Forward-looking statements

Various remarks that we may make about our future expectations, plans, and prospects may constitute forward-looking statements for purposes of the Safe Harbor Provision under the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated by these forward-looking statements as a result of various important factors including those discussed in our most recent Quarterly Report on Form 10-Q filed with the SEC.

These statements reflect our views only as of today and should not be reflected upon as representing our views of any subsequent date. We anticipate that subsequent events and developments will cause the Company's views to change. However, while the Company may elect to update these forward-looking statements at some point in the future, the Company specifically disclaims any obligation to do so.

Also, during the course of today's presentations, we may refer to certain non-GAAP financial measures. There is a reconciliation schedule showing GAAP versus non-GAAP results currently available in our most recent Quarterly Report on Form 10-Q filed with the SEC.

MicroStrategy World 2016

Analyst Presentation
Forward looking statements

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Future Intention – Features and Timing are Subject to Change

This presentation may include statements that constitute “forward-looking statements,” including descriptions of technology and product features that are under development and estimates of future business prospects. Forward-looking statements inherently involve risks and uncertainties that could cause actual results of MicroStrategy Incorporated and its subsidiaries (collectively, the “Company”) to differ materially from the forward-looking statements.

Factors that could contribute to such differences include: the Company’s ability to meet product development goals while aligning costs with anticipated revenues; the Company’s ability to develop, market, and deliver on a timely and cost-effective basis new or enhanced offerings; the extent and timing of market acceptance of the Company’s new offerings; continued acceptance of the Company’s other products in the marketplace; the timing of significant orders; and other risks detailed in the

Company’s registration statements and periodic reports filed with the Securities and Exchange Commission. By making these forward-looking statements, the Company undertakes no obligation to update these statements for revisions or changes after the date of this release.
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We continue to focus on improving fundamentals

• Improving product

• Improving processes
  – Focusing on improvements in sales, services, technology, marketing, and budgeting

• Improving people
  – Stabilizing voluntary turnover and headcount
  – Ramping up recruiting with a focus on technology, sales, and consulting teams
  – Implemented quarterly performance review processes
Very strong margins and operating income in 2015

Operating Income (US$M) and Operating Margin (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Income (US$M)</th>
<th>Operating Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>88</td>
<td>24%</td>
</tr>
<tr>
<td>2010</td>
<td>55</td>
<td>13%</td>
</tr>
<tr>
<td>2011</td>
<td>21</td>
<td>4%</td>
</tr>
<tr>
<td>2012</td>
<td>33</td>
<td>6%</td>
</tr>
<tr>
<td>2013</td>
<td>19</td>
<td>3%</td>
</tr>
<tr>
<td>2014</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td>2015</td>
<td>134</td>
<td>25%</td>
</tr>
</tbody>
</table>
Through improved cost discipline

Gross Margin

Sales and Marketing - % of Revenue

Research and Development - % of Revenue

General and Administrative - % of Revenue
And recovering software revenues

Software Revenue (product license and subscription services, TTM US$M)
MicroStrategy World 2016

Technology Update
## 2015 Was A Transformative Year For MicroStrategy Technology

<table>
<thead>
<tr>
<th>Q1</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January</td>
<td>Start Of Agile Transformation</td>
</tr>
<tr>
<td></td>
<td>February</td>
<td><strong>MicroStrategy 9s™</strong></td>
</tr>
<tr>
<td></td>
<td>March</td>
<td><strong>MicroStrategy 10™ Early Adopter</strong></td>
</tr>
<tr>
<td>Q2</td>
<td>April</td>
<td><strong>Usher™ For Apple Watch</strong></td>
</tr>
<tr>
<td></td>
<td>May</td>
<td><strong>MicroStrategy 10™ (Secure Enterprise)</strong></td>
</tr>
<tr>
<td></td>
<td>June</td>
<td><strong>MicroStrategy 10.0.1 (Secure Enterprise)</strong></td>
</tr>
<tr>
<td>Q3</td>
<td>July</td>
<td><strong>MicroStrategy 10.0.1 (Secure Cloud)</strong></td>
</tr>
<tr>
<td></td>
<td>August</td>
<td><strong>MicroStrategy 10.0.2 (Secure Cloud)</strong></td>
</tr>
<tr>
<td></td>
<td>September</td>
<td><strong>MicroStrategy 10.1™ (Secure Cloud / Enterprise)</strong></td>
</tr>
<tr>
<td>Q4</td>
<td>October</td>
<td><strong>MicroStrategy 10.1.1 (Secure Cloud / Enterprise)</strong></td>
</tr>
<tr>
<td></td>
<td>November</td>
<td><strong>MicroStrategy 10.1.2 (Secure Cloud)</strong></td>
</tr>
<tr>
<td></td>
<td>December</td>
<td><strong>MicroStrategy 10.2™ (Secure Cloud / Enterprise)</strong></td>
</tr>
</tbody>
</table>
Transformation of MicroStrategy Technology Group

Software Development Methodology
Waterfall (Releases every couple of years) -> Agile (Smaller releases each QTR)

Systems
Home grown systems, emails and documents —> Rally
Clearcase -> Github Enterprise, Jenkins

Organization
Job based organization -> Integrated agile teams

Location
34 locations (3 major sites) -> 2 Major sites only (no remote team members)

Leadership
New leadership team with stronger customer and market experience

Accountability
Multiple teams owning pieces -> Product Ownership and end-to-end accountability
Agile Quarterly Releases Mean Easier Upgrades

- Predictability for better planning
- Strong focus in 10.1 and 10.2 on customer enhancements and fixes
- Extensive in-house upgrade validation on real world environments
A Unified Platform for Enterprise Analytics, Mobility, and Security

**Analytics applications** that blend data from databases and big data and deliver insights to users via reports, dashboards, and apps.

**Mobility applications** that source information from multiple locations, and submit transactions to your ERP systems.

**Security applications** that secure your most sensitive information and resources with digital security badges.

---

**Services**

- Reporting
- Data
- Analytical
- Transactional
- Distribution
- Alerting
- Security
- Physical Access
- Telemetry
- Logical Access
- Localization

**Enterprise Assets**

- RDBMS
- OLAP
- Big data
- Local files
- Cloud data
- Enterprise BI
- ERP
- Cloud apps
- Statistical
- Charting
- Mapping
- Media
- VPN
- Directories
- PACS
- MDM

**Tools**

- Data
- Modeling
- Analytical
- Reporting
- Visualization
- Application
- Testing
- User Administration
- Deployment
- Automation
- Monitoring
- Installation
- Translation

---

**Metadata Repository**

- Projects
- Wallets
- Custom

**Application**

- Projects
- Wallets
- Custom

**Document**

- Report
- Grid
- Map
- Chart
- Visualization
- Dashboard
- Badge
- Form
- Filter

**Components**

- Metrics
- Sets
- Groups
- Templates
- Cubes
- Consolidations
- Styles

**Model**

- Attributes
- Hierarchies
- Users

---

**Enterprise Assets**

- Enterprise
- Cloud

---

**PC Windows**

**PC Mac**

**Mobile iOS**

**Mobile Android**

**Web**

**Office**

**Client SDK**

**Usher Professional**

**Usher Security**

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**For Analytics and Mobility applications**

**For Custom applications**

**For Security applications**

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Vision: Leverage Core Technology and Innovate Across 4 Dimensions

**Time to Value:** Remove Friction from Creation, Deployment & Administration Process

**Leverage Enterprise Assets:** Databases, Big Data, Cloud Data, LDAP, ERP Apps, etc.

**Intuitive, Powerful User Experience:** Modernize the user experience

**Scalable, Cloud Friendly Platform**
Horizontal scale, Hybrid on-prem/cloud
We continue to focus on improving fundamentals:

- Improving product
- Improving processes – Focusing on improvements in sales, services, technology, marketing, and budgeting
- Improving people – Stabilizing voluntary turnover and headcount – Ramping up recruiting with a focus on technology, sales, and consulting teams – Implemented quarterly performance review processes

Sales Update

MicroStrategy World 2016
People + process = results

- New Management Team (Two EVPs, 3 RVPs, 9 SDs)
- Performance Culture – terminated under performers, hired new talent
- Quarterly MERIT performance reviews, business Unit CM Profit Focus
- Introduced NEW Five Stage Strategic Sales Process, evolved to 3 key tracks of cadence – Business Development, Account Planning, Strategic Sales
- Accelerated agile Sales Processes; focus on SFDC for AP, BD, SL, GA
- Integrated sales and services offers
New talent = results

- Account Executive productivity increased +35% YoY and +50% Q4oQ4
- Q415 results in 20% revenue growth in License / Subscription
- Business units measured and comped on contribution margin. Only a few of 35 business units were below target.
Driving growth in 2016