monday.com

Work OS

Changing the way that people work and businesses operate

Safe Harbor Disclaimer

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These forward-looking statements involve known and unknown risks, uncertainties, changes in circumstances and other important factors, many of which are difficult to predict and beyond the Company's control, that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statement. The Company believes these factors include, but are not limited to, our ability to predict our revenue and evaluate our business and future prospects; our ability to manage our growth effectively, execute our business plan or maintain high levels of service and customer satisfaction; our ability to achieve and maintain profitability and compete effectively with established companies, and new market entrants in a competitive and rapidly changing market; interruptions or performance problems associated with the technology or infrastructure underlying our platform; real or perceived errors, failures, vulnerabilities, or bugs in our Work OS; our ability to attract customers, grow our retention rates, expand usage within organizations and sell subscription plans; our ability to offer high-quality customer support; our ability to effectively develop and expand our direct sales capabilities; our ability to enhance our reputation and market awareness of our Work OS; actions by governments to restrict access to our platform in their countries; our ability to identify and integrate future acquisitions, strategic investments, partnerships or alliances; our ability to attract and retain highly skilled employees; our ability to raise additional capital or generate cash flows necessary to expand our operations and invest in new technologies; the market and software categories in which we participate; our ability to ensure that our Work OS interoperates with a variety of software applications that are developed by third parties; the success of our strategic relationships with third parties; privacy, data and cybersecurity incidents or any actual or perceived failure by monday.com to comply with privacy, data protection, information security, consumer privacy, data residency, or telecommunications laws, regulations, government access requests, and obligations; intellectual property disputes; changes in foreign exchange rates; general political or destabilizing events, including war, conflict or acts of terrorism; and other factors described in "Risk Factors" in our prospectus for the initial public offering of our ordinary shares filed with the SEC on June, 11, 2021 pursuant to Rule 424(b)(4) under the Securities Act of 1933, as amended. Should one or more of these risks or uncertainties materialize, the Company's actual operating and financial performance may differ in material respects from the performance projected in these forward-looking statements.

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This presentation contains certain supplemental financial measures that are not calculated pursuant to GAAP. The Company believes that these non-GAAP financial measures, when presented in conjunction with comparable GAAP measures, provide useful information about its operating results and enhance the overall ability to assess the Company's financial performance. These non-GAAP financial measures are in addition to, and not as a substitute for or superior to measures of financial performance prepared in accordance with GAAP. There are a number of limitations related to the use of these non-GAAP financial measures versus their most directly comparable GAAP equivalents. For example, other companies may calculate non-GAAP financial measures differently or may use other measures to evaluate their performance, all of which could reduce the usefulness of our non-GAAP financial measures as tools for comparison.

monday.com FY-21 overview in numbers

$382M

Annualized revenue run rate

91%

YoY revenue growth

152K+

Total customers

>135%

Net dollar retention rate of customers with 10+ users* up from >130% for Q3-21

90%

Gross margin**

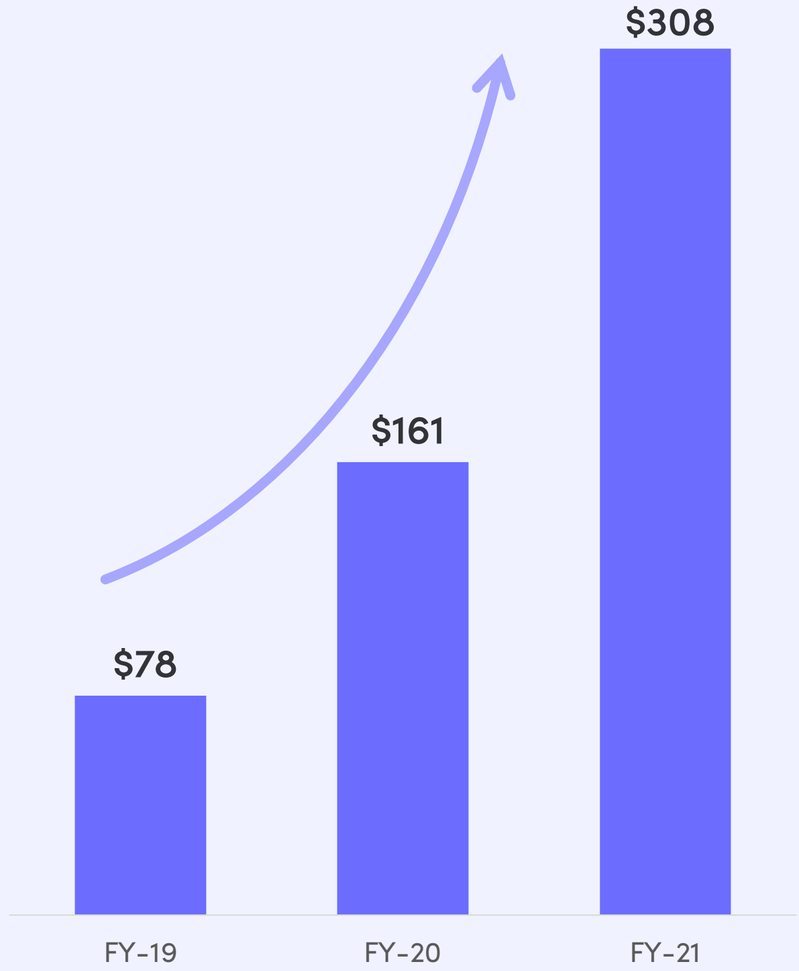
$9.9M

Adjusted free cash flow** represents 3% of revenue

Strong revenue growth

Annual GAAP Revenue

'19-'21 CAGR: 99%



~100% of our revenue is generated from subscriptions

* For definitions of ARR and Net dollar retention rate, see Appendix.

** Non-GAAP financial measures, see Appendix.

Our success by the numbers – Q4-21 Financial Highlights

$95.5M

Revenue

91%

YoY revenue growth

90%

Gross margin*

$10.1M

Adjusted free cash flow*
represents 11% of revenue

200%

YoY increase in customers with $50K ARR**
793 customers, up from 264 in Q4-20***

72%

Total ARR from customers with 10+ users**

($9.9M)

Operating loss*
represents (10%) of revenue

>1,050

Total headcount

* Non-GAAP financial measures, see Appendix.
** For definitions of ARR and Net dollar retention rate, see Appendix.
***As of the end of each quarter

Serving teams and organizations of all kinds

Teams & orgs of all sizes 2 – 7,000

Land & expand

Self-serve + flywheel sales model

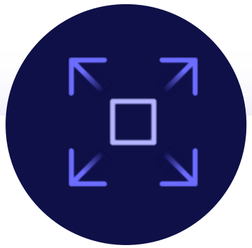
200+ countries

14 languages

한국어 中文 Español

Português русский

Français Deutsch



200+ business industries

Thousands of use cases

Work management tools

Software applications

Creating a unified workspace

Tech & non-tech industries

~70%

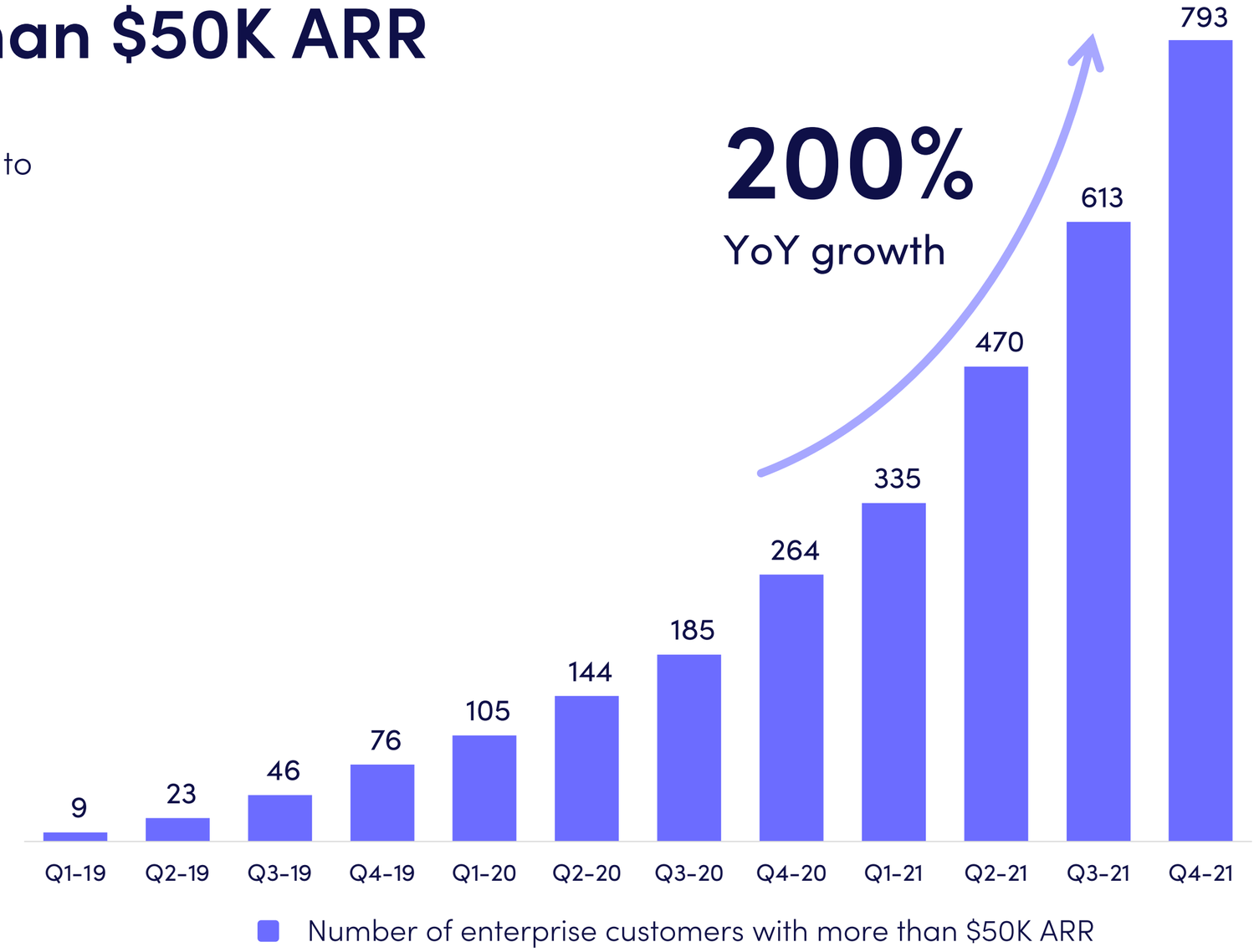
non-tech for its simplicity and ease of use

Expanding upmarket

Increasing number of enterprise customers with more than $50K ARR

We're focusing on security, control and governance to enable new enterprise deals and expansion.

- Robust board and item level permissions
- Audit log enhancements
- Domain block and IP restriction
- Multi-region support —
  EU region is fully operational



* Information is as of the end of each quarter.

Traditional work software wasn’t working

- **Rigid architectures**
  Forcing users to adapt to software rather than the other way around.

- **Development capabilities limited to a select few**
  Creating a lack of speed and agility.

- **Disconnected work tools and applications**
  Causing work silos and loss of information.

Product demo

monday.com Work OS

Democratizing the power of software

Watch now

Pioneering a new category of software

The monday.com Work OS

- **Flexible and adaptable**
  Built to change and grow with every customer
- **Customizable no-code building blocks**
  Easy enough for anyone to use
- **One platform to run all aspects of work**
  Where employees run and manage their everyday work
- **Creating a single unified workspace**
  Connective tissue integrating tools and aggregating data

Built like no other software

Simple-to-use building blocks that are powerful enough to drive the core functionality within any organization, in any industry, for any use case.

Building blocks

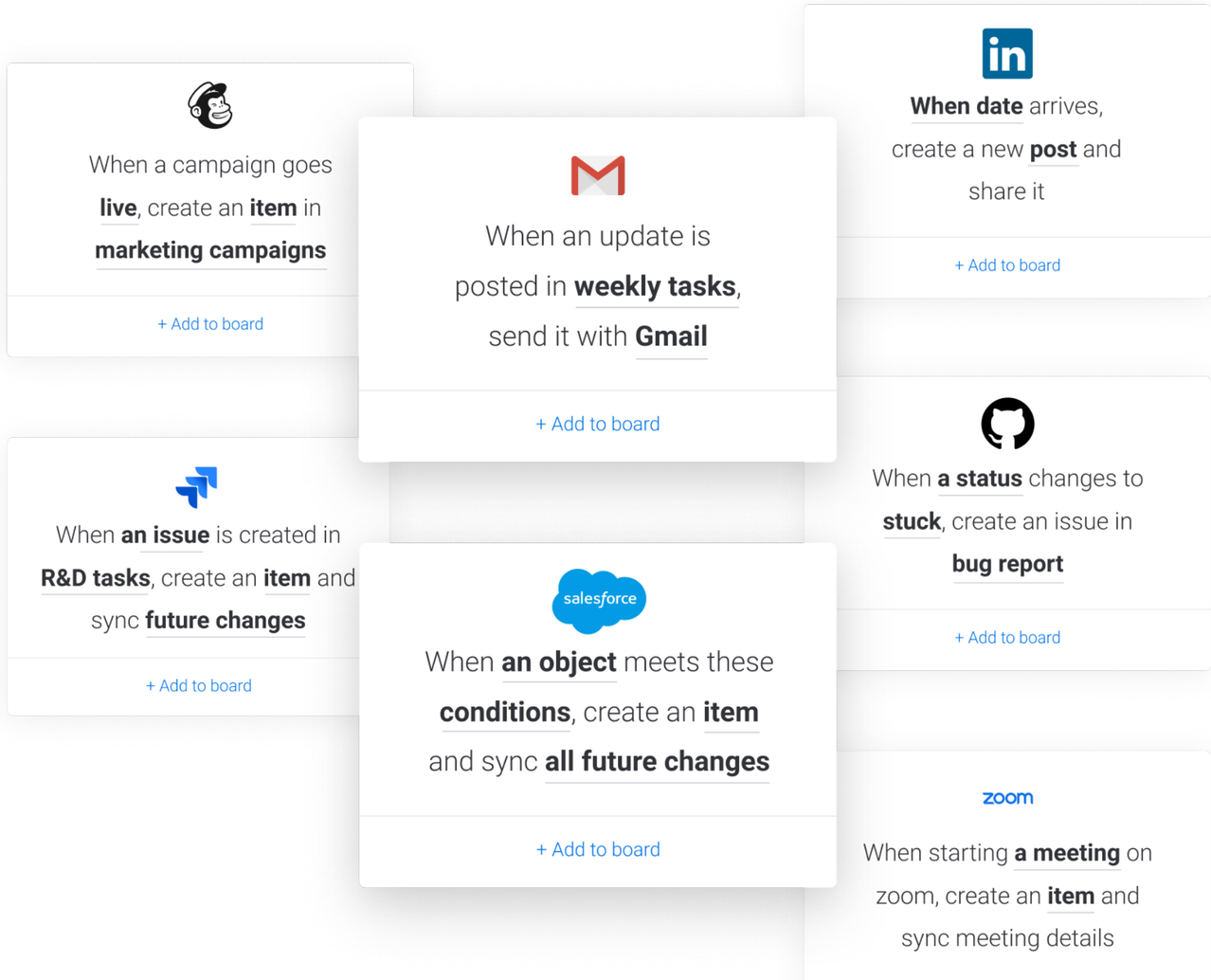
Empowering anyone to build their own tools with no-code building blocks

- Built as a modular, non-rigid infrastructure
- Easy to adopt and easy to scale over time
- Users can fully customize their experience with our no-code and low-code capabilities — nothing is predefined
- Every building block supports a compounding effect, allowing us to advance rapidly

Connective layer

Integrates with any tool. Automates any workflow

- Brings organizations' departments, applications and data into one unified workspace
- Serves as a connective layer, integrating with various digital tools across any organization
- Easily automates complex workflows to accelerate digital transformation, enhance organizational agility, boost productivity and increase operational efficiency

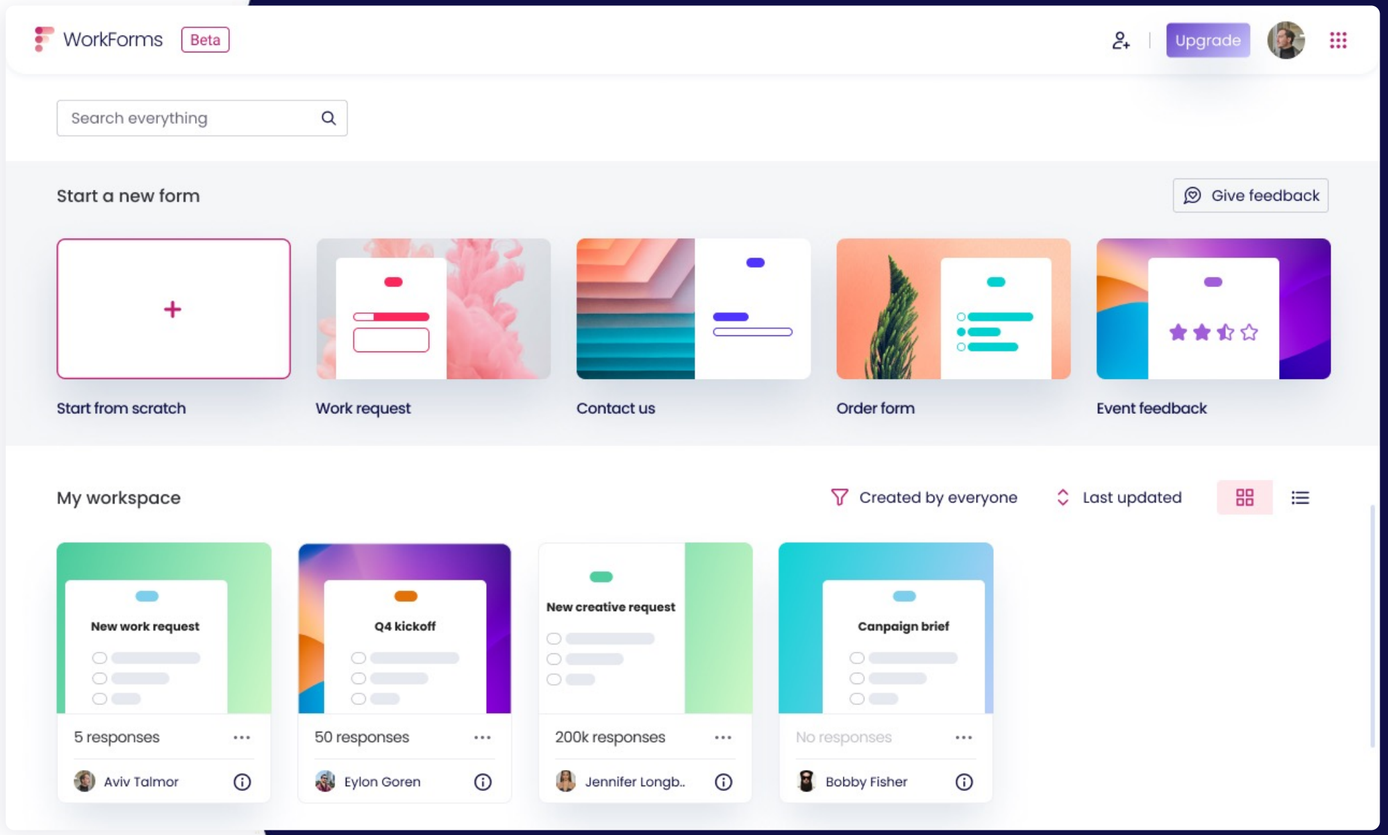


New products

monday WorkForms

Turn insight into action with monday WorkForms

- Customize any form using a no-code builder to reflect your brand (colors, backgrounds)
- Easily set conditions inside the form to get the right information and reduce the back and forth
- Share your WorkForms within seconds (website or link) and see results all in one place

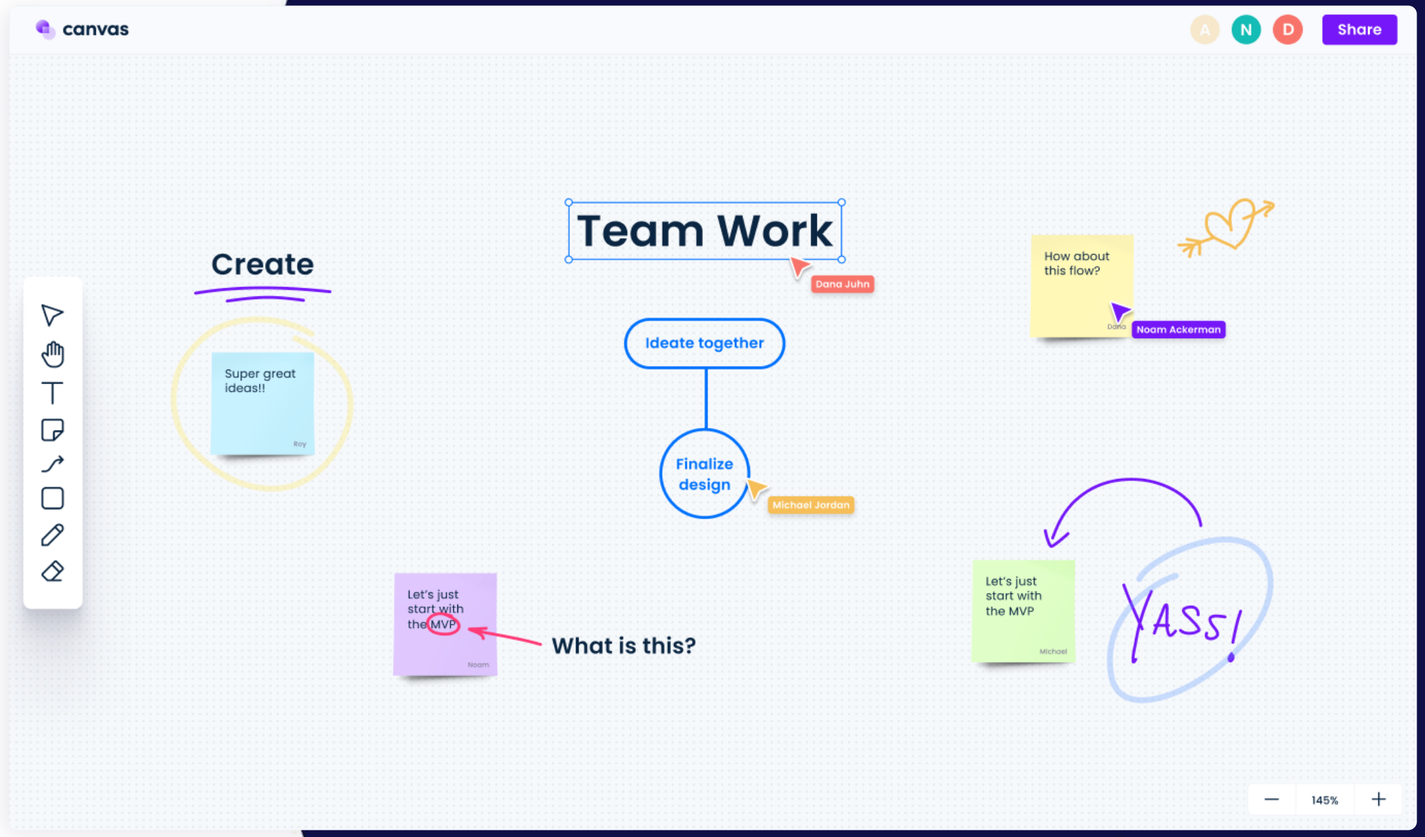


New products

monday Canvas

A collaborative space for teams to ideate, create and innovate. Together.

- Make meetings more visual and collaborative with multiple team members.
- Create user flows, customer journeys, processes, and more.
- Sketch ideas, brainstorm with Intuitive expressions and comments.



Building blocks

monday workdocs

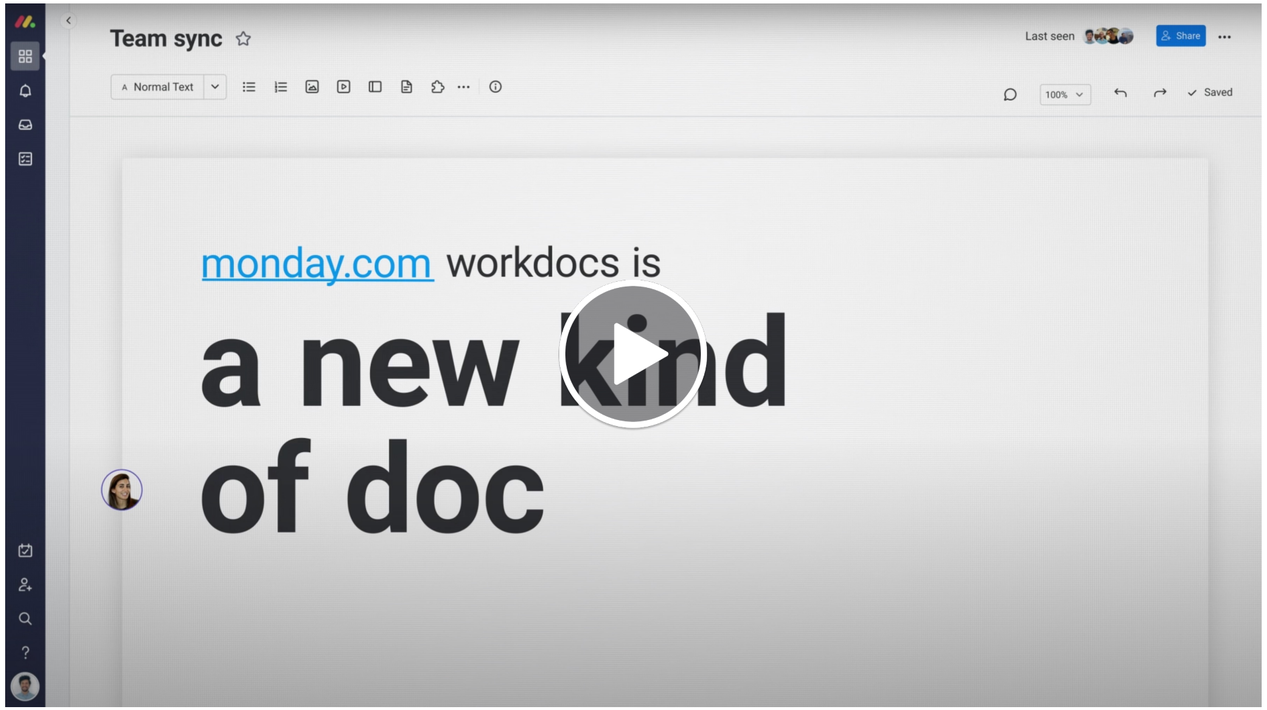
A unique building block that offers a powerful and flexible canvas to drive workflows forward and turn words into actions.

+60K accounts already used monday workdocs

+800K
workdocs

+17M
rows of text

+300K
widgets & boards



Pricing model

- ~100% of our revenue is subscription-based
- Price is per user according to the subscription plan

Individual

$0 free forever

Up to 2 seats

For individuals looking to keep track of their tasks and work

Basic

$8 seat/ month

Total $24 / month
Billed annually

Try for free

For teams getting started with managing all their work in one place

Standard

$10 seat/ month

Total $30 / month
Billed annually

Try for free

For teams to collaborate externally & visualize their work in different ways

Pro

$16 seat/ month

Total $48 / month
Billed annually

Try for free

For teams to streamline and control complex workflows and operations

Enterprise

Contact us

For organizations seeking enterprise-grade project & workflow management

Go-to-market strategy

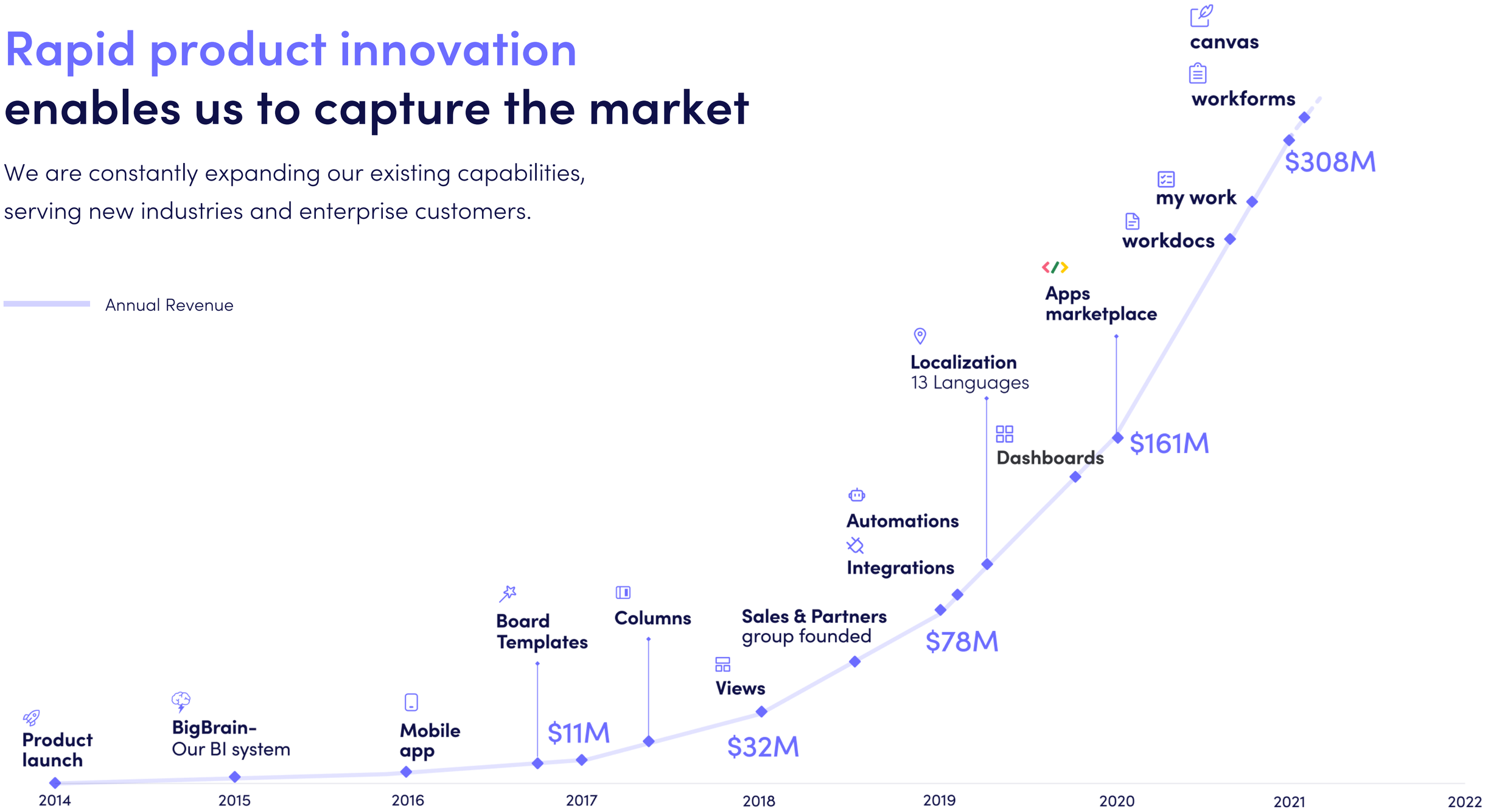
Rapid product innovation

One platform, many products

Expanding upmarket

Rapid product innovation
enables us to capture the market

We are constantly expanding our existing capabilities, serving new industries and enterprise customers.



Rapid product innovation

From 2018

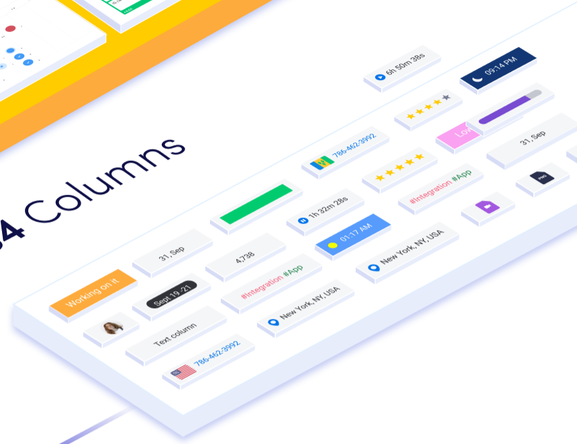
Rapid product innovation

To 2022

monday canvas

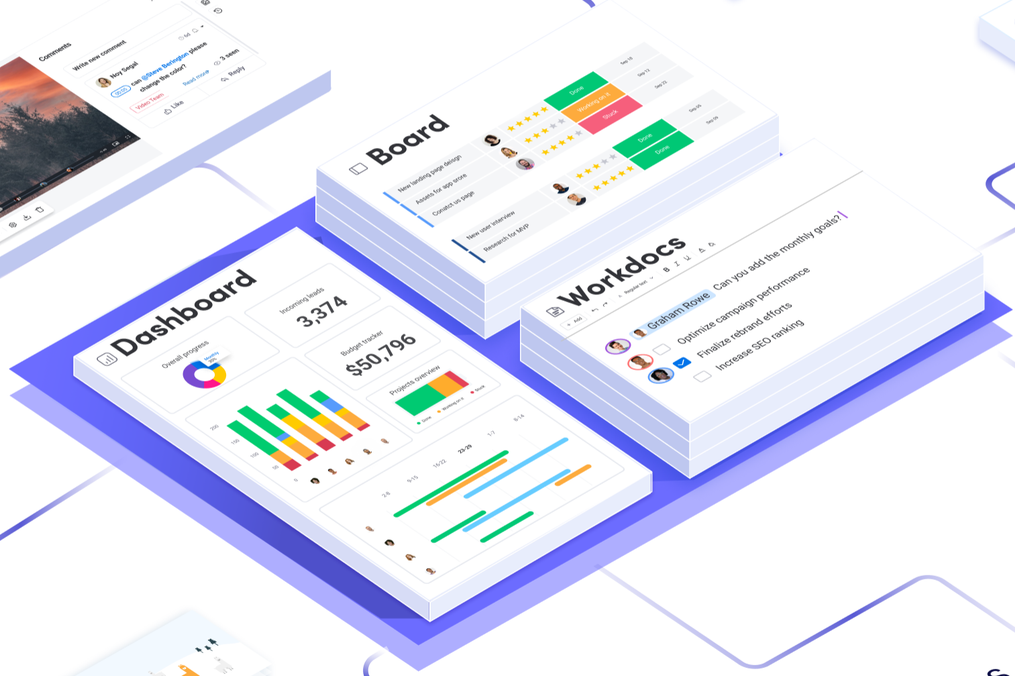
+11 Views

+34 Columns

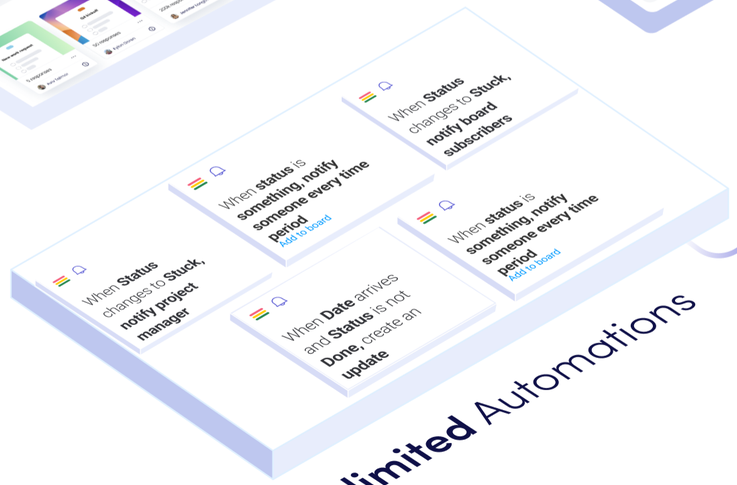


monday workforms

Video annotation



+37 Integrations



Unlimited Automations

+24 Widgets

+108 Apps

Rapid product innovation

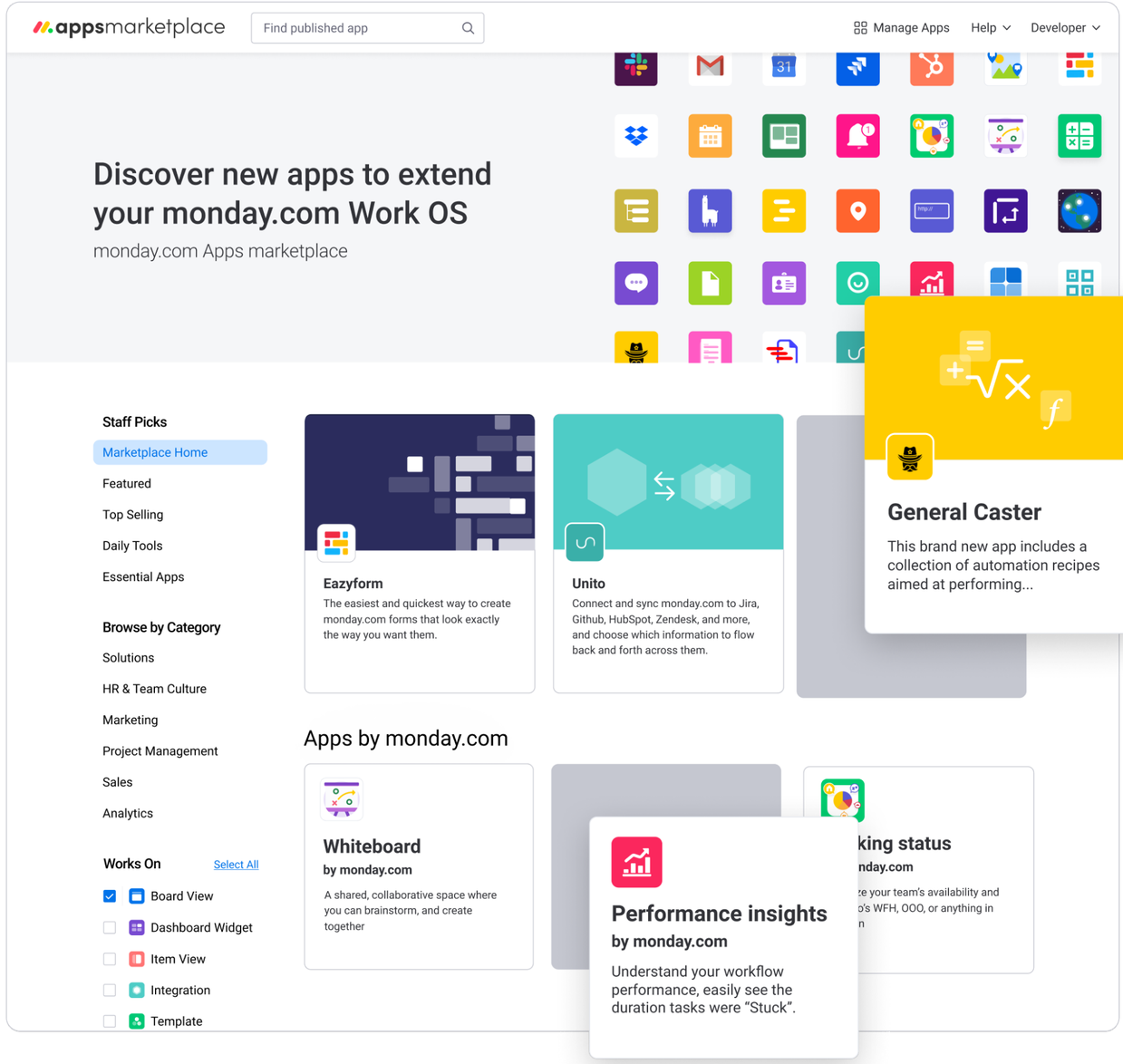
monday apps marketplace

We opened the Work OS to external developers, rapidly expanding its capabilities and deepening our products.

Q4 2020
Launched

108
Applications

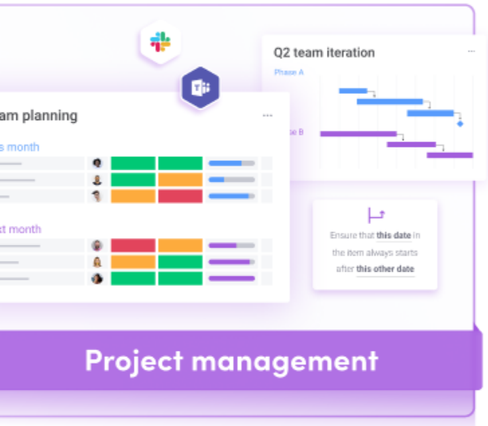
- New marketplace payment platform
- Accelerates innovation
- Enterprise deal driver
- Supports multiple products

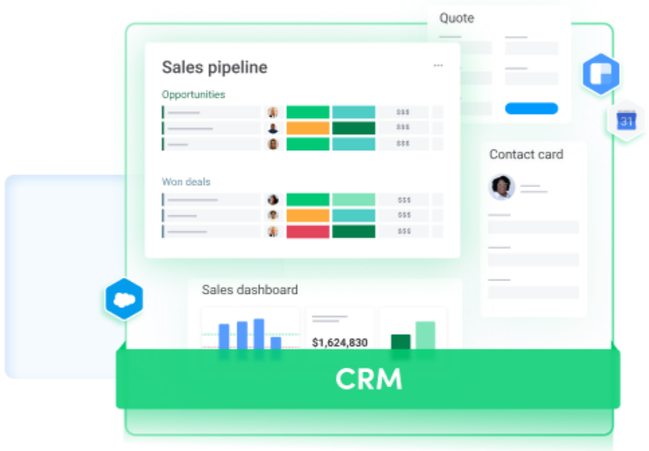


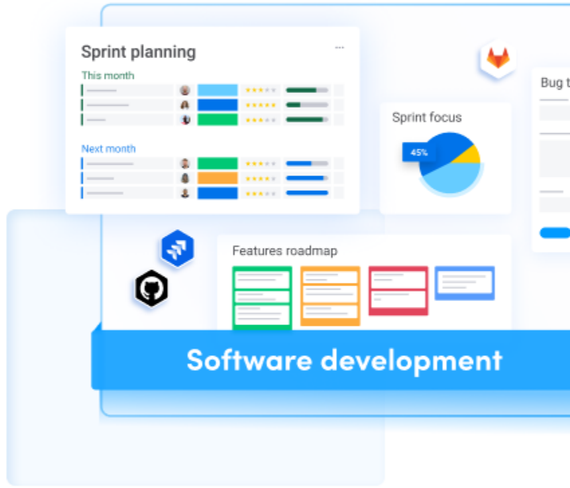
One platform, many products

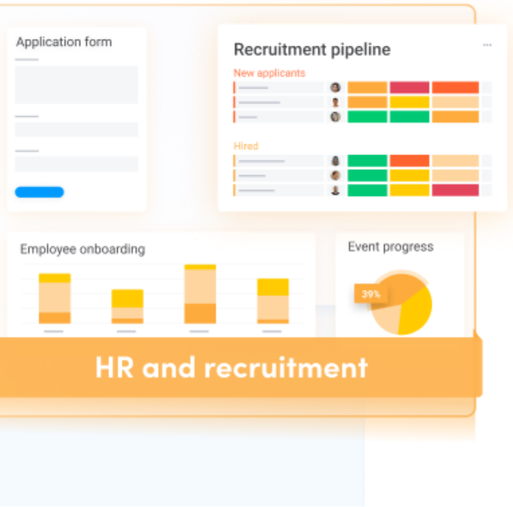
We’re taking one modular infrastructure and packaging our offerings into products, expanding to hundreds of industries and thousands of use cases without friction.

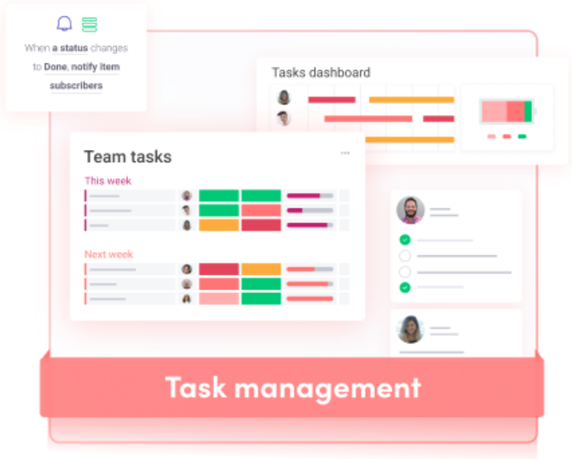
Broad customer acquisition funnel

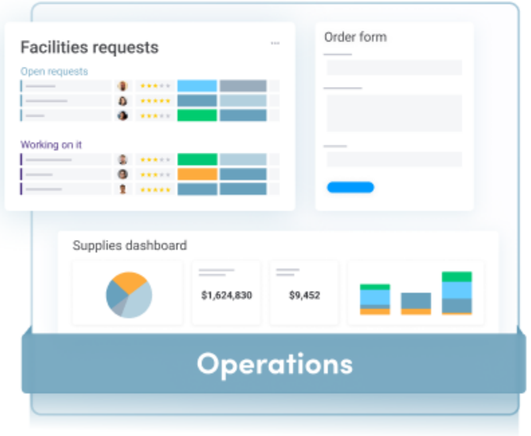


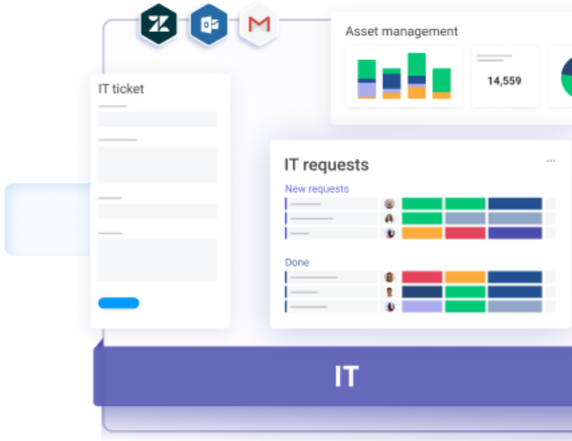








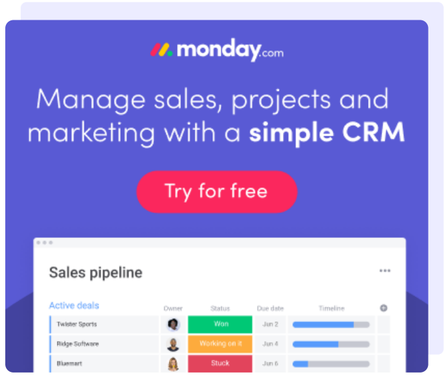




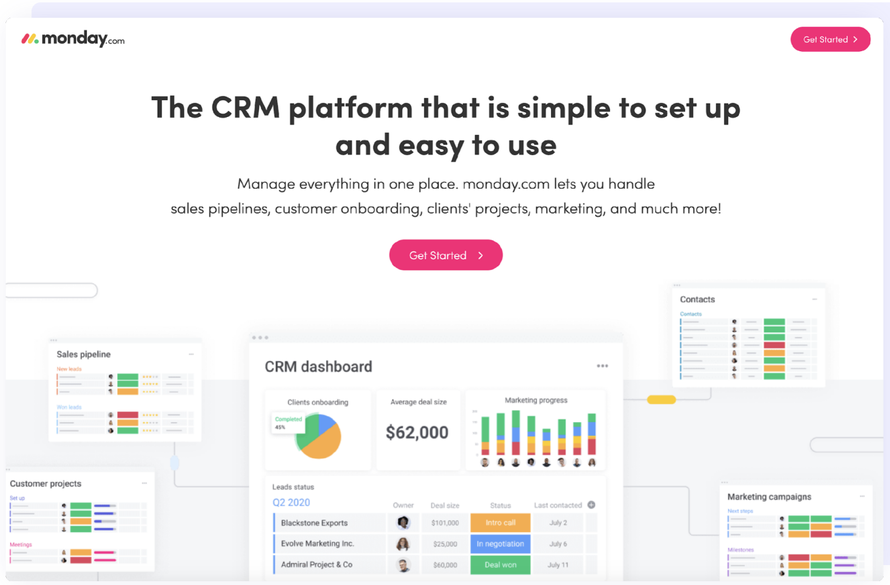
A customized user journey

An example: CRM Product

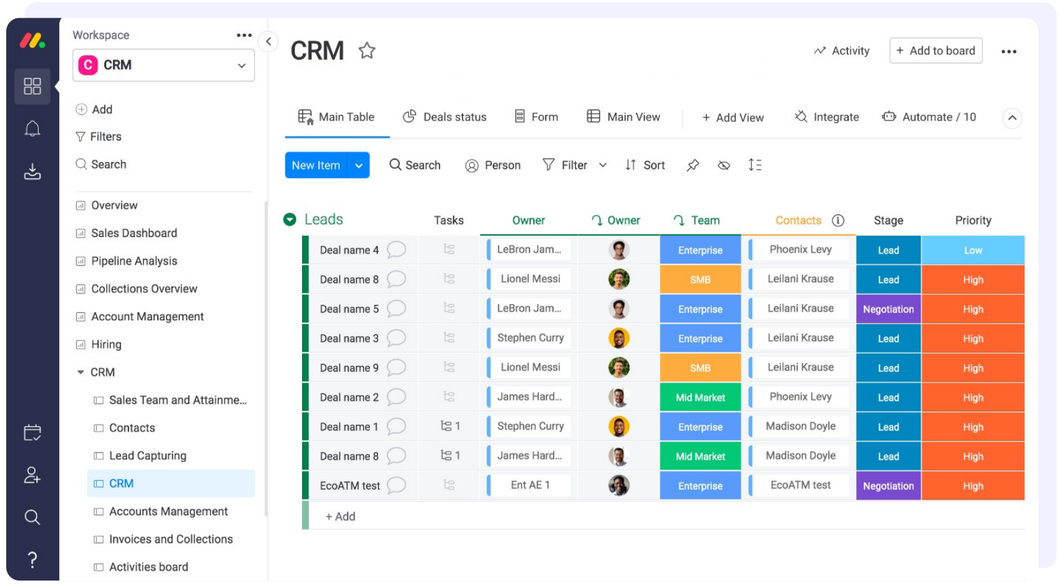
Targeted ads



Landing pages



Product

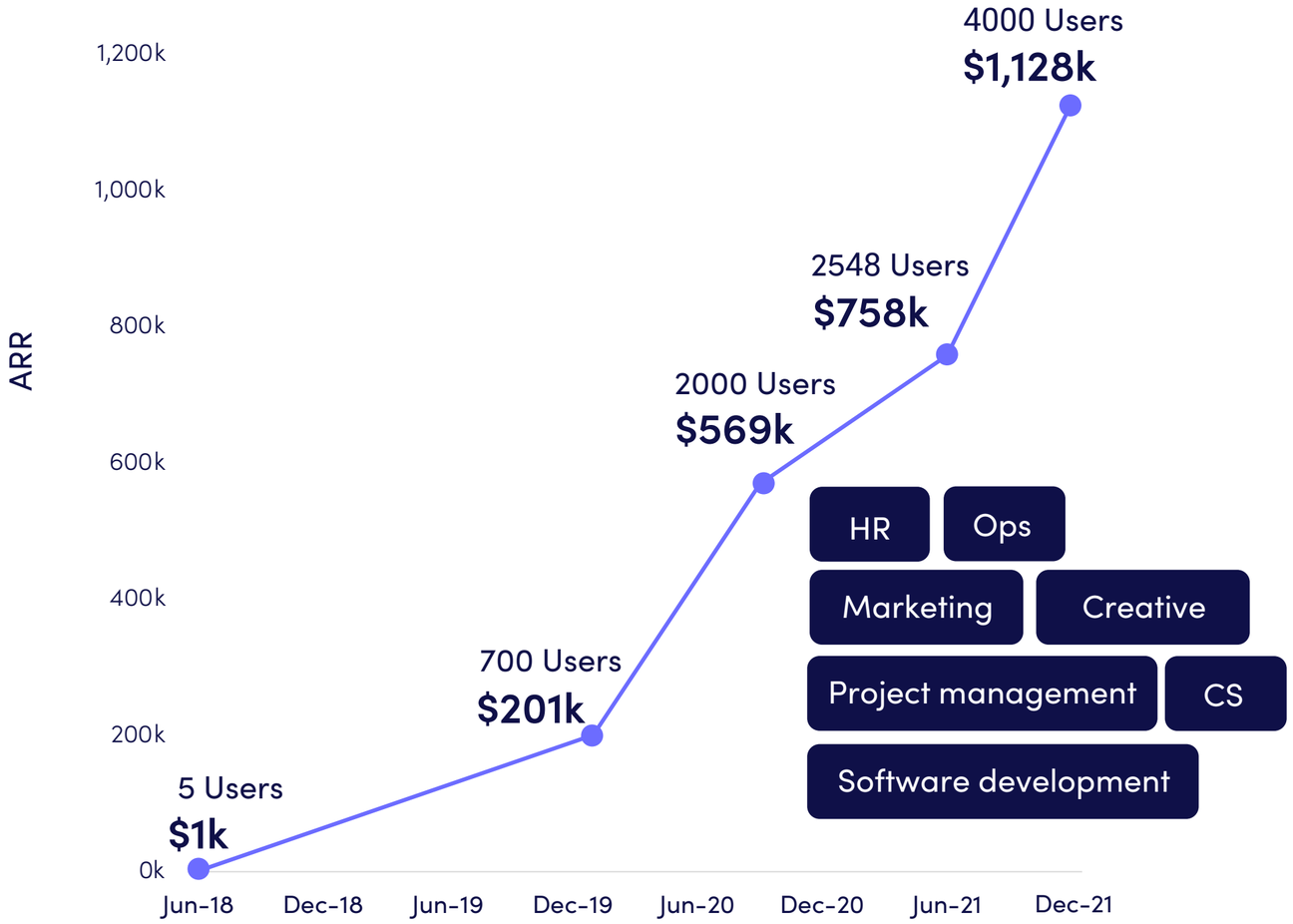


Discovery opportunities for Product Solutions include our template store, integration center, email marketing, CSM, and more.

Expanding upmarket with different products, across any organization

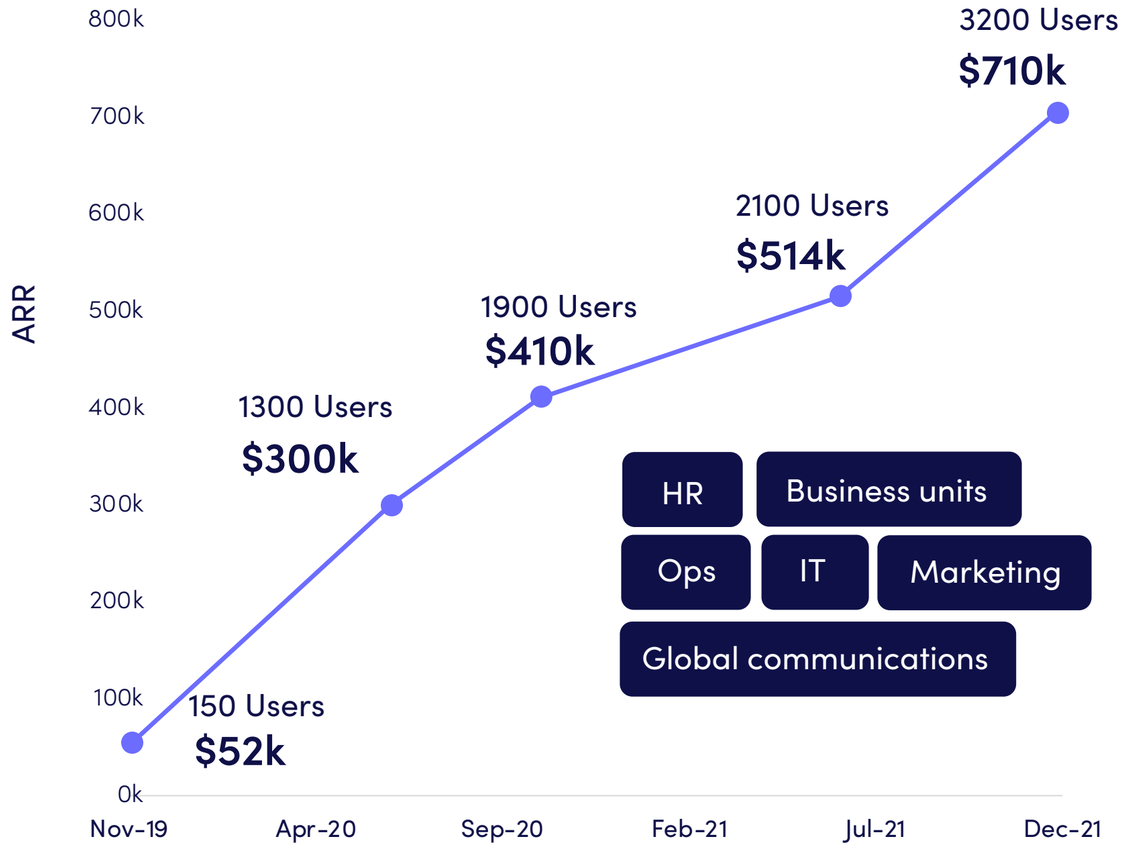
Bottom-up adoption

Illustrative leading game publisher



Sales-led adoption

Illustrative leading financial institution



Expanding upmarket

Every team, every industry, every use case

Large and growing market opportunity

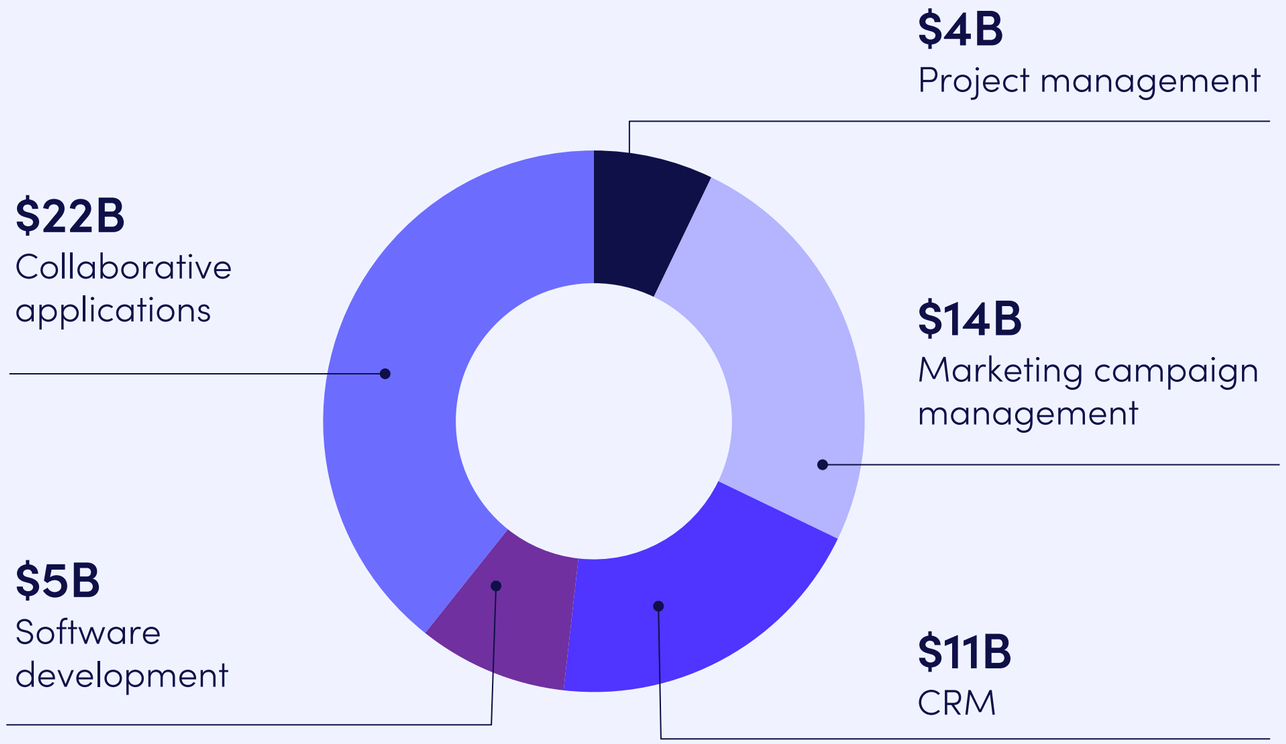
Market trends:

Organizations continue to **digitize** all aspects of work, across all industries

Work is becoming much more **distributed, cross-functional** and reliant on software

Total TAM

$56B



Note: Based on IDC data for 2020, representing the relevant segments of the entire market

Why we win

1 A new category of software

Work OS is the future of work software

2 Flexible and adaptable

Fits organizations of all sizes, from teams of 2 to companies of over 7,000

3 Creating a unified workspace

Connecting departments, tools and data across the organization

4 Virtually limitless

Flexible building blocks, open API, and apps marketplace ensure customers never hit a wall

5 A core work tool

Used on a daily basis by all information workers, both tech and non-tech

6 Strong culture and values

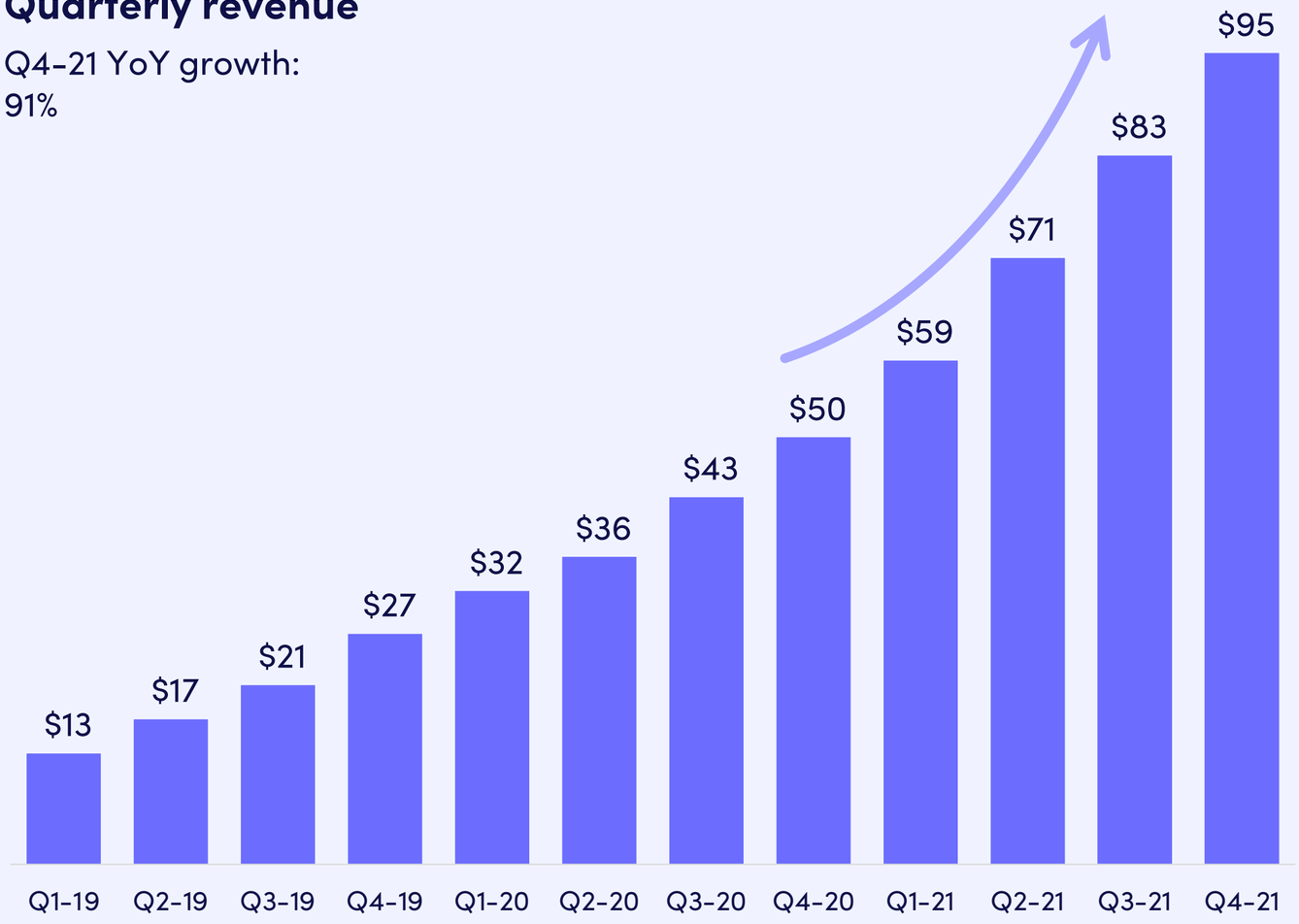
A key factor in our success and a key differentiator for our business

Financial overview and update

Consistent incremental revenue growth ($ Millions)

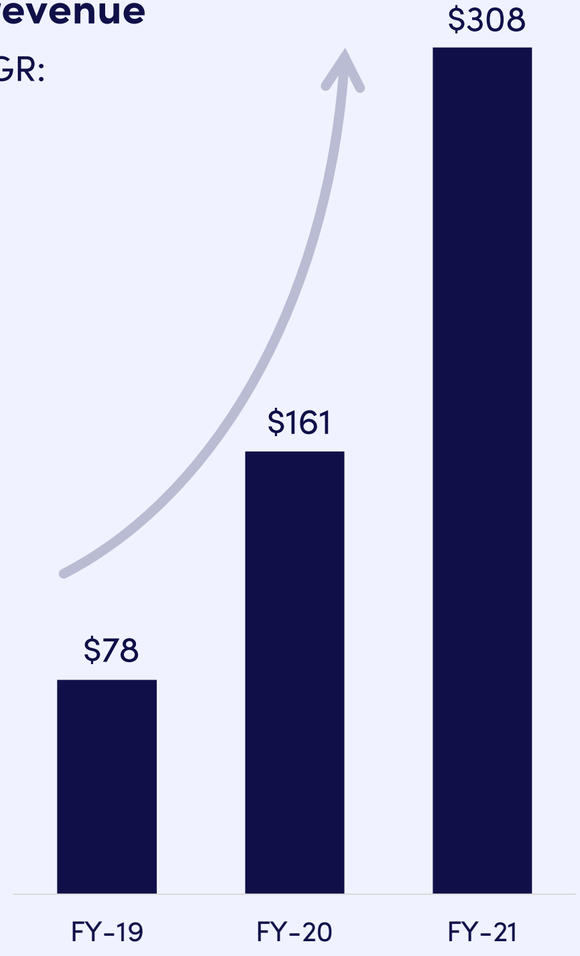
Quarterly revenue

Q4-21 YoY growth:
91%



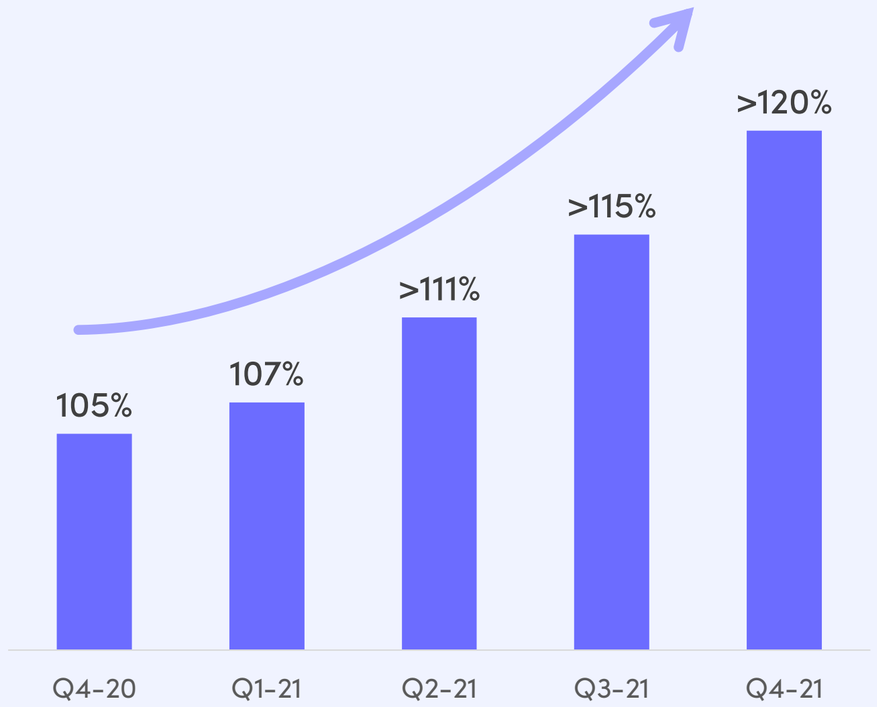
Annual revenue

'19-'21 CAGR:
99%

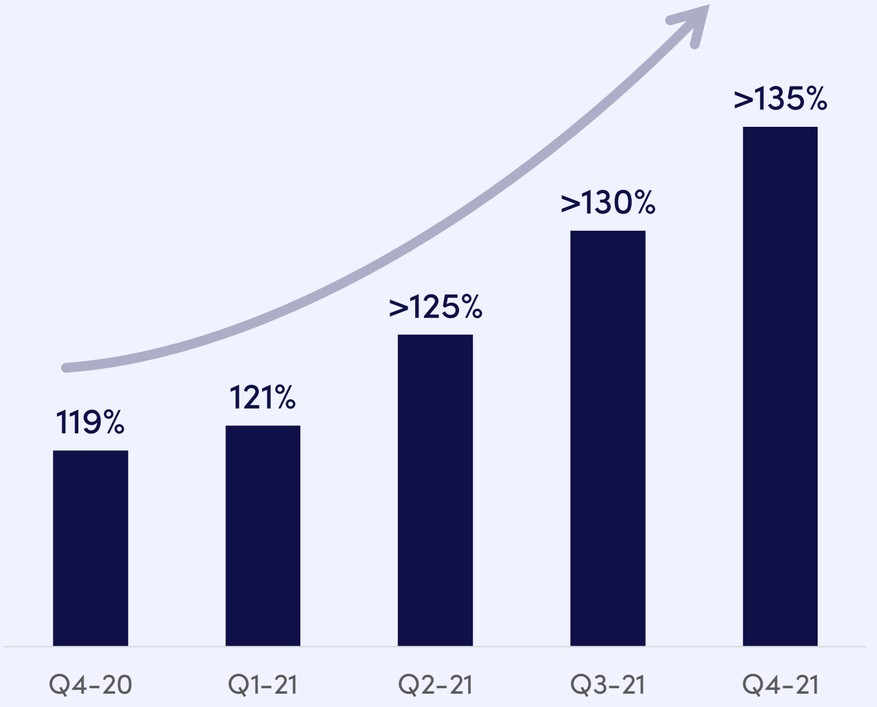


Strong net dollar retention rate

All customers



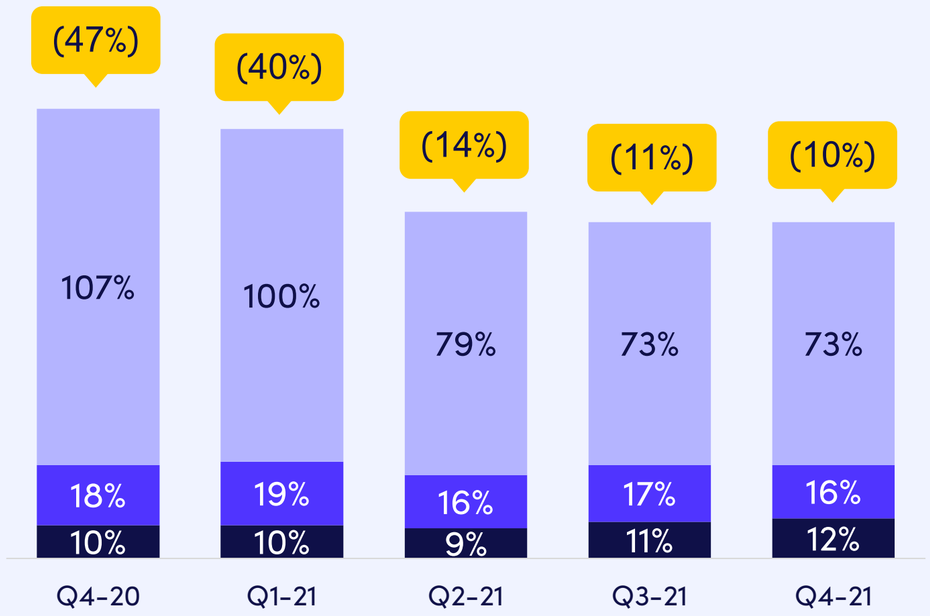
Customers with 10+ users



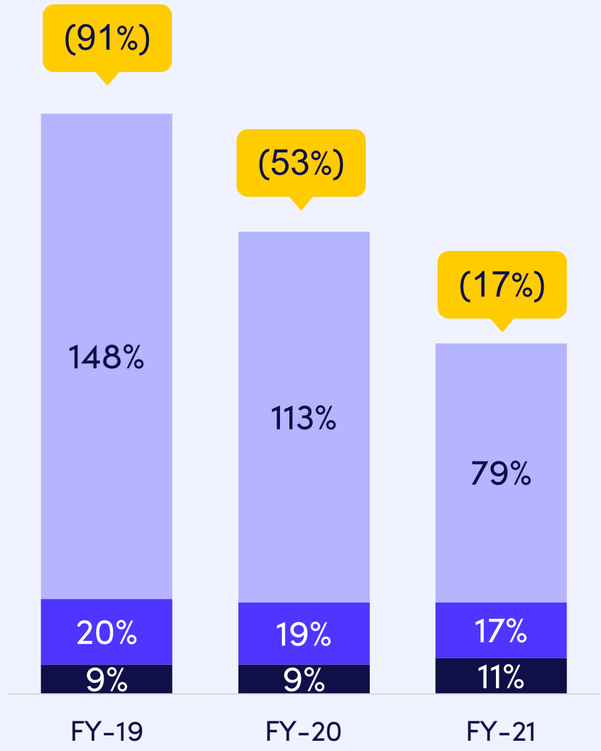
* For definition of net dollar retention rate, see Appendix.

Improving operating leverage

Quarterly Expenses as a % of revenue*



Annual Expenses as a % of revenue*

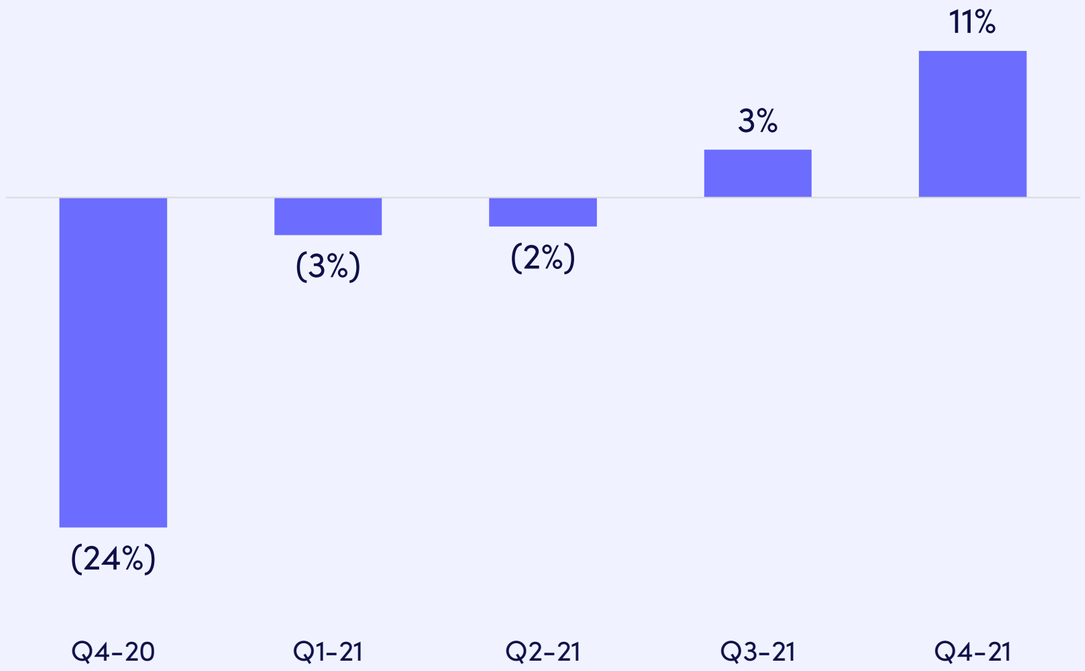


Operating Margin* S&M as % of Revenue* R&D as % of Revenue* G&A as % of Revenue*

* Non-GAAP financial measures, see Appendix.

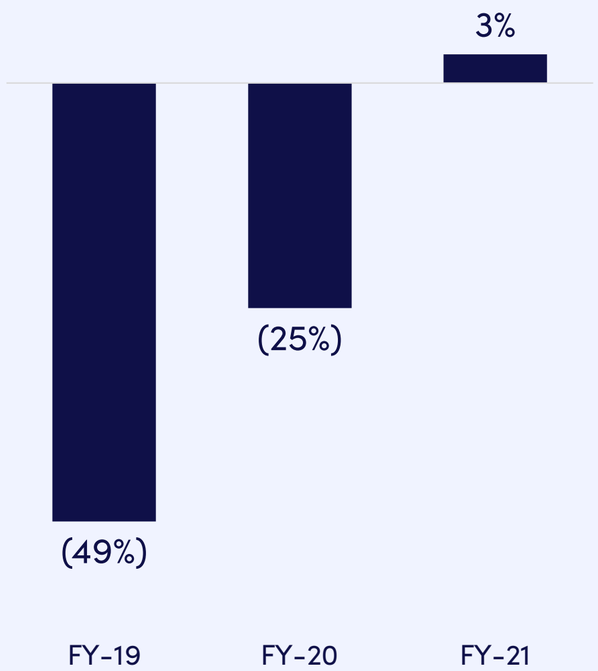
Investing in growth while improving cash efficiency

Quarterly Adjusted Free Cash Flow* Margin



Adjusted free cash flow amounts to: ($11.9M), ($1.6M), ($1.5M), $2.9M and $10.1M for Q4-20, Q1-21, Q2-21, Q3-21 and Q4-21 , respectively.

Annual Adjusted Free Cash Flow* Margin



Adjusted free cash flow amounts to: ($38.4M), ($40.7M) and $9.9M for FY-19, FY-20 and FY-21, respectively.

* Non-GAAP financial measures, see Appendix.

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Thank you

Appendix

Supplementary materials

Definitions

(1) We calculate Net Dollar Retention Rate as of a period end by starting with the ARR from customers as of the 12 months prior to such period end ("Prior Period ARR"). We then calculate the ARR from these customers as of the current period end ("Current Period ARR"). The calculation of Current Period ARR includes any upsells, contraction and attrition. We then divide the total Current Period ARR by the total Prior Period ARR to arrive at the net dollar retention rate. We then use a weighted average of this calculation of our quarterly Net Dollar Retention Rate for the four quarters ending with the most recent quarter.

(2) Annual recurring revenue ("ARR") is defined to mean, as of a measurement date, the annualized value of our customer subscription plans assuming that any contract that expires during the next 12 months is renewed on its existing terms.

(3) Adjusted free cash flow includes net cash used in operating activities less cash used for purchases of property and equipment and capitalized software development costs, plus non-recurring expenditures such as capital expenditures from the purchases of property and equipment associated with the build-out of our corporate headquarters.

Reconciliation of non-GAAP financial measures

Adjusted free cash flow

($ in millions)	FY-19	FY-20	FY-21
Net cash provided by (used in) operating activities	(36.7)	(37.2)	16.3
Purchase of PP&E	(1.4)	(4.4)	(11.6)
Capitalized software development costs	(0.3)	(1.1)	(2.2)
Purchase of build-out of new corporate headquarters	-	2.0	7.4
Adjusted free cash flow	**(38.4)**	**(40.7)**	**9.9**
Adjusted free cash flow margin	**(49%)**	**(25%)**	**3%**

Reconciliation of non-GAAP financial measures

Adjusted free cash flow (cont.)

($ in millions)	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21
Net cash provided by (used in) operating activities	(10.9)	(0.6)	(0.4)	3.8	13.5
Purchase of PP&E	(1.7)	(4.2)	(1.4)	(3)	(3)
Capitalized software development costs	(0.6)	(0.5)	(0.7)	(0.6)	(0.4)
Purchase of build-out of new corporate headquarters	1.3	3.7	1	2.7	-
Adjusted free cash flow	**(11.9)**	**(1.6)**	**(1.5)**	**2.9**	**10.1**
Adjusted free cash flow margin	**(24%)**	**(3%)**	**(2%)**	**3%**	**11%**

Reconciliation of non-GAAP financial measures

Non-GAAP operating loss

($ in thousands)	FY-19	FY-20	FY-21
Reconciliation of gross profit:			
GAAP gross profit	66,111	138,635	269,137
Add: Share-based compensation	970	2,720	7,681
Non-GAAP gross profit	**67,081**	**141,355**	**276,818**
Reconciliation of gross margin:			
GAAP gross margin	85%	86%	87%
Non-GAAP adjustments	1%	2%	3%
Non-GAAP gross margin	**86%**	**88%**	**90%**
Reconciliation of operating expenses:			
GAAP research and development	24,637	43,480	73,686
Less: Share-based compensation	9,396	12,142	21,779
Non-GAAP research and development	**15,241**	**31,338**	**51,907**
GAAP sales and marketing	118,534	191,353	268,083
Less: Share-based compensation	3,283	10,068	23,135
Non-GAAP sales and marketing	**115,251**	**181,285**	**244,948**

Reconciliation of non-GAAP financial measures

Non-GAAP operating loss (cont.)

($ in thousands)	FY-19	FY-20	FY-21
Reconciliation of operating expenses (cont.):			
GAAP general and administrative	15,458	54,339	53,493
Less: Share-based compensation	8,190	39,415	20,934
Non-GAAP general and administrative	**7,268**	**14,924**	**32,559**
Reconciliation of operating loss and margin:			
GAAP operating loss	(92,518)	(150,537)	(126,125)
Add: Share-based compensation	21,839	64,345	73,529
Non-GAAP operating loss	**(70,679)**	**(86,192)**	**(52,596)**
GAAP operating margin	(118%)	(93%)	(41%)
Non-GAAP adjustments	27%	40%	24%
Non-GAAP operating margin	**(91%)**	**(53%)**	**(17%)**

Reconciliation of non-GAAP financial measures

Non-GAAP operating loss

($ in thousands)	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21
Reconciliation of gross profit:					
GAAP gross profit	43,461	51,048	61,507	72,805	83,777
Add: Share-based compensation	975	1,531	1,833	2,107	2,210
Non-GAAP gross profit	**44,436**	**52,579**	**63,340**	**74,912**	**85,987**
Reconciliation of gross margin:					
GAAP gross margin	87%	87%	87%	88%	88%
Non-GAAP adjustments	2%	2%	3%	2%	2%
Non-GAAP gross margin	**89%**	**89%**	**90%**	**90%**	**90%**
Reconciliation of operating expenses:					
GAAP research and development	11,428	15,581	16,271	19,875	21,959
Less: Share-based compensation	2,177	4,537	5,068	5,620	6,554
Non-GAAP research and development	**9,251**	**11,044**	**11,203**	**14,255**	**15,405**
GAAP sales and marketing	56,901	63,048	61,057	67,443	76,535
Less: Share-based compensation	3,128	4,034	5,536	6,448	7,117
Non-GAAP sales and marketing	**53,773**	**59,014**	**55,521**	**60,995**	**69,418**

Reconciliation of non-GAAP financial measures

Non-GAAP operating loss (cont.)

($ in thousands)	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21
Reconciliation of operating expenses (cont.):					
GAAP general and administrative	36,828	10,266	11,648	14,698	16,881
Less: Share-based compensation	31,742	4,438	5,121	5,587	5,788
Non-GAAP general and administrative	**5,086**	**5,828**	**6,527**	**9,111**	**11,093**
Reconciliation of operating loss and margin:					
GAAP operating loss	(61,696)	(37,847)	(27,469)	(29,211)	(31,598)
Add: Share-based compensation	38,022	14,540	17,558	19,762	21,669
Non-GAAP operating loss	**(23,674)**	**(23,307)**	**(9,911)**	**(9,449)**	**(9,929)**
GAAP operating margin	(123%)	(64%)	(39%)	(35%)	(33%)
Non-GAAP adjustments	76%	24%	25%	24%	23%
Non-GAAP operating margin	**(47%)**	**(40%)**	**(14%)**	**(11%)**	**(10%)**