative 5 pp impact from FX

(4%) Y/Y

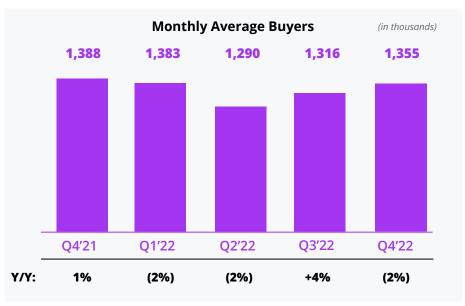


Monthly average buyers

1.36M

Robust traffic with 35M unique visitors per month¹

(2%) Y/Y



Path to profitability and long-term targets

Metric	FY22 actual	FY24 target	Long-term target
Revenue growth	22%	23% - 25%	25% - 30%
Udemy Business % of total revenue	50%	60%+	75%+
Non-GAAP Gross margin	58%	58% - 59%	65% - 70%
Non-GAAP S&M % of total revenue	43%	38% - 40%	33% - 35%
Non-GAAP R&D % of total revenue	13%	12% - 13%	11% - 12%
Non-GAAP G&A % of total revenue	12%	9% -10%	8% - 9%
Adj. EBITDA Margin*	(8)%	Breakeven	15% - 20%

^{*}Udemy has not provided a quantitative reconciliation of forecasted Adjusted EBITDA to forecasted GAAP net income (loss) within this presentation because the company is unable, without making unreasonable efforts, to calculate certain reconciling items with confidence.



Multiple drivers of long-term sustainable growth

- Increase Udemy Business penetration through land-and-expand strategy
- Continue international expansion and localization
- Expand learning experiences to new modalities and more active learning that reaches a broader audience
- Launch innovative products that drive measurable learning outcomes and increased retention
- Increase overall Udemy brand awareness
- Optimize business model and pricing
- Pursue strategic acquisitions





Investment Highlights

- 1) Addressing a massive and growing TAM with a unique business model
- 2) Since 2019, Udemy delivered a 32% revenue CAGR, and expanded non-GAAP gross margin¹ by more than 900 basis points
- 3) Long runway for growth, driven by proven land-and-expand model for Udemy Business and macro tailwinds
- 4) Clear path to profitability and compelling long-term targets

^{1.} Non-GAAP metric. Please see Appendix for reconciliation.

Appendix

Key Business Metrics Definitions

Monthly Average Buyers	A buyer is a consumer who purchases a course or subscription through our direct-to-consumer offering. Monthly average buyers is calculated as the average of monthly buyers during a particular period, such as a fiscal year.
Udemy Business Customers	We count the total number of UB customers at the end of each period. To do so, we generally count unique customers using the concept of a domestic ultimate parent, defined as the highest business in the family tree that is in the same country as the contracted entity. In some cases, we deviate from this methodology, defining the contracted entity as a unique customer despite existence of a domestic ultimate parent. This often occurs where the domestic ultimate parent is a financial owner, government entity, or acquisition target where we have contracted directly with the subsidiary. We define a UB customer as a customer who purchases Udemy via our direct sales force, reseller partnerships, or through our self-service platform.
Udemy Business Annual Recurring Revenue	We disclose our UB Annual Recurring Revenue, or ARR, as a measure of our enterprise revenue growth. ARR represents the annualized value of our UB customer contracts on the last day of a given period. Only revenue from closed UB contracts with active seats as of the last day of the period are included.
Udemy Business Net Dollar Retention Rate	We disclose our UB Net Dollar Retention Rate, or NDRR, as a measure of our enterprise revenue growth. We believe NDRR is an important metric that provides insight into the long-term value of our subscription agreements and our ability to retain, and grow revenue from, our UB customers. To calculate NDRR, we begin with UB customers who are active at the beginning of a twelve-month period. Then, we divide the ending annualized recurring revenue, or ARR, for those same UB customers at the end of the twelve-month period by the total ARR for those UB customers at the beginning of that twelve-month period. We calculate ARR as the total annualized run-rate revenue of all UB customers with active licenses on the last day of a given period.
Udemy Business Large Customer Net Dollar Retention Rate	We calculate UB Large Customer NDRR as the total UB Large Customer ARR at the end of a trailing twelve-month period divided by the total Large Customer ARR at the beginning of a trailing twelve-month period for the cohort of UB customers with at least 1,000 employees active at the beginning of the trailing twelve-month period. We believe UB Large Customer NDRR reflects our ability to retain and expand our footprint with larger organizations, who present greater opportunities for us to retain and grow revenue given the wider range of potential use cases and land-and-expand opportunities.



Three Months Ended December 31, 2022							
		Stock-based	Amortization of	Non-GAAP			
		Compensation	Intangible Assets				
	(in tho	usands, except shar	e and per share amo	ounts)			
\$	165,330	.5	.7.	\$ 165,330			
	73,990	(1,920)	(725)	71,345			
	91,340	1,920	725	93,985			
	88,558	(10,538)	(341)	77,679			
	29,961	(7,547)	121	22,414			
	26,917	(8,245)	123	18,672			
20	145,436	(26,330)	(341)	118,765			
	(54,096)	28,250	1,066	(24,780)			
	3,335	()	::::::::::::::::::::::::::::::::::::::	3,335			
	(257)	-	:=:	(257)			
	3,078	7 4	743	3,078			
	(51,018)	28,250	1,066	(21,702)			
	(1,135)	12	2	(1,135)			
	(52,153)	28,250	1,066	(22,837)			
\$	(0.36)			\$ (0.16)			
	143,120,852			143,120,852			
		\$ 165,330 73,990 91,340 88,558 29,961 26,917 145,436 (54,096) 3,335 (257) 3,078 (51,018) (1,135) (52,153)	GAAP Stock-based Compensation (in thousands, except sharest shares	GAAP Stock-based Compensation Amortization of Intangible Assets (in thousands, except share and per share amount of the properties of t			



			Year Ended Dec	ember 31, 2022						
		GAAP	Stock-based	Amortization of	Non-GAAP					
			Compensation	Intangible Assets						
		(in thousands, except per share amounts)								
Revenue	\$	629,097	-	-	\$ 629,097					
Cost of revenue		275,320	(5,360)	(2,900)	267,060					
Gross profit		353,777	5,360	2,900	362,037					
Operating expenses										
Sales and marketing		301,347	(29,054)	(1,366)	270,927					
Research and development		104,556	(20,850)	-	83,706					
General and administrative	320	99,064	(26,029)	læ(73,035					
Total operating expenses		504,967	(75,933)	(1,366)	427,668					
Loss from operations		(151,190)	81,293	4,266	(65,631)					
Other income (expense)										
Interest income, net		4,297	12	(2)	4,297					
Other expense, net		(4,696)	-	-	(4,696)					
Total other expense, net	-	(399)	-2	122	(399)					
Net loss before taxes		(151,589)	81,293	4,266	(66,030)					
Income tax provision		(2,286)	্ত	150	(2,286)					
Net loss attributable to common stockholders		(153,875)	81,293	4,266	(68,316)					
Net loss per share attributable to common stockholders										
Basic and diluted	\$	(1.09)			\$ (0.48)					
Weighted-average shares used in computing net loss per share attributable to common stockholders		140,873,504			140,873,504					



	Three Months Ended December 31, 2021							
	Str.	GAAP	Stock-based	Amortization of	Non-GAAP			
			Compensation	Intangible Assets				
		(in tho	usands, except shar	e and per share amo	unts)			
Revenue	\$	135,451	12	21	\$ 135,451			
Cost of revenue		64,122	(736)	(729)	62,657			
Gross profit		71,329	736	729	72,794			
Operating expenses								
Sales and marketing		70,624	(2,852)	(384)	67,388			
Research and development		19,208	(2,370)	-	16,838			
General and administrative		22,442	(5,018)	-	17,424			
Total operating expenses		112,274	(10,240)	(384)	101,650			
Loss from operations		(40,945)	10,976	1,113	(28,856)			
Other income (expense)								
Interest income, net		436	151	-	436			
Other expense, net		(206)	-	1 4	(206)			
Total other income, net		230	\ -	+	230			
Net loss before taxes	-	(40,715)	10,976	1,113	(28,626)			
Income tax provision	<u> </u>	(669)	*	-	(669)			
Net loss attributable to common stockholders		(41,384)	10,976	1,113	(29,295)			
Net loss per share attributable to common stockholders	2.00							
Basic and diluted	\$	(0.38)			\$ (0.27)			
Weighted-average shares used in computing net loss per share attributable to common stockholders		108,168,420			108,168,420			



			Year Ended Dec	ember 31, 2021				
		CAAD	Stock-based	Amortization of	N CAAD			
	GAAP		Compensation	Intangible Assets	Non-GAAP			
	(in thousands, except per share amounts)							
Revenue	\$	515,657	-	- \$	515,657			
Cost of revenue		236,024	(1,623)	(1,022)	233,379			
Gross profit		279,633	1,623	1,022	282,278			
Operating expenses		-	-		-			
Sales and marketing		227,023	(8,637)	(481)	217,905			
Research and development		66,107	(6,816)	111111	59,291			
General and administrative		64,410	(17,604)	<u>=</u>	46,806			
Total operating expenses		357,540	(33,057)	(481)	324,002			
Loss from operations		(77,907)	34,680	1,503	(41,724			
Other income (expense)		-	-	-	-			
Interest expense, net		(16)	(m)	a	(16			
Other expense, net		(920)	-	-	(920			
Total other income, net		(936)			(936			
Net loss before taxes		(78,843)	34,680	1,503	(42,660			
Income tax provision		(1,183)	2	<u> </u>	(1,183)			
Net loss attributable to common stockholders		(80,026)	34,680	1,503	(43,843)			
Net loss per share attributable to common stockholders								
Basic and diluted	\$	(1.46)		\$	(0.80			
Weighted-average shares used in computing net loss per share attributable to common stockholders		54,972,827			54,972,827			



Adjusted EBITDA

(\$ in thousands)	Thre	e Months Ended	December 31,	Year Ended December 31,			
EP MORE: ONLINE UNA	2022		2021		2022	2021	
Net loss	\$	(52,153) \$	(41,384)	\$	(153,875) \$	(80,026)	
Adjusted to exclude the following:							
Interest (income) expense, net		(3,335)	(436)		(4,297)	16	
Income tax provision		1,135	669		2,286	1,183	
Depreciation and amortization		5,600	4,897		21,216	15,297	
Stock-based compensation expense		28,250	10,976		81,293	34,680	
Other expense, net		257	206		4,696	920	
Adjusted EBITDA	\$	(20,246) \$	(25,072)	\$	(48,681) \$	(27,930)	



Gross Profit

(\$ in thousands)	Three	Months Ended	December 31,	Year Ended December 31,			
		2022	2021		2022		2021
Revenue:	-						
Consumer	\$	74,695 \$	77,668	\$	315,059	\$	328,703
Enterprise	20	90,635	57,783		314,038		186,954
Total Revenue		165,330	135,451		629,097		515,657
Gross Profit							
Consumer		37,349	36,932		165,805		169,361
Enterprise		60,349	38,641		209,461		122,970
Total Segment Gross Profit		97,698	75,573		375,266		292,331
Less: Amortization of Capitalized Software		(3,586)	(2,604)		(12,586)		(9,292)
Less: Depreciation		(127)	(175)		(643)		(761)
Non-GAAP Total Gross Profit		93,985	72,794		362,037		282,278
Less: Stock-Based Compensation		(1,920)	(737)		(5,360)		(1,624)
Less: Amortization of Intangible Assets		(725)	(728)		(2,900)		(1,021)
GAAP Total Gross Profit		91,340	71,329		353,777		279,633
Gross Margin:							
Consumer		50.0%	47.6%		52.6%		51.5%
Enterprise		66.6%	66.9%		66.7%		65.8%
Total Segment		59.1%	55.8%		59.7%		56.7%
Non-GAAP		56.8%	53.7%		57.5%		54.7%
GAAP		55.2%	52.7%		56.2%		54.2%

