Safe Harbor

This presentation includes forward-looking statements. In this presentation, the words “believe,” “may,” “will,” “estimate,” “continue,” “anticipate,” “intend,” “expect,” “predict,” “potential” and similar expressions, as they relate to Cornerstone OnDemand, Inc. (“Cornerstone OnDemand” or the “Company”), business and management, are intended to identify forward-looking statements. In light of the risks and uncertainties outlined below, the future events and circumstances discussed in this presentation may not occur, and actual results could differ materially from those anticipated or implied in the forward-looking statements. The Company has based these forward-looking statements largely on its current expectations and projections about future events and financial trends affecting its business. Forward-looking statements should not be read as guarantees of future performance or results, and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on information available at the date of this presentation and management’s good faith belief as of such date with respect to future events, and are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in or suggested by the forward-looking statements. Important factors that could cause such differences include, but are not limited to:

• Statements regarding the Company’s business strategies;
• The Company’s anticipated future operating results and operating expenses;
• The Company’s ability to attract new clients to enter into subscriptions for its solution;
• The Company’s ability to service those clients effectively and induce them to renew and upgrade their deployments of the Company’s solution;
• The Company’s ability to expand its sales organization to address effectively the new industries, geographies and types of organizations the company intends to target;
• The Company’s ability to accurately forecast revenue and appropriately plan its expenses; market acceptance of enhanced solutions, alternate ways of addressing learning and talent management needs or new technologies generally by the Company and its competitors; continued acceptance of SaaS as an effective method for delivering learning and talent management solutions and other business management applications; the attraction and retention of qualified employees and key personnel;
• The Company’s ability to protect and defend its intellectual property; costs associated with defending intellectual property infringement and other claims; events in the markets for the Company’s solution and alternatives to the Company’s solution, as well as in the United States and global markets generally; future regulatory, judicial and legislative changes in the Company’s industry; changes in the competitive environment in the Company’s industry and the markets in which the Company operates; and other factors discussed under “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s periodic reports filed with the Securities and Exchange Commission (the “SEC”).

Forward-looking statements speak only as of the date of this presentation. You should not put undue reliance on any forward-looking statement. The Company assumes no obligation to update any forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting future performance or results, except to the extent required by applicable laws. If the Company updates one or more forward-looking statements, no inference should be drawn that it will make additional updates with respect to those or other forward-looking statements.

In considering investing in the Company’s securities, you should read the documents the Company has filed with the SEC for more complete information about the Company. You may get these documents for free by visiting EDGAR on the SEC Web site at www.sec.gov.
Our Evolution

16 Years Ago…

1999
Our Evolution
The Last Decade...
Our Evolution

Today
Today with Global Reach…

- CLIENTS: 2,600+
- USERS: 25M
- COUNTRIES: 191
- LANGUAGES: 42
- OFFICES: 19

San Francisco
Santa Monica
Sunnyvale
London
Paris
Madrid
Stockholm
Amsterdam
Düsseldorf
Munich
Sao Paulo
New Delhi
Mumbai
Bangalore
Tel Aviv
Tokyo
Hong Kong
Sydney
Auckland
New Delhi

As of March 31, 2016

Note: User and client count figures exclude Growth Edition and Cornerstone for Salesforce.
...and an Organically-Grown Core Suite
Cornerstone is the Talent Management Leader

Magic Quadrant for Talent Management Suites

- Leaders
  - SAP (SuccessFactors)
  - Oracle (Talent Management Cloud)

- Visionaries
  - Halogen Software
  - Saba
  - PeopleFluent
  - SumTotal
  - Talentsoft

- Challengers
  - Lumessee
  - Deltek (HRsmart)
  - Haufe
  - Technomedia

- Niche Players
  - Deltek (HRsmart)
  - Technomedia

Source: Gartner (August 2015)
Bolstered by Tier One Global Partners

Select Alliances

- ADP
- Xerox
- Deloitte
- Aon Hewitt
- Accenture
- Kronos
- Appirio
- IBM
The Ability to Integrate with Everyone

- Oracle
- SAP
- Workday
- Santander
- Reckitt Benckiser
- Carlson
- Fruit for the Loom
- UNHCR
- Grupo Bimbo
- Novartis
- Hitachi
- Starwood Hotels and Resorts
- Kuehne + Nagel
- Federal Mogul
- HeidelbergCement
- Flextronics
- Nissan Motor Company
- Teach for America
- Penn State
- MGM Resorts International
Now with More People with More to Sell

LEARNING
PERFORMANCE
RECRUITING
ANALYTICS

OVER TIME, MORE PEOPLE + MORE TO SELL
Strong Results

**Revenue**

CAGR = 53.6%

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$11.0</td>
</tr>
<tr>
<td>2008</td>
<td>$19.6</td>
</tr>
<tr>
<td>2009</td>
<td>$29.3</td>
</tr>
<tr>
<td>2010</td>
<td>$46.6</td>
</tr>
<tr>
<td>2011</td>
<td>$75.5</td>
</tr>
<tr>
<td>2012</td>
<td>$117.9</td>
</tr>
<tr>
<td>2013</td>
<td>$185.1</td>
</tr>
<tr>
<td>2014</td>
<td>$263.6</td>
</tr>
<tr>
<td>2015</td>
<td>$339.7</td>
</tr>
</tbody>
</table>

**Bookings**

CAGR = 50.7%

<table>
<thead>
<tr>
<th>Year</th>
<th>Bookings (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$15.0</td>
</tr>
<tr>
<td>2008</td>
<td>$24.9</td>
</tr>
<tr>
<td>2009</td>
<td>$34.5</td>
</tr>
<tr>
<td>2010</td>
<td>$60.9</td>
</tr>
<tr>
<td>2011</td>
<td>$97.6</td>
</tr>
<tr>
<td>2012</td>
<td>$154.3</td>
</tr>
<tr>
<td>2013</td>
<td>$231.7</td>
</tr>
<tr>
<td>2014</td>
<td>$316.1</td>
</tr>
<tr>
<td>2015</td>
<td>$400.5</td>
</tr>
</tbody>
</table>
Growing ASPs Across All Geographies

North America
+15%

Europe, Middle East & Africa
+48%

Asia Pacific
+44%

Note: ASP values reflect year-over-year growth for FY2015.
Growth Across All Metrics

**Revenue Growth (in millions)**
- 2007: $11.0
- 2008: $19.6
- 2009: $29.3
- 2010: $46.6
- 2011: $75.5
- 2012: $117.9
- 2013: $185.1
- 2014: $263.6
- 2015: $339.7

**Client Growth**
- 2007: 105
- 2008: 168
- 2009: 280
- 2010: 481
- 2011: 805
- 2012: 1,237
- 2013: 1,631
- 2014: 2,153
- 2015: 2,595

**User Growth (in millions)**
- 2007: 0.9
- 2008: 2.1
- 2009: 3.3
- 2010: 4.9
- 2011: 7.5
- 2012: 10.6
- 2013: 14.0
- 2014: 18.1
- 2015: 23.8

*Note: User and client count figures exclude Growth Edition and Cornerstone for Salesforce.*
Clear Path to Profitability

Non-GAAP Free Cash Flow

(in millions)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>$(2.5)</td>
<td>$(2.0)</td>
<td>$4.1</td>
<td>$5.0</td>
<td>$12.8</td>
<td>$16.0</td>
<td>$34.0</td>
</tr>
</tbody>
</table>

Non-GAAP Net Loss Margin

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss</td>
<td>$(21.9)%</td>
<td>$(17.0)%</td>
<td>$(13.4)%</td>
<td>$(6.7)%</td>
<td>$(6.4)%</td>
<td>$(6.2)%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

Note: 2016E values reflect the latest issued guidance. 2016E non-GAAP net loss margin uses the midpoint of the revenue guidance range of $428 - $434M.
### Long-Term Margin Improvement

<table>
<thead>
<tr>
<th>Metric</th>
<th>2015</th>
<th>Improvement</th>
<th>2018E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Margin</td>
<td>72%</td>
<td>2-3%</td>
<td>74-75%</td>
</tr>
<tr>
<td>S&amp;M (% of Rev.)</td>
<td>54%</td>
<td>10-14%</td>
<td>40-44%</td>
</tr>
<tr>
<td>R&amp;D (% of Rev.)</td>
<td>10%</td>
<td>-</td>
<td>10%</td>
</tr>
<tr>
<td>G&amp;A (% of Rev.)</td>
<td>12%</td>
<td>2%</td>
<td>10%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>-4%</td>
<td>14%+</td>
<td>10%+</td>
</tr>
<tr>
<td>Free Cash Flow Margin</td>
<td>5%</td>
<td>11%+</td>
<td>16%+</td>
</tr>
</tbody>
</table>

Note: All values are non-GAAP metrics.
Our Opportunity
Marching to $1 Billion
Work is Changing

WHO

WHAT

WHERE

WHEN

HOW
The Market Need is Real

**THE WALL STREET JOURNAL**
*Lauren Weber | September 30, 2015*
- How to Get More Women Into the Workforce

**Co.EXIST**
*Ben Schiller | May 8, 2015*
- What Do Workers Want from the Boss?

**Harvard Business Review**
*Walter Frick | November 3, 2015*
- When Treating Workers Well Leads to More Innovation

**FORTUNE**
*Adam Miller | March 26, 2015*
- 3 Things Millennials Want in a Career (hint: it’s not more money)

**Forbes**
*Sylvia Voerhauser-Smith | October 15, 2015*
- Is HRDisconnected? Here’s How HR Can Reconnect and Embrace the Future
The Market is **HUGE**

**ADDRESSABLE MARKET**

$31B

**CORNERSTONE**

25.0M

**CURRENT MARKET**

88M

**EST. USERS**

400M

**ADDRESSABLE SEATS**

Source: Adapted from Gartner, IDC, US Census Bureau
Opportunities Abound

- Continued Core Market Sales
- Global Expansion
- Market Segmentation
- Vertical Opportunity
- Installed Base Opportunity
- Extended Enterprise
Accelerating Client Traction

Key Client Additions

- Pearson
- Pitney Bowes
- TrueValue
- Advantage
- Turner
- Starwood Hotels and Resorts
- Staples
- BNP Paribas
- Carlson
- RSA
- Heineken
- USC University of Southern California
- Ricoh
- Bulgari
- Reliance Capital
- Jones Lang LaSalle
- NISSAN MOTOR COMPANY
- City of Seattle
- Penske
- Liberty Mutual
- Carilion Clinic
- Flextronics
- Suddenlink
- Liberty Mutual
- American Bankers Association
- Virgin Media
- Cox
- American Airlines
- MGM Resorts International
- Tata
- Moody’s
- Papa Johns
- USG
- Reckitt Benckiser
- BBVA
- Santander
- Unibail-Rodamco
- VENTAS
- MAERSK
- Frontier Communications
- Princess Cruises

2003-2005
2008
2010
2012
2014
2015
## Expanded Global Footprint

### Europe, Middle East & Africa

<table>
<thead>
<tr>
<th>OFFICES</th>
<th>LANGUAGES</th>
<th>EST. USERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>29</td>
<td>6.8M</td>
</tr>
</tbody>
</table>

### Asia Pacific

<table>
<thead>
<tr>
<th>OFFICES</th>
<th>LANGUAGES</th>
<th>EST. USERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>9</td>
<td>1.9M</td>
</tr>
</tbody>
</table>

### Select Notable Clients

#### Europe, Middle East & Africa
- HEIDELBERGCEMENT (GERMANY)
- NOVARTIS (SWITZERLAND)
- BBVA (SPAIN)
- Reckitt Benckiser (UNITED KINGDOM)
- Alcatel-Lucent (FRANCE)
- PHILIPS (NETHERLANDS)

#### Asia Pacific
- NISSAN MOTOR COMPANY (JAPAN)
- Li & Fung (CHINA)
- HITACHI (JAPAN)
- BESTSELLER (CHINA)
- TATA (INDIA)
- CommonwealthBank (AUSTRALIA)
Growth Edition for Small Business

Purpose-built talent management solution for Growing Businesses

- Mobile ready
- Self configurable
- 3 hour deployment
- Bundled training
Installed Base Penetration

More than 2/3 have 2+ modules

Nearly 1/2 have 3+ modules
Installed Base Opportunity

Four key pillars, each a suite, and half of it **GREENFIELD**

- **Learning**
- **Performance**
- **Recruiting**
- **Analytics**

Number of Clients

- **Learning**: 2,600
- **Performance**: 2,400
- **Recruiting**: 1,600
- **Analytics**: 1,200

Existing Client Penetration: 60% penetration among other products results in nearly **$800M** opportunity

- **Existing Client Penetration**
- **Client Opportunity**

Calculated based on 2,670 clients with approximately 9,400 users on average
Extended Enterprise Opportunity

Engage & enable the entire ecosystem

- Training for profit
- Partner enablement
- Customer engagement
- Crowdsourcing
The Future
Beyond 2016
Cornerstone is Visionary

- **FIRST** to the Cloud
- **FIRST** to do Integrated Talent Management
- **FIRST** to include Social Networking in Talent Management
- **FIRST** to do client success management
- **FIRST** to understand consumerization of the enterprise
- **FIRST** to integrate full machine learning
Cornerstone has “Massive Data”

<table>
<thead>
<tr>
<th>User</th>
<th>Collaboration</th>
<th>Talent</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Position ✓ Previous Position ✓ Education ✓ Skills ✓ Certifications ✓ Accomplishments ✓ Languages ✓ Organization ✓ Preferences ✓ Connections ✓ Live Feed (Status) ✓ Feedback ✓ Actions ✓ Snapshot ✓ Teams ✓ Discussions ✓ Badges ✓ Likes ✓ Comments ✓ Transcript ✓ Performance ✓ Skills ✓ Goals ✓ Assessments ✓ Dev Plans ✓ Succession ✓ Compensation ✓ Applicants ✓ Applicant Status ✓ Industry ✓ Business Unit ✓ Department ✓ Division ✓ Region ✓ Groups ✓ Hierarchies ✓ Cost Center ✓ Grade ✓ Location</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Cornerstone Analytics

**REPORT**

**Cornerstone Reporting**
Standard & custom reports embedded with Cornerstone

**DISCOVER**

**Cornerstone View**
Highly visual dashboards that can easily slice/dice talent information

**PLAN**

**Cornerstone Planning**
Big data solution for workforce planning

**PREDICT**

**Cornerstone Insights**
Predictive analytics for managing talent decisions
IMPORT

Edge Import
Easily map and load data into Cornerstone

INTEGRATE

Edge Integrate
Easy build & manage integrations with 3rd-party apps

BUILD

Edge Build
Create new apps using Edge APIs & developer tools
The Power of Platform

Cornerstone Apps
One unified suite to recruit, train, develop, & connect employees

Partner Apps
Marketplace of apps integrated & embedded within Cornerstone

Custom Apps
Client-specific applications designed & built by clients or partners

Multi-tenant
REST APIs
Mobile-Ready
Thank You!