

## 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 results of operations; the business plans and strategies of Square, Inc. (the "Company"); the Company's ability to cross-sell and up-sell its products; and information concerning expansion into new markets. Such statements are subject to a number of risks, uncertainties, and assumptions, and investors are cautioned not to place undue reliance on these statements. Actual results could differ materially from those expressed or implied, and 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 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 expand its product portfolio and market reach and deal with the substantial and increasingly intense competition in its industry; the Company's ability to retain existing sellers, attract new sellers, and increase sales to all sellers; 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-Q, which is on file with the SEC and available on the investor relations page of the Company's website. 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. In addition, unless otherwise indicated, such non-GAAP measures and other metrics such as Adjusted Revenue, Adjusted EBITDA, Adjusted EBITDA margin, non-GAAP operating expenses, GPV, active sellers, revenue retention rate, and payback period exclude the impact of Starbucks.

# Massive Market Opportunity 

Investment thesis
Unique and Scalable Assets

Powerful Business Model

## The checklist to start a business is daunting

PAYMENTS


POINT OF SALE


RECEIPTS


EMPLOYEES

| 160 |  | 00\% | mus ${ }^{\text {des cartio }}$ |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| E 8 ${ }^{1}$ | 7 | OUT | Fove | 27 | Ft3 |
| 2400 | $9 \times 00$ | $5: 30$ | 28100 | $8 \times 00$ |  |
| 25TU | 9105 | 12:00 | 3:00 | 11100 |  |
| 2514 | 12138 | $6 \pm 00$ | $38: 15$ | 16:00 | 0:15 |
| 26*E | $9: 09$ | 5:00 | 7115 | 23115 |  |
| 27 TH | 9100 | 12102 | \$100 | 26:15 |  |
| 27 TH | $\underline{12132}$ | 7:00 | 9115 | $31: 15$ | 1:30 |
| $29 \% \mathrm{R}$ | 9:00 | 5:50 | 8115 | 39115 | 1145 |
| 2934 | 9:004 | 2100 H | 44130 | $39: 15$ | 61145 |
| $\underline{T}$ |  |  |  | 5 | $74: 30$ |

ANALYTICS


FINANCE


INVOICES


MARKETING
Sminls Froyo

| 1 3 2 (3) 45 |
| :--- |
| 15 |

$\bigcirc 880 \%$

## Square has built a cohesive commerce ecosystem



POINT OF SALE


RECEIPTS
s38.06


EMPLOYEES/PAYROLL

|  | Clock In/Out |  |  |
| :---: | :---: | :---: | :---: |
|  | 0 | 0 |  |
| 1 | 2 | 3 |  |
| 4 | 5 | 6 |  |
| 7 | 8 | 9 |  |

INVOICES


## MARKETING



## Square helps sellers start, run, and grow their businesses

As sellers use more services, their activity with Square increases, reinforcing our strong, recurring revenue model.


## MANAGED PAYMENTS

Full service offering to manage the entire payment lifecycle from onboarding, to accepting in-person and online payments, to fast settlement of funds, to disputes management.

## Invoices, Instant Deposit,

 Virtual Terminal, Square Cash, Dashboard

POINT OF SALE

Advanced software that helps sellers manage payments, orders, inventory, employees, and customers, all integrated to create a cohesive experience.

## Point of Sale, Dashboard,

Employee Management,
Appointments, Customer
Engagement, Square for Retail


DEVELOPER PLATFORM

Application program interfaces (APIs) enabling sellers and developers to customize their business solutions on Square's ecosystem.

## Build with Square,

App Marketplace


## GROWTH SERVICES

Powerful tools that help sellers further grow their businesses.

Capital, Caviar

## Square's U.S. payments opportunity today

## We're building a \$60B+ commerce ecosystem



## The global opportunity is potentially 6-7x that in the U.S.

SMALL BUSINESSES


CARD VOLUME



## Why Square wins: Unique assets, difficult to copy, and at scale

| FOCUS ON TECHNOLOGY | Integrated, end-to-end: hardware, software, payments, and data |
| :--- | :--- |
| AND DESIGN |  |
| BREADTH OF MANAGED |  |
| PAYMENTS | Comprehensive, full-service offering that helps sellers manage the entire payment life cycle |
| DIFFERENTIATED RISK |  |
| MANAGEMENT | Transaction loss rate at $\sim 0.1 \%$ of GPV while maintaining high acceptance rates |
| OMNI-CHANNEL CAPABILITIES | Powerful solutions that enable sellers to accept both in-store and online payments |
| OPEN PLATFORM | Flexible platform expands functionality that benefits sellers, developers, partners, and Square |
| STRONG BRAND | Nearly 70 net promoter score, $2 x$ the average for banking service providers |
| BREADTH AND EFFICIENCY | Quick and easy onboarding and ubiquitous and scalable distribution channels |
| OF GO-TO-MARKET | Direct, ongoing interactions with sellers help us deliver offerings in the context of their usage |

## Scalable go-to-market strategy...



## BRAND

We lead with a strong brand. Our high NPS of nearly 70
means our sellers recommend our services to others.


MARKETING
We also focus on direct and scalable marketing channels.

These include online display and search marketing, social media, direct mail, referral programs, television, direct sales, and others.


RETAIL DISTRIBUTION
Square hardware products are available at over 36,000 retail stores.


PARTNERS
We work with third-party developers who offer our solutions to their customers.

## ... resulting in consistent, leading market share

The Square app has consistently been in the top 10 for U.S. App Store ranking in iPhone Business Applications.
iOS APP STORE-BUSINESS APPLICATIONS RANKINGS
"Number of downloads" is primary component of ranking


## ... across multiple devices

iPHONE BUSINESS APP RANKINGS

## SQUARE (6)

PAYPAL HERE (57)

SHOPIFY POS (188)

PAYANYWHERE (216)

QUICKBOOKS GOPAYMENT (271)

AMAZON REGISTER (N/A)
(Discontinued in February 2016)
iPAD BUSINESS APP RANKINGS

SQUARE (5)

QUICKBOOKS GOPAYMENT (118)

SHOPIFY POS (141)

CLOVER GO (154)

SHOPKEEP (165)

REVEL (257)

## A platform for developers to meet sellers' needs

## E-COMMERCE

Integrate Square on websites, enabling sellers to manage offline and online businesses.


WIX
E-COMMERCE


WOOCOMMERCE
E-COMMERCE

## THIRD-PARTY APPS

Integrate Square with third-party apps and back-office solutions that bring additional functionality.


QUICKBOOKS ACCOUNTING


XERO
ACCOUNTING


TOUCHBISTRO POINT OF SALE


VEND POINT OF SALE

## IN-HOUSE

Integrate Square into a seller's specialized POS to accept payments and access other services.


HAMPTON JITNEY TRANSPORTATION


LASER AWAY
HAIR AND TATTOO REMOVAL

## Our business model provides a compelling investment opportunity

TREMENDOUS SCALE

SIGNIFICANT GROWTH

## ATTRACTIVE COHORT ECONOMICS

## STRONG MARGIN

TRAJECTORY

Millions of active sellers, \$53 billion trailing four quarter GPV

39\% Adjusted Revenue year-over-year growth

113\% Adjusted Revenue retention rate and 3-to-4 quarter payback
\$27 million in Adjusted EBITDA, representing 13\% margin

Financial Overview

## Strong growth at scale



## Attractive cohort economics highlights go-to-market efficiency

Illustrative Cohort with a Four to Five Quarter Payback and Positive Retention


QUARTER PAYBACK

- COHORT TRANSACTION-BASED PROFIT
- SALES AND MARKETING EXPENSE



## Attractive cohort economics leads to strong visibility

GPV by Annual Cohort

|  |  |  | \$50B |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
|  |  |  |  | 2016 COHORT |
| - , 1 |  | \$36B |  | 2015 COHORT |
|  | \$24B |  |  | 2014 COHORT |
| REVENUE RETENTION |  |  |  |  |
|  |  |  |  | 2013 COHORT |
|  |  |  |  | PRE-2012 COHORT |
|  | 2014 | 2015 | 2016 |  |

## Bringing our solutions to larger sellers



## Our investments are creating meaningful vectors of growth




ANNUALIZED GPV FROM INVOICES IN Q1 2017


SQUARE CAPITAL VOLUME SINCE LAUNCH IN MAY 2014 AS OF MARCH 2017


INSTANT DEPOSITS VOLUME SINCE LAUNCH IN AUGUST 2015 AS OF MARCH 2017

## Investing in growth while benefiting from operating leverage

NON-GAAP OPERATING EXPENSES AS A PERCENTAGE OF ADJUSTED REVENUE

ADJUSTED EBITDA MARGINS


## Seller Case Studies



DEREK MCGEOCH
THE SCOTTISH PLUMBER
CHICAGO, IL
With 30 employees and 20 trucks, the company uses
Square to accept mobile payments quickly and securely in the field.

The Scottish Plumber uses Mobile Payments, Capital, Invoices, and Employee Management.


LINDSAY \& KALLIE WESLEY
JUX•TA•POSE
TAMPA, FL
JUX•TA•POSE uses Square for Retail, and with the help of Square Capital, it was able to open up a second location.

JUX•TA•POSE uses Square for Retail, Invoices, Capital, and Analytics.


NICK LYLES
JACK'S BAR-B-QUE
NASHVILLE, TN
Jack's Bar-B-Que switched to Square to better manage previous pain points such as crashing systems, menu changes, and data visibility.

Jack's Bar-B-Que uses Analytics, Build with Square App Marketplace, and Employee Management.
square.com/investors

## Appendix

GAAP Reconciliation

## Adjusted Revenue—Reconciliation to GAAP Total Net Revenue

Adjusted Revenue is a non-GAAP financial measure that reflects our total net revenue less transaction-based costs, and excludes Starbucks transaction-based revenue.
We believe it is useful to exclude transaction costs from Adjusted Revenue as this is a primary metric used by management to measure our business performance and it affords greater comparability to other payment processing companies.

Adjusted Revenue has limitations as a financial measure, should be considered as supplemental in nature, and is not meant as a substitute for the related financial information prepared in accordance with GAAP. The following table presents a reconciliation of total net revenue to Adjusted Revenue for each of the periods indicated:

## total net revenue

LESS: STARBUCKS TRANSACTION-BASED REVENUE LESS: TRANSACTION-BASED COSTS

| $\begin{gathered} \text { Mar. 31, } \\ 2015 \\ \hline \end{gathered}$ | $\begin{gathered} \text { Jun. 30, } \\ 2015 \\ \hline \end{gathered}$ | $\begin{gathered} \text { Sep. } 30, \\ 2015 \\ \hline \end{gathered}$ | Dec. 31, 2015 | Mar. 31, 2016 | $\begin{gathered} \text { Jun. 30, } \\ 2016 \end{gathered}$ | Sep. 30, 2016 | Dec. 31, 2016 | Mar. 31, 2017 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (in thousands) (unaudited) |  |  |  |  |  |  |  |  |
| \$250,557 | \$310,013 | \$332,188 | \$374,360 | \$379,269 | \$438,533 | \$439,002 | \$451,917 | \$461,554 |
| $(29,237)$ | $(33,630)$ | $(32,332)$ | $(47,084)$ | $(38,838)$ | $(32,867)$ | $(7,164)$ | (34) | 0 |
| $(132,107)$ | $(165,823)$ | $(182,007)$ | $(192,730)$ | $(194,276)$ | $(234,857)$ | $(254,061)$ | $(260,006)$ | (257,778) |
| \$89,213 | \$110,560 | \$117,849 | \$134,546 | \$146,155 | \$170,809 | \$177,777 | \$191,877 | \$203,776 |

## Adjusted EBITDA—Reconciliation to GAAP Net Loss

Adjusted EBITDA is a non-GAAP financial measure that represents our net 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 gain or loss on the sale of property and equipment, and impairment of intangible assets. 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.

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

|  | Three Months Ended |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Mar. 31, 2015 | $\begin{aligned} & \text { Jun. } 30, \\ & 2015, \end{aligned}$ | $\begin{gathered} \text { Sep. } 30, \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Dec. } 31, \\ 2015 \end{gathered}$ | Mar. 31, 2016 | $\begin{aligned} & \text { Jun. 30, } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Sep. 30, } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Dec. 31, } \\ 2016 \end{gathered}$ | Mar. 31, 2017 |
|  | (in thousands) (unaudited) |  |  |  |  |  |  |  |  |
| NET LOSS | $(\$ 47,978)$ | $(\$ 29,620)$ | $(\$ 53,930)$ | $(\$ 48,289)$ | $(\$ 96,755)$ | $(\$ 27,345)$ | $(\$ 32,323)$ | (\$15,167) | (\$15,090) |
| STARBUCKS TRANSACTION-BASED REVENUE | $(29,237)$ | $(33,630)$ | $(32,332)$ | $(47,084)$ | $(38,838)$ | $(32,867)$ | $(7,164)$ | (34) | - |
| StARbuCks transaction-based costs | 36,211 | 40,921 | 41,410 | 46,896 | 36,610 | 28,672 | 4,528 | (49) | - |
| SHARE-BASED COMPENSATION EXPENSE | 13,461 | 15,232 | 20,793 | 32,806 | 31,198 | 36,922 | 36,779 | 33,887 | 31,670 |
| DEPRECIATION AND AMORTIZATION | 5,546 | 6,410 | 6,570 | 9,100 | 9,118 | 9,018 | 9,681 | 9,928 | 9,437 |
| LItigation settlement expense | - | - | - | - | 50,000 | $(2,000)$ | - | - | - |
| INTEREST (INCOME) AND EXPENSE | 1,210 | 394 | 781 | (772) | (717) | (327) | 111 | 153 | 499 |
| PROVISION (BENEFIT) FOR INCOME TAXES | 418 | 1,152 | 932 | 1,244 | 339 | 312 | 230 | 1,036 | 509 |
| LOSS ON SALE OF PROPERTY AND EQUIPMENT | 240 | - | - | 30 | (38) | 169 | (219) | 39 | - |
| ADJUSTED EBITDA | $(\$ 20,129)$ | \$859 | (\$15,776) | $(\$ 6,069)$ | $(\$ 9,083)$ | \$12,554 | \$11,623 | \$29,793 | \$27,025 |

## Reconciliation to GAAP Operating Expenses

|  | Three Months Ended |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Mar. 31, 2015 | $\begin{gathered} \text { Jun. 30, } \\ 2015 \end{gathered}$ | Sep. 30, 2015 | $\begin{gathered} \text { Dec. 31, } \\ 2015 \end{gathered}$ | Mar. 31, 2016 | $\begin{gathered} \hline \text { Jun. 30, } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Sep. 30, } \\ 2016 \end{gathered}$ | Dec. 31, 2016 | $\begin{gathered} \text { Mar. 31, } \\ 2017 \end{gathered}$ |
|  | (in thousands) (unaudited) |  |  |  |  |  |  |  |  |
| OPERATING EXPENSES | $(\$ 120,635)$ | $(\$ 118,416)$ | $(\$ 148,527)$ | $(\$ 156,910)$ | $(\$ 207,373)$ | $(\$ 176,319)$ | $(\$ 182,296)$ | (\$180,503) | (\$187,513) |
| SHARE-BASED COMPENSATION | 13,461 | 15,232 | 20,793 | 32,806 | 31,198 | 36,922 | 36,779 | 33,887 | 31,670 |
| DEPRECIATION AND AMORTIZATION | 4,943 | 5,268 | 5,428 | 5,165 | 6,189 | 6,573 | 7,230 | 7,544 | 7,531 |
| LITIGATION SETTLEMENT EXPENSE | - | - | - | - | 50,000 | $(2,000)$ | - | - | - |
| LOSS (GAIN) ON SALE OF FIXED ASSETS | 240 | - | - | 30 | (38) | 169 | (219) | 39 | - |
| NON-GAAP OPERATING EXPENSES | $(\$ 101,991)$ | $(\$ 97,916)$ | (\$122,306) | $(\$ 118,909)$ | $(\$ 120,024)$ | $(\$ 134,655)$ | $(\$ 138,506)$ | $(\$ 139,033)$ | $(\$ 148,312)$ |
| PRODUCT DEVELOPMENT | $(\$ 39,545)$ | $(\$ 45,887)$ | $(\$ 55,020)$ | $(\$ 59,186)$ | $(\$ 64,592)$ | $(\$ 68,638)$ | $(\$ 70,418)$ | $(\$ 64,889)$ | $(\$ 68,582)$ |
| SHARE-BASED COMPENSATION | 8,958 | 10,391 | 13,938 | 21,451 | 21,947 | 24,168 | 23,949 | 21,340 | 19,356 |
| DEPRECIATION AND AMORTIZATION | 2,881 | 3,055 | 3,171 | 2,240 | 3,141 | 3,128 | 3,282 | 3,639 | 3,712 |
| LOSS (GAIN) ON SALE OF FIXED ASSETS | - | - | - | - | - | 169 | (169) | - | - |
| NON-GAAP PRODUCT DEVELOPMENT | $(\$ 27,706)$ | $(\$ 32,441)$ | $(\$ 37,911)$ | $(\$ 35,495)$ | (\$39,504) | $(\$ 41,173)$ | $(\$ 43,356)$ | $(\$ 39,910)$ | $(\$ 45,514)$ |
| SALES AND MARKETING | $(\$ 36,181)$ | (\$31,730) | $(\$ 39,259)$ | $(\$ 38,448)$ | $(\$ 38,496)$ | (\$39,220) | $(\$ 46,754)$ | $(\$ 49,406)$ | $(\$ 49,900)$ |
| SHARE-BASED COMPENSATION | 1,429 | 1,345 | 1,750 | 2,836 | 2,903 | 3,363 | 3,697 | 4,159 | 3,935 |
| DEPRECIATION AND AMORTIZATION | 4 | - | 3 | 3 | 2 | 6 | 5 | 17 | 77 |
| LOSS (GAIN) ON SALE OF FIXED ASSETS | - | - | - | 53 | 18 | - | 14 | 41 | 58 |
| NON-GAAP SALES AND MARKETING | (\$34,748) | (\$30,385) | $(\$ 37,506)$ | $(\$ 35,556)$ | $(\$ 35,573)$ | (\$35,851) | $(\$ 43,038)$ | $(\$ 45,189)$ | $(\$ 45,830)$ |
| GENERAL AND ADMINISTRATIVE | $(\$ 28,119)$ | $(\$ 31,804)$ | $(\$ 37,820)$ | $(\$ 45,723)$ | $(\$ 96,107)$ | $(\$ 50,784)$ | (\$52,075) | $(\$ 53,027)$ | $(\$ 56,935)$ |
| SHARE-BASED COMPENSATION | 3,074 | 3,496 | 5,105 | 8,519 | 6,348 | 9,391 | 9,133 | 8,388 | 8,379 |
| DEPRECIATION AND AMORTIZATION | 2,058 | 2,213 | 2,254 | 2,922 | 3,046 | 3,439 | 3,943 | 3,888 | 3,742 |
| LITIGATION SETTLEMENT EXPENSE | - | - | - | - | 50,000 | $(2,000)$ | - | - | - |
| LOSS (GAIN) ON SALE OF FIXED ASSETS | 240 | - | - | (23) | (56) | - | (64) | (2) | (58) |
| NON-GAAP GENERAL AND ADMINISTRATIVE | $(\$ 22,747)$ | $(\$ 26,095)$ | $(\$ 30,461)$ | $(\$ 34,305)$ | $(\$ 36,769)$ | $(\$ 39,954)$ | $(\$ 39,063)$ | $(\$ 40,753)$ | $(\$ 44,872)$ |

