

DATA THROUGH
2019 YEAR END

Investor Update

Market Opportunity and Historical Unit
Economics



Cautionary statement

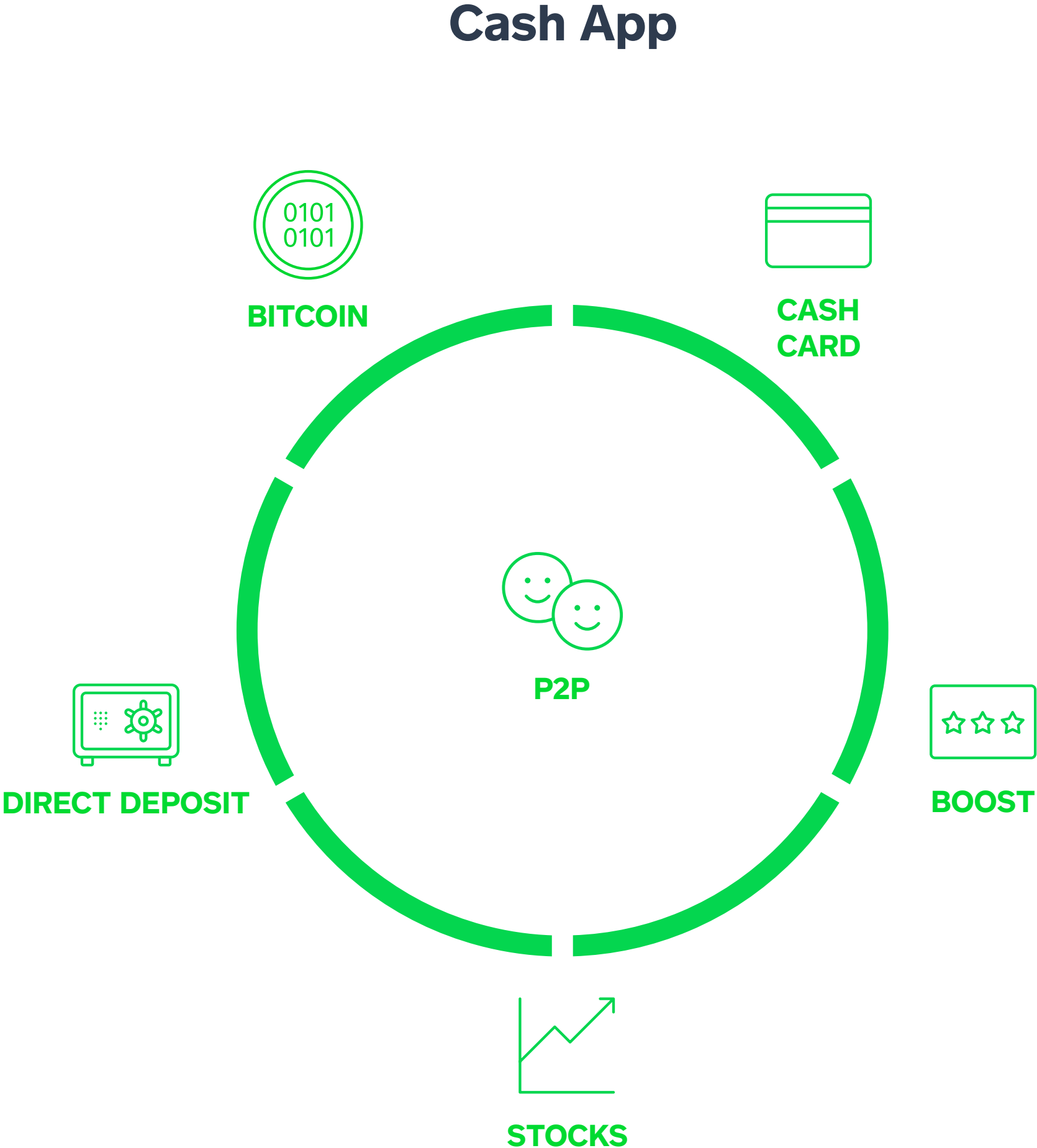
This document contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which statements involve substantial risks and uncertainties. All statements other than statements of historical fact could be deemed forward-looking, including, but not limited to, statements regarding possible or assumed future performance and results of operations; the business plans and strategies of Square, Inc. and its consolidated subsidiaries (the “Company”); future growth and growth rates in the Company’s businesses, products, and services; the Company’s ability to cross-sell and up-sell its products; the Company’s ability to maintain and/or improve upon its prior performance metrics, including its historic transaction loss rates, acceptance rates, and gross profit retention rates; information concerning expansion into new markets and total addressable market opportunity; and trends in the Company’s markets, business and financial and operating metrics. Such statements are subject to a number of risks, uncertainties, assumptions, and other factors that may cause the Company’s actual results, performance, or achievements to differ materially from results expressed or implied in this document. Investors are cautioned not to place undue reliance on these statements. In addition, our historical reported results should not be considered as an indication of future performance.

Risks that contribute to the uncertain nature of the forward-looking statements include, among others, risks associated with: uncertainty around Covid-19 and the effects of government and other measures seeking to contain its spread; an economic downturn or recession in the United States and in other countries around the world; developing and delivering products and services to address the rapidly evolving market for payments and point-of-sale, financial, and marketing services; the Company’s ability to create and monetize an ecosystem of products for its Cash App; the Company’s ability to expand its product portfolio and market reach and deal with the substantial and increasingly intense competition in its industry; the Company’s ability to ensure interoperability of its technology with that of third parties; the Company’s ability to retain existing customers, attract new customers, and increase sales to all customers; changes to the rules and practices of payment card networks and acquiring processors; the Company’s history of generating net losses; possible fluctuations in the Company’s results of operation and operating metrics; and the effect of management changes and business initiatives, as well as other risks listed or described from time to time in the Company’s filings with the Securities and Exchange Commission (the “SEC”), including the Company’s most recent filing on Form 10-K, which is on file with the SEC and available on the investor relations page of the Company’s website. All forward-looking statements are based on information and estimates available to the company at the time of this document and are not guarantees of future performance. Except as required by law, the Company assumes no obligation to update any of the statements in this document.

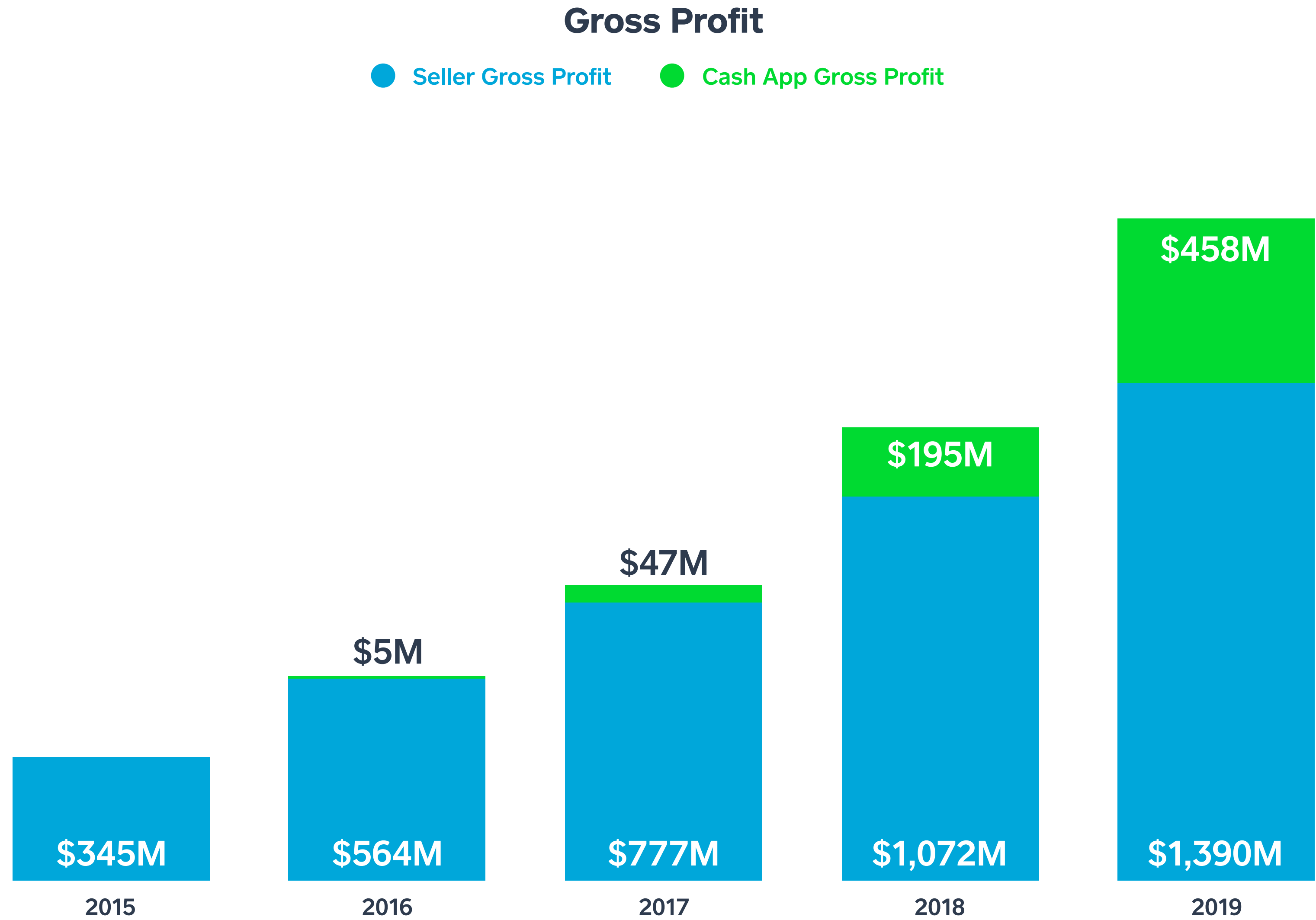
This document includes certain non-GAAP measures not based on generally accepted accounting principles. These non-GAAP measures are in addition to, not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP. The non-GAAP measures used by the Company may differ from the non-GAAP measures used by other companies. Reconciliations between GAAP and these non-GAAP measures are included in the appendix to this document.



We are growing two significant ecosystems

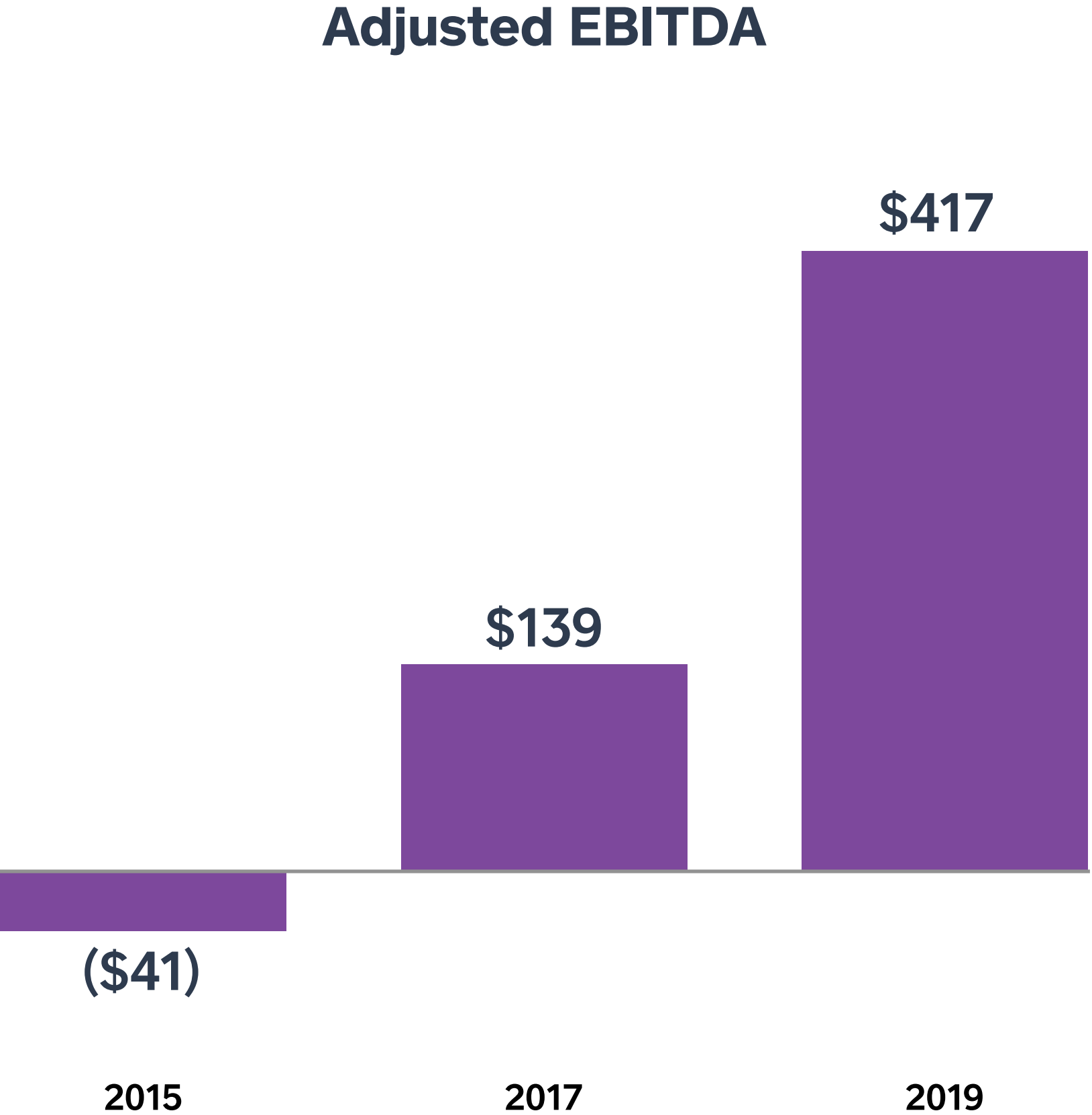
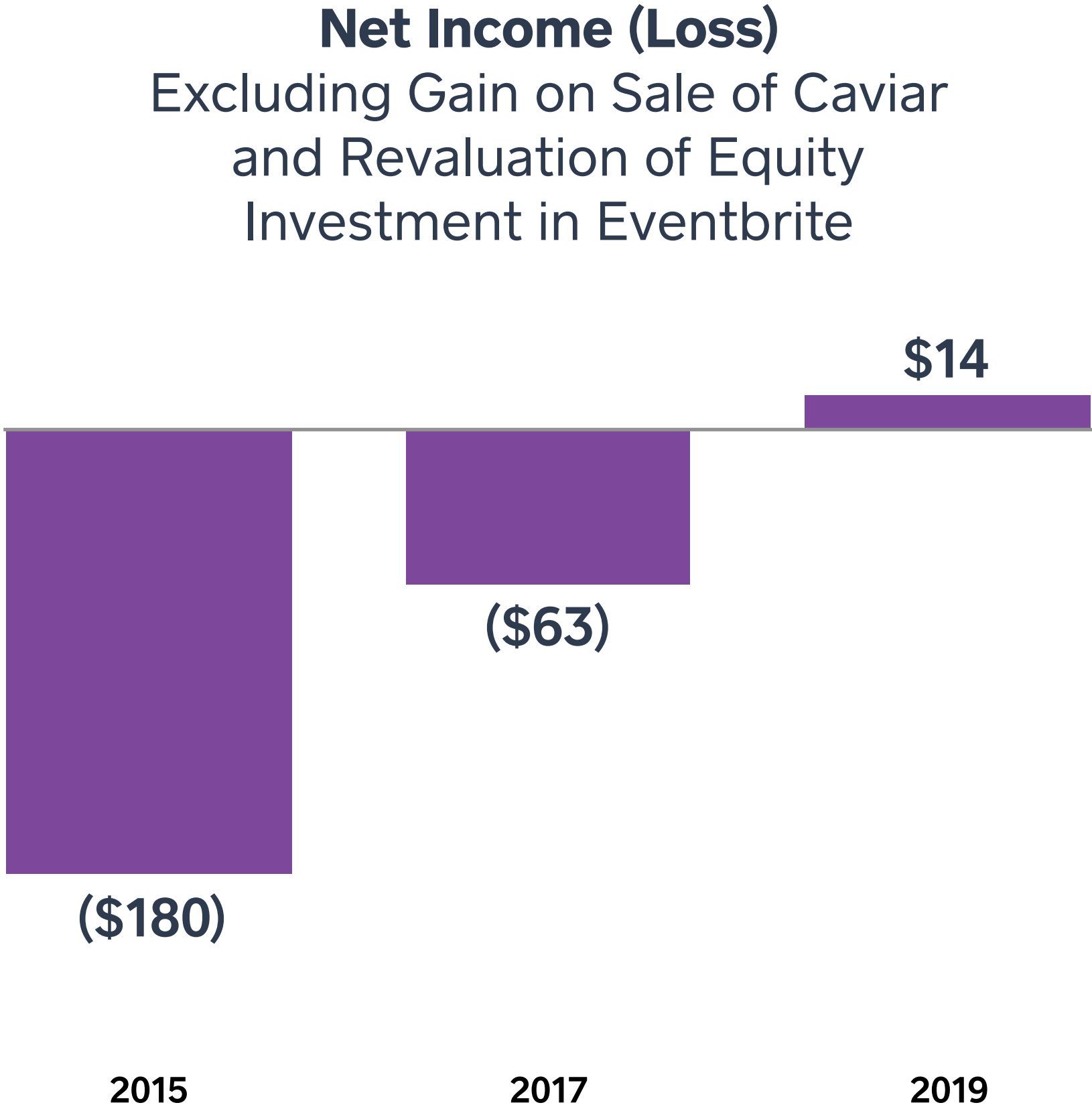


Strong growth at scale
40% five-year CAGR



Caviar gross profit has been excluded for all periods. CAGR represents the compound annual growth rate from 2015 to 2019.

While also driving profitable growth



Net income (loss) excludes gain on sale of Caviar and revaluation of equity investment in Eventbrite. The measures above are non-GAAP financial measures. See Appendix for non-GAAP reconciliations.

Total Addressable Market



Addressing significant market opportunities

SELLERS

\$100B+

INDIVIDUALS

\$60B+

Seller ecosystem represents a \$85B+ opportunity in the U.S.

20M

BUSINESSES



\$6T

GROSS RECEIPTS



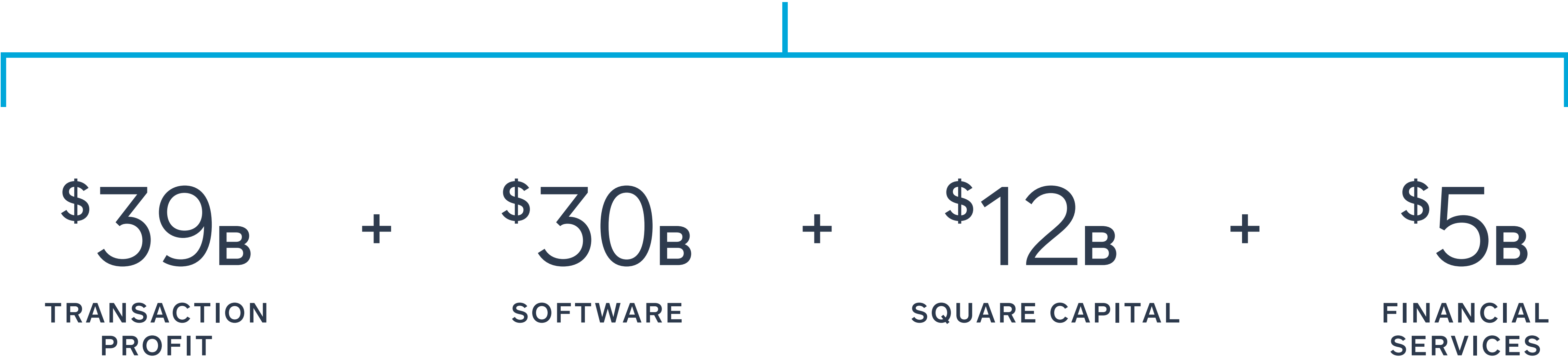
\$85B+

U.S. TAM
OPPORTUNITY

Sources: 2012 U.S. Census, U.S. Bureau of Labor Statistics
For further information on how we calculate number of "Businesses", "Gross Receipts", and the "U.S. TAM Opportunity", please see Appendix.

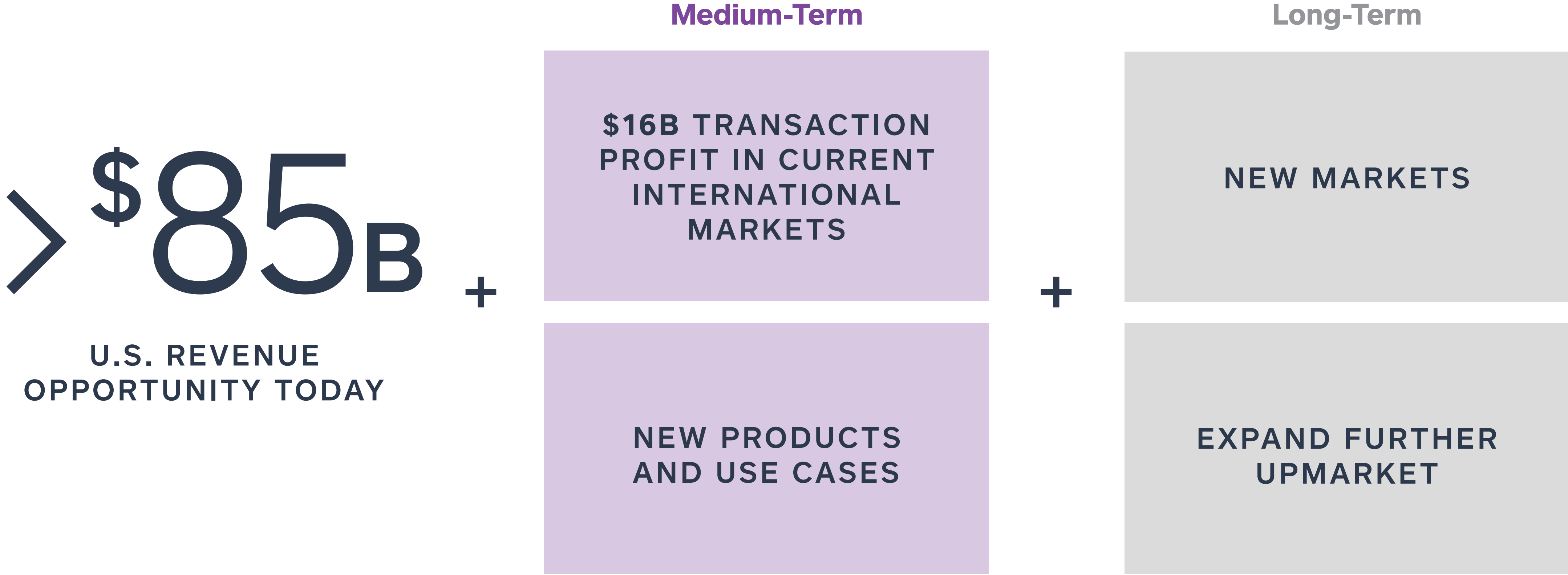
Seller ecosystem represents a \$85B+ opportunity in the U.S.

\$85B+ OPPORTUNITY



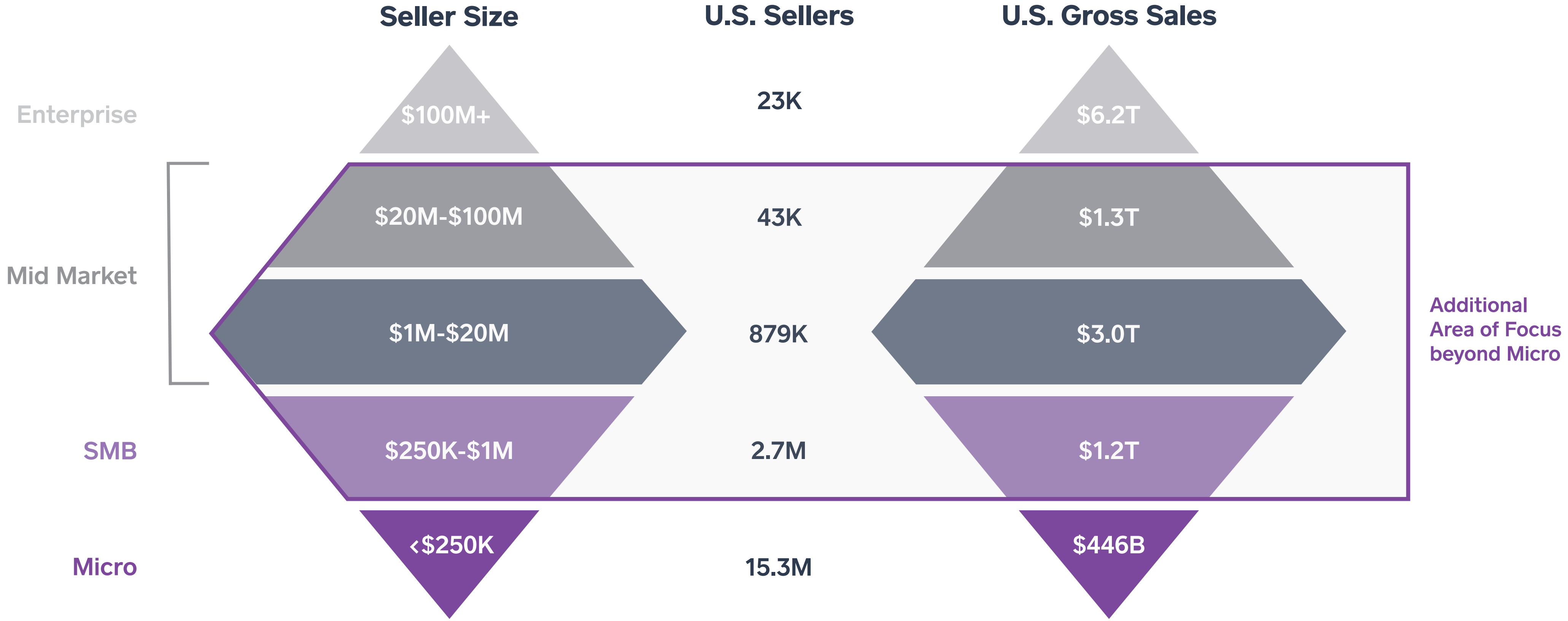
Sources: Square internal company data, 2012 U.S. Census, FDIC, Goldman Sachs—Future of Finance, Mastercard 2019-2020 U.S. Region Interchange Programs and Rates, Forbes: Small Business Credit Card Trends And Their Future, The Nilson Report (Issue #1166), International Monetary Fund: “Shadow Economies Around the World: What Did We Learn Over the Last 20 Years?” For further information on how we calculate “Transaction Profit” opportunity and “Software”, “Square Capital”, and “Financial Services” revenue opportunity please see Appendix.

...and \$100B+ opportunity with multiple vectors for future growth



Sources: The Nilson Report (Issue #1166), Euromonitor
For further information on how we calculate “Transaction Profit in Current International Markets” opportunity, please see Appendix.

Significant opportunities in serving larger sellers



Sources: 2012 U.S. Census, U.S. Bureau of Labor Statistics
 "Seller Size" is based on U.S. Census data classified by annual gross receipts for a given business.
 "U.S. Sellers" opportunity in the US is based on employer and non-employer firms with less than \$100 million in annual gross receipts in select industry verticals based on 2012 U.S. Census data.
 "U.S. Gross Sales" opportunity based on U.S. Census data as of 2012, adjusted for inflation through 2019 based on CPI from the U.S. Bureau of Labor Statistics.

Cash App ecosystem has a large opportunity in consumer financial services: \$9 trillion in addressable volume in the U.S. alone

\$4T

SENDING

\$2T

SPENDING

\$3T

INVESTING

Sources: Square internal company data, U.S. Census, International Monetary Fund: “Shadow Economies Around the World: What Did We Learn Over the Last 20 Years?”, PayPal, Early Warning Services, The Nilson Report (Issue #1166), U.S. Securities and Exchange Commission: “The Evolving Market for Retail Investment Services and Forward-Looking Regulation — Adding Clarity and Investor Protection while Ensuring Access and Choice”, Barber and Odean: “The Behavior of Individual Investors”
For further information on how we calculate the “Sending”, “Spending”, and “Investing” volume opportunity, please see Appendix.

Cash App ecosystem represents a \$60B+ revenue opportunity in the U.S.



Sources: Square internal company data, The Nilson Report (Issue #1166), Visa USA Interchange Reimbursement Fees, CoinMetrics
For further information on how we calculate the "Sending", "Spending", and "Investing" revenue opportunity, please see Appendix.

With multiple vectors for future growth

> \$60B

CASH APP REVENUE
OPPORTUNITY TODAY

+

Medium-Term

NEW PRODUCTS
AND USE CASES

+

Long-Term

NEW MARKETS

Significant runway to grow share in each ecosystem

Seller

< 3%

**PENETRATED OF \$100B+
OPPORTUNITY**

Cash App

< 2%

**PENETRATED OF \$60B+
OPPORTUNITY**

Penetration within each of the Seller and Cash App ecosystems is calculated based on the sum of 2019 transaction-based gross profit, bitcoin gross profit, and subscription and services-based revenue as applicable within each ecosystem as a percentage of the overall market opportunity for each ecosystem.

FINANCIALS

Seller Unit Economics



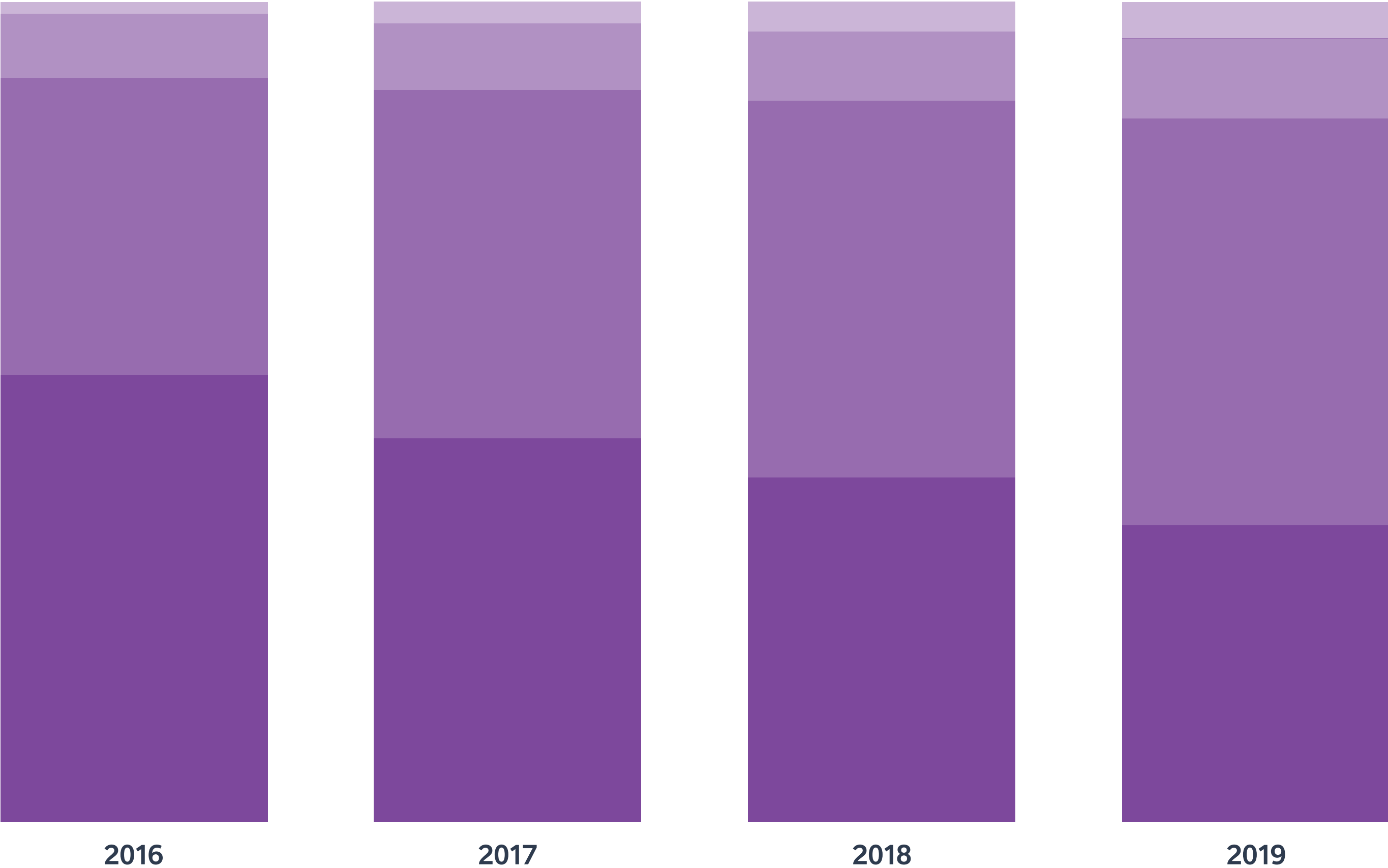
Broad portfolio of products with multiple monetization levers

		Transaction-based	Subscription and services	Hardware
SIDECAR PAYMENTS	POS App with payments usage only	●		
	Invoices, Virtual Terminal, Developer, APIs/SDKs, Third Party Apps	●		
SOFTWARE AND INTEGRATED PAYMENTS	Square for Retail, Restaurants, Appointments, Square Online Store	●	●	
	Team Management, Marketing, Loyalty		●	
FINANCIAL SERVICES	Square Card, Instant Transfer		●	
CAPITAL	Core Flex Loans, Installments		●	
HARDWARE	Square Register, Terminal, Stand, and Contactless and Chip Reader, Third Party Peripherals			●

Seller Gross Profit by Product Category

● Sidecar payments ● Software & integrated payments ● Capital ● Instant Transfer & Square Card

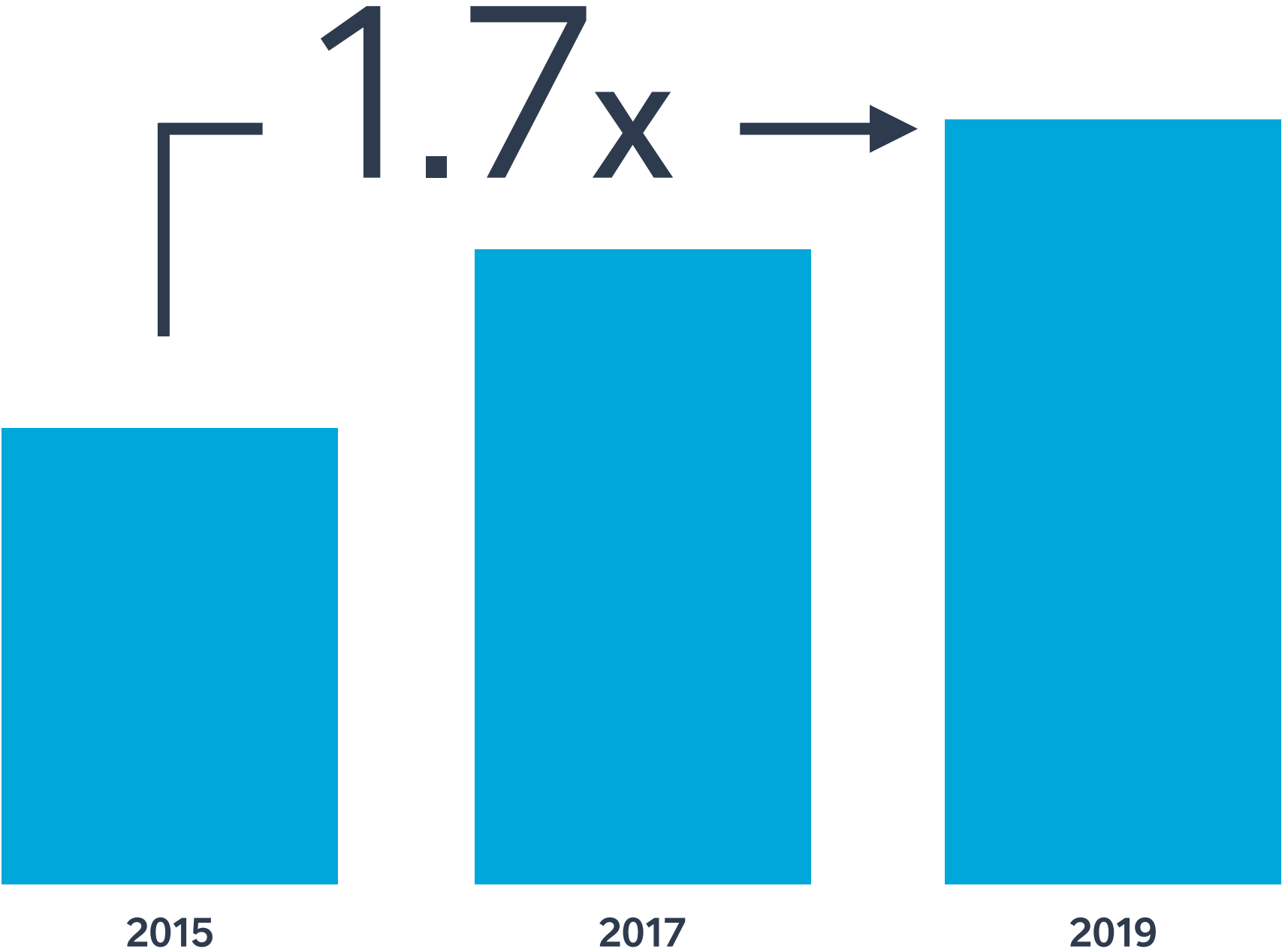
Evolving mix to software, integrated payments, and financial services



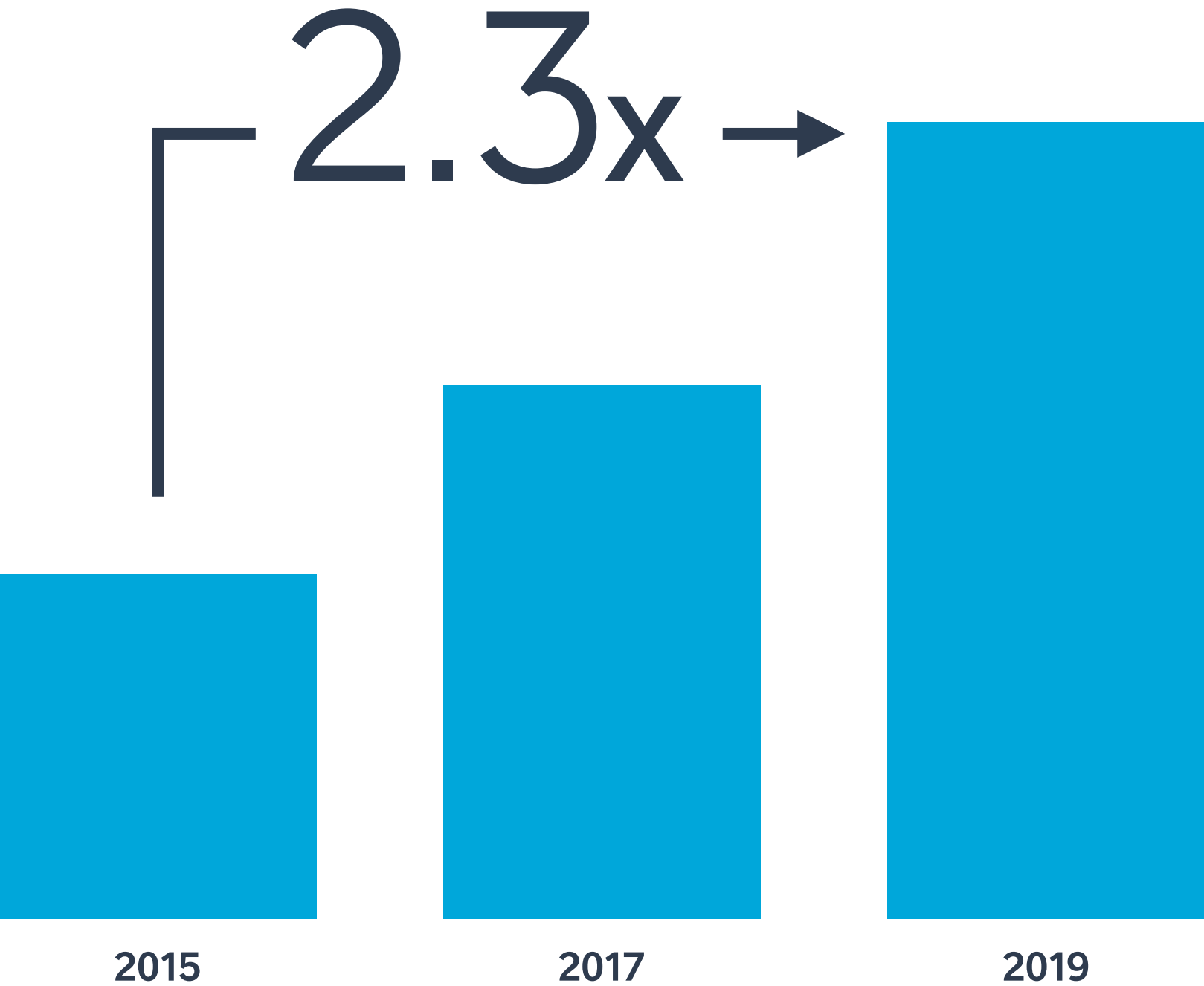
Seller gross profit mix does not include hardware gross profit losses.

Grew both our seller base and gross profit per seller

Active Sellers

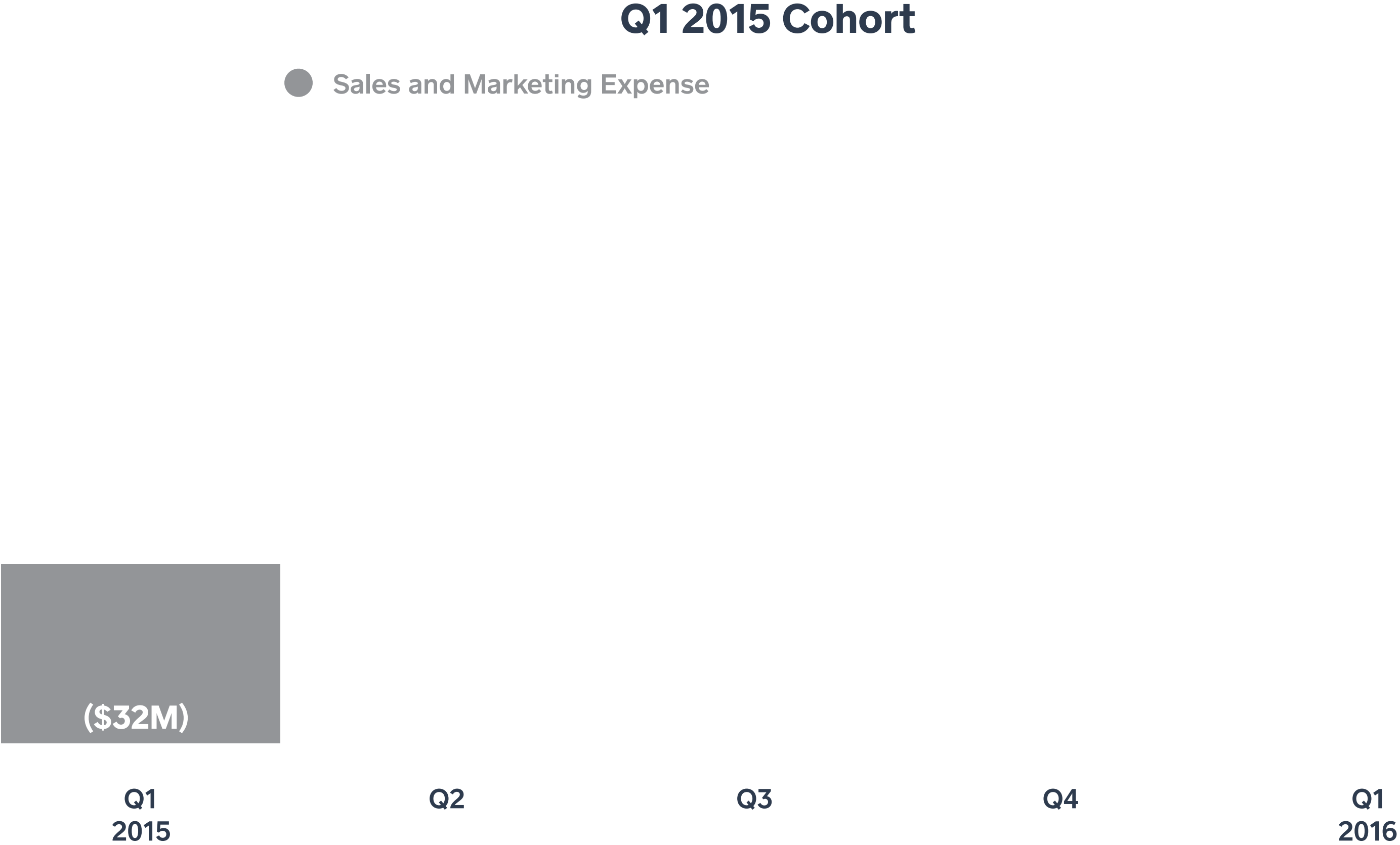


Gross Profit per Seller



Active sellers are defined as making more than 5 payments over the last four quarters. Seller gross profit is the gross profit for our Seller ecosystem and does not include Cash App or Caviar. Gross profit per seller represents average gross profit per active seller.

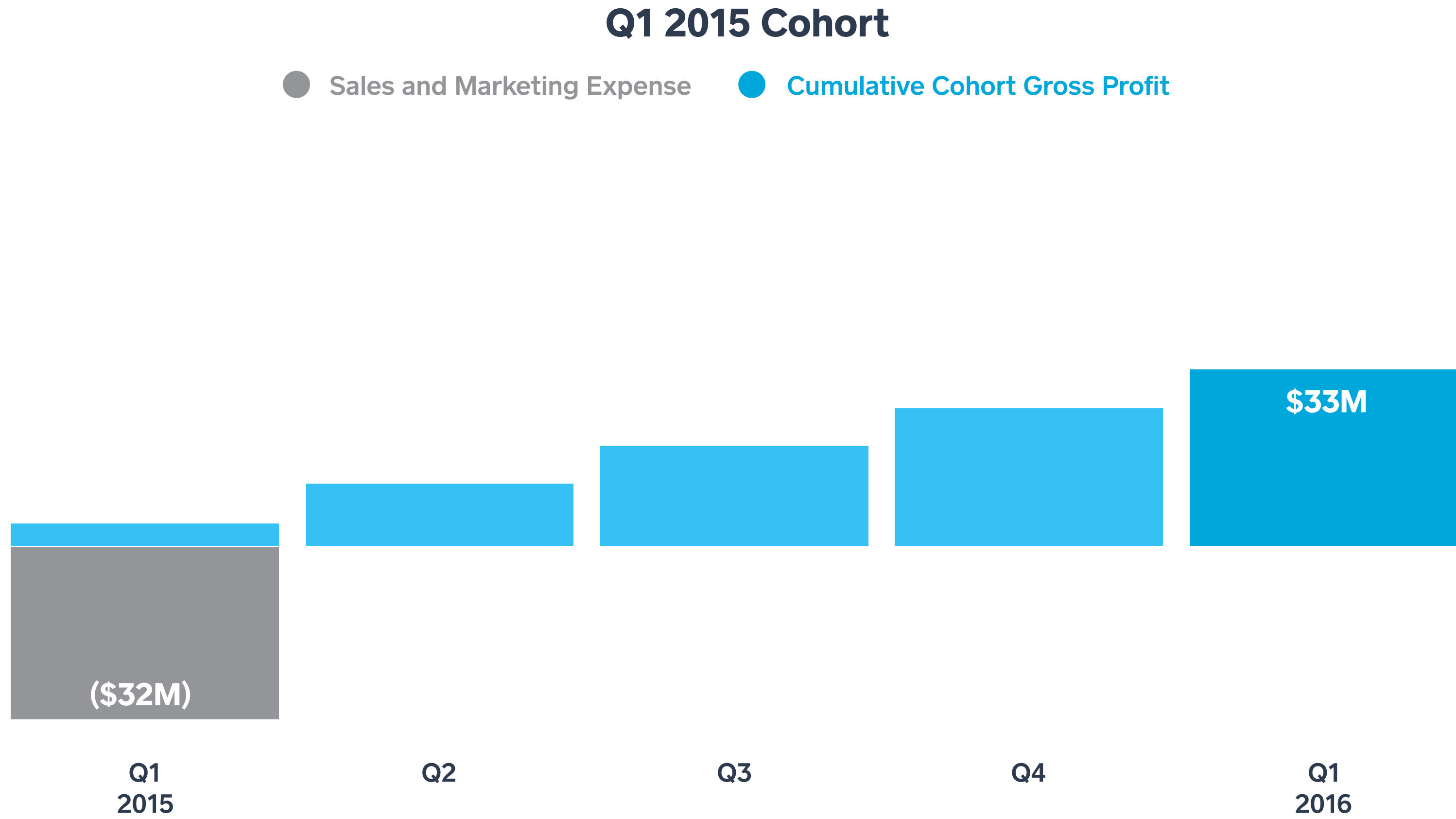
Initial quarterly sales and marketing spend to acquire a cohort of customers



Sales and marketing shown above represents "Seller Go-to-Market Spend" in Q1 2015, as defined on slide 25. A seller cohort represents the new sellers onboarded to Square during a given period.

Profit exceeded initial sales and marketing in four quarters

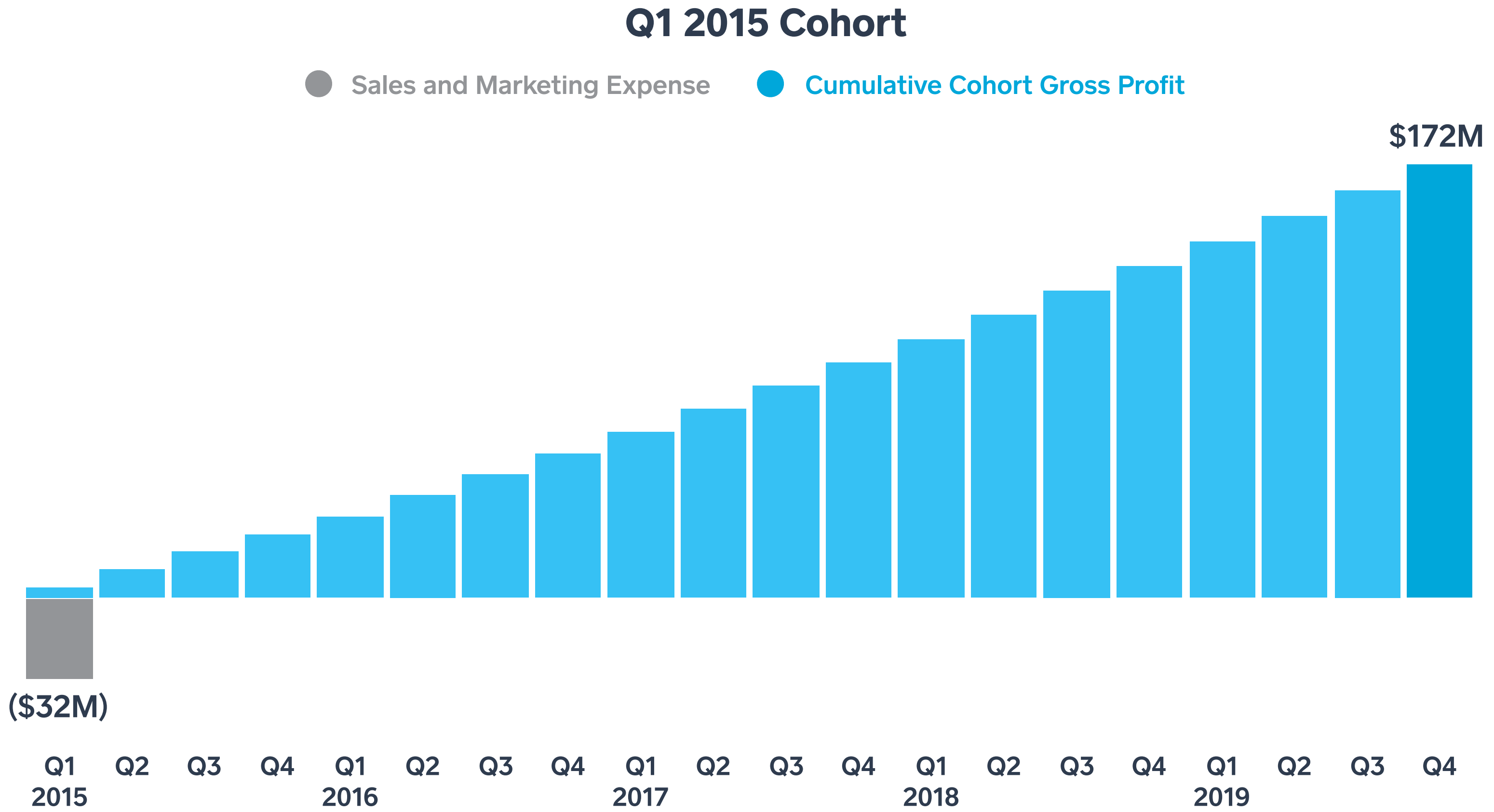
\$33M
IN CUMULATIVE GROSS PROFIT IN FOUR QUARTERS



Sales and marketing shown above represents "Seller Go-to-Market Spend" in Q1 2015, as defined on slide 25. Cumulative cohort gross profit is based on the Q1 2015 cohort of sellers.

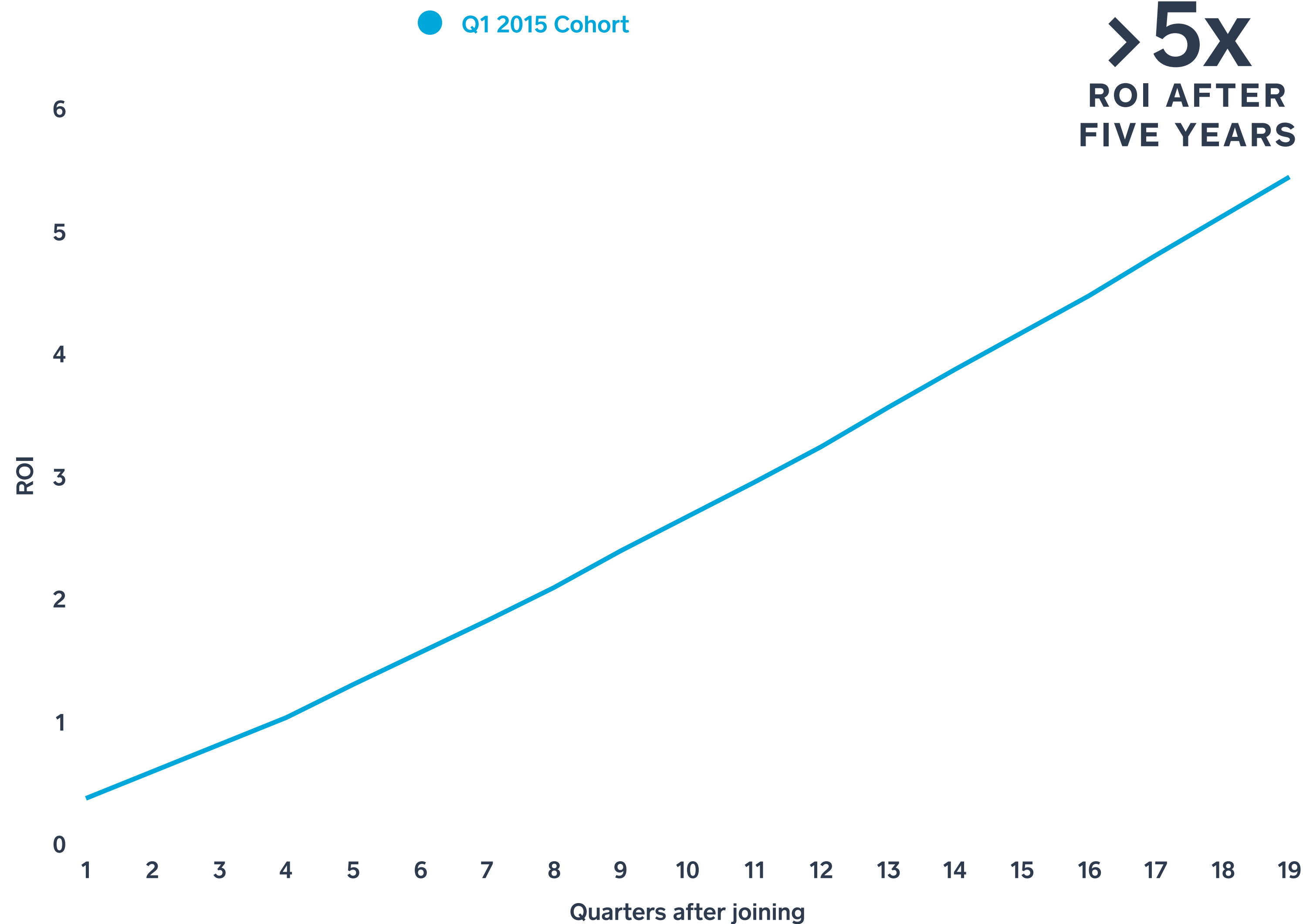
...and continued to grow thereafter

\$172M
 IN CUMULATIVE GROSS PROFIT IN FIVE YEARS



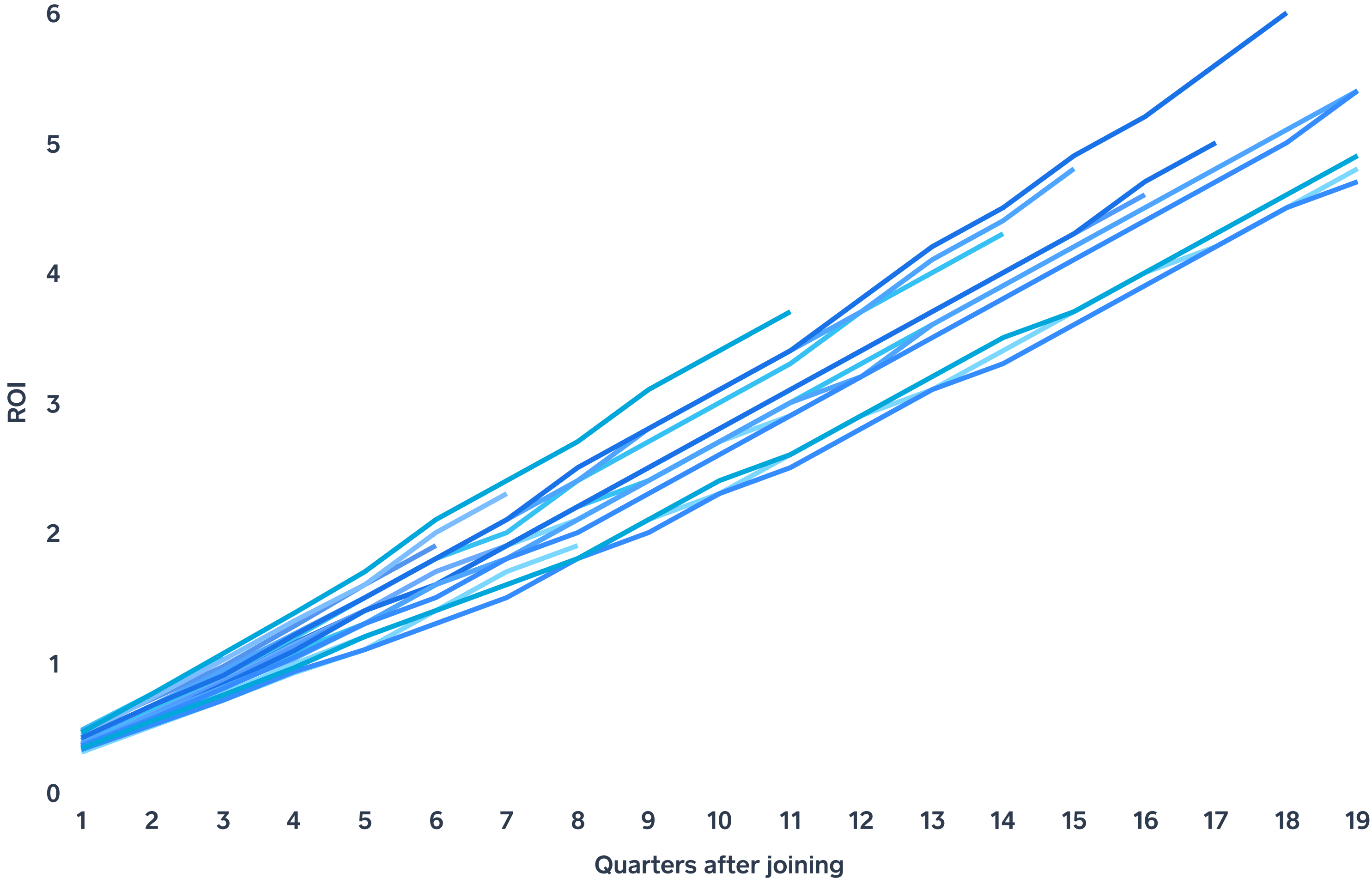
Sales and marketing shown above represents "Seller Go-to-Market Spend" as defined on slide 25. Cumulative cohort gross profit is based on the Q1 2015 cohort of sellers.

We have seen strong returns on investments on our go-to-market spend



Return on investment (ROI) is calculated by dividing cumulative cohort transaction-based profit of the Q1 2015 cohort of sellers by "Seller Go-to-Market Spend" as defined on slide 25.

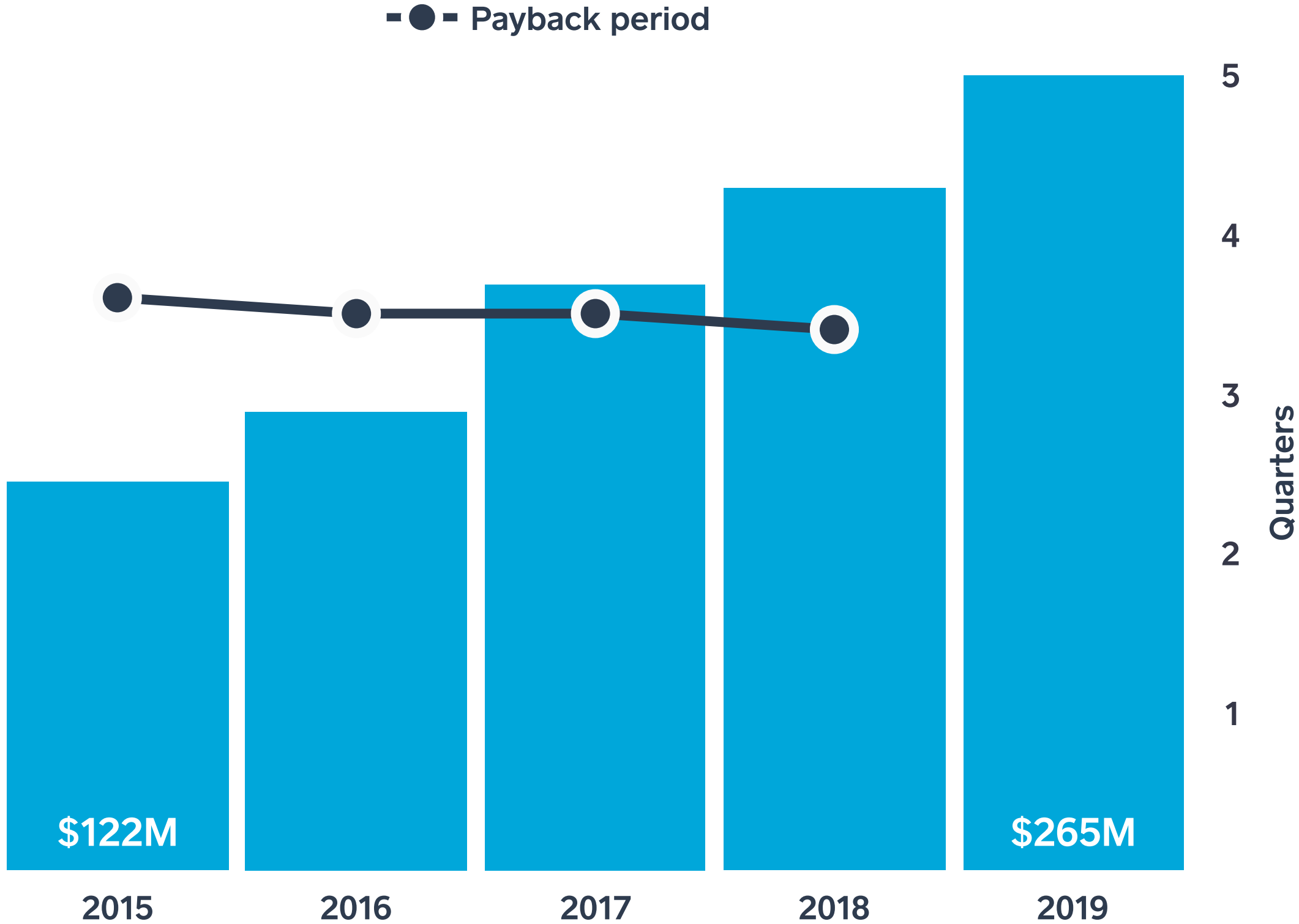
Efficient paybacks and positive retention have driven strong customer lifetime value and return on investment



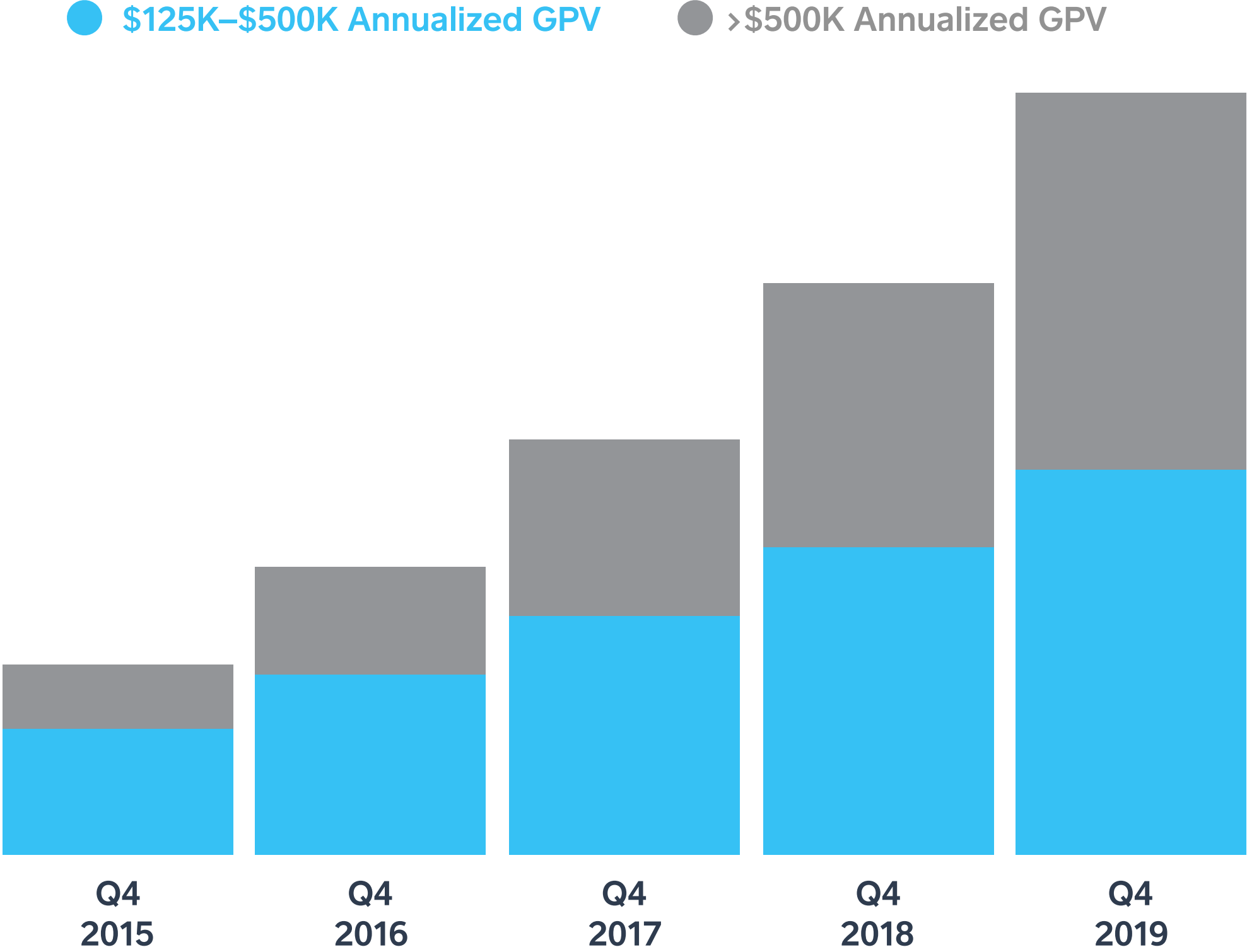
Quarterly cohorts shown are from Q1 2014 to Q4 2019.

Maintained payback period even as we have grown larger sellers

Seller Go-to-Market Spend



Growing GPV from Larger Sellers

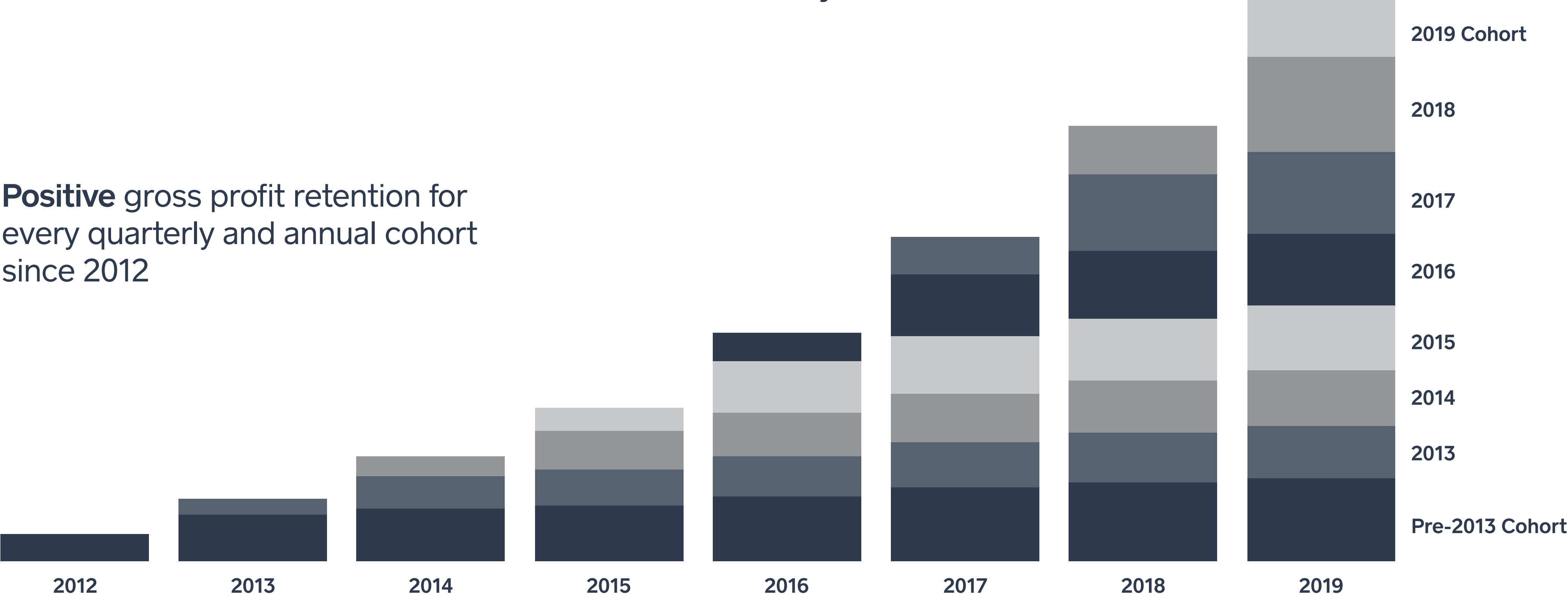


Payback period on gross profit measures the effectiveness of "Seller Go-to-Market Spend" for a seller cohort. "Seller Go-to-Market Spend" represents sales and marketing expenses for the Seller ecosystem, excluding the portion of sales and marketing expenses from the legacy Weebly business. We have changed this metric to be calculated on gross profit from prior disclosures, which was based on a non-GAAP revenue metric. A seller cohort represents the new sellers onboarded to Square during a given period.

Positive dollar-based retention has led to recurring revenue streams

Gross Profit by Cohort

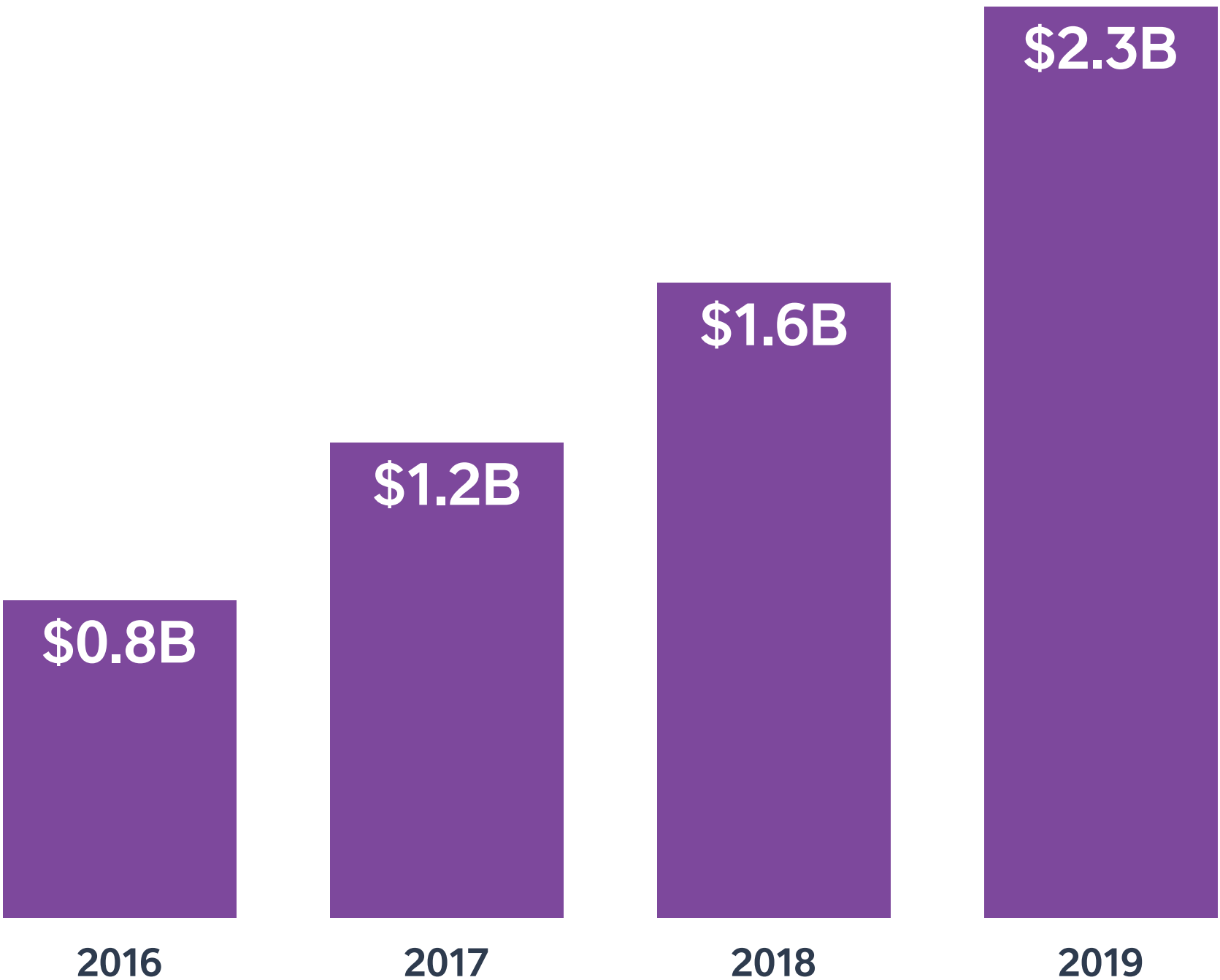
Positive gross profit retention for every quarterly and annual cohort since 2012



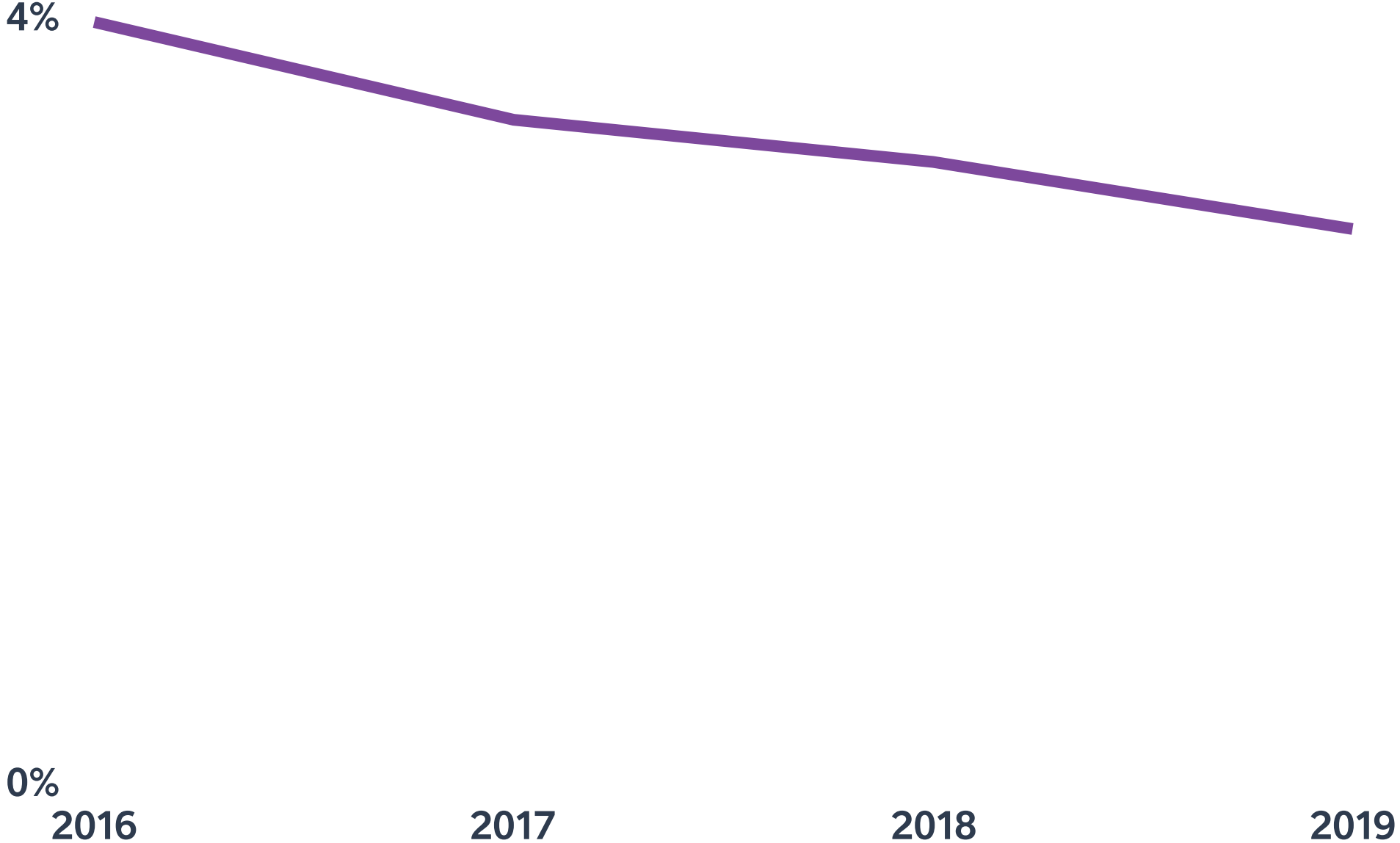
Gross profit retention rate is calculated as the year-over-year gross profit growth of a quarterly seller cohort, averaged over the last four quarters (excluding gross profit from hardware, Gift Cards, Caviar, and Weebly prior to the acquisition). We do not include hardware or gift cards because they are typically non-recurring in nature, and we view hardware as an acquisition tool and not a profit center for our business. Each of our quarterly and annual cohorts had exhibited positive overall retention on aggregate from their date of onboarding through December 31, 2019.

Grown Capital volume while maintaining loan loss rates below 4%

Origination Volume



Core Flex Loan Loss Rate



Square Capital has multiple unique attributes

PROPRIETARY DATA

Holistic view of the seller through real-time payments and behavioral data

CONTINUOUS ASSESSMENT

Eligibility and loan performance continuously assessed using machine learning

FIRST POSITION IN PAYMENT

Starting point in payment hierarchy, mitigating repayment risk

SHORT LOAN DURATION

18 month term with less than 8-9 month average duration

DIVERSIFIED FUNDING

Contractual commitments with long-term investors including a range of large asset managers, 40 Act funds, bank subsidiaries, pension plans, and insurance vehicles

FINANCIALS

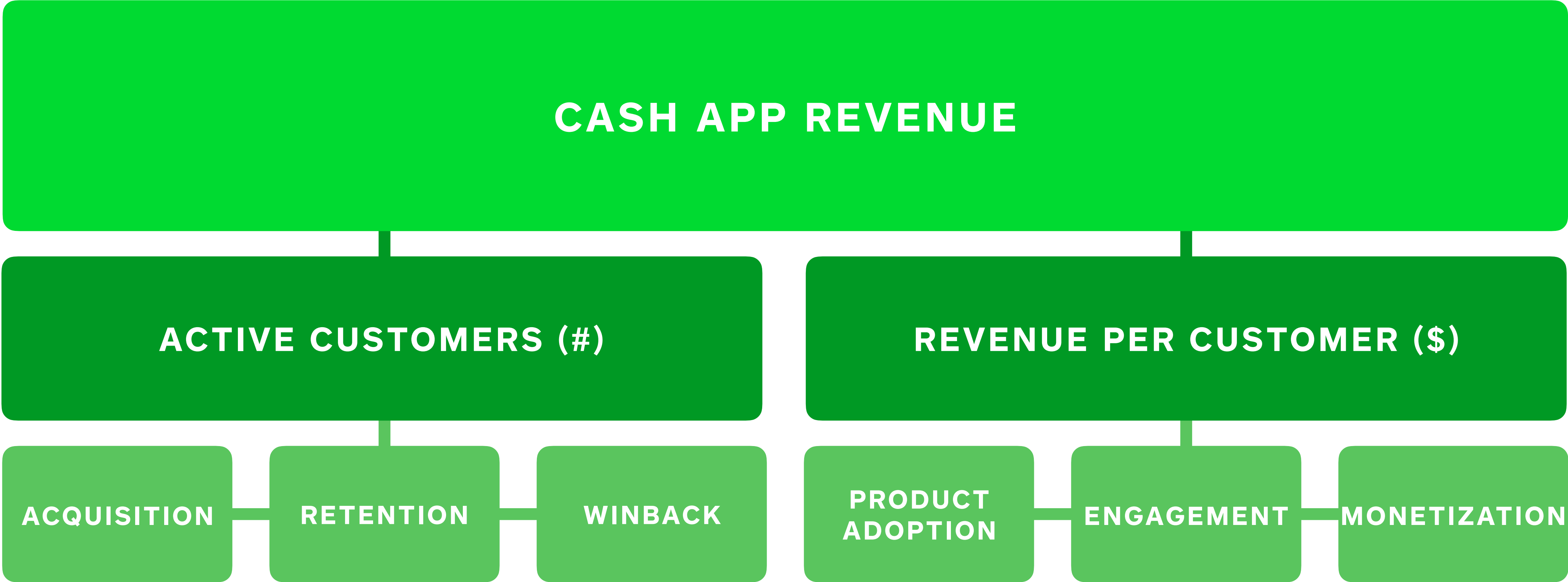
Cash Unit Economics



Broad portfolio of products with multiple monetization levers

	Engagement Drivers	Revenue Stream	Transaction-based	Subscription and services	Bitcoin
SENDING MONEY	Peer-to-Peer	Instant Deposit Cash for Business Credit Card funding	●	●	
SPENDING MONEY	Boost (rewards) Stored balance Direct Deposit	Cash Card interchange ATM withdrawals Interest Income		●	
INVESTING MONEY	Bitcoin Equity Investing	Bitcoin			●

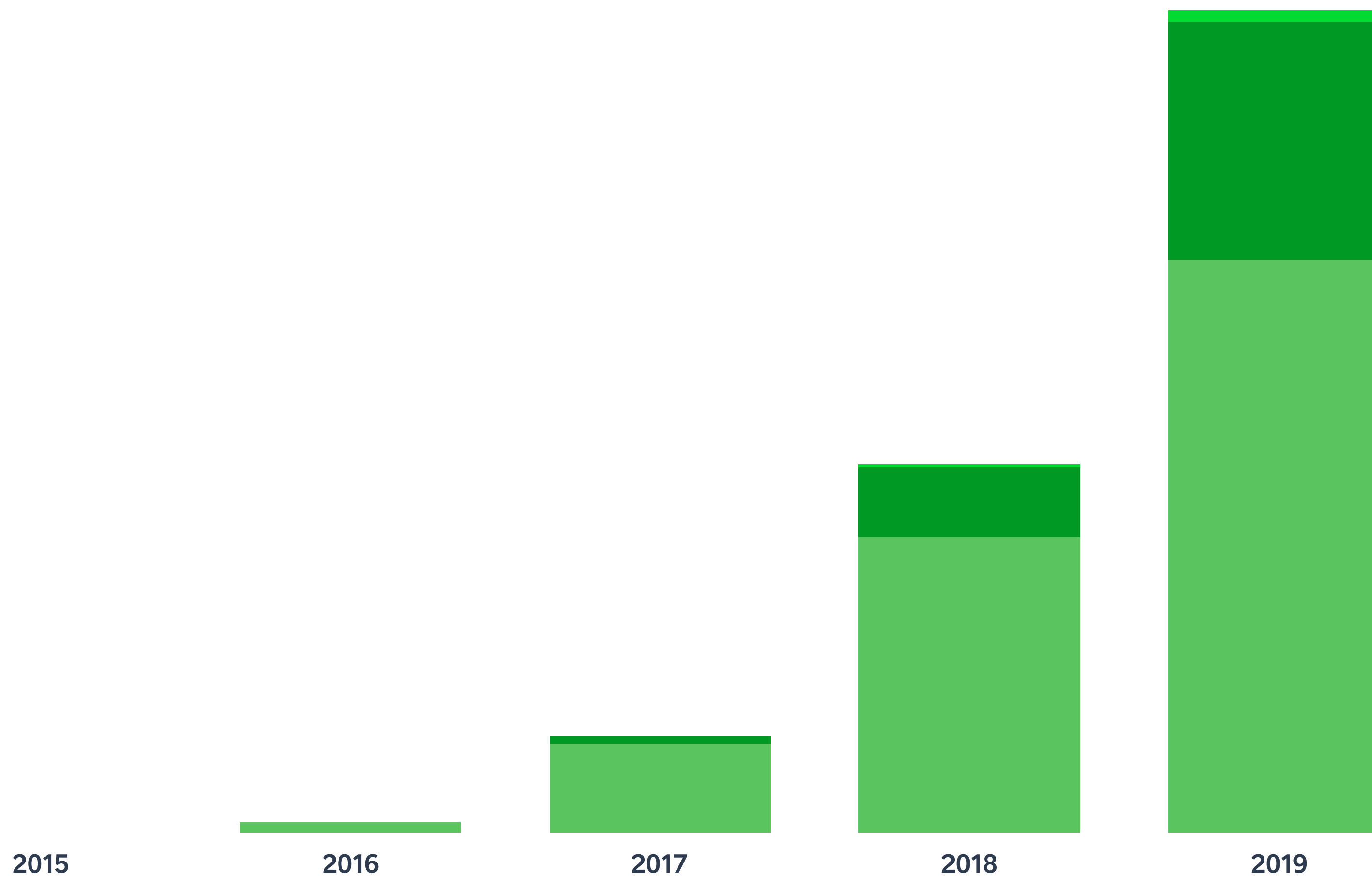
Cash App Revenue Model



We have driven growth across a diversity of services and revenue streams

Revenue Streams

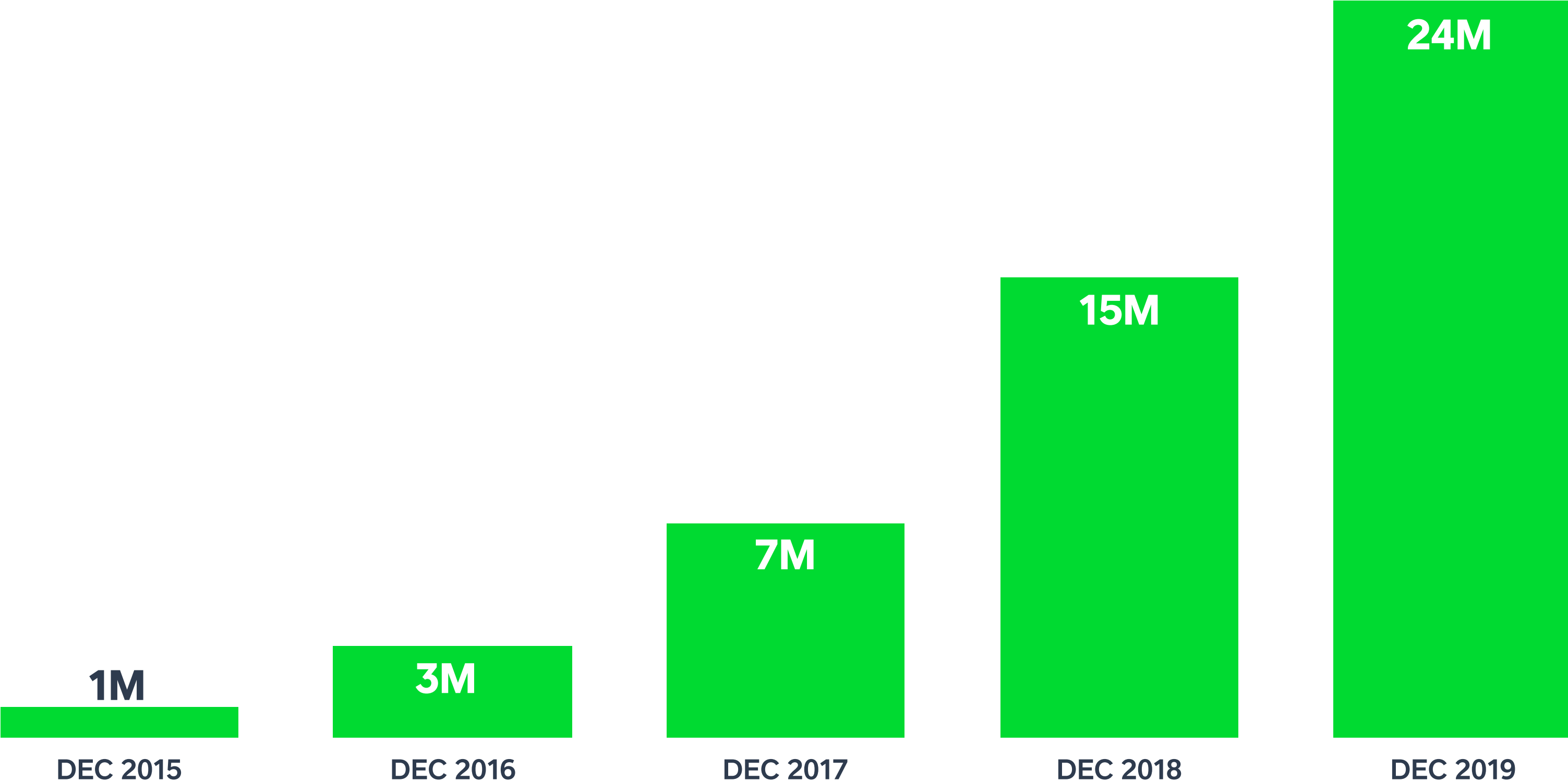
● Sending ● Spending ● Investing



Sending equals revenue from Instant Deposit, Cash for Business, and P2P transactions funded with a credit card. Spending equals revenue from interchange on Cash Card transactions, fees on ATM withdrawals, and interest on customer funds. Investing equals bitcoin gross profit.

Monthly Transacting Actives

Our network of monthly transacting actives has increased 3x over the past three years

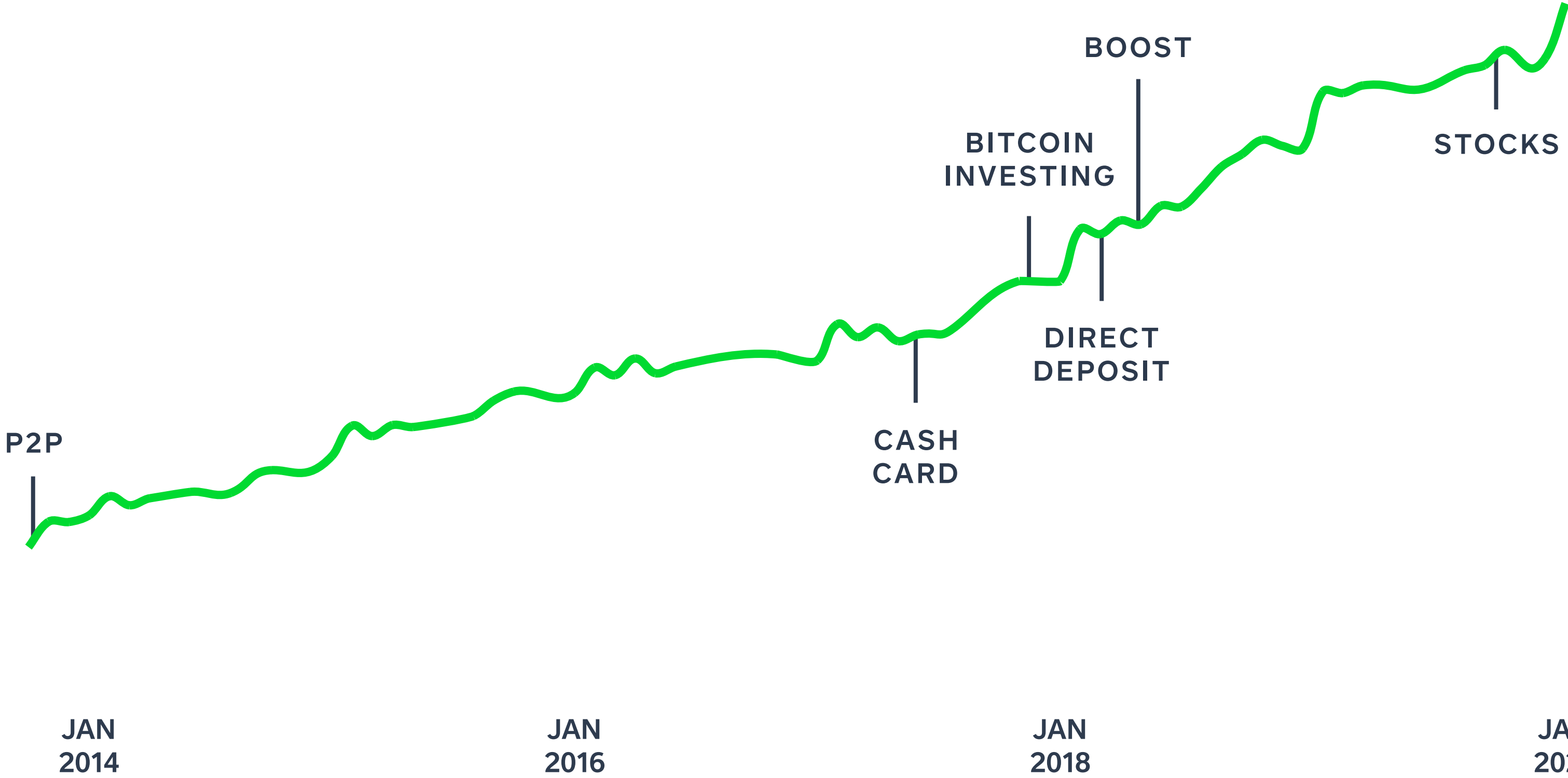


A monthly transacting active is defined as a Cash App customer who has one cash inflow or outflow during a given monthly period. Types of cash inflows or outflows include the following: sending or receiving a P2P transfer, making a direct deposit, withdrawing from an ATM, cashing in or out, buying or transferring bitcoin, buying or selling a stock, making a Cash Card payment, sending or receiving a Cash for Business payment.

Driving daily engagement

Daily transacting actives grew 80% year-over-year in Q4 2019, faster than monthly transacting actives

Daily to Monthly Transacting Actives Ratio

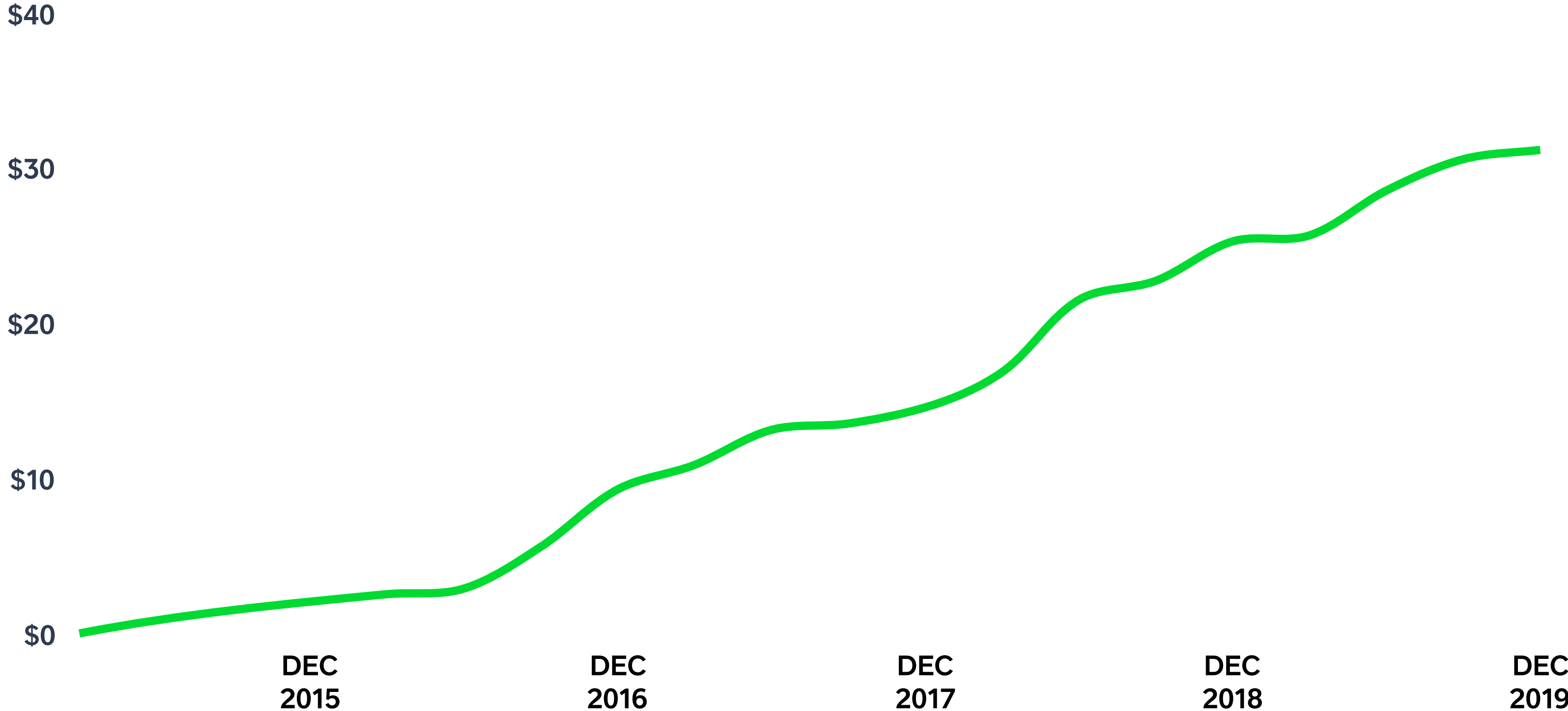


Revenue per customer has increased 2x since 2017

\$30

ANNUALIZED REVENUE PER ACTIVE CUSTOMER

Cash App revenue per Monthly Transacting Active (excluding bitcoin)



Revenue per active Cash App customer is calculated based on Cash App annualized revenue, excluding bitcoin, during a given quarter divided by the monthly transacting active customers for the last month of the quarter.

Initial monthly marketing spend to acquire a cohort of customers

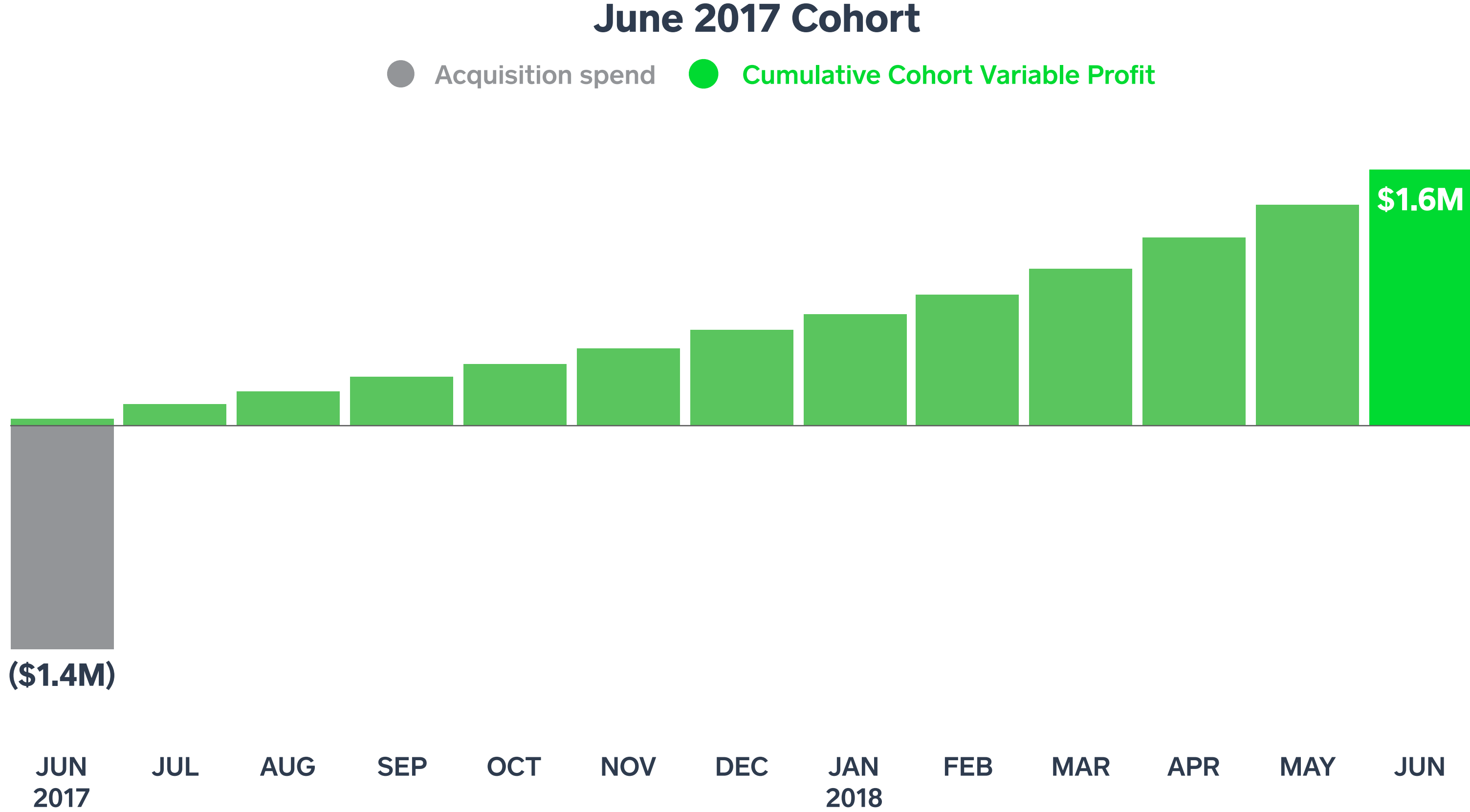


June 2017 acquisition spend uses the average monthly spend for 2017 to adjust for timing of spend during the year, and is representative of actual June 2017 spend. For definitions of Cash App payback period, acquisition marketing spend, cohort variable profit, and cumulative variable profit see Appendix.

Profit exceeded acquisition spend in less than 12 months

\$1.6M

IN CUMULATIVE COHORT VARIABLE PROFIT AFTER TWELVE MONTHS



June 2017 acquisition spend uses the average monthly spend for 2017 to adjust for timing of spend during the year, and is representative of actual June 2017 spend. Cumulative cohort variable profit is based on the June 2017 monthly cohort of sellers. For definitions of Cash App payback period, acquisition marketing spend, cohort variable profit, and cumulative variable profit see Appendix.

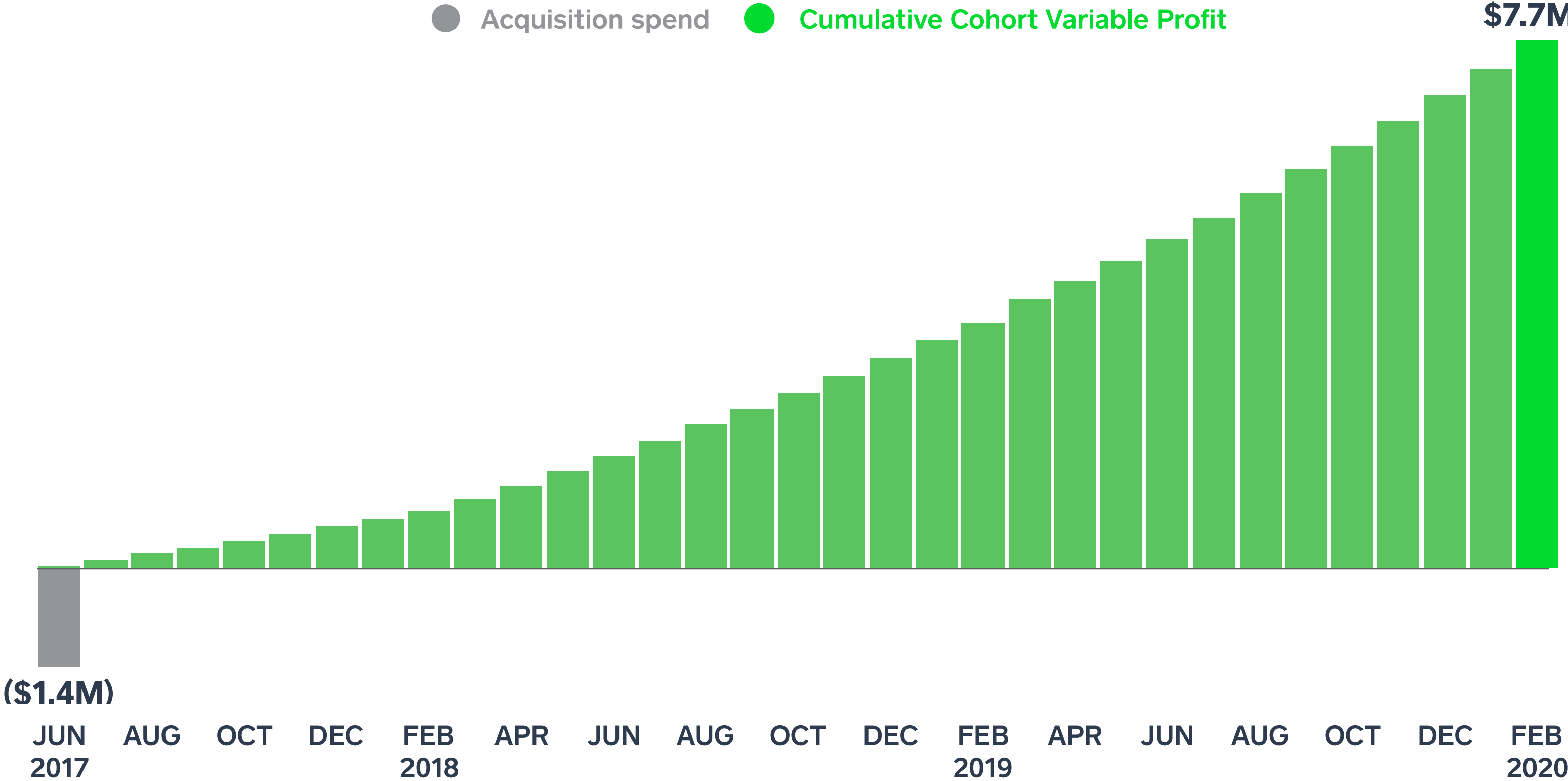
...and continued to grow thereafter

June 2017 Cohort

● Acquisition spend ● Cumulative Cohort Variable Profit

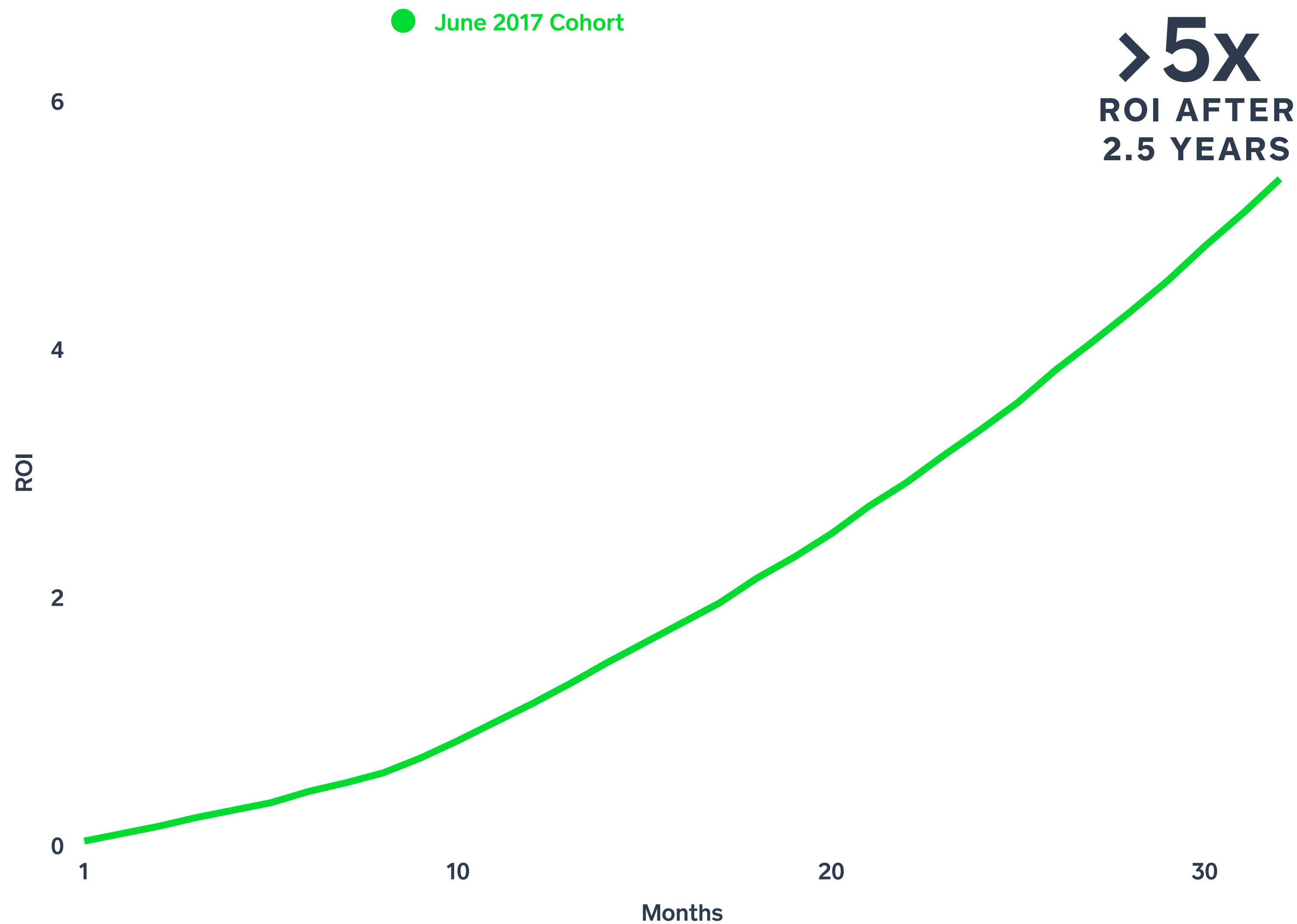
\$7.7M

IN CUMULATIVE COHORT VARIABLE PROFIT AFTER 2.5 YEARS



June 2017 acquisition spend uses the average monthly spend for 2017 to adjust for timing of spend during the year, and is representative of actual June 2017 spend. Cumulative cohort variable profit is based on the June 2017 monthly cohort of sellers. For definitions of Cash App payback period, acquisition marketing spend, cohort variable profit, and cumulative variable profit see Appendix.

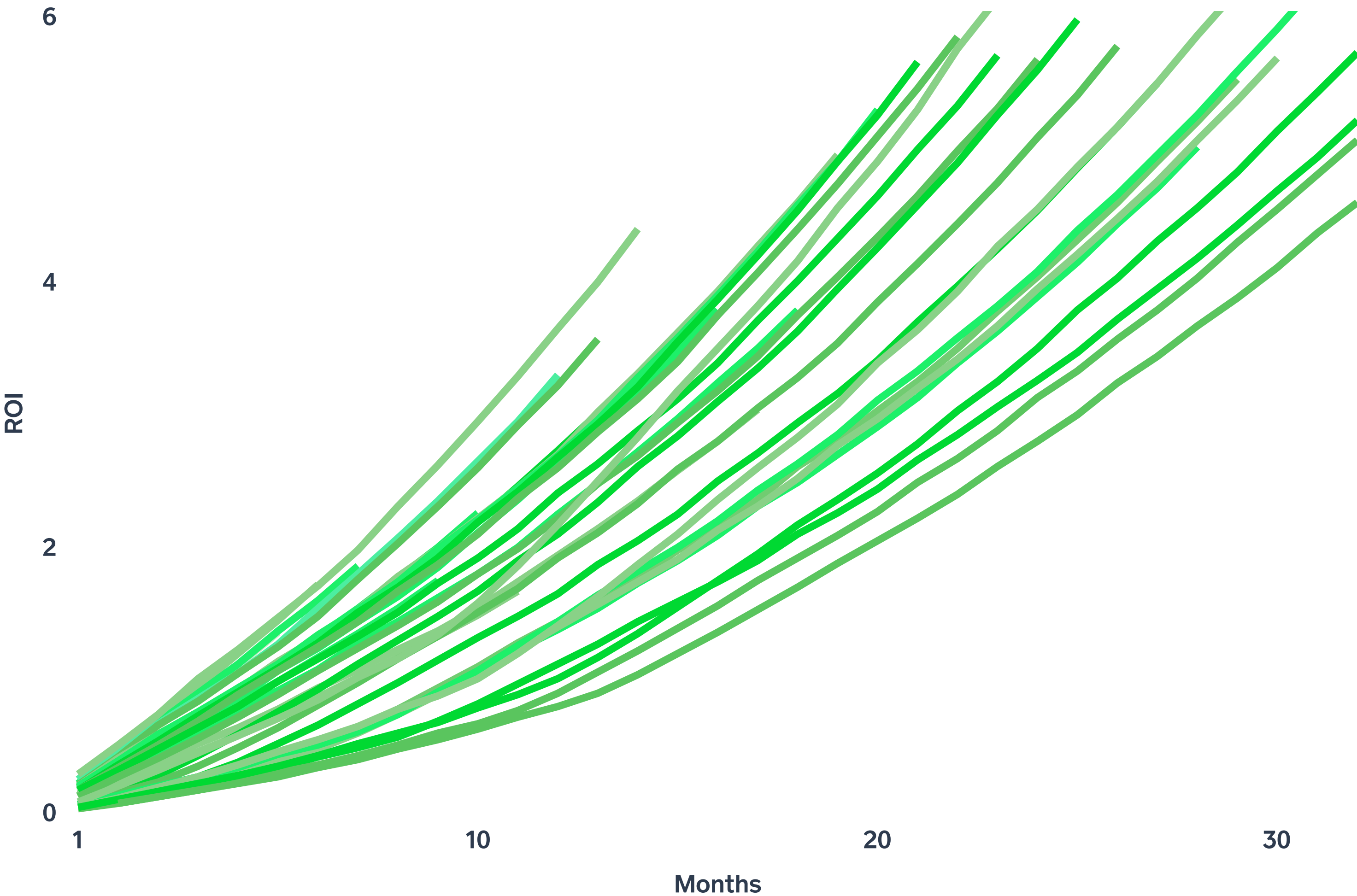
We have seen strong returns on investments on our acquisition spend



Return on investment (ROI) is calculated by dividing a given Cash App monthly cohort's cumulative variable profit by acquisition spend for the initial month when onboarded. For a more comprehensive definition of cohort variable profit and acquisition spend, please see Appendix.

June 2017 acquisition spend uses the average monthly spend for 2017 to adjust for timing of spend during the year, and is representative of actual June 2017 spend. ROI and cumulative cohort variable profit are based on the June 2017 monthly cohort of sellers.

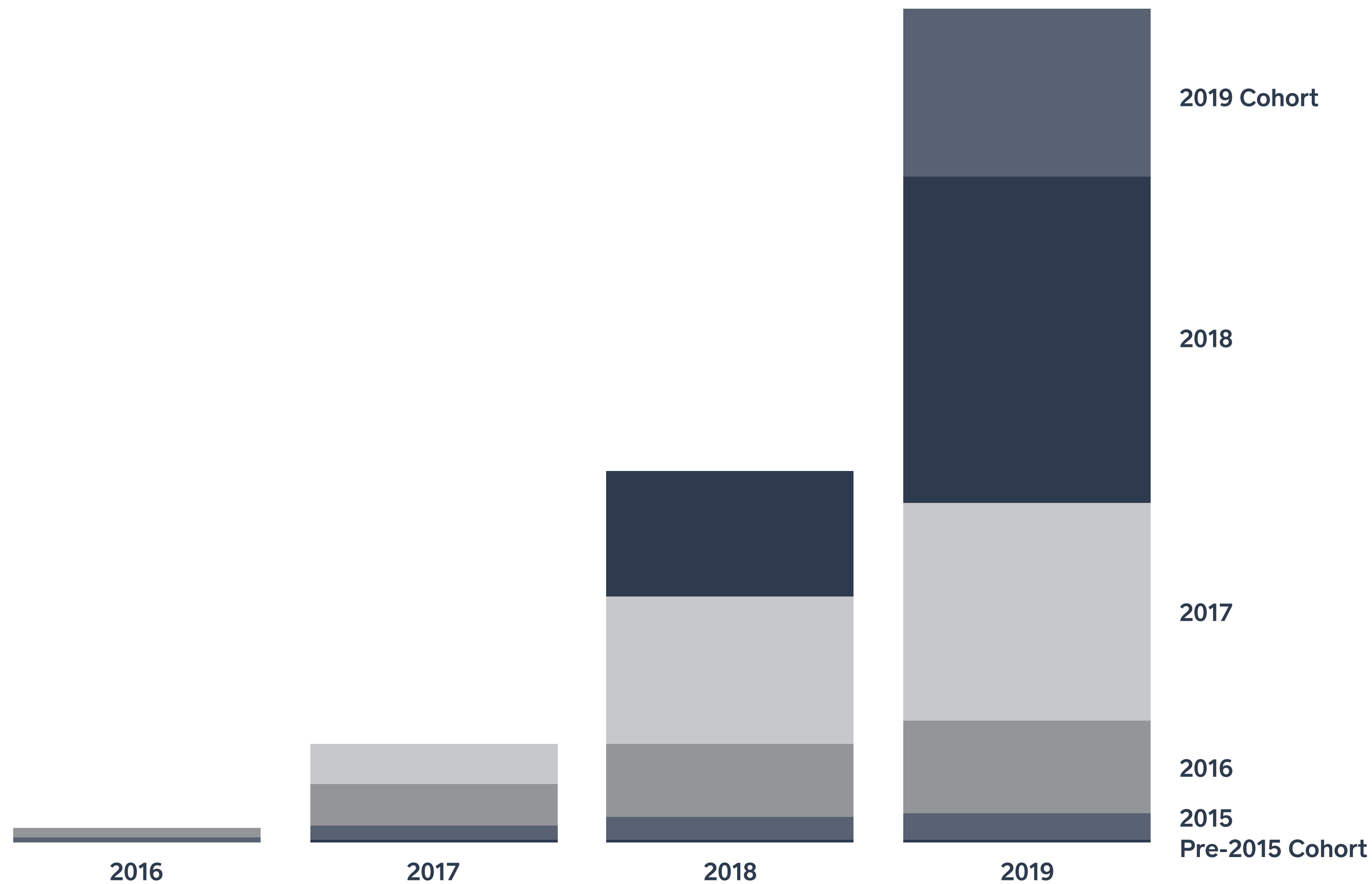
Efficient paybacks and positive retention have driven strong customer lifetime value and return on investment



Return on investment (ROI) is calculated by dividing a given Cash App monthly cohort's cumulative variable profit by acquisition spend for the initial month when onboarded. For a more comprehensive definition of cohort variable profit and acquisition spend, please see Appendix. ROIs are presented for the monthly periods from January 2017 through December 2019, using actual monthly acquisition spend for each period and not annual averages, and ROIs are impacted by the timing of acquisition expenses during the year. Payback periods for monthly Cash App cohorts have been less than 12 months on average from 2017 through 2019.

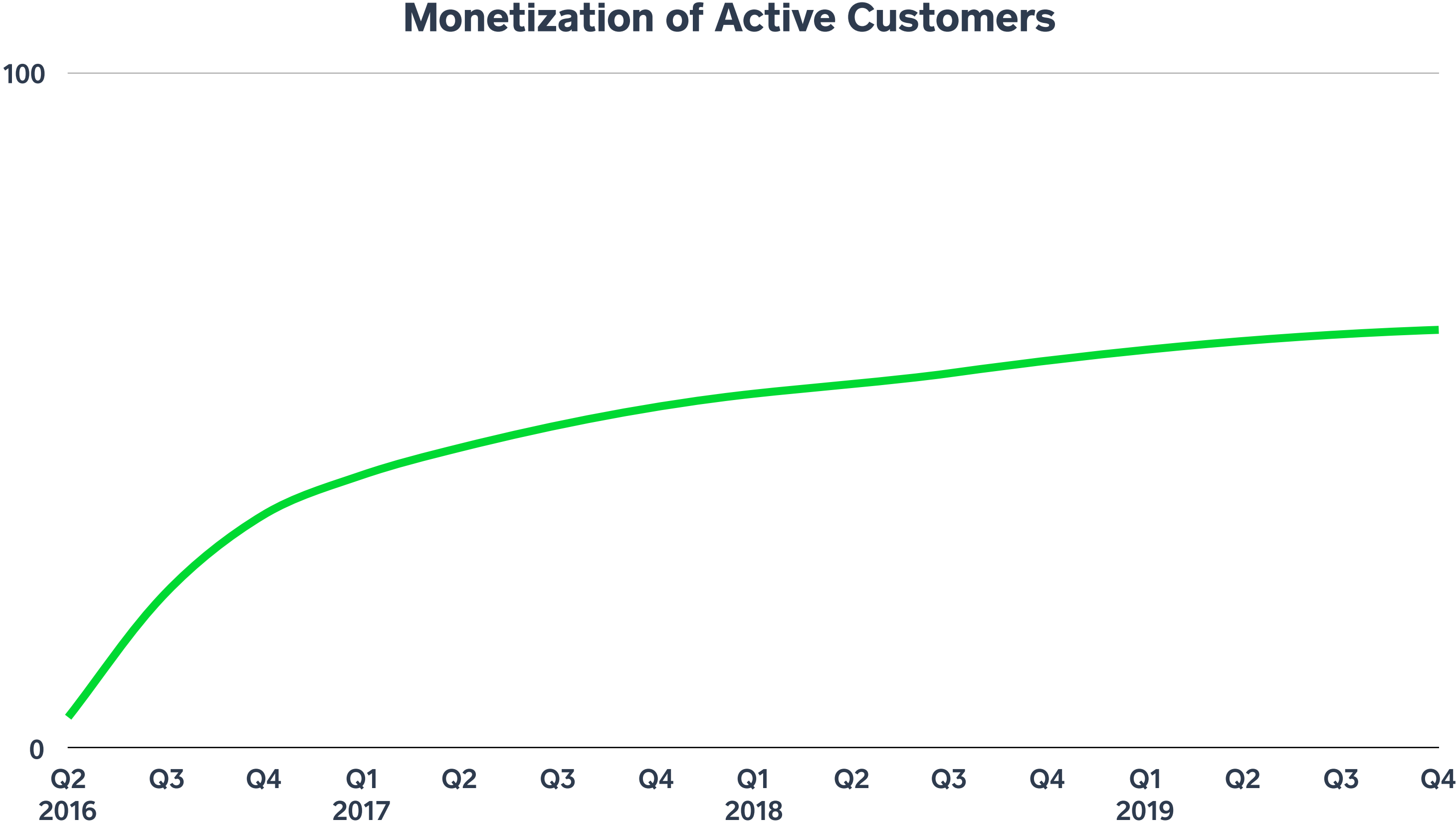
Strong cohort economics with positive gross profit retention

Gross Profit



Annual gross profit retention is calculated as the year-over-year gross profit growth of an annual Cash App customer cohort, excluding contra revenue and interest income. A customer's annual cohort is determined based on the date they were first ever a transacting active on the platform. Each of our annual Cash App cohorts since 2015 and for the pre-2015 cohort have exhibited positive overall gross profit retention on aggregate from their date of onboarding through December 31, 2019.

Over 50% of Cash App's quarterly actives generated revenue in Q4 2019

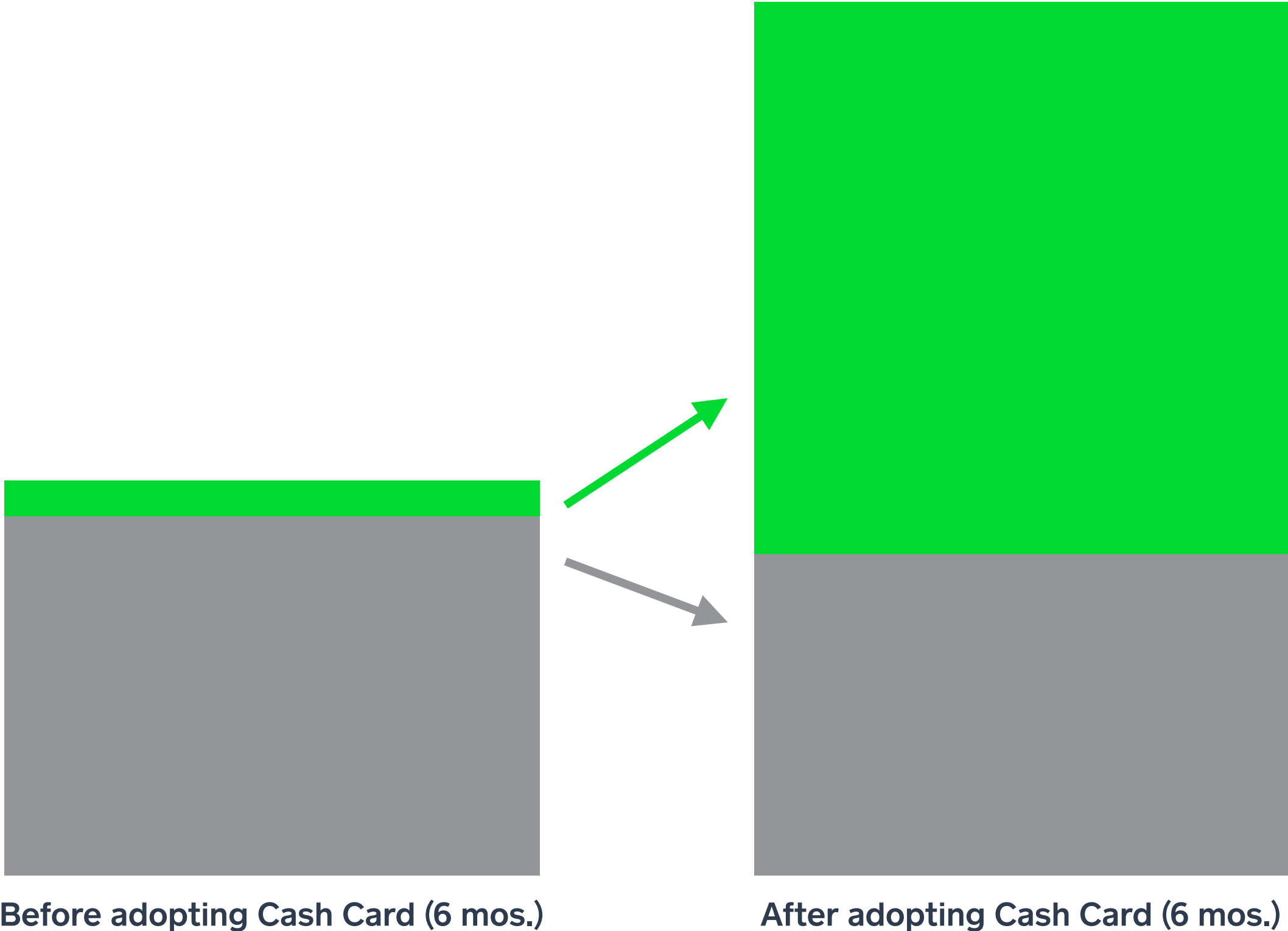


A monetized Cash App customer generates positive aggregate transaction-based profit, subscription and services-based revenue, and bitcoin gross profit during a given period. Monetization rate is calculated as monetized Cash App customers in a given period as a percentage of overall transacting actives during the period. Cash App's quarterly monetization rate has improved sequentially in each quarter through the fourth quarter of 2019, beginning in the first quarter of 2016, prior to which Cash App revenue was relatively immaterial.

Cohort Revenue Mix Before and After Cash Card January 2019 Cohort

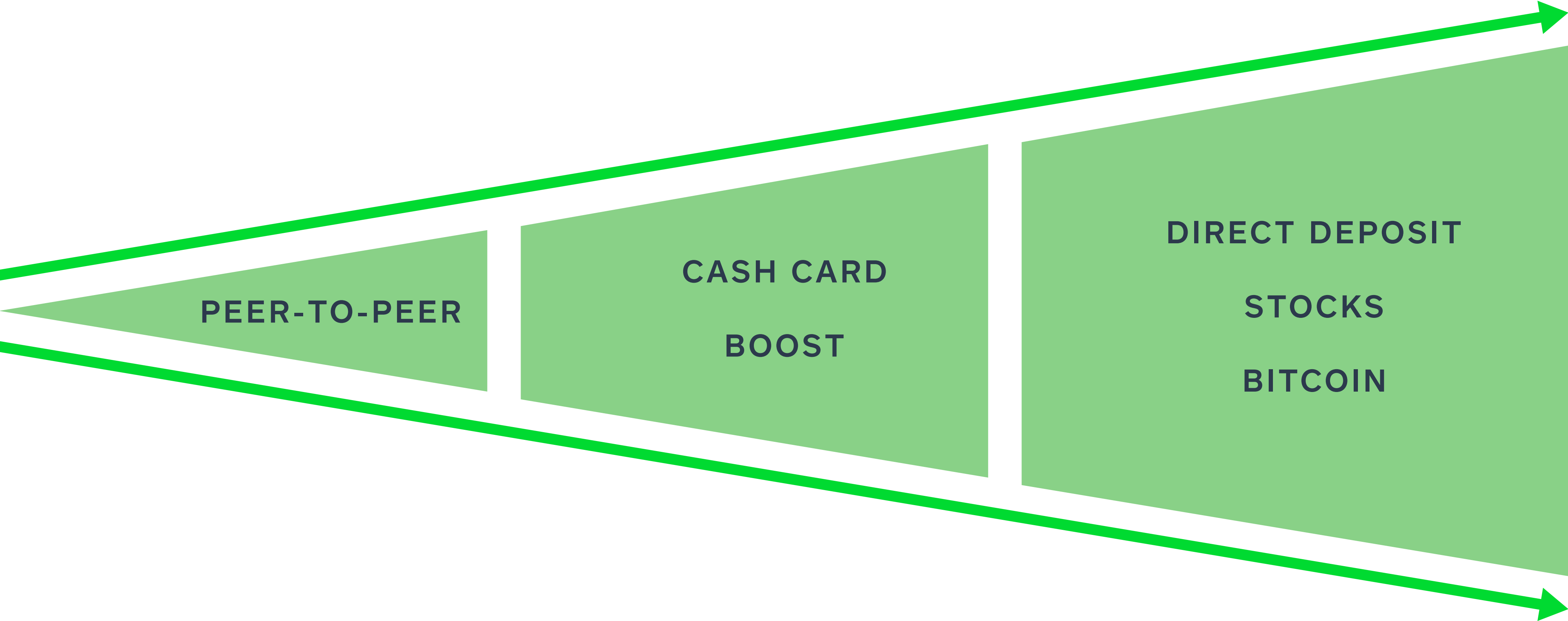
● Cash Card, Bitcoin, & Other Revenue ● Instant Deposit

Graduating customers to Cash Card can drive meaningful uplift in revenue



Cohort revenue mix is based on the cohort of customers who adopted Cash Card in January 2019. The periods presented are 6 months prior to adoption of Cash Card (July 2018 through December 2018) and 6 months after adoption (January 2019 through June 2019). Revenue includes transaction-based gross profit, bitcoin gross profit, and subscription and services-based revenue from Cash App.

Engagement with additional products has driven higher customer lifetime value



Multiple differentiators across Seller and Cash App ecosystems

- Strong aspirational brands with word-of-mouth
- Remarkable products with rapid development and improvements
- Elegant design to enable self-serve experience
- Integrated and scalable technology platform
- Scaled acquisition with strong returns on investment
- Ability to drive higher engagement and graduate customers to broader ecosystem of products



square.com/investors

Appendix

Footnotes and GAAP Reconciliation



Definitions

Slide 8:

“Businesses” in the US is based on employer and non-employer firms with less than \$100 million in annual gross receipts in select industry verticals based on 2012 U.S. Census data. “Businesses” also assumes a 3% share for Square of the estimated number of informal economy businesses, based on estimated U.S. volume from informal businesses based on IMF’s estimated 8% share for informal economy from 1991 through 2015 applied to US 2019 GDP, and applying an average assumed business size of \$50,000 based on the average size of non-employer firms in the 2012 U.S. Census.

“Gross Receipts” is based on U.S. Census data regarding gross receipts for these “Businesses” as of 2012, adjusted for inflation through 2019 based on CPI from the U.S. Bureau of Labor Statistics.

“US TAM Opportunity” is calculated as sum of "Transaction Profit" and "Software", "Square Capital", and "Financial Services" revenue opportunities on subsequent slides.

Slide 9:

“Transaction Profit” opportunity is calculated by multiplying “Gross Receipts” opportunity by The Nilson Report’s estimate of card payments at 65% of 2018 U.S. consumer payment volume (as of December 2019), and multiplying by Square’s average transaction margin as a percentage of GPV of approximately 1%.

“Software” revenue opportunity is calculated by multiplying select employer and non-employer firms producing less than \$100 million in annual gross receipts in select relevant industry verticals based on 2012 U.S. Census data by Square’s annualized software revenue per existing seller by product based on three months ending January 2020, or forecasted revenue per seller for products with recent price changes. Software products include: Restaurants, Appointments, Retail, Marketing, Loyalty, Payroll, Team Management, Square Online Store.

“Square Capital” revenue opportunity is calculated by multiplying the sum of FDIC’s \$232B of U.S. small business loans under \$250,000 outstanding as of December 31, 2019 by the average of Goldman Sachs’ estimated revenue rate on small business loans of 4% to 6% as of 2015.

“Financial Services” revenue opportunity is the sum of estimated Instant Transfers and Square Card opportunities. Instant Transfers opportunity is calculated by multiplying Square’s estimated average Instant Transfer volume per seller in 2H 2019 and pricing of 1.5% on volume by Square’s estimated blended attach rate on the “Businesses” opportunity with less than \$250K in gross receipts. Square Card opportunity is calculated based on The Nilson Report’s estimates for 2019 US debit and prepaid spend, as of February 2020, applied to Forbes’ estimated share of business card spend to calculate overall business spend. Forbes’ estimate for businesses with credit cards was applied to 65M total businesses from “Businesses” opportunity plus informal economy businesses, with informal economy businesses based on IMF’s estimated 8% share for informal economy from 1991 through 2015 applied to US 2019 GDP and divided by an assumed average business size of \$50,000 based on the median non-employer seller size based on US Census data. These were used to calculate average spend per business, which was then applied to the “Businesses” opportunity for less than \$20M in gross receipts and a blended interchange rate assumption based on Mastercard’s public interchange rates.

Slide 10:

“Transaction Profit in Current International Markets” opportunity is calculated using the \$2.9T of total estimated 2019 card payment volume across Australia, Canada, Japan, and United Kingdom based on Euromonitor’s 2018 estimates and forecasted based on Euromonitor’s 2018 growth in these markets, multiplied by Square’s estimated 55% addressable share of card volume in the U.S. (based on the \$3.9T of addressable card volume relative to \$7T in overall card spend) and applying Square’s average transaction profit margin of approximately 1%. Square’s share of card volume in the U.S. is based on “Gross Receipts” opportunity relative to The Nilson Report’s estimate of total 2018 U.S. estimated card volume (as of December 2019).



Definitions

Slide 12:

“Sending” volume opportunity is the sum of estimated P2P and micro-merchants volume opportunities. “P2P volume opportunity” is calculated based on U.S. Census data on adult population as of 2018 multiplied by estimated monthly P2P volumes per individual, which is the sum of Cash App internal average volume per monthly active, added to estimates for Zelle and Venmo monthly volume per customer based on respective public disclosures as of Q4 2019. “Micro-merchants volume opportunity” is the sum of gross receipts for employer and non-employer firms with less than \$250,000 in annual gross receipts in select industry verticals based on 2012 U.S. Census data, as well as estimated U.S. volume from informal businesses based on IMF’s estimated 8% share for informal economy from 1991 through 2015 applied to US 2019 GDP.

“Spending” volume opportunity is calculated using The Nilson Report’s estimates for 2018 US debit and prepaid spend (as of December 2019).

“Investing” volume opportunity is calculated based on \$3.6T in balance sheet assets for registered broker-dealers serving retail customers according to the S.E.C. Chairman as of May 2018, adjusted for an assumed 16-month average holding period of individual investors.

Slide 13:

“Sending” revenue opportunity is based on the approximate percentage of Cash App’s sending revenue as a percentage of peer-to-peer volumes, applied to the peer-to-peer portion of the “Sending” volume opportunity.

“Spending” revenue opportunity is calculated based on “Spending” volume opportunity multiplied by Visa’s public unregulated prepaid interchange rates as of April 2019 applied to Cash Card’s card-present vs. card-not-present transaction mix by volume and The Nilson Report’s 2018 average debit transaction size (as of December 2019).

“Investing” gross profit opportunity is calculated based on bitcoin USD-denominated volume for 2019 from CoinMetrics multiplied by Square’s bitcoin gross profit as a percentage of bitcoin revenue for full-year 2019.

Slide 36:

Cash App payback period is calculated as the length of time for a cohort’s cumulative variable profit to exceed acquisition marketing spend during the period when the cohort was onboarded. **Acquisition marketing spend** (or "acquisition spend") includes acquisition marketing, referral expenses and referral contra-revenue for a given period, and excludes costs for P2P processing and risk loss. **Cohort variable profit** is calculated as gross profit across Cash App transaction-based profit, Cash Card gross profit including interchange and ATM withdrawals, Instant Deposit gross profit for Cash App, bitcoin gross profit and less certain variable sales and marketing expenses, including P2P processing and risk loss. A **Cash App cohort** represents the new customers onboarded to Cash App during a given period. **Cumulative cohort variable profit** is cohort variable profit over a given period.



Adjusted EBITDA—Reconciliation to GAAP

	Twelve Months Ended				
	Dec 31, 2015	Dec 31, 2016	Dec 31, 2017	Dec 31, 2018	Dec 31, 2019
	(in thousands) (unaudited)				
NET INCOME (LOSS)	(\$179,817)	(\$171,590)	(\$62,813)	(\$38,453)	\$375,446
STARBUCKS TRANSACTION-BASED REVENUE	(142,283)	(78,903)	—	—	—
STARBUCKS TRANSACTION-BASED COSTS	165,438	69,761	—	—	—
SHARE-BASED COMPENSATION EXPENSE	82,292	138,786	155,836	216,881	297,863
DEPRECIATION AND AMORTIZATION	27,626	37,745	37,279	60,961	75,598
LITIGATION SETTLEMENT EXPENSE	—	48,000	—	—	—
INTEREST EXPENSE (INCOME), NET	1,163	(533)	10,053	17,982	21,516
OTHER (INCOME) EXPENSE, NET	450	(247)	(1,595)	(18,469)	273
PROVISION FOR INCOME TAXES	3,746	1,917	149	2,326	2,767
LOSS (GAIN) ON DISPOSAL OF PROPERTY AND EQUIPMENT	270	(49)	100	(224)	1,008
GAIN ON SALE OF ASSET GROUP	—	—	—	—	(373,445)
ACQUISITION RELATED AND OTHER COSTS	—	—	—	4,708	9,739
ACQUIRED DEFERRED REVENUE ADJUSTMENT	—	—	—	12,853	7,457
ACQUIRED DEFERRED COSTS ADJUSTMENT	—	—	—	(2,042)	(1,369)
ADJUSTED EBITDA	(\$41,115)	\$44,887	\$139,009	\$256,523	\$416,853



Adjusted EBITDA—Reconciliation to GAAP

Adjusted EBITDA is a non-GAAP financial measure that represents our net income (loss), adjusted to eliminate the effect of Starbucks transaction-based revenue and Starbucks transaction-based costs, before interest income and expense, provision or benefit for income taxes, depreciation, amortization, share-based compensation expense, other income and expense, the litigation settlement with Robert E. Morley in 2016, the gain or loss on disposal of property and equipment, and impairment of intangible assets. We also exclude certain costs associated with acquisitions that are not normal recurring operating expenses, including amounts paid to redeem acquirees' unvested stock-based compensation awards, and legal, accounting, and due diligence costs, and we add back the impact of the acquired deferred revenue and deferred cost adjustment, which was written down to fair value in purchase accounting. We have included Adjusted EBITDA in this document because it is a key measure used by our management to evaluate our operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources. Accordingly, we believe that Adjusted EBITDA provides useful information to investors and others in understanding and evaluating our operating results in the same manner as our management and board of directors. In addition, it provides a useful measure for period-to-period comparisons of our business, as it removes the effect of certain non-cash items and certain variable charges. We also make these adjustments for non-GAAP operating expenses, as applicable.

Adjusted EBITDA has limitations as a financial measure, and should be considered as supplemental in nature to, and is not meant as a substitute for, the related financial information prepared in accordance with GAAP. The following presents a reconciliation of net income (loss) to Adjusted EBITDA for each of the periods indicated.



Net income excluding Caviar gain on sale and revaluation of equity investment in Eventbrite—Reconciliation to GAAP

	Twelve Months Ended
	Dec 31, 2019
	(in thousands) (unaudited)
NET INCOME	\$375,446
GAIN ON SALE OF ASSET GROUP	(373,445)
LOSS ON REVALUATION OF EQUITY INVESTMENT	12,326
NET INCOME EXCLUDING CAVIAR GAIN ON SALE AND REVALUATION OF EQUITY INVESTMENT IN EVENTBRITE	\$14,327

We have included net income excluding Caviar gain on sale and revaluation of equity investment in Eventbrite because it is a key measure used by our management to evaluate our operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources. Accordingly, we believe that net income excluding Caviar gain on sale and revaluation of equity investment in Eventbrite provides useful information to investors and others in understanding and evaluating our operating results in the same manner as our management and board of directors. In addition, it provides a useful measure for period-to-period comparisons of our business, as it removes the effect of certain one-time items.



Discussion of financial results excluding Caviar

	Three Months Ended							
	Mar 31, 2018	Jun 30, 2018	Sep 30, 2018	Dec 31, 2018	Mar 31, 2019	Jun 30, 2019	Sep 30, 2019	Dec 31, 2019
TOTAL NET REVENUE	\$668,603	\$814,938	\$882,108	\$932,528	\$959,359	\$1,174,238	\$1,266,474	\$1,313,429
LESS: CAVIAR CONTRIBUTION TO TOTAL NET REVENUE	27,469	36,928	39,584	44,628	46,530	43,389	40,948	15,045
TOTAL NET REVENUE EXCLUDING CAVIAR	\$641,134	\$778,010	\$842,524	\$887,900	\$912,829	\$1,130,849	\$1,225,526	\$1,298,384
GROSS PROFIT, IN ACCORDANCE WITH GAAP	\$255,170	\$315,816	\$352,660	\$380,054	\$396,754	\$465,845	\$500,037	\$527,049
LESS: CAVIAR CONTRIBUTION TO GROSS PROFIT	6,248	9,337	9,736	11,049	11,440	13,296	12,663	4,190
GROSS PROFIT EXCLUDING CAVIAR	\$248,922	\$306,479	\$342,924	\$369,005	\$385,314	\$452,549	\$487,374	\$522,859

We have included total net revenue excluding Caviar and gross profit excluding Caviar because they are key measure used by our management to evaluate our operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources. Accordingly, we believe that total net revenue excluding Caviar and gross profit excluding Caviar provide useful information to investors and others in understanding and evaluating our operating results in the same manner as our management and board of directors. In addition, it provides a useful measure for period-to-period comparisons of our business, as it removes the impact of a business that was disposed of during the fourth quarter of 2019.

