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development tools. Technology Workflows Technology Workflows enable IT departments to serve their customers, manage their IT infrastructure, identify and remediate security vulnerabilities and threats, gain visibility across their IT resources and asset lifecycles, optimize IT costs and reduce time spent on administrative tasks. Our Technology products help companies unite IT, technology, risk management and security operations on a single platform to deliver modern and resilient digital services aligned to our customers’™ priorities. These products also drive enterprise-wide outcomes, as well as power our Customer and Industry and Employee Workflows. Asset Management Our Asset Management product suite includes IT Asset Management and Enterprise Asset Management. IT Asset Management inventories and automates customers’™ software, hardware and cloud asset lifecycles with workflows and analytics to track the financial, contractual and inventory details of these IT assets from end-to-end. Enterprise Asset Management inventories and automates processes across the lifecycle of a customer’™s physical business assets from planning, deployment, inventory management and maintenance through retirement. Integrated Risk Management Our Integrated Risk Management (‘™IRM’) product capabilities include policy and compliance management, regulatory change management, compliance case management, IT and operational risk management and audit management. IRM helps customers manage risk and resilience in real time. IRM also includes ESG Management, which helps customers more effectively administer their environmental, social and governance (‘™ESG’) programs. For example, it can streamline data collection, provide on-demand progress monitoring against key goals and automate reporting. IT Operations Management Our IT Operations Management (‘™ITOM’) product identifies, monitors and manages a customer’™s physical and cloud-based IT infrastructure. The ITOM product’™s ability to identify a customer’™s IT infrastructure (e.g., physical servers) and digital components (e.g., email) allows it to detect whether issues occurring on one or more of those assets’ Table of Contents may interfere with business services. It also maintains a single data record for all IT configurable items, allowing our customers to exercise control over their on-premises or cloud-based infrastructures, while orchestrating key processes and tasks. ITOM also includes Cloud Observability, which provides real-time visibility into cloud-native and monolithic environments that power our customers’™ internal- and external-facing products and services. Now Assist for ITOM, our AI solution, simplifies complex technical language into easy-to-understand descriptions and provides quick resolution recommendations to IT operations issues. By doing so, this solution lowers the risk of outages, enhances customer productivity and increases overall service reliability. IT Service Management Our IT Service Management (‘™ITSM’) product is capable of, among others, predictive intelligence, incident management and response, routine task and request automation, performance analytics and process optimization. It also provides a Virtual Agent feature, a chatbot that can answer common questions. ITSM intelligently delivers resilient IT services, reduces costs, boosts IT productivity and provides exceptional experiences to employees, customers and partners. Now Assist for ITSM, our AI solution, can summarize change requests or enable natural language Virtual Agent interactions and incident history summaries so customer service agents can efficiently resolve incidents. For example, upon incident closure, solution notes or knowledge-based articles can be generated to speed wrap times and adhere to incident management best practices, thereby improving agent productivity and employee experience with faster, more seamless resolutions. Operational Technology Management Our Operational Technology (‘™OT’) Management product suite provides visibility and context into connected devices and technology assets deployed for operational purposes. It enables industrial companies to prioritize, remediate and patch OT vulnerabilities, respond to issues with OT service management capabilities and automate OT asset management throughout the full device lifecycle. For example, when an OT issue is discovered, this product suite provides operators with the business context needed to strategically prioritize its criticality. OT Management will trigger an incident management process that ensures the issue is handled by the appropriate team at the right time. Security Operations Our Security Operations product suite connects an organization’™s security function with the rest of the enterprise, integrating internal and third-party security and vulnerability data to quickly respond to security incidents and vulnerabilities, prioritized according to their potential impact on a customer’™s business. It simplifies and automates threat and vulnerability management and response, while reducing risks to our customers’™ organizations. Now Assist for Security Operations, our AI solution, enhances security operations by providing AI-generated insights through automated workflows. It boosts security analysts’™ productivity, accelerates issue resolution and equips chief information security officers and other security leaders with valuable insights for transforming their security operations. Strategic Portfolio Management Our Strategic Portfolio Management (‘™SPM’) product helps customers plan, visualize and track value realization across their portfolio of projects, initiatives and digital products, all on one platform. It enables customers to drive business outcomes by aligning their strategy with investments and execution. Now Assist for SPM, our AI solution, helps ensure that business demands, related task documentations and feedback, are communicated clearly, efficiently and effectively. Customer and Industry Workflows Customer and Industry Workflows help organizations integrate front-end customer service capabilities with operations, order fulfillment and field service resources and can deliver industry-specific use cases. Customer and Industry Workflows help customers create a seamless customer experience from request to resolution by connecting’ Table of Contents digital workflows that deliver fast support on a customer’™s channel of choice, reducing costs, and modernizing customer experiences. Organizations can elevate their customer service with enhanced resolution efficiency and improved service quality made possible with workflows, automation, AI and task management. Customer service departments no longer need to rely on agents searching multiple systems to find a single resolution to customer requests. Customer Service Management Our Customer Service Management (‘™CSM’) product allows companies to route work to the right agent based on priority and category, which decreases errors by leveraging recommended solutions from prior cases and interactions. It optimizes customer service experiences with workflows that help organizations accelerate customer self-service, boost agent productivity and speed up resolution time. For example, CSM can automate the routing of customer requests to appropriate departments, provide self-service options for customers to troubleshoot common issues, empower agents with access to comprehensive customer data for efficient problem-solving and facilitate timely follow-ups to ensure quick resolution. As a result, organizations can shorten resolution times and increase customer satisfaction’™ all while reducing costs. Now Assist for CSM, our AI solution, rapidly generates summaries for cases and chats, reduces manual work and allows agents to resolve customer issues faster. This solution helps accelerate time to resolution, reduce case volume and personalize service, which reduces the effort required by customers. Field Service Management Our Field Service Management (‘™FSM’) product provides work planning, scheduling, resource management and job execution capabilities all in one, which allows field service agents to be assigned and dispatched on the same underlying customer service management platform that created and managed the customer incident. It streamlines field service processes with automation to increase technician productivity, improve first time fix rates and optimize scheduling and dispatching. Organizations can use data-driven insights to enhance operations, identify trends and remove service bottlenecks to maximize efficiency and effectiveness, while also creating great customer and employee experiences. Now Assist for FSM, our AI solution, helps customers quickly summarize key takeaways for pre-work triage and job completion, minimizing time spent searching through conversation histories. It accelerates productivity by simplifying work order task summarization and knowledge generation. ’ Table of Contents Industry We offer industry solutions to better address the unique needs for specific industries, including, for example, financial services, healthcare and life sciences, manufacturing, public sector, retail, technology and telecommunications. We expect the number of industry-specific solutions to grow as we gain adoption in new industries. Financial Services Financial Services Operations allows banking and insurance institutions to reduce contact center volumes with Now Assist. It provides frictionless service experiences that use AI across teams and systems and ensures compliance with embedded controls. Healthcare and Life Sciences Healthcare and Life Sciences Service Management uses Now Assist to allow organizations to enhance patient care, unlock productivity and streamline operations. Clinical Device Management provides a single dashboard from which healthcare providers may efficiently manage and service clinical devices, while also improving their ability to meet compliance requirements. Manufacturing Manufacturing Commercial Operations uses Now Assist and automated workflows to streamline sales, support and service processes, accelerate order fulfillment, optimize customer experiences and drive revenue growth for manufacturers. Public Sector Public Sector Digital Services uses Now Assist to empower governments of all sizes to build seamless experiences at scale. Agencies can share a single instance to facilitate complete collaboration, thereby increasing the speed of service delivery and adding transparency. Retail Retail Operations and Retail Service Management leverages Now Assist and automated workflows to streamline retail store operations by simplifying store tasks and day-to-day activities, while providing headquarters with visibility into in-store performance. These solutions improve employee and customer experiences and reduce costs. Technology Technology Product Service Management with Now Assist and Sales & Order Management for Technology Providers brings customer service, service delivery and customer operations together on a single, intelligent system of action and enables technology providers to reduce time to market and increase customer satisfaction at reduced operational cost. Telecom Telecom Service Management, Sales & Order Management for Telecom, Network Inventory Management and Telecom Service Operations Management offer communication service providers the ability to leverage automation and AI to streamline the end-to-end service experience and accelerate growth while reducing costs. Workflows use Now Assist to help maximize technology investments, scale sales and order management processes, launch telecom services quickly, enhance customer care, automate service assurance and optimize network management on a single platform. Employee Workflows Employee Workflows help organizations transform the employee experience, improve productivity, increase employee satisfaction and fuel business growth. ServiceNow makes it easy for employees to answer their own questions, while automating mundane tasks for agents. With the Now Platform, organizations can empower career growth, make smarter talent decisions, modernize workplace management and experiences to create more collaborative in-office spaces, and streamline contract management and legal operations. ’ Table of Contents HR Service Delivery Our HR Service Delivery (‘™HRSD’) product helps organizations transform the employee experience by providing a portal that makes it easy for employees to conveniently access answers, actions and guidance. It helps employees navigate key career milestones and life events with step-by-step guidance. Now Assist for HRSD, our AI solution, enables employees to quickly obtain answers to common HR questions and take action directly through Virtual Agent, while also reducing redundant manual tasks for service agents, thereby helping HR leaders drive productivity and operational efficiency. From payroll discrepancies to employee information updates, service agents can resolve issues faster with instant summaries of case topics, chat history, Virtual Agent interactions and previous resolutions. With Now Assist and prompts that use AI, organizations can quickly generate knowledge-based articles to deflect similar cases in the future and drive proactive employee behavior such as reminders, tasks and approvals. Legal Service Delivery Our Legal Service Delivery (‘™LSD’) product suite replaces individual legal requests received through email with automated workflows that not only allow practitioners to keep track of the status of requests but also provide them visibility into interconnected legal requests. In addition, LSD’™s Virtual Agent feature can automate responses to common questions. Using LSD real-time reports and dashboards, organizations can make data-driven decisions, anticipate demand for legal services, and drive continuous improvement for a company’™s legal department. LSD helps organizations increase practitioner productivity, reduce risk and accelerate business outcomes through more efficient legal operations. For example, the LSD product suite includes Contract Management Pro, which helps legal, procurement, sales and IT teams streamline contract lifecycle management through a self-service portal for contract intake requests, driving operational efficiency and reducing risk. Now Assist for LSD, our AI solution, provides practitioners with auto-generated summaries of their legal requests and matters, thereby allowing them to more easily track and manage these workstreams. Workplace Service Delivery Our Workplace Service Delivery product helps organizations manage workplace services, facilities and real estate. With Workplace Service Delivery, companies can optimize their workspace with real-time analytics and indoor mapping capabilities, and can automate workplace requests, reservations and repairs, and track health and safety incidents to keep workplaces running smoothly. Creator & Other Workflows Creator Workflows help customers quickly build and manage cross-enterprise workflows with a low-code development experience that safely delivers agile services at scale and with features that allow customers to manage security and storage. As organizations digitally transform, they need to adapt faster with new processes and business models. This requires fast and agile execution with more automation delivered throughout an organization’™s business processes. With Creator Workflows, citizen developers have access to pre-built templates, low-code tools and modular building blocks created by professional developers. We enable Creator Workflows through App Engine and Automation Engine, among other products. App Engine Our App Engine product empowers our customers’™ employees to create enterprise-class workflows using low-code and no-code development tooling and does not require formal coding experience. App Engine delivers intuitive and intelligent development experiences, designed for speed, security and scale. Examples of the types of workflows our customers have developed using App Engine include applications for: ‘™a healthcare institution to streamline health research for providers and patients to share and track health data in a private and secure manner; ‘™a retailer to manage the workflow for loss prevention, fraud protection and asset protection in retail locations; ‘™the management of licensing, contracting and compliance examinations and financial reviews, replacing a months-long, manual process with a 30-minute automated process; and ‘™providing overnight loans in different currencies for central banks. ’ Table of Contents App Engine can also be used in conjunction with Now Assist for Creator, our AI solution, to quickly create and scale apps on the Now Platform. Trained on code from ServiceNow engineering, results generated with Now Assist for Creator are generally higher quality and more scalable and secure than other code generation technology. This solution includes text-to-code, which converts natural language text into high-quality code suggestions, and in some cases into complete code, enabling faster development and increased productivity. Automation Engine Our Automation Engine product helps workflows integrate by connecting or automating systems, documents or tasks with minimal code. Integration to data in third-party systems is executed and secured using application programming interfaces (or ‘™APIs’), while manual work can be eliminated by leveraging robotic process automation and intelligent document processing capabilities. Automation Engine includes process mining capabilities that can uncover trends and patterns in business processes and help eliminate redundancies and drive process optimization along with cost and productivity efficiencies. Automation Engine can also be used in conjunction with Now Assist for Creator, our AI solution, to automate essential functions, including flow generation, code generation and app generation, allowing developers to create complex workflows and applications using natural language prompts. This automation can significantly boost productivity by reducing development time and enabling both novice and experienced developers to build more reliable applications. To help customers in key business functions, we also enable other workflows through Platform Privacy and Security and Source-to-Pay Operations, among other products. Platform Privacy and Security Our Platform Privacy and Security products provide premium security, privacy and encryption controls to help our customers protect and control their sensitive data in the cloud. Source-to-Pay Operations Our Source-to-Pay Operations suite connects to customers’™ existing enterprise resource planning and procurement systems, delivering a guided experience and highly automated processes that reduce cycle time and cuts costs across procurement, supplier management and accounts payable processes. Now Assist for Source-to-Pay Operations, our AI solution, delivers simple experiences that can turn conversations into requisitions, making it easy for new or occasional users to follow the right process and reduce rogue spend. Customer Support, Professional Services and ServiceNow Impact Customer Support We offer our customers standard and enhanced support, from technical resources located around the globe, on a subscription-based model, as well as self-service technical support through our support portal, which provides access to documentation, knowledge-based articles, online training, online support forums and online case creation. Professional Services Our Professional Services, offered by ServiceNow directly and through our network of partners, include process design, implementation, configuration, architecture and optimization services that help our customers maximize the value of their ServiceNow investment. With a strong implementation methodology at the core of its foundation, our Professional Services help customers succeed by giving them access to ServiceNow product experts and technical best practices. Our training services include programs for all our products. ’ Table of Contents ServiceNow Impact ServiceNow Impact helps our customers accelerate the value they realize with our products and solutions. Through our subscription-based model, we offer our customers software tools and AI-driven recommendations that help increase adoption of ServiceNow solutions within their organizations, as well as with their customers. It also proactively monitors platform health, and tracks and reports on key platform metrics. In addition, ServiceNow Impact customers have access to designated experts, on-demand training, technical support and other services. Our Technology and Operations We operate a multi-instance architecture that provides each customer with its own dedicated application logic and databases. This architecture is designed to deliver high-availability, scalability, performance, security and control. Our cloud infrastructure primarily consists of industry-standard servers, networks and storage components. We host our full software-as-a-service (‘™SaaS’) experience on our own private cloud or customers may elect to use public cloud service providers. Our data centers operate in paired configurations to enable replication for high-availability and redundancy. We currently operate data centers in North America, South America, Europe, Asia and Australia, and we continuously evaluate our data center operations and capacity in existing and new geographies. We offer customers the option to deploy our services on dedicated hardware in our data centers. Our architecture also gives us the added flexibility to allow customers to deploy our services internally in their own data centers, with public cloud service providers, or with a third party to support unique regulatory or security requirements. While there are some limitations on agility and flexibility as compared to our cloud offering, a minority of our customers have elected the third-party alternative. The standard and enhanced customer support we provide to customers that deploy our services outside of our data centers is similar to the support we provide to

customers deployed in our managed data centers.Sales and MarketingWe market and sell our products and services to enterprises across a wide variety of industries. We sell our product offerings and services through subscription services primarily through our global direct sales organization. We also sell services through managed service providers and resale partners. Our marketing efforts and lead generation activities consist primarily of customer referrals, digital advertising (including via our website), trade shows, industry events, brand campaigns and press releases. We also host our annual Knowledge user conference, webinars and other user forums, including regional forums, which we call World Forums, where customers and partners both participate in and present on a variety of programs designed to educate them on industry best practices and help accelerate their success. We continue to expand our sales capabilities in new geographies, including through investments in direct and indirect sales channels, professional services capabilities, customer support resources, post-sales customer support resources, strategic alliances and partnerships, implementation partners and advisory councils. We also plan to increase our investment in our existing locations in order to achieve scale efficiencies in our sales and marketing efforts.Partner EcosystemIn addition to our global direct sales organization, we have a strong and growing ecosystem of partners that helps accelerate our customers’ digital transformation initiatives and deliver customer value at scale. They play a critical role in helping companies digitally transform their businesses. We have reimaged our program to include more flexibility and choice and are empowering partners worldwide to help us reach new markets and industries while innovating faster and together. Our industry and workflow capabilities paired with our partners’ industry and functional domain expertise help customers of all sizes. Together with our partners, we offer industry and domain-focused solutions at scale and are accelerating digital transformation as we help companies drive new approaches in engaging their end users and employees.We are seeing continued momentum across the partner ecosystem. For example, we have expanded our relationships with a number of technology companies to enhance enterprise AI capabilities. Our latest initiative with NVIDIA, for example, focuses on co-developing native AI agents on the Now Platform, using NVIDIA Agent Blueprints, which are AI workflow templates built on NVIDIA NIM microservices software, tailored for specific use cases. We have also expanded our relationships with cloud providers to enhance cloud capabilities. For example, our security incident response product can integrate with Amazon Web Services’ Security Hub to automate the creation of security incident records. Additionally, Now Assist and Microsoft 365 Copilot can be integrated such that both agents provide an elevated AI experience for our joint customers. Through these relationships, users can leverage their existing spending commitments with cloud providers to procure ServiceNow products. Further, our relationships with global system integrators such as Accenture, Cognizant, Deloitte, EY and KPMG continue to help us expand our business by offering ServiceNow solutions to their customers. Customers’ We primarily sell our services to large enterprise customers, and we host and support large, enterprise-wide deployments for our customers. As of December 31, 2024, we had approximately 8,400 customers. Our customers operate in a wide variety of industries. The portion of our revenues generated by sales to government customers has also increased over time. See “Risk Factors” Doing business with the public sector and heavily-regulated entities subjects us to risks related to the government procurement process, regulations, and contracting requirements’ for additional information about our sales to government customers.Research and DevelopmentOur research and development organization is responsible for the design, development, testing and validation of our solutions. We focus on innovating and developing new services and core technologies and further enhancing the functionality, reliability and performance of our existing solutions. Using emerging technologies, we can anticipate customer demands and then bring new services and new versions of existing services to market quickly in order to remain competitive in the marketplace. We have made, and will continue to make, significant investments in research and development to broaden our platform capabilities, strengthen our existing applications, expand the number of applications on our platform, enhance our user experience and develop additional mobile, automation, AI and machine intelligence technologies. Acquisitions and InvestmentsWe have acquired and invested in companies and technologies as part of our business strategy and will continue to evaluate and enter into potential strategic transactions, including, among other things, acquisitions of or investments in businesses, technologies, services, products and other assets. These transactions are intended to, among other things, expand or improve our service offerings and functionality, go-to-market and sales efforts, our operations or our ability to source necessary expertise and provide services in international locations. CompetitionOur business is highly competitive, rapidly evolving and fragmented, and subject to disruptive technologies with low barriers to entry, to shifting customer needs and to frequent introductions of new products and services. As our business expands and the industries in which we operate evolve, we increasingly find ourselves in competition with solutions and alternative approaches to solving customer needs, including, among others: enterprise application software vendors (including cloud-based and traditional on-premises vendors) such as Oracle, SAP, Salesforce and Workday; new technologies and entrants (including both point-solutions and platform solutions covering a wide range of functionalities); custom development and in-house solutions; technology consultants; systems integrators; and software resellers. For additional information about competition, see “Risk Factors” A failure to innovate in response to rapidly evolving technological changes and in the midst of an intensely competitive market may harm our competitive position and business prospects. Table of ContentsIntellectual Property’ We rely upon a combination of U.S. and international copyright, trade secret, patent and trademark laws and confidentiality procedures and contractual rights and restrictions to establish, protect and grow our intellectual property (IP) rights. We enter into confidentiality and proprietary rights agreements with our employees, partners, vendors, consultants and other third parties and limit access to our IP and other proprietary information. We also purchase or license IP and technology that we incorporate into our products or services. We continue to grow our global patent portfolio and IP rights that relate to our business. Our success depends in part upon our ability to protect our core technology and IP. As of December 31, 2024, we had over 2,000 U.S. and foreign patents, including patents acquired from third parties, and over 600 pending patent applications. We do not believe that our proprietary technology is dependent on any single patent or group of related patents. See “Risk Factors” We may not be able to protect or enforce our intellectual property rights. Our Ambition, Values and Corporate PurposeOur ambition to become the defining enterprise software company of the 21st century is the driving force behind our overall business strategy and is guided by our values: Wow our customers: Customers are the center of our world. We strive to deliver the best customer experiences and innovations. Win as a team: We share the same goals and have clear roles in achieving them. We deliver results as a team and enjoy the journey. Create belonging: We lead with empathy, which means listening and acting to make everyone feel they belong with ServiceNow. Stay hungry and humble: We do not take success for granted. We are always ready to learn and evolve. We grow together, bringing fresh ideas and new perspectives. These values have endured even as our headcount has rapidly increased over the years and we have continued to grow our business. By prioritizing these values, we are able to gain the trust of our employees and customers and work towards fulfilling our corporate purpose to make the world work better for everyone. Environmental, Social and Governance Our ESG strategy is aligned to our corporate purpose. We continue to build on our commitments and capabilities to sustain our planet (environmental), create equitable opportunities (social) and act with integrity (governance). Our year-over-year progress is included in our annual Global Impact Report, which details our ESG strategy, initiatives and performance. Our Global Impact Report is aligned with globally-recognized ESG reporting standards.Human Capital ManagementOur People PactOur People Pact is pivotal to our ability to fulfill our corporate purpose and is a commitment to helping each other live our best lives, do our best work and fulfill our purpose together. To deliver on this promise, we follow a Global People Strategy that serves as the foundation for how we plan and deliver on employee programming and experiences: People LedData DrivenAI PoweredDeliver on the People Pact through a product mindset that puts the user at the center of all program, process, and service delivery designRecruit and retain an inclusive and agile workforce through data use that accelerates growth and mitigates biasMake it easy to create and use AI to maximize talent impact and valueTable of ContentsCulture and InclusionOur culture is grounded in our values. We live our culture by regularly listening to our people and gathering feedback directly from our workforce to inform our programs and meet employee needs globally. Our Employee Voice Survey (EVS) measures and analyzes employee engagement, including inclusion and belonging, learning and development, recognition, compensation and wellbeing. EVS insights are used to create action plans at all levels of the organization and inform the assessment of our human capital management approach and its alignment with our purpose and business strategy. Create Belonging is one of our four company values that guides our ambition. We aim to create a safe, seen, heard and connected workplace for our employees of all backgrounds and experiences so that they can work together to create better products and services that serve our equally diverse and global customer base and ultimately better business outcomes for ServiceNow. To build a strong culture, we have implemented initiatives that weave inclusion throughout the employee experience - from hiring, to learning and development and career advancement. Our global inclusion framework focuses on three key areas:BusinessCommunityStrategic PartnershipsEnable each function to build the most innovative teams possible through a global and data-driven approach that drives structural inclusion and improves equitable outcomes for allStrengthen and expand our inclusive culture throughout the industry through RiseUp with ServiceNowEngage strategic partners to provide a wide variety of development opportunities that meet the evolving needs and skills of our employees and the communities we reachAs a technology leader, we believe in broadening our reach to underserved communities, providing them with access to technology and training, helping them unlock new opportunities. To help achieve this objective, we created RiseUp with ServiceNow a training, certification, upskilling and career placement program. This initiative reflects our commitment to building career pathways for non-traditional tech talent by removing barriers and improving access to technology, knowledge and opportunity. Learning and DevelopmentOur global learning and development programs, under the ServiceNow University (SNU) umbrella, deliver skilling tools and processes, and technical AI, industry, professional and leadership programs. SNU empowers employees, customers, partners and future talent with advanced skills. SNU combines education and experience, leveraging the Now Platform to fuel continuous growth in talent.Total Rewards and Pay EquityOur total rewards are designed to help us attract and retain the best talent. We believe that our rewards should be competitive and equitable, and we are committed to recognizing exceptional performance. In support of this, all our employees are eligible to participate in our annual cash bonus plan or, for those in quota-carrying roles, our sales commission plan, in addition to their base pay. We also have a broad-based discretionary equity incentive program and an employee stock purchase plan, which enable employees to share in our success. We understand that our employees perform their best when they have the resources they need to feel healthy, supported and secure. To support this, we offer a comprehensive range of benefits and wellbeing programs that cover physical, emotional, social and financial wellbeing. Additionally, we provide our employees with additional time away through Wellbeing Days’ to pause, recharge and further support their health and wellbeing. We continue to maintain systematic gender pay equity for our employees across the globe and, in the U.S., on the basis of race, ethnicity, as well as gender. Every year, we partner with an independent third-party expert to examine whether any statistically significant differences in compensation exist after considering factors such as experience, role, location and performance and make adjustments, as warranted.Table of ContentsWays of Working While we value in-person activities, we are committed to embracing ways of working that promote flexibility and inclusion, support employee wellbeing and drive innovation. A substantial portion of our employees work partially or fully remote. We believe such an environment will only serve to strengthen our company.Workforce MetricsAs of December 31, 2024, we employed 26,293 people on a full-time basis, 13,193 in the United States and 13,100 internationally. None of our U.S. employees are represented by a labor union. Employees in certain countries are represented by workers’ councils or employee representatives or have the benefits of collective bargaining arrangements at the national and/or sector level. We have not experienced interruptions of operations or work stoppages due to labor disagreements. Available InformationYou can obtain copies of our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, and other filings with the SEC, and all amendments to these filings, free of charge from our website at www.servicenow.com/company/investor-relations/sec-filings.html as soon as reasonably practicable after we file or furnish them with the SEC. The SEC maintains an Internet site that contains reports, proxy and information statements and other information regarding issuers that file electronically with the SEC at www.sec.gov. The contents of, or accessible through, these websites are not incorporated into this filing. Our references to the URLs for these websites are intended to be inactive textual references only. Investors and others should note that we announce material financial information to our investors using our investor relations website (<https://www.servicenow.com/company/investor-relations.html>), SEC filings, press releases, public conference calls, webcasts and social media. We use these channels, including our website and social media, to communicate with our investors and the public about our company, our products and solutions and other issues. It is possible that the information we post on social media could be deemed to be material information. Therefore, we encourage investors, the media and others interested in our company to review the information we make available on our website and the social media channels listed on our website.Table of ContentsITEM 1A.RISK FACTORSInvesting in our securities involves risks. You should carefully consider the risks and uncertainties described below, together with the other information in this Annual Report on Form 10-K, before making an investment decision. The occurrence of any of the following risks, or additional risks and uncertainties not presently known to us or that we currently believe to be immaterial, could materially and adversely affect our business, financial condition, results of operations, stock price or reputation. The following risks have been grouped by categories and are not in order of significance or probability of occurrence.Risk Factors SummaryThis summary provides an overview of the risks we face and should not be considered a substitute for the more fulsome risk factors discussed immediately following this summary. Risks Related to Our Ability to Grow Our Business’ Laws, regulations and customer expectations regarding the use, storage and movement of data may restrict our ability to continue to optimize our platform. A failure to innovate in response to rapidly evolving technological changes and in the midst of an intensely competitive market may harm our competitive position and business prospects. We may not successfully increase our penetration of international markets or manage risks associated with foreign markets. Incorporating AI technology into our offerings may result in operational, legal, regulatory, ethical and other challenges. We rely on our network of partners for an increasing portion of our revenues, and if these partners fail to perform, our business may be harmed. Doing business with the public sector and heavily-regulated entities subjects us to risks related to government procurement processes, regulations and contracting requirements. If we fail to comply with applicable anti-corruption and anti-bribery laws, export control laws, economic and trade sanctions laws, or other global trade laws, we could be subject to penalties and civil and/or criminal sanctions and our business could be materially adversely affected. Our customer deals are becoming more complex, which tend to involve longer and more expensive sales cycles, increased pricing pressure and implementation and configuration challenges. As we acquire or invest in companies and technologies, we may not realize the expected business or financial benefits and the acquisitions and investments may divert our management’s attention and result in additional shareholder dilution or costs. Risks Related to the Operation of Our Business’ Actual or perceived cybersecurity events experienced by us or our third-party service providers may create the perception that our platform is not secure, and we may lose customers or incur significant liabilities. We may lose key members of our management team or qualified employees or may not be able to attract and retain employees we need. Delays in the release of, or actual or perceived defects in, our products may slow the adoption of our latest technologies, reduce our ability to efficiently provide services, decrease customer satisfaction, and adversely impact future product sales. Disruptions or defects in our services could damage our customers’ businesses, subject us to substantial liability and harm our business. Delays in improving our information systems and processes could interfere with our ability to support our existing and growing customer and employee base as we scale. We may not be able to protect or enforce our intellectual property rights. Our use of open-source software could harm our ability to sell our products and services and subject us to possible litigation. Various factors, including our customers’ business, integration, migration, compliance and security requirements, or errors by us, our partners, or our customers, may cause implementations of our products to be delayed, inefficient or otherwise unsuccessful. Our failure or perceived failure to achieve our ESG goals or maintain ESG practices that meet evolving stakeholder expectations could adversely affect us. We may face natural disasters, including climate change, and other events beyond our control. Table of ContentsRisks Related to the Financial Performance or Financial Position of Our Business’ Because we generally recognize revenues from our subscription service over the subscription term, a decrease in new subscriptions or renewals may not be immediately reflected in our operating results. As our business grows, we expect our revenue growth rate to decline over the long term. Changes in our effective tax rate or disallowance of our tax positions may adversely affect our business. We may be adversely affected by our debt service obligations. Risks Related to General Economic Conditions’ Our industry and business may be harmed by global economic conditions. We may be harmed by foreign currency exchange rate fluctuations. Risks Related to Ownership of Our Common Stock’ Our stock price is likely to continue to be volatile. Provisions in our governing documents or Delaware law might discourage, delay or prevent a change of control or changes in our management and, therefore, depress our stock price.Risks Related to Our Ability to Grow Our Business’ Laws, regulations and customer expectations regarding the use, storage and movement of data may restrict our ability to continue to optimize our platform.Governments have adopted, and likely will continue to adopt, laws and regulations affecting the use, storage and movement of data, including laws related to data privacy and security, the use of machine learning and artificial intelligence (AI), and data sovereignty or residency requirements. Changing laws, regulations and standards applying to the collection, storage, use, sharing, portability, transfer or other control or processing of data, including personal data,

could affect our ability to efficiently and cost-effectively offer our services and to develop our products and services for maximum utility, as well as our customers’ ability to use data or share data. Such changes may restrict our ability to use, store or otherwise process customer data in connection with providing services and could alter or increase our compliance requirements. In some cases, this could impact our ability to offer our services in certain locations or our customers’ ability to deploy our services globally. For example, the EU Data Act has significant requirements regarding data portability, interoperability and accessibility and unclear data transfer restrictions, any of which could impact our operations. In addition, the relatively new Trans-Atlantic Data Privacy Framework, which facilitates the transfer of data between the United States (a U.S.) and European Union (a EU), may be subject to legal challenges and regulatory interpretations that could create uncertainties and impact our operations and compliance obligations. We offer region-specific services, by which customer data is hosted locally and customers may elect to receive support from locally-based ServiceNow teams. Setting up and maintaining these region-specific services require significant investment, including to comply with applicable laws and regulations. Actual or perceived non-compliance with those laws and regulations could result in proceedings or investigations against us by regulatory authorities or others, lead to significant fines, damages, orders, litigation or reputational harm and may otherwise adversely impact our business. We will also need to continually adapt to customer privacy and security requirements as they change over time. For example, as customers increasingly adopt a hybrid (on-premises and off-premises/hyperscale cloud) approach for their IT workloads, our cloud services may fail to address evolving customer requirements, including data localization. Further, due to heightened concerns relating to privacy and security regulatory matters, our customers may request certain certifications and failure to obtain, or consistently maintain, those certifications may adversely impact our reputation and business. A failure to innovate in response to rapidly evolving technological changes and in the midst of an intensely competitive market may harm our competitive position and business prospects. We compete in markets that evolve rapidly. The pace of innovation will continue to accelerate as customers recognize the advantages of acquiring leading digital technologies and adopting modern cloud-based infrastructure. Cutting-edge capabilities such as AI, machine learning, hyper automation, low-code/no-code application development, system observability and predictive insights become increasingly relevant to the customer’s evolving needs. With this rapid evolution, we are increasingly competing with alternative solutions and approaches to solve customer needs, and we expect additional competition as we shift our products and services to compete with providers in new and adjacent markets. Competitors, regardless of their size, may be able to respond more quickly and effectively to new or changing opportunities, technologies, standards, customer requirements and buying practices. They may introduce new technology, solve similar problems in different ways or more effectively utilize existing technology that reduces demand for our services. They may utilize acquisitions, integrations or consolidations to offer integrated or bundled products, enhanced Table of Contents functionality or other advantages. Some of our existing competitors and potential competitors are larger and have greater name recognition, the ability to more efficiently scale their business, more established operations and customer relationships, and greater financial and technical resources than we do. Systems of record operators may attempt to create technology solutions or other mechanisms that would prevent our systems from integrating with theirs. They may create pricing pressures by reducing the price of competing products, services or subscriptions or bundling their offerings causing our offerings to appear relatively more expensive. Competition from cloud-based vendors may increase as they build business applications or AI powered automation solutions that compete with our products and services. We may also encounter customer reluctance or unwillingness to migrate away from their current solutions. If we are not able to compete successfully, we could experience reduced sales and margins, losses or failure of our products to achieve or maintain market acceptance. Accordingly, to compete effectively, we must: identify and innovate in the right technologies; keep pace with rapidly changing technological developments, such as AI, which may disrupt resource and talent needs and the enterprise software marketplace; accurately predict and meet our customers’ changing digital transformation needs, priorities and adoption practices, including their technology infrastructures and buying and budgetary practices; invest in and continually optimize our own technology platform so that we continue to meet the very high-performance expectations of our customers; successfully deliver and promote new, scalable technologies and products to meet customer needs and priorities; efficiently integrate with technologies within our customers’ digital environments; expand our offerings into new and adjacent industries and comply with regulations in such industries; successfully sell to buyers who are not familiar with our offerings; profitably and efficiently market and sell our new and existing products; effectively scale our business processes and operations as we grow; successfully adapt new pricing models; promote ongoing customer relationships and customer value realization; effectively secure our platform, data and customers’ data; and effectively deliver, directly or through our partner ecosystem, the digital transformation process planning, IT systems architecture planning, and product implementation services that our customers require to be successful. Further, in response to evolving customer needs, we may make significant investments in changing how we offer our products or services, such as bundling offerings or shifting to consumption-based pricing for support services or how our services are delivered or priced. However, customers may not be satisfied with these changes and, therefore, may not grow or maintain their business with us. We may not successfully increase our penetration of international markets or manage risks associated with foreign markets. Sales outside of North America represented 37% and 36% of our total revenues for the years ended December 31, 2024 and 2023, respectively. The growth of our business depends on our ability to increase our sales outside of the U.S. as a percentage of our total revenues. Additionally, operating in international markets requires significant investment and management attention and subjects us to varying regulatory, political and economic risks. We have made, and will continue to make, substantial investments in data centers, geographic-specific service delivery models, advisory councils, cloud computing infrastructure, sales, marketing, partnership arrangements, personnel and facilities in new geographic markets. When we make these investments, it is typically unclear when we will see a return on our investment, and we may significantly underestimate the level of investment and time required to be successful. Our rate of acquisition of new large enterprise customers, a factor affecting our growth, has been generally lower in territories where we are less established and where there may be heightened or evolving regulations and operational and IP risks. We have experienced, and may continue to experience, difficulties in new geographic markets, including hiring qualified sales management personnel, penetrating the target market, and managing local operations. Risks associated with making our products and services available in international markets include, for example: compliance with multiple, conflicting and changing governmental laws and regulations; requirements to have local partner(s), local entity ownership limitations or technology transfer or sharing requirements, or to comply with data residency and transfer laws and regulations, privacy and data protection laws and regulations, which may increase operational costs and restrictions; the possibility that illegal or unethical activities of our local employees or business partners will be attributed to us or cause us harm; longer and potentially more complex sales and payment receipt cycles and other collection difficulties; different pricing and distribution environments; potential changes in international trade policies, tariffs, agreements and practices, including the adoption and expansion of formal or informal trade restrictions or regulatory frameworks that may favor local competitors; Table of Contents governmental direction, business practices and/or cultural norms that may favor local competitors; more prevalent cybersecurity, intellectual property and AI risks; and localization of our services, including translation into foreign languages and associated expenses. If we are unable to manage these risks, our business will be adversely affected. Incorporating AI technology into our offerings may result in operational, legal, regulatory, ethical and other challenges. We are increasingly innovating and expanding offerings on our platform by integrating AI technology. We expect AI to be an increasingly important driver of future growth, although, like many innovations, it presents risks and uncertainties that may impact our ability to realize its desired or anticipated benefits for our business. AI technology is rapidly evolving and to remain competitive, we will need to make significant investments to continue to successfully develop and incorporate the technology into our products. Our ability to incorporate AI technology into our products depends on the availability and pricing of third-party hardware and software equipment and technical infrastructure. Our competitors or other third parties may develop or incorporate AI into their products more quickly or successfully than us. Other companies may also have or in the future may obtain intellectual proprietary rights that would prevent, limit, or interfere with our ability to make, use, or sell our AI products. For these reasons, among others, we may not be able to compete effectively in the evolving AI market. Our business model may be affected by global trends and laws that govern the use of AI and machine learning. For example, the EU AI Act places new requirements on providers of AI technologies that will need to be addressed in alignment with various deadlines in the coming years. These and other laws or regulations may cause us to modify our data handling and compliance practices, which could be costly or disruptive to our operations, and may also impact our ability to use certain data to support our products or our product development efforts or hinder our customers’ ability to adopt or continue to use our products. We may face new or heightened legal, ethical and other challenges arising out of the perceived or actual impact of AI on human rights, intellectual property, privacy and employment, among other areas. For example, our use of AI could lead to copyright infringement or other intellectual property claims, potentially requiring us to pay compensation or licensing fees to third parties. Additionally, social and ethical concerns surrounding the use of AI in our offerings could harm our brand and may cause us to incur additional costs. Failure by us or others in our industry to adequately address these concerns could erode public confidence in AI and slow adoption of AI in our products. We rely on our network of partners for an increasing portion of our revenues, and if these partners fail to perform, our business may be harmed. An increasing portion of our revenues is generated by sales through our network of partners, including resellers, distributors and managed service providers. Increasingly, we and our customers rely on our partners to provide professional services, including custom implementations, and there may be insufficient qualified implementation partners available to meet customer demand. While we provide our partners with training and programs, including accreditations and certifications, these programs may not be effective or utilized consistently by partners. In addition, new partners may require extensive training and/or significant time and resources to become productive. Additionally, our relationships with partners may require us, along with our partners, to comply with complex regulations, contractual requirements and government procurement rules. Failure to adhere to these requirements could result in the loss of business opportunities, potential liabilities or penalties. For example, our partners could misrepresent to our customers the functionality of our platform or products, fail to perform services to our customers’ expectations, or violate laws or our corporate policies. Further, changes to our direct go-to-market models may cause friction with our partners. Our partners may also use our platform to develop products and services that compete with our products and services, which could raise IP ownership concerns and strain these partnerships. If we fail to effectively manage and grow our network of partners, our ability to sell our products and efficiently provide our services may be impacted and our business may be harmed. Table of Contents Doing business with the public sector and heavily-regulated entities subjects us to risks related to government procurement processes, regulations and contracting requirements. We provide products and services to governmental and heavily-regulated entities directly and through our partners. We have made, and may continue to make, significant investments to support our efforts to sell to those entities. Processes to obtain authorizations and certifications required for us to provide our products and services to those entities often are lengthy and encounter delays, and we may not be able to satisfy, or maintain compliance with, the associated requirements. A substantial majority of our sales to government entities in the U.S. have been made indirectly through our distributors, resellers or service provider partners. Doing business with government entities presents a variety of risks. The procurement process for governments and their agencies is highly competitive and time-consuming, may be subject to political influence and may involve different rules and conditions on the offering or pricing of products and services. We incur significant up-front time and expense without any assurance that we (or a third-party distributor, reseller or service provider) will win a contract. Beyond this, demand for our products and services may be adversely impacted by public sector budgetary cycles and funding availability that in any given fiscal cycle may be reduced or delayed, including in connection with an extended federal government shutdown, partisan gridlock or changes to government policy. Further, if we or our partners are successful in receiving a contract award, that award could be challenged during a bid protest process. Bid protests may result in an increase in expenses related to obtaining contract awards or an unfavorable modification or loss of an award. Even if a bid protest were unsuccessful, the delay in the startup and funding of the work under these contracts may cause our actual results to differ materially and adversely from those anticipated. Our customers also include non-U.S. governments, to which government procurement risks similar to those present in U.S. government contracting and regulatory compliance also apply, particularly in certain emerging markets where our customer base is less established. Across the globe, we have seen political volatility increase, with rapid changes in governments and increased partisanship affecting many aspects of government, including the ability to approve budgets and make commitments. This can significantly delay or impair a government’s ability to contract for software and services such as ours. We have also seen challenges to successful awards through bid protest procedures in jurisdictions outside the U.S. As our non-U.S. government business grows, we may see an increase in bid protests as part of the standard government procurement legal procedures that exist in many jurisdictions. In addition, compliance with complex regulations and contracting provisions in a variety of jurisdictions can be expensive and consume significant management resources. In certain jurisdictions, our ability to win business may be constrained by political and other factors unrelated to our competitive position in the market. Our public sector customers may have contractual, statutory or regulatory rights to terminate current contracts with us or our third-party distributors or resellers for convenience or due to a default, though such risk may be assumed by such third-party distributor or reseller. If a contract is terminated for convenience, we may only be able to collect fees for products or services delivered prior to termination and settlement expenses. If a contract is terminated due to a default, we may be liable for excess costs incurred by the customer for procuring alternative products or services or be precluded from doing further business with governmental entities. Further, we are required to comply with a variety of complex laws, regulations, and contractual provisions relating to the formation, administration, or performance of government contracts that give public sector customers substantial rights and remedies, many of which are not typically found in commercial contracts. These may also include rights with respect to price protection, refund and setoff, performance of services in languages other than English, the accuracy of information provided to the government, contractor compliance with supplier diversity policies, constraints on sales practices and other obligations that are particular to government contracts. These obligations may apply to us and/or our third-party resellers or distributors whose practices we may not control. Such parties’ non-compliance could create legal, contractual and customer satisfaction issues. We and governments routinely investigate and audit compliance with contractual and regulatory requirements. For example, as disclosed in Note 17 in the notes to our consolidated financial statements, the Company informed certain U.S. government agencies of an internal investigation and preliminary findings and is cooperating with, among others, the Department of Justice, which commenced its own investigation into the matters. If it is determined that we or our third-party distributors, resellers or service providers have failed to comply with applicable contractual or regulatory requirements, we may be subject to civil and criminal penalties and administrative sanctions, including termination of contracts, forfeiture of profits, cost associated with the triggering of price reduction clauses, fines, and suspensions or debarment from future government business, among others, all of which may adversely affect our business. In the United States, our federal business has been concentrated with a small number of third-party distributors, resellers or service providers. If one of those third parties is limited in its ability to do business with the government due to a regulatory or legal issue arising from their own conduct and we are not able to move our business to another third party, our business could be negatively impacted. Table of Contents Further, we are increasingly doing business in heavily regulated industries, such as financial services, telecommunication, media and television, and health care. Current and prospective customers in those industries may be required to comply with more stringent regulations to subscribe to and/or implement our services. In addition, regulatory agencies may impose requirements on third-party vendors that we may not meet. Customers in these heavily-regulated industries often have a right to conduct audits of our systems, products and practices, and in some cases the regulators of customers in heavily-regulated industries may directly examine vendors that provide outsourced services to such customers. If one or more customers and/or regulators determine that some aspect of our business does not meet regulatory requirements, our ability to continue or expand our business with those customers may be restricted. If we fail to comply with applicable anti-corruption and anti-bribery laws, export control laws, economic and trade sanctions laws, or other global trade laws, we could be subject to penalties and civil and/or criminal sanctions and our business could be materially adversely affected. As we continue to expand our business internationally, we will inevitably do more business with large private enterprises and the public sector in countries outside of the U.S. Increased business in countries with heightened levels of corruption subjects us and our officers and directors to increased scrutiny and potential liability from our business operations. We have an established compliance program, but there is a risk that our employees, partners, vendors, customers and agents, as well as those companies to which we outsource certain of our business operations, could violate our policies and applicable law, exposing us to additional scrutiny and potential liability. We have experienced this in the past and may experience it again in the future. In addition, we are subject to customs laws that may impose tariffs on us, directly or indirectly. Higher tariffs on imports related to our operations could increase our operating costs. We are also subject to global trade laws that apply to our worldwide operations, including prohibitions or restrictions on conducting business in certain geographies or involving certain counterparties, end-users or end-use cases. As a result of the Russia-Ukraine conflict, for example, the U.S. and other jurisdictions have imposed economic and trade sanctions and export control restrictions against Russia and Belarus, as well

as certain persons, assets and interests associated with those countries. If this conflict continues or if serious conflict arises elsewhere, the U.S. and other jurisdictions could impose wider economic and trade sanctions as well as export restrictions, which could impact our business opportunities and operations. Any violation of the U.S. Foreign Corrupt Practices Act of 1977, as amended, the UK Bribery Act, other applicable anti-corruption and anti-bribery laws, or applicable export control or economic and trade sanctions laws by our employees or third-party intermediaries could subject us to significant risks such as adverse media coverage and/or severe criminal or civil sanctions, which could materially adversely affect our reputation and business. Our customer deals are becoming more complex, which tend to involve longer and more expensive sales cycles, increased pricing pressure and implementation and configuration challenges. The customer deals we pursue are becoming more complex as we engage with increasingly larger enterprise customers with multiple workflow products that span the enterprise. These deals can lead to increased costs, longer sales cycles, greater competition and less predictability in our ability to close sales. These customers tend to require considerable time evaluating our portfolio of products and testing our platform prior to making a purchasing decision, require multiple levels of review and approval from a broader set of buyers and stakeholders, and demand more configuration, integration services and features, particularly when switching from legacy on-premises solutions. As a result, these sales opportunities may require us to devote significant sales support and professional services to a smaller number of transactions, diverting those resources from other sales opportunities. If we fail to effectively manage these risks, our business may be negatively affected. As we acquire or invest in companies and technologies, we may not realize the expected business or financial benefits and the acquisitions and investments may divert our management's attention and result in additional shareholder dilution or costs. We have acquired and invested in companies and technologies as part of our business strategy and will continue to evaluate and enter into potential strategic transactions, including, among other things, acquisitions of or investments in businesses, technologies, services, products and other assets. These transactions are intended to, among other things, expand or improve our service offerings and functionality, go-to-market and sales efforts, our operations or our ability to source necessary expertise and provide services in international locations. Although we conduct due diligence regarding these businesses and assets, our efforts may not reveal every material issue. Strategic transactions involve numerous risks, including: difficulties assimilating or integrating the businesses, technologies, products, personnel or operations of the acquired companies; failing to achieve the expected benefits of the acquisition or investment; potential loss of employees of the acquired company; inability to maintain relationships with customers, suppliers and partners of the acquired business; introducing vulnerabilities or threats by integrating acquired technologies or businesses; introducing increased complexity and burden to maintain the technology platform; potential adverse tax consequences; disruption to our business and diversion of management attention and other resources; potential financial, credit or regulatory risks associated with acquired customers, suppliers and partners of the acquired business; dependence on acquired technologies or licenses for which alternatives may not be available to us or which may involve significant cost or complexity; in the case of foreign acquisitions, the challenges associated with integrating operations across different cultures, languages, and legal regimes and any currency and regulatory risks associated with specific countries; data security or privacy risks, compliance requirements, or integration costs from the acquired technology or company; impairment of our investments or the possibility our investees will be unable to obtain future funding on favorable terms or at all; and potential unknown liabilities or disputes associated with the acquired businesses. In addition, the amount or form of consideration we pay for acquisitions could adversely affect our financial condition or stock price. For example, if we finance an acquisition by issuing equity or convertible debt securities or loans, our existing shareholders may be diluted, or we could face constraints related to the terms of those securities or indebtedness. Risks Related to the Operation of Our Business Actual or perceived cybersecurity events experienced by us or our third-party service providers may create the perception that our platform is not secure, and we may lose customers or incur significant liabilities. In the ordinary course of our business, we store, transmit, generate, and process our and our customers' confidential, proprietary and sensitive data. As our business expands across the globe, the number of employees, contractors, vendors and other third parties remotely accessing our systems continues to grow. Our growing business operations increase our exposure to cyberattacks by a range of actors, who have used and will continue to use assorted tactics, techniques, and procedures, including malicious code, ransomware, social engineering, business email compromises, supply chain attacks, denial of service attacks and similar internet-enabled, fraudulent activity, and the frequency of those attacks have become more common. Further, during times of war and other major conflicts, we and our third-party providers may be vulnerable to a heightened risk of geopolitically motivated attacks, including cyberattacks, that could materially disrupt our systems and operations, supply chain and ability to provide our services. Cybersecurity threats are not limited to actors operating in the systems we control directly. Our increasing reliance on third-party providers and public cloud infrastructure introduces new cybersecurity risks to our business operations. Third-party security incidents have occurred in the past and are likely to continue, as we rely on third-party service providers and technologies to operate business systems in a variety of contexts. Supply chain attacks have also increased in frequency and severity. We cannot guarantee that our third-party service providers or our supply chain infrastructure have not been compromised or that they do not contain exploitable defects or bugs that could result in a breach of or disruption to our platform, systems and network or the systems and networks of third parties that support us and our business. Our ability to monitor the data security measures of our third-party providers is limited, and we necessarily depend in part on our providers to have in place and maintain adequate security measures to protect against unauthorized access, cyberattacks and the mishandling of data. Further, employee error or malfeasance in configuring, maintaining and using these services could impact our ability to monitor and secure them effectively. We have identified vulnerabilities in our products and services in the past and expect to continue to do so in the future. We cannot be certain that we will be able to identify all vulnerabilities or address the vulnerabilities of which we become aware. There have been delays and may continue to be delays in developing patches that can be effectively deployed to address vulnerabilities. Further, security researchers and other individuals have in the past actively searched for, published and/or exploited actual and potential vulnerabilities in our products or services and will likely continue to do so in the future. Also, certain persons, including researchers, have in the past not abided by, and may in the future not abide by, our responsible disclosure program, which has resulted in, and could in the future result in the compromise of our systems or our or our customers' data. Moreover, the incorporation of third-party or open-source software code into our or our customers' systems increases the risk of exploitation of vulnerabilities. We also have inherited and may in the future inherit additional security risks from acquiring or partnering with other companies. In most instances, our customers are responsible for administering access to the data held in their particular instance for their employees and service providers. While our software is delivered with certain preset configurations, we understand that our customers require flexibility to configure the Now Platform to their specific business needs. We work closely with our customers to help them evaluate their security configurations, including providing guidance to align configuration settings with their business needs. Yet, in configuring our platform, both our employees and customers have made errors in the past and may do so again in the future. We are aware that, on occasion, both our customers and ServiceNow have configured certain settings on our platform, or retained preset configurations, in ways that may not align with preferred or recommended security levels, which can result in, and has resulted in, information being made more widely accessible than intended. Such misconfigurations can be, and have been, identified publicly, increasing the risk of data being exposed unintentionally. In certain cases, customers may misconfigure their systems and claim that they were not properly informed of the risks to their configuration. Our data security system and data governance framework, designed to protect our and our customers' information and prevent data loss, may not be effective at preventing material breaches caused by intentional or unintentional actions or inactions by employees, contractors or third parties. Techniques used to sabotage or to obtain unauthorized access to systems are constantly evolving and may go undetected until a successful attack occurs. Moreover, we have experienced security incidents, which may reoccur in the future, that resulted in unauthorized access to, loss, or inadvertent disclosure of confidential, proprietary and sensitive information. We have observed attempts by third parties to induce or deceive our employees, contractors or users to fraudulently obtain access to our or our customers' data or assets. In addition, our employees have fallen victim to phishing attacks in the past and are likely to again in the future. Further, despite our security measures, employees, contractors and other individuals (some of whom are supported by nation states) have gained, and in the future may gain, access to our systems to search for and exploit actual or potential vulnerabilities in our products or services or inflict other harms, such as deploying malware or stealing data. An actual or perceived security breach or compromise can have a material effect on ServiceNow's operations, finances and reputation. The adverse consequences can include accidental or unlawful destruction, loss, alteration, unauthorized disclosure of or access to data; disruptions to our services; diversion of funds; litigation; indemnification and other contractual obligations; regulatory investigations; government fines and penalties; reputational damage; negative publicity; business and operational interruptions; loss of sales, customers, and partners; mitigation and remediation expenses; and other material costs and liabilities. In addition, the assessment and response to security incidents, as well as implementation of appropriate safeguards to protect against future incidents, can lead to material economic and operational consequences. These consequences can result regardless of whether the incident is suffered by us, affects our third-party service providers or stems from customers' action or inaction. Moreover, even if a breach is unrelated to our security programs or practices, it could still cause us reputational harm and require us to undertake significant efforts to assess and respond to the breach, including further protecting our customers from their own vulnerabilities. There can be no assurance that any limitations of liability provisions in our subscription agreements, terms of use or other agreements would be enforceable or adequate or would otherwise protect us from any such liabilities or damages with respect to any particular claim. In addition, while we maintain insurance coverage to cover potential financial losses, we cannot be certain that such coverage will continue to be available on acceptable terms or in sufficient amounts to cover potential financial losses from a security incident or that an insurer will not deny coverage as to any future claim. We may lose key members of our management team or qualified employees or may not be able to attract and retain the employees we need. There is increasingly intense competition for talent in the technology industry. Our success depends substantially upon the continued services of our management team, particularly our chief executive officer, chief operating officer and the other members of our executive staff. From time to time in the ordinary course of business, there have been and may continue to be changes in our management team. While we seek to manage these transitions carefully, such changes may result in a loss of institutional knowledge and negatively affect our business. In the highly competitive technology industry, we face ongoing challenges in attracting and retaining top talent across various roles, such as product development and engineering (particularly with AI and machine learning backgrounds), sales, operations and cybersecurity. These key individual contributors are critical to our success, can command very significant compensation in the market and are actively recruited by our key competitors. Our ability to achieve significant revenue growth may depend on our success in recruiting, training and retaining sufficient qualified personnel to support our growth. We have faced and may continue to face difficulties attracting, hiring and retaining highly-skilled, qualified personnel and may not be able to fill positions in desired geographic areas or at all. Further, as we continue to grow and expand our workforce globally, we may face operational and workplace culture challenges that could negatively impact our ability to maintain the effectiveness of our business execution and the beneficial aspects of our corporate culture. While our work model, where a substantial portion of our employees work partially or fully remote, increased our access to talent, we may not be able to take advantage of a broader talent pool if our competitors offer the same work model or if we continue to rely on our primary operating locations for talent. We are continually evaluating and, as appropriate, enhancing the attractiveness of our compensation packages and benefit programs. As a result, we have experienced and may continue to experience increased costs that may not be offset by either improved productivity or higher sales, potentially resulting in a reduction in our profitability. In addition, we grant equity awards to our employees and sustained declines in our stock price or lower stock price performance relative to our competitors reduces the retention value of such awards, which can impact the competitiveness of our compensation. Many of our employees, including all of our executive officers, are employed at-will and may terminate their employment with us at any time. If we fail to attract qualified, new personnel or fail to retain and motivate our current personnel, our business and future growth prospects could be adversely affected. Delays in the release of, or actual or perceived defects in, our products may slow the adoption of our latest technologies, reduce our ability to efficiently provide services, decrease customer satisfaction, and adversely impact future product sales. We must successfully continue to release new products and updates to existing products. The success of any release depends on a number of factors, including our ability to manage the risks associated with actual or perceived quality or other defects or deficiencies, delays in the timing of releases or the adoption of releases by customers, and other complications that may arise during the early stages of introducing our products. If releases are delayed or if customers perceive that our releases contain bugs or other defects or are difficult to implement, customer adoption of our new products or updates may be adversely impacted, customer satisfaction may decrease, our ability to efficiently provide our services may be reduced, and our growth prospects may be harmed. Disruptions or defects in our services could damage our customers' businesses, subject us to substantial liability and harm our business. Our business depends on our platform to be available without disruption. From time to time, we have experienced and expect to continue to experience defects, disruptions, outages and other performance and quality problems with our platform. New defects may be detected in the future and may arise from our increasing use of the public cloud. For example, we provide regular updates to our services, which can contain undetected defects. Defects may also be introduced by our use of third-party software, including open-source software. Disruptions may result from errors we make in developing, delivering, configuring or hosting our services, or designing, installing, expanding or maintaining our cloud infrastructure. Disruptions in service can also result from incidents outside of our control, including third-party incidents or denial of service or ransomware attacks, among others. We currently serve our customers primarily using equipment managed by us and co-located in third-party data centers operated by several different providers located around the world, and we serve certain of our customers using data center facilities operated by public cloud service providers. These data centers are vulnerable to damage or interruption from earthquakes, hurricanes, floods, fires, power failures and similar events. They may also be subject to break-ins, sabotage, intentional acts of vandalism and similar misconduct, equipment failure and adverse events caused by operator error or negligence. In addition, an increased use of the public cloud increases our vulnerability to cyberattacks. Despite precautions taken at these centers, problems at these centers have occurred, resulting in interruptions in our services. Such problems could occur again and result in similar or lengthier service interruptions and the loss of customer data. In addition, our customers may use our services in ways that cause disruptions in service for other customers. In addition to data center providers, we also have a large ecosystem of vendors and service providers that we use for our products. If there is a compromise to data, supply chain issue or other incident with our critical service providers, it may impact our ability to provide our services and reduce our productivity. Our customers use our services to manage important aspects of their businesses, and our reputation and business will be adversely affected if our customers and potential customers believe our services are unreliable. Disruptions or defects in our services may reduce our revenues, cause us to issue credits or pay penalties, subject us to claims and litigation, cause our customers to delay payment or terminate or fail to renew their subscriptions, and adversely affect our ability to attract new customers. Similarly, customers may have unique requirements for system resiliency and performance depending on their business models and customers in highly regulated markets may have more demanding requirements that we may not be able to, or may not choose to, meet. The occurrence of payment delays, service credit, warranty or termination for material breach or other claims against us could result in an increase in our bad debt expense, an increase in collection cycles, an increase to our service level credit accruals, other increased expenses or risks of litigation. We may not have insurance sufficient to compensate us for potentially significant losses that may result from claims arising from disruptions to our services. Delays in improving our information systems and processes could interfere with our ability to support our existing and growing customer and employee base as we scale. We rely on our information systems and those of third parties to operate and scale our business. As the information we rely on for our business evolves, including as a result of implementing AI technologies, our information systems, including their infrastructure needs, network capacity and computing power, may need to expand. We have made and continue to make investments to improve our information systems to support the needs of our growing customer and employee base, increase productivity, develop and enhance our services, expand into new geographic areas, and scale with our overall growth. Such improvements are often complex, costly, and time consuming. If implementation of these improvements is delayed, or if we encounter unforeseen problems when migrating away from our existing systems and processes, our operations and our ability to manage our business could be negatively impacted. This might lead to disruptions to our operations, loss of customers, loss of revenue, or damage to our reputation, all of which could harm our business plan to successfully scale our operations and enhance productivity. We may not be able to protect or enforce our intellectual property rights. Our success depends significantly on our ability to protect our proprietary technology and our brand under patent, copyright, trademark, trade secret and other IP protections in the U.S. and other jurisdictions. The IP protection we have for our technology may be insufficient, and any IP acquired in the future may not provide competitive advantages or other value. In addition, our IP may be contested, circumvented, found unenforceable or invalidated, and we may not be able to prevent third parties from infringing upon them. Further, legal standards relating to the validity, enforceability and scope of protection of IP rights vary. Despite our

efforts to protect our proprietary rights, policing unauthorized use of our IP and technology is difficult, and we may be required to spend significant resources to monitor and protect our IP rights. Unauthorized parties may attempt to copy or obtain use, or may have copied or obtained and used, our technology to develop products and services that provide features and functionality similar to ours. Our competitors could also independently develop services equivalent to ours, and our IP rights may not be broad enough for us to prevent competitors from utilizing their developments to compete with us. Reverse engineering, unauthorized copying or other misappropriation of our proprietary technology could enable third parties to benefit from our technology without paying us for it. We may initiate claims or litigation against third parties for infringement or misappropriation of our proprietary rights or to establish the validity of our proprietary rights. However, we may be adversely affected if we are unable to prevent third parties from infringing upon or misappropriating our IP rights or are required to incur substantial costs defending our IP rights. Third parties may challenge or invalidate our IP rights through administrative proceedings, litigation or allowing contractual rights to expire. There is considerable patent and other IP development activity and claims and related litigation regarding patent and IP rights in our industry. Our competitors, other third parties, including practicing entities and non-practicing entities, own large numbers of patents, copyrights, trademarks and trade secrets, which they may use and have used to assert claims of infringement, misappropriation or other violations of IP rights against us. Moreover, the patent portfolios of many of our competitors and other third parties may be larger than ours. This disparity may increase the risk that our competitors or other third parties may sue us for patent infringement and may limit our ability to counterclaim for patent infringement or settle through patent cross-licenses. We have recorded material charges for legal settlements of such claims in the past. Further, upon expiration of any agreements that allow us to use third-party IP, we may be unable to renew such agreements on favorable terms, if at all, in which case we may face IP litigation or may need to cease offering or to modify our products and services to remove such components. In addition, our subscription agreements generally require us to defend our customers against claims that our technology infringes the intellectual property rights of third parties. Any claim or litigation, whether or not resolved in our favor, could result in significant expense to us, divert the efforts of our personnel and may result in counterclaims against us. If claims are successfully asserted against us and we are found to be infringing upon, misappropriating or otherwise violating the IP rights of others, we could be required to pay substantial damages and/or make substantial ongoing royalty payments; comply with an injunction and cease offering or modify our products and services; comply with other unfavorable terms, including settlement terms; and indemnify our customers and business partners, obtain costly licenses on their behalf, and/or refund fees or other payments previously paid to us. Further, the mere existence of any lawsuit, or any interim or final outcomes, and the public statements related to it (or absence of such statements) by the press, analysts and litigants could be unsettling to our customers and prospective customers. This could adversely impact our customer satisfaction and related renewal rates, cause us to lose potential sales, and could also be unsettling to investors or prospective investors and cause a substantial decline in our stock price. Effective patent, trademark, copyright and trade secret protection may not be available in every country in which we offer services. The laws of some foreign countries may not offer effective protection for, or be as protective of, IP rights as those in the U.S., and mechanisms for enforcement of IP rights or available remedies may be inadequate, ineffective or scarce. Additionally, the IP ownership and license rights of new technologies and the use of outputs therefrom, such as AI, which we are increasingly building into our product offerings, have not been fully addressed by U.S. courts interpreting current and new laws or regulations, and the use or adoption of such technologies in our products and services may expose us to potential intellectual property claims; breach of a data license, software license, or website terms of service allegations; claimed violations of privacy rights; and other tort claims. If such laws or regulations require increased transparency, it may impair protection of our trade secrets or other IP.

23Table of ContentsOur use of open-source software could harm our ability to sell our products and services and subject us to possible litigation. Our products incorporate software licensed to us by third-party authors under open-source licenses, and we expect to continue to incorporate open-source software into our products and services in the future. We monitor our use of open-source software to avoid subjecting our products and services to adverse licensing conditions. However, there can be no assurance that our efforts have been or will be successful. There is little or no legal precedent governing the interpretation of the terms of open-source licenses, and therefore the potential impact of these terms on our business is uncertain and enforcement of these terms may result in unanticipated obligations regarding our products and services. For example, depending on which open-source license governs certain open-source software included within our products and services, we may be subjected to conditions requiring us to offer our products and services to users at no cost; make available the source code for modifications and derivative works based upon, incorporating or using such open-source software; and license such modifications or derivative works under the terms of the particular open-source license. Moreover, if an author or other third party that distributes such open-source software were to allege that we had not complied with the conditions of one or more of these licenses, we could be required to incur significant legal costs defending ourselves against such allegations, be subject to significant damages or be enjoined from distributing our products and services. Various factors, including our customers’ business, integration, migration, compliance and security requirements, or errors by us, our partners, or our customers, may cause implementations of our products to be delayed, inefficient or otherwise unsuccessful. Our business depends upon the successful implementation of our products by our customers either through us or our partners. Further, our customers’ business, integration, migration, compliance and security requirements, or errors by us, our partners, or our customers, or other factors may cause implementations to be delayed, inefficient or otherwise unsuccessful. As a result of these and other risks, we or our customers may incur significant implementation costs in connection with the purchase, implementation and enablement of our products. Some customer implementations may take longer than planned, delay our ability to sell additional products or fail to meet our customers’ expectations, resulting in customers canceling or failing to renew their subscriptions before our products have been fully implemented. Some customers may lack the internal resources to manage a digital transformation such as our offering and, as a consequence, may be unable to see the benefits of our products. Unsuccessful, lengthy, or costly implementations and integrations could result in claims from customers, reputational harm, and opportunities for competitors to displace our products. Our failure or perceived failure to achieve our ESG goals or maintain ESG practices that meet evolving stakeholder expectations could adversely affect us. Our ability to achieve published environmental, social, and governance (“ESG”) initiatives, goals and commitments is subject to numerous factors both within and outside of our control. Our failure or perceived failure to achieve our ESG goals or maintain ESG practices that meet evolving stakeholder expectations or regulatory requirements could harm our reputation, adversely impact our ability to attract and retain employees or customers and expose us to increased scrutiny from the investment community, regulatory authorities and others or subject us to liability. Our reputation also may be harmed by the perceptions that our customers, employees and other stakeholders have about our action or inaction on ESG issues. Damage to our reputation and loss of brand equity may reduce demand for our products and services. We may face natural disasters, including climate change, and other events beyond our control. Natural disasters or other catastrophic events may damage or disrupt our operations, international commerce and the global economy, and thus could have a negative effect on our business. Our business operations are subject to interruption by natural disasters, flooding, fire, extreme heat, power shortages, pandemics, terrorism, political unrest, telecommunications failure, vandalism, cyberattacks, geopolitical instability, war, the effects of climate change and other events beyond our control. While we maintain crisis management and disaster response plans, such planning may not account for all possible events and the occurrence of such events could make it difficult or impossible for us to deliver our services to our customers, could decrease demand for our services, and could cause us to incur substantial expense. Our insurance may not be sufficient to cover losses or additional expenses we may sustain. In the event of major natural disasters or catastrophic events, our backup systems could fail, customer data could be lost, and resumption of operations could require significant time. We may be subject to increased costs, regulations, reporting requirements, standards or expectations regarding climate change-driven impacts on our business. While we seek to mitigate our business risks associated with climate change by establishing robust environmental programs as part of our ESG strategy, certain of those risks are inherent wherever business is conducted. Any of our primary locations may be vulnerable to the adverse effects of climate change. For example, our California headquarters have experienced, and may continue to experience, climate-related events at a

24Table of Contentsincreasing frequency and severity, including drought, water scarcity, heat waves, wildfires and air quality impacts and power shutoffs associated with wildfires. Changing market dynamics, global policy developments and increasing frequency and impact of extreme weather events on critical infrastructure in the U.S. and elsewhere have the potential to disrupt our business, the business of our customers and third-party suppliers and may cause us to experience higher attrition, losses and additional costs to maintain or resume operations. Risks Related to the Financial Performance or Financial Position of Our Business Because we generally recognize revenues from our subscription service over the subscription term, a decrease in new subscriptions or renewals may not be immediately reflected in our operating results. We generally recognize revenues from customers ratably over the terms of their subscriptions. Net new annual contract value from new subscriptions and expansion contracts entered into during a period can generally be expected to generate revenues for the duration of the subscription term. As a result, a significant portion of the revenues we report in each period are derived from the recognition of deferred revenues relating to subscriptions entered into during previous periods. Consequently, a decrease in new or renewed subscriptions, expansion contracts in any single reporting period will have a limited impact on our revenues for that period, but they will negatively affect our operating results in future periods. Our subscription model also makes it difficult for us to rapidly increase our revenues through additional sales in any period, as revenues from new customers are generally recognized over the applicable subscription term. Also, our ability to adjust our cost structure in the event of a decrease in new or renewed subscriptions may be limited. As our business grows, we expect our revenue growth rate to decline over the long term. You should not rely on our prior revenue growth rate as an indication of our future revenue growth rate. While we have experienced significant revenue growth in prior periods, we expect the growth rate to decline over the long term due to increasing competition, a decrease in the growth rate of our overall market or other reasons. We also expect our costs to increase in future periods as we continue to invest in our strategic priorities, which may not result in a corresponding increase in revenues or growth in our business. Changes in our effective tax rate or disallowance of our tax positions may adversely affect our business. We are subject to income taxes in the U.S. and various foreign jurisdictions. We believe that our provision for income taxes is reasonable, but the ultimate tax outcome may differ from the amounts recorded in our consolidated financial statements and may materially affect our financial results in the period or periods in which such outcome is determined. Our effective tax rate could be adversely affected by changes in statutory tax rates, changes in the mix of earnings and losses in countries with differing statutory tax rates, certain non-deductible expenses, the valuation of deferred tax assets and liabilities and the effects of acquisitions. Increases in our effective tax rate would reduce our profitability or in some cases increase our losses. Additionally, our future effective tax rate could be impacted by changes in accounting principles or changes in federal, state or international tax laws or tax rulings and these changes may have a retroactive effect. The U.S. Department of Treasury has broad authority to issue regulations and interpretive guidance that may significantly impact how we will comply with the law, which could affect our results of operations in the period issued. Many countries are actively considering or have proposed or enacted changes to their tax laws based on the model rules adopted by the Organisation for Economic Co-operation and Development (“OECD”) defining a 15% global minimum tax (commonly referred to as Pillar 2). Pillar 2 rules are at varying stages of adoption across jurisdictions where we operate. The timeline to implement these rules and the specific rules vary by jurisdiction. The adoption of Pillar 2 rules may affect our effective tax rate and current tax obligations and liabilities. While we do not currently anticipate Pillar 2 rules to have a material impact on our consolidated financial statements, we are monitoring developments from the OECD, governmental bodies, such as the EU, and intergovernmental economic organizations, to evaluate the impact of changing global tax laws. Global tax developments applicable to multinational businesses and increased scrutiny under tax examinations, as well as changes in federal, state or international tax laws or rulings that may increase our worldwide effective tax rate, could have a material impact on our business. In addition, we may be subject to income tax audits by tax jurisdictions throughout the world, many of which have not established clear guidance on the tax treatment of cloud computing companies. Although we believe our income tax liabilities are reasonably estimated and accounted for in accordance with applicable laws and principles, an adverse resolution of one or more uncertain tax positions in any period could have a material impact on our results of operations for that period. Further, many of our most important intangible assets are held outside the U.S. and are subject to inter-company agreements regarding the development and distribution of those assets to other jurisdictions with potential challenge under permanent establishment or transfer pricing principles. While we believe that our position is appropriate

25Table of Contentsand well founded, if our position were successfully challenged by taxing authorities in other jurisdictions, we may become subject to significant tax liabilities. We may be adversely affected by our debt service obligations. Our ability to make payments on, repay or refinance the 2030 Notes in the future will depend on our future performance which is subject to a variety of risks and uncertainties, many of which are beyond our control. If we decide to refinance the 2030 Notes, we may be required to do so on different or less favorable terms or we may be unable to refinance the 2030 Notes at all, both of which may adversely affect our financial condition. Maintenance of our indebtedness, contractual restrictions, and additional issuances of indebtedness could: cause us to dedicate a substantial portion of our cash flows towards debt service obligations and principal repayments; increase our vulnerability to adverse changes in general economic, industry and competitive conditions; limit our flexibility in planning for, or reacting to, changes in our business and our industry; impair our ability to obtain future financing for working capital, capital expenditures, acquisitions, general corporate or other purposes; and due to limitations within the debt instruments, restrict our ability to grant liens on property, enter into certain mergers, dispose of all or substantially all of our or our subsidiaries’ assets, taken as a whole, materially change our business or incur subsidiary indebtedness, subject to customary exceptions. We are required to comply with the covenants set forth in the indentures governing the 2030 Notes. Our ability to comply with these covenants may be affected by events beyond our control. If we breach any of the covenants and do not obtain a waiver from the note holders or lenders, then, subject to applicable cure periods, any outstanding indebtedness may be declared immediately due and payable. In addition, changes by any rating agency to our credit rating may negatively impact the value and liquidity of our securities. Downgrades in our credit ratings could restrict our ability to obtain additional financing in the future and could affect the terms of any such financing. Risks Related to General Economic and Political Conditions Our industry and business may be harmed by global economic and political conditions. We operate globally and as a result, our business, revenues and profitability are impacted by global macroeconomic and political conditions. The success of our activities is affected by general economic and market conditions, including, among others, inflation, interest rates, tax rates, foreign exchange rates, economic downturns, recession, economic uncertainty, political instability, warfare, changes in laws, trade barriers, supply chain disruptions and economic and trade sanctions. The U.S. capital markets experienced and continue to experience extreme volatility and disruption. Furthermore, inflation rates in the U.S. and other key markets have recently increased to levels not seen in decades resulting in federal action to increase interest rates, affecting capital markets. Such economic volatility could adversely affect our business, financial condition, results of operations and cash flows, and future market disruptions could negatively impact us. These unfavorable economic conditions could increase our operating costs and, because our typical contracts with customers lock in our price for a few years, our profitability could be negatively affected. Geopolitical destabilization and warfare have impacted and may continue to impact global currency exchange rates, commodity prices, energy markets, trade and movement of resources, which may adversely affect the buying power of our customers, our access to and cost of resources from our suppliers, and ability to operate or grow our business. In addition, from time to time, the U.S. and other key international economies have been impacted and may continue to be impacted by geopolitical and economic instability, high levels of credit defaults, international trade disputes, changes in demand for various goods and services, high levels of persistent unemployment, wage and income stagnation, restricted credit, poor liquidity, reduced corporate profitability, volatility in credit, equity and foreign exchange markets, inflation, bankruptcies, international trade agreements, export controls, economic and trade sanctions, health crises and overall economic uncertainty. These conditions can arise suddenly and affect the rate of digital transformation spending and could adversely affect our customers’ or prospective customers’ ability or willingness to purchase our services, delay purchasing decisions, reduce the value or duration of their subscriptions, or affect renewal rates. We may be harmed by foreign currency exchange rate fluctuations. We conduct significant transactions, including revenue transactions and intercompany transactions, in currencies other than the U.S. Dollar or the functional operating currency of the transactional entities. In addition, our international subsidiaries maintain significant net assets that are denominated in the functional operating currencies of these entities. Accordingly, changes in the value of currencies relative to the U.S. Dollar have impacted and may continue to impact our consolidated revenues and operating results due to transactional and translational remeasurement that is reflected in our earnings. It is particularly difficult to forecast any impact from exchange rate movements. Unanticipated currency fluctuations have adversely affected and could continue to adversely affect our financial results or cause our results to differ from investor expectations or our own guidance in any future periods. Volatility in foreign currency exchange rates and global financial markets is expected to continue due to political and economic uncertainty globally. We use derivative instruments, such as foreign currency forward contracts, to hedge exposures that certain of our balance sheet and income statement items have to changes in foreign currency exchange rates.

These hedging contracts have reduced and may continue to reduce, but they have not and cannot entirely eliminate, the impact of adverse foreign currency exchange rate movements. To the extent that the counterparties of our hedging contracts fail to perform or fulfill their obligations, we may not receive the anticipated benefit of those arrangements. Further, unanticipated changes in foreign currency exchange rates may result in poorer overall financial performance than if we had not engaged in any hedging transactions, as the hedging instrument we use may not be aligned with the exposures being hedged. Risks Related to Ownership of Our Common StockOur stock price is likely to continue to be volatile.Our stock price is likely to continue to be volatile and subject to wide fluctuations. In addition, technology companies in general have highly volatile stock prices, and the volatility in stock price and trading volume of securities is often unrelated or disproportionate to the financial performance of the companies issuing the securities. Factors affecting our stock price, some of which are beyond our control, include, among other factors:â€¢changes in the estimates of our operating results, revenue growth, or changes in recommendations by securities analysts; â€¢changes in the average contract term of our customer agreements, timing of renewals and renewal rates; â€¢our ability to meet our financial guidance or financial performance expectations of the securities analysts or investors;â€¢announcements of new products, services or technologies, new applications or enhancements to services, strategic alliances, acquisitions, or other significant events by us or by our competitors;â€¢fluctuations in company valuations, such as high-growth or cloud companies, perceived to be comparable to us; â€¢changes to our management team;â€¢trading activity by directors, executive officers and significant shareholders, or the marketâ€™s perception that large shareholders intend to sell their shares;â€¢the inclusion, exclusion, or removal of our stock from any major trading indices;â€¢the size of our market float;â€¢the trading volume of our common stock, including sales following the exercise of outstanding options or vesting of equity awards;â€¢our issuance or repurchase of shares of our common stock;â€¢changes in laws or regulations impacting the delivery of our services;â€¢significant litigation or regulatory actions;â€¢the amount and timing of customer payments, payment defaults, operating costs and capital expendituresâ€¢the amount and timing of equity awards and the related financial statement expenses; â€¢the impact of new accounting pronouncements; â€¢the inability to conclude that our internal controls over financial reporting are effective;â€¢our ability to accurately estimate the total addressable market for our products and services; andâ€¢overall performance of the equity markets.Following periods of volatility in the market price of a companyâ€™s securities, securities class action litigation has often been brought against that company. Securities litigation could result in substantial costs and divert managementâ€™s attention and resources from our business.Provisions in our governing documents or Delaware law might discourage, delay or prevent a change of control or changes in our management and, therefore, depress our stock price.Our certificate of incorporation and bylaws contain provisions that could depress our stock price by acting to discourage, delay or prevent a change in control or changes in our management that our shareholders may deem advantageous. These provisions, among other things:â€¢permit our board to establish the number of directors;â€¢require super-majority voting to amend certain provisions in our certificate of incorporation and bylaws;â€¢authorize issuance of â€œblank checkâ€ preferred stock that our board could use to implement a shareholder rights plan;â€¢prohibit shareholder action by written consent, which requires all shareholder actions to be taken at a meeting;â€¢permit our board to make, alter or repeal our bylaws; and27Table of Contentsâ€¢require advance notice for shareholders to submit director nominations or other business at annual shareholders meetings (although our bylaws permit shareholders proxy access).Further, Section 203 of the Delaware General Corporation Law may discourage, delay or prevent a change in control of our company. Section 203 imposes certain restrictions on merger, business combinations and other transactions between us and certain shareholders. 28Table of ContentsITEM 1B.UNRESOLVED STAFF COMMENTSNone. 29Table of ContentsITEM 1C.CYBERSECURITYWe take a comprehensive approach to cybersecurity risk management. While securing the data customers and other stakeholders entrust to us is a top priority, we, like all companies, are subject to threats of breaches of our cybersecurity programs. Our board of directors (the â€œBoardâ€) and our management are actively involved in the oversight of our risk management program, of which cybersecurity represents an important component. As described in more detail below, we have established policies, standards, processes and practices for assessing, identifying, and managing material risks from cybersecurity threats. We have devoted significant financial and personnel resources to implement and maintain security measures to meet regulatory requirements and customer expectations, and we intend to continue to make significant investments in our data and cybersecurity infrastructure. There can be no guarantee that our policies and procedures will be properly followed in every instance or that those policies and procedures will be effective as cyber criminals are becoming more sophisticated and effective every day and increasingly targeting enterprise software companies. Although our Risk Factors include further detail about the material cybersecurity risks we face, we believe that risks from prior cybersecurity threats, including as a result of any previous cybersecurity incidents, have not materially affected our business to date. We can provide no assurance that there will not be incidents in the future or that they will not materially affect us, including our business strategy, results of operations, or financial condition.Risk Management and StrategyOur policies, standards, processes and practices for assessing, identifying, and managing material risks from cybersecurity threats are integrated into our overall risk management program and are based on frameworks established by the National Institute of Standards and Technology (â€œNISTâ€), the International Organization for Standardization and other applicable industry standards. Our cybersecurity program in particular focuses on the following key areas:Collaboration Our cybersecurity risks are identified and addressed through a comprehensive, cross-functional approach. Key security, risk, and compliance stakeholders meet regularly to develop strategies for preserving the confidentiality, integrity and availability of Company and customer information, identifying, preventing and mitigating cybersecurity threats, and effectively responding to cybersecurity incidents. We maintain controls and procedures that are designed to ensure prompt escalation of certain cybersecurity incidents so that decisions regarding public disclosure and reporting of such incidents can be made by management and the Board in a timely manner.Risk AssessmentAt least annually, we conduct a cybersecurity risk assessment that takes into account information from internal stakeholders, known information security vulnerabilities, and information from external sources (e.g., reported security incidents that have impacted other companies, industry trends, and evaluations by third parties and consultants). The results of the assessment are used to drive alignment on, and prioritization of, initiatives to enhance our security controls, make recommendations to improve processes, and inform a broader enterprise-level risk assessment that is presented to our Board, Audit Committee and members of management. Technical SafeguardsWe regularly assess and deploy technical safeguards designed to protect our information systems from cybersecurity threats. Such safeguards are regularly evaluated and improved based on vulnerability assessments, cybersecurity threat intelligence and incident response experience.Incident Response and Recovery PlanningWe have established comprehensive incident response and recovery plans and continue to regularly test and evaluate the effectiveness of those plans. Our incident response and recovery plans address â€” and guide our employees, management and the Board on â€” our response to a cybersecurity incident.30Table of ContentsThird-Party Risk ManagementWe have implemented controls designed to identify and mitigate cybersecurity threats associated with our use of third-party service providers. Such providers are subject to security risk assessments at the time of onboarding, contract renewal, and upon detection of an increase in risk profile. We use a variety of inputs in such risk assessments, including information supplied by providers and third parties. In addition, we require our providers to meet appropriate security requirements, controls and responsibilities and investigate security incidents that have impacted our third-party providers, as appropriate. Education and AwarenessOur policies require each of our employees to contribute to our data security efforts. We regularly remind employees of the importance of handling and protecting customer and employee data, including through annual privacy and security training to enhance employee awareness of how to detect and respond to cybersecurity threats.External AssessmentsOur cybersecurity policies, standards, processes and practices are regularly assessed by consultants and external auditors. These assessments include a variety of activities including information security maturity assessments, audits and independent reviews of our information security control environment and operating effectiveness. For example, in 2022, 2023 and 2024 we conducted independent cyber maturity assessments to review our controls against the NIST Cybersecurity Framework. The results of significant assessments are reported to management, the Board and Audit Committee. Cybersecurity processes are adjusted, as appropriate, based on the information provided from these assessments. We have also obtained industry certifications and attestations that demonstrate our dedication to protecting the data our customers entrust to us. GovernanceBoard OversightOur Board, in coordination with the Audit Committee, oversees our management of cybersecurity risk. They receive regular reports from management about the prevention, detection, mitigation, and remediation of material information security risks, including cybersecurity incidents and vulnerabilities. Our Audit Committee is responsible for overseeing our cybersecurity program. The Audit Committee receives regular updates from management on cybersecurity risk resulting from risk assessments, progress of risk reduction initiatives, third-party compliance certifications, control maturity assessments, and relevant ServiceNow, customer and internal cybersecurity incidents. Managementâ€™s RoleThe following individuals have primary responsibility for assessing and managing cybersecurity risks: â€¢Chief customer officer (â€œCCOâ€), who oversees the digital transformation, digital technology and security functions â€¢Chief digital information officer (â€œCDIOâ€), who oversees enterprise-wide digital transformation â€¢Chief information security officer (â€œCISOâ€), who oversees the security function and reports to the CCO â€¢Chief technology officer (â€œCTOâ€), who oversees product engineering and advanced technologiesâ€¢General Counsel, who oversees the legal and compliance functions These individuals, among others, also serve as members of managementâ€™s Security Steering Committee (the â€œSecurity Committeeâ€), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies. Our CCO has served in various roles in information technology and information security for over 20 years, including serving as our Chief Information Officer (â€œCIOâ€) and either the Chief Technology Officer or CIO of three other public companies. He holds an undergraduate degree in computer engineering. Our CDIO has served in various roles in information technology for over 20 years, including serving as our Senior Vice President of Digital Technology Experience and in similar senior roles at two other public companies. Our CISO has served in various roles in information technology 31Table of Contentsand information security for almost 20 years, including serving as the Chief Information Security Officer or Chief Security Officer at two other large public companies. He holds an undergraduate and masterâ€™s degree in computer science. Our CTO has served in various roles in information technology for over 25 years and has been with us since 2011. Our General Counsel has over 20 years of experience managing risks, including risks arising from cybersecurity threats, at several large public technology companies. 32Table of ContentsITEM 2.PROPERTIESOur principal office is located in Santa Clara, California, where we lease approximately 972,000 square feet of space under lease agreements for our business operations and product development. We also maintain offices globally. All of our properties are currently leased. We believe our existing facilities are adequate to meet our current requirements. Refer to Note 17 in the notes to our consolidated financial statements included elsewhere in this Annual Report on Form 10-K for more information about our lease commitments.ITEM 3.LEGAL PROCEEDINGSWe are party to certain litigation and other legal proceedings. While legal proceedings are inherently unpredictable and subject to uncertainties, we do not believe that the ultimate resolution of any such proceedings, whether taken individually or in the aggregate, is likely to have a material adverse effect on our business, financial position, results of operations or cash flows. For additional information regarding legal proceedings, refer to Note 17 in the notes to our consolidated financial statements in this Annual Report on Form 10-K.ITEM 4.MINE SAFETY DISCLOSURESNot applicable. 33PART IIITEM 5.MARKET FOR REGISTRANTâ€™S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIESMarket Information for Common StockOur common stock is listed on the New York Stock Exchange under the symbol â€œNOW.â€ DividendsOur board of directors currently intends to retain any future earnings to support operations and to finance the growth and development of our business, and therefore does not intend to pay cash dividends on our common stock for the foreseeable future.Stockholders As of December 31, 2024, there were 13 registered stockholders of record (not including an indeterminate number of beneficial holders of stock held in street name through brokers and other intermediaries) of our common stock.Securities Authorized for Issuance under Equity Compensation Plans The information required by this item will be incorporated by reference from our definitive proxy statement to be filed with the SEC pursuant to Regulation 14A. Stock Performance Graph This performance graph shall not be deemed â€œsoliciting materialâ€ or to be â€œfiledâ€ with the SEC, for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the â€œExchange Actâ€), or otherwise subject to the liabilities under that section, and shall not be deemed incorporated by reference into any of our other filings under the Securities Act of 1933, (the â€œSecurities Actâ€) or the Exchange Act except to the extent we specifically incorporate it by reference into such filing. The graph below compares the cumulative total stockholder return on our common stock with the cumulative total return on the S&P 500 Index, NYSE Composite Index and the Standard & Poor Systems Software Index for each of the last five fiscal years ended December 31, 2020 through December 31, 2024, assuming an initial investment of \$100. Data for the S&P 500 Index, NYSE Composite Index and the Standard & Poor Systems Software Index assume reinvestment of dividends. The comparisons in the graph below are based upon historical data and are not indicative of, nor intended to forecast, future performance of our common stock.34Base PeriodDec 31, 2019Dec 31, 2020Dec 31, 2021Dec 31, 2022Dec 31, 2023Dec 31, 2024ServiceNow, Inc.100.00194.97Â 229.92Â 137.53Â 250.24Â 375.50Â NYSE Composite100.00106.99Â 129.11Â 117.04Â 133.16Â 154.19Â S&P 500100.00118.40Â 152.39Â 124.79Â 157.59Â 197.02Â S&P Systems Software100.00143.08Â 215.33Â 156.16Â 245.01Â 288.35Â 35Table of ContentsUnregistered Sales of Equity SecuritiesNoneIssuer Purchases of Equity SecuritiesShare repurchases of our common stock for the three months ended December 31, 2024 were as follows:Issuer Purchases of Equity SecuritiesTotal Number of Shares Purchased as Part of Publicly Announced Program(in thousands)Approximate Dollar Value of Shares that May Yet Be Purchased Under the Program(1)(in millions)PeriodTotal Number of Shares Purchased(in thousands)Average Price Paid Per ShareOctober 1 - 3186Â \$927.22Â 86Â \$482.4 November 1 - 30162Â 1,022.16Â 162Â 316Â December 1 - 3145Â 1,106.67Â 45Â 266Â Fourth Quarter 2024293Â \$1,007.28Â 293Â \$266Â (1) On May 16, 2023, our board of directors authorized a program to repurchase up to \$1.5 billion of our common stock. As of December 31, 2024, approximately \$266 million remained available for future repurchases under the share repurchase program. In January 2025, our board of directors authorized an additional \$3.0 billion in repurchases under the share repurchase program. Refer to Note 13 â€œStockholdersâ€™ Equityâ€ in the notes to the consolidated financial statements included in Part II, Item 8 of this Annual Report for additional information.36Table of ContentsITEM 6.SELECTED CONSOLIDATED FINANCIAL DATAPart II, Item 6 is no longer required as we have adopted certain provisions within the amendments to Regulation S-K that eliminate Item 301.ITEM 7.MANAGEMENTâ€™S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONSThis section of our Annual Report on Form 10-K discusses our financial condition and results of operations for the fiscal years ended DecemberÂ 31, 2024 and 2023, and year-to-year comparisons between fiscal 2024 and fiscal 2023 in accordance with U.S. Generally Accepted Accounting Principles (â€œGAAPâ€). A discussion of our financial condition and results of operations for the fiscal year ended December 31, 2022 and year-to-year comparisons between fiscal 2023 and fiscal 2022 that is not included in this Annual Report on Form 10-K can be found in â€œManagementâ€™s Discussion and Analysis of Financial Condition and Results of Operationsâ€ in Part II, Item 7 of our Annual Report on Form 10-K for the fiscal year ended DecemberÂ 31, 2023, filed on January 25, 2024.Our free cash flow and non-GAAP consolidated income from operations measures included in the section entitled â€œâ€¢Key Business Metricsâ€â€¢Free Cash Flowâ€ and â€œâ€¢Key Business Metricsâ€â€¢Non-GAAP Consolidated Income from Operationsâ€ are not in accordance with GAAP. These non-GAAP financial measures are not intended to be considered in isolation or as a substitute for, or superior to, financial information prepared and presented in accordance with GAAP. These measures may be different from non-GAAP financial measures used by other companies, limiting their usefulness for comparison purposes. We encourage investors to carefully consider our results under GAAP, as well as our supplemental non-GAAP results, to more fully understand our business.OverviewServiceNow was founded on a simple premise: to make work flow better. Our intelligent platform, the Now Platform, is a cloud-based solution that helps enterprises and organizations across public and private sectors digitize workflows, in line with our purpose of making the world work better for everyone. Our workflow applications built on the Now Platform are organized along four primary areas: Technology, Customer and Industry, Employee and Creator. The Now Platform is the AI platform for digital transformation. Transformations enabled by the Now Platform rapidly automate business processes across an entire enterprise by seamlessly connecting disparate departments, systems and silos to unlock productivity and improve experiences for both employees and customers.We are closely monitoring the ongoing conflicts in Russia/Ukraine and the Middle East. While these events are still evolving and the outcomes remain highly uncertain, we do not believe these conflicts will have a material impact on our business and results of operations. However, if the conflicts continue or worsen, leading to greater global economic disruptions and uncertainty, our business and results of operations could be materially impacted. Our customers in these regions represented an immaterial portion of our net assets and total consolidated revenues both as of and for the years ended DecemberÂ 31, 2024 and DecemberÂ 31, 2023.Additionally, other macroeconomic events, including higher interest rates, global inflation and bank failures, have led to economic uncertainty in the global economy. To mitigate risk, our cash and cash equivalents are distributed across several large financial institutions and are not concentrated in one financial institution. We have not experienced any impact to our liquidity or to our current

and projected business operations and financial condition due to recent macroeconomic events. Further, we have policy restrictions on the types of securities that can be purchased as part of our available-for-sale debt securities portfolio. These restrictions take industry and company concentration limits into consideration among other things. Furthermore, the majority of our non-marketable equity investments do not have material relationships with any one financial institution, and therefore, we believe that our exposure to loss as a result of bank failure is immaterial. We will continue to monitor the direct and indirect impact of macroeconomic events on our business and financial results. See the “Risk Factors” section in Part I, Item 1A of this Annual Report for further discussion of the possible impact of conflicts and macroeconomic events on our business and financial results.

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Business Metrics
Remaining performance obligations. Transaction price allocated to remaining performance obligations (RPO) represents contracted revenue that has not yet been recognized, which includes deferred revenue and non-cancellable amounts that will be invoiced and recognized as revenue in future periods. RPO excludes contracts that are billed in arrears, such as certain time and materials contracts, as we apply the “right to invoice” practical expedient under relevant accounting guidance. Current remaining performance obligations (RPO) represents RPO that will be recognized as revenue in the next 12 months. As of December 31, 2024, our RPO was \$22.3 billion, of which 46% represented cRPO. RPO and cRPO increased by 23% and 19%, respectively, compared to December 31, 2023. Factors that may cause our RPO to vary from period to period include the following:

- Foreign currency exchange rates. While a majority of our contracts have historically been in U.S. Dollars, an increasing percentage of our contracts in recent periods has been in foreign currencies, particularly the Euro and British Pound Sterling. Fluctuations in foreign currency exchange rates as of the balance sheet date will cause variability in our RPO.
- Mix of offerings. In a minority of cases, we allow our customers to host our software by themselves or through a third-party service provider. In self-hosted offerings, we recognize a portion of the revenue upfront upon the delivery of the software and as a result, such revenue is excluded from RPO.
- Subscription start date. From time to time, we enter into contracts with a subscription start date in the future and these amounts are included in RPO if such contracts are signed by the balance sheet date.
- Timing of contract renewals. While customers typically renew their contracts at the end of the contract term, from time to time, customers may do so either before or after the scheduled expiration date. For example, in cases where we are successful in selling additional products or services to an existing customer, a customer may decide to renew its existing contract early to ensure that all its contracts expire on the same date. In other cases, prolonged negotiations or other factors may result in a contract not being renewed until after it has expired.
- Contract duration. While we typically enter into multi-year subscription services, the duration of our contracts varies. Further, we continue to see an increase in the number of 12-month agreements entered into with the U.S. federal government throughout the year, with the highest number of agreements entered into in the quarter ended September 30, driven primarily by timing of their annual budget expenditures. We sometimes also enter into contracts with durations that have a 12-month or shorter term to enable the contracts to co-terminate with the existing contract. The contract duration will cause variability in our RPO.

Number of customers with ACV greater than \$1 million. We count the total number of customers with annual contract value (ACV) greater than \$1 million as of the end of the period. We had 2,109, 1,885, and 1,626 customers with ACV greater than \$1 million as of December 31, 2024, 2023 and 2022, respectively. For purposes of customer count, a customer is defined as an entity that has a unique Dunn & Bradstreet Global Ultimate Data Universal Numbering System (DUNS) number and an active subscription contract as of the measurement date. The DUNS number is a global standard for business identification and tracking. We make exceptions for holding companies, government entities and other organizations for which the GULT, in our judgment, does not accurately represent the ServiceNow customer. For example, while all U.S. government agencies roll up to the Government of the United States under the GULT, we count each government agency that we contract with as a separate customer. Our customer count is subject to adjustments for acquisitions, spin-offs and other market activity; accordingly, we restate previously disclosed number of customers with ACV greater than \$1 million calculations to allow for comparability. ACV is calculated based on the foreign exchange rate in effect at the time the contract was signed. Foreign exchange rate fluctuations could cause some variability in the number of customers with ACV greater than \$1 million. We believe information regarding the total number of customers with ACV greater than \$1 million provides useful information to investors because it is an indicator of our growing customer base and demonstrates the value customers are receiving from the Now Platform.

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Free cash flow. We define free cash flow, a non-GAAP financial measure, as GAAP net cash provided by operating activities plus cash outflows for legal settlements, repayments of convertible senior notes attributable to debt discount and business combination and other related costs including compensation expense, reduced by purchases of property and equipment. Purchases of property and equipment are otherwise included in cash used in investing activities under GAAP. We believe information regarding free cash flow provides useful information to investors because it is an indicator of the strength and performance of our business operations. However, our calculation of free cash flow may not be comparable to similar measures used by other companies. A calculation of free cash flow is provided below:

Year Ended December 31, 2024	2023	2022
(in millions)		
Free cash flow:		
Net cash provided by operating activities	\$4,267	\$3,398
Purchases of property and equipment	(852)	(694)
Business combination and other related costs	234	24
Legal settlements	17	1
Free cash flow	\$3,455	\$2,728

We have historically seen higher collections in the quarter ended March 31 due to seasonality in timing of entering into customer contracts, which is significantly higher in the quarter ended December 31. Additionally, we have historically seen higher disbursements in the quarters ended March 31 and September 30 due to payouts under our annual commission plans, purchases under our employee stock purchase plan, payouts under our bonus plans and coupon payments related to our 2030 Notes. Non-GAAP consolidated income from operations. Non-GAAP consolidated income from operations is identified as an additional measure of profit or loss. This non-GAAP measure is used by the chief operating decision maker to allocate resources and assess performance. We define non-GAAP consolidated income from operations as income from operations excluding certain non-cash or non-recurring items, including stock-based compensation expense, amortization of purchased intangibles, legal settlements and business combination and other related costs. We believe these adjustments provide useful supplemental information to investors and facilitate the analysis of our operating results and comparison of those results across reporting periods. The following table shows the reconciliation of our reported consolidated income from operations to non-GAAP consolidated income from operations.

Year Ended December 31, 2024	2023	2022
(in millions)		
GAAP income from operations	\$1,364	\$762
Stock-based compensation	1,746	1,604
Amortization of purchased intangibles	94	85
Business combination and other related costs	33	34
Legal settlements	17	1
Non-GAAP income from operations	\$3,254	\$2,489

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Renewal rate. We calculate our renewal rate by subtracting our attrition rate from 100%. Our attrition rate for a period is equal to the ACV from customers lost during the period, divided by the sum of (i) the total ACV from all customers that renewed during the period, excluding changes in price or users, and (ii) the total ACV from all customers lost during the period. Accordingly, our renewal rate is calculated based on ACV and is not based on the number of customers that have renewed. Further, our renewal rate does not reflect increased or decreased purchases from our customers to the extent such customers are not lost customers or lapsed renewals. A lost customer is a customer that did not renew an expiring contract and that, in our judgment, will not be renewed. Typically, a customer that reduces its subscription upon renewal is not considered a lost customer. However, in instances where the subscription decrease represents the majority of the customer’s ACV, we may deem the renewal as a lost customer. For our renewal rate calculation, we define a customer as an entity with a separate production instance of our service and an active subscription contract as of the measurement date, instead of an entity with a unique GULT or DUNS number. We adjust our renewal rate for acquisitions, consolidations and other customer events that cause the merging of two or more accounts occurring at the time of renewal. Our renewal rate was 98% for each of the years ended December 31, 2024, 2023 and 2022. As our renewal rate is impacted by the timing of renewals, which could occur in advance of, or subsequent to the original contract end date, period-to-period comparison of renewal rates may not be meaningful.

Critical Accounting Policies and Significant Judgments and Estimates
Our management’s discussion and analysis of financial condition and results of operations is based on our consolidated financial statements, which have been prepared in accordance with GAAP. The preparation of these consolidated financial statements requires us to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as the reported revenues and expenses during the reporting periods. These items are monitored and analyzed by us for changes in facts and circumstances, and material changes in these estimates could occur in the future. We base our estimates on historical experience and on various other factors that we believe are reasonable under the circumstances, the results of which form the basis for making judgments about the carrying value of assets and liabilities that are not readily apparent from other sources. Changes in estimates are reflected in reported results for the period in which they become known. Actual results may differ from these estimates under different assumptions or conditions and such differences could be material. While our significant accounting policies are more fully described in Note 2 in the notes to our consolidated financial statements included elsewhere in this Annual Report on Form 10-K, we believe that the following accounting policies are critical to the process of making significant judgments and estimates in the preparation of our audited consolidated financial statements.

Revenue Recognition
We derive our revenues predominately from subscription revenues, which are primarily comprised of subscription fees that give customers access to the ordered subscription service, related support and updates, if any, to the subscribed service during the subscription term. For our cloud services, we recognize subscription revenues ratably over the contract term beginning on the commencement date of each contract, the date we make our services available to our customers. Our contracts with customers typically include a fixed amount of consideration and are generally non-cancellable and without any refund-type provisions. Subscription revenues also include revenues from self-hosted offerings in which customers deploy, or we grant customers the option to deploy without significant penalty, our subscription service internally or contract with a third party to host the software. For these contracts, we account for the software element separately from the related support and updates as they are distinct performance obligations. The transaction price is allocated to separate performance obligations on a relative standalone selling price (SSP) basis. The transaction price allocated to the software element is recognized when transfer of control of the software to the customer is complete. The transaction price allocated to the related support and updates are recognized ratably over the contract term.

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We enter into contracts that can include various combinations of products and services, which are generally capable of being distinct and accounted for as separate performance obligations. For these contracts, the transaction price is allocated to the separate performance obligations on a relative SSP basis. Evaluating the terms and conditions included within our customer contracts for appropriate revenue recognition and determining whether products and services are considered distinct performance obligations that should be accounted for separately versus together may require significant judgment.

Deferred Commissions
Deferred commissions are the incremental selling costs that are associated with acquiring customer contracts and consist primarily of sales commissions paid to our sales organization and referral fees paid to independent third parties. Commissions and referral fees earned upon the execution of initial and expansion contracts are primarily deferred and amortized over a period of benefit that we have determined to be five years consistent with prior year. Commissions earned upon the renewal of customer contracts are deferred and amortized over the average renewal term. Additionally, for self-hosted offerings, consistent with the recognition of subscription revenues for self-hosted offerings, a portion of the commission cost is expensed upfront when the self-hosted offering is made available. Determining the period of benefit, including average renewal term, requires judgment for which we take into consideration our customer contracts, our technology life cycle and other factors.

Business Combinations
The allocation of the purchase price in a business combination requires management to make significant estimates in determining the fair value of acquired assets and assumed liabilities, especially with respect to intangible assets. The excess of the purchase price in a business combination over the fair value of these tangible and intangible assets acquired and liabilities assumed is recorded as goodwill. Critical estimates in valuing certain intangible assets include, but are not limited to, future expected cash flows, discount rates, revenue growth rates, the time and expense to recreate the assets and profit margin a market participant would receive. These estimates are inherently uncertain and unpredictable and, as a result, actual results may differ from estimates. We evaluate these estimates and assumptions as new information is obtained and may record adjustments to the fair value of the tangible and intangible assets acquired and liabilities assumed but not later than one year from the acquisition date.

Income Taxes
Our annual tax rate is based on our income, statutory tax rates and tax planning opportunities available to us in the various jurisdictions in which we operate. Tax laws are complex and subject to different interpretations by the taxpayer and respective government taxing authorities. Significant judgment is required in determining our tax expense (benefit) and in evaluating our tax positions, including evaluating uncertainties and the complexity of taxes on foreign earnings. We review our tax positions quarterly and adjust the balances as new information becomes available. Deferred tax assets represent amounts available to reduce income taxes payable on taxable income in future years. Such assets arise because of temporary differences between the financial reporting and tax bases of assets and liabilities, as well as from net operating loss and tax credit carryforwards. We evaluate the recoverability of these future tax deductions and credits by assessing the adequacy of future expected taxable income from all sources, including future growth, forecasted earnings, future taxable income, the mix of earnings in the jurisdictions in which we operate, historical earnings, taxable income in prior years, if carryback is permitted under the law, carryforward periods and prudent and feasible tax planning strategies. A valuation allowance is established if it is more likely than not that all or a portion of the deferred tax asset will not be realized. To the extent sufficient positive evidence becomes available, we may release all or a portion of our valuation allowance in one or more future periods. A release of the valuation allowance, if any, would result in the recognition of certain deferred tax assets and a material income tax benefit for the period in which such release is recorded.

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We regularly assess the need for a valuation allowance against our deferred tax assets. In making that assessment, we consider both positive and negative evidence related to the likelihood of realization of the deferred tax assets to determine, based on the weight of available evidence, whether it is more likely than not that some or all of the deferred tax assets will not be realized. As of June 30, 2023, we achieved cumulative U.S. income during the prior twelve quarters when considering pre-tax income adjusted for permanent differences and other comprehensive losses. Based on all available positive and negative evidence, having demonstrated sustained profitability which is objective and verifiable, and taking into account anticipated future earnings, we concluded it is more likely than not that our U.S. federal and state deferred tax assets will be realizable, with the exception of California. We released \$1.05 billion of our valuation allowance during the year ended December 31, 2023. As of December 31, 2024 and 2023, we maintained a valuation allowance of \$220 million and \$196 million, respectively, against our California deferred tax assets due to the uncertainty regarding realizability of these deferred tax assets as they have not met the “more likely than not” realization criteria, particularly as we expect research and development tax credit generation to exceed our ability to use the credits in future years. We will continue to monitor the need for a valuation allowance against our deferred tax assets on a quarterly basis. Refer to Note 16 “Provision for (Benefit from) Income Taxes,” in the notes to our consolidated financial statements included elsewhere in this Annual Report on Form 10-K for additional information on our valuation allowance. Our tax positions are subject to income tax audits by multiple tax jurisdictions throughout the world. We recognize the tax benefit of an uncertain tax position only if it is more likely than not the position is sustainable upon examination by the taxing authority based on the technical merits. We measure the tax benefit recognized as the largest amount of benefit which is more likely than not to be realized upon settlement with the taxing authority. We recognize interest accrued and penalties related to unrecognized tax benefits in our tax provision. Significant judgment is required to evaluate uncertain tax positions. Our evaluations are based upon a number of factors, including changes in facts or circumstances, changes in tax law or guidance, correspondence with tax authorities during the course of audits and effective settlement of audit issues. Changes in the recognition or measurement of uncertain tax positions could result in material increases or decreases in our income tax expense in the period in which we make the change, which could have a material impact on our effective tax rate and operating results. We calculate the current and deferred income tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed in subsequent years and record adjustments based on filed income tax returns when identified. The amount of income taxes paid is subject to examination by U.S. federal, state and foreign tax authorities. The estimate of the potential outcome of any uncertain tax issue is subject to management’s assessment of relevant risks, facts and circumstances existing at that time. To the extent the assessment of such tax position changes, we record the change in estimate in the period in which we make the determination.

Change in Accounting Estimate
In January 2024, we completed an assessment of the useful life of our data center equipment and determined we should increase the estimated useful life of data center equipment from four to five years. This change in accounting estimate was effective beginning fiscal year 2024. Refer to Note 2 “Summary of Significant Accounting Policies,” in the notes to our consolidated financial statements included elsewhere in this Annual Report on Form 10-K for additional information on our change in estimated useful life of our data center equipment during 2024.

Components of Results of Operations
Revenues
Subscription revenues. Subscription revenues are primarily comprised of fees that give customers access to the ordered subscription service for both self-hosted offerings and cloud-based subscription offerings, and related standard and enhanced support and updates, if any, to the subscription service during the subscription term. For our cloud-based offerings, we recognize revenue ratably over the subscription term. For self-hosted offerings, a substantial portion of the sales price is

recognized upon delivery of the software, which may cause greater variability in our subscription revenues and subscription gross margin. Pricing includes multiple instances, hosting and support services, data backup and disaster recovery services, as well as future updates, when and if available, offered during the subscription term. We typically invoice our customers for subscription fees in annual increments upon execution of the initial contract or subsequent renewal. Our contracts are generally non-cancellable during the subscription term, though a customer can terminate for breach if we materially fail to perform. 42Table of ContentsProfessional services and other revenues. Our arrangements for professional services are primarily on a time-and-materials basis, and we generally invoice our customers monthly in arrears for the professional services based on actual hours and expenses incurred. Some of our professional services arrangements are on a fixed-fee basis. Professional services revenues are recognized as services are delivered. Other revenues primarily consist of fees from customer training delivered on-site or through publicly available classes. Typical payment terms require our customers to pay us within 30 days of invoice. We sell our subscription services primarily through our direct sales organization. We also sell services through managed service providers and resale partners. We also generate revenues from certain professional services and from training of customers and partner personnel, through both our direct team and indirect sales channel. Revenues from our direct sales organization represented 78% of our total revenues for the year ended December 31, 2024 and 79% of our total revenues for each of the years ended December 31, 2023 and 2022. For purposes of calculating revenues from our direct sales organization, revenues from systems integrators and managed services providers are included as part of the direct sales organization. Seasonality. We have historically experienced seasonality in terms of when we enter into customer agreements. We sign a significantly higher percentage of agreements with new customers, as well as expansion with existing customers, in the fourth quarter of each year. The increase in customer agreements for the fourth quarter is primarily a result of both large enterprise account buying patterns typical in the software industry, which are driven primarily by the expiration of annual authorized budgeted expenditures, and the terms of our commission plans, which incentivize our direct sales organization to meet their annual quotas by December 31. Furthermore, we usually sign a significant portion of these agreements during the last month, and often the last two weeks, of each quarter. This seasonality of entering into customer agreements is sometimes not immediately apparent in our revenues, due to the fact that we recognize subscription revenues from our cloud offering contracts over the term of the subscription agreement, which is generally 12 to 36 months. In addition, we continue to see an increase in the number of 12-month agreements entered into with the U.S. federal government throughout the year, with the highest number of agreements entered into in the third quarter, driven primarily by the timing of their annual budget expenditures. This larger mix of contracts with 12-month renewal terms in the third quarter will generally cause variability in our RPO and cRPO in subsequent quarters until they are renewed. Although these seasonal factors may be common in the technology industry, historical patterns should not be considered a reliable indicator of our future sales activity or performance. Cost of RevenuesCost of subscription revenues. Cost of subscription revenues consists primarily of expenses related to hosting our services and providing support to our customers. These expenses are comprised of data center capacity costs, which include colocation costs associated with our data centers as well as interconnectivity between data centers, depreciation related to our infrastructure hardware equipment dedicated for customer use, amortization of intangible assets, expenses associated with software, public cloud service costs, IT services and dedicated customer support, personnel-related costs directly associated with data center operations and customer support, including salaries, benefits, bonuses, stock-based compensation and allocated overhead. Cost of professional services and other revenues. Cost of professional services and other revenues consists primarily of personnel-related costs directly associated with our professional services and training departments, including salaries, benefits, bonuses and stock-based compensation, the costs of contracted third-party partners, travel expenses and allocated overhead. Professional services are performed directly by our services team, as well as by contracted third-party partners. Fees paid by us to third-party partners are primarily recognized as cost of revenues as the professional services are delivered. Cost of revenues associated with our professional services engagements contracted with third-party partners as a percentage of professional services and other revenues was 24%, 10% and 12% for the years ended December 31, 2024, 2023 and 2022, respectively. 43Table of ContentsSales and MarketingSales and marketing expenses consist primarily of personnel-related expenses directly associated with our sales and marketing staff, including salaries, benefits, bonuses and stock-based compensation. Sales and marketing expenses also include the amortization of commissions paid to our sales employees, including related payroll taxes and fringe benefits. In addition, sales and marketing expenses include branding expenses, marketing program expenses, which include events such as Knowledge, and costs associated with purchasing advertising and marketing data, software and subscription services dedicated for sales and marketing use and allocated overhead. Research and DevelopmentResearch and development expenses consist primarily of personnel-related expenses directly associated with our research and development staff, including salaries, benefits, bonuses, stock-based compensation and allocated overhead. Research and development expenses also include data center capacity costs, costs associated with outside services contracted for research and development purposes and depreciation of infrastructure hardware equipment that is used solely for research and development purposes. General and AdministrativeGeneral and administrative expenses consist primarily of personnel-related expenses for our executive, finance, legal, human resources, facilities and administrative personnel, including salaries, benefits, bonuses, stock-based compensation, external legal, accounting and other professional services fees, other corporate expenses, amortization of intangible assets and allocated overhead. Provision for (Benefit from) Income TaxesProvision for (benefit from) income taxes consists of federal, state and foreign income taxes. Our income tax provision for the year ended December 31, 2024 is primarily attributable to the mix of earnings and losses in countries with differing statutory tax rates, offset by excess tax benefits of stock-based compensation. We continue to maintain a valuation allowance against our California deferred tax assets due to the uncertainty regarding realizability of these deferred tax assets as they have not met the "more likely than not" realization criteria, particularly as we expect research and development tax credit generation to exceed our ability to use the credits in future years. Comparison of the years ended December 31, 2024 and 2023 RevenuesYear Ended December 31, % Change2024/2023 (dollars in millions) Revenues: Subscription\$10,464 \$8,680 23% Professional services and other338 29 16% Total revenues\$10,984 \$8,971 22% Percentage of revenues: Subscription97% 97% Professional services and other3% 3% Total100% 100% 44Table of ContentsSubscription revenues increased by \$2.0 billion for the year ended December 31, 2024, compared to the prior year, primarily driven by increased purchases by new and existing customers. Included in subscription revenues is \$409 million and \$322 million of revenues recognized upfront from the delivery of software associated with self-hosted offerings during the years ended December 31, 2024 and 2023, respectively. We expect subscription revenues for the year ending December 31, 2025 to increase in absolute dollars and remain relatively flat as a percentage of revenue as we continue to add new customers and existing customers increase their usage of our products compared to the year ended December 31, 2024. Our expectations for revenues, cost of revenues and operating expenses for the year ending December 31, 2025 are based on the 31-day average of foreign exchange rates for December 31, 2024. Subscription revenues consist of the following: Year Ended December 31, % Change2024/2023 (dollars in millions) Digital workflow products\$9,422 \$7,679 23% ITOM products1,224 1,001 22% Total subscription revenues\$10,646 \$8,680 23% Our digital workflow products include most of our product offerings and are generally priced on a per user basis. Our remaining product offerings, primarily comprised of our IT Operations Management ("ITOM") products, are predominantly priced on a subscription unit basis. Professional services and other revenues increased by \$47 million for the year ended December 31, 2024, compared to the prior year, due to an increase in services and trainings provided to new and existing customers. We expect professional services and other revenues for the year ending December 31, 2025 to remain relatively flat both in absolute dollars and as a percentage of revenue compared to the year ended December 31, 2024. Cost of Revenues and Gross Profit PercentageYear Ended December 31, % Change2024/2023 (dollars in millions) Cost of revenues: Subscription\$1,942 \$1,606 21% Professional services and other345 315 10% Total cost of revenues\$2,287 \$1,921 19% Gross profit (loss) percentage: Subscription82% 82% Professional services and other(2%) (8%) Total gross profit percentage79% 79% Gross profit:\$8,697 \$7,050 23% 45Table of ContentsCost of subscription revenues increased by \$336 million for the year ended December 31, 2024, compared to the prior year, primarily due to increased headcount and increased costs to support the growth of our subscription offerings including costs to support customers in regulated markets. Personnel-related costs, including stock-based compensation and overhead expenses, increased by \$230 million as compared to prior year. Expenses associated with software, maintenance, and other costs to support the expansion of our data center capacity increased by \$85 million for the year ended December 31, 2024, as compared to prior year. We expect our cost of subscription revenues for the year ending December 31, 2025 to increase in absolute dollars as we provide subscription services to more customers and increase usage within our customer instances and increase slightly as a percentage of revenue compared to the year ended December 31, 2024. We will continue to incur incremental costs to attract customers in regulated markets by adopting public cloud offerings as well as increased support for customers impacted by new and evolving data residency requirements. To the extent future acquisitions are consummated, our cost of subscription revenues may increase due to additional non-cash charges associated with the amortization of intangible assets acquired. Our subscription gross profit percentage was 82% for each of the years ended December 31, 2024 and 2023. We expect our subscription gross profit percentage to decrease slightly for the year ended December 31, 2025 compared to the year ended December 31, 2024. Cost of professional services and other revenues increased by \$30 million for the year ended December 31, 2024 as compared to the prior year, primarily due to an increase in partner ecosystem investments to further accelerate customer value realization, partially offset by a decrease in fixed personnel-related costs, including stock-based compensation, due to decreased internal headcount. Our professional services and other gross loss percentage improved to 2% for the year ended December 31, 2024, compared to 8% in the prior year, primarily due to an increase in revenue and a decrease in fixed personnel-related costs, including stock-based compensation, as we execute our strategy to shift a portion of professional services to variable spending with strategic third-party partners. We expect our professional services and other gross loss percentage to increase for the year ending December 31, 2025 compared to the year ended December 31, 2024. Sales and MarketingYear Ended December 31, % Change2024/2023 (dollars in millions) Sales and marketing\$3,854 \$3,301 17% Percentage of revenues35% 37% Sales and marketing expenses increased by \$553 million for the year ended December 31, 2024, compared to the prior year, primarily due to increased headcount resulting in an increase in personnel-related costs including stock-based compensation and overhead expenses of \$330 million, compared to the prior year. Amortization expenses associated with deferred commissions increased by \$90 million, compared to the prior year, due to an increase in contracts with new customers, expansion and renewal contracts. Other sales and marketing program expenses, which include branding, costs associated with purchasing advertising, marketing events and market data, increased by \$95 million compared to the prior year, primarily due to increased program costs and travel for our annual Sales Kickoff and Knowledge user conference. We expect sales and marketing expenses for the year ending December 31, 2025 to increase in absolute dollars and to decrease slightly as a percentage of revenue compared to the year ended December 31, 2024, as we continue to see leverage from increased sales productivity and marketing efficiencies. 46Table of ContentsResearch and DevelopmentYear Ended December 31, % Change2024/2023 (dollars in millions) Research and development\$2,543 \$2,124 20% Percentage of revenues23% 24% Research and development expenses ("R&D") increased by \$419 million during the year ended December 31, 2024, compared to the prior year, primarily due to increased headcount resulting in an increase in personnel-related costs including stock-based compensation and overhead expenses of \$350 million compared to prior year. Outside services increased by \$48 million during the year ended December 31, 2024, compared to the prior year. The remaining increase was primarily due to expenses associated with software, maintenance and other costs to support the expansion of our data center capacity of \$27 million for the year ended December 31, 2024, compared to the prior year. These costs were partially offset by a decrease in program spend of \$12 million for the year ended December 31, 2024, compared to the prior year. We expect R&D expenses for the year ending December 31, 2025 to increase in absolute dollars but remain relatively flat as a percentage of revenue compared to the year ended December 31, 2024, as we continue to improve the existing functionality of our services, develop new applications to fill market needs and enhance our core platform. General and AdministrativeYear Ended December 31, % Change2024/2023 (dollars in millions) General and administrative\$936 \$863 8% Percentage of revenues9% 10% General and administrative expenses ("G&A") increased by \$73 million during the year ended December 31, 2024, compared to the prior year, primarily due to increased headcount resulting in an increase in personnel-related costs, excluding stock-based compensation, of \$37 million. The remaining increase was primarily due to an increase in other corporate expenses and outside services of \$67 million for the year ended December 31, 2024, compared to the prior year. These costs were partially offset by a decrease in stock-based compensation of \$36 million for the year ended December 31, 2024, compared to the prior year, primarily due to the requisite service period of certain performance awards being met. We expect G&A expenses for the year ending December 31, 2025 to increase in absolute dollars but remain relatively flat as a percentage of revenue compared to the year ended December 31, 2024, as we continue to see leverage from continued G&A productivity. 47Table of ContentsStock-based CompensationYear Ended December 31, % Change2024/2023 (dollars in millions) Cost of revenues: Subscription\$250 \$202 24% Professional services and other46 52 12% Operating expenses: Sales and marketing565 505 12% Research and development655 579 13% General and administrative230 266 14% Total stock-based compensation\$1,746 \$1,604 9% Percentage of revenues16% 18% Stock-based compensation increased by \$142 million during the year ended December 31, 2024, compared to the prior year, primarily due to additional grants to current and new employees. Stock-based compensation is inherently difficult to forecast due to fluctuations in our stock price. Based upon our stock price as of December 31, 2024, we expect stock-based compensation to continue to increase in absolute dollars for the year ending December 31, 2025 as we continue to issue stock-based awards to our employees but remain relatively flat as a percentage of revenue compared to the year ended December 31, 2024. We expect stock-based compensation as a percentage of revenue to decline over time as we continue to grow. Foreign Currency ExchangeOur international operations have provided and will continue to provide a significant portion of our total revenues. Revenues outside North America represented 37% and 36% of total revenues for the years ended December 31, 2024 and 2023, respectively. We primarily transact in certain foreign currencies for sales outside of the United States. The movement of the U.S. Dollar had an immaterial impact on our revenues for the year ended December 31, 2024. In addition, we primarily transact in several foreign currencies for cost of revenues and operating expenses outside of the United States. The movement of the U.S. Dollar had an immaterial impact on our expenses for the year ended December 31, 2024. Interest IncomeYear Ended December 31, % Change2024/2023 (dollars in millions) Interest income\$419 \$302 39% Percentage of revenues4% 3% Interest income increased during the year ended December 31, 2024, compared to the prior year, primarily driven by an increase in investment income from our managed portfolio resulting from higher portfolio balances with higher interest rates. 48Table of ContentsOther Expense, netYear Ended December 31, % Change2024/2023 (dollars in millions) Interest expense\$(23) \$(24) (4%) Other(22) (31) 31% Other expense, net\$(45) \$(56) (20%) Percentage of revenues\$ "A" (1%) Other expense, net decreased by \$11 million during the year ended December 31, 2024, compared to the prior year, primarily due to a decrease in net losses on equity investments. To mitigate our risks associated with fluctuations in foreign currency exchange rates, we enter into foreign currency forward contracts with maturities of 12 months or less to hedge a portion of our net outstanding monetary assets and liabilities. These hedging contracts may reduce, but cannot entirely eliminate, the impact of adverse currency exchange rate movements. The gains (losses) recognized for these foreign currency forward contracts in other expense, net, were immaterial for each of the years ended December 31, 2024 and 2023. Provision for (benefit from) Income TaxesYear Ended December 31, % Change2024/2023 (dollars in millions) Income before income taxes\$1,738 \$1,008 72% Provision for (benefit from) income taxes313 (723) NMEffective tax rate18% (72%) NMA NM - Not meaningfulThe income tax provision was \$313 million for the year ended December 31, 2024. The income tax provision was primarily attributable to the mix of earnings and losses in countries with differing statutory tax rates, offset by excess tax benefits of stock-based compensation. The income tax benefit was \$723 million for the year ended December 31, 2023. The income tax benefit was primarily attributable to the release of the valuation allowance of certain U.S. federal and state deferred tax assets. We regularly assess the need for a valuation allowance against our deferred tax assets. In making that assessment, we consider both positive and negative evidence related to the likelihood of realization of the deferred tax assets to determine, based on the weight of available evidence, whether it is more likely than not that some or all of the deferred tax assets will not be realized. As of June 30, 2023, we achieved cumulative U.S. income during the prior twelve quarters when considering pre-tax income adjusted for permanent differences and other comprehensive losses. Based on all available positive and negative evidence, having demonstrated sustained profitability which is objective and verifiable, and taking into account anticipated future earnings, we concluded it is more likely than not that our U.S. federal and state deferred tax assets will be realizable, with the exception of California. We released \$1.05 billion of our valuation allowance during the year ended December 31, 2023. As of December 31, 2024, we continue to maintain a valuation allowance against our California deferred tax assets due to the uncertainty regarding realizability of these deferred tax assets as they have not met the "more likely than not" realization criteria, particularly as we expect research and development tax credit generation to exceed our ability to use the credits in future years. We will continue to monitor the

need for a valuation allowance against our deferred tax assets on a quarterly basis.49Table of ContentsLiquidity and Capital ResourcesWe generate cash inflows from operations primarily from selling subscription services which are generally paid in advance of provisioning services, and expend cash outflows to develop new services and core technologies that further enhance the Now Platform, engage our customers and enhance their experience, and enable and transform our business operations. Subscription services arrangements typically have a three-year duration, and we have experienced a renewal rate of 98% for each of the years ended December 31, 2024, 2023 and 2022. Cash outflows from operations are principally comprised of the salaries, bonuses, commissions, and benefits for our workforce, licenses and services arrangements that are integral to our business operations and data centers and operating lease arrangements that underlie our facilities. We have generated positive operating cash flows for more than ten years as we continue to grow our business in pursuit of our business strategy, and we expect to grow our business and generate positive cash flows from operations during 2025. When assessing sources of liquidity, we also include cash and cash equivalents, short-term investments and long-term investments totaling \$9.9A billion as of December 31, 2024. Our capital requirements are principally comprised of capital expenditures to support data center capacity expansion, non-contract workforce salaries, bonuses, commissions, and benefits and, to a lesser extent, cancellable and non-cancellable licenses, operating leases and services arrangements that are integral to our business operations. We also acquire technology and businesses to expand our service offerings and functionality. Our capital expenditures are under cancellable and non-cancellable arrangements. Non-cancellable purchase commitments for business operations total \$4.1A billion as of December 31, 2024, due primarily over the next five years. Operating lease obligations totaling \$924A million are principally associated with leased facilities and have varying maturities with \$558A million due over the next five years. We may repurchase our shares of common stock in the open market, in privately negotiated transactions or by other means, with the objective to return value to our stockholders and manage the dilution from future employee equity grants and employee stock purchase programs. In May 2023, our board of directors authorized a program to repurchase up to \$1.5 billion of our common stock. During the year ended December 31, 2024, the Company repurchased 0.8A million shares of our common stock for \$696A million. All repurchases were made in open market transactions. Repurchases of common stock are recognized as treasury stock and held for future issuance. As of December 31, 2024, approximately \$266 million of the originally authorized amount under the share repurchase program remained available for future repurchases. In January 2025, our board of directors authorized an additional \$3.0 billion in repurchases under the share repurchase program. Refer to Note 13 to the Consolidated Financial Statements included in this Annual Report on Form 10-K for additional information. We have also issued long-term debt to finance our business. In August 2020, we issued 1.40% fixed rate ten-year notes with an aggregate principal amount of \$1.5A billion due on September 1, 2030 (the "2030 Notes"). Our free cash flows, together with our other sources of liquidity, are available to service our liabilities as well as our cancellable and non-cancellable arrangements. We anticipate cash flows generated from operations, cash, cash equivalents and investments will be sufficient to meet our liquidity needs for at least the next 12 months. As we look beyond the next 12 months, we seek to continue to grow free cash flows necessary to fund our operations and grow our business. If we require additional capital resources, we may seek to finance our operations from the current funds available or additional equity or debt financing.50Table of ContentsA Year Ended December 31, 20242023A (dollars in millions)Net cash provided by operating activities\$4,267A \$3,398A Net cash used in investing activities(2,501)(2,167)Net cash used in financing activities(1,343)(803)Net increase in cash, cash equivalents and restricted cash406A 429A Operating ActivitiesNet cash provided by operating activities was \$4.3 billion for the year ended December 31, 2024 compared to \$3.4 billion for the prior year. The net increase in operating cash flows was primarily due to higher collections driven by revenue growth. A Investing ActivitiesNet cash used in investing activities for the year ended December 31, 2024 was \$2.5 billion compared to \$2.2 billion for the prior year. The net increase in cash used in investing activities was primarily due to a \$167 million increase in net purchases of investments, a \$158 million increase in purchases of property and equipment, a \$106 million increase in purchases of non-marketable investments and a \$37 million increase in purchases of other intangible assets, partially offset by a \$166 million decrease in cash used in business combinations. Financing ActivitiesA Net cash used in financing activities for the year ended December 31, 2024 was \$1,343 million compared to \$803 million for the prior year. The net increase in cash used in financing activities is primarily due to a \$241 million increase in taxes paid related to net share settlement of equity awards, a \$184 million increase in business combination related to the second installment payment in the acquisition of G2K Group GmbH and a \$158 million increase in repurchases of common stock, offset by a \$43 million increase in proceeds from employee stock plans. Contractual Obligations and CommitmentsOur estimated future obligations consist of leases, various non-cancellable agreements with cloud service providers and an information technology equipment provider, purchase obligations, debt and unrecognized tax benefits as of December 31, 2024. Refer to Note 17 to the Consolidated Financial Statements included in this Annual Report on Form 10-K for more information.51Table of ContentsITEM 7A. QUALITATIVE AND QUANTITATIVE DISCLOSURES ABOUT MARKET RISKForeign Currency Exchange RiskWe have foreign currency risks related to our revenue and operating expenses denominated in currencies other than the U.S. Dollar, primarily the Euro and British PoundA Sterling. We are a net receiver of Euro and British Pound Sterling, and therefore benefit from a weakening of the U.S. Dollar relative to these currencies and, conversely, are adversely affected by a strengthening of the U.S. Dollar relative to these currencies. Revenues denominated in U.S. Dollar as a percentage of total revenues were 71% for each of the years ended December 31, 2024 and 2023 and 72% for the year ended December 31, 2022. A hypothetical 10% increase in the U.S. Dollar against other currencies would have resulted in a decrease in operating income of \$150 million, \$107 million and \$75 million for the years ended December 31, 2024, 2023 and 2022, respectively. This analysis disregards the impact from the Company's cash flow hedging program and possibilities that rates can move in opposite directions and that losses from one geographic area may be offset by gains from another geographic area. To mitigate our risks associated with fluctuations in foreign currency exchange rates, we enter into foreign currency forward contracts to hedge a portion of our net outstanding monetary assets, liabilities and forecasted foreign currency denominated revenues. These foreign currency forward contracts are intended to offset gains or losses related to remeasuring monetary assets and liabilities and to reduce foreign exchange impact on our forecasted revenues. Derivative contracts related to hedging of forecasted revenues are designated as cash flow hedges for accounting purposes. For contracts qualifying as cash flow hedges, the derivative's gain or loss is initially reported as a component of accumulated other comprehensive income (loss) and subsequently reclassified into earnings in the same period the forecasted transaction affects earnings. For contracts not designated as cash flow hedges for accounting purposes, the derivative's gain or loss is recognized immediately in earnings within our consolidated statements of comprehensive income. A sensitivity analysis performed on our cash flow hedge portfolio as of December 31, 2024 indicated that a hypothetical 10% depreciation of the U.S. Dollar from its value as of December 31, 2024 would decrease the fair value of our foreign currency contracts by \$164 million. These foreign currency forward contracts expose us to credit risk to the extent that the counterparties may be unable to meet the terms of the arrangement. We mitigate this credit risk by transacting with major financial institutions with high credit ratings. While the contract or notional amount is often used to express the volume of foreign currency derivative contracts, the amounts potentially subject to credit risk are generally limited to the amounts, if any, by which the counterparties' obligations under the agreements exceed our obligations to the counterparties. We are not required to pledge, and are not entitled to receive, cash collateral related to these derivative instruments. We do not enter into derivative contracts for trading or speculative purposes. Refer to Note 8 in the notes to our consolidated financial statements included elsewhere in this Annual Report on Form 10-K for additional information. A Interest Rate SensitivityWe had an aggregate of \$9.9 billion in cash, cash equivalents, short-term investments and long-term investments as of December 31, 2024. This amount was invested primarily in money market funds, certificates of deposit, corporate notes and bonds, government and agency securities and other debt securities with a minimum rating of BBB by Standard & Poor's, Baa2 by Moody's or BBB by Fitch. The primary objectives of our investment activities are the preservation of capital and support of our liquidity requirements. Our investments are exposed to market risk due to fluctuations in interest rates, which may affect our interest income and the fair market value of our investments. As of December 31, 2024, a hypothetical 100 basis point increase in interest rates would have resulted in an approximate \$78 million decline of the fair value of our available-for-sale debt securities. This estimate is based on a sensitivity model that measures market value changes when changes in interest rates occur. As of December 31, 2023, we had an aggregate of \$8.1 billion in cash, cash equivalents, short-term investments and long-term investments, and a hypothetical 100 basis point increase in interest rates would have resulted in an approximate \$60 million decline of the fair value of our available-for-sale debt securities. 52Table of ContentsMarket RiskIn August 2020, we issued 1.40% fixed rate ten-year notes with an aggregate principal amount of \$1.5A billion due on September 1, 2030. The 2030 Notes were issued at 99.63% of principal and we incurred approximately \$13A million of debt issuance costs. Interest is payable semi-annually in arrears on March 1 and September 1 of each year, beginning on March 1, 2021, and the entire outstanding principal amount is due at maturity on September 1, 2030. The 2030 Notes are unsecured obligations and the indentures governing the 2030 Notes contain customary events of default and covenants that, among others and subject to exceptions, restrict our ability to incur or guarantee debt secured by liens on specified assets or enter into sale and lease-back transactions with respect to specified properties. We hold cash balances with multiple financial institutions in various countries and these balances routinely exceed deposit insurance limits. As of December 31, 2024 and 2023, we had \$469 million and \$268 million, respectively, of non-marketable equity investments in privately held companies. Our non-marketable equity investments are primarily accounted for using: (i) measurement alternative which measures the investments at cost minus impairment, if any, and adjusted for observable transactions for the same or similar investments of the same issuer and (ii) equity method which measures the investment at cost minus impairment, plus or minus our share of equity method investee income or loss. For those non-marketable equity investments using measurement alternative, recording upward and downward adjustments to the carrying value of these non-marketable equity investments requires quantitative assessments of the fair value of our non-marketable equity investments using various valuation methodologies and involves the use of estimates. The timing and amount of observable price changes are influenced by market dynamics that can impact the valuation of our non-marketable equity investments. These changes could be material based on market conditions and events. All of our non-marketable equity investments in privately held companies are subject to a risk of partial or total loss of invested capital. 53Table of ContentsITEM 8. CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA SERVICE NOW, INC.'S INDEX TO CONSOLIDATED FINANCIAL STATEMENTS A Page Report of Independent Registered Public Accounting Firm (PCAOB ID 238)55Consolidated Financial StatementsConsolidated Balance Sheets57Consolidated Statements of Comprehensive Income58Consolidated Statements of Stockholders' Equity59Consolidated Statements of Cash Flows60Notes to Consolidated Financial Statements6154Table of ContentsReport of Independent Registered Public Accounting FirmTo the Board of Directors and Stockholders of ServiceNow, Inc. Opinions on the Financial Statements and Internal Control over Financial ReportingWe have audited the accompanying consolidated balance sheets of ServiceNow, Inc. and its subsidiaries (the "Company") as of December 31, 2024 and 2023, and the related consolidated statements of comprehensive income, of stockholders' equity and of cash flows for each of the three years in the period ended December 31, 2024, including the related notes (collectively referred to as the "consolidated financial statements"). We also have audited the Company's internal control over financial reporting as of December 31, 2024, based on criteria established in Internal Control - Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2024 and 2023, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2024 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2024, based on criteria established in Internal Control - Integrated Framework (2013) issued by the COSO. Basis for OpinionsThe Company's management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in Management's Report on Internal Control over Financial Reporting appearing under Item 9A. Our responsibility is to express opinions on the Company's consolidated financial statements and on the Company's internal control over financial reporting based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB. We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects. Our audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions. Definition and Limitations of Internal Control over Financial ReportingA company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements. 55Table of ContentsBecause of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Critical Audit MattersThe critical audit matter communicated below is a matter arising from the current period audit of the consolidated financial statements that was communicated or required to be communicated to the audit committee and that (i) relates to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates. Revenue Recognition At Subscription RevenuesAs described in Note 2 to the consolidated financial statements, subscription revenues are primarily comprised of subscription fees that give customers access to the ordered subscription service, related support and updates, if any, to the subscribed service during the subscription term. The Company recognizes subscription revenues ratably over the contract term beginning on the commencement date of each contract, which is the date the Company makes their services available to their customers. The Company's contracts with customers typically include a fixed amount of consideration and are generally non-cancellable and without any refund-type provisions. The Company recognized subscription revenues of \$10.6A billion for the year ended December 31, 2024. The principal considerations for our determination that performing procedures relating to revenue recognition for subscription revenue is a critical audit matter are a high degree of auditor effort in performing procedures and evaluating audit evidence related to the Company's subscription revenue recognition. Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to the revenue recognition process for subscription revenue. These procedures also included, among others (i) testing subscription revenue transactions, on a sample basis, by obtaining and inspecting source documents, such as contracts, invoices and cash receipts, and recalculating revenue recognized and (ii) testing outstanding customer invoice balances as of December 31, 2024, on a sample basis, by obtaining and inspecting source documents, such as contracts and subsequent cash receipts./ PricewaterhouseCoopers LLP San Jose, CaliforniaJanuary 29, 2025We have served as the Company's auditor since 2011.56Table of ContentsSERVICE NOW, INC. CONSOLIDATED BALANCE SHEETS (in millions, except number of shares which are reflected in thousands and per share data)December 31, 20242023AssetsCurrent assets:Cash and cash equivalents\$2,304A \$1,897A Short-term

[illegible]

other expense, net in our consolidated statements of comprehensive income, if it is more likely than not that we will be required to sell the security before recovery of its amortized cost basis, or we have the intention to sell the security. Credit-related impairment losses, net to exceed the amount that fair value is less than the amortized cost basis, are recognized through an allowance for credit losses with changes in the allowance for credit losses recorded in other expense, net in the consolidated statements of comprehensive income. For purposes of identifying and measuring impairment, the policy election was made to exclude the applicable accrued interest from both the fair value and amortized cost basis. Applicable accrued interest, net of the allowance for credit losses (if any) of \$79A million and \$51A million, is recorded in prepaid expenses and other current assets on the consolidated balance sheets as of DecemberA 31, 2024 and 2023, respectively. Realized gains and losses from the sales of available-for-sale debt securities are determined based on the specific identification method and are reported in other expense, net in the consolidated statements of comprehensive income. Strategic Investments Strategic investments consist of debt and non-marketable equity investments in privately held companies in which we do not have a controlling interest. Privately held equity securities in which we do not have a controlling financial interest in but exercise significant influence over the investee are accounted for under equity method accounting. These investments are measured at cost less any impairment, plus or minus our share of equity method investee income or loss. For those privately held equity securities that do not have readily determinable fair values and for which we do not have a controlling financial interest or exercise significant influence, we have elected to apply the measurement alternative, measuring them at cost, less any impairment, plus or minus adjustments resulting from observable price changes in orderly transactions for the identical or a similar investment of the same issuer. An impairment loss is recorded when an event or circumstance indicates a decline in value has occurred. We include these strategic investments in other assets on our consolidated balance sheets. A Derivative Financial Instruments Derivatives Designated as Hedging Instruments We record derivatives at fair value as either assets or liabilities on our consolidated balance sheets. For derivative contracts entered into to hedge a portion of our forecasted foreign currency denominated revenues that are designated and qualify as cash flow hedges, the unrealized gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income (loss) and reclassified into earnings as subscription revenues when the hedged transaction affects earnings. The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. We also formally assess, both at the inception of the hedge, and on an ongoing basis, whether each derivative is highly effective in offsetting changes in cash flows of the hedged item. Fluctuations in the value of the derivative instruments are generally offset by changes in the hedged item; however, if it is determined that a derivative is not highly effective as a hedge or if a derivative ceases to be a highly effective hedge, the Company will discontinue hedge accounting prospectively for the affected derivative. 64 Table of Contents Derivatives not Designated as Hedging Instruments Derivative contracts not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. Outstanding foreign currency forward contracts are recorded at gross fair value as prepaid expenses and other current assets as well as accrued expenses and other current liabilities on the consolidated balance sheets. Property and Equipment, net A Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows: Computer equipment and software A 3-5 years Furniture and fixtures A 3-7 years Leasehold and other improvements A shorter of the lease term or estimated useful life Capitalized Software Development Costs Software development costs for software to be sold, leased or otherwise marketed are expensed as incurred until the establishment of technological feasibility, at which time those costs are capitalized until the product is available for general release to customers and amortized over the estimated life of the product. Costs and time incurred between the establishment of technological feasibility and product release have not been material, and all software development costs have been charged to research and development expense in our consolidated statements of comprehensive income. Leases A We determine if an arrangement is or contains a lease at inception. Operating lease right-of-use assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. Lease payments consist primarily of the fixed payments under the arrangement, less any lease incentives. We generally use an incremental borrowing rate estimated based on the information available at the lease commencement date to determine the present value of lease payments, unless the implicit rate is readily determinable. Lease expense for lease payments is recognized on a straight-line basis over the lease term. We account for lease and non-lease components as a single lease component for office leases. Lease and non-lease components for all other leases are generally accounted for separately. Additionally, we do not record leases on the balance sheet that, at the lease commencement date, have a lease term of 12 months or less. Operating leases are included in operating lease right-of-use assets, current portion of operating lease liabilities, and operating lease liabilities, less current portion in our consolidated balance sheets. We did not have any financing leases in any of the periods presented. Business Combinations We allocate the acquisition purchase price to the tangible and intangible assets acquired and liabilities assumed, based on their estimated fair values. The excess of the purchase price over the fair value of these assets acquired and liabilities assumed is recorded as goodwill. Allocation of the purchase price requires significant estimates in determining the fair value of acquired assets and assumed liabilities, especially with respect to intangible assets. Critical estimates include, but are not limited to, future expected cash flows, discount rates, revenue growth rates, the time and expense to recreate the assets and profit margin a market participant would receive. These estimates are inherently uncertain and unpredictable and, as a result, actual results may differ from estimates. During the measurement period, which may not be later than one year from the acquisition date, the Company may record adjustments to the fair value of these tangible and intangible assets acquired and liabilities assumed, with the corresponding offset to goodwill. 65 Table of Contents Goodwill and Intangible Assets Goodwill is evaluated for impairment at least annually or more frequently if circumstances indicate that goodwill may not be recoverable. A qualitative assessment is performed to determine whether it is more likely than not that the fair value of its reporting unit is less than its carrying amount. If the reporting unit does not pass the qualitative assessment, the carrying amount of the reporting unit, including goodwill, is compared to fair value and goodwill is considered impaired if the carrying value of the reporting unit exceeds its fair value. Any excess of the carrying value of the goodwill above its fair value is recognized as an impairment loss. Intangible assets consist of developed technologies and other intangible assets, including patents and contractual agreements. Intangible assets are amortized over the period of estimated benefit using the straight-line method and estimated useful lives ranging from three to twelve years. Impairment of Long-Lived Assets We evaluate long-lived assets, including purchased intangible assets, for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is measured by comparing the carrying amount to the future undiscounted cash flows we expect the asset to generate. Any excess of the carrying value of the asset above its fair value is recognized as an impairment loss. Advertising Costs Advertising costs, excluding costs related to our annual Knowledge user conference and other user forums, are expensed as incurred and are included in sales and marketing expense. These costs for the years ended DecemberA 31, 2024, 2023 and 2022 were \$295A million, \$221 million and \$201 million, respectively. Stock-based Compensation A We recognize compensation expense related to stock options and restricted stock units (A RSUs) with only specific conditions on a straight-line basis over the requisite service period. For stock options and RSUs with service, performance and market conditions (performance-based RSUs (A PRSUs)), expenses are recognized on a graded vesting basis over the requisite service period and for awards with performance conditions, when it is probable that the performance condition will be achieved. The probability of achievement is assessed periodically to determine whether the performance metric continues to be probable. When there is a change in the probability of achievement, any cumulative effect of the change is recognized in the period of the change and the remaining unrecognized compensation will be amortized prospectively over the respective vesting period. We recognize compensation expense related to shares issued pursuant to the employee stock purchase plan (A ESPPA) on a straight-line basis over the six-month offering period. We recognize compensation expense net of estimated forfeiture activity. Amounts withheld related to the minimum statutory tax withholding requirements paid by us on behalf of our employees are recorded as a liability and a reduction to additional paid-in capital when paid and are included as a reduction of cash flows from financing activities. We estimate the fair value of stock options with only service conditions and shares issued pursuant to the ESPP using the Black-Scholes options pricing model and the fair value of RSU awards (including PRSUs) using the fair value of our common stock on the date of grant. For stock options and PRSUs with service, performance and market conditions, we estimate the fair value of the options granted and the corresponding derived service periods using the Monte Carlo simulation, which requires the use of various assumptions, including the stock price volatility and risk-free interest rate as of the valuation date corresponding to the length of time remaining in the performance period. A Concentration of Credit Risk and Significant Customers A Financial instruments potentially exposing us to credit risk consist primarily of cash, cash equivalents, derivative contracts, investments and accounts receivable. We hold cash at financial institutions that management believes are high credit quality financial institutions and invest in investment-grade debt securities. Our derivative contracts expose us to credit risk to the extent that the counterparties may be unable to meet the terms of the arrangement. We mitigate this credit risk by transacting with major financial institutions with high credit ratings and entering into master netting arrangements, which permit net settlement of transactions with the same counterparty. We are not required to pledge, and are not entitled to receive, cash collateral related to these derivative instruments. 66 Table of Contents A Credit risk arising from accounts receivable is mitigated to a certain extent due to our large number of customers and their dispersion across various industries and geographies. We had one customer, a U.S. federal channel partner and systems integrator, that represented 12% of our accounts receivable balance as of DecemberA 31, 2024 and 11% of our total revenues for the year ended DecemberA 31, 2024. Based on our periodic credit evaluations, there have been no historical collection concerns with this customer. There were no customers that individually exceeded 10% of our accounts receivable balance as of December 31, 2023 or our total revenues for the year ended December 31, 2023. For purposes of assessing concentration of credit risk and significant customers, a group of customers under common control or customers that are affiliates of each other are regarded as a single customer. The allowance for credit losses and write offs were not material for each of the periods ending DecemberA 31, 2024, 2023 and 2022. Income Taxes A We use the asset and liability method of accounting for income taxes, in which deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the consolidated financial statement carrying amounts of existing assets and liabilities and their respective tax bases. We measure deferred tax assets and liabilities using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be reversed. We recognize the effect on deferred tax assets and liabilities of a change in tax rates within the provision for income taxes as income and expense in the period that includes the enactment date. A valuation allowance is established if it is more likely than not that all or a portion of the deferred tax asset will not be realized. In determining the need for a valuation allowance, we consider future growth, forecasted earnings, forecasted taxable income, the mix of earnings in the jurisdictions in which we operate, historical earnings, taxable income in prior years, if carryback is permitted under the law, carryforward periods and prudent and feasible tax planning strategies. Our tax positions are subject to income tax audits by multiple tax jurisdictions throughout the world. We recognize the tax benefit of an uncertain tax position only if it is more likely than not the position is sustainable upon examination by the taxing authority, based on the technical merits. We measure the tax benefit recognized as the largest amount of benefit which is more likely than not to be realized upon settlement with the taxing authority. We recognize interest accrued and penalties related to unrecognized tax benefits in our tax provision. We calculate the current and deferred income tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed in subsequent years and record adjustments based on filed income tax returns when identified. The amount of income taxes paid is subject to examination by U.S. federal, state and foreign tax authorities. The estimate of the potential outcome of any uncertain tax issue is subject to management's assessment of relevant risks, facts and circumstances existing at that time. To the extent the assessment of such tax position changes, we record the change in estimate in the period in which we make the determination. Prior Period Reclassifications Certain prior period amounts have been reclassified to conform to the current period presentation. These reclassifications did not result in a restatement of prior period consolidated financial statements. A Revision of Prior Period Financial Statements During the quarter ended June 30, 2024, the Company identified an immaterial error in the condensed consolidated statements of cash flows for the period ended March 31, 2024 relating to a misclassification between investing cash outflows and financing cash outflows. The second installment payment for a business combination completed during the quarter ended September 30, 2023, totaling \$184A million, was incorrectly classified as an investing cash outflow instead of a financing cash outflow. The Company determined that the error was not material to any previously issued financial statements and will revise such error in its Quarterly Report on Form 10-Q for the three months ending March 31, 2025. 67 Table of Contents Recently Issued Accounting Pronouncement Adopted In November 2023, the Financial Accounting Standards Board (A FASB) issued Accounting Standards Update (A ASU) 2023-07, A Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures, A which expands annual and interim disclosure requirements for reportable segments, primarily through enhanced disclosures about significant segment expenses. We adopted this standard effective January 1, 2024 using a retrospective method. For further information, refer to the Segments section in Note 2 A Summary of Significant Accounting Policies. A Recently Issued Accounting Pronouncements Pending Adoption In November 2024, the FASB issued ASU 2024-03, A Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures: Disaggregation of Income Statement Expenses, A which requires disclosure of disaggregated information about specific categories underlying certain income statement expense line items in the footnotes to the financial statements for both annual and interim periods. This ASU is effective for fiscal years beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027. Early adoption is permitted. We are currently evaluating the impact of the adoption of this standard. In December 2023, the FASB issued ASU 2023-09, A Income Taxes - Improvements to Income Tax Disclosures, A which requires enhancement and further transparency to certain income tax disclosures, most notably the tax rate reconciliation and income taxes paid. This ASU is effective for fiscal years beginning after December 15, 2024 on either a prospective or retrospective basis, with early adoption permitted. We are currently evaluating the impact of the adoption of this standard. 68 Table of Contents (3) Investments Marketable Debt Securities The following is a summary of our available-for-sale debt securities recorded within short-term and long-term investments on the consolidated balance sheets (in millions): A December 31, 2024 Amortized Cost Gross Unrealized Gains Gross Unrealized Losses Estimated Fair Value Available-for-sale debt securities: Commercial papers \$336A \$A \$A A \$336A Corporate notes and bonds \$966A 15A (54) 976A Certificates of deposit \$67A \$A A 67A U.S. government and agency securities \$2,103A 3A (22) 1,044A Mortgage-backed and asset-backed securities 104A \$A (18) 86A Total available-for-sale debt securities \$7,576A 18A (\$25) \$7,569A December 31, 2023 Amortized Cost Gross Unrealized Gains Gross Unrealized Losses Estimated Fair Value Available-for-sale debt securities: Commercial papers \$349A \$A \$A A \$349A Corporate notes and bonds \$3,579A 10A (13) \$3,576A Certificates of deposit \$94A \$A A 94A U.S. government and agency securities \$2,081A 3A (62) 078A Mortgage-backed and asset-backed securities 102A \$A (16) 86A Total available-for-sale debt securities \$6,205A 13A (\$35) \$6,183A As of DecemberA 31, 2024, the contractual maturities of our available-for-sale debt securities, excluding those securities classified within cash and cash equivalents A on the consolidated balance sheet and mortgage-backed and asset-backed securities that do not have a single maturity, did not exceed 37 months. The fair values of available-for-sale debt securities, by remaining contractual maturity, are as follows (in millions): December 31, 2024 Due within 1 year \$3,458A Due in 1 year through 5 years \$,025A Instruments not due in single maturity \$86A Totals \$7,569A As of December 31, 2024, unrealized losses of \$18 million from available-for-sale debt securities are from securities in a continuous unrealized loss position greater than 12 months. As of DecemberA 31, 2024, the fair value of available-for-sale debt securities in a continuous unrealized loss position totaled \$2,419 million, the majority of which has been in a continuous unrealized loss position for less than 12 months. As of December 3

non-marketable equity investments using various valuation methodologies and involves the use of estimates. The adjustments made during the years ended December 31, 2024, 2023 and 2022 were immaterial. We classify these fair value measurements as Level 3 within the fair value hierarchy. (4) Fair Value Measurements The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2024 (in millions):

Level 1	Level 2	Total
Cash equivalents	Money market funds	\$1,357.4
Commercial paper	\$1,357.4	\$1,357.4
Corporate notes and bonds	\$4.4	\$4.4
Deposits	\$391.4	\$391.4
U.S. government and agency securities	\$14.4	\$14.4
Marketable securities	Commercial paper	\$36.4
Corporate notes and bonds	\$4.9	\$4.9
Certificates of deposit	\$67.4	\$67.4
U.S. government and agency securities	\$2,104.4	\$2,104.4
Mortgage-backed and asset-backed securities	\$86.4	\$86.4
Total	\$1,748.4	\$1,748.4

Table of Contents The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2023 (in millions):

Level 1	Level 2	Total
Cash equivalents	Money market funds	\$1,215.4
Commercial paper	\$1,215.4	\$1,215.4
Corporate notes and bonds	\$2.4	\$2.4
Deposits	\$295.4	\$295.4
U.S. government and agency securities	\$4.4	\$4.4
Marketable securities	Commercial paper	\$34.4
Corporate notes and bonds	\$3.5	\$3.5
Certificates of deposit	\$94.4	\$94.4
U.S. government and agency securities	\$2,078.4	\$2,078.4
Mortgage-backed and asset-backed securities	\$86.4	\$86.4
Total	\$1,510.4	\$1,510.4

We determine the fair value of our security holdings based on pricing from our service providers and market prices from industry-standard independent data providers. Such market prices may be quoted prices in active markets for identical assets (Level 1 inputs), pricing determined using inputs other than quoted prices that are observable either directly or indirectly (Level 2 inputs) or using unobservable inputs that are supported by little or no market activity (Level 3 inputs). Our non-marketable equity investments are not included in the table above and are discussed in Note 3. Refer to Note 8 for the fair value measurement of our derivative contracts and Note 11 for the fair value measurement of our long-term debt, which are also not included in the table above. Our marketable equity investments are classified within Level 1 and were immaterial as of December 31, 2024 and 2023. (5) Business Combinations 2024 Business Combinations During the year ended December 31, 2024, we completed certain acquisitions for total purchase consideration of \$112.4 million primarily to enhance our products with the acquired technology and engineering workforce. The acquisitions were not material to our consolidated financial statements, either individually or in the aggregate. 2023 Business Combinations On July 17, 2023, we acquired all outstanding shares of G2K Group GmbH, an artificial intelligence powered platform, for \$465 million in a cash transaction. The consideration was paid in two installments, with the first payment made in July 2023 and the second payment made in February 2024. The acquisition is intended to enhance our Now Platform with the acquired smart Internet of Things technology, enabling businesses to intelligently action digital and in-store data with enterprise-grade workflows. The purchase price was allocated based on the fair value of the developed technology intangible asset of \$75 million (six-year estimated useful life), net tangible liabilities of \$1 million, deferred tax liabilities of \$23 million and goodwill of \$414 million, which is not deductible for income tax purposes. Goodwill is primarily attributed to the value expected from synergies resulting from the business combination. The fair values assigned to tangible and intangible assets acquired, liabilities assumed and income taxes payable and deferred taxes are based on management's estimates and assumptions. 71 Table of Contents 2022 Business Combinations During the year ended December 31, 2022, we completed certain acquisitions for total purchase consideration of \$92 million primarily to enhance our products with the acquired technology and engineering workforce. The acquisitions were not material to our consolidated financial statements, either individually or in the aggregate. We have included the financial results of business combinations in the consolidated financial statements from the respective dates of acquisition, which were not material. Aggregate acquisition-related costs associated with business combinations were not material for each of the years ended December 31, 2024, 2023 and 2022, respectively, and were included in general and administrative expenses in our consolidated statements of comprehensive income as incurred. (6) Goodwill and Intangible Assets The changes in the carrying amounts of goodwill were as follows (in millions):

Carrying Amount	Balance as of December 31, 2022	Goodwill acquired	413.4	Foreign currency translation adjustments	(6)	Balance as of December 31, 2024	2024	2023	2022
Goodwill	\$1,231.4	\$75.4	\$1,306.4	\$1,306.4	\$1,306.4	\$1,306.4	\$1,306.4	\$1,306.4	\$1,306.4
Intangible assets	\$581.4	\$516.4	\$1,097.4	\$1,097.4	\$1,097.4	\$1,097.4	\$1,097.4	\$1,097.4	\$1,097.4
Less: accumulated amortization	(466.4)	(375.4)	(841.4)	(841.4)	(841.4)	(841.4)	(841.4)	(841.4)	(841.4)
Net	\$209.4	\$224.4	\$433.4	\$433.4	\$433.4	\$433.4	\$433.4	\$433.4	\$433.4

The weighted-average useful life of the acquired developed technology for each of the years ended December 31, 2024 and 2023 was approximately five years. Amortization expense for intangible assets was approximately \$94 million, \$85 million and \$81 million for the years ended December 31, 2024, 2023 and 2022, respectively. The following table presents the estimated future amortization expense related to intangible assets held as of December 31, 2024 (in millions):

Years Ending	December 31, 2025	80.4	December 31, 2026	80.4	December 31, 2027	80.4	December 31, 2028	80.4	December 31, 2029	80.4	Total	400.4
Future amortization expense	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4	\$209.4

(7) Property and Equipment Property and equipment, net consists of the following (in millions):

December 31, 2024	2024	2023	2022
Computer equipment	\$2,697.4	\$2,136.4	\$1,064.4
Computer software	106.4	96.4	72.4
Leasehold and other improvements	320.4	291.4	229.4
Furniture and fixtures	85.4	86.4	85.4
Construction in progress	63.4	33.4	33.4
Property and equipment, gross	3,271.4	2,643.4	1,484.4
Less: Accumulated depreciation	(1,508.4)	(1,285.4)	(1,085.4)
Property and equipment, net	\$1,763.4	\$1,358.4	\$400.4

Construction in progress consists of costs primarily related to leasehold and other improvements. Depreciation expense was \$371 million, \$372 million and \$261 million for the years ended December 31, 2024, 2023 and 2022, respectively. (8) Derivative Contracts Derivatives Designated as Hedging Instruments We entered into forward contracts to hedge a portion of our forecasted foreign currency denominated revenues during the year ended December 31, 2024. These forward contracts are recorded at fair value and have maturities of up to 34 months. As of December 31, 2024, we had outstanding cash flow hedges with total notional values of \$1.7 billion. We classify cash flows related to our cash flow hedges as operating activities in our consolidated statements of cash flows. The total gross fair values of derivatives designated as hedging instruments recorded within the consolidated balance sheets were as follows (in millions):

December 31, 2024	2024	2023	2022				
Consolidated Balance Sheets	Location	Prepaid expenses and other current assets	\$55.4	Other assets	\$10.4	Accrued expenses and other current liabilities	\$(1)

Our long-term liabilities are as of December 31, 2024, approximately \$54 million of the pre-tax derivative gains from accumulated other comprehensive income (loss) is expected to be recognized in subscription revenues within the next 12 months. All hedging relationships are formally documented at the inception of the hedge and the hedges must be highly effective in offsetting changes to future cash flows on hedged transactions. We evaluate hedge effectiveness at the inception of the hedge prospectively, and on an ongoing basis both retrospectively and prospectively. We report changes in fair value of these cash flow hedges as a component of accumulated other comprehensive income (loss) and subsequently reclassify into earnings in the same period the forecasted transaction affects earnings. Amounts reclassified to subscription revenues were a gain of \$14 million for the year ended December 31, 2024. There was no ineffectiveness in the Company's cash flow hedging program for the year ended December 31, 2024. Table of Contents Derivatives not Designated as Hedging Instruments Our derivatives not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. As of December 31, 2024 and 2023, we had foreign currency forward contracts with total notional values of \$2.2 billion and \$1.7 billion, respectively, which were not designated as hedging instruments. The gross fair value of these foreign currency forward contracts was immaterial as of December 31, 2024 and 2023. The gains (losses) recognized for foreign currency forward contracts from derivatives not designated as hedging instruments were immaterial for the years ended December 31, 2024, 2023 and 2022. Realized gains (losses) from settlement of the derivative assets and liabilities are classified as investing activities in the consolidated statements of cash flows. All foreign currency forward contracts, both designated and not designated as hedging instruments, are classified within Level 2 as the valuation inputs are based on quoted prices and market observable data of similar instruments in active markets, such as currency spot and forward rates. (9) Deferred Revenue and Performance Obligations Revenues recognized from beginning period deferred revenue during the years ended December 31, 2024 and 2023 were \$5.7 billion and \$4.6 billion, respectively. Remaining Performance Obligations Transaction price allocated to remaining performance obligations (the RPO) represents contracted revenue that has not yet been recognized, which includes deferred revenue and non-cancellable amounts that will be invoiced and recognized as revenues in future periods. RPO excludes contracts that are billed in arrears, such as certain time and materials contracts, as we apply the RPO to invoices practical expedient under relevant accounting guidance. As of December 31, 2024, the total non-cancellable RPO under our contracts with customers was \$22.3 billion, and we expect to recognize revenues on approximately 46% of these RPO over the

Weighted-AverageExercisePrice Per ShareWeighted-AverageRemainingContractualTerm AggregateIntrinsic Value(in thousands)(in years)(in millions)Outstanding as of December 31, 20231,150A \$603.30A Exercised(74)\$324.80A \$35A Forfeited(128)\$645.02A Outstanding as of December 31, 2024948A \$619.43A 6.6\$418A Vested and expected to vest as of December 31, 2024878A \$614.17A 6.5\$391A Vested and exercisable as of December 31, 2024444A \$545.37A 6.2\$229A A Aggregate intrinsic value represents the difference between the estimated fair value of our common stock and the exercise price of outstanding, in-the-money options. The total intrinsic value for stock options exercised for the years ended December 31, 2024, 2023 and 2022, was \$35 million, \$15 million and \$40 million, respectively.The total fair value of shares vested was \$98 million, \$7 million and \$11 million for the years ended December 31, 2024, 2023 and 2022, respectively. No stock options were granted during the year ended December 31, 2024 and December 31, 2023. The weighted-average grant-date fair value of stock options granted was \$273.63 per share for the year ended December 31, 2022. A During the year ended December 31, 2021, a one-time long-term performance-based option award was granted to the Chief Executive Officer (the 2021 CEO Performance Award) and to certain executives (collectively the 2021 Performance Awards) under the 2021 Plan at a total grant date fair value of \$232A million. The 2021 Performance Awards will vest in eight equal tranches based on service and achievement of both performance and market conditions, subject to continued employment and specifically for the 2021 CEO Performance Award, as CEO or Executive Chairman of the Company, through each vesting date. The performance and market conditions for a particular tranche may be achieved at different points in time and in any order but will become eligible to vest only when all service, performance and market conditions for the respective tranche are met but no earlier than two years from date of grant. The performance and market conditions must be achieved by September 30, 2026 (the Performance Period). The stock price metric will be achieved when both the 180-day volume weighted-average price (the VWAP) and the 30-day VWAP equal or exceed the respective tranche stock price metric on any day during the Performance Period. The performance metric is achieved when the trailing four- quarter cumulative GAAP subscription revenues equal or exceed the respective tranche performance target. Shares acquired upon exercise of the options cannot be sold, transferred or disposed until after the end of the Performance Period and the 2021 Performance Awards will expire ten years from the respective date of grant. As of December 31, 2024, the first three tranches were vested based on achievement of both the performance and market conditions.8Table of ContentsThe fair value of the 2021 Performance Awards and the corresponding derived service periods were estimated using the Monte Carlo simulation. Stock-based compensation expense is recognized on a graded vesting basis over the requisite service period for each respective tranche, but not shorter than the two-year minimum service period, and includes an assessment of when it is probable the performance condition will be achieved, which involves a subjective assessment of our future financial projections.As of December 31, 2024, total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested stock options was approximately \$7 million. The weighted-average remaining vesting period of unvested stock options as of December 31, 2024 was approximately one year.A RSUsA summary of RSU activity for the year ended December 31, 2024 was as follows: Number ofShares Weighted-Average Grant-Date Fair Value Per Share(in thousands)Outstanding as of December 31, 20236,262A \$506.77A Granted3,031A \$791.14A Vested(2,944)\$545.45A Forfeited(561)\$567.81A Outstanding as of December 31, 20245,788A \$630.10A Expected to vest as of December 31, 20245,233A RSUs outstanding as of December 31, 2024 were comprised of 5.3A million RSUs with only service conditions and 0.5A million RSUs with both service conditions and performance conditions, including certain RSUs with additional market conditions. The total intrinsic value of the RSUs vested was \$2.4A billion, \$1.6A billion and \$1.5A billion for the years ended December 31, 2024, 2023 and 2022, respectively. As of December 31, 2024, the aggregate intrinsic value of RSUs outstanding was \$6.1 billion and RSUs expected to vest was \$5.5A billion. The weighted-average grant-date fair value of RSUs granted was \$791.14, \$479.18 and \$541.24 per share for the years ended December 31, 2024, 2023 and 2022, respectively.PRSUs have service, performance and market vesting conditions. The ultimate number of shares eligible to vest range from 0% to 200%, subject to our board of directors compensation committee's approval of performance metrics achievement and, for certain PRSUs, total shareholder return relative to that of the S&P 500 index. The eligible shares subject to PRSUs granted during the year ended December 31, 2024 will vest in a one to three yearsA contingent on each holder's continuous status as an employee on the applicable vesting dates. The number of PRSUs granted included in the table above reflects the shares that could be eligible to vest at 100% of target for PRSUs and includes adjustments for over or under achievement for PRSUs granted in the prior year. We recognized \$147A million, \$145A million and \$121A million of stock-based compensation expense, net of actual and estimated forfeitures, associated with PRSUs on a graded vesting basis during the years ended December 31, 2024, 2023 and 2022, respectively. As of December 31, 2024, total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested RSUs was \$2.9 billion and the weighted-average remaining vesting period was approximately three years.Total stock-based compensation expense for the years ended December 31, 2024, 2023 and 2022 was \$1,746 million, \$1,604A million and \$1,401A million, respectively. For the years ended December 31, 2024 and 2023, we recorded \$340A million and \$296A million, respectively, of tax benefits on total stock-based compensation expense, which are reflected in the provision for (benefit from) income taxes in the consolidated statements of comprehensive income. Tax benefits on stock-based compensation for the year ended December 31, 2022 was immaterial.9Table of ContentsValuation AssumptionsThe following assumptions were used in the Black-Scholes options pricing model and the Monte Carlo simulation model, to estimate our stock-based compensation on the date of grant for ESPP, stock options and PRSUs, respectively, as applicable. A Year Ended December 31,202420232022Risk-Free Interest RateESPP4.96% - 5.39%2.96% - 5.39%0.06% - 2.96%Stock Options**2.04%PRSU3.97% - 4.56%4.34%1.76%Expected Term (in years)ESPP0.50,5.0Stock Options**10Expected VolatilityESPP25% - 40%33% - 59%63% - 59%Stock Options**40%PRSU33% - 42%45%42%* There were no stock option grants in 2024 and 2023.Expected volatility. The expected volatility is based on the historical volatility of our common stock for a period similar to our expected term.Expected term. We determine the expected term based on historical experience of similar awards, giving consideration to the contractual terms of the stock-based awards, our vesting schedules and expectations of future employee behavior. We estimate the expected term for ESPP using the purchase period. Risk-free interest rate. The risk-free interest rate is based on the U.S. Treasury yield curve in effect at the time of grant for the expected term of the stock-based award.Expected dividend yield. Our expected dividend yield is zero, as we have not and do not currently intend to declare dividends in the foreseeable future.A (15) Net Income Per Share Basic net income per share attributable to common stockholders is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period. Diluted net income per share is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period, adjusted for the effects of dilutive shares of common stock, which are comprised of outstanding stock options, RSUs, ESPP obligations, the 2022 Notes and the 2022 Warrants. Stock awards with performance or market conditions are included in dilutive shares to the extent all conditions are met. The potentially dilutive shares of common stock are computed using the treasury stock method or the as-if converted method, as applicable. The effects of outstanding stock options, RSUs, ESPP obligations, 2022 Notes and 2022 Warrants are excluded from the computation of diluted net income per share in periods in which the effect would be antidilutive.80Table of ContentsThe following table presents the calculation of basic and diluted net income per share attributable to common stockholders (in millions, except for number of shares reflected in thousands and per share data):A Year Ended December 31, A 202420232022Numerator:Net income\$1,425A \$1,731A \$325A Denominator:Weighted-average shares outstanding - basic5,834A 204,137A 201,430A Weighted-average effect of potentially dilutive securities:Common stock options, RSUs and ESPP obligations2,589A 1,454A 1,672A 2022 Notes settlementsA A A 280A Settlement of 2022 WarrantsA A A 153A Weighted-average shares outstanding - diluted208,423A 205,591A 203,535A Net income per share - basic\$6.92A \$8.48A \$1.61A Net income per share - diluted\$6.84A \$8.42A \$1.60A Common stock options, RSUs and ESPP obligations excluded from diluted net income per share because their effect would have been anti-dilutive 711A 3,191A 4,658A (16) Provision for (Benefit from) Income Taxes The components of income before income taxes by U.S. and foreign jurisdictions were as follows (in millions): A Year Ended December 31, A 202420232022United States\$1,055A \$523A \$173A Foreign683A 485A 226A Total\$1,738A \$1,008A \$399A The provision for (benefit from) income taxes consists of the following (in millions):A Year Ended December 31, A 202420232022Current provision:Federal\$36A \$2A \$A A State49A 31A 13A Foreign130A 101A 46A 215A 134A 59A Deferred provision:Federal51A (750)(1)State(5)(135) (1)Foreign52A 28A 17A 98A (857)15A Provision for (benefit from) income taxes\$313A \$(723)\$74A 81Table of ContentsThe effective income tax rate differs from the federal statutory income tax rate applied to the income before income taxes due to the following (in millions):A A A A A Year Ended December 31, A 202420232022Tax computed at U.S. federal statutory rate\$365A \$212A \$84A State taxes, net of federal benefit42A 47A 10A U.S. tax on foreign earnings(7)42A 96A Tax rate differential for international subsidiaries2A 29A 18A Stock-based compensation(78)25A 7A Executive compensation28A 22A Tax credits(98)(93)(70)Other(12)15A 7A Valuation allowance25A (1,032)(100)Provision for (benefit from) income taxes\$313A \$(723)\$74A Significant components of our deferred tax assets are shown below (in millions). A valuation allowance has been recognized to offset our deferred tax assets, as necessary, by the amount of any tax benefits that, based on evidence, are not expected to be realized.A December 31, A 20242023Deferred tax assets:Net operating loss carryforwards\$138A \$257A Credit carryforwards458A 476A Lease liability171A 184A Capitalized research and development434A 324A Depreciation and amortization514A 552A Other(168)167A Total deferred tax assets1,883A 1,960A Less: valuation allowance(220)(196)1,663A 1,764A Deferred tax liabilities:Right of use asset(150) (165)Depreciation and amortization(113)(90)Other(61)(41)Net deferred tax assets\$1,339A \$1,468A As of December 31, 2024, we had no unremitted earnings when evaluating our outside basis difference relating to our U.S. investment in foreign subsidiaries. However, there could be local withholding taxes due to various foreign countries and/or U.S. state taxes if certain lower tier earnings are distributed. During 2024, a decision was made to change our indefinite reinvestment assertion such that we no longer permanently reinvest all foreign earnings. Foreign withholding taxes after U.S. foreign tax credit and/or state taxes that would be payable upon remittance of these lower tier earnings are currently estimated to be immaterial.82Table of ContentsAs of December 31, 2024, we had U.S. federal net operating loss and federal tax credit carryforwards of \$46 million and \$376 million, respectively, as reported on our tax returns. The federal tax credits will begin to expire in 2039 if not utilized. In addition, as of December 31, 2024, we had state net operating loss and state tax credit carryforwards of approximately \$0.8 billion and \$313 million, respectively, as reported on our tax returns. The state net operating loss will begin to expire in 2032 if not utilized. State tax credits and a portion of the federal net operating loss carryforwards can be carried forward indefinitely. Utilization of our net operating loss and credit carryforwards may be subject to annual limitation due to the ownership change limitations provided by the Internal Revenue Code and similar state provisions. Such an annual limitation could result in the expiration of the net operating loss and tax credit carryforwards before utilization.As of December 31, 2024, we had Canada net operating loss and tax credit carryforwards of \$150A million and \$12A million, respectively, as reported on our tax returns. The Canada net operating loss and tax credits will begin to expire in 2039 and 2037, respectively, if not utilized. In addition, as of December 31, 2024, we had United Kingdom net operating loss carryforwards of \$147A million, as reported on our tax returns. The United Kingdom net operating loss can be carried forward indefinitely.A The increase in the 2024 valuation allowance of \$24A million was primarily attributable to California tax credit generation. The decrease in the 2023 valuation allowance of \$1.03 billion was primarily attributable to the \$1.05A billion release of certain U.S. federal and state valuation allowances offset by approximately a \$20A million increase in the California valuation allowance. The income tax benefit was \$723 million for the year ended December 31, 2023. The income tax benefit was primarily attributable to the release of the valuation allowance of certain U.S. federal and state deferred tax assets. We regularly assess the need for a valuation allowance against our deferred tax assets. In making that assessment, we consider both positive and negative evidence related to the likelihood of realization of the deferred tax assets to determine, based on the weight of available evidence, whether it is more likely than not that some or all of the deferred tax assets will not be realized. As of June 30, 2023, we achieved cumulative U.S. income during the prior twelve quarters when considering pre-tax income adjusted for permanent differences and other comprehensive losses. Based on all available positive and negative evidence, having demonstrated sustained profitability which is objective and verifiable, and taking into account anticipated future earnings, we concluded it is more likely than not that our U.S. federal and state deferred tax assets will be realizable, with the exception of California. We released \$1.05 billion of our valuation allowance during the year ended December 31, 2023. As of December 31, 2024 and 2023, we maintained a valuation allowance of \$220A million and \$196A million, respectively, against our California deferred tax assets due to the uncertainty regarding realizability of these deferred tax assets as they have not met the more likely than not realization criteria, particularly as we expect research and development tax credit generation to exceed our ability to use the credits in future years. We will continue to monitor the need for a valuation allowance against our deferred tax assets on a quarterly basis. The \$98 million decrease in the 2022 valuation allowance was primarily attributable to a decrease in deferred tax assets related to the utilization of net operating losses. A reconciliation of the beginning and ending balance of total unrecognized tax benefits is as follows (in millions):A Year Ended December 31, A 202420232022Balance, beginning period\$221A \$159A \$124A Tax positions taken in prior period:Gross increases2A A A A Gross decreases(2)A A (1)Tax positions taken in current period:Gross increases73A 63A 38A Settlements(3)(1)(2)Balance, end of period\$291A \$221A \$159A A 83Table of ContentsAs of December 31, 2024, we had gross unrecognized tax benefits of approximately \$291 million, of which \$210 million would impact the effective tax rate, if recognized. We recognize accrued interest and penalties related to unrecognized tax benefits as income tax expense. Accrued interest and penalties included in our liability related to unrecognized tax benefits were \$9 million and \$6 million as of December 31, 2024 and 2023, respectively. The amount of unrecognized tax benefits could be reduced upon expiration of the applicable statutes of limitations. The potential reduction in unrecognized tax benefits during the next 12 months is not expected to be material. Interest and penalties accrued on these uncertain tax positions are recognized as income tax expense and will be released upon the expiration of the statutes of limitations. These amounts are also not material for any periods presented. Further, \$68 million and \$51A million of unrecognized tax benefits have been recorded as liabilities as of December 31, 2024 and 2023, respectively.A We are subject to taxation in the United States and foreign jurisdictions.A As of December 31, 2024, our tax years 2004 to 2024 remain subject to examination in most jurisdictions.A Due to differing interpretations of tax laws and regulations, tax authorities may dispute our tax filing positions. We periodically evaluate our exposures associated with our tax filing positions and believe that adequate amounts have been reserved for adjustments that may result from tax examinations.(17) Commitments and Contingencies Operating LeasesA For some of our offices and data centers, we have entered into non-cancellable operating lease agreements with various expiration dates through 2035. Certain lease agreements include options to renew or terminate the lease, which are not reasonably certain to be exercised and therefore are not factored into our determination of lease payments.Total operating lease costs were \$130 million, \$129 million and \$112 million for each of the years ended December 31, 2024, 2023 and 2022, respectively. For the years ended December 31, 2024 and 2023, total cash paid for amounts included in the measurement of operating lease liabilities was \$85 million and \$82A million, respectively. Operating lease liabilities arising from obtaining operating right-of-use assets totaled \$84 million and \$130A million for the years ended December 31, 2024 and 2023, respectively.As of December 31, 2024, the weighted-average remaining lease term is approximately eight years, and the weighted-average discount rate is 4%.Maturities of operating lease liabilities as of December 31, 2024 are presented in the table below (in millions):Years Ending December 31,2025\$130A 2026114A 2027111A 2028106A 202997A Thereafter366A Total operating lease payments924A Less: imputed interest(135)Present value of operating lease liabilities\$789A In addition to the amounts above, as of December 31, 2024, we have operating leases, primarily for offices, that have not yet commenced with undiscounted cash flows of \$157 million. These operating leases are expected to commence in 2025 with lease terms of ten to eleven years. 84Table of ContentsOther CommitmentsOther contractual commitments primarily consist of data center and IT operations, cloud services and sales and marketing activities related to our daily business operations. Future minimum payments under our non-cancellable purchase commitments as of December 31, 2024 are presented in the table below (in millions):Purchase Obligations (1)Years Ending December 31,2025\$536A 2026590A 2027756A 20281,886A 2029121A Thereafter213A Total\$4,102A (1)Not included in the table above are certain purchase commitments related to our future annual Knowledge user conferences and other customer or sales conferences to be held in 2025 and future years. If we had canceled these contractual commitments as of December 31, 2024, we would have been obligated to pay cancellation penalties of approximately \$56A million in aggregate. We have entered into various non-cancellable agreements with cloud service providers, under which we have committed to spend an aggregate of \$805A million through 2029 on cloud services. In addition, we have entered into a non-cancellable agreement with an information technology equipment provider, under which we have committed to spend \$1.9A billion through 2028 on capital expenditures to expand our data centers. The unutilized amounts are included within the table above. In addition to the amounts above, the repayment of our 2030 Notes with an aggregate principal amount of \$1.5A billion is due on September 1, 2030. Refer to Note 11 for further information regarding our 2030 Notes. Legal ProceedingsA We are party to certain litigation and other legal proceedings. While legal proceedings are inherently unpredictable and subject to uncertainties, we do not believe the ultimate resolution of any such proceedings is likely to result in a material loss. We accrue for loss contingencies when it is both probable that we

we incur the loss and when we can reasonably estimate the amount of the loss or range of loss. On July 5, 2022, InQuisient Inc. (the "Company") filed a complaint against ServiceNow, Inc. in the U.S. District Court for the District of Delaware, alleging the Now Platform's use of relational databases infringes three of Plaintiff's patents and seeking injunctive relief and unspecified damages. The Company denied Plaintiff's allegations and asserted Plaintiff's patents were, among other things, invalid, not infringed and otherwise unenforceable. In December 2024, the parties entered into a confidential settlement agreement resolving the matter for an immaterial amount. Any adverse determination related to intellectual property claims or other litigation could prevent us from offering our services and adversely affect our financial condition and results of operations. For additional information regarding intellectual property litigation, see the Risk Factors. We may not be able to protect or enforce our intellectual property rights. As previously disclosed, through its internal processes, the Company received a complaint that raised potential compliance issues related to one of its government contracts. The Company initiated an internal investigation, with the assistance of outside legal counsel, into the validity of these claims that concern the hiring of the Chief Information Officer of the U.S. Army as the Company's Head of Global Public Sector in March 2023. As a result of the investigation, the Company's board of directors determined that the Company's President and Chief Operating Officer and the hired individual violated Company policy regarding a possible conflict relating to such individual's hiring. On July 24, 2024, the Company and its President and Chief Operating Officer came to a mutual agreement that he would resign from all positions of the Company, effective immediately. The other individual also has departed the Company. The Company has informed the Department of Justice, the Department of Defense Office of Inspector General and the Army Suspension and Debarment Office of the investigation and is continuing to cooperate with the Department of Justice, which has commenced its own investigation into these matters. The Company cannot predict the timing, outcome or possible impact of the investigation. Indemnification Provisions Our agreements include provisions indemnifying customers against intellectual property and other third-party claims. In addition, we have entered into indemnification agreements with our directors, executive officers and certain other officers that will require us, among other things, to indemnify them against certain liabilities that may arise as a result of their affiliation with us. We have not incurred any costs as a result of such indemnification obligations and have not recorded any liabilities related to such obligations in the consolidated financial statements. (18) Information about Geographic Areas and Products Revenues by geographic area, based on the location of our users, were as follows for the periods presented (in millions): Year Ended December 31, 2024 2023 2022 North America \$1,690.9A \$5,702.4A \$4,723.8A EMEA (2), 834.4A 2,298.1A 1,778.5A Asia Pacific and other, 2,414.9A 9,714.4A 7,444.4A Total revenues \$10,984.4A \$8,971.1A \$7,245.1A Property and equipment, net A by geographic area were as follows (in millions): A December 31, 2024 2023 Property and equipment, net: North America (3), 1,144.4A \$871.1A EMEA (2) 428.3A 312.1A Asia Pacific and other 191.4A 175.1A Total property and equipment, net \$1,763.1A \$1,358.4A (1) Revenues attributed to the United States were 94% of North America revenues for each of the years ended December 31, 2024, 2023, and 2022. (2) Europe, the Middle East and Africa (EMEIA). (3) Property and equipment, net attributed to the United States were 79% of property and equipment, net attributable to North America as of December 31, 2024 and 2023, respectively. Subscription revenues consist of the following (in millions): Year Ended December 31, 2024 2023 2022 Digital workflow products \$9,422.2A \$7,679.4A \$6,077.1A ITOM products 1,224.1A 1,001.4A 814.4A Total subscription revenues \$10,646.3A \$8,680.4A \$6,891.4A Our digital workflow products include most of our product offerings and are generally priced on a per user basis. Our remaining product offerings, primarily comprised of our IT Operations Management (ITOM) products, are generally priced on a subscription unit basis. 86 Table of Contents (19) Subsequent Events In January 2025, our board of directors authorized an additional \$3.0A billion in repurchases under the Share Repurchase Program. Refer to Note 13 of the Stockholders' Equity for additional information about the Share Repurchase Program. 87 Table of Contents ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE None. ITEM 9A. CONTROLS AND PROCEDURES (a) Evaluation of Disclosure Controls and Procedures Regulations under the Exchange Act require public companies, including our Company, to maintain disclosure controls and procedures, which are defined in Rule 13a-15(e) and Rule 15d-15(e) to mean a company's controls and other procedures that are designed to ensure that information required to be disclosed in the reports that it files or submits under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the SEC's rules and forms. Disclosure controls and procedures include, without limitation, controls and procedures designed to ensure that information required to be disclosed in our reports filed or submitted under the Exchange Act is accumulated and communicated to management, including our principal executive officer and principal financial officer, or persons performing similar functions, as appropriate, to allow timely decisions regarding required or necessary disclosures. In designing and evaluating our disclosure controls and procedures, management recognizes that disclosure controls and procedures, no matter how well conceived and operated, can provide only reasonable, not absolute, assurance that the objectives of the disclosure controls and procedures are met. Additionally, in designing disclosure controls and procedures, our management necessarily was required to apply its judgment in evaluating the cost-benefit relationship of possible disclosure controls and procedures. Our Chief Executive Officer and Chief Financial Officer have concluded, based on the evaluation of the effectiveness of the disclosure controls and procedures by our management as of December 31, 2024, that our disclosure controls and procedures were effective at the reasonable assurance level for this purpose. (b) Management's Report on Internal Control Over Financial Reporting Our management is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) to provide reasonable assurance regarding the reliability of our financial reporting and the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. Our management, under the supervision of our Chief Executive Officer and Chief Financial Officer, conducted an evaluation of the effectiveness of our internal control over financial reporting based on the framework in Internal Control—Integrated Framework (2013), issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on this evaluation, management concluded that our internal control over financial reporting was effective as of December 31, 2024. The effectiveness of our internal control over financial reporting as of December 31, 2024 has been audited by PricewaterhouseCoopers LLP, an independent registered public accounting firm, as stated in their report, which is included in Item 8 of this Annual Report on Form 10-K. (c) Changes in Internal Control over Financial Reporting There were no changes to our internal control over financial reporting (as such term is defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) that occurred during the quarter ended December 31, 2024 that have materially affected, or is reasonably likely to materially affect, our internal control over financial reporting. 88 Table of Contents ITEM 9B. OTHER INFORMATION Rule 10b5-1 Trading Plans During the quarter ended December 31, 2024, the following directors and Section 16 officers adopted trading arrangements intended to satisfy the affirmative defense of Rule 10b5-1(c): Larry Quinlan, a member of our board of directors, adopted a trading plan on November 1, 2024. The plan, which expires April 30, 2025, provides for the sale of 830 shares of our common stock during the plan period. Gina Mastantuono, our Chief Financial Officer, adopted a trading plan on November 22, 2024. The plan, which expires October 31, 2025, provides for the sale of (i) up to 352 shares of our common stock and (ii) up to 80% of the net vested shares resulting from the vesting of 14,467 restricted stock units and performance-based restricted stock units during the plan period, subject to certain vesting conditions. Net vested shares are net of tax withholding. Frederic Luddy, a member of our board of directors, adopted a trading plan on November 26, 2024. The plan, which expires May 30, 2025, provides for the sale of 100% of the net vested shares resulting from the vesting of 428 restricted stock units during the plan period, subject to certain vesting conditions. ITEM 9C. DISCLOSURES REGARDING FOREIGN JURISDICTION THAT PREVENT INSPECTIONS Not Applicable. PART III ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE The information required by this item will be incorporated by reference from our definitive proxy statement to be filed pursuant to Regulation 14A. ITEM 11. EXECUTIVE COMPENSATION The information required by this item will be incorporated by reference from our definitive proxy statement to be filed pursuant to Regulation 14A. ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS The information required by this item will be incorporated by reference from our definitive proxy statement to be filed pursuant to Regulation 14A. ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS AND DIRECTOR INDEPENDENCE The information required by this item will be incorporated by reference from our definitive proxy statement to be filed pursuant to Regulation 14A. ITEM 14. PRINCIPAL ACCOUNTANT FEES AND SERVICES The information required by this item will be incorporated by reference from our definitive proxy statement to be filed pursuant to Regulation 14A. 89 Table of Contents PART IV ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES The following documents are filed as a part of this Annual Report on Form 10-K: (a) Financial Statements The information concerning our financial statements, and Report of Independent Registered Public Accounting Firm required by this Item is incorporated by reference herein to the section of this Annual Report on Form 10-K in Item 8, entitled "Consolidated Financial Statements and Supplementary Data." (b) Financial Statement Schedules All schedules have been omitted because the required information is not present or not present in amounts sufficient to require submission of the schedules, or because the information required is included in Item 8, entitled "Consolidated Financial Statements and Supplementary Data." (c) Exhibits The list of exhibits filed with this report is set forth in the Exhibit Index following the signature pages and is incorporated herein by reference. 90 Table of Contents ITEM 16. FORM 10-K EXHIBITS None. EXHIBIT INDEX Exhibit Number Description of Document Incorporated by Reference Filed Herewith Form File No. Exhibit Filing Date 3.1 Restated Certificate of Incorporation of Registrant, as amended 8-K-001-355803.16/9/2021.3 Restated Bylaws of Registrant 8-K-001-355803.26/9/2021.4 Form of Common Stock Certificate S-1/A333-1804864.16/19/2014.2 Indenture, dated August 11, 2020, by and between the Registrant and Wells Fargo Bank, National Association 8-K-001-355804.18/11/2020.3 First Supplemental Indenture (including Form of Note), dated August 11, 2020, by and between the Registrant and Wells Fargo Bank, National Association 8-K-001-355804.28/11/2020.4 Description of Registrant's Securities Registered Under Section 12 of the Exchange Act 10-K-001-355804.52/3/2021.1 Form of Indemnification Agreement 10-K-001-355801.12/27/2015.10.2 2012 Equity Incentive Plan, as amended through January 29, 2019 10-K-001-355801.32/27/2019.10.3 Form of Stock Option Award Agreement under 2012 Equity Incentive Plan, adopted as of April 16, 2020 10-Q-001-355801.17/30/2020.14 Form of Restricted Stock Unit Award Agreement under 2012 Equity Incentive Plan, adopted as of April 16, 2020 10-Q-001-355801.27/30/2020.15 ServiceNow, Inc. Amended and Restated 2021 Equity Incentive Plan 8-K-001-355801.16/2/2023.10.6 Form of equity agreements under the Amended and Restated 2021 Equity Incentive Plan 10-Q-001-355801.17/28/2021.7 Amended and Restated 2012 Employee Stock Purchase Plan 8-K-001-355801.26/9/2021.10.8 Form of Subscription Agreement under the Amended and Restated 2012 Employee Stock Purchase Plan 10-Q-001-355801.27/28/2021.9 ServiceNow, Inc. Executive Severance Policy 8-K-001-355801.21/27/2021.10.2022 New-Hire Equity Incentive Plan S-8333-2682984.41/11/2020.21 Table of Contents Exhibit Number Description of Document Incorporated by Reference Filed Herewith Form File No. Exhibit Filing Date 10.11 Employment Agreement dated October 22, 2019 between the Registrant and William R. McDermott 8-K-001-355801.11/23/2019.12 Amendment to Employment Agreement dated March 24, 2020 between the Registrant and William R. McDermott 8-K-001-355801.13/27/2020.13 Employment Agreement dated November 15, 2019 between the Registrant and Gina Mastantuono 8-K-001-355801.11/18/2019.14 Confirmatory Employment Letter Agreement dated October 31, 2017, between the Registrant and Chirantan J. Desai 10-Q-001-355801.11/06/2017.15 Temporary Relocation dated July 28, 2023, by and between the Registrant and Chirantan J. Desai 10-Q-001-355801.11/06/2023.16 Extension of Temporary Relocation Agreement, dated April 1, 2024, by and between the Registrant and Chirantan J. Desai 10-Q-001-355801.11/25/2024.17 Mutual Separation and Release Agreement dated July 24, 2024, between the Company and Chirantan J. Desai 10-Q-001-355801.11/24/2024.18 Form of Amendment to Employment Agreement between the Registrant and each of Gina Mastantuono and Chirantan J. Desai 8-K-001-355801.14/16/2021.19 Employment Letter Agreement dated June 18, 2021 by and between the Registrant and Jacqueline Canney 10-Q-001-355801.11/08/2021.20 Employment Letter Agreement dated April 26, 2022, as amended, by and between Registrant and Paul Smith 10-Q-001-355801.34/28/2021.21 International Secondment Agreement dated April 2, 2024, by and between the Registrant and Paul Smith 10-Q-001-355801.27/25/2024.22 Employment Letter Agreement dated November 25, 2024, by and between the Registrant and Paul

You will have all the duties, responsibilities and authority commensurate with the position. You will be expected to devote your full working time and attention to the business of the Company. Notwithstanding the foregoing, you may manage personal investments, participate in civic, charitable, professional and academic activities (including serving on boards and committees), and, subject to prior approval, serve on the board of directors (and any committees) and/or as an advisor of outside entities, provided that such activities do not at the time the activity or activities commence or thereafter (i) create an actual or potential business or fiduciary conflict of interest or (ii) individually or in the aggregate, interfere materially with the performance of your duties to the Company. As a matter of policy, the Company does not permit executive officers to serve on more than one outside board of directors for a for-profit company.

2.A.A.A Term. Subject to the terms of this Agreement, this Agreement will remain in effect for a period commencing on the Start Date and continuing until termination of your employment as set forth herein (the "Employment Term").

3.A.A.A Work Location. You are authorized to perform your services for the Company from a primary location or locations of your choosing within fifty miles of New York City, so long as you fulfill the duties and requirements of your position and remain accessible during the Company's regular business hours and as reasonably required outside of such hours to fulfill your duties hereunder, it being understood that you will primarily be providing services remotely from your primary residence in Connecticut.

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4.A.A.A Cash Compensation.

a. **A.A.A Base Salary.** Your annual base salary (your "Base Salary") effective as of the Effective Date will be Seven Hundred Sixty-One Thousand Two Hundred Fifty-Six Dollars (\$761,256), less required deductions and withholdings, payable in accordance with the Company's normal payroll practices. Thereafter, your Base Salary will be determined by the Leadership Development and Compensation Committee of the Company's Board of Directors (the "Compensation Committee"), and shall be subject to increase but not decrease. Your position is classified as exempt and is not eligible for overtime pay per applicable regulations.

b. **A.A.A Annual Target Bonus.** During the Employment Term you will be eligible to participate in the Company's executive corporate bonus program. Your annual bonus target will be One Hundred Twenty-Five percent (125%) of your Base Salary which equals Nine Hundred Fifty-One Thousand Five Hundred and Seventy Dollars (\$951,570) for the applicable fiscal year (your "Target Bonus"). Whether you receive the Target Bonus, and the amount of any actual bonus amount awarded (your "Actual Bonus"), will be determined by the Compensation Committee in its good faith discretion based in all cases upon the achievement of both Company and individual performance objectives as established by the Compensation Committee. To be earn any Actual Bonus, you must be employed by the Company on the last day of the period to which the bonus relates and at the time bonuses are paid, except as otherwise provided herein. Your bonus participation will be subject to all the terms, conditions and restrictions of the applicable Company bonus plan, as amended from time to time. The Actual Bonus shall be subject to required deductions and withholdings.

5. **A.A.A Benefits, Vacation & Expenses.**

a. **A.A.A You** will be entitled to participate in all employee retirement, welfare, insurance, benefit and vacation programs of the Company as are in effect from time to time and in which other senior executives of the Company are eligible to participate, on the same terms as such other senior executives, pursuant to the governing plan documents.

b. **A.A.A The Company** will, in accordance with applicable Company policies and guidelines, reimburse you for all reasonable and necessary expenses incurred by you in connection with your performance of services on behalf of the Company.

c. **A.A.A The Company** shall reimburse you or pay directly for any reasonable fees incurred by your legal or financial advisors in connection with the negotiation of this Agreement, the other agreements referenced herein and acceptance of this position in an amount not to exceed Thirty Thousand Dollars (\$30,000).

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6.A.A.A Equity Awards.

a. **A.A.A Prior Equity Awards.** The Company has previously granted you equity awards under the Company's 2012 and/or 2021 Equity Incentive Plans. Such awards will continue to be subject to their existing terms and any additional terms set forth in this Agreement.

b. **A.A.A Future Equity.** You shall be eligible for future equity grants as determined by and pursuant to the terms established by the Compensation Committee. The amount and performance metrics for subsequent performance-based restricted stock units will be determined by the Compensation Committee.

7.A.A.A Definitions. As used in this Agreement, the following terms have the following meanings:

a. **A.A.A Cause.** For purposes of this Agreement, "Cause" for the Company to terminate your employment hereunder shall mean the occurrence of any of the following events, as determined by the Company in its good faith discretion:

i. **A.A.A your conviction of, or plea of nolo contendere to, any felony or any crime involving fraud, dishonesty or moral turpitude;**

ii. **A.A.A your commission of or participation in a fraud or act of dishonesty against the Company that results in (or would reasonably be expected to result in) material harm to the business of the Company;**

iii. **A.A.A your intentional, material violation of any contract or agreement between you and the Company or any statutory duty you owe to the Company or the improper disclosure of confidential information (as defined in the CIAA (as defined below));**

iv. **A.A.A your conduct that constitutes gross insubordination, or habitual neglect of duties and that results in (or would reasonably be expected to result in) material harm to the business of the Company;**

v. **A.A.A your material failure to follow the Company's material policies;**

vi. **A.A.A your failure to cooperate with the Company in any investigation or formal proceeding;** provided, however, that the action or conduct described in clauses (iii), (iv), (v), and (vi) above will constitute "Cause" only if such action or conduct continues after the Company has provided you with written notice thereof and thirty (30) days to cure the same if such action or conduct is curable. You shall not be terminated for Cause as a result of following directions of the Company's Chief Executive Officer or the advice of counsel to the Company.

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8.A.A.A Change in Control. For purposes of this Agreement, "Change in Control" means the occurrence, in a single transaction or in a series of related transactions, of any one or more of the following events (excluding in any case transactions in which the Company or its successors issues securities to investors primarily for capital raising purposes):

i. **A.A.A the acquisition by a third party of securities of the Company representing fifty percent (50%) or more of the combined voting power of the Company** "then outstanding securities other than by virtue of a merger, consolidation or similar transaction;"

ii. **A.A.A a merger, consolidation or similar transaction following which the stockholders of the Company immediately prior thereto do not own at least fifty percent (50%) of the combined outstanding voting power of the surviving entity (or that entity's parent) in such merger, consolidation or similar transaction;**

iii. **A.A.A the dissolution or liquidation of the Company;**

iv. **A.A.A the sale, lease, exclusive license or other disposition of all or substantially all of the assets of the Company.** Notwithstanding any of the foregoing, any transaction or transactions effected solely for purposes of changing the Company's domicile will not constitute a Change in Control pursuant to the foregoing definition.

c. **A.A.A COBRA.** For purposes of this Agreement, "COBRA" means the Consolidated Omnibus Budget Reconciliation Act of 1985, as amended.

d. **A.A.A Code.** For purposes of this Agreement, "Code" means the Internal Revenue Code of 1986, as amended.

e. **A.A.A Disability.** For purposes of this Agreement, "Disability" shall have that meaning set forth in Section 22(e)(3) of the Code.

f. **A.A.A Good Reason.** For purposes of this Agreement, "Good Reason" for you to terminate your employment hereunder shall mean the occurrence of any of the following events without your written consent:

i. **A.A.A any material diminution in your title, authority, duties or responsibilities as in effect immediately prior to such reduction or a material diminution in the authority, duties or responsibilities of the person or persons to whom you are required to report;**

ii. **A.A.A a material reduction by the Company in your Base Salary or Target Bonus,** as initially set forth herein or as increased thereafter; provided, however, that Good Reason shall not be deemed to have occurred in the event of a reduction in your Base Salary or Target Bonus that is pursuant to a salary or bonus reduction

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9.A.A.A A program affecting substantially all of the employees of the Company or substantially all similarly situated executive employees and that does not adversely affect you to a greater extent than other similarly situated employees;

iii. **A.A.A a relocation of your business office to a location that would increase your one-way commute distance by more than thirty-five (35) miles from the location at which you principally performed your duties immediately prior to the relocation, except for required travel by you on the Company's business to an extent substantially consistent with your business travel obligations prior to the relocation;**

iv. **A.A.A a material breach by the Company of this Agreement;**

v. **A.A.A a failure of a successor entity to assume this Agreement;** provided, however, that, any such termination by you shall only be deemed for Good Reason pursuant to this definition if: (1) you give the Company written notice of your intent to resign for Good Reason within ninety (90) days following the first occurrence of the condition(s) that you believe constitute(s) Good Reason, which notice shall describe such condition(s); (2) the Company fails to remedy such condition(s) within thirty (30) days following receipt of the written notice (the "Cure Period"); and (3) you voluntarily resign your employment within one hundred twenty (120) days following the end of the Cure Period.

8.A.A.A Effect of Termination of Employment.

a. **A.A.A Termination by the Company for Cause or Resignation without Good Reason.** In the event your employment is terminated by the Company for Cause or you resign your employment other than for Good Reason, you will be paid only: (i) any earned but unpaid Base Salary; (ii) other unpaid and then-vested amounts, including any amount payable to you under the specific terms of any agreements, plans or awards, including insurance and health and benefit plans in which you participate, unless otherwise specifically provided in this Agreement; and (iii) reimbursement for all reasonable and necessary expenses incurred by you in connection with your performance of services on behalf of the Company in accordance with applicable Company policies and guidelines, in each case as of the effective date of such termination of employment (the "Accrued Compensation").

b. **A.A.A Termination Due to Disability.** In the event your employment terminates due to Disability (which termination may be implemented by written notice by the Company if you have a Disability), you will be paid: (i) the Accrued Compensation, (ii) the Actual Bonus for the year in which termination occurs, prorated for the number of days you were employed during such year, less amounts previously paid, if any, paid when annual bonuses are otherwise paid to active employees, but no later than March 15th of the year following the year in which the termination of employment occurs, subject to required deductions and withholdings; (iii) the amount of any Actual Bonus earned and payable from a prior bonus period which remains unpaid by the Company as of the date of the termination of employment determined in good faith in accordance with customary practice, to be paid at the same time as bonuses are paid for that period to other eligible executives; (iv) with respect to any outstanding and unvested restricted shares, such shares shall continue to ServiceNow www.servicenow.com 2225 Lawson Lane Santa Clara, CA 95054

10.A.A.A Vesting Schedule.

a. **A.A.A Vest in full** in accordance with their applicable vesting schedule; and (v) with respect to any outstanding and unvested performance-based restricted shares, such shares shall become vested on a pro rata basis, based on the number of days in which you have actually performed work, and subject to actual performance against performance metrics, at the time that such performance-based restricted stock units were scheduled to become vested, if at all.

c. **A.A.A Termination without Cause (Not Due to Disability) or Resignation for Good Reason.** Absent a Change in Control. If the Company terminates your employment without Cause (not due to Disability) or you resign your employment for Good Reason, in either case not in connection with a Change in Control (which is dealt with in Section 8(d) below), provided that (except with respect to the Accrued Compensation) you deliver to the Company a signed general release of claims in favor of the company on the Company's standard form of release, (the "Release") and satisfy all conditions to make the Release effective within sixty (60) days following your termination of employment, then, you shall be entitled to the Accrued Compensation as well as the applicable benefits provided under the Company's then-effective Executive Severance Policy applicable to the CEO and P5 members (the "Executive Severance Policy"), which is anticipated to be effective January 1, 2025 (the actual date of effectiveness, the "Effective Executive Severance Policy Effective Date"). The Executive Severance Policy will include the following benefits:

i. **A.A.A A lump sum payment equal to twelve (12) months of your then-current Base Salary less required deductions and withholdings;**

ii. **A.A.A A lump sum payment equal to One Hundred percent (100%) of your Actual Bonus for the then-current fiscal year based on: (x) actual achievement of Company performance and (y) deemed One Hundred percent (100%) achievement of personal performance objectives, if any, less any payment previously paid, if any, subject to required deductions and withholdings; and paid when annual bonuses are otherwise paid to active employees, but no later than March 15 of the year following the year in which the termination of employment occurs;**

iii. **A.A.A A payment of the COBRA premiums (or reimbursement to you of such premiums) for continued health coverage for you and your spouse and/or eligible dependents, as applicable, for a period of twelve (12) months;**

iv. **A.A.A With respect to any outstanding and unvested performance-based restricted shares, such shares shall become vested on a pro rata basis, based on the number of days in which you have actually performed work, and subject to actual performance against performance metrics, at the time that such performance-based restricted shares were scheduled to become vested, if at all.**In the event the Company reduces the benefits available to you under the Executive Severance Policy, the Company will provide you with at least six months' notice prior to the effective date of such reduction (or such longer period as is provided in the Executive Severance Policy), together with an explanation of the Company's rationale for making such reduction; provided, that no reduction of the benefits available to you under the ServiceNow www.servicenow.com 2225 Lawson Lane Santa Clara, CA 95054

11.A.A.A Executive Severance Policy shall be made in a manner disproportionate to similarly situated executive employees of the Company. In the event the Company terminates your employment without Cause (not due to Disability) or you resign your employment for Good Reason, in either case not in connection with a Change in Control (which is dealt with in Section 8(d) below) after the Effective Date of this agreement but before the Executive Severance Policy Effective Date, provided that (except with respect to the Accrued Compensation) you deliver to the Company a signed general release of claims in favor of the company on the Company's standard form of release (the "Release") and satisfy all conditions to make the Release effective within sixty (60) days following your termination of employment, then, you shall be entitled to the Accrued Compensation as well as the benefits listed in Sections 8(c)-(iv) immediately above.

d. **A.A.A Termination without Cause (Not Due to Disability) or Resignation for Good Reason, in Connection with a Change in Control.** In the event a Change in Control occurs and if the Company terminates your employment without Cause (not due to a Disability) or if you resign your employment for Good Reason, in either case within the period beginning three(3) months before, and ending twelve (12) months following, such Change in Control; and provided that (except with respect to the Accrued Compensation) you deliver to the Company the signed Release and satisfy all conditions to make the Release effective within sixty (60) days following your termination of employment, then, (in lieu of any benefits pursuant to Section 8(c)), you shall be entitled to the Accrued Compensation as well as the applicable benefits provided under the Executive Severance Policy. The Executive Severance Policy will include the following benefits

of the amounts, taking into account the applicable federal, state and local income taxes and the excise tax imposed by Section 4999, results in the receipt by you on an after-tax basis, of the greatest amount of severance benefits under this Agreement, notwithstanding that all or some portion of such severance benefits may be taxable under Section 4999 of the Code. Any reduction shall be made in the following manner: first a pro-rata reduction of (i) cash payments subject to Section 409A of the Code as deferred compensation and (ii) cash payments not subject to Section 409A of the Code, and second a pro rata cancellation of (i) equity-based compensation subject to Section 409A of the Code as deferred compensation and (ii) equity-based compensation not subject to Section 409A of the Code, with equity all being reduced in reverse order of vesting and equity not subject to treatment under Treasury regulation 1.280G- Q & A 24(c) being reduced before equity that is so subject. Unless the Company and you otherwise agree in writing, any determination required under this Section shall be made in writing by the Company's independent public accountants (the "Accountants"), whose determination shall be conclusive and binding upon you and the Company for all purposes. For purposes of making the calculations required by this Section, the Accountants may make reasonable assumptions and approximations concerning applicable taxes and may rely on reasonable, good faith interpretations concerning the application of Sections 280G and 4999 of the Code. The Company and you shall furnish to the Accountants such information and documents as the Accountants may reasonably request in order to make a determination under this Section. The Accountants shall deliver to the Company and you sufficient ServiceNowwww.servicenow.com2225 Lawson Lane Santa Clara, CA 95054AA AAAA documentation for you to rely on it for purpose of filing your tax returns. The Company shall bear all costs the Accountants may reasonably incur in connection with any calculations contemplated by this Section.10.AAAA Section 409A. To the extent (i) any payments to which you become entitled under this Agreement, or any agreement or plan referenced herein, in connection with your termination of employment with the Company constitute deferred compensation subject to Section 409A of the Code and (ii) you are deemed at the time of such termination of employment to be a specified employee under Section 409A of the Code, then such payment or payments shall not be made or commence until the earlier of (i) the expiration of the six (6)-month period measured from the date of your separation from service (as such term is at the time defined in regulations under Section 409A of the Code) with the Company; or (ii) the date of your death following such separation from service; provided, however, that such deferral shall only be effected to the extent required to avoid adverse tax treatment to you, including (without limitation) the additional twenty percent (20%) tax for which you would otherwise be liable under Section 409A(a)(1)(B) of the Code in the absence of such deferral. Upon the expiration of the applicable deferral period, any payments which would have otherwise been made during that period (whether in a single sum or in installments) in the absence of this paragraph shall be paid to you or your beneficiary in one lump sum (without interest).Except as otherwise expressly provided herein, to the extent any expense reimbursement or the provision of any in-kind benefit under this Agreement (or otherwise referenced herein) is determined to be subject to (and not exempt from) Section 409A of the Code, the amount of any such expenses eligible for reimbursement, or the provision of any in kind benefit, in one calendar year shall not affect the expenses eligible for reimbursement or in kind benefits to be provided in any other calendar year, in no event shall any expenses be reimbursed after the last day of the calendar year following the calendar year in which you incurred such expenses, and in no event shall any right to reimbursement or the provision of any in-kind benefit be subject to liquidation or exchange for another benefit.To the extent that any provision of this Agreement is ambiguous as to its exemption or compliance with Section 409A of the Code, the provision will be read in such a manner so that all payments hereunder are exempt from Section 409A of the Code to the maximum permissible extent, and for any payments where such construction is not tenable, that those payments comply with Section 409A of the Code to the maximum permissible extent. To the extent any payment under this Agreement may be classified as a short-term deferral within the meaning of Section 409A of the Code, such payment shall be deemed a short-term deferral, even if it may also qualify for an exemption from Section 409A of the Code under another provision of Section 409A of the Code. Payments pursuant to this Agreement (or referenced in this Agreement), and each installment thereof, are intended to constitute separate payments for purposes of Section 1.409A2(b)(2) of the regulations under Section 409A of the Code.ServiceNowwww.servicenow.com2225 Lawson Lane Santa Clara, CA 95054AA AAAA 11.AAAA At Will Employment. Employment with the Company is for no specific period of time. Your employment with the Company continues to be meaning that either you or the Company may terminate your employment at any time, with or without cause, and with or without advance notice. Any contrary representations that may have been made to you are superseded by this Agreement. This is the full and complete agreement between you and the Company on this term. Although your compensation and benefits, as well as the Company's personnel policies and procedures, may change from time to time, the nature of your employment may only be changed in an express written agreement signed by you and a duly authorized officer of the Company (other than you).12.AAAA Confidential Information and Other Company Policies. As a condition of employment, in conjunction with your execution of this Agreement, you will execute the attached At Will Employment, Confidential Information and Invention Assignment Agreement (the "CIAA") and Arbitration Agreement (the "Arbitration Agreement"), to the extent you have not already executed the CIAA and Arbitration Agreement, and will comply with the Company's insider trading policy, code of ethics, and any other policies and programs adopted by the Company regulating the behavior of its employees, as such policies and programs may be amended from time to time to the extent the same are not inconsistent with this Agreement, unless you consent to the same at the time of such amendment.13.AAAA Company Records and Confidential Information.a.AAAA Records. All records, files, documents and the like, or abstracts, summaries or copies thereof, relating to the business of the Company or the business of any subsidiary or affiliated companies, which the Company or you prepare or use or come into contact with, will remain the sole property of the Company or the affiliated or subsidiary company, as the case may be, and will be promptly returned upon termination of employment. Notwithstanding the foregoing, you shall be permitted to retain your personal contacts and personal correspondence, if any. Upon request, the Company will provide you with travel and expense information or documents in its possession reasonably needed for your personal tax return preparation.b.AAAA Confidentiality. You acknowledge that you have acquired and will acquire knowledge regarding confidential, proprietary and/or trade secret information in the course of performing your responsibilities for the Company, and you further acknowledge that such knowledge and information is the sole and exclusive property of the Company. You recognize that disclosure of such knowledge and information, or use of such knowledge and information, to or by a competitor could cause serious and irreparable harm to the Company.14.AAAA Indemnification. You and the Company will enter into the form of indemnification agreement provided to other similarly situated officers of the Company, to the extent such agreement has not already been executed.15.AAAA Compensation Recoupment. All amounts payable to you hereunder shall be subject to recoupment pursuant to the Company's current compensation recoupment policy, and any additional compensation recoupment policy or amendments to the current policy adopted byServiceNowwww.servicenow.com2225 Lawson Lane Santa Clara, CA 95054AA AAAA the Board from time to time hereafter, as allowed by applicable law; provided, that, you shall not be subject to policies inconsistent with those policies to which other senior executives are subject.16.AAAA Miscellaneous.a.AAAA Successors. This Agreement is binding on and may be enforced by the Company and its successors and permitted assigns and is binding on and may be enforced by you and your heirs and legal representatives. Any successor to the Company or substantially all of its business (whether by purchase, merger, consolidation or otherwise) will in advance assume in writing and be bound by all of the Company's obligations under this Agreement and shall be the only permitted assignee.b.AAAA Notices. Notices under this Agreement must be in writing and will be deemed to have been given when personally delivered or two days after mailed by U.S. registered or certified mail, return receipt requested and postage prepaid. Mailed notices to you will be addressed to you at the home address which you have most recently communicated to the Company in writing. Notices to the Company will be addressed to the CEO at the Company's corporate headquarters.c.AAAA Waiver. No provision of this Agreement will be modified or waived except in writing signed by you and an officer of the Company duly authorized by the Board or the Compensation Committee. No waiver by either party of any breach of this Agreement by the other party will be considered a waiver of any other breach of this Agreement.d.AAAA Severability. In the event that any provision hereof becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable or void, this Agreement shall continue in full force and effect without said provision.e.AAAA Withholding. All sums payable to you hereunder shall be reduced by all federal, state, local and other withholding and similar taxes and payments required by applicable law.f.AAAA Entire Agreement. This Agreement, together with the Offer of Localized Relocation dated December 1, 2024, the CIAA and the Arbitration Agreement, supersede and replace any prior agreements, representations or understandings (whether written, oral, implied or otherwise) between you and the Company, including, without limitation, your UK Employment Contract dated April 26, 2022 and Secondment Agreement dated April 2, 2024, and constitute the entire agreement between you and the Company concerning the subject matter herein. In the event of a conflict between this Agreement and any of the Offer of Localized Relocation dated December 1, 2024, the CIAA and the Arbitration Agreement, the terms of this Agreement shall prevail. This Agreement may be amended, or any of its provisions waived, only by a written document executed by both parties in the case of an amendment, or by the party against whom the waiver is asserted.ServiceNowwww.servicenow.com2225 Lawson Lane Santa Clara, CA 95054AA AAAA g.AAAA Governing Law. This Agreement will be governed by the laws of the State of California without reference to conflict of laws provisions.h.AAAA Survival. The provisions of this Agreement shall survive the termination of your employment for any reason to the extent necessary to enable the parties to enforce their respective rights under this Agreement.Please indicate your acceptance of this Agreement by signing the bottom portion of this Agreement.Best regards,/s/ Jacqui Canney Jacqui Canney Chief People Officer ServiceNow, Inc.I, the undersigned, hereby accept and agree to the terms and conditions of my employment with the Company as set forth in this Agreement.Accepted and Agreed:By: /s/ Paul SmithAA Date: November 27, 2024Paul Smith EX-19.1 3 a26insidertradingpolicy.htm EX-19.1 DocumentExhibit 19.1Insider TradingPolicyInsider TradingPolicy1.AAAA Purpose & Scope1.1.AAAA Policy PurposeServiceNow, Inc. (collectively with its subsidiaries, the "Company") is committed to promoting high standards of ethical business conduct and compliance with applicable laws, rules and regulations. As part of this commitment, the Company's Board of Directors has adopted this Insider Trading Policy (this "Policy") to ensure compliance and to avoid even the appearance of improper trading or tipping by anyone associated with the Company.It is illegal and a violation of this Policy for any employee, officer or director (as defined below) of, or Company contractor or consultant who has agreed to comply with this Policy, to trade in the Company's securities while in the possession of material non-public information about the Company. It is also a violation of this Policy for any employee, officer or director of, or contractor to, the Company to tip, or share material non-public information with others who may trade or advise others to on the basis of that information. These types of conduct also constitute a violation of the Company's Code of Ethics. It is also the policy of the Company that the Company will not engage in transactions in securities of the Company while aware of material non-public information relating to the Company or its securities.1.2.AAAA ScopePersons Subject to this Policy. This Policy covers all Company employees, officers and directors, contractors and Company consultants who have agreed to comply with this Policy (collectively referred to in this Policy as "employees, officers and directors"). This Policy also covers members of their immediate families and others living in their households and any other persons or entities (such as venture capital funds, partnerships, trusts and corporations) whose securities trading decisions are influenced or controlled by such employee, officer or director (collectively, "related insiders"). Employees, officers and directors are responsible for ensuring compliance with this Policy by their related insiders.Transactions Subject to this Policy. This Policy applies to any and all transactions ("trades") in the Company's securities, including shares of its Common Stock, restricted stock units and options to purchase Common Stock, however acquired, and any other type of securities that the Company may issue, such as preferred stock, convertible notes, and warrants, as well as derivative securities not issued by the Company, such as exchange-traded options or other derivative securities related to Company securities.Transactions Under Company Equity Plans.Equity Incentive Plan. The trading prohibitions and restrictions of this Policy apply to all sales of securities acquired upon exercise of options to purchase Company stock or vesting of restricted stock units. However, as used in this Policy, a "trade" does not include (i) the simple exercising of an option not accompanied by a sale (i.e., a net exercise or where cash is paid to exercise the option), (ii) the vesting of restricted stock units, (iii) the Company's withholding of shares of stock to satisfy tax withholding requirements, or (iv) sales pursuant to a mandatory "sell-to-cover" instruction.Insider TradingPolicyEmployee Stock Purchase Plan (ESPP). The trading prohibitions and restrictions set forth in this Policy do not apply to periodic wage withholding contributions by the Company or employees to the Company's ESPP that are used to purchase Company securities pursuant to the employees' advance instructions. However, no officers or employees may alter their instructions regarding the level of withholding or purchase by the employee of Company securities under the ESPP while in the possession of material non-public information. Any sale of securities acquired under the ESPP is subject to the prohibitions and restrictions of this Policy.Transactions After Termination of Service. If an individual is in possession of material non-public information when his or her service with the Company terminates, that individual may not trade in Company securities until that information has become public or is no longer material.Priority of Statutory or Regulatory Trading Restrictions. The trading prohibitions and restrictions set forth in this Policy will be superseded by any greater prohibitions or restrictions prescribed by applicable federal or state securities laws and regulations, e.g., contractual restrictions on the sale of securities, short-swing trading by Section 16 Parties (as defined below) or restrictions on the sale of securities subject to Rule 144 under the Securities Act (as defined below). Any employee, officer or director who is uncertain whether other prohibitions or restrictions apply should ask the Policy Administrator (as defined below).Individual Responsibility. Persons subject to this Policy have ethical and legal obligations to maintain the confidentiality of information about the Company and to not engage in transactions in Company securities while in possession of material non-public information. Persons subject to this Policy must not engage in illegal trading and must avoid the appearance of improper trading. Each individual is responsible for making sure that he/she/they, as well as any related insiders, complies with this Policy. In all cases, the responsibility for determining whether an individual is in possession of material non-public information rests with that individual, and any action on the part of the Company, the Policy Administrator or any other employee or director pursuant to this Policy (or otherwise) does not in any way constitute legal advice or insulate an individual from liability under applicable securities laws. You could be subject to severe legal penalties and disciplinary action by the Company for any conduct prohibited by this Policy or applicable securities laws, as described below in more detail in Section 2.5.Insider TradingPolicy2.AAAA Policy2.1.AAAA Statement of Company Policy and Procedures2.1.1.AAAA Statement of PolicyIt is the Company's policy that no employee, officer, director or other individual subject to this Policy who is aware of material non-public information relating to the Company may, directly, or indirectly through family members or other persons or entities:"Trade in Company securities (other than under a Rule 10b5-1 Plan as described in Section 2.3.3). It does not matter that there may exist a justifiable reason for a purchase or sale apart from the non-public information; if the employee, officer or director has material non-public information, the prohibition still applies."Disclose material non-public information concerning the Company to any outside person (including, but not limited to, other Company employees, family members, analysts, individual investors, bloggers, social media channels or members of the investment community and news media), unless (a) required as part of the regular duties of such employee, director or officer of the Company or (b) authorized by the Policy Administrator. In any instance in which such information is disclosed to outsiders, the Company will take such steps as are necessary to preserve the confidentiality of the information, including requiring the outsider to agree in writing to comply with the terms of this Policy and/or to sign a confidentiality agreement. All inquiries from outsiders regarding material non-public information about the Company must be forwarded to the Policy Administrator or otherwise handled pursuant to the Company's Corporate Communications Policy."Give trading advice of any kind about the Company to anyone, except that employees, officers or directors should advise others not to trade if doing so might violate the law or this Policy. The Company strongly discourages all employees, officers or directors from giving trading advice concerning the Company to third parties even when the employees, officers and directors do not possess material non-public information about the Company."In addition, it is the Company's policy that no employee, officer, director or other individual subject to this Policy may, directly, or indirectly through family members or other persons or entities:"Trade in the securities of any other public company while possessing material non-public information concerning that company obtained in the course of service as an employee, officer or director of the Company,""Tip" or

Special Transactions The Company has determined that there is a heightened legal risk and/or the appearance of improper or inappropriate conduct if the persons subject to this Policy engage in certain types of transactions. The Company has therefore established the following prohibitions or restrictions with respect to the following activities. Short sales and futures. No employee, officer or director may acquire, sell, trade or participate in any interest or position relating to the future price of Company securities, such as a put option, a call option, or a short sale (including a short sale against the box) on an exchange or in any other organized market. Hedging transactions. No employee, officer or director may engage in transactions that hedge or offset, or are designed to hedge or offset, any decrease in the market value of securities, including but not limited to prepaid variable forward contracts, equity swaps, collars and exchange funds. Margin accounts and pledged securities. No employee, officer or director may purchase Company securities on margin, borrow against any account in which Company securities are held, or pledge Company securities as collateral for any purpose. Gifts. No employee, officer or director may make a gift or other transfer without consideration of Company securities during a period when that employee, officer or director is not permitted to trade (i.e., gifts can only be made during the open trading windows), other than under a Rule 10b5-1 Plan as described in Section 2.3.3. Access to information. No employee, officer or director has or shares voting or investment control, including any corporation, partnership or trust, may distribute securities of the Company to its limited partners, general partners, stockholders or beneficiaries during a period when the employee, officer or director is not permitted to trade, unless the limited partners, general partners, stockholders or beneficiaries of that entity have agreed in writing to hold the securities until the next open trading window. Insider Trading Policy 2.2. A. A. A. Definition of Material Non-Public Information 2.2.1. A. A. A. Material Information Information is material if it would be expected to affect the investment or voting decisions of a reasonable stockholder or investor (in other words, it is material if there is a substantial likelihood that a reasonable stockholder would consider it important in making a decision about the Company), or if the disclosure of the information would be expected to alter significantly the total mix of the information in the marketplace about the Company. In simple terms, material information is any type of information that could reasonably be expected to affect the Company's stock price. Both positive and negative information may be material. While it is not possible to identify all information that would be deemed material, the following types of information ordinarily would be considered material: Quarterly and year-end earnings, and significant changes or forecasted changes in financial performance or liquidity; Potential material mergers and acquisitions or material sales of Company assets or subsidiaries; Significant developments regarding customers or suppliers, such as the acquisition or loss of a significant contract or major customer; Stock splits, public or private securities, debt offerings, stock repurchase programs, or changes in Company dividend policies or amounts or other events regarding the Company's securities; Significant changes in senior management; Entry into a new, or cancellation of, a major strategic relationship; The introduction of key new service offerings or significant changes in the key functions or key operational metrics of our subscription service; A significant cybersecurity incident, such as a data breach, or any other significant disruption in the Company's operations or loss, potential loss, breach or unauthorized access of its property or assets; and Initiation or resolution of a significant lawsuit. 2.2.2. A. A. A. Non-Public Information Material information is non-public if it has not been widely disseminated by the Company to the public, for example, through a press release via major news wire services, a filing with the Securities and Exchange Commission (SEC) or a webcast. For the purposes of this Policy, information will be considered non-public until the open of trading on the second full trading day following the Company's widespread public release of the information. Insider Trading Policy 2.3. A. A. A. Consult Policy Administrator for Guidance Employees, officers or directors who are unsure whether the information that they possess is material or non-public must consult the Policy Administrator for guidance before trading in any Company securities. 2.3. A. A. A. Procedures The Company has established procedures in order to assist the Company in the administration of this Policy, to facilitate compliance with laws prohibiting insider trading while in possession of material non-public information, and to avoid the appearance of any impropriety. The Company may change these procedures or adopt such other procedures in the future as the Company considers appropriate in order to carry out the purposes of this Policy. 2.3.1. A. A. A. Trading Windows and Restricted Periods Trading Windows. Individuals subject to this Policy may trade in Company securities only during the period beginning at the open of trading on the second business day following the Company's widespread public release of quarterly or year-end operating results, and ending at the close of trading on the last day of the second month of the then-current quarter, as long as they are not in possession of material non-public information or subject to any special trading restriction. Prior to trading, Section 16 Parties and Access Persons must obtain trading approval as described under Section 2.3.2 below. Employees who are not Section 16 Parties or Access Persons need not obtain approval from the Policy Administrator prior to trading. No Trading During Trading Windows While in the Possession of Material Non-Public Information. No employee, officer or director possessing material non-public information concerning the Company may trade in Company securities, even during applicable trading windows. Persons possessing such information may trade during a trading window only after the open of trading on the second full trading day following the Company's widespread public release of the information. No Trading During Restricted Periods. The Policy Administrator may designate special trading restrictions that apply to particular individuals or groups of persons, for such time as is determined by the Policy Administrator. No employee, officer or director may trade in Company securities outside of the applicable trading windows or during any special restricted periods that the Policy Administrator may designate as applicable to such employee, officer or director. No employee, officer or director may disclose to any outside third party that a special restricted period has been designated. Insider Trading Policy 2.3.2. A. A. A. Pre-Clearance Procedures for Section 16 Parties and Access Persons 2.3.2.1. A. A. A. Section 16 Parties. The Company has designated those persons listed on Appendix A attached hereto as the officers and directors who are subject to the reporting provisions and trading restrictions of Section 16 of the Securities Exchange Act of 1934, as amended (the Exchange Act) and the underlying rules and regulations promulgated by the SEC (each referred to herein as a Section 16 Party). Each Section 16 Party will automatically be deemed to be removed from Appendix A effective when it is determined that such Section 16 Party is no longer subject to Section 16 of the Exchange Act. The Policy Administrator will notify any Section 16 Party in writing if the Company determines that such Section 16 Party is no longer legally subject to Section 16 of the Exchange Act. 2.3.2.2. A. A. A. Access Persons. The Company has designated those persons listed on Appendix B attached hereto as the persons who have regular access to material non-public information in the normal course of their duties for the Company (other than Section 16 Parties). Each person listed on Appendix B is referred to herein as an Access Person. The Policy Administrator will notify any Access Person in writing if the Policy Administrator determines that such person no longer has access to material non-public information about the Company and that such person is no longer an Access Person under this Policy. 2.3.2.3. A. A. A. Pre-clearance Procedures; Criteria for Approving Trades. Section 16 Parties and Access Persons must obtain prior approval of all trades in Company securities, including trades by related insiders and gifts, from the Policy Administrator in accordance with the procedures set forth in Criteria for Approving Trades Section below. All notifications or approvals to be provided in writing pursuant to this Policy may be satisfied by providing such notice or approval by electronic mail or via the Company's internal stock pre-approval request tool. 2.3.2.3.1. A. A. A. Criteria for Approving Trades Trades by Section 16 Parties and Access Persons Not Made Pursuant to a Rule 10b5-1 Plan. No Section 16 Party or Access Person may trade in Company securities, until: A. A. A. The person trading has submitted to the Policy Administrator (i) the nature of the proposed trade(s) and (ii) required certification (using the internal Stock Pre-clearance Application or the form attached hereto as Appendix F) no earlier than five business days prior to the proposed trade(s); and Insider Trading Policy B. A. A. A. The Policy Administrator has approved the trade(s) and has certified such approval in writing (using the internal Stock Pre-clearance Application or the form attached hereto as Appendix F) no earlier than five business days prior to the proposed trade(s). No Obligation to Approve Trades. The existence of the foregoing approval procedures does not in any way obligate the Policy Administrator to approve any trades requested by Section 16 Parties or Access Persons or to approve any Rule 10b5-1 Plan. The Policy Administrator may reject any trading requests or Rule 10b5-1 Plans at his or her sole reasonable discretion. 2.3.3. A. A. A. Rule 10b5-1 Plans The restrictions outlined in Section 2.3.2 shall not prohibit transfers of Company securities made pursuant to a written contract, letter of instruction or plan (the Rule 10b5-1 Plan) that is established by a Section 16 Party, an Access Person or any other employee and: (a) complies with the requirements of Rule 10b5-1 (including specified waiting periods and limitations on multiple overlapping plans and single trade plans), (b) has been approved by the Policy Administrator in advance of the first trade under such plan consistent with the Company's Guidelines for Rule 10b5-1 Plans, and (c) with respect to which the person establishing the Rule 10b5-1 Plan has certified that (i) such person is not in possession of material non-public information concerning the Company and that the plan is being adopted in good faith and not as a part of a plan or scheme to evade the prohibitions of Rule 10b5-1; (ii) all trades to be made pursuant to Rule 10b5-1 Plan will be made in accordance with the trading restrictions of Section 16 of the Exchange Act, Rule 144 of the Securities Act (if applicable) and any other applicable securities laws; and (iii) the Rule 10b5-1 Plan complies with the requirements of Rule 10b5-1. No approval of a Rule 10b5-1 Plan by the Policy Administrator shall be considered the Policy Administrator's or the Company's determination that the Rule 10b5-1 Plan satisfies the requirements of Rule 10b5-1. It shall be the sole responsibility of the person establishing the Rule 10b5-1 Plan to ensure that such plan complies with the requirements of Rule 10b5-1 and the Company's Guidelines for Rule 10b5-1 Plans. Trading in Company securities may not occur outside a Rule 10b5-1 Plan while the plan is in effect, unless otherwise approved by the Policy Administrator. 2.4. A. A. A. Policy Administrator Designation of Policy Administrator. The Company has designated the Company's Vice President, Corporate Legal as the administrator of this Policy (the Policy Administrator) and in the event of the unavailability of such individual, the Company's General Counsel shall be authorized to serve as the Policy Administrator in the interim. The Policy Administrator may designate one or more individuals who may perform the Policy Administrator's duties in the event that the Policy Administrator is unable or unavailable to perform such duties. Insider Trading Policy Pre-clearance Duties. The Policy Administrator will review and either approve or prohibit all proposed trades by Section 16 Parties and Access Persons in accordance with the procedures set forth in Criteria For Approving Trades (Section 2.3.2.3.1.), except that with respect to the Policy Administrator, any proposed trades must be approved by the Company's General Counsel. The Policy Administrator and the General Counsel may consult with the Company's outside legal counsel, as needed. All determinations and interpretations by the Policy Administrator shall be final and not subject to further review. Additional Duties. In addition to the trading approval duties described above, the duties of the Policy Administrator will include the following: Administering and interpreting this Policy and monitoring and enforcing compliance with all provisions and procedures of this Policy; Responding to all inquiries relating to this Policy and its procedures; Designating and announcing special trading restricted periods during which no designated employees, officers or directors may trade in Company securities; Administering, monitoring and enforcing compliance with all federal and state insider trading laws and regulations, including without limitation Sections 10(b), 16, 20A and 21A of the Exchange Act and the rules and regulations promulgated thereunder, and Rule 144 under the Securities Act of 1933, as amended (the Securities Act); and, where requested, assisting in the preparation and filing of all required SEC reports relating to trading in Company securities by insiders who are subject to Section 16 of the Exchange Act, including without limitation Forms 3, 4, 5 and 144, as applicable; Revising this Policy as necessary to reflect changes in federal or state insider trading laws and regulations, subject to approval by the Company's Board of Directors or a duly authorized committee thereof; Maintaining as Company records originals or copies of all documents required by the provisions of this Policy or the procedures set forth herein, and copies of all required SEC reports relating to trading in Company securities by Section 16 Parties, including without limitation Forms 3, 4, 5 and 144; and Maintaining the accuracy of the list of Section 16 Parties and Access Persons, and updating such lists periodically as necessary to reflect additions or deletions. 2.5. A. A. A. Consequences of Violations 2.5.1. A. A. A. Civil and Criminal Penalties The consequences of prohibited insider trading or tipping can be severe. Persons violating insider trading or tipping rules may be required to disgorge the profit made or the loss avoided by trading, pay the loss suffered by the persons who purchased securities from or sold securities to the insider tippee, pay civil penalties up to the greater of \$1 million or three times the profit made or loss avoided, pay a criminal penalty of up to \$5 million (\$25 million for entities) and serve a jail Insider Trading Policy term of up to 20 years. The Company and/or the supervisors of the person violating the rules may also be required to pay major civil or criminal penalties and could under certain circumstances be subject to private lawsuits by contemporaneous traders for damages suffered as a result of illegal insider trading or tipping by persons under the Company's control. 2.5.2. A. A. A. Company Disciplinary Action Violation of this Policy or federal or state insider trading or tipping laws by any employee, officer or director may subject such individual to disciplinary action by the Company up to and including termination of Company employment or service for cause. A violation of this Policy is not necessarily the same as a violation of law. In fact, for the reasons indicated above, this Policy is intended to be broader than the law. The Company reserves the right to determine, in its own discretion and on the basis of the information available to it, whether this Policy has been violated. The Company may determine that specific conduct violates this Policy, whether or not the conduct also violates the law. It is not necessary for the Company to await the filing or conclusion of a civil or criminal action against the alleged violator before taking disciplinary action. The Company may impose sanctions for violation of this Policy and issue any necessary stop-transfer orders to the Company's transfer agent to enforce compliance with this Policy. 2.5.3. A. A. A. Reporting of Violations Any employee, officer or director who becomes aware of a violation of this Policy or any federal or state laws governing insider trading or tipping should report the violation promptly to the Policy Administrator, the General Counsel or the Chief Financial Officer who, in consultation with the Company's legal counsel, will determine the appropriate action (such as releasing any material non-public information, or reporting the violation to the SEC or other appropriate governmental authority). 2.6. A. A. A. Inquiries Please direct all inquiries regarding any of the provisions or procedures of this Policy to the Policy Administrator. Insider Trading Policy Appendices Appendix A. ServiceNow, Inc. Section 16 Parties To view the current list of Section 16 Parties, please refer to ***Appendix B. ServiceNow, Inc. Access Persons To view the current list of Access Persons, please refer to ***Appendix C. Definitions The following terms are found within this document. Terms without a definition default to the meanings in the Enterprise Business Glossary. A. A. A. Rule 10b5-1 Plan: Transfers of Company securities made pursuant to a written contract, letter of instruction or plan that is established by a Section 16 Party, an Access Person or any other employee that complies with the requirements described in Section 2.3.3. Access Person: Persons listed on Appendix B attached hereto as the persons who have regular access to material non-public information in the normal course of their duties for the Company (other than Section 16 Parties). Access Person: ServiceNow, Inc. (collectively with its subsidiaries). Access Employees, officers and directors: All Company employees, officers and directors, contractors and Company consultants who have agreed to comply with this Policy. ESPP: Employee Stock Purchase Plan Exchange Act: Securities Exchange Act of 1934, as amended. Material Information: Any type of information "positive or negative" that could reasonably be expected to affect the Company's stock price. Non-Public Information: information is considered non-public until the open of trading on the second full trading day following the Company's widespread public release of the information. Policy: Insider Trading Policy Related Parties: The Company's officers, directors, immediate families and others living in their households and any other persons or entities (such as venture capital funds, partnerships, trusts and corporations) whose securities trading decisions are influenced or controlled by such employee, officer or director. SEC: Securities and Exchange Commission Section 16 Party: Person listed on Appendix A attached hereto as the officers and directors who are subject to the reporting provisions and trading restrictions of Section 16 of the Exchange Act and the underlying rules and regulations promulgated by the SEC. Insider Trading Policy Securities Act: The Securities Act of 1933, as amended. Tip: Disclosure of material non-public information concerning any public company. Trades: Any transactions in the Company's securities, including shares of its Common Stock, restricted stock units and options to purchase Common Stock, however acquired, and any other type of securities that the Company may issue, such as preferred stock

Nederland B.V.NetherlandsServiceNow Norway ASNorwaySwarm64 ASNorwayServiceNow Poland sp. z o.o.PolandServiceNow Arabia LimitedSaudi ArabiaServiceNow Regional Headquarter CompanySaudi ArabiaServiceNow Pte. Ltd.SingaporeServiceNow South Africa Pty Ltd.South AfricaServiceNow Korea LimitedSouth KoreaServiceNow Spain SLSpainServiceNow Sweden ABSwedenServiceNow Switzerland GmbHSwitzerlandServiceNow (Thailand) LimitedThailandServiceNow Middle East FZ-LLCUAEServiceNow UK LimitedUnited KingdomSwegale Ltd.United Kingdom EX-23.1 5 fy24serviceNowconsent.htm EX-23.1 DocumentExhibit 23.1CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRMWe hereby consent to the incorporation by reference in the Registration Statements on Form S-3 (No. 333-279150) and Form S-8 (Nos. 333-182445, 333-188462, 333-194210, 333-203231, 333-209785, 333-216330, 333-223331, 333-253013, 333-256854, 333-257171, 333-267883, 333-268298, 333-272561, and 333-273304) of ServiceNow, Inc. of our report dated January 29, 2025 relating to the financial statements and the effectiveness of internal control over financial reporting, which appears in this Form 10-K./s/ PricewaterhouseCoopers LLPSan Jose, CaliforniaJanuary 29, 20251 EX-31.1 6 now-20241231xex311.htm EX-31.1 DocumentEXHIBIT 31.1CERTIFICATION OF PERIODIC REPORT UNDER SECTION 302 OF THE SARBANES-OXLEY ACT OF 20021, William R. McDermott, certify that:1.I have reviewed this annual report on Form 10-K of ServiceNow, Inc.; 2.Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report; 3.Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report; 4.The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have: a.Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared; b.Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;c.Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and d.Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and5.The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions): a.All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and b.Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting. Date: January 29, 2025/s/ William R. McDermottWilliam R. McDermottChief Executive Officer(Principal Executive Officer) EX-31.2 7 now-20241231xex312.htm EX-31.2 DocumentExhibit 31.2CERTIFICATION OF PERIODIC REPORT UNDER SECTION 302 OF THE SARBANES-OXLEY ACT OF 20021, Gina Mastantuono, certify that:1.I have reviewed this annual report on Form 10-K of ServiceNow, Inc.; 2.Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report; 3.Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report; 4.The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have: a.Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared; b.Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;c.Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and d.Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and5.The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions): a.All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and b.Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting. Date: January 29, 2025/s/ Gina MastantuonoGina MastantuonoPresident and Chief Financial Officer(Principal Financial Officer) EX-32.1 8 now-20241231xex321.htm EX-32.1 DocumentEXHIBIT 32.1CERTIFICATION PURSUANT TO18 U.S.C. SECTIONÂ 1350AS ADOPTED PURSUANT TO SECTIONÂ 906OF THE SARBANES-OXLEY ACT OF 20021, William R. McDermott, Chief Executive Officer of ServiceNow, Inc. (the "â€œCompanyâ€œ"), do hereby certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that to my knowledge: â€œthe Annual Report on Form 10-K of the Company for the period ended December 31, 2024 (the "Report") fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and â€œthe information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company. Date: January 29, 2025/s/ William R. McDermott William R. McDermottChief Executive Officer(Principal Executive Officer)A signed original of this written statement required by SectionÂ 906 has been provided to ServiceNow,Â Inc. and will be retained by it and furnished to the Securities and Exchange Commission or its staff upon request. EX-32.2 9 now-20241231xex322.htm EX-32.2 DocumentEXHIBIT 32.2CERTIFICATION PURSUANT TO18 U.S.C. SECTIONÂ 1350AS ADOPTED PURSUANT TO SECTIONÂ 906OF THE SARBANES-OXLEY ACT OF 20021, Gina Mastantuono, Chief Financial Officer of ServiceNow, Inc. (the "â€œCompanyâ€œ"), do hereby certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that to my knowledge: â€œthe Annual Report on Form 10-K of the Company for the period ended December 31, 2024 (the "Report") fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and â€œthe information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company. Date: January 29, 2025/s/ Gina MastantuonoGina MastantuonoPresident and Chief Financial Officer(Principal Financial Officer)A signed original of this written statement required by SectionÂ 906 has been provided to ServiceNow,Â Inc. and will be retained by it and furnished to the Securities and Exchange Commission or its staff upon request. EX-101.SCH 10 now-20241231.xsd XBRL TAXONOMY EXTENSION SCHEMA DOCUMENT 0000001 - Document - Cover link:presentationLink link:calculationLink link:definitionLink 0000002 - Document - Audit Information link:presentationLink link:calculationLink link:definitionLink 9952151 - Statement - Consolidated Balance Sheets link:presentationLink link:calculationLink link:definitionLink 9952152 - Statement - Consolidated Balance Sheets (Parenthetical) link:presentationLink link:calculationLink link:definitionLink 9952153 - Statement - Consolidated Statements of Comprehensive Income link:presentationLink link:calculationLink link:definitionLink 9952154 - Statement - Consolidated Statements of Comprehensive Income (Parenthetical) link:presentationLink link:calculationLink link:definitionLink 9952155 - Statement - Consolidated Statements of Stockholders' Equity link:presentationLink link:calculationLink link:definitionLink 9952156 - Statement - Consolidated Statements of Cash Flows link:presentationLink link:calculationLink link:definitionLink 9952157 - Disclosure - Description of the Business link:presentationLink link:calculationLink link:definitionLink 9952158 - Disclosure - Summary of Significant Accounting Policies link:presentationLink link:calculationLink link:definitionLink 9952159 - Disclosure - Investments link:presentationLink link:calculationLink link:definitionLink 9952160 - Disclosure - Fair Value Measurements link:presentationLink link:calculationLink link:definitionLink 9952161 - Disclosure - Business Combinations link:presentationLink link:calculationLink link:definitionLink 9952162 - Disclosure - Goodwill and Intangible Assets link:presentationLink link:calculationLink link:definitionLink 9952163 - Disclosure - Property and Equipment link:presentationLink link:calculationLink link:definitionLink 9952164 - Disclosure - Derivative Contracts link:presentationLink link:calculationLink link:definitionLink 9952165 - Disclosure - Deferred Revenue and Performance Obligations link:presentationLink link:calculationLink link:definitionLink 9952166 - 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Disclosure - Subsequent Event link:presentationLink link:calculationLink link:definitionLink 9955511 - Disclosure - Summary of Significant Accounting Policies (Policies) link:presentationLink link:calculationLink link:definitionLink 9955512 - Disclosure - Summary of Significant Accounting Policies (Tables) link:presentationLink link:calculationLink link:definitionLink 9955513 - Disclosure - Investments (Tables) link:presentationLink link:calculationLink link:definitionLink 9955514 - Disclosure - Fair Value Measurements (Tables) link:presentationLink link:calculationLink link:definitionLink 9955515 - Disclosure - Goodwill and Intangible Assets (Tables) link:presentationLink link:calculationLink link:definitionLink 9955516 - Disclosure - Property and Equipment (Tables) link:presentationLink link:calculationLink link:definitionLink 9955517 - Disclosure - Derivative Contracts (Tables) link:presentationLink link:calculationLink link:definitionLink 9955518 - Disclosure - Accrued Expenses and Other Current Liabilities (Tables) link:presentationLink link:calculationLink link:definitionLink 9955519 - Disclosure - Accumulated Other Comprehensive Loss (Tables) link:presentationLink link:calculationLink link:definitionLink 9955520 - Disclosure - Stockholders' Equity (Tables) link:presentationLink link:calculationLink link:definitionLink 9955521 - Disclosure - Equity Awards (Tables) link:presentationLink link:calculationLink link:definitionLink 9955522 - Disclosure - Net Income Per Share (Tables) link:presentationLink link:calculationLink link:definitionLink 9955523 - Disclosure - Income Taxes (Tables) link:presentationLink link:calculationLink link:definitionLink 9955524 - Disclosure - Commitments and Contingencies (Tables) link:presentationLink link:calculationLink link:definitionLink 9955525 - Disclosure - Information about Geographic Areas and Products (Tables) link:presentationLink link:calculationLink link:definitionLink 9955526 - Disclosure - Summary of Significant Accounting Policies - Use of Estimates (Details) link:presentationLink link:calculationLink link:definitionLink 9955527 - Disclosure - Summary of Significant Accounting Policies - Segments (Details) link:presentationLink link:calculationLink link:definitionLink 9955528 - Disclosure - Summary of Significant Accounting Policies - Revenue Recognition (Details) link:presentationLink link:calculationLink link:definitionLink 9955529 - Disclosure - Summary of Significant Accounting Policies - Investments (Details) link:presentationLink link:calculationLink link:definitionLink 9955530 - Disclosure - Summary of Significant Accounting Policies - Property and Equipment (Detail) link:presentationLink link:calculationLink link:definitionLink 9955531 - Disclosure - Summary of Significant Accounting Policies - Goodwill and Intangible Assets (Details) link:presentationLink link:calculationLink link:definitionLink 9955532 - Disclosure - Summary of Significant Accounting Policies - Advertising Costs (Details) link:presentationLink link:calculationLink link:definitionLink 9955533 - Disclosure - Summary of Significant Accounting Policies - Stock-based Compensation (Details) link:presentationLink link:calculationLink link:definitionLink 9955534 - Disclosure - Summary of Significant Accounting Policies - Concentration of Credit Risk and Significant Customers (Details) link:presentationLink link:calculationLink link:definitionLink 9955535 - Disclosure - Summary of Significant Accounting Policies - Prior Period Reclassification (Details) link:presentationLink link:calculationLink link:definitionLink 9955536 - Disclosure - Investments - Summary of Investments (Detail) link:presentationLink link:calculationLink link:definitionLink 9955537 - Disclosure - Investments - Narrative (Detail) link:presentationLink link:calculationLink link:definitionLink 9955538 - Disclosure - Investments - Maturities of Available-for-Sale Investments (Details) link:presentationLink link:calculationLink link:definitionLink 9955539 - Disclosure - Fair Value Measurements (Detail) link:presentationLink link:calculationLink link:definitionLink 9955540 - 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Disclosure - Derivative Contracts - Narrative (Details) link:presentationLink link:calculationLink link:definitionLink 9955548 - Disclosure - Derivative Contracts - Fair Value by Balance Sheet Location (Details) link:presentationLink link:calculationLink link:definitionLink 9955549 - Disclosure - Deferred Revenue and Performance Obligations (Details) link:presentationLink link:calculationLink link:definitionLink 9955550 - Disclosure - Accrued Expenses and Other Current Liabilities (Detail) link:presentationLink link:calculationLink link:definitionLink 9955551 - Disclosure - Debt - Narrative (Details) link:presentationLink link:calculationLink link:definitionLink 9955552 - Disclosure - Accumulated Other Comprehensive Income (Loss) (Details) link:presentationLink link:calculationLink link:definitionLink 9955553 - Disclosure - Stockholders' Equity - Narrative (Detail) link:presentationLink link:calculationLink link:definitionLink 9955554 - Disclosure - Stockholders' Equity - Outstanding and Reserved Shares of Common Stock for Future Issuance (Detail) link:presentationLink link:calculationLink link:definitionLink 9955555 - Disclosure - Equity Awards - Narrative (Detail) link:presentationLink link:calculationLink link:definitionLink 9955556 - Disclosure - Equity Awards - Summary of Stock Option Activity (Detail) link:presentationLink link:calculationLink link:definitionLink 9955557 - Disclosure - Equity Awards - Restricted Stock Unit Table (Details) link:presentationLink link:calculationLink link:definitionLink 9955558 - Disclosure - Equity Awards - Schedule of Fair Value Assumptions (Details) link:presentationLink link:calculationLink link:definitionLink 9955559 - Disclosure - Net Income Per Share - Calculation of Basic and Diluted Net Income Per Share Attributable to Common Stockholders (Detail) link:presentationLink link:calculationLink link:definitionLink 9955560 - Disclosure - Income Taxes - Components of Loss From Continuing Operations Before Income Taxes (Detail) link:presentationLink link:calculationLink link:definitionLink 9955561 - Disclosure - Income Taxes - Components of Provision for Income Taxes (Detail) link:presentationLink link:calculationLink link:definitionLink 9955562 - Disclosure - Income Taxes - Reconciliation of Federal Income Tax Rate (Detail) link:presentationLink link:calculationLink link:definitionLink 9955563 - Disclosure - Income Taxes - Reconciliation of Deferred Tax Assets and Liabilities (Detail) link:presentationLink link:calculationLink link:definitionLink 9955564 - Disclosure - Income Taxes - Narrative (Detail) link:presentationLink link:calculationLink link:definitionLink 9955565 - Disclosure - Income Taxes - Reconciliation of Beginning and Ending Balance of Total Unrecognized Tax Benefits (Detail) link:presentationLink link:calculationLink link:definitionLink 9955566 - Disclosure - Commitments and Contingencies - Narrative (Detail) link:presentationLink link:calculationLink link:definitionLink 9955567 - Disclosure - Commitments and Contingencies - Annual Future Minimum Payments Under Operating Leases / Facility Exit Obligation (Detail) link:presentationLink link:calculationLink link:definitionLink 9955567 - Disclosure - Commitments and Contingencies - Annual Future Minimum Payments Under Operating Leases / Facility Exit Obligation (Detail) link:presentationLink link:calculationLink link:definitionLink 9955568 - Disclosure - Information about Geographic Areas and Products - Revenues by Geographic Area (Detail) link:presentationLink link:calculationLink link:definitionLink 9955569 - Disclosure - Information about Geographic Areas and Products - Property and Equipment, Net by Geographic Area (Detail) link:presentationLink link:calculationLink link:definitionLink 9955570 - Disclosure - Information

about Geographic Areas and Products - Subscription Revenues (Details) Link presentationLink link:calculationLink link:definitionLink 9955571 - Disclosure - Subsequent Event (Details) link:presentationLink link:calculationLink link:definitionLink EX-101.CAL 11 now-20241231 cal.xml XBRL TAXONOMY EXTENSION CALCULATION LINKBASE DOCUMENT EX-101.DEF 12 now-20241231 def.xml XBRL TAXONOMY EXTENSION DEFINITION LINKBASE DOCUMENT EX-101.LAB 13 now-20241231 lab.xml XBRL TAXONOMY EXTENSION LABEL LINKBASE DOCUMENT Proceeds from issuance of warrants Proceeds from Issuance of Warrants Weighted-average remaining contractual term, vested and expected to vest (in years) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Vested and Expected to Vest, Outstanding, Weighted Average Remaining Contractual Term Adjustments to reconcile net income to net cash provided by operating activities: Adjustments to Reconcile Net Income (Loss) to Cash Provided by (Used in) Operating Activities [Abstract] Remaining authorized repurchase amount Share Repurchase Program, Remaining Authorized, Amount Tax computed at U.S. federal statutory rate Effective Income Tax Rate Reconciliation at Federal Statutory Income Tax Rate, Amount Cover [Abstract] Cover [Abstract] Thereafter Lessee, Operating Lease, Liability, to be Paid, after Year Five Convertible Notes Payable [Abstract] Convertible Notes Payable [Abstract] Net change in cash, cash equivalents and restricted cash Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Period Increase (Decrease), Including Exchange Rate Effect Schedule of Operating Lease Liabilities Lessee, Operating Lease, Liability, to be Paid, Maturity [Table Text Block] Income Tax Jurisdiction [Domain] Income Tax Jurisdiction [Domain] Legal Proceedings and Indemnification Provisions Legal Costs, Policy [Policy Text Block] Trading Symbol Trading Symbol 2029 Unrecorded Unconditional Purchase Obligation, to be Paid, Year Five Derivative asset, subject to master netting arrangement, before offset Derivative Asset, Subject to Master Netting Arrangement, before Offset Non-NEOs Non-NEOs [Member] Share-based payment arrangement, expense, tax benefit Share-Based Payment Arrangement, Expense, Tax Benefit Cash equivalents Cash Equivalents [Member] Net Income (Loss) Per Share Earnings Per Share, Policy [Policy Text Block] Non-Rule 10b5-1 Arrangement Adopted Non-Rule 10b5-1 Arrangement Adopted [Flag] Fair Value Measurements Fair Value Disclosures [Text Block] Unrealized gains (losses) on investments, net of tax OCI, Debt Securities, Available-for-Sale, Unrealized Holding Gain (Loss), before Adjustment, after Tax Award Timing Disclosures [Line Items] Aggregated intrinsic value, expected to vest Share-based Compensation Arrangement by Share-based Payment Award, Other Than Options, Expected to Vest, Intrinsic Value Share-based Compensation Arrangement by Share-based Payment Award, Other Than Options, Expected to Vest, Intrinsic Value Derivative, gain (loss) on derivative, net Derivative, Gain (Loss) on Derivative, Net 2022 Note Hedge 2022 Note Hedge [Member] 2022 Note Hedge [Member] Segments Segment Reporting, Policy [Policy Text Block] Credit carryforwards Deferred Tax Assets, Tax Credit Carryforwards Revenue from Contract with Customer [Abstract] Revenue from Contract with Customer [Abstract] Plan Name [Domain] Plan Name [Domain] Operating Leased Assets [Line Items] Operating Leased Assets [Line Items] Revision of Prior Period, Reclassification, Adjustment Revision of Prior Period, Reclassification, Adjustment [Member] Other assets Other Assets, Noncurrent Settlement of 2022 warrants (in shares) Stock Issued During Period, Shares, Settlement Of Warrants Stock Issued During Period, Shares, Settlement Of Warrants Net cash provided by operating activities Net Cash Provided by (Used in) Operating Activities Cash flows from operating activities: Net Cash Provided by (Used in) Operating Activities [Abstract] Schedule of Accumulated Other Comprehensive Loss Schedule of Accumulated Other Comprehensive Income (Loss) [Table Text Block] Depreciation and amortization Deferred Tax Assets, Property, Plant and Equipment Tax credit carryforwards Deferred Tax Assets, Operating Loss Carryforwards, State and Local Award Timing Method Award Timing Method [Text Block] Trading Arrangements, by Individual Trading Arrangements, by Individual [Table] Acquired Finite-Lived Intangible Assets [Line Items] Acquired Finite-Lived Intangible Assets [Line Items] Cloud Services Cloud Services [Member] Cloud Services Entity Common Stock, Shares Outstanding Entity Common Stock, Shares Outstanding Insider Trading Policies and Procedures [Line Items] Use of Estimates Use of Estimates, Policy [Policy Text Block] Adjustment to Compensation, Amount Adjustment to Compensation Amount Additional paid-in capital Additional Paid in Capital, Common Stock Compensation Amount Outstanding Recovery Compensation Amount Aggregate Change in Present Value of Accumulated Benefit for All Pension Plans Reported in Summary Compensation Table Aggregate Change in Present Value of Accumulated Benefit for All Pension Plans Reported in Summary Compensation Table [Member] Entity Small Business Entity Small Business Company Selected Measure Amount Company Selected Measure Amount 2022 Convertible Senior Notes 2022 Convertible Senior Notes [Member] 2022 Convertible Senior Notes [Member] Debt issuance costs Payments of Debt Issuance Costs Tabular List, Table Tabular List [Table Text Block] Share-based Compensation Arrangement by Share-based Payment Award [Line Items] Share-Based Compensation Arrangement by Share-Based Payment Award [Line Items] Stock-based compensation Effective Income Tax Rate Reconciliation, Nondeductible Expense, Share-Based Payment Arrangement, Amount Accrued expenses and other current liabilities Total accrued expenses and other current liabilities Accrued Liabilities, Current Total potentially dilutive securities (in shares) Antidilutive Securities Excluded from Computation of Earnings Per Share, Amount Tranche one Share-Based Payment Arrangement, Tranche One [Member] Goodwill Goodwill, beginning balance Goodwill, ending balance Goodwill Taxes paid related to net share settlement of equity awards Payment, Tax Withholding, Share-Based Payment Arrangement Stock repurchase program, authorized amount Share Repurchase Program, Authorized, Amount Stock Purchase Program By Agreement [Axis] Stock Purchase Program By Agreement [Axis] Stock Purchase Program By Agreement [Axis] Executive compensation Effective Income Tax Reconciliation, Officer Compensation, Amount Effective Income Tax Reconciliation, Officer Compensation, Amount Employee Stock Option Share-Based Payment Arrangement, Option [Member] Debt Securities, Available-for-sale [Table] Debt Securities, Available-for-Sale [Table] Depreciation Depreciation 2025 Lessee, Operating Lease, Liability, to be Paid, Year One Comprehensive income Comprehensive Income (Loss), Net of Tax, Attributable to Parent Contractual maturities term (maximum) Debt Securities, Available-for-sale, Maturity, Term, Maximum Debt Securities, Available-for-sale, Maturity, Term, Maximum Investments Classified by Contractual Maturity Date Investments Classified by Contractual Maturity Date [Table Text Block] Award Type [Axis] Award Type [Axis] Corporate notes and bonds Corporate Debt Securities [Member] Foreign currency translation adjustments Goodwill, Foreign Currency Translation Gain (Loss) Cumulative Effect, Period of Adoption, Adjustment Cumulative Effect, Period of Adoption, Adjustment [Member] Amortization of deferred commissions Amortization of Deferred Sales Commissions Property and equipment, net Property and equipment, net Property, Plant and Equipment, Net ICFR Auditor Attestation Flag ICFR Auditor Attestation Flag Total liabilities Liabilities Weighted-average exercise price, vested and exercisable (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Weighted Average Exercise Price Deferred commissions Increase (Decrease) in Deferred Charges Common stock, par value (in USD per share) Common Stock, Par or Stated Value Per Share Weighted average useful life (in years) Acquired Finite-Lived Intangible Assets, Weighted Average Useful Life Schedule of Share-based Compensation Arrangements by Share-based Payment Award [Table] Schedule of Share-based Compensation Arrangements by Share-Based Payment Award [Table] Foreign Currency Translation and Transactions Foreign Currency Transactions and Translations Policy [Policy Text Block] Expiration Date Trading Arrangement Expiration Date Cash flows from investing activities: Net Cash Provided by (Used in) Investing Activities [Abstract] Current portion of operating lease liabilities Operating Lease, Liability, Current Total Shareholder Return Amount Total Shareholder Return Amount Equity Awards Adjustments, Footnote Equity Awards Adjustments, Footnote [Text Block] Net operating loss carryforwards Deferred Tax Assets, Operating Loss Carryforwards Subsequent Event [Line Items] Subsequent Event [Line Items] Property and equipment, gross Property, Plant and Equipment, Gross Number of shares, exercised (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercises in Period Debt Instrument [Line Items] Debt Instrument [Line Items] Named Executive Officers, Footnote Named Executive Officers, Footnote [Text Block] Weighted- Average Exercise Price Per Share Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Weighted Average Exercise Price [Abstract] Goodwill, Intangible Assets and Impairment of Long Lived Assets Goodwill and Intangible Assets, Policy [Policy Text Block] Research and development Research and Development Expense [Member] Weighted-average shares used to compute net income per share - diluted (in shares) Weighted-average shares outstanding - diluted (in shares) Weighted Average Number of Shares Outstanding, Diluted MNPI Disclosure Timed for Compensation Value MNPI Disclosure Timed for Compensation Value [Flag] AOCl Attributable to Parent, Net of Tax [Roll Forward] AOCl Attributable to Parent, Net of Tax [Roll Forward] Total stockholders' equity Beginning balance Ending balance Equity, Attributable to Parent Total deferred tax assets Deferred Tax Assets, Gross 2028 Unrecorded Unconditional Purchase Obligation, to be Paid, Year Four Due within 1 year Debt Securities, Available-for-Sale, Fair Value, Maturity, Allocated and Single Maturity Date, Year One Schedule of Goodwill Schedule of Goodwill [Table Text Block] Computer software Software and Software Development Costs [Member] Concentration Risk Type [Domain] Concentration Risk Type [Domain] Cost of revenues Cost of Sales [Member] Document Fiscal Period Focus Document Fiscal Period Focus All Executive Categories All Executive Categories [Member] Potentially dilutive securities (in shares) Incremental Common Shares Attributable to Dilutive Effect of Share-Based Payment Arrangements Statement of Financial Position Location, Balance [Domain] Statement of Financial Position Location, Balance [Domain] Unrealized Gains (Losses) on Investments AOCl, Accumulated Gain (Loss), Debt Securities, Available-for-Sale, Parent [Member] 2026 Finite-Lived Intangible Asset, Expected Amortization, Year Two Changed Peer Group, Footnote Changed Peer Group, Footnote [Text Block] Weighted-average remaining contractual life (in years) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Weighted Average Remaining Contractual Term Assets Assets [Abstract] Other comprehensive (loss) income Other comprehensive income, net of tax Other Comprehensive Income (Loss), Net of Tax Dividend yield (in percent) Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Expected Dividend Rate Document Type Document Type Effective interest rate of the liability component (in percent) Debt Instrument, Interest Rate, Effective Percentage Derivative Contract [Domain] Derivative Contract [Domain] Capitalized Software Development Costs Internal Use Software, Policy [Policy Text Block] Weighted-average remaining contractual term, vested and exercisable (in years) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Weighted Average Remaining Contractual Term 2012 Equity Incentive Plan Two Thousand Twelve Equity Incentive Plan [Member] 2012 Employee Stock Purchase Plan, Amortized Cost Debt Securities, Available-for-Sale, Amortized Cost Expected Future Amortization Expense Related to Intangible Assets Schedule of Finite-Lived Intangible Assets, Future Amortization Expense [Table Text Block] Subsequent Event [Table] Subsequent Event [Table] Maximum Maximum [Member] Debt Securities, Available-for-sale [Abstract] Debt Securities, Available-for-Sale [Abstract] Equity Valuation Assumption Difference, Footnote Equity Valuation Assumption Difference, Footnote [Text Block] Total future amortization expense Finite-Lived Intangible Assets, Net Furniture and fixtures Furniture and Fixtures [Member] Accounts payable Accounts Payable, Current Stock Purchase Program By Agreement [Domain] Stock Purchase Program By Agreement [Domain] Stock Purchase Program By Agreement [Domain] Range [Axis] Statistical Measurement [Axis] Non-Rule 10b5-1 Arrangement Terminated Non-Rule 10b5-1 Arrangement Terminated [Flag] Income before income taxes Income (Loss) from Continuing Operations before Income Taxes, Noncontrolling Interest Non-PEO NEO Average Total Compensation Amount Non-PEO NEO Average Total Compensation Amount Depreciation and amortization Deferred Tax Liabilities, Property, Plant and Equipment Name Outstanding Recovery, Individual Name Disaggregation of Revenue [Line Items] Disaggregation of Revenue [Line Items] Summary of Potentially Dilutive Securities Schedule of Antidilutive Securities Excluded from Computation of Earnings Per Share [Table Text Block] Title and Position [Axis] Title and Position [Axis] Tax credits Effective Income Tax Rate Reconciliation, Tax Credit, Amount Award Timing Predetermined Award Timing Predetermined [Flag] Subsequent Event Type [Domain] Subsequent Event Type [Domain] Net income per share - diluted (in USD per share) Net income per share - diluted (in USD per share) Earnings Per Share, Diluted Revenue Recognition and Deferred Commissions Revenue from Contract with Customer [Policy Text Block] State and Local Jurisdiction [Member] United States Income (Loss) from Continuing Operations before Income Taxes, Domestic Deferred revenue Increase (Decrease) in Contract with Customer, Liability Total current provision Current Income Tax Expense (Benefit) Restatement does not require Recovery Restatement Does Not Require Recovery [Text Block] 2030 Senior Notes 2030 Senior Notes [Member] 2030 Senior Notes Preferred stock, shares issued (in shares) Preferred Stock, Shares Issued Customer [Axis] Customer [Axis] Statement of Financial Position [Abstract] Statement of Financial Position [Abstract] Segments, Geographical Areas [Abstract] Segments, Geographical Areas [Abstract] Schedule of Subscription Revenue by Products Schedule Of Subscription Revenue By Product [Table Text Block] Schedule Of Subscription Revenue By Product [Table Text Block] Accounts receivable Increase (Decrease) in Receivables Other Deferred Tax Liabilities, Other Sales and marketing Selling and Marketing Expense Provision for (benefit from) income taxes Provision for (benefit from) income taxes Income Tax Expense (Benefit) Derivative, Notional Amount Derivative, Notional Amount Short-term investments Debt Securities, Available-for-Sale, Current Weighted-average remaining vesting period Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Period for Recognition Total revenues Subscription revenues Revenue from Contract with Customer, Excluding Assessed Tax Purchases of other intangibles Payments to Acquire Intangible Assets Statement of Comprehensive Income [Abstract] Statement of Comprehensive Income [Abstract] Net cash used in investing activities Net Cash Provided by (Used in) Investing Activities Income Tax Jurisdiction [Axis] Income Tax Jurisdiction [Axis] Share-based compensation arrangement by share-based payment award, number of additional shares authorized (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Additional Shares Authorized Business Acquisition [Line Items] Business Acquisition [Line Items] Accrued interest, net of allowance for credit losses Debt Securities, Available-for-sale, Accrued Interest Net Of Credit Loss Debt Securities, Available-for-sale, Accrued Interest Net Of Credit Loss Other employee-related liabilities Other Employee-related Liabilities, Current Other Operating Activities, Cash Flow Statement All Adjustments to Compensation All Adjustments to Compensation [Member] Accrued payroll Employee-related Liabilities, Current Prepaid expenses and other assets Increase (Decrease) in Prepaid Expense and Other Assets Repayments of convertible senior notes attributable to principal Repayments of Convertible Debt, Debt Principal Repayments of Convertible Debt, Debt Principal Accumulated Other Comprehensive Income (Loss) [Line Items] Accumulated Other Comprehensive Income (Loss) [Line Items] Commitments and Contingencies Disclosure [Abstract] Commitments and Contingencies Disclosure [Abstract] Remaining performance obligation, expected timing of satisfaction, period Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction, Period Unrealized Gains (Losses) on Derivative Instruments Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member] Entity Address, State or Province Entity Address, State or Province Digital workflow products License and Service, Digital Workflow Products [Member] Subscription And Circulation, Digital Workflow Products [Member] Derivative Instruments and Hedging Activities Disclosure [Abstract] Derivative Instruments and Hedging Activities Disclosure [Abstract] Erroneous Compensation Analysis Erroneous Compensation Analysis [Text Block] Service life Service Life [Member] Financial Instruments [Domain] Financial Instruments [Domain] Vesting [Domain] Vesting [Domain] Weighted-average grant date fair value, outstanding, beginning balance (in USD per share) Weighted-average grant date fair value, outstanding, ending balance (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Weighted Average Grant Date Fair Value Liabilities and Stockholders' Equity [Abstract] Restatement Determination Date Restatement Determination Date Number of shares, vested and expected to vest (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Vested and Expected to Vest, Outstanding, Number Long-term investments Debt Securities, Available-for-Sale, Noncurrent Pay vs Performance Disclosure Pay vs Performance Disclosure [Table] Schedule of Property and Equipment Property, Plant and Equipment [Table] Potential cancellation penalty Unrecorded Unconditional Purchase Obligation, Termination Amount Unrecorded Unconditional Purchase Obligation, Termination Amount Weighted-average exercise price, outstanding, beginning balance (in USD per share) Weighted-average exercise price, outstanding, ending balance (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Weighted Average Exercise Price Concentration Risk [Table] Concentration Risk [Table] Operating lease right-of-use assets Operating Lease, Right-of-Use Asset Erroneously Awarded Compensation Recovery Erroneously Awarded Compensation Recovery [Table] Options outstanding (in shares) Number of shares, outstanding, beginning balance (in shares) Number of shares, outstanding, ending balance (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Number Business combination, recognized identifiable assets acquired and liabilities assumed, noncurrent liabilities, other Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Noncurrent Liabilities, Other Property, Plant and Equipment [Abstract] Property, Plant and Equipment [Abstract] Net Income Per Share Earnings Per Share [Text Block] Purchase Commitment, Excluding Long-Term Commitment [Domain] Purchase Commitment, Excluding Long-Term Commitment [Domain] Subsequent event Subsequent Event [Member] Schedule of Share-based Payment Award, Employee Stock Purchase Plan, Valuation Assumptions Schedule of Share-Based Payment Award, Employee Stock Purchase Plan, Valuation Assumptions [Table Text Block] Unrealized gains (losses) on derivative instruments, net of tax Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), before Reclassification, after Tax Weighted-average grant date fair value, granted (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Grants in Period, Weighted Average Grant Date Fair Value Income Taxes Income Tax, Policy [Policy Text Block] Peer Group Issuers, Footnote Peer Group Issuers, Footnote [Text Block] Benefit from exercise of 2022 Note Hedge Adjustments To Additional Paid In Capital, Value, Benefit Received From Note Hedge Adjustments To Additional Paid In Capital, Value, Benefit Received From Note Hedge Reconciliation of beginning and ending balance of total unrecognized tax benefits Unrecognized Tax Benefits [Roll Forward] Benefit from

exercise of 2022 Note Hedge Noncash Benefit Received From Note Hedge Noncash Benefit Received From Note Hedge PEO PEO [Member] Name Trading Arrangement, Individual Name Fair Values Derivatives, Balance Sheet Location, by Derivative Contract Type [Table] Fair Values Derivatives, Balance Sheet Location, by Derivative Contract Type [Table] Property and Equipment, Type [Axis] Long-Lived Tangible Asset [Axis] Entity Public Float Entity Public Float Number of shares, expected to vest (in shares) Share Based Compensation Arrangement By Share Based Payment Award Equity Instruments Other Than Options Expected to Vest Share Based Compensation Arrangement By Share Based Payment Award Equity Instruments Other Than Options Expected to Vest Treasury stock, at cost (shares held: 1,664 and 895) Treasury Stock, Common, Value Awards Close in Time to MNPI Disclosures, Table Awards Close in Time to MNPI Disclosures [Table Text Block] Total reserved shares of common stock for future issuance (in shares) Common Stock, Capital Shares Reserved for Future Issuance Prior Year End Fair Value of Equity Awards Granted in Any Prior Year that Fail to Meet Applicable Vesting Conditions During Covered Year Prior Year End Fair Value of Equity Awards Granted in Any Prior Year that Fail to Meet Applicable Vesting Conditions During Covered Year [Member] Beginning balance (in shares) Ending balance (in shares) Shares, Outstanding Percentage of U.S. revenues in North America Percentage of U.S. Revenues in North America Percentage of U.S. Revenues in North America Cash equivalents Cash and Cash Equivalents, Fair Value Disclosure Aggregate Erroneous Compensation Amount Aggregate Erroneous Compensation Amount Local Phone Number Local Phone Number Intangible assets, gross Intangible Assets, Gross (Excluding Goodwill) Prepaid expenses and other current assets Prepaid Expenses and Other Current Assets [Member] Less: valuation allowance Deferred tax assets, valuation allowance Deferred Tax Assets, Valuation Allowance Aggregate Erroneous Compensation Not Yet Determined Aggregate Erroneous Compensation Not Yet Determined [Text Block] Total operating expenses Operating Expenses Change in Accounting Estimate by Type [Axis] Change in Accounting Estimate by Type [Axis] 2022 Notes settlements Convertible Notes Payable [Member] Common Stock Outstanding and Reserved Shares of Common Stock for Future Issuance Schedule Of Common Stock Outstanding And Reserved Shares Of Common Stock For Future Issuance Table [Table Text Block] Schedule of common stock outstanding and reserved shares of common stock for future issuance. Changes in operating assets and liabilities, net of effect of business combinations: Increase (Decrease) in Operating Capital [Abstract] PEO Total Compensation Amount PEO Total Compensation Amount Common stock purchase price, percentage Share-Based Compensation Arrangement by Share-Based Payment Award, Purchase Price of Common Stock, Percent Derivative liability, subject to master netting arrangement, before offset Derivative Liability, Subject to Master Netting Arrangement, before Offset Property and Equipment, Type [Domain] Long-Lived Tangible Asset [Domain] Statement of Income Location, Balance [Axis] Statement of Income Location, Balance [Axis] Weighted-average exercise price, vested and expected to vest (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Vested and Expected to Vest, Outstanding, Weighted Average Exercise Price Schedule of Long Lived Assets by Geographic Area Long-Lived Assets by Geographic Areas [Table Text Block] Common Stock Common Stock [Member] Forgone Recovery due to Expense of Enforcement, Amount Forgone Recovery due to Expense of Enforcement, Amount Schedule of Business Acquisitions, by Acquisition [Table] Schedule of Business Acquisitions, by Acquisition [Table] Entity Central Index Key Entity Central Index Key General and administrative General and Administrative Expense [Member] Accrued Expenses and Other Current Liabilities Accounts Payable, Accrued Liabilities, and Other Liabilities Disclosure, Current [Text Block] Unrecognized tax benefits, income tax interest and penalties accrued Unrecognized Tax Benefits, Income Tax Penalties and Interest Accrued Foreign Currency Translation Adjustment Accumulated Foreign Currency Adjustment Attributable to Parent [Member] Non-PEO NEO Average Compensation Actually Paid Amount Non-PEO NEO Average Compensation Actually Paid Amount Denominator: Denominator [Abstract] Denominator. Stockholders' Equity Equity [Text Block] Award Timing, How MNPI Considered Award Timing, How MNPI Considered [Text Block] Financial Instrument [Axis] Financial Instrument [Axis] Information About Geographic Areas and Products Segment Reporting Disclosure [Text Block] Operating lease terms Lessee, Operating Lease, Lease Not yet Commenced, Term of Contract 2025 Unrecorded Unconditional Purchase Obligation, to be Paid, Year One Stock-based compensation APIC, Share-Based Payment Arrangement, Increase for Cost Recognition Derivative, gain (loss), statement of income or comprehensive income Derivative, Gain (Loss), Statement of Income or Comprehensive Income [Extensible Enumeration] Change in Accounting Estimate [Table] Change in Accounting Estimate [Table] Title Trading Arrangement, Individual Title Debt and equity investments in privately-held companies included in other assets Other Long-Term Investments Components of Loss From Continuing Operations Before Income Taxes Schedule of Income before Income Tax, Domestic and Foreign [Table Text Block] Total unrecognized tax benefit Balance, beginning period Balance, end of period Unrecognized Tax Benefits City Area Code City Area Code Current liabilities: Liabilities, Current [Abstract] Auditor Location Auditor Location Marketable securities Investments [Member] Insider Trading Policies and Procedures Not Adopted Insider Trading Policies and Procedures Not Adopted [Text Block] Restricted stock units with service condition only Restricted Stock Units With Service Condition Only [Member] Restricted stock units with service condition only [Member] Stockholders' Equity Note [Abstract] Stockholders' Equity Note [Abstract] Repurchases of common stock Payments for Repurchase of Common Stock Computer equipment and software Computer Equipment And Software [Member] Computer equipment and software. Long-term debt, excluding current maturities Long-Term Debt, Excluding Current Maturities Accounts Receivable, net Receivable [Policy Text Block] Schedule of Segment Reporting Information, by Segment [Table] Schedule of Segment Reporting Information, by Segment [Table] Weighted-Average Grant Date Fair Value Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Weighted Average Grant Date Fair Value [Abstract] Subsequent Event Type [Axis] Subsequent Event Type [Axis] Performance obligations expected to be satisfied (percent) Revenue, Remaining Performance Obligation, Percentage Earnings Per Share [Abstract] Earnings Per Share [Abstract] Equity [Abstract] Retained earnings Retained Earnings (Accumulated Deficit) General and administrative General and Administrative Expense G2K Group, GmbH G2K Group, GmbH [Member] G2K Group, GmbH Aggregate Available Trading Arrangement, Securities Aggregate Available Amount Equity Awards Adjustments Equity Awards Adjustments [Member] Present value of operating lease liabilities Operating Lease, Liability Underlying Securities Award Underlying Securities Amount Performance shares Performance Shares [Member] Investments Investments in Debt and Marketable Equity Securities (and Certain Trading Assets) Disclosure [Text Block] Undiscounted cash flows Lessee, Operating Lease, Lease Not Yet Commenced. Undiscounted Cash Flows Lessee, Operating Lease, Lease Not Yet Commenced. Undiscounted Cash Flows Amendment Flag Amendment Flag Stock Appreciation Rights (SARs) Stock Appreciation Rights (SARs) [Member] Percentage of U.S. net property and equipment in North America Percentage of U.S. net property and equipment in North America Percentage of U.S. net property and equipment in North America Subsequent Events [Abstract] Subsequent Events [Abstract] Other comprehensive income (loss) before reclassifications Other Comprehensive Income (Loss), before Reclassifications, Net of Tax Debt Debt Disclosure [Text Block] Fair Value Hierarchy and NAV [Domain] Fair Value Hierarchy and NAV [Domain] Recovery of Erroneously Awarded Compensation Disclosure [Line Items] Notes, par value Principal Debt Instrument, Face Amount Entity Address, Postal Zip Code Entity Address, Postal Zip Code Advertising costs Advertising Expense Common stock options, RSUs and ESPP obligations Common stock options, RSUs and ESPP obligations [Member] Common stock options, RSUs and ESPP obligations Cash and cash equivalents Cash and Cash Equivalents, at Carrying Value Other Payments for (Proceeds from) Other Investing Activities Certificates of deposit Certificates of Deposit [Member] Year-over-Year Change in Fair Value of Equity Awards Granted in Prior Years That are Outstanding and Unvested Year-over-Year Change in Fair Value of Equity Awards Granted in Prior Years That are Outstanding and Unvested [Member] Auditor Name Auditor Name Weighted-average grant date fair value, repurchased (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Forfeitures, Weighted Average Grant Date Fair Value Current provision: Current Income Tax Expense (Benefit), Continuing Operations [Abstract] Year-end Fair Value of Equity Awards Granted in Covered Year that are Outstanding and Unvested Year-end Fair Value of Equity Awards Granted in Covered Year that are Outstanding and Unvested [Member] Property and equipment, useful life (in years) Property, Plant and Equipment, Useful Life Number of Shares Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding [Roll Forward] Employee Stock Employee Stock [Member] Long-term debt, net Convertible Notes Payable, Noncurrent Accounts payable Increase (Decrease) in Accounts Payable Proceeds from employee stock plans Proceeds from Stock Plans Adjustment To PEO Compensation, Footnote Adjustment To PEO Compensation, Footnote [Text Block] Designated as hedging instrument Designated as Hedging Instrument [Member] Compensation Actually Paid vs. Other Measure Compensation Actually Paid vs. Other Measure [Text Block] Stock, Class of Stock [Table] Stock, Class of Stock [Table] Vesting Date Fair Value of Equity Awards Granted and Vested in Covered Year Vesting Date Fair Value of Equity Awards Granted and Vested in Covered Year [Member] Lease liability Deferred Tax Assets, Operating Lease Liability Deferred Tax Assets, Operating Lease Liability Total assets Assets 2012 Employee Stock Purchase Plan Two Thousand Twelve Employee Stock Purchase Plan [Member] 2012 Employee Stock Purchase Plan. Advertising Costs Advertising Cost [Policy Text Block] Purchases of property and equipment Payments to Acquire Property, Plant, and Equipment Other long-term liabilities Other Liabilities, Noncurrent Forgone Recovery due to Violation of Home Country Law, Amount Forgone Recovery due to Violation of Home Country Law, Amount Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Line Items] Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Line Items] Cumulative Effect, Period of Adoption [Axis] Cumulative Effect, Period of Adoption [Axis] Commitments and contingencies Commitments and Contingencies Stock-based Compensation Share-Based Payment Arrangement [Policy Text Block] Reconciliation of Federal Income Tax Rate Schedule of Effective Income Tax Rate Reconciliation [Table Text Block] Termination Date Trading Arrangement Termination Date Description of the Business Business Description and Basis of Presentation [Text Block] Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items] Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items] 2026 Lessee, Operating Lease, Liability, to be Paid, Year Two Restricted stock units with service and performance conditions Restricted Stock Units With Service And Performance Conditions [Member] Restricted Stock Units With Service And Performance Conditions [Member] Not Designated as Hedging Instrument Not Designated as Hedging Instrument [Member] Revenues by Geographic Area, Based on Billing Location of Customer Revenue from External Customers by Geographic Areas [Table Text Block] Due in 1 year through 5 years Debt Securities, Available-for-Sale, Fair Value, Maturity, Allocated and Single Maturity Date, after Year One Through Five Debt Instrument [Axis] Debt Instrument [Axis] Fair value Convertible Debt, Fair Value Disclosures Net income Net income Net Income (Loss) Attributable to Parent Trading Arrangement: Trading Arrangement [Axis] Pay vs Performance Disclosure, Table Pay vs Performance [Table Text Block] Equity Awards Adjustments, Excluding Value Reported in Compensation Table Equity Awards Adjustments, Excluding Value Reported in the Compensation Table [Member] Entity File Number Entity File Number Income Statement [Abstract] Income Statement [Abstract] Entity Address, Address Line One Entity Address, Address Line One Federal Current Federal Tax Expense (Benefit) Foreign currency effect on cash, cash equivalents and restricted cash Effect of Exchange Rate on Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Continuing Operations Accrued expenses and other liabilities Increase (Decrease) in Accrued Liabilities and Other Operating Liabilities Name Forgone Recovery, Individual Name Aggregate intrinsic value, vested and exercisable Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Intrinsic Value Weighted-average remaining lease term Operating Lease, Weighted Average Remaining Lease Term Deferred income taxes Increase (Decrease) in Deferred Income Taxes Strategic Investments Investment, Policy [Policy Text Block] Award Timing MNPI Considered Award Timing MNPI Considered [Flag] Instruments not due in single maturity Debt Securities, Available-for-Sale, Maturity, without Single Maturity Date, Fair Value Deferred tax liabilities: Components of Deferred Tax Liabilities [Abstract] Gross decreases - tax positions in prior period Unrecognized Tax Benefits, Decrease Resulting from Prior Period Tax Positions Outstanding Aggregate Erroneous Compensation Amount Outstanding Aggregate Erroneous Compensation Amount PEO Actually Paid Compensation Amount PEO Actually Paid Compensation Amount Total cost of revenues Cost of Revenue Adjustment to Compensation: Adjustment to Compensation [Axis] Accounts Receivable Accounts Receivable [Member] Other comprehensive income (loss), cash flow hedge, gain (loss), reclassification, after tax Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), Reclassification, after Tax Accumulated other comprehensive loss Accumulated Other Comprehensive Income (Loss), Net of Tax Pension Adjustments Service Cost Pension Adjustments Service Cost [Member] Weighted-average shares used to compute net income per share - basic (in shares) Weighted-average shares outstanding - basic (in shares) Weighted Average Number of Shares Outstanding, Basic Stock Price or TSR Estimation Method Stock Price or TSR Estimation Method [Text Block] North America North America [Member] Name Awards Close in Time to MNPI Disclosures, Individual Name Construction in progress Construction in Progress [Member] Revenue Revenue Benchmark [Member] Number of shares, forfeited (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Forfeitures in Period Entity Filer Category Entity Filer Category Remaining non-cancelable performance obligations Revenue, Remaining Performance Obligation, Amount Cost of revenues: Cost of Revenue [Abstract] Goodwill acquired Goodwill, Acquired During Period Range [Domain] Statistical Measurement [Domain] Gross Unrealized Losses Debt Securities, Available-for-Sale, Accumulated Gross Unrealized Loss, before Tax Current portion of deferred commissions Contract with Customer, Asset, after Allowance for Credit Loss, Current Derivatives, Fair Value [Line Items] Derivatives, Fair Value [Line Items] Unrecognized tax benefits that would impact effective tax rate Unrecognized Tax Benefits that Would Impact Effective Tax Rate Segment Reporting Information [Line Items] Segment Reporting Information [Line Items] All Trading Arrangements All Trading Arrangements [Member] Compensation Actually Paid vs. Net Income Compensation Actually Paid vs. Net Income [Text Block] Calculation of Basic and Diluted Net Income Per Share Schedule of Earnings Per Share, Basic and Diluted [Table Text Block] Vesting period (in years) Share-Based Compensation Arrangement by Share-Based Payment Award, Award Vesting Period Rule 10b5-1 Arrangement Adopted Rule 10b5-1 Arrangement Adopted [Flag] Awards Close in Time to MNPI Disclosures Awards Close in Time to MNPI Disclosures [Table] Derivative [Line Items] Derivative [Line Items] Income taxes paid, net of refunds Income Taxes Paid, Net Sales and marketing Sales And Marketing [Member] Sales and Marketing [Member] Pay vs Performance Disclosure [Line Items] Peer Group Total Shareholder Return Amount Peer Group Total Shareholder Return Amount Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction, Start Date [Axis] Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction, Start Date [Axis] Derivative [Table] Derivative [Table] Deferred provision: Deferred Income Tax Expense (Benefit), Continuing Operations [Abstract] Schedule of Derivative Instruments Schedule of Derivative Instruments in Statement of Financial Position, Fair Value [Table Text Block] Other Performance Measure, Amount Other Performance Measure, Amount 2027 Finite-Lived Intangible Asset, Expected Amortization, Year Three Common stock shares, outstanding (in shares) Common Stock, Shares, Outstanding Documents Incorporated by Reference Documents Incorporated by Reference [Text Block] Operating lease costs Operating Lease, Cost Class of Warrant or Right [Axis] Class of Warrant or Right [Axis] Operating lease liabilities, less current portion Operating Lease, Liability, Noncurrent Current portion of deferred revenue Contract with Customer, Liability, Current Purchase Obligations Unrecorded Unconditional Purchase Obligation, Fiscal Year Maturity [Abstract] Settlement of 2022 Notes conversion feature Debt Conversion, Amount Converted Value In Excess Of Principal Debt Conversion, Amount Converted Value In Excess Of Principal Entity Tax Identification Number Entity Tax Identification Number Intangible Asset, Finite-Lived [Table] Intangible Asset, Finite-Lived [Table] Gross increases - tax positions in prior year Unrecognized Tax Benefits, Increase Resulting from Prior Period Tax Positions Common stock repurchased (in shares) Common stock, repurchased (in shares) Treasury Stock, Shares, Acquired Foreign Deferred Foreign Income Tax Expense (Benefit) Money market funds Money Market Funds [Member] Patents Patents [Member] Treasury Stock Treasury Stock, Common [Member] Taxes payable Taxes Payable, Current Plan Name [Axis] Plan Name [Axis] Equity Components [Axis] Equity Components [Axis] 2026 Unrecorded Unconditional Purchase Obligation, to be Paid, Year Two Estimated Fair Value Total Debt Securities, Available-for-Sale Data center equipment Data Center Equipment [Member] Data Center Equipment Derivative notional amount Derivative Asset, Notional Amount Capitalized contract cost, amortization period Capitalized Contract Cost, Amortization Period Business Acquisition, Acquiree [Domain] Business Acquisition, Acquiree [Domain] Other comprehensive (loss) income: Other Comprehensive Income (Loss), before Tax [Abstract] 2027 Unrecorded Unconditional Purchase Obligation, to be Paid, Year Three Aggregate intrinsic value, outstanding Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Intrinsic Value Schedule of Operating Leased Assets [Table] Schedule of Operating Leased Assets [Table] U.S. tax on foreign earnings Effective Income Tax Rate Reconciliation, Repatriation of Foreign Earnings, Amount Developed technology Developed Technology Rights [Member] Geographical [Axis] Geographical [Axis] Net deferred tax assets Deferred Tax Assets, Net 2029 Lessee, Operating Lease, Liability, to be Paid, Year Five Valuation allowance (decrease) increase Valuation Allowance, Deferred Tax Asset, Increase (Decrease), Amount EMEA EMEA [Member] Aggregate Grant Date Fair Value of Equity Award Amounts Reported in Summary Compensation Table Aggregate Grant Date Fair Value of Equity Award Amounts Reported in Summary Compensation Table [Member] Chief Executive Officer Chief Executive Officer [Member] Shares (in shares) Class of Warrant or Right, Number of Securities Called by Warrants or Rights Debt Securities, Available-for-sale [Line Items] Debt Securities, Available-for-Sale [Line Items] Unrealized loss Debt Securities, Available-for-Sale, Unrealized Loss Position Cash, cash equivalents and restricted cash at beginning of period Cash, cash equivalents and restricted cash at end of period Total cash, cash equivalents and restricted cash shown in the consolidated statements of cash flows Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents Interest income Interest Income, Non-Operating Interest Income, Non-Operating Foreign Current Foreign Tax Expense (Benefit) Current assets: Assets, Current [Abstract] Treasury stock, common, shares (in

shares) Beginning balance, treasury (in shares) Beginning balance, treasury (in shares) Treasury Stock, Common, Shares Forgone Recovery due to Disqualification of Tax Benefits, Amount Forgone Recovery due to Disqualification of Tax Benefits, Amount Product and Service [Domain] Product and Service [Domain] Weighted-average grant date fair value, vested (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Vested in Period, Weighted Average Grant Date Fair Value Goodwill [Roll Forward] Goodwill [Roll Forward] Fair Value Disclosures [Abstract] Fair Value Disclosures [Abstract] Preferred stock, shares outstanding (in shares) Preferred Stock, Shares Outstanding Settlement of 2022 Warrants Warrant [Member] Security Exchange Name Security Exchange Name Weighted-average exercise price, exercised (in USD per share) Share-Based Compensation Arrangements by Share-Based Payment Award, Options, Exercises in Period, Weighted Average Exercise Price Right of use asset Deferred Tax Liabilities, Operating Lease, Right-of-Use Asset Deferred Tax Liabilities, Operating Lease, Right-of-Use Asset Number of Shares Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Number of Shares [Roll Forward] State Current State and Local Tax Expense (Benefit) Forgone Recovery, Explanation of Impracticability Forgone Recovery, Explanation of Impracticability [Text Block] Summary of Investments Debt Securities, Available-for-Sale [Table Text Block] Research and development Research and Development Expense Audit Information [Abstract] Audit Information [Abstract] Goodwill and Intangible Assets Disclosure [Abstract] Goodwill and Intangible Assets Disclosure [Abstract] Common stock, shares, issued (in shares) Common Stock, Shares, Issued Other Assets Other Assets [Member] Business Combination, Consideration, Number Of Installments Business Combination, Consideration, Number Of Installments Business Combination, Consideration, Number Of Installments Concentration risk, percentage Concentration Risk, Percentage Schedule of Non-Cancelable Purchase Commitments Unrecorded Unconditional Purchase Obligations Disclosure [Table Text Block] Computer equipment Computer Equipment [Member] PRSU Performance Restricted Stock Units [Member] Performance Restricted Stock Units Insider Trading Policies and Procedures Adopted Insider Trading Policies and Procedures Adopted [Flag] Less: Accumulated depreciation Accumulated Depreciation, Depletion and Amortization, Property, Plant, and Equipment Percentage of principle issued Debt Instrument, Percentage Of Face Amount Issued Debt Instrument, Percentage Of Face Amount Issued Common stock, shares authorized (in shares) Common Stock, Shares Authorized Business combinations, net of cash acquired Payments to acquire businesses, net of cash acquired Payments to Acquire Businesses, Net of Cash Acquired Entity Voluntary Filers Entity Voluntary Filers Hedging Designation [Domain] Hedging Designation [Domain] Statement of Financial Position Location, Balance [Axis] Statement of Financial Position Location, Balance [Axis] Total deferred provision Deferred Income Tax Expense (Benefit) Property and Equipment Property, Plant and Equipment Disclosure [Text Block] Performance target (in percent) Share-based Compensation Arrangement By Share-based Payment Award, Equity Instruments Other Than Options, Grants in Period, Performance Target, Percentage Share-based Compensation Arrangement By Share-based Payment Award, Equity Instruments Other Than Options, Grants in Period, Performance Target, Percentage Accounts receivable, net Accounts Receivable, after Allowance for Credit Loss, Current Number of shares granted (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Grants in Period, Gross Continuous loss position, 12 months or greater, fair value Debt Securities, Available-for-Sale, Continuous Unrealized Loss Position, 12 Months or Longer Pension Adjustments Prior Service Cost Pension Adjustments Prior Service Cost [Member] Restricted cash included in prepaid expenses and other current assets Restricted Cash, Current Commercial paper Commercial Paper [Member] Pension Benefits Adjustments, Footnote Pension Benefits Adjustments, Footnote [Text Block] Total Shareholder Return Vs Peer Group Total Shareholder Return Vs Peer Group [Text Block] Document Annual Report Document Annual Report Numerator: Numerator [Abstract] Numerator, Number of shares, vested (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Vested in Period ITOM products License and Service, ITOM Products [Member] License and Service, ITOM Products [Member] Amortization expense Amortization of Intangible Assets Unamortized debt discount and issuance costs, long-term Debt Instrument, Unamortized Discount (Premium) And Debt Issuance Costs, Noncurrent Debt Instrument, Unamortized Discount (Premium) And Debt Issuance Costs, Noncurrent Description of service or performance condition required to be met for earning right to award under share-based payment arrangement. Includes, but is not limited to, combination of market, performance or service condition Share-based Compensation Arrangement by Share-based Payment Award, Award Vesting Rights, Based On Service, Performance, And Market Conditions Description of service or performance condition required to be met for earning right to award under share-based payment arrangement. Includes, but is not limited to, combination of market, performance or service condition. Accounting Policies [Abstract] Accounting Policies [Abstract] Revenues: Revenues [Abstract] Leasehold and other improvements Leasehold Improvements [Member] Fair Value Measurements Fair Value Measurement, Policy [Policy Text Block] Business Combinations Business Combination Disclosure [Text Block] Current Fiscal Year End Date Current Fiscal Year End Date Less: imputed interest Lessee, Operating Lease, Liability, Undiscounted Excess Amount PEO Name PEO Name Shares as of December 31, 2021 (in shares) Class of Warrant or Right, Outstanding Vesting [Axis] Vesting [Axis] Equity Award [Domain] Award Type [Domain] Compensation Actually Paid vs. Company Selected Measure Compensation Actually Paid vs. Company Selected Measure [Text Block] Restatement [Axis] Revision of Prior Period [Axis] Deferred tax assets Deferred Income Tax Assets, Net Non-PEO NEO Non-PEO NEO [Member] Useful Life Finite-Lived Intangible Asset, Useful Life Marketable securities Investments, Fair Value Disclosure Additional Paid-in Capital Additional Paid-in Capital [Member] Class of Stock [Line Items] Class of Stock [Line Items] Net deferred tax liabilities Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Deferred Tax Liabilities Award offering period Share Based Compensation Arrangement By Share Based Payment Award Purchase Offering Period Share-based Compensation Arrangement by Share-based Payment Award, Purchase Offering Period Other Effective Income Tax Rate Reconciliation, Other Adjustments, Amount Recently Issued Accounting Pronouncement Adopted and Recently Issued Accounting Pronouncements Pending Adoption New Accounting Pronouncements, Policy [Policy Text Block] Subscription Total subscription revenues License and Service [Member] Relationship to Entity [Domain] Title and Position [Domain] Finite-Lived Intangible Assets by Major Class [Axis] Finite-Lived Intangible Assets by Major Class [Axis] Less: accumulated amortization Finite-Lived Intangible Assets, Accumulated Amortization Gina Mastantuono [Member] Gina Mastantuono Name Measure Name Entity Interactive Data Current Entity Interactive Data Current Series of Individually Immaterial Business Acquisitions Series of Individually Immaterial Business Acquisitions [Member] CANADA CANADA Number of operating segments Number of Operating Segments Thereafter Unrecorded Unconditional Purchase Obligation, to be Paid, after Year Five Deferred tax assets: Components of Deferred Tax Assets [Abstract] Assets and Liabilities Measured at Fair Value on Recurring Basis Schedule of Fair Value, Assets and Liabilities Measured on Recurring Basis [Table Text Block] Shares (in shares) Note Hedged Shares Of Common Stock Covered Note Hedged Shares Of Common Stock Covered Disaggregation of Revenue [Table] Disaggregation of Revenue [Table] Business combination Payments of Merger Related Costs, Financing Activities Stock-based compensation Share-Based Payment Arrangement, Noncash Expense Deferred tax assets net Deferred Tax Assets, Net of Valuation Allowance Contractual interest rate, notes (in percent) Debt Instrument, Interest Rate, Stated Percentage Aggregate intrinsic value, vested Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Aggregate Intrinsic Value, Vested Supplemental disclosures of other cash flow information: Supplemental Cash Flow Information [Abstract] Gina Mastantuono Trading Arrangement, Common Stock [Member] Gina Mastantuono Trading Arrangement, Common Stock Settlements Unrecognized Tax Benefits, Decrease Resulting from Settlements with Taxing Authorities Capitalized research and development Deferred Tax Asset, In-Process Research and Development Concentration Risk Benchmark [Domain] Concentration Risk Benchmark [Domain] Auditor Firm ID Auditor Firm ID Payments for hedge, financing activities Payments for Hedge, Financing Activities Income from operations Operating Income (Loss) Valuation allowance Effective Income Tax Rate Reconciliation, Change in Deferred Tax Assets Valuation Allowance, Amount Number of reportable segments Number of Reportable Segments Total liabilities and stockholdersâ€™ equity Liabilities and Equity Subsequent Events Subsequent Events [Text Block] Rule 10b5-1 Arrangement Terminated Rule 10b5-1 Arrangement Terminated [Flag] Fair Value Hierarchy and NAV [Axis] Fair Value Hierarchy and NAV [Axis] Investments Marketable Securities, Policy [Policy Text Block] Deferred Tax Assets, Operating Loss Carryforwards, Foreign Deferred Tax Assets, Operating Loss Carryforwards, Foreign Hedging Designation [Axis] Hedging Designation [Axis] Derivative Contracts Derivative Instruments and Hedging Activities Disclosure [Text Block] Earnings Per Share, Basic, by Common Class, Including Two-Class Method [Table] Earnings Per Share, Basic, by Common Class, Including Two-Class Method [Table] Finite-Lived Intangible Assets, Major Class Name [Domain] Finite-Lived Intangible Assets, Major Class Name [Domain] Right-of-use assets obtained in exchange for operating lease liabilities Right-of-Use Asset Obtained in Exchange for Operating Lease Liability Underlying Security Market Price Change Underlying Security Market Price Change, Percent Individual: Individual [Axis] Mortgage-backed and asset-backed securities Mortgage and Asset Backed Securities [Member] Mortgage and Asset Backed Securities Taxes paid related to net share settlement of equity awards Share-Based Payment Arrangement, Decrease for Tax Withholding Obligation Accrued expenses and other current liabilities Accrued Expenses And Other Current Liabilities [Member] Accrued Expenses And Other Current Liabilities [Member] Accumulated Other Comprehensive Income (Loss) AOCI Attributable to Parent [Member] Weighted-average exercise price, forfeited (in USD per share) Share-Based Compensation Arrangements by Share-Based Payment Award, Options, Forfeitures in Period, Weighted Average Exercise Price Expected term (in years) Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Expected Term Product and Service [Axis] Product and Service [Axis] Property and Equipment [Line Items] Property, Plant and Equipment [Line Items] Statement [Line Items] Statement [Line Items] Operating expenses: Operating Expenses [Abstract] Summary of Property and Equipment Useful Life Schedule of Property and Equipment, Net Property, Plant and Equipment [Table Text Block] Compensation Actually Paid vs. Total Shareholder Return Compensation Actually Paid vs. Total Shareholder Return [Text Block] Cash consideration Business Combination, Consideration Transferred Derivative, term of contract Derivative, Term of Contract Derivatives Financial Instruments Derivatives, Policy [Policy Text Block] Deferred commissions, less current portion Contract with Customer, Asset, after Allowance for Credit Loss, Noncurrent Minimum Minimum [Member] Adoption Date Trading Arrangement Adoption Date Deferred revenue, less current portion Contract with Customer, Liability, Noncurrent UNITED KINGDOM UNITED KINGDOM Change in Fair Value as of Vesting Date of Prior Year Equity Awards Vested in Covered Year Change in Fair Value as of Vesting Date of Prior Year Equity Awards Vested in Covered Year [Member] Derivative Instrument [Axis] Derivative Instrument [Axis] Exercise Price Award Exercise Price Reconciliation of Deferred Tax Assets and Liabilities Schedule of Deferred Tax Assets and Liabilities [Table Text Block] Arrangement Duration Trading Arrangement Duration Goodwill and Intangible Assets Goodwill and Intangible Assets Disclosure [Text Block] Stockholdersâ€™ equity: Equity, Attributable to Parent [Abstract] Deposits Deposits [Member] Federal Domestic Tax Jurisdiction [Member] Material Terms of Trading Arrangement Material Terms of Trading Arrangement [Text Block] Debt term Debt Instrument, Term 2028 Finite-Lived Intangible Asset, Expected Amortization, Year Four All Individuals All Individuals [Member] Summary of Significant Accounting Policies Basis of Presentation and Significant Accounting Policies [Text Block] Income Tax Disclosure [Abstract] Income Tax Disclosure [Abstract] Other expense, net Other Nonoperating Income (Expense) Statement of Stockholders' Equity [Abstract] Statement of Stockholders' Equity [Abstract] Intangible assets, net Intangible assets, net Intangible Assets, Net (Excluding Goodwill) Gina Mastantuono Trading Arrangement, Additional Common Stock [Member] Gina Mastantuono Trading Arrangement, Additional Common Stock Gross Unrealized Gains Debt Securities, Available-for-Sale, Accumulated Gross Unrealized Gain, before Tax Unrecognized compensation expense expected to be recognized Share-Based Payment Arrangement, Nonvested Award, Excluding Option, Cost Not yet Recognized, Amount Business Combination, Asset Acquisition, and Joint Venture Formation [Abstract] Schedule of Employee Service Share-based Compensation, Allocation of Recognized Period Costs [Table] Share-Based Payment Arrangement, Expensed and Capitalized, Amount [Table] Number of vesting tranches Share Based Compensation Arrangement By Share Based Payment Award, Number of Vesting Tranches Share Based Compensation Arrangement By Share Based Payment Award, Number of Vesting Tranches Impairment loss Capitalized Contract Cost, Impairment Loss Professional services and other Technology Service [Member] Risk-free interest rate, maximum Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Risk Free Interest Rate, Maximum Restricted Stock Unit Table Share-Based Payment Arrangement, Restricted Stock Unit, Activity [Table Text Block] Service period (in years) Share-Based Compensation Arrangement by Share-Based Payment Award, Award Requisite Service Period Cumulative Effect, Period of Adoption [Domain] Cumulative Effect, Period of Adoption [Domain] Developed technology Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Finite-Lived Intangibles Federal Deferred Federal Income Tax Expense (Benefit) Summary of Accrued Expenses and Other Current Liabilities Schedule of Accrued Liabilities [Table Text Block] Cash and Cash Equivalents Cash and Cash Equivalents, Policy [Policy Text Block] Sales and maturities of investments Proceeds from Sale and Maturity of Debt Securities, Available-for-Sale Commitments and Contingencies Commitments and Contingencies Disclosure [Text Block] Thereafter Finite-Lived Intangible Asset, Expected Amortization, after Year Five Measure: Measure [Axis] Gross increases - tax positions in current period Unrecognized Tax Benefits, Increase Resulting from Current Period Tax Positions Operating Loss Carryforwards [Table] Operating Loss Carryforwards [Table] Aggregate intrinsic value, outstanding Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Aggregate Intrinsic Value, Outstanding Preferred stock, shares authorized (in shares) Preferred Stock, Shares Authorized Common stock and Treasury stock issued under employee stock plans (in shares) Stock Issued During Period, Shares, New Issues Purchases of non-marketable investments Payments To Acquire Non-Marketable Investments Payments To Acquire Non-Marketable Investments Entity Emerging Growth Company Entity Emerging Growth Company Non-GAAP Measure Description Non-GAAP Measure Description [Text Block] Larry Quinlan [Member] Larry Quinlan Expected volatility, minimum Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Expected Volatility Rate, Minimum Change in Accounting Estimate [Line Items] Change in Accounting Estimate [Line Items] Equity Component [Domain] Equity Component [Domain] Preferred stock, par value (in USD per share) Preferred Stock, Par or Stated Value Per Share Accounting standards update Accounting Standards Update [Extensible Enumeration] Cash, cash equivalents and restricted cash at end of period: Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents [Abstract] Contract payment terms Contract With Customer, Payment Term Contract With Customer, Payment Term Additional 402(v) Disclosure Additional 402(v) Disclosure [Text Block] Amounts reclassified from accumulated other comprehensive loss Reclassification from Accumulated Other Comprehensive Income, Current Period, Net of Tax Entity Shell Company Entity Shell Company Entity Incorporation, State or Country Code Entity Incorporation, State or Country Code Statement [Table] Statement [Table] Earnings Per Share, Basic, by Common Class, Including Two Class Method [Line Items] Earnings Per Share, Basic, by Common Class, Including Two Class Method [Line Items] Frederic Luddy [Member] Frederic Luddy Interest paid Interest Paid, Excluding Capitalized Interest, Operating Activities Levelâ€ 1 Fair Value, Inputs, Level 1 [Member] Concentration Risk Benchmark [Axis] Concentration Risk Benchmark [Axis] Foreign currency translation adjustments Other Comprehensive Income (Loss), Foreign Currency Transaction and Translation Adjustment, Net of Tax Total current assets Assets, Current Statement of Cash Flows [Abstract] Statement of Cash Flows [Abstract] Non-cash investing and financing activities: Noncash Investing and Financing Items [Abstract] Restatement (Domain) Revision of Prior Period [Domain] Number of shares, vested and exercisable (in shares) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Number Schedule of Long-term Debt Instruments [Table] Schedule of Long-Term Debt Instruments [Table] Weighted-average grant date fair value of options granted (in USD per share) Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Grants in Period, Weighted Average Grant Date Fair Value Accumulated Other Comprehensive Income (Loss) [Table] Accumulated Other Comprehensive Income (Loss) [Table] Total Unrecorded Unconditional Purchase Obligation Entity Well-known Seasoned Issuer Entity Well-known Seasoned Issuer Other Other Intangible Assets [Member] Change in Accounting Estimate, Type [Domain] Change in Accounting Estimate, Type [Domain] Income Taxes Income Tax Disclosure [Text Block] 2028 Lessee, Operating Lease, Liability, to be Paid, Year Four Other long-term liabilities Other Noncurrent Liabilities [Member] Organization, Consolidation and Presentation of Financial Statements [Abstract] Organization, Consolidation and Presentation of Financial Statements [Abstract] Weighted-average discount rate Operating Lease, Weighted Average Discount Rate, Percent Net cash used in financing activities Net Cash Provided by (Used in) Financing Activities Operating Loss Carryforwards [Line Items] Operating Loss Carryforwards [Line Items] Entity Registrant Name Entity Registrant Name Payments to acquire businesses Payments to Acquire Businesses, Gross Adjustment to Non-PEO NEO Compensation Footnote Adjustment to Non-PEO NEO Compensation Footnote [Text Block] Depreciation and amortization Depreciation, Depletion and Amortization Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Table] Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Table] Gross profit Gross Profit 2021 Performance Awards 2021 Performance Awards [Member] 2021 Performance Awards State Deferred State and Local Income Tax Expense (Benefit) Fair Value as of Grant Date Award Grant Date Fair Value Tax rate differential for international subsidiaries Effective Income Tax Rate Reconciliation, Foreign Income Tax Rate Differential, Amount Customer Concentration Risk Customer Concentration Risk [Member] Aggregate intrinsic value, vested and expected to vest Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Vested and Expected to Vest, Outstanding, Aggregate Intrinsic Value Level 2 Fair Value, Inputs, Level 2 [Member] Segment, Geographical [Domain] Geographical [Domain] Common stock and Treasury stock issued under employee stock plans Stock Issued During Period, Value, New Issues Principles of Consolidation Consolidation, Policy [Policy Text Block]

[illegible]

[illegible]

[illegible]

0R.0+54+73UXKUFV _XCE+2V; 17 M6oNkA3;EQ@ =u=1%ID; =""E.O.FJNDN, GF3T8TR9U7i@;)U3V; M+SDTG M'N/DOQ;TQCCY;A+J+CM9IGT89;ZF;B;NNUF8; 796FO+K13J4333&\$1-V6 M3~*2JUC5AM+LPLD*.CI<9I;7&;IZO'L=QZKKZ;Hb;*.OBS+1+TM3\$9@55/3U M4F/IK/NM@QVW8=EM#3+2\$HODDD1&B\$W'DBF'..QQYU:.. OG*3D'R+F/; M'T?+@228N;F9%5RY>.]@FA2949S L9QJARRVY; *FUG=%%?M+U; *4M; ME+6M1K6M9M3DQ; S412C;S41G;S6JF (87X7TO&ERJUL/(ZFX~?;9N;M+Q-QS:[>TJR/?I;J(56652H2Z7)F25DIFKJVS?2;6TSPFWV-(D2& M'O M'YIDB3@5QD&GZ UO7L3 M757~?M+U+MVV72E:64ATT;@; .FY?FIOJVB.GB.GJ46IB @JLBGX-C&S?3~9CQ M&RCD2&MRM/MXL/EI?Y+3&;S'GU?)2(U E;J.KP;FV8CD>+200/AIR-C9B MO3~?7@%=&#H;91[>H2U9JNCCP1~?79F2T)M9B09<=UWUY4>A2A+ &KZWS MHK-W&3ELZL;ZQ;89N ~21 M-3(YU<~&#; M-'G8HD2UY(K;*.B1+KY.S; HN&0'[XIDXEY~^Y'Y[(L&O?<? *7 &4&S;GA;RBVU[6A;5XH;9R1-9L;8]#2PK(VRZYUDUN/XCJ)'MT?6TV&A+M#*5]=>AOA30>7JLE+FR M1(K;<~&#;)..6LR~AZP.U=QKQ2[2;T192]KSRGQRMQZQ7[+6Q MQ8? >24HAMPT?H071KV?G+;C+B;1.9X9J(CR~<QV)'M[?61XLO M'0=5@61D\$(L&C;2.541+2HC(RZ@/ + C V)]>V MA?7B1WLE-[ESYN35#UQGWQW;J;/S;7.J?7Q&E-3D]G?)*YEUG&MKJ@O+~%U M\$T=E8R\$(~.A1NY 81)D1DH27~?Q P'BFB7~R6EJ32.D M'U+UJOPE4A X19(2U4W)XDQ&WNINW@]O>U.O+1,Z;WAKI~8FTX[ITN _N VKEY6J3;E&N5;MUB;OCUB[M9W]I8W=U.D65M;39-C96\$MPW9,V,+~4 JDON*~*C'G75F9 _C6 M1O-YNN1W~7?I[;+O,U[70>TZVM;TZVM; &9G5K1WF7W(,O)OM[DMEWf;J.K MWO;=;6M;=;6F?C,SJ~GFY;Z!WA2;JL M1';BQD14MR2>~&WSL9E3(C-J)B'ZTP7Q'>+>OXA&E W=I~?~;N&Y?F M(UFWf;FLL74;fV~897?>WG2FO FKAN3IBB.MOX;+;1]<~&#>2)DB=JB8T MFJ[>Q/A+R~QZ7QWQ'DB;WB=)B8TF' \$A/Q+&Q@X@>V~>7D; 1L;=9&5-5% MD#TF7@DF0M2BJLA42I,R4;U=K4';0MUE/4B3.(T124D5*UWRW~+Y.38; . MP.7R;?N;6MM+3/_ 'WXX8<9~*98B;5SCRZQY3;71.CY< F5WDLX1XWZ[V.MUTXF~]. [~3~9N]OK~*?2MQ?SU2P1J3Z(PNK&+X+&A.CDKOM*5H6A1*OM)B25 M4)DS)25\$24C+X&0#1 (7)05?<? UO;:XTX>=J[?C]TK38EQY(J(AA19J22PKS M;7#~37J@TU)ZR?>[~3~9N]OK~*?2MQ?SU2P1J3Z(PNK&+X+&A.CDKOM*5H6A1*OM)B25 M4)DS)25\$24C+X&0#1 (7)05?<? MO.~.6J;Y?T'SR'UO;~*9P;=NLV;V=C]J>LJGJ&#>;ULUVR;=I4~*F&B MRVS)'F1+~%52DF1U W0 C1~ZQYN'Q;5~<=SOJ3V3V9S+OF>J'RRX@I[&NC M&#(O-V7RGI+U3P);~.23+JM9P5[?%57\$X]'IC D1VOV _I3'6T MOS~M*F&IR~'~?>K1+~%6;[MC-6+&.PA.MH+SE?2Q;~J9<~>OB6%5~67303U M'TO 4V1D5ABUR9AMLJ=BW';S(DYA9H0;C\$A'C2D52[~(1-6)AD1A+M+QPG;U?QFDS&NRTLO6~*XYKZ@'P'J6WRCNS5&C&ZZ/IT-EL~*CL&RR?7?>= M2(4>_W.DIA3;8^AZRM~* YAO' MLW' <O&92B(R,@' :E'[O]J7S~L;N=^Z4W(4 6IPJ1RU?2328E?&H5N5R.9D7O;T29OVKUJ)2 M11D0.BP~U~2IDWJ444)R&S,NK2I4Q;~*9J[KJ392VH;#DZPF.1(-\$~*KQ& MZL+2;~.2C)&8^YXN[4~7W WB5HSBCJ[FGPOC8I?].FBLK6R-TQ28OLUVIES,1MK=B;9+~*C.TG6Z7XPZ@T.1 M8^ V7;L0(6@B+&Y;S;AY<~>C;B9D9TB+K&J;J;J;@OIS(FE9J2S(FV MLDUCEB9D1QW7K[?2N6E1;@U@F1.1K961!@J _J.FUDV95LRT5V7~?C MSH\$~(=B=3B,ZV9~&+ARF%MOQI49M~*VWS*2MTD91D NH _SW@<~>2QX7I GE7?> .QY4A>3&;K11?Q7&6E1;@>@SYCNO2;KYBDM M(V&A)= 912,ENTJ;[?2B?E~1~*PM]'=;6T29VVEG,DV9E96Z&86%A~>7 M]F3T2DMV1+FY2Y[K?77%QV8M]J49F9F J;FWXX~& 7^07QOZXD8>04W6L2G4*CGOS(C.Z.PDQ6G~2F5,0S[~&]Y&W*W7K M 3\$J6X.LL'18N~X+KG&;P3'= @] R5#B0>(4T+~*RPM MW~78V74S,IRX!''[S _+//I[~&Q/HX,N~\$ [S[V.GJZGD2 1 QQ'I'M V8;2Y~<61DSITF'@PHITN9;O-QHL2+&;4J(DR&R9;L1V4&M;UF241(S M,R,CG@%9Y[~6UOSJYU0S49S~>0*87EXIFV M+DK7~3;U[5N,/>BO/LA(TV6M)J2<~&2^<~>C(ZYVC9B?JVEU[L27Q7UJFI MD~P~3C&GS;Q;6A;6UA1X=OG=LR;3C3)3;~*95)7(L6P8B~\$RT 5P1~*~*XJY3IU[KJZ%9Q>6>/(L?)M3YA=56&7=C.GJ2#! M=NZF58RTG5W1VJR.2R2RVD!]; %F@;+CE-V9P3V1Q;O PZQ M+ Q66M9B,ER*2EB=>G;S,H;C)8G9OL? *88EYJDUFLF~Z3F4,THHT)B+&S; CMMAF4 'LO>~>~>S~<~> J.K5 -45#Q~> 7.CF45&W2)2JC)C5U=O \$Q0;27E MZQ6FTM1HSFV<6M2D0>~3EKZ2\$QY1N3 \$<~<~>3V09 ;TE;9;SRXT3I;SL*UQ M4661,7@P(M)1X\$[L9QJARRVY; *FUG=%%?M+U; *4M; ME+6M1K6M9M3DQ; S412C;S41G;S6JF (87X7TO&ERJUL/(ZFX~?;9N;M+Q-QS:[>TJR/?I;J(56652H2Z7)F25DIFKJVS?2;6TSPFWV-(D2& M'O M'YIDB3@5QD&GZ UO7L3 M757~?M+U+MVV72E:64ATT;@; .FY?FIOJVB.GB.GJ46IB @JLBGX-C&S?3~9CQ M&RCD2&MRM/MXL/EI?Y+3&;S'GU?)2(U E;J.KP;FV8CD>+200/AIR-C9B MO3~?7@%=&#H;91[>H2U9JNCCP1~?79F2T)M9B09<=UWUY4>A2A+ &KZWS MHK-W&3ELZL;ZQ;89N ~21 M-3(YU<~&#; M-'G8HD2UY(K;*.B1+KY.S; HN&0'[XIDXEY~^Y'Y[(L&O?<? *7 &4&S;GA;RBVU[6A;5XH;9R1-9L;8]#2PK(VRZYUDUN/XCJ)'MT?6TV&A+M#*5]=>AOA30>7JLE+FR M1(K;<~&#;)..6LR~AZP.U=QKQ2[2;T192]KSRGQRMQZQ7[+6Q MQ8? >24HAMPT?H071KV?G+;C+B;1.9X9J(CR~<QV)'M[?61XLO M'0=5@61D\$(L&C;2.541+2HC(RZ@/ + C V)]>V MA?7B1WLE-[ESYN35#UQGWQW;J;/S;7.J?7Q&E-3D]G?)*YEUG&MKJ@O+~%U M\$T=E8R\$(~.A1NY 81)D1DH27~?Q P'BFB7~R6EJ32.D M'U+UJOPE4A X19(2U4W)XDQ&WNINW@]O>U.O+1,Z;WAKI~8FTX[ITN _N VKEY6J3;E&N5;MUB;OCUB[M9W]I8W=U.D65M;39-C96\$MPW9,V,+~4 JDON*~*C'G75F9 _C6 M1O-YNN1W~7?I[;+O,U[70>TZVM;TZVM; &9G5K1WF7W(,O)OM[DMEWf;J.K MWO;=;6M;=;6F?C,SJ~GFY;Z!WA2;JL M1';BQD14MR2>~&WSL9E3(C-J)B'ZTP7Q'>+>OXA&E W=I~?~;N&Y?F M(UFWf;FLL74;fV~897?>WG2FO FKAN3IBB.MOX;+;1]<~&#>2)DB=JB8T MFJ[>Q/A+R~QZ7QWQ'DB;WB=)B8TF' \$A/Q+&Q@X@>V~>7D; 1L;=9&5-5% MD#TF7@DF0M2BJLA42I,R4;U=K4';0MUE/4B3.(T124D5*UWRW~+Y.38; . MP.7R;?N;6MM+3/_ 'WXX8<9~*98B;5SCRZQY3;71.CY< F5WDLX1XWZ[V.MUTXF~]. [~3~9N]OK~*?2MQ?SU2P1J3Z(PNK&+X+&A.CDKOM*5H6A1*OM)B25 M

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MK^X1X&4U8DNNH2O2<.&$.%W3U1K&6K10I1V6 MB^V7XD2DE^OIV.OHHHKH*** BBBB HHHH *IV^<SWTGA+49F+W= P^& M^XN^SUIG3I^0=X" [I6P DI
%<4QIH/ %>2 R:Q20Q^9Q MD7^L^N2.5.% K17H%-Y.M-I>H>KD/Q5?>W2U^OGIOI J-I= IN I.M2.U1^5I M 2PFD> I.MP I+>O^P^4 52F2MOW=X.OI A2^XT5U6M3K
L73LO4H/2>(XK>2I^ "(MIGVVW^L4I2)ZCOI.R%O V-7 MH:IK-H5D3 M7I^I^9^>TOBAZH:HHKU37V=7$SVC82I^WJ A P>#C=I^I^10K%>I^<"65 MOK W"
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IN+>2EUP...%WJ.I>N%I0I^<=G3E& W9E=6.MYNU.ROI3C&IG744516B%<M% I11045W7P I.1 @IWO.T4=58U#2=>#I>P M=8IM2UJ2^SP>8V.(I&VGYNI^VOR.XZ^#N
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X5OR5E^M=JG "I/X: 74 I79P QXO&A8H=I0I6I^<# M I^..W:15MN.M2P>2>.5DIX Y-WB I&K -M#7C=>=>A2BK A OOI I^@>I MPHPHHKNT^N^BBB HHHH ***
"BNP.X7JOPQ30B$B LAKOI$<I^OYVYI= MN.TW5X80I&#K&CX0I+<Y+P-COXAN2LM&K&LC^8C:BN9I.LP&S7I3TKB^N82:G M6C1KTMQ2>8^V I^MOFGV VJ.2^OE/I^
MRCX9X^P<I9Z#<I(AI:~>4KYVMW+6IKFXD6^>>KNOP J2R&K%<=P#PIA @SUY64FQ5^%IYZSEI>15^I.KP^<S78%<=I H%<=I=I. ACJOQOAM M2M^<=M^<WDT^R>^<E:
L8P44@<#<@>D _2 IWRIC64.U.G32+5.CQF6G30R6ISQ2HT4L^<7I.P0RD^I^8U9T?2Y>U>OTZ I MD2>IG2W.C0D^<=>HJP^OD^<F=KDHKF>QM2Y4HKU^6OV=>OFSAI>9I I277PI
M3>+7&WMN3D>>75ST.5IQC2N.Z$N&C. 4YI=NIIVYQC^I78WPE P^<=>EIH=>= MGV5%<^B^U2>P+>PIV-ODI^W&=3WP.^79:GF.Y>IRIG:NZNJ9KCFP>+<=I<
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8KZ7 P^DD52A.GWE^M2NS^SK P F^<# I^5I M+I 22N$S^X44ID CU/OI^KVJ ^<Y-I=I A.ZVI7IOE?2I2W JI MCOI I^002XACB MMVYI^<=NTB7><@<^Y3UKJ^< "O% V7 MH:IK:
M537I^<9^>=TOBAZ MHV.HHHHKO^<BBB HHHH ***BBB HHHH ***BNJUS>I> (< PSTQO M2M^<+2VJ I^<#BIV I^MNV.ZI=H5MHOACIY?>29Y7B I272^M2%MI&Y&IJ<I^
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I^K M9I:~5ET8 CIX?I #D. AG7I?>OAEF^<TFL877^<B^#I^E.WJO^<V^V5D I= M22=O B8X.XT^<I I2V2A^X I^+X3 X174=8AM8O$^AZR^K9I2B^<7^<I VLO MV?<8OMOGGR?
QI^>7XDUM=<AMI+I+I+3I$<T+I>TL.S3IGD1RVXCJ I.3 M7I 15I>P^OII X2I218I2X>I I4>V6@<I0VXN I^@B1R68E@I G I(R3DYP.8T M.LS^G^@I VY^< &F^U I^<F I>=>S L^<B^N E?
K 6OX>I I^ZOX+I^<S^<2$T74F. M$<=KX&X&M@<O%U I^4+UTIEF V^S HVI6 I.R07<I>X>N&X I30I2P^<=^ECI^K I
MH>=O.7HMV4M.EX5GCOHW8.I9G6Q5^<O1C&T5^L I^VGO$LD4M^WHOAK4=N FUI^<M^K^<OMHC. #K-I N^I2V M>K^<I G I^O I^<^GA. I06^2^<U^V I^D I^>7U>=>?>O I X3I8S0KIX9U I
M=I&I^<I 73I2I220I5I2I^<7X&E I^+I^<SPUW2K>SN.U87A47 I2^<S^<QOD^<MRG^<W&K^<A X U I^I^2AGOH I=C IJ I^< &T23^<WFI RE7> I.PPS C.O2NC&. MHYME^<QF>I^<H
I^<3&WDRG<3^<7ECHO6&IUGM^<S2LOG> X I^<U^G8 H^<M76S..3I6U.ZI29^<K I^<51GH<I I.GNP^<I.N>3%<=P^<@>#>PY.8E^K^<MU I^<I^<U R&I^<I^<23^<6I
AZN^<S2WALM.I^<T K6 I MB#K I^<S^<C&A I.23I V.<5XRTW2G^<R9BI5X^<DCJES I^<VM= M V3.Z I^<U I^<S2AK4 I.$S W A I=8N I^<I676O8QM FEA2I.2B5X J6KJ I^<I^<O F MG.Y I..^<Q S U7X
ZD=I .#Z^<I8I2I3M=I000R>7&L@<^<N.Y.Y2^<M^<D D9QK^<^<M.FM.AX3I3>+I6P6R I0.HVK74R&QOYB2I.L50I I^<O I^<G O I^<ZEHGA I.M3D^<S6^<+Y.GW5FKK.GY>7I8@G Y I T
6NB.58V.O4Q.392I= RTI2 B M^<U D^<P^<U9^<SN^<O3EM^<I J^<VOS^<A9QI>=O1$3 T I.P.5837.3K FQ^<A6@<I^<MNG8Y^<A@<X I^<X9EY I^<+>UTC O A C I^<=7%I H6D54NM I7366X N I^<I^<M^<G
QRH I<5K2I7I4OUX9I.P I^<O7X3O F I^<S^<2&E8MI2I1BZMVR2^<9WRW@< <M^<IHR U<3I8K I^<I>=2<6 I2N I2YK V I^<V5>Z V29V U I^<A I^<I=NIJ K M I^<N I^<X B I^<I^<A I^&
```

Z/D5P8C^/AOI: J-S-#%0[]?T9R?WE^M?2?NU^SK P F M ^# 'L5] + |22^OPEC -80UK|VOV=^?3??AC V^*E ^DD5=>:P8>IWY+ M IY^GZGH52/?I?W ^.^1X| | V O ^32/? &X? ^E1Q7BX7 M ^?2I0S/L^ +K5 P + (&:UKJ2\$W "O' V7 MH:Y.NH32FIQ P#8 MU2.MH:JK:2^77^)^=TOBAZHI>=\$9O OC21?#109327^QNZI4CZNWX^&XS5U=^L B7I/PJU^76=)M+ M6YOVVMVMT>?C=Q&S&QEE^/LOS R&B<1\$|=^R130?^MY8>= 68-12741FIOA?29 I MX1 ^?C:7M9I(Z9KNL3Z1ZV1:=E^ E/F?O^&I8K:24JW/P B57A AGO:17A M/Q58^<7>=15<^Y5YLL^/?2 G6Y0?>35776X4 ^.\$=O| ^'I) PC1B M+4M492X.015172.(5F <Y9E<=>86Y2EN1^?97B1O?C^TX2E3Y0^1)WUD M >6IOP#EAIN^CR+5-OVNM:W5I&E=XT2P 13/AGX+1+? P: ^P'I4I5Y M.V1W.VG?7^F9\$&^IAQ&A1E9Y7.06)CNI?&S6?FN\$=^L^BT0O?^VF7\$1L M+EZ5:BVX(V\$F3?02<^# WPJG@SDGTIX M7A JAGT.O1.VVA?27I>18-XIL MEJ>6H>+IUBFI.L8#%S@Y9Q&I.XJL^=XU&ESM^*W'E1IK:2ROIL@E1I.MJL@U225E=Z:JVIAX1^?^G^X^I^JWB>M9OC8VEQBS.VXJX^K&L^JL9J1O^L(M/^?7^>?&^Q "1?@R7I) 8/D? W8=>F>. P#&I/K:OF35M6O>U2ZU M4+AINI/N1&EFFF.6=B\$O^6NVFD0?9I57ITU1B1^P M 3DR8I.U^JOPW^*W5XFC9OW6KIOS?W=6HU^G:5OWUMTL=^W MX: ^C3O?^SOKOB|PINOW^OKLD.GOKEY^1)Y9.8CS0?P^L25I3P6I?JPI^ M?3.MOM&X^?Q70K7O^LIM|J&GZ8|BE.4<A^XVY+D\$C|QIWS576EW1?5NO M>1^<S\$1-MM(O1I^4F?O^"Z: ^Y8?91^U4&T #1^?MG2 .B0?>5IV1>1.0% M2X2M?19ALJ8L+|J82Y5.6.OXIE?|. 89LJ1Q7G5.MODQ9KPDXR:GK=NT7 M?Z=^%O:6NBVO>6^KJN:=G>75O2VFGJ>V ^QI&X6^I^QF?UKPS>? #7PS:66GOS METFDATY/41R^AIX^:7R<^<?>.ZQ08CP7^X^?21B.NORKPEF>@:=15+P?>(&6N?>O(AI>1^1.WEKKX14.J1R MY=F2YF(X3D ORVID_FA ^+7MI|>%M&M13K6W^MFH4^I.YIY" IRSN<2\$ M.5 >+T /YKRL-AL3C/;#0<8K?^TI?..S2?& OW.6G3I5>:V.L.M.KI20O MZH^@&|U|>^ZBKYX^AIU2I8Z.96.TT -6II<K^I3<OX^Z.OP^OQ^<CD^< ML2^A1H7A3XW?23XD\$? @EZU16VGS>=>1^BC5V7R7XEOR R^T1^"6R2.17CVCV^ M.7I^#(FMI^H+337U35X9I9(XI^#JN4^K^&I^1O=6I>H O OLUKP3X2FT^%K\$ M2>6A22^>FFZ1:2.889.(I- PP329QR3C|>H2CZ1I1NDI.H\$=+<L^I^=H6K>=&.W03=WT:C4M|ARW.M.LNT.MIXP.X%>=<L^R^K78Z1Y^"PIH?2>QTNL1;Z=H=>S2+1/6:SN\$S^I^ FEY.M1<L D/QW&GAWCSQI|O^U..^OL3I^I(OO+P6VEVB100^H54&/F<I^N)P. M1@<5SD9Z7VI7MMK<I|JOM.J M55OI P^KV/L|J+XV>%K#5V1+>S+>+O3J5HN9.B^J5+5F. Q2N?I?P03AEI=2 M./D^GZZNYIHI>I.TCD7ROA02>@H.O^E95=&4Y7.3RS^1I1O>VNK:OULMEK6I1AA5Y^SK P F^# L51+122^O0I^?J OI>K/TNC "CZ1***R@HH MHF ***BBB@ HHHH ^.^|@.IA.R.SH/ 8S6 |Z27=M2EIFOU? ^'J O@ IC: ^'U=U^I4?79K|@VTOCI=>6LFN^ M.L5I^U4R9Z3K<I3OKRP>@>HB^H N VWJ|9KQ:O3 ^BK4?^I|KJ&F3^*2.8W5 MT#1+<I^ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O?E3KX6K/MEIN<O^C5UHHK\$5JFEGUM:37DHUGI37+>=I72WZV\$?I^J M.X: I\$U/ (I/C "C2U4UOQ T34 | @ N^*/K?2I ZI1 23 ^3.CZXYO^~~^9XK17M7IK?#? M^J?1 ^T515 .WPW ZI? 2W^~~^IK?#? HFI |M ^T515 .WPW ZI? 2W^~~^MIK?#? HFI | OWA/P18:J|@I0^ M^FYEO9H>=>C|P15?^I^XZNI-ZZENYI+FGFUEU2I.5KF MWPT G^AIF0 %5 |F=4**> V O ^32/? &X?^E1Q7I275W^WJ R:1X1 W# M P1+>O^P O1 O^U^U^YGTG- W6K A? YXR9K1+RUDUSX.O:6I6F>Z>A^*S- M?>6\$PMS7QUP&VYI:~=>60X75:CXU15: 3I\$A/M.LJZTEHWD=2.I|@U?M MF.G7IKV2O1I^VCVY^TOTW/SF?>C6ZU1^M^MFI1^ MOD>:^^&EF+ECEOL&M7M^%\$8) ^FZVM1 ^B.G ^IQ A7F26.1UPT0OA |F>E|< NAA\$O6B.MO.OI6^< 1-3 P^*^X PH M.X: I\$U/ (I/C "CZ07 ^.@?WT DO 7% (M P ASO6BO.OI6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 P^#@?WT M P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.G P2W^%UBO M T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/I6^< 1-3 P^*^M PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |I O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< \$34 P#@> M N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? M2 HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T MOI ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3.CZXYO^~~^9XK17M7IK?#?2I M2I?I ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^U1AXNM9.^<P ^J.NEUK4^+Y O M9HG6:BB0&8/O@>I@V6O^C^P2H4RW6A ^O3I:4S^Z24+Z16:NS^B^R^K M\$R#1KE:=I^I.GI3I7I^I^KT1\$SIN8-0\$IM MMK1+M9OKO:U1YUUFM+>Z =I^?D>+I.=:O19U Y^I& 8KZ7 Z215^MSIZVI OI^GZGH52/?I?W JI M^CO ^A?I^X1^ ^FOO^ZU? I+ (M.&3=A>6LFN2 OI5:U4RSZ3K<I3OKRP>@>HB^H N VWJ|9KCIU ^BK4?^I MK?Z9.(I|C=7O.DL9^I^CIAE<@&OHLIOPZ1>S^>I>ZVT>WS6E^FY^U2VM1 ^B.G ^IQ A1 .WPW ZI) M7I P2W^%UBO I T O I ^8 K B2X2YGBM^>U2VM1 ^B.G P A1 M^1 .WPW ZI? 2W^~~^UBO T O I A1<7C ^1 .15HKVK^UOAO ^S U M| @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 M .WPW ZI?2P^%UBO ^T515 .WPW P^B.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 .WPW ZI?2P^%UBO ^T515 .WPW ZI?2P^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3.CZXYO^~~^9XK17M7IK?#?2I M2I?I ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^U1AXNM9.^<P ^J.NEUK4^+Y O M9HG6:BB0&8/O@>I@V6O^C^P2H4RW6A ^O3I:4S^Z24+Z16:NS^B^R^K M\$R#1KE:=I^I.GI3I7I^I^KT1\$SIN8-0\$IM MMK1+M9OKO:U1YUUFM+>Z =I^?D>+I.=:O19U Y^I& 8KZ7 Z215^MSIZVI OI^GZGH52/?I?W JI M^CO ^A?I^X1^ ^FOO^ZU? I+ (M.&3=A>6LFN2 OI5:U4RSZ3K<I3OKRP>@>HB^H N VWJ|9KCIU ^BK4?^I MK?Z9.(I|C=7O.DL9^I^CIAE<@&OHLIOPZ1>S^>I>ZVT>WS6E^FY^U2VM1 ^B.G ^IQ A1 .WPW ZI) M7I P2W^%UBO I T O I ^8 K B2X2YGBM^>U2VM1 ^B.G P A1 M^1 .WPW ZI? 2W^~~^UBO T O I A1<7C ^1 .15HKVK^UOAO ^S U M| @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 M .WPW ZI?2P^%UBO ^T515 .WPW P^B.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 .WPW ZI?2P^%UBO ^T515 .WPW ZI?2P^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3.CZXYO^~~^9XK17M7IK?#?2I M2I?I ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^U1AXNM9.^<P ^J.NEUK4^+Y O M9HG6:BB0&8/O@>I@V6O^C^P2H4RW6A ^O3I:4S^Z24+Z16:NS^B^R^K M\$R#1KE:=I^I.GI3I7I^I^KT1\$SIN8-0\$IM MMK1+M9OKO:U1YUUFM+>Z =I^?D>+I.=:O19U Y^I& 8KZ7 Z215^MSIZVI OI^GZGH52/?I?W JI M^CO ^A?I^X1^ ^FOO^ZU? I+ (M.&3=A>6LFN2 OI5:U4RSZ3K<I3OKRP>@>HB^H N VWJ|9KCIU ^BK4?^I MK?Z9.(I|C=7O.DL9^I^CIAE<@&OHLIOPZ1>S^>I>ZVT>WS6E^FY^U2VM1 ^B.G ^IQ A1 .WPW ZI) M7I P2W^%UBO I T O I ^8 K B2X2YGBM^>U2VM1 ^B.G P A1 M^1 .WPW ZI? 2W^~~^UBO T O I A1<7C ^1 .15HKVK^UOAO ^S U M| @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 M .WPW ZI?2P^%UBO ^T515 .WPW P^B.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 .WPW ZI?2P^%UBO ^T515 .WPW ZI?2P^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3.CZXYO^~~^9XK17M7IK?#?2I M2I?I ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^U1AXNM9.^<P ^J.NEUK4^+Y O M9HG6:BB0&8/O@>I@V6O^C^P2H4RW6A ^O3I:4S^Z24+Z16:NS^B^R^K M\$R#1KE:=I^I.GI3I7I^I^KT1\$SIN8-0\$IM MMK1+M9OKO:U1YUUFM+>Z =I^?D>+I.=:O19U Y^I& 8KZ7 Z215^MSIZVI OI^GZGH52/?I?W JI M^CO ^A?I^X1^ ^FOO^ZU? I+ (M.&3=A>6LFN2 OI5:U4RSZ3K<I3OKRP>@>HB^H N VWJ|9KCIU ^BK4?^I MK?Z9.(I|C=7O.DL9^I^CIAE<@&OHLIOPZ1>S^>I>ZVT>WS6E^FY^U2VM1 ^B.G ^IQ A1 .WPW ZI) M7I P2W^%UBO I T O I ^8 K B2X2YGBM^>U2VM1 ^B.G P A1 M^1 .WPW ZI? 2W^~~^UBO T O I A1<7C ^1 .15HKVK^UOAO ^S U M| @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 M .WPW ZI?2P^%UBO ^T515 .WPW P^B.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 .WPW ZI?2P^%UBO ^T515 .WPW ZI?2P^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3.CZXYO^~~^9XK17M7IK?#?2I M2I?I ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^U1AXNM9.^<P ^J.NEUK4^+Y O M9HG6:BB0&8/O@>I@V6O^C^P2H4RW6A ^O3I:4S^Z24+Z16:NS^B^R^K M\$R#1KE:=I^I.GI3I7I^I^KT1\$SIN8-0\$IM MMK1+M9OKO:U1YUUFM+>Z =I^?D>+I.=:O19U Y^I& 8KZ7 Z215^MSIZVI OI^GZGH52/?I?W JI M^CO ^A?I^X1^ ^FOO^ZU? I+ (M.&3=A>6LFN2 OI5:U4RSZ3K<I3OKRP>@>HB^H N VWJ|9KCIU ^BK4?^I MK?Z9.(I|C=7O.DL9^I^CIAE<@&OHLIOPZ1>S^>I>ZVT>WS6E^FY^U2VM1 ^B.G ^IQ A1 .WPW ZI) M7I P2W^%UBO I T O I ^8 K B2X2YGBM^>U2VM1 ^B.G P A1 M^1 .WPW ZI? 2W^~~^UBO T O I A1<7C ^1 .15HKVK^UOAO ^S U M| @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 M .WPW ZI?2P^%UBO ^T515 .WPW P^B.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 .WPW ZI?2P^%UBO ^T515 .WPW ZI?2P^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3.CZXYO^~~^9XK17M7IK?#?2I M2I?I ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^T515 .WPW ZI? 2W^~~^IK?#? HFI | ^U1AXNM9.^<P ^J.NEUK4^+Y O M9HG6:BB0&8/O@>I@V6O^C^P2H4RW6A ^O3I:4S^Z24+Z16:NS^B^R^K M\$R#1KE:=I^I.GI3I7I^I^KT1\$SIN8-0\$IM MMK1+M9OKO:U1YUUFM+>Z =I^?D>+I.=:O19U Y^I& 8KZ7 Z215^MSIZVI OI^GZGH52/?I?W JI M^CO ^A?I^X1^ ^FOO^ZU? I+ (M.&3=A>6LFN2 OI5:U4RSZ3K<I3OKRP>@>HB^H N VWJ|9KCIU ^BK4?^I MK?Z9.(I|C=7O.DL9^I^CIAE<@&OHLIOPZ1>S^>I>ZVT>WS6E^FY^U2VM1 ^B.G ^IQ A1 .WPW ZI) M7I P2W^%UBO I T O I ^8 K B2X2YGBM^>U2VM1 ^B.G P A1 M^1 .WPW ZI? 2W^~~^UBO T O I A1<7C ^1 .15HKVK^UOAO ^S U M| @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 M .WPW ZI?2P^%UBO ^T515 .WPW P^B.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "CZ07 ZI1 23 P#DP^N+^1 A F>^T515 .WPW ZI?2P^%UBO ^T515 .WPW ZI?2P^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO ^S U / @ N^*/I6^< P#T34 ^#^X PH M.X: /1-3 X/C "MCZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O A1 .WPW P^B.M.G P2W^%UBO T3^<G P#I|A ^<7C ^1 .15HKVK^UOAO T34 | @ N^*/M6^< 1-3 P^*^X PH^L5 P#H&G|I Y.KB D2X2YGBM^>U2VM1 P#HFI |M^J O A1 .WPW P^B.G P2W^%UBO P I T O I P#R8?7% (P P SO6BO.OI6^< M^< \$34 P#@> N^*/I6^< \$34 P#@> N^*/K?2 H&G|I P^3#ZXOY^~~^9XK17M7IK?#? HFI |I U2VM1 ^B.G ^IQ A1 .WPW ZI?2P^%UBO I T O I ^827% (P P SO6BO.OI6^< P#T34 ^#^X PH M.X: M./1-3 X/C "CZ07 P^#@?WT P#Y/KB D2X2YGBM^>U2VM1 I HFI |I O M.A4UKXP1^%MUH? P I T^VUI^N^BNGU^~^F05C.LPC8A>@|@|P^XAZ>2^02YN^O MPF R80K? #. /%UKJH7PW^>=AW2^5J\$G^XJ M. O^%M6I:UJ^I^I.GI5 / 6+I17K9=AY8>DH M3>MVWVOJN3MY?>AY< AUWU?WZGIN?Z I F^# L51+ 122^O0I1 9U Y.MI^<K&87 Z215Z?RM7+>I+U9^G4X4?1\$W^WJ R:1X1 IJ MM5.L^DZW^J|A:|L^A:OCK@- 9T+V16KT POXIU^P2I|W^F3^*2.8W57#1+ M&O?I(ZD893WK>@F1^I MOD>:^^&EF+ECEOL&I7%M^%\$8) ^O.E3KX6K/EIN<M9.^C5UHHK\$5JFEGUM:37SZ. 9T4URV3UTM^MCO^B0I6

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*S***M:!(S:=-V%%X@/HHHHN M 44447 ****>%%%%%P%BBBBB11111< HHHHN 44447 HR?ZOOI:=-?7\$7^M^Y/TV3 6-133K: CXK WO_LN=-^\$>WJG7 DWWX8 IBOI? /D%7HS>> L2 M P#100P0 P#07T0 -J1P/KX>K I)>K/TF C "CZ1<> P1OI DTCOW -N' M I2:U**2M2-W1 R-1X1 P"W# TOMZ %>OHLM W=-K J'R6 V IO DTCO MW VX? <E1O7C87 >?2JOS/HLM NM7 ~ R/04CKM=> P K3P.TF=L:49F L15/MX/D?# P X-M?YGTQ7S8-J1N1+6X1 MS:R6MS5GS G8O:~Y -QIS (N5K0&9U1XTC1):=->~<61U2791XXXTX M (? M2R \$=L5.2O8SDBO: BMH A2XO> K+XD19R^<=-534XM.UF&1=JN2R1F=990 MP .OS..CCYK&8RKA123B7 NG965F>9WMS~91&K1UW/LK51P4T5X1W/K1M1 M^NOQ01P75C10S^N^>? C7X9X^&GA 1+5? 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F>7GOMR 3.K1LOS^P.TK K1MPPYW221.6.H^A8+23Y1^&1O.LB^82-08.TB~Y:~D1QAOKBWW+OYHE MTK4-6>:<~@214#~+1(BXVD+2W+NP&XP1F/C17K171?2OT2IG1:~>~&SMOL5=D2 M16" 19=N3D1J1465-8NK7@XKFE@1Q17VQ1W=OZKVL^Y7C1JURLQ17^1L2 M1O=5%27WCZ1Q1K21P1>>101^G3+1^X1& M2X1LMBLJZKYC:96=R^2=101^<~< MMD8K0T1TTSX91OCY? ~1M1:6%6A:7N5FZIXY3#+(41^M7^7C%>D1? 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TG&L&H.MI1U.:@=I&K0 XECIOO \$SO #&N&H3?^@E Y.LI^BCV E7X YB1B YW^10I= :Z? D1 MI.NF P#02 1(1#5044>T7J />8O1 G2X2Y &MTW H12 D1.NF I1+ R M
U8%&M.M *OQ P1B YW^11T&W321 H ^&NHVZ. TS I R U< 1112R7K M1L /8O^9 A D=IMTW *2? D1J.NF I1/ @-7740U +>52C I&A% S.MA (Z&I.W 02 I
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Title of 12(b) Security	Common stock, par value \$0.001 per share
Trading Symbol	NOW
Security Exchange Name	NYSE
Entity Well-known Seasoned Issuer	Yes
Entity Voluntary Filers	No
Entity Current Reporting Status	Yes
Entity Interactive Data Current	Yes
Entity Filer Category	Large Accelerated Filer
Entity Small Business	false
Entity Emerging Growth Company	false
ICFR Auditor	true
Attestation Flag	
Document Financial Statement Error Correction [Flag]	false
Entity Shell Company	false
Entity Public Float	

\$
135.0

Entity Common Stock, Shares Outstanding	206
Documents Incorporated by Reference	Portions of the registrant's definitive proxy statement for its 2025 Annual Meeting of Stockholders (Proxy Statement) to be filed within 120 days of the registrant's fiscal year ended December 31, 2024, are incorporated by reference in Part III of this Report on Form 10-K. Except with respect to information specifically incorporated by reference in this Form 10-K, the Proxy Statement is not deemed to be filed as part of this Form 10-K.
Entity Central Index Key	0001373715
Amendment Flag	false
Document Fiscal Year Focus	2024
Document Fiscal Period Focus	FY

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Audit Information
12 Months Ended
Dec. 31, 2024

Audit Information [Abstract]	
Auditor Name	PricewaterhouseCoopers LLP
Auditor Firm ID	238
Auditor Location	San Jose, California

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Consolidated Balance	Dec. 31, 2024	Dec. 31, 2023
Sheets - USD (\$)		
\$ in Millions		

Current assets:		
Cash and cash equivalents	\$ 2,304	\$ 1,897
Short-term investments	3,458	2,980
Accounts receivable, net	2,240	2,036
Current portion of deferred commissions	517	461
Prepaid expenses and other current assets	668	403
Total current assets	9,187	7,777
Deferred commissions, less current portion	999	919
Long-term investments	4,111	3,203
Property and equipment, net	1,763	1,358
Operating lease right-of-use assets	693	715
Intangible assets, net	209	224
Goodwill	1,273	1,231
Deferred tax assets	1,385	1,508
Other assets	763	452
Total assets	20,383	17,387
Current liabilities:		
Accounts payable	68	126
Accrued expenses and other current liabilities	1,369	1,365
Current portion of deferred revenue	6,819	5,785
Current portion of operating lease liabilities	102	89
Total current liabilities	8,358	7,365
Deferred revenue, less current portion	95	81
Operating lease liabilities, less current portion	687	707
Long-term debt, net	1,489	1,488
Other long-term liabilities	145	118
Total liabilities	10,774	9,759
Commitments and contingencies		
Stockholders' equity:		
Preferred stock, \$0.001 par value; 10,000 shares authorized; no shares issued or outstanding	0	0
Common stock, \$0.001 par value; shares authorized: 600,000; shares issued: 208,151 and 205,619; shares outstanding: 206,487 and 204,724	0	0
Treasury stock, at cost (shares held: 1,664 and 895)	(1,219)	(535)
Additional paid-in capital	7,402	6,131
Accumulated other comprehensive loss	(68)	(37)
Retained earnings	3,494	2,069
Total stockholders' equity	9,609	7,628
Total liabilities and stockholders' equity	\$ 20,383	\$ 17,387

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Consolidated Balance	Dec. 31, 2024	Dec. 31, 2023
Sheets		
(Parenthetical) - \$ / shares		

Statement of Financial Position [Abstract]		
Preferred stock, par value (in USD per share)	\$ 0.001	\$ 0.001
Preferred stock, shares authorized (in shares)	10,000,000	
Preferred stock, shares issued (in shares)	0	0
Preferred stock, shares outstanding (in shares)	0	0
Common stock, par value (in USD per share)	\$ 0.001	\$ 0.001
Common stock, shares authorized (in shares)	600,000,000	600,000,000
Common stock, shares, issued (in shares)	208,151,000	205,619,000
Common stock, shares, outstanding (in shares)	206,487,000	204,724,000
Treasury stock, common, shares (in shares)	1,664,000	895,000

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Consolidated Statements of Comprehensive	12 Months Ended

Revenues:

Total revenues	\$ 10,984	\$ 8,971	\$ 7,245
Cost of revenues:			
Total cost of revenues	[1] 2,287	1,921	1,573
Gross profit	8,697	7,050	5,672
Operating expenses:			
Sales and marketing	[1] 3,854	3,301	2,814
Research and development	[1] 2,543	2,124	1,768
General and administrative	[1] 936	863	735
Total operating expenses	[1] 7,333	6,288	5,317
Income from operations	1,364	762	355
Interest income	419	302	82
Other expense, net	(45)	(56)	(38)
Income before income taxes	1,738	1,008	399
Provision for (benefit from) income taxes	313	(723)	74
Net income	\$ 1,425	\$ 1,731	\$ 325
Net income per share - basic (in USD per share)	\$ 6.92	\$ 8.48	\$ 1.61
Net income per share - diluted (in USD per share)	\$ 6.84	\$ 8.42	\$ 1.60
Weighted-average shares used to compute net income per share - basic (in shares)	205,834,000	204,137,000	201,430,000
Weighted-average shares used to compute net income per share - diluted (in shares)	208,423,000	205,591,000	203,535,000

Other comprehensive (loss) income:

Foreign currency translation adjustments	\$ (93)	\$ 27	\$ (70)
Unrealized gains (losses) on investments, net of tax	12	38	(66)
Unrealized gains (losses) on derivative instruments, net of tax	50	0	0
Other comprehensive (loss) income	(31)	65	(136)
Comprehensive income	1,394	1,796	189

Revenues:

Total revenues	10,646	8,680	6,891
Cost of revenues:			
Total cost of revenues	[1] 1,942	1,606	1,187
Professional services and other			

Revenues:

Total revenues	338	291	354
Cost of revenues:			
Total cost of revenues	[1] \$ 345	\$ 315	\$ 386

[1] Includes stock-based compensation as follows:

Year Ended December 31,				
	2024	2023	2022	
Cost of revenues:				
Subscription	\$ 250	\$ 202	\$ 157	
Professional services and other	46	52	67	
Operating expenses:				
Sales and marketing	565	505	459	
Research and development	655	579	495	
General and administrative	230	266	223	

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Consolidated Statements of Comprehensive Income (Parenthetical) - USD (\$) \$ in Millions				12 Months Ended		
				Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022

Stock-based compensation	\$ 1,746	\$ 1,604	\$ 1,401
Sales and marketing			
Stock-based compensation	565	505	459
Research and development			
Stock-based compensation	655	579	495
General and administrative			
Stock-based compensation	230	266	223
Subscription Cost of revenues			
Stock-based compensation	250	202	157
Professional services and other Cost of revenues			
Stock-based compensation	\$ 46	\$ 52	\$ 67

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Consolidated Statements of Stockholders' Equity - USD (\$) \$ in Millions	Total	Cumulative Effect, Period of Adoption, Adjustment	Common Stock	Treasury Stock	Additional Paid-in Capital	Additional Paid- in Capital Cumulative Effect, Period of Adoption, Adjustment	Retained Earnings (Accumulated Deficit)	Retained Earnings (Accumulated Deficit) Cumulative Effect, Period of Adoption, Adjustment	Accumulated Other Comprehensive Income (Loss)
Beginning balance (in shares) at Dec. 31, 2021			199,608,000						
Beginning balance, treasury (in shares) at Dec. 31, 2021				0					
Beginning balance at Dec. 31, 2021	\$ 3,695		\$ 0	\$ 0	\$ 3,665		\$ (4)		\$ 34
Increase (Decrease) in Stockholders' Equity [Roll Forward]									
Common stock and Treasury stock issued under employee stock plans (in shares)			2,671,000						
Common stock and Treasury stock issued under employee stock plans	177				177				
Taxes paid related to net share settlement of equity awards	(427)				(427)				
Stock-based compensation	1,400				1,400				
Settlement of 2022 warrants (in shares)			603,000						
Settlement of 2022 notes conversion feature	(233)				(233)				
Benefit from exercise of 2022 Note Hedge	233				233				
Other comprehensive income, net of tax	(136)								(136)
Net income	325								

Ending balance (in shares) at Dec. 31, 2022			202,882,000						
Beginning balance, treasury (in shares) at Dec. 31, 2022			0						
Ending balance at Dec. 31, 2022	\$ 5,032	\$ (2)	\$ 0	\$ 0	4,796	\$ (19)	338	\$ 17	(102)
Increase (Decrease) in Stockholders' Equity [Roll Forward]									
Accounting standards update	Accounting Standards Update 2020-06 [Member]								
Common stock and Treasury stock issued under employee stock plans (in shares)	2,700,000		2,737,000	5,000					
Common stock and Treasury stock issued under employee stock plans	\$ 193			\$ 3	190				
Common stock repurchased (in shares)	(900,000)			(900,000)					
Common stock repurchased	\$ (538)			\$ (538)					
Taxes paid related to net share settlement of equity awards	(459)				(459)				
Stock-based compensation	1,604				1,604				
Other comprehensive income, net of tax	65								65
Net income	\$ 1,731						1,731		
Ending balance (in shares) at Dec. 31, 2023			205,619,000						
Beginning balance, treasury (in shares) at Dec. 31, 2023	(895,000)			(895,000)					
Ending balance at Dec. 31, 2023	\$ 7,628		\$ 0	\$ (535)	6,131		2,069		(37)
Increase (Decrease) in Stockholders' Equity [Roll Forward]									
Common stock and Treasury stock issued under employee stock plans (in shares)	2,600,000		2,532,000	21,000					
Common stock and Treasury stock issued under employee stock plans	\$ 237			\$ 12	225				
Common stock repurchased (in shares)	(800,000)			(790,000)					
Common stock repurchased	\$ (696)			\$ (696)					
Taxes paid related to net share settlement of equity awards	(700)				(700)				
Stock-based compensation	1,746				1,746				
Other comprehensive income, net of tax	(31)								(31)
Net income	\$ 1,425						1,425		
Ending balance (in shares) at Dec. 31, 2024			208,151,000						
Beginning balance, treasury (in shares) at Dec. 31, 2024	(1,664,000)			(1,664,000)					
Ending balance at Dec. 31, 2024	\$ 9,609		\$ 0	\$ (1,219)	\$ 7,402		\$ 3,494		\$ (68)

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Consolidated Statements of Cash Flows - USD (\$) \$ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Cash flows from operating activities:			
Net income	\$ 1,425	\$ 1,731	\$ 325
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	564	562	433
Amortization of deferred commissions	550	459	358
Stock-based compensation	1,746	1,604	1,401
Deferred income taxes	98	(857)	15
Other	(51)	0	17
Changes in operating assets and liabilities, net of effect of business combinations:			
Accounts receivable	(254)	(300)	(340)
Deferred commissions	(713)	(717)	(566)
Prepaid expenses and other assets	(332)	(203)	(39)
Accounts payable	(52)	(142)	172
Deferred revenue	1,179	1,085	904
Accrued expenses and other liabilities	107	176	43
Net cash provided by operating activities	4,267	3,398	2,723
Cash flows from investing activities:			
Purchases of property and equipment	(852)	(694)	(550)
Business combinations, net of cash acquired	(113)	(279)	(91)
Purchases of other intangibles	(40)	(3)	0
Purchases of investments	(5,031)	(4,634)	(4,038)
Purchases of non-marketable investments	(181)	(75)	(167)
Sales and maturities of investments	3,752	3,522	2,245
Other	(36)	(4)	18
Net cash used in investing activities	(2,501)	(2,167)	(2,583)
Cash flows from financing activities:			
Repayments of convertible senior notes attributable to principal	0	0	(94)
Proceeds from employee stock plans	237	194	177
Repurchases of common stock	(696)	(538)	0
Taxes paid related to net share settlement of equity awards	(700)	(459)	(427)
Business combination	(184)	0	0
Net cash used in financing activities	(1,343)	(803)	(344)
Foreign currency effect on cash, cash equivalents and restricted cash	(17)	1	(53)
Net change in cash, cash equivalents and restricted cash	406	429	(257)
Cash, cash equivalents and restricted cash at beginning of period	1,904	1,475	1,732
Cash, cash equivalents and restricted cash at end of period	2,310	1,904	1,475
Cash, cash equivalents and restricted cash at end of period:			
Cash and cash equivalents	2,304	1,897	1,470
Restricted cash included in prepaid expenses and other current assets	6	7	5
Total cash, cash equivalents and restricted cash shown in the consolidated statements of cash flows	2,310	1,904	1,475
Supplemental disclosures of other cash flow information:			
Interest paid	23	23	24

Income taxes paid, net of refunds	230	127	45
Non-cash investing and financing activities:			
Settlement of 2022 Notes conversion feature	0	0	233
Benefit from exercise of 2022 Note Hedge	0	0	233
Property and equipment included in accounts payable, accrued expenses and other liabilities	\$ 55	\$ 44	\$ 74

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Description of the Business

**12 Months Ended
Dec. 31, 2024**

[Organization, Consolidation and Presentation of Financial Statements \[Abstract\]](#)

[Description of the Business](#)

Description of the Business

ServiceNow was founded on a simple premise: to make work flow better. Our intelligent platform, the Now Platform, is a cloud-based solution that helps enterprises and organizations across public and private sectors digitize workflows, in line with our purpose of making the world work better for everyone. Our workflow applications built on the Now Platform are organized along four primary areas: Technology, Customer and Industry, Employee and Creator. The products under each of our workflows help customers connect, automate and empower work across systems and silos to enable great outcomes for businesses and great experiences for people. The Now Platform is the AI platform for digital transformation. As the foundation for how we deliver our cross-enterprise digital workflows, the Now Platform orchestrates work across our customers' cloud platforms and systems of choice, allowing them to get work done regardless of their current and future preferred systems of record and collaboration platforms.

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[Summary of Significant Accounting Policies](#)
[Accounting Policies \[Abstract\]](#)
[Summary of Significant Accounting Policies](#)

**12 Months Ended
Dec. 31, 2024**

Summary of Significant Accounting Policies
Principles of Consolidation

The accompanying consolidated financial statements have been prepared in conformity with U.S. Generally Accepted Accounting Principles ("GAAP") and include our accounts and the accounts of our wholly-owned subsidiaries. All intercompany transactions and balances have been eliminated upon consolidation.

Use of Estimates

The preparation of consolidated financial statements in conformity with GAAP requires management to make certain estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as reported amounts of revenues and expenses during the reporting period. Such management estimates and assumptions include, but are not limited to, standalone selling price ("SSP") for each distinct performance obligation included in customer contracts with multiple performance obligations, the period of benefit for deferred commissions, valuation of intangible assets, the useful life of property and equipment and identifiable intangible assets, stock-based compensation expense and income taxes. Actual results could differ from those estimates.

In January 2024, we completed an assessment of the useful life of our data center equipment and determined we should increase the estimated useful life of data center equipment from four to five years. This change in accounting estimate was effective beginning fiscal year 2024. Based on the carrying amount of data center equipment included in property and equipment, net as of December 31, 2023, the effect of this change in estimate for the year ended December 31, 2024, was a reduction in depreciation expense of \$101 million and an increase in net income of \$81 million, or \$0.39 per share basic and \$0.39 per share diluted.

Segments

Our chief operating decision maker ("CODM"), the Chief Executive Officer, manages the Company's business activities as a single operating and reportable segment at the consolidated level. Accordingly, our CODM uses consolidated net income to measure segment profit or loss, allocate resources and assess performance. Further, the CODM reviews and utilizes functional expenses (cost of revenues, sales and marketing, research and development, and general and administrative) at the consolidated level to manage the Company's operations. Other segment items included in consolidated net income are interest income, other expense, net and the provision for (benefit from) income taxes, which are reflected in the consolidated statements of comprehensive income.

Foreign Currency Translation and Transactions

The functional currency for most of our foreign subsidiaries is their respective local currency. Assets and liabilities of the wholly-owned non-U.S. Dollar functional currency subsidiaries are translated into U.S. Dollars at exchange rates in effect at each period end. Amounts classified in stockholders' equity are translated at historical exchange rates. Revenues and expenses are translated at the average exchange rates during the period. The resulting translation adjustments are recorded in accumulated other comprehensive income (loss) as a component of stockholders' equity. Foreign currency transaction gains and losses are included in other expense, net within the consolidated statements of comprehensive income, and were immaterial for all periods presented.

Revenue Recognition

Revenues are recognized when control of services is transferred to our customers, in an amount that reflects the consideration we expect to be entitled to in exchange for those services.

Subscription revenues

Subscription revenues are primarily comprised of subscription fees that give customers access to the ordered subscription service, related support and updates, if any, to the subscribed service during the subscription term. We recognize subscription revenues ratably over the contract term beginning on the commencement date of each contract, which is the date we make our services available to our customers. Our contracts with customers typically include a fixed amount of consideration and are generally non-cancellable and without any refund-type provisions. We typically invoice our customers annually in advance for our subscription services upon execution of the initial contract or subsequent renewal, and our invoices are typically due within 30 days from the invoice date.

Subscription revenues also include revenues from self-hosted offerings in which customers deploy, or we grant customers the option to deploy without significant penalty, our subscription service internally or contract with a third party to host the software. For these contracts, we account for the software element separately from the related support and updates as they are distinct performance obligations. Refer to the discussion below related to contracts with multiple performance obligations for further details. The transaction price is allocated to separate performance obligations on a relative SSP basis. The transaction price allocated to the software element is recognized when transfer of control of the software to the customer is complete. The transaction price allocated to the related support and updates are recognized ratably over the contract term.

Professional services and other revenues

Our professional services arrangements are primarily on a time-and-materials basis, and we generally invoice our customers monthly in arrears for these professional services based on actual hours and expenses incurred. Some of our professional services arrangements are on a fixed-fee basis. Professional services revenues are recognized as services are delivered. Other revenues mainly consist of fees from customer training delivered on-site or through publicly available classes. Typical payment terms require our customers to pay us within 30 days from the invoice date.

Contracts with multiple performance obligations

We enter into contracts that can include various combinations of products and services, which are generally capable of being distinct and accounted for as separate performance obligations. We evaluate the terms and conditions included within our customer contracts to ensure appropriate revenue recognition, including whether products and services are considered distinct performance obligations that should be accounted for separately versus together. For contracts with multiple performance obligations, the transaction price is allocated to the separate performance obligations on a relative SSP basis. We determine SSP by considering the historical selling price of these performance obligations in similar transactions as well as other factors, including, but not limited to, competitive pricing of similar products, other software vendor pricing, industry publications and current pricing practices.

Contract balances

Deferred revenue consists primarily of payments received related to unsatisfied performance obligations at the end of the period. Once our services are available to customers, we record amounts due in accounts receivable and in deferred revenue. To the extent we bill customers in advance of the billing period commencement date, the accounts receivable and corresponding deferred revenue amounts are netted to zero on our consolidated balance sheets, unless such amounts have been paid as of the balance sheet date.

Deferred Commissions

Deferred commissions are the incremental selling costs that are associated with acquiring customer contracts and consist primarily of sales commissions paid to our sales organization and referral fees paid to independent third parties. Deferred commissions also include the associated payroll taxes and fringe benefit costs associated with payments to our sales employees to the extent they are incremental. Commissions and referral fees earned upon the execution of initial and expansion contracts are primarily deferred and amortized over a period of benefit that we have determined to be five years. Commissions earned upon the renewal of customer contracts are deferred and amortized over the average renewal term. Additionally, for self-hosted offerings, consistent with the recognition of subscription revenue for self-hosted offerings, a portion of the commission cost is expensed upfront when the self-hosted offering is made available, and the remaining portion of the commission cost is expensed over the period of benefit. We determine the period of benefit by taking into consideration our customer contracts, our technology life cycle and other factors. The amortization of deferred commissions is included in sales and marketing expense in our consolidated statements of comprehensive income. There was no impairment loss in relation to the incremental selling costs capitalized for all periods presented.

Fair Value Measurements

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. We use a fair value hierarchy that is based on three levels of inputs, of which the first two are considered observable and the last unobservable. The three levels of the fair value hierarchy are as follows:

- Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2—Other inputs that are directly or indirectly observable in the marketplace; and
- Level 3—Significant unobservable inputs that are supported by little or no market activity.

Cash and Cash Equivalents

Cash and cash equivalents consist of highly liquid investments with original or remaining maturities of three months or less at the date of purchase.

Accounts Receivable, net

We record trade accounts receivable at the net invoice value and such receivables are non-interest bearing. We consider receivables past due based on the contractual payment terms. We reserve for specific amounts if collectability is no longer reasonably assured based on an assessment of various factors including historical loss rates and expectations of forward-looking loss estimates. Individual accounts receivable are written off when we become aware of a specific customer's inability to meet its financial obligation, and all collection efforts are exhausted.

Investments

Investments consist of commercial paper, corporate notes and bonds, certificates of deposit, U.S. government and agency securities and mortgage-backed and asset-backed securities. We classify investments in debt securities as available-for-sale at the time of purchase. All investments are recorded at estimated fair value, and investments with original maturities of less than one year at time of purchase are classified as short-term. Unrealized gains and losses are included in accumulated other comprehensive income (loss), net of tax, a component of stockholders' equity, except for credit-related impairment losses for available-for-sale debt securities.

For all our available-for-sale debt securities with unrealized loss positions we have determined it is more likely than not we will hold the securities until maturity or a recovery of the cost basis. Available-for-sale securities in an unrealized loss position are written down to its fair value with the corresponding charge recorded in other expense, net in our consolidated statements of comprehensive income, if it is more likely than not that we will be required to sell the security before recovery of its amortized cost basis, or we have the intention to sell the security. Credit-related impairment losses, not to exceed the amount that fair value is less than the amortized cost basis, are recognized through an allowance for credit losses with changes in the allowance for credit losses recorded in other expense, net in the consolidated statements of comprehensive income. For purposes of identifying and measuring impairment, the policy election was made to exclude the applicable accrued interest from both the fair value and amortized cost basis. Applicable accrued interest, net of the allowance for credit losses (if any) of \$79 million and \$51 million, is recorded in prepaid expenses and other current assets on the consolidated balance sheets as of December 31, 2024 and 2023, respectively.

Realized gains and losses from the sales of available-for-sale debt securities are determined based on the specific identification method and are reported in other expense, net in the consolidated statements of comprehensive income.

Strategic Investments

Strategic investments consist of debt and non-marketable equity investments in privately held companies in which we do not have a controlling interest. Privately held equity securities in which we do not have a controlling financial interest in but exercise significant influence over the investee are accounted for under equity method accounting. These investments are measured at cost less any impairment, plus or minus our share of equity method investee income or loss. For those privately held equity securities that do not have readily determinable fair values and for which we do not have a controlling financial interest or exercise significant influence, we have elected to apply the measurement alternative, measuring them at cost, less any impairment, plus or minus adjustments resulting from observable price changes in orderly transactions for the identical or a similar investment of the same issuer. An impairment loss is recorded when an event or circumstance indicates a decline in value has occurred. We include these strategic investments in other assets on our consolidated balance sheets.

Derivative Financial Instruments

Derivatives Designated as Hedging Instruments

We record derivatives at fair value as either assets or liabilities on our consolidated balance sheets. For derivative contracts entered into to hedge a portion of our forecasted foreign currency denominated revenues that are designated and qualify as cash flow hedges, the unrealized gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income (loss) and reclassified into earnings as subscription revenues when the hedged transaction affects earnings.

The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. We also formally assess, both at the inception of the hedge, and on an ongoing basis, whether each derivative is highly effective in offsetting changes in cash flows of the hedged item. Fluctuations in the value of the derivative instruments are generally offset by changes in the hedged item; however, if it is determined that a derivative is not highly effective as a hedge or if a derivative ceases to be a highly effective hedge, the Company will discontinue hedge accounting prospectively for the affected derivative.

Derivatives not Designated as Hedging Instruments

Derivative contracts not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-financial currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. Outstanding foreign currency forward contracts are recorded at gross fair value as prepaid expenses and other current assets as well as accrued expenses and other current liabilities on the consolidated balance sheets.

Property and Equipment, net

Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:

Computer equipment and software	3-5 years
Furniture and fixtures	3-7 years
Leasehold and other improvements	shorter of the lease term or estimated useful life

Capitalized Software Development Costs

Software development costs for software to be sold, leased or otherwise marketed are expensed as incurred until the establishment of technological feasibility, at which time those costs are capitalized until the product is available for general release to customers and amortized over the estimated life of the product. Costs and time incurred between the establishment of technological feasibility and product release have not been material, and all software development costs have been charged to research and development expense in our consolidated statements of comprehensive income.

Leases

We determine if an arrangement is or contains a lease at inception. Operating lease right-of-use assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. Lease payments consist primarily of the fixed payments under the arrangement, less any lease incentives. We generally use an incremental borrowing rate estimated based on the information available at the lease commencement date to determine the present value of lease payments, unless the implicit rate is readily determinable. Lease expense for lease payments is recognized on a straight-line basis over the lease term.

We account for lease and non-lease components as a single lease component for office leases. Lease and non-lease components for all other leases are generally accounted for separately. Additionally, we do not record leases on the balance sheet that, at the lease commencement date, have a lease term of 12 months or less.

Operating leases are included in operating lease right-of-use assets, current portion of operating lease liabilities, and operating lease liabilities, less current portion in our consolidated balance sheets. We did not have any financing leases in any of the periods presented.

Business Combinations

We allocate the acquisition purchase price to the tangible and intangible assets acquired and liabilities assumed, based on their estimated fair values. The excess of the purchase price over the fair value of these assets acquired and liabilities assumed is recorded as goodwill. Allocation of the purchase price requires significant estimates in determining the fair value of acquired assets and assumed liabilities, especially with respect to intangible assets. Critical estimates include, but are not limited to, future expected cash flows, discount rates, revenue growth rates, the time and expense to recreate the assets and profit margin a market participant would receive. These estimates are inherently uncertain and unpredictable and, as a result, actual results may differ from estimates. During the measurement period, which may not be later than one year from the acquisition date, the Company may record adjustments to the fair value of these tangible and intangible assets acquired and liabilities assumed, with the corresponding offset to goodwill.

Goodwill and Intangible Assets

Goodwill is evaluated for impairment at least annually or more frequently if circumstances indicate that goodwill may not be recoverable. A qualitative assessment is performed to determine whether it is more likely than not that the fair value of its reporting unit is less than its carrying amount. If the reporting unit does not pass the qualitative assessment, the carrying amount of the reporting unit, including goodwill, is compared to fair value and goodwill is considered impaired if the carrying value of the reporting unit exceeds its fair value. Any excess of the carrying value of the goodwill above its fair value is recognized as an impairment loss.

Intangible assets consist of developed technologies and other intangible assets, including patents and contractual agreements. Intangible assets are amortized over the period of estimated benefit using the straight-line method and estimated useful lives ranging from three to twelve years.

Impairment of Long-Lived Assets

We evaluate long-lived assets, including purchased intangible assets, for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is measured by comparing the carrying amount to the future undiscounted cash flows we expect the asset to generate. Any excess of the carrying value of the asset above its fair value is recognized as an impairment loss.

Advertising Costs

Advertising costs, excluding costs related to our annual Knowledge user conference and other user forums, are expensed as incurred and are included in sales and marketing expense. These costs for the years ended December 31, 2024, 2023 and 2022 were \$295 million, \$221 million and \$201 million, respectively.

Stock-based Compensation

We recognize compensation expense related to stock options and restricted stock units ("RSUs") with only service conditions on a straight-line basis over the requisite service period. For stock options and RSUs with service, performance and market conditions (performance-based RSUs ("PRSUs")), expenses are recognized on a graded vesting basis over the requisite service period and for awards with performance conditions, when it is probable that the performance condition will be achieved. The probability of achievement is assessed periodically to determine whether the performance metric continues to be probable. When there is a change in the probability of achievement, any cumulative effect of the change is recognized in the period of the change and the remaining unrecognized compensation will be amortized prospectively over the respective vesting period. We recognize compensation expense related to shares issued pursuant to the employee stock purchase plan ("ESPP") on a straight-line basis over the six-month offering period. We recognize compensation expense net of estimated forfeiture activity. Amounts withheld related to the minimum statutory tax withholding requirements paid by us on behalf of our employees are recorded as a liability and a reduction to additional paid-in capital when paid and are included as a reduction of cash flows from financing activities.

We estimate the fair value of stock options with only service conditions and shares issued pursuant to the ESPP using the Black-Scholes options pricing model and the fair value of RSU awards (including PRSUs) using the fair value of our common stock on the date of grant. For stock options and PRSUs with service, performance and market conditions, we estimate the fair value of the options granted and the corresponding derived service periods using the Monte Carlo simulation, which requires the use of various assumptions, including the stock price volatility and risk-free interest rate as of the valuation date corresponding to the length of time remaining in the performance period.

Concentration of Credit Risk and Significant Customers

Financial instruments potentially exposing us to credit risk consist primarily of cash, cash equivalents, derivative contracts, investments and accounts receivable. We hold cash at financial institutions that management believes are high credit quality financial institutions and invest in investment-grade debt securities. Our derivative contracts expose us to credit risk to the extent that the counterparties may be unable to meet the terms of the arrangement. We mitigate this credit risk by transacting with major financial institutions with high credit ratings and entering into master netting arrangements, which permit net settlement of transactions with the same counterparty. We are not required to pledge, and are not entitled to receive, cash collateral related to these derivative instruments.

Credit risk arising from accounts receivable is mitigated to a certain extent due to our large number of customers and their dispersion across various industries and geographies. We had one customer, a U.S. federal channel partner and systems integrator, that represented 12% of our accounts receivable balance as of December 31, 2024 and 11% of our total revenues for the year ended December 31, 2024. Based on our periodic credit evaluations, there have been no historical collection concerns with this customer. There were no customers that individually exceeded 10% of our accounts receivable balance as of December 31, 2023 or our total revenues for the year ended December 31, 2023. For purposes of assessing concentration of credit risk and significant customers, a group of customers under common control or customers that are affiliates of each other are regarded as a single customer. The allowance for credit losses and write offs were not material for each of the periods ending December 31, 2024, 2023 and 2022.

Income Taxes

We use the asset and liability method of accounting for income taxes, in which deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the consolidated financial statement carrying amounts of existing assets and liabilities and their respective tax bases. We measure deferred tax assets and liabilities using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be reversed. We recognize the effect on deferred tax assets and liabilities of a change in tax rates within the provision for income taxes as income and expense in the period that includes the enactment date. A valuation allowance is established if it is more likely than not that all or a portion of the deferred tax asset will not be realized. In determining the need for a valuation allowance, we consider future growth, forecasted earnings, forecasted taxable income, the mix of earnings in the jurisdictions in which we operate, historical earnings, taxable income in prior years, if carryback is permitted under the law, carryforward periods and prudent and feasible tax planning strategies.

Our tax positions are subject to income tax audits by multiple tax jurisdictions throughout the world. We recognize the tax benefit of an uncertain tax position only if it is more likely than not the

position is sustainable upon examination by the taxing authority, based on the technical merits. We measure the tax benefit recognized as the largest amount of benefit which is more likely than not to be realized upon settlement with the taxing authority. We recognize interest accrued and penalties related to unrecognized tax benefits in our tax provision.

We calculate the current and deferred income tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed in subsequent years and record adjustments based on filed income tax returns when identified. The amount of income taxes paid is subject to examination by U.S. federal, state and foreign tax authorities. The estimate of the potential outcome of any uncertain tax issue is subject to management's assessment of relevant risks, facts and circumstances existing at that time. To the extent the assessment of such tax position changes, we record the change in estimate in the period in which we make the determination.

Prior Period Reclassifications

Certain prior period amounts have been reclassified to conform to the current period presentation. These reclassifications did not result in a restatement of prior period consolidated financial statements.

Revision of Prior Period Financial Statements

During the quarter ended June 30, 2024, the Company identified an immaterial error in the condensed consolidated statements of cash flows for the period ended March 31, 2024 relating to a misclassification between investing cash outflows and financing cash outflows. The second installment payment for a business combination completed during the quarter ended September 30, 2023, totaling \$184 million, was incorrectly classified as an investing cash outflow instead of a financing cash outflow. The Company determined that the error was not material to any previously issued financial statements and will revise such error in its Quarterly Report on Form 10-Q for the three months ending March 31, 2025.

Recently Issued Accounting Pronouncement Adopted

In November 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-07, "Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures," which expands annual and interim disclosure requirements for reportable segments, primarily through enhanced disclosures about significant segment expenses. We adopted this standard effective January 1, 2024 using a retrospective method. For further information, refer to the Segments section in Note 2 "Summary of Significant Accounting Policies."

Recently Issued Accounting Pronouncements Pending Adoption

In November 2024, the FASB issued ASU 2024-03, "Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures: Disaggregation of Income Statement Expenses," which requires disclosure of disaggregated information about specific categories underlying certain income statement expense line items in the footnotes to the financial statements for both annual and interim periods. This ASU is effective for fiscal years beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027. Early adoption is permitted. We are currently evaluating the impact of the adoption of this standard.

In December 2023, the FASB issued ASU 2023-09, "Income Taxes - Improvements to Income Tax Disclosures," which requires enhancement and further transparency to certain income tax disclosures, most notably the tax rate reconciliation and income taxes paid. This ASU is effective for fiscal years beginning after December 15, 2024 on either a prospective or retrospective basis, with early adoption permitted. We are currently evaluating the impact of the adoption of this standard.

[XML 45 R11.htm IDEA XBRL DOCUMENT](#)

**12 Months Ended
Dec. 31, 2024**

Investments

[Debt Securities,
Available-for-Sale
\[Abstract\]
Investments](#)

Investments

Marketable Debt Securities

The following is a summary of our available-for-sale debt securities recorded within short-term and long-term investments on the consolidated balance sheets (in millions):

	December 31, 2024			
	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Estimated Fair Value
Available-for-sale debt securities:				
Commercial paper	\$ 336	\$ —	\$ —	\$ 336
Corporate notes and bonds	4,966	15	(5)	4,976
Certificates of deposit	67	—	—	67
U.S. government and agency securities	2,103	3	(2)	2,104
Mortgage-backed and asset-backed securities	104	—	(18)	86
Total available-for-sale debt securities	<u>\$ 7,576</u>	<u>\$ 18</u>	<u>\$ (25)</u>	<u>\$ 7,569</u>

	December 31, 2023			
	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Estimated Fair Value
Available-for-sale debt securities:				
Commercial paper	\$ 349	\$ —	\$ —	\$ 349
Corporate notes and bonds	3,579	10	(13)	3,576
Certificates of deposit	94	—	—	94
U.S. government and agency securities	2,081	3	(6)	2,078
Mortgage-backed and asset-backed securities	102	—	(16)	86
Total available-for-sale debt securities	<u>\$ 6,205</u>	<u>\$ 13</u>	<u>\$ (35)</u>	<u>\$ 6,183</u>

As of December 31, 2024, the contractual maturities of our available-for-sale debt securities, excluding those securities classified within cash and cash equivalents on the consolidated balance sheet and mortgage-backed and asset-backed securities that do not have a single maturity, did not exceed 37 months. The fair values of available-for-sale debt securities, by remaining contractual maturity, are as follows (in millions):

	December 31, 2024
Due within 1 year	\$ 3,458
Due in 1 year through 5 years	4,025
Instruments not due in single maturity	86
Total	<u>\$ 7,569</u>

As of December 31, 2024, unrealized losses of \$18 million from available-for-sale debt securities are from securities in a continuous unrealized loss position greater than 12 months. As of December 31, 2024, the fair value of available-for-sale debt securities in a continuous unrealized loss position totaled \$2,419 million, the majority of which has been in a continuous unrealized loss position for less than 12 months. As of December 31, 2023, the fair value of available-for-sale debt securities in a continuous unrealized loss position totaled \$3,731 million and unrealized losses of \$26 million from available-for-sale debt securities are from securities in a continuous unrealized loss position greater than 12 months.

For all available-for-sale debt securities that were in unrealized loss positions, we have determined that it is more likely than not we will hold the securities until maturity or a recovery of the cost basis. Unrealized losses on available-for-sale debt securities were due primarily to changes in market interest rates, and credit-related impairment losses were immaterial as of December 31, 2024.

Non-Marketable Equity Investments

As of December 31, 2024 and 2023, the total amount of non-marketable equity investments in privately held companies included in other assets on our consolidated balance sheets was \$469 million and \$268 million, respectively. Our non-marketable equity investments are primarily accounted for using the measurement alternative, which measures the investments at cost minus impairment, if any, plus or minus changes resulting from qualifying observable price changes resulting from the issuance of similar or identical securities in an orderly transaction by the same issuer. Determining whether an observed transaction is similar to a security within our portfolio requires judgment based on the rights and preferences of the securities. Recording upward and downward adjustments to the carrying value of our non-marketable equity investments as a result of observable price changes requires quantitative assessments of the fair value of our non-marketable equity investments using various valuation methodologies and involves the use of estimates. The adjustments made during the years ended December 31, 2024, 2023 and 2022 were immaterial. We classify these fair value measurements as Level 3 within the fair value hierarchy.

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**Fair Value
Measurements**

**12 Months Ended
Dec. 31, 2024**

[Fair Value
Disclosures
\[Abstract\]
Fair Value
Measurements](#)

Fair Value Measurements

The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2024 (in millions):

	Level 1	Level 2	Total
Cash equivalents:			
Money market funds	\$ 1,357	\$ —	\$ 1,357
Commercial paper	—	23	23
Corporate notes and bonds	—	4	4
Deposits	391	—	391
U.S. government and agency securities	—	14	14
Marketable securities:			
Commercial paper	—	336	336
Corporate notes and bonds	—	4,976	4,976
Certificates of deposit	—	67	67
U.S. government and agency securities	—	2,104	2,104
Mortgage-backed and asset-backed securities	—	86	86
Total	<u>\$ 1,748</u>	<u>\$ 7,610</u>	<u>\$ 9,358</u>

The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2023 (in millions):

	Level 1		Level 2		Total
Cash equivalents:					
Money market funds	\$	1,215	\$	—	\$ 1,215
Commercial paper		—		79	79
Corporate notes and bonds		—		2	2
Deposits		295		—	295
U.S. government and agency securities		—		4	4
Marketable securities:					
Commercial paper		—		349	349
Corporate notes and bonds		—		3,576	3,576
Certificates of deposit		—		94	94
U.S. government and agency securities		—		2,078	2,078
Mortgage-backed and asset-backed securities		—		86	86
Total	\$	1,510	\$	6,268	\$ 7,778

We determine the fair value of our security holdings based on pricing from our service providers and market prices from industry-standard independent data providers. Such market prices may be quoted prices in active markets for identical assets (Level 1 inputs), pricing determined using inputs other than quoted prices that are observable either directly or indirectly (Level 2 inputs) or using unobservable inputs that are supported by little or no market activity (Level 3 inputs). Our non-marketable equity investments are not included in the table above and are discussed in Note 3. Refer to Note 8 for the fair value measurement of our derivative contracts and Note 11 for the fair value measurement of our long-term debt, which are also not included in the table above. Our marketable equity investments are classified within Level 1 and were immaterial as of December 31, 2024 and 2023.

[XML 47 R13.htm IDEA XBRL DOCUMENT](#)

Business Combinations
[Business Combination, Asset Acquisition, and Joint Venture Formation \[Abstract\]](#)
[Business Combinations](#)

12 Months Ended
Dec. 31, 2024

Business Combinations

2024 Business Combinations

During the year ended December 31, 2024, we completed certain acquisitions for total purchase consideration of \$112 million primarily to enhance our products with the acquired technology and engineering workforce. The acquisitions were not material to our consolidated financial statements, either individually or in the aggregate.

2023 Business Combinations

On July 17, 2023, we acquired all outstanding shares of G2K Group GmbH, an artificial intelligence powered platform, for \$465 million in a cash transaction. The consideration was paid in two installments, with the first payment made in July 2023 and the second payment made in February 2024. The acquisition is intended to enhance our Now Platform with the acquired smart Internet of Things technology, enabling businesses to intelligently action digital and in-store data with enterprise-grade workflows.

The purchase price was allocated based on the fair value of the developed technology intangible asset of \$75 million (six-year estimated useful life), net tangible liabilities of \$1 million, deferred tax liabilities of \$23 million and goodwill of \$414 million, which is not deductible for income tax purposes.

Goodwill is primarily attributed to the value expected from synergies resulting from the business combination. The fair values assigned to tangible and intangible assets acquired, liabilities assumed and income taxes payable and deferred taxes are based on management's estimates and assumptions.

2022 Business Combinations

During the year ended December 31, 2022, we completed certain acquisitions for total purchase consideration of \$92 million primarily to enhance our products with the acquired technology and engineering workforce. The acquisitions were not material to our consolidated financial statements, either individually or in the aggregate.

We have included the financial results of business combinations in the consolidated financial statements from the respective dates of acquisition, which were not material. Aggregate acquisition-related costs associated with business combinations were not material for each of the years ended December 31, 2024, 2023 and 2022, respectively, and were included in general and administrative expenses in our consolidated statements of comprehensive income as incurred.

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Goodwill and Intangible Assets
[Goodwill and Intangible Assets Disclosure \[Abstract\]](#)
[Goodwill and Intangible Assets](#)

12 Months Ended
Dec. 31, 2024

Goodwill and Intangible Assets

The changes in the carrying amounts of goodwill were as follows (in millions):

	Carrying Amount	
Balance as of December 31, 2022	\$	824
Goodwill acquired		413
Foreign currency translation adjustments		(6)
Balance as of December 31, 2023	\$	1,231
Goodwill acquired		75
Foreign currency translation adjustments		(33)
Balance as of December 31, 2024	\$	1,273

Intangible assets, net consists of the following (in millions):

	December 31, 2024		December 31, 2023	
Developed technology	\$	581	\$	516
Patents		83		72
Other		11		11
Intangible assets, gross	\$	675	\$	599
Less: accumulated amortization		(466)		(375)
Intangible assets, net	\$	209	\$	224

The weighted-average useful life of the acquired developed technology for each of the years ended December 31, 2024 and 2023 was approximately five years. Amortization expense for intangible assets was approximately \$94 million, \$85 million and \$81 million for the years ended December 31, 2024, 2023 and 2022, respectively.

The following table presents the estimated future amortization expense related to intangible assets held as of December 31, 2024 (in millions):

Years Ending December 31,		
2025	\$	80
2026		50
2027		36
2028		28
2029		13
Thereafter		2
Total future amortization expense	\$	209

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Property and Equipment
[Property, Plant and Equipment \[Abstract\]](#)
[Property and Equipment](#)

12 Months Ended
Dec. 31, 2024

Property and Equipment

Property and equipment, net consists of the following (in millions):

	December 31,	
	2024	2023
Computer equipment	\$ 2,697	\$ 2,136
Computer software	106	96
Leasehold and other improvements	320	292
Furniture and fixtures	85	86
Construction in progress	63	33
Property and equipment, gross	3,271	2,643
Less: Accumulated depreciation	(1,508)	(1,285)
Property and equipment, net	\$ 1,763	\$ 1,358

Construction in progress consists of costs primarily related to leasehold and other improvements. Depreciation expense was \$371 million, \$372 million and \$261 million for the years ended December 31, 2024, 2023 and 2022, respectively.

[XML 50 R16.htm IDEA XBRL DOCUMENT](#)

Derivative Contracts

12 Months Ended
Dec. 31, 2024

Derivative Instruments and Hedging Activities Disclosure [Abstract]
[Derivative Contracts](#)

Derivative Contracts

Derivatives Designated as Hedging Instruments

We entered into forward contracts to hedge a portion of our forecasted foreign currency denominated revenues during the year ended December 31, 2024. These forward contracts are recorded at fair value and have maturities of up to 34 months. As of December 31, 2024, we had outstanding cash flow hedges with total notional values of \$1.7 billion. We classify cash flows related to our cash flow hedges as operating activities in our consolidated statements of cash flows.

The total gross fair values of derivatives designated as hedging instruments recorded within the consolidated balance sheets were as follows (in millions):

Consolidated Balance Sheets Location	December 31, 2024	
Prepaid expenses and other current assets	\$	55
Other assets	\$	10
Accrued expenses and other current liabilities	\$	(1)
Other long-term liabilities	\$	—

As of December 31, 2024, approximately \$54 million of the pre-tax derivative gains from accumulated other comprehensive income (loss) is expected to be recognized in subscription revenues within the next 12 months.

All hedging relationships are formally documented at the inception of the hedge and the hedges must be highly effective in offsetting changes to future cash flows on hedged transactions. We evaluate hedge effectiveness at the inception of the hedge prospectively, and on an ongoing basis both retrospectively and prospectively. We report changes in fair value of these cash flow hedges as a component of accumulated other comprehensive income (loss) and subsequently reclassify into earnings in the same period the forecasted transaction affects earnings. Amounts reclassified to subscription revenues were a gain of \$14 million for the year ended December 31, 2024. There was no ineffectiveness in the Company's cash flow hedging program for the year ended December 31, 2024.

Derivatives not Designated as Hedging Instruments

Our derivatives not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. As of December 31, 2024 and 2023, we had foreign currency forward contracts with total notional values of \$2.2 billion and \$1.7 billion, respectively, which were not designated as hedging instruments. The gross fair value of these foreign currency forward contracts was immaterial as of December 31, 2024 and 2023. The gains (losses) recognized for foreign currency forward contracts from derivatives not designated as hedging instruments were immaterial for the years ended December 31, 2024, 2023 and 2022. Realized gains (losses) from settlement of the derivative assets and liabilities are classified as investing activities in the consolidated statements of cash flows.

All foreign currency forward contracts, both designated and not designated as hedging instruments, are classified within Level 2 as the valuation inputs are based on quoted prices and market observable data of similar instruments in active markets, such as currency spot and forward rates.

[XML 51 R17.htm IDEA XBRL DOCUMENT](#)

Deferred Revenue and Performance Obligations

12 Months Ended

Dec. 31, 2024

[Revenue from](#)

[Contract with Customer \[Abstract\]](#)

[Deferred Revenue and Performance Obligations](#)

Deferred Revenue and Performance Obligations

Revenues recognized from beginning period deferred revenue during the years ended December 31, 2024 and 2023 were \$5.7 billion and \$4.6 billion, respectively.

Remaining Performance Obligations

Transaction price allocated to remaining performance obligations ("RPO") represents contracted revenue that has not yet been recognized, which includes deferred revenue and non-cancellable amounts that will be invoiced and recognized as revenues in future periods. RPO excludes contracts that are billed in arrears, such as certain time and materials contracts, as we apply the "right to invoice" practical expedient under relevant accounting guidance.

As of December 31, 2024, the total non-cancellable RPO under our contracts with customers was \$22.3 billion, and we expect to recognize revenues on approximately 46% of these RPO over the following 12 months. The majority of the non-current RPO will be recognized over the next 13 to 36 months.

[XML 52 R18.htm IDEA XBRL DOCUMENT](#)

Accrued Expenses and Other Current Liabilities

12 Months Ended

Dec. 31, 2024

[Accrued Liabilities, Current \[Abstract\]](#)

[Accrued Expenses and Other Current Liabilities](#)

Accrued Expenses and Other Current Liabilities

Accrued expenses and other current liabilities consist of the following (in millions):

	December 31,	
	2024	2023
Accrued payroll	\$ 700	\$ 650
Taxes payable	162	123
Other employee-related liabilities	196	167
Other	311	425
Total accrued expenses and other current liabilities	\$ 1,369	\$ 1,365

[XML 53 R19.htm IDEA XBRL DOCUMENT](#)

Debt

12 Months Ended

Dec. 31, 2024

[Convertible Notes](#)

[Payable \[Abstract\]](#)

[Debt](#)

Debt

For the periods ended December 31, 2024 and 2023, the carrying value of our outstanding debt was \$1,489 million and \$1,488 million, respectively, net of unamortized debt discount and issuance costs of \$11 million and \$12 million, respectively.

We consider the fair value of the 2030 Notes at December 31, 2024 and December 31, 2023 to be a Level 2 measurement. The estimated fair value of the 2030 Notes based on the closing trading price per \$100, was \$1,247 million and \$1,236 million at December 31, 2024 and December 31, 2023, respectively.

2030 Notes

In August 2020, we issued 1.40% fixed rate ten-year notes with an aggregate principal amount of \$1.5 billion due on September 1, 2030 (the "2030 Notes"). The 2030 Notes were issued at 99.63% of principal and we incurred \$13 million for debt issuance costs. The effective interest rate for the 2030 Notes was 1.53% and included interest payable, amortization of debt issuance cost and amortization of debt discount. Interest is payable semi-annually in arrears on March 1 and September 1 of each year, beginning on March 1, 2021, and the entire outstanding principal amount is due at maturity on September 1, 2030. The 2030 Notes are unsecured obligations and the indentures governing the 2030 Notes contain customary events of default and covenants that, among others and subject to exceptions, restrict our ability to incur or guarantee debt secured by liens on specified assets or enter into sale and lease-back transactions with respect to specified properties.

2022 Notes, Note Hedge and Warrants

In May and June 2017, we issued an aggregate of \$782.5 million of 0% convertible senior notes (the "2022 Notes"), which were converted prior to or settled on June 1, 2022, in accordance with their terms.

To minimize the impact of potential economic dilution upon conversion of the 2022 Notes, we entered into convertible note hedge transactions (the "2022 Note Hedge") with certain investment banks to purchase 6 million shares for \$128 million with respect to our common stock concurrently with the issuance of the 2022 Notes. The 2022 Note Hedge expired upon the maturity date of the 2022 Notes, which was on June 1, 2022.

Separately, we entered into warrant transactions with certain investment banks, whereby we sold warrants to acquire 6 million shares of our common stock with aggregate proceeds of \$54 million (the "2022 Warrants"). The 2022 Warrants were not part of the 2022 Notes or 2022 Note Hedge. The 2022 Warrants were settled during the quarter ended June 30, 2022 and are no longer outstanding.

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Accumulated Other Comprehensive Loss

12 Months Ended

Dec. 31, 2024

[Statement of Comprehensive Income \[Abstract\]](#)

[Accumulated Other Comprehensive Loss](#)

Accumulated Other Comprehensive Income (Loss)

The following tables show the components of accumulated other comprehensive income (loss), net of tax, in the stockholders' equity section of our consolidated balance sheets (in millions):

	Unrealized Gains (Losses) on Derivative Instruments	Unrealized Gains (Losses) on Investments	Foreign Currency Translation Adjustment	Total
Balance as of December 31, 2023	\$ —	\$ (39)	\$ 2	\$ (37)
Other comprehensive income (loss) before reclassifications	64	12	(93)	(17)
Amounts reclassified from accumulated other comprehensive loss	(14)	—	—	(14)
Net current period other comprehensive income (loss)	50	12	(93)	(31)
Balance as of December 31, 2024	\$ 50	\$ (27)	\$ (91)	\$ (68)

	Unrealized Gains (Losses) on Derivative Instruments	Unrealized Gains (Losses) on Investments	Foreign Currency Translation Adjustment	Total
Balance as of December 31, 2022	\$ —	\$ (77)	\$ (25)	\$ (102)
Other comprehensive income (loss) before reclassifications	—	38	27	65
Amounts reclassified from accumulated other comprehensive loss	—	—	—	—
Net current period other comprehensive income (loss)	—	38	27	65
Balance as of December 31, 2023	\$ —	\$ (39)	\$ 2	\$ (37)

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Stockholders' Equity

12 Months Ended

Dec. 31, 2024

Stockholders' Equity
Common Stock

We are authorized to issue a total of 600 million shares of common stock as of December 31, 2024. Holders of our common stock are not entitled to receive dividends unless declared by our board of directors. As of December 31, 2024, we had 206.5 million shares of common stock, net of treasury stock, outstanding and had reserved shares of common stock for future issuance as follows (in thousands):

	December 31, 2024
Stock plans:	
Options outstanding	948
RSUs ⁽¹⁾	5,788
Shares of common stock available for future grants:	
Amended and Restated 2021 Equity Incentive Plan ⁽²⁾	9,499
Amended and Restated 2012 Employee Stock Purchase Plan ⁽²⁾	8,119
Total shares of common stock reserved for future issuance	24,354

- (1) Represents the number of shares issuable upon settlement of outstanding restricted stock units ("RSUs") and performance-based RSUs ("PRSUs"), as discussed in Note 14.
- (2) Refer to Note 14 for a description of these plans.

During the years ended December 31, 2024 and 2023, we issued a total of 2.6 million and 2.7 million shares, respectively, from stock option exercises, vesting of RSUs, net of employee payroll taxes, and purchases from the employee stock purchase plan ("ESPP").

Treasury Stock

In May 2023, our board of directors authorized a program to repurchase up to \$1.5 billion of our common stock (the "Share Repurchase Program"). Under the program, we may repurchase our common stock from time to time through open market purchases, in privately negotiated transactions, or by other means, including through the use of trading plans intended to qualify under Rule 10b5-1 under the Securities Exchange Act of 1934, as amended, in accordance with applicable securities laws and other restrictions. The Share Repurchase Program does not have a fixed expiration date, may be suspended or discontinued at any time, and does not obligate us to acquire any amount of common stock. The timing, manner, price, and amount of any repurchases will be determined by us at our discretion and will depend on a variety of factors, including business, economic and market conditions, prevailing stock prices, corporate and regulatory requirements, and other considerations.

During the year ended December 31, 2024, the Company repurchased 0.8 million shares of its common stock for \$696 million. During the year ended December 31, 2023, the Company repurchased 0.9 million shares of its common stock for \$538 million. All repurchases were made in open market transactions. Repurchases of common stock are recognized as treasury stock and held for future issuance. As of December 31, 2024, \$266 million of the originally authorized amount under the Share Repurchase Program remained available for future repurchases. In January 2025, our board of directors authorized an additional \$3.0 billion in repurchases under the Share Repurchase Program.

Preferred Stock

Our board of directors has the authority, without further action by stockholders, to issue up to 10 million shares of preferred stock in one or more series. Our board of directors may designate the rights, preferences, privileges and restrictions of the preferred stock, including dividend rights, conversion rights, voting rights, terms of redemption, liquidation preference and number of shares constituting any series or the designation of any series. The issuance of preferred stock could have the effect of restricting dividends on our common stock, diluting the voting power of our common stock, impairing the liquidation rights of our common stock or delaying or preventing a change in control. As of December 31, 2024 and 2023, no shares of preferred stock were outstanding.

[XML 56-R22.htm IDEA XBRL DOCUMENT](#)

Equity Awards

[Share-Based Payment Arrangement](#)
[\[Abstract\]](#)
[Equity Awards](#)

Equity Awards

We have three equity incentive plans: 2012 Equity Incentive Plan (the "2012 Plan"), amended and restated 2021 Equity Incentive Plan (the "2021 Plan") and 2022 New-Hire Equity Incentive Plan (the "2022 Plan"). The 2012 Plan was terminated in connection with the initial approval of the 2021 Plan on June 7, 2021 but continues to govern the terms of outstanding equity awards that were granted prior to the termination of the 2012 Plan. As of June 7, 2021, we no longer grant equity awards pursuant to the 2012 Plan. The 2021 Plan, as amended and restated, was approved by the shareholders on June 1, 2023 to increase shares available for future grants by approximately 10 million shares. Upon effectiveness of the 2021 Plan, as amended and restated, the 2022 Plan was terminated, and no additional awards under the 2022 Plan have been made since the amendment and restatement of the 2021 Plan. Outstanding equity awards under the 2022 Plan continue to be subject to the terms and conditions of the 2022 Plan.

The 2021 Plan and the 2012 Plan provide for the grant of incentive stock options, nonqualified stock options, stock appreciation rights, RSUs, performance-based stock awards and other forms of equity compensation (collectively, "equity awards"). The 2022 Plan permits the grant of any of the foregoing awards with the exception of incentive stock options. In addition, the 2022 Plan, the 2021 Plan and the 2012 Plan provide for the grant of performance cash awards. Incentive stock options may be granted only to employees. All other equity awards may be granted to employees, including officers, as well as directors and consultants.

Our Amended and Restated 2012 Employee Stock Purchase Plan (the "2012 ESPP") authorizes the issuance of shares of common stock pursuant to purchase rights granted to our employees. The price at which common stock is purchased under the 2012 ESPP is equal to 85% of the fair market value of our common stock on the first or last day of the offering period, whichever is lower. Offering periods are six months long and begin on February 1 and August 1 of each year. The number of shares of common stock reserved for issuance will not be increased without shareholder approval.

Stock Options

Stock options are exercisable at a price equal to the market value of the underlying shares of common stock on the date of the grant as determined by the closing price of our common stock as reported on the New York Stock Exchange on the date of grant. Stock options granted under the 2012 Plan to new employees generally vest 25% one year from the date the requisite service period begins and continue to vest monthly for each month of continued employment over the remaining three years. Options granted generally are exercisable for a period of up to ten years contingent on each holder's continuous status as a service provider.

A summary of stock option activity for the year ended December 31, 2024 was as follows:

	Number of Shares (in thousands)	Weighted-Average Exercise Price Per Share	Weighted-Average Remaining Contractual Term (in years)	Aggregate Intrinsic Value (in millions)
Outstanding as of December 31, 2023	1,150	\$ 603.30		
Exercised	(74)	\$ 324.80		\$ 35
Forfeited	(128)	\$ 645.02		
Outstanding as of December 31, 2024	948	\$ 619.43	6.6	\$ 418
Vested and expected to vest as of December 31, 2024	878	\$ 614.17	6.5	\$ 391
Vested and exercisable as of December 31, 2024	444	\$ 545.37	6.2	\$ 229

Aggregate intrinsic value represents the difference between the estimated fair value of our common stock and the exercise price of outstanding, in-the-money options. The total intrinsic value for stock options exercised for the years ended December 31, 2024, 2023 and 2022, was \$35 million, \$15 million and \$40 million, respectively.

The total fair value of shares vested was \$98 million, \$7 million and \$11 million for the years ended December 31, 2024, 2023 and 2022, respectively. No stock options were granted during the years ended December 31, 2024 and December 31, 2023. The weighted-average grant-date fair value of stock options granted was \$273.63 per share for the year ended December 31, 2022.

During the year ended December 31, 2021, a one-time long-term performance-based option award was granted to the Chief Executive Officer ("2021 CEO Performance Award") and to certain executives (collectively "2021 Performance Awards") under the 2021 Plan at a total grant date fair value of \$232 million. The 2021 Performance Awards will vest in eight equal tranches based on service and achievement of both performance and market conditions, subject to continued employment and specifically for the 2021 CEO Performance Award, as CEO or Executive Chairman of the Company, through each vesting date. The performance and market conditions for a particular tranche may be achieved at different points in time and in any order but will become eligible to vest only when all service, performance and market conditions for the respective tranche are met but no earlier than two years from date of grant. The performance and market conditions must be achieved by September 30, 2026 (the "Performance Period"). The stock price metric will be achieved when both the 180-day volume weighted-average price ("VWAP") and the 30-day VWAP equal or exceed the respective tranche stock price metric on any day during the Performance Period. The performance metric is achieved when the trailing four-quarter cumulative GAAP subscription revenues equal or exceed the respective tranche performance target. Shares acquired upon exercise of the options cannot be sold, transferred or disposed until after the end of the Performance Period and the 2021 Performance Awards will expire ten years from the respective date of grant. As of December 31, 2024, the first three tranches were vested based on achievement of both the performance and market conditions.

The fair value of the 2021 Performance Awards and the corresponding derived service periods were estimated using the Monte Carlo simulation. Stock-based compensation expense is recognized on a graded vesting basis over the requisite service period for each respective tranche, but not shorter than the two-year minimum service period, and includes an assessment of when it is probable the performance condition will be achieved, which involves a subjective assessment of our future financial projections.

As of December 31, 2024, total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested stock options was approximately \$7 million. The weighted-average remaining vesting period of unvested stock options as of December 31, 2024 was approximately one year.

RSUs

A summary of RSU activity for the year ended December 31, 2024 was as follows:

	Number of Shares (in thousands)	Weighted-Average Grant-Date Fair Value Per Share
Outstanding as of December 31, 2023	6,262	\$ 506.77
Granted	3,031	\$ 791.14
Vested	(2,944)	\$ 545.45
Forfeited	(561)	\$ 567.81
Outstanding as of December 31, 2024	5,788	\$ 630.10
Expected to vest as of December 31, 2024	5,233	

RSUs outstanding as of December 31, 2024 were comprised of 5.3 million RSUs with only service conditions and 0.5 million RSUs with both service conditions and performance conditions, including certain RSUs with additional market conditions. The total intrinsic value of the RSUs vested was \$2.4 billion, \$1.6 billion and \$1.5 billion for the years ended December 31, 2024, 2023 and 2022, respectively. As of December 31, 2024, the aggregate intrinsic value of RSUs outstanding was \$6.1 billion and RSUs expected to vest was \$5.5 billion. The weighted-average grant-date fair value of RSUs granted was \$791.14, \$479.18 and \$541.24 per share for the years ended December 31, 2024, 2023 and 2022, respectively.

PRSUs have service, performance and market vesting conditions. The ultimate number of shares eligible to vest range from 0% to 200%, subject to our board of directors compensation committee's approval of performance metrics achievement and, for certain PRSUs, total shareholder return relative to that of the S&P 500 index. The eligible shares subject to PRSUs granted during the year ended December 31, 2024 will vest in one to three years contingent on each holder's continuous status as an employee on the applicable vesting dates. The number of PRSUs granted included in the table above reflects the shares that could be eligible to vest at 100% of target for PRSUs and includes adjustments for over or under achievement for PRSUs granted in the prior year.

We recognized \$147 million, \$145 million and \$121 million of stock-based compensation expense, net of actual and estimated forfeitures, associated with PRSUs on a graded vesting basis during the years ended December 31, 2024, 2023 and 2022, respectively.

As of December 31, 2024, total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested RSUs was \$2.9 billion and the weighted-average remaining vesting period was approximately three years.

Total stock-based compensation expense for the years ended December 31, 2024, 2023 and 2022 was \$1,746 million, \$1,604 million and \$1,401 million, respectively. For the years ended December 31, 2024 and 2023, we recorded \$340 million and \$296 million, respectively, of tax benefits on total stock-based compensation expense, which are reflected in the provision for (benefit from) income taxes in the consolidated statements of comprehensive income. Tax benefits on stock-based compensation for the year ended December 31, 2022 was immaterial.

Valuation Assumptions

The following assumptions were used in the Black-Scholes options pricing model and the Monte Carlo simulation model, to estimate our stock-based compensation on the date of grant for ESPP, stock options and PRSUs, respectively, as applicable.

	Year Ended December 31,		
	2024	2023	2022
Risk-Free Interest Rate			
ESPP	4.96% - 5.39%	2.96% - 5.39%	0.06% - 2.96%
Stock Options	*	*	2.04%
PRSU	3.97% - 4.56%	4.34%	1.76%
Expected Term (in years)			
ESPP	0.5	0.5	0.5
Stock Options	*	*	10
Expected Volatility			
ESPP	25% - 40%	33% - 59%	35% - 59%
Stock Options	*	*	40%
PRSU	33% - 42%	45%	42%

* There were no stock option grants in 2024 and 2023.

Expected volatility. The expected volatility is based on the historical volatility of our common stock for a period similar to our expected term.

Expected term. We determine the expected term based on historical experience of similar awards, giving consideration to the contractual terms of the stock-based awards, vesting schedules and expectations of future employee behavior. We estimate the expected term for ESPP using the purchase period.

Risk-free interest rate. The risk-free interest rate is based on the U.S. Treasury yield curve in effect at the time of grant for the expected term of the stock-based award.

Expected dividend yield. Our expected dividend yield is zero, as we have not and do not currently intend to declare dividends in the foreseeable future.

[XML 57 R23.htm IDEA XBRL DOCUMENT](#)

Net Income Per Share

**12 Months Ended
Dec. 31, 2024**

[Earnings Per Share](#)

[\[Abstract\]](#)

[Net Income Per Share](#)

Net Income Per Share

Basic net income per share attributable to common stockholders is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period. Diluted net income per share is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period, adjusted for the effects of dilutive shares of common stock, which are comprised of outstanding stock options, RSUs, ESPP obligations, the 2022 Notes and the 2022 Warrants. Stock awards with performance or market conditions are included in dilutive shares to the extent all conditions are met. The potentially dilutive shares of common stock are computed using the treasury stock method or the as-if converted method, as applicable. The effects of outstanding stock options, RSUs, ESPP obligations, 2022 Notes and 2022 Warrants are excluded from the computation of diluted net income per share in periods in which the effect would be antidilutive.

The following table presents the calculation of basic and diluted net income per share attributable to common stockholders (in millions, except for number of shares reflected in thousands and per share data):

	Year Ended December 31,		
	2024	2023	2022
Numerator:			
Net income	\$ 1,425	\$ 1,731	\$ 325
Denominator:			
Weighted-average shares outstanding - basic	205,834	204,137	201,430
Weighted-average effect of potentially dilutive securities:			
Common stock options, RSUs and ESPP obligations	2,589	1,454	1,672
2022 Notes settlements	—	—	280
Settlement of 2022 Warrants	—	—	153
Weighted-average shares outstanding - diluted	208,423	205,591	203,535
Net income per share - basic	\$ 6.92	\$ 8.48	\$ 1.61
Net income per share - diluted	\$ 6.84	\$ 8.42	\$ 1.60
Common stock options, RSUs and ESPP obligations excluded from diluted net income per share because their effect would have been anti-dilutive	711	3,191	4,658

[XML 58 R24.htm IDEA XBRL DOCUMENT](#)

Income Taxes

**12 Months Ended
Dec. 31, 2024**

[Income Tax](#)

[Disclosure \[Abstract\]](#)

[Income Taxes](#)

Provision for (Benefit from) Income Taxes

The components of income before income taxes by U.S. and foreign jurisdictions were as follows (in millions):

	Year Ended December 31,		
	2024	2023	2022
United States	\$ 1,055	\$ 523	\$ 173
Foreign	683	485	226
Total	\$ 1,738	\$ 1,008	\$ 399

The provision for (benefit from) income taxes consists of the following (in millions):

	Year Ended December 31,		
	2024	2023	2022
Current provision:			
Federal	\$ 36	\$ 2	\$ —
State	49	31	13
Foreign	130	101	46
	215	134	59
Deferred provision:			
Federal	51	(750)	(1)
State	(5)	(135)	(1)
Foreign	52	28	17
	98	(857)	15
Provision for (benefit from) income taxes	\$ 313	\$ (723)	\$ 74

The effective income tax rate differs from the federal statutory income tax rate applied to the income before income taxes due to the following (in millions):

	Year Ended December 31,		
	2024	2023	2022
Tax computed at U.S. federal statutory rate	\$ 365	\$ 212	\$ 84
State taxes, net of federal benefit	42	47	10
U.S. tax on foreign earnings	(7)	42	96
Tax rate differential for international subsidiaries	24	29	18
Stock-based compensation	(78)	25	7
Executive compensation	28	32	22
Tax credits	(98)	(93)	(70)
Other	12	15	7
Valuation allowance	25	(1,032)	(100)
Provision for (benefit from) income taxes	\$ 313	\$ (723)	\$ 74

Significant components of our deferred tax assets are shown below (in millions). A valuation allowance has been recognized to offset our deferred tax assets, as necessary, by the amount of any tax benefits that, based on evidence, are not expected to be realized.

	December 31,	
	2024	2023
Deferred tax assets:		
Net operating loss carryforwards	\$ 138	\$ 257
Credit carryforwards	458	476
Lease liability	171	184
Capitalized research and development	434	324
Depreciation and amortization	514	552
Other	168	167
Total deferred tax assets	1,883	1,960
Less: valuation allowance	(220)	(196)
	1,663	1,764
Deferred tax liabilities:		
Right of use asset	(150)	(165)
Depreciation and amortization	(113)	(90)
Other	(61)	(41)
Net deferred tax assets	\$ 1,339	\$ 1,468

As of December 31, 2024, we had no unremitted earnings when evaluating our outside basis difference relating to our U.S. investment in foreign subsidiaries. However, there could be local withholding taxes due to various foreign countries and/or U.S. state taxes if certain lower tier earnings are distributed. During 2024, a decision was made to change our indefinite reinvestment assertion

such that we no longer permanently reinvest all foreign earnings. Foreign withholding taxes after U.S. foreign tax credit and/or state taxes that would be payable upon remittance of these lower tier earnings are currently estimated to be immaterial.

As of December 31, 2024, we had U.S. federal net operating loss and federal tax credit carryforwards of \$46 million and \$376 million, respectively, as reported on our tax returns. The federal tax credits will begin to expire in 2039 if not utilized. In addition, as of December 31, 2024, we had state net operating loss and state tax credit carryforwards of approximately \$0.8 billion and \$313 million, respectively, as reported on our tax returns. The state net operating loss will begin to expire in 2032 if not utilized. State tax credits and a portion of the federal net operating loss carryforwards can be carried forward indefinitely. Utilization of our net operating loss and credit carryforwards may be subject to annual limitation due to the ownership change limitations provided by the Internal Revenue Code and similar state provisions. Such an annual limitation could result in the expiration of the net operating loss and tax credit carryforwards before utilization.

As of December 31, 2024, we had Canada net operating loss and tax credit carryforwards of \$150 million and \$12 million, respectively, as reported on our tax returns. The Canada net operating loss and tax credits will begin to expire in 2039 and 2037, respectively, if not utilized. In addition, as of December 31, 2024, we had United Kingdom net operating loss carryforwards of \$147 million, as reported on our tax returns. The United Kingdom net operating loss can be carried forward indefinitely.

The increase in the 2024 valuation allowance of \$24 million was primarily attributable to California tax credit generation. The decrease in the 2023 valuation allowance of \$1.03 billion was primarily attributable to the \$1.05 billion release of certain U.S. federal and state valuation allowances offset by approximately a \$20 million increase in the California valuation allowance.

The income tax benefit was \$723 million for the year ended December 31, 2023. The income tax benefit was primarily attributable to the release of the valuation allowance of certain U.S. federal and state deferred tax assets. We regularly assess the need for a valuation allowance against our deferred tax assets. In making that assessment, we consider both positive and negative evidence related to the likelihood of realization of the deferred tax assets to determine, based on the weight of available evidence, whether it is more likely than not that some or all of the deferred tax assets will not be realized. As of June 30, 2023, we achieved cumulative U.S. income during the prior twelve quarters when considering pre-tax income adjusted for permanent differences and other comprehensive losses. Based on all available positive and negative evidence, having demonstrated sustained profitability which is objective and verifiable, and taking into account anticipated future earnings, we concluded it is more likely than not that our U.S. federal and state deferred tax assets will be realizable, with the exception of California. We released \$1.05 billion of our valuation allowance during the year ended December 31, 2023. As of December 31, 2024 and 2023, we maintained a valuation allowance of \$220 million and \$196 million, respectively, against our California deferred tax assets due to the uncertainty regarding realizability of these deferred tax assets as they have not met the "more likely than not" realization criteria, particularly as we expect research and development tax credit generation to exceed our ability to use the credits in future years. We will continue to monitor the need for a valuation allowance against our deferred tax assets on a quarterly basis.

The \$98 million decrease in the 2022 valuation allowance was primarily attributable to a decrease in deferred tax assets related to the utilization of net operating losses.

A reconciliation of the beginning and ending balance of total unrecognized tax benefits is as follows (in millions):

	Year Ended December 31,		
	2024	2023	2022
Balance, beginning period	\$ 221	\$ 159	\$ 124
Tax positions taken in prior period:			
Gross increases	2	—	—
Gross decreases	(2)	—	(1)
Tax positions taken in current period:			
Gross increases	73	63	38
Settlements	(3)	(1)	(2)
Balance, end of period	\$ 291	\$ 221	\$ 159

As of December 31, 2024, we had gross unrecognized tax benefits of approximately \$291 million, of which \$210 million would impact the effective tax rate, if recognized. We recognize accrued interest and penalties related to unrecognized tax benefits as income tax expense. Accrued interest and penalties included in our liability related to unrecognized tax benefits were \$9 million and \$6 million as of December 31, 2024 and 2023, respectively. The amount of unrecognized tax benefits could be reduced upon expiration of the applicable statutes of limitations. The potential reduction in unrecognized tax benefits during the next 12 months is not expected to be material. Interest and penalties accrued on these uncertain tax positions are recognized as income tax expense and will be released upon the expiration of the statutes of limitations. These amounts are also not material for any periods presented. Further, \$68 million and \$51 million of unrecognized tax benefits have been recorded as liabilities as of December 31, 2024 and 2023, respectively.

We are subject to taxation in the United States and foreign jurisdictions. As of December 31, 2024, our tax years 2004 to 2024 remain subject to examination in most jurisdictions.

Due to differing interpretations of tax laws and regulations, tax authorities may dispute our tax filing positions. We periodically evaluate our exposures associated with our tax filing positions and believe that adequate amounts have been reserved for adjustments that may result from tax examinations.

[XML 59 R25.htm IDEA XBRL DOCUMENT](#)

Commitments and Contingencies
Commitments and Contingencies Disclosure [Abstract]
Commitments and Contingencies

**12 Months Ended
Dec. 31, 2024**

Commitments and Contingencies
Operating Leases

For some of our offices and data centers, we have entered into non-cancellable operating lease agreements with various expiration dates through 2035. Certain lease agreements include options to renew or terminate the lease, which are not reasonably certain to be exercised and therefore are not factored into our determination of lease payments.

Total operating lease costs were \$130 million, \$129 million and \$112 million for each of the years ended December 31, 2024, 2023 and 2022, respectively.

For the years ended December 31, 2024 and 2023, total cash paid for amounts included in the measurement of operating lease liabilities was \$85 million and \$82 million, respectively. Operating lease liabilities arising from obtaining operating right-of-use assets totaled \$84 million and \$130 million for the years ended December 31, 2024 and 2023, respectively.

As of December 31, 2024, the weighted-average remaining lease term is approximately eight years, and the weighted-average discount rate is 4%.

Maturities of operating lease liabilities as of December 31, 2024 are presented in the table below (in millions):

Years Ending December 31,	
2025	\$ 130
2026	114
2027	111
2028	106
2029	97
Thereafter	366
Total operating lease payments	924
Less: imputed interest	(135)
Present value of operating lease liabilities	\$ 789

In addition to the amounts above, as of December 31, 2024, we have operating leases, primarily for offices, that have not yet commenced with undiscounted cash flows of \$157 million. These operating leases are expected to commence in 2025 with lease terms of ten to eleven years.

Other Commitments

Other contractual commitments primarily consist of data center and IT operations, cloud services and sales and marketing activities related to our daily business operations. Future minimum payments under our non-cancellable purchase commitments as of December 31, 2024 are presented in the table below (in millions):

	Purchase Obligations ⁽¹⁾
Years Ending December 31,	
2025	\$ 536
2026	590
2027	756
2028	1,886
2029	121
Thereafter	213
Total	\$ 4,102

(1) Not included in the table above are certain purchase commitments related to our future annual Knowledge user conferences and other customer or sales conferences to be held in 2025 and future years. If we had canceled these contractual commitments as of December 31, 2024, we would have been obligated to pay cancellation penalties of approximately \$56 million in aggregate.

We have entered into various non-cancellable agreements with cloud service providers, under which we have committed to spend an aggregate of \$805 million through 2029 on cloud services. In addition, we have entered into a non-cancellable agreement with an information technology equipment provider, under which we have committed to spend \$1.9 billion through 2028 on capital expenditures to expand our data centers. The unutilized amounts are included within the table above.

In addition to the amounts above, the repayment of our 2030 Notes with an aggregate principal amount of \$1.5 billion is due on September 1, 2030. Refer to Note 11 for further information regarding our 2030 Notes.

Legal Proceedings

We are party to certain litigation and other legal proceedings. While legal proceedings are inherently unpredictable and subject to uncertainties, we do not believe the ultimate resolution of any such proceedings is likely to result in a material loss. We accrue for loss contingencies when it is both probable that we will incur the loss and when we can reasonably estimate the amount of the loss or range of loss.

On July 5, 2022, InQuisient Inc. ("Plaintiff") filed a complaint against ServiceNow, Inc. in the U.S. District Court for the District of Delaware, alleging the Now Platform's use of relational databases infringes three of Plaintiff's patents and seeking injunctive relief and unspecified damages. The Company denied Plaintiff's allegations and asserted Plaintiff's patents were, among other things, invalid, not infringed and otherwise unenforceable. In December 2024, the parties entered into a confidential settlement agreement resolving the matter for an immaterial amount.

Any adverse determination related to intellectual property claims or other litigation could prevent us from offering our services and adversely affect our financial condition and results of operations. For additional information regarding intellectual property litigation, see "Risk Factors—We may not be able to protect or enforce our intellectual property rights."

Other

As previously disclosed, through its internal processes, the Company received a complaint that raised potential compliance issues related to one of its government contracts. The Company initiated an internal investigation, with the assistance of outside legal counsel, into the validity of these claims that concern the hiring of the Chief Information Officer of the U.S. Army as the Company's Head of Global Public Sector in March 2023. As a result of the investigation, the Company's board of directors determined that the Company's President and Chief Operating Officer and the hired individual violated Company policy regarding a possible conflict relating to such individual's hiring. On July 24, 2024, the Company and its President and Chief Operating Officer came to a mutual agreement that he would resign from all positions with the Company, effective immediately. The other individual also has departed the Company. The Company has informed the Department of Justice, the Department of Defense Office of Inspector General and the Army Suspension and Debarment Office of the investigation and is continuing to cooperate with the Department of Justice, which has commenced its own investigation into these matters. The Company cannot predict the timing, outcome or possible impact of the investigation.

Indemnification Provisions

Our agreements include provisions indemnifying customers against intellectual property and other third-party claims. In addition, we have entered into indemnification agreements with our directors, executive officers and certain other officers that will require us, among other things, to indemnify them against certain liabilities that may arise as a result of their affiliation with us. We have not incurred any costs as a result of such indemnification obligations and have not recorded any liabilities related to such obligations in the consolidated financial statements.

[XML 60 R26.htm IDEA- XBRL DOCUMENT](#)

Information about Geographic Areas and Products

12 Months Ended
Dec. 31, 2024

Segments, Geographical Areas [Abstract]
[Information About Geographic Areas and Products](#)

Information about Geographic Areas and Products
Revenues by geographic area, based on the location of our users, were as follows for the periods presented (in millions):

	Year Ended December 31,				
	2024		2023		2022
North America ⁽¹⁾		6,909	\$	5,702	\$ 4,723
EMEA ⁽²⁾		2,834		2,298	1,778
Asia Pacific and other		1,241		971	744
Total revenues	\$	10,984	\$	8,971	\$ 7,245

Property and equipment, net by geographic area were as follows (in millions):

	December 31,	
	2024	2023
Property and equipment, net:		
North America ⁽³⁾	\$	1,144
EMEA ⁽²⁾		428
Asia Pacific and other		191
Total property and equipment, net	\$	1,763

- (1) Revenues attributed to the United States were 94% of North America revenues for each of the years ended December 31, 2024, 2023, and 2022.
(2) Europe, the Middle East and Africa ("EMEA").
(3) Property and equipment, net attributed to the United States were 79% of property and equipment, net attributable to North America as of December 31, 2024 and 2023, respectively.

Subscription revenues consist of the following (in millions):

	Year Ended December 31,		
	2024	2023	2022
Digital workflow products	\$	9,422	\$ 7,679
ITOM products		1,224	1,001
Total subscription revenues	\$	10,646	\$ 8,680

Our digital workflow products include most of our product offerings and are generally priced on a per user basis. Our remaining product offerings, primarily comprised of our IT Operations Management ("ITOM") products, are generally priced on a subscription unit basis.

[XML 61 R27.htm IDEA- XBRL DOCUMENT](#)

Subsequent Event

12 Months Ended
Dec. 31, 2024

Subsequent Events [Abstract]
[Subsequent Events](#)

Subsequent Event
In January 2025, our board of directors authorized an additional \$3.0 billion in repurchases under the Share Repurchase Program. Refer to Note 13 "Stockholders' Equity" for additional information about the Share Repurchase Program.

[XML 62 R28.htm IDEA- XBRL DOCUMENT](#)

Pay vs Performance Disclosure - USD (\$) \$ in Millions	12 Months Ended Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022

Pay vs Performance Disclosure

Net income	\$ 1,425	\$ 1,731	\$ 325

[XML 63 R29.htm IDEA- XBRL DOCUMENT](#)

Insider Trading Arrangements	3 Months Ended Dec. 31, 2024 shares	12 Months Ended Dec. 31, 2024 shares

Trading Arrangements, by Individual

Non-Rule 10b5-1 Arrangement Adopted	false
Rule 10b5-1 Arrangement Terminated	false
Non-Rule 10b5-1 Arrangement Terminated	false

Larry Quinlan [Member]

Trading Arrangements, by Individual

Material Terms of Trading Arrangement

Name	Larry Quinlan	
Title	member of our board of directors	
Rule 10b5-1 Arrangement Adopted	true	
Adoption Date	November 1, 2024	
Expiration Date	April 30, 2025	
Arrangement Duration	180 days	
Aggregate Available	830	830

Gina Mastantuono [Member]

Trading Arrangements, by Individual

Material Terms of Trading Arrangement

Name	Gina Mastantuono	
Title	Chief Financial Officer	
Rule 10b5-1 Arrangement Adopted	true	
Adoption Date	November 22, 2024	
Expiration Date	October 31, 2025	
Arrangement Duration	343 days	

Frederic Luddy [Member]

Trading Arrangements, by Individual

Material Terms of Trading Arrangement

Name	Frederic Luddy	
Title	member of our board of directors	

Larry Quinlan, a member of our board of directors, adopted a trading plan on November 1, 2024. The plan, which expires April 30, 2025, provides for the sale of 830 shares of our common stock during the plan period.

Gina Mastantuono, our Chief Financial Officer, adopted a trading plan on November 22, 2024. The plan, which expires October 31, 2025, provides for the sale of (i) up to 352 shares of our common stock and (ii) up to 80% of the net vested shares resulting from the vesting of 14,467 restricted stock units and performance-based restricted stock units during the plan period, subject to certain vesting conditions. Net vested shares are net of tax withholding.

Frederic Luddy, a member of our board of directors, adopted a trading plan on November 26, 2024. The plan, which expires May 30, 2025, provides for the sale of 100% of the net vested shares resulting from the vesting of 428 restricted stock units during the plan period, subject to certain vesting conditions.

Rule 10b5-1 Arrangement Adopted	true	
Adoption Date	November 26, 2024	
Expiration Date	May 30, 2025	
Arrangement Duration	185 days	
Aggregate Available	428	428
Gina Mastantuono Trading Arrangement, Common Stock [Member] Gina Mastantuono [Member]		
Trading Arrangements, by Individual		
Aggregate Available	352	352
Gina Mastantuono Trading Arrangement, Additional Common Stock [Member] Gina Mastantuono [Member]		
Trading Arrangements, by Individual		
Aggregate Available	14,467	14,467
XML 64 R30.htm IDEA XBRL DOCUMENT		
Insider Trading Policies and Procedures	12 Months Ended Dec. 31, 2024	
Insider Trading Policies and Procedures [Line Items]		
Insider Trading Policies and Procedures Adopted	true	
XML 65 R31.htm IDEA XBRL DOCUMENT		
Cybersecurity Risk Management and Strategy Disclosure	12 Months Ended Dec. 31, 2024	
Cybersecurity Risk Management, Strategy, and Governance [Line Items]		
Cybersecurity Risk Management Processes for Assessing, Identifying, and Managing Threats [Text Block]	Our policies, standards, processes and practices for assessing, identifying, and managing material risks from cybersecurity threats are integrated into our overall risk management program and are based on frameworks established by the National Institute of Standards and Technology ("NIST"), the International Organization for Standardization and other applicable industry standards. Our cybersecurity program in particular focuses on the following key areas: Collaboration Our cybersecurity risks are identified and addressed through a comprehensive, cross-functional approach. Key security, risk, and compliance stakeholders meet regularly to develop strategies for preserving the confidentiality, integrity and availability of Company and customer information, identifying, preventing and mitigating cybersecurity threats, and effectively responding to cybersecurity incidents. We maintain controls and procedures that are designed to ensure prompt escalation of certain cybersecurity incidents so that decisions regarding public disclosure and reporting of such incidents can be made by management and the Board in a timely manner. Risk Assessment At least annually, we conduct a cybersecurity risk assessment that takes into account information from internal stakeholders, known information security vulnerabilities, and information from external sources (e.g., reported security incidents that have impacted other companies, industry trends, and evaluations by third parties and consultants). The results of the assessment are used to drive alignment on, and prioritization of, initiatives to enhance our security controls, make recommendations to improve processes, and inform a broader enterprise-level risk assessment that is presented to our Board, Audit Committee and members of management. Technical Safeguards We regularly assess and deploy technical safeguards designed to protect our information systems from cybersecurity threats. Such safeguards are regularly evaluated and improved based on vulnerability assessments, cybersecurity threat intelligence and incident response experience. Incident Response and Recovery Planning We have established comprehensive incident response and recovery plans and continue to regularly test and evaluate the effectiveness of those plans. Our incident response and recovery plans address — and guide our employees, management and the Board on — our response to a cybersecurity incident. Third-Party Risk Management We have implemented controls designed to identify and mitigate cybersecurity threats associated with our use of third-party service providers. Such providers are subject to security risk assessments at the time of onboarding, contract renewal, and upon detection of an increase in risk profile. We use a variety of inputs in such risk assessments, including information supplied by providers and third parties. In addition, we require our providers to meet appropriate security requirements, controls and responsibilities and investigate security incidents that have impacted our third-party providers, as appropriate. Education and Awareness Our policies require each of our employees to contribute to our data security efforts. We regularly remind employees of the importance of handling and protecting customer and employee data, including through annual privacy and security training to enhance employee awareness of how to detect and respond to cybersecurity threats. External Assessments Our cybersecurity policies, standards, processes and practices are regularly assessed by consultants and external auditors. These assessments include a variety of activities including information security maturity assessments, audits and independent reviews of our information security control environment and operating effectiveness. For example, in 2022, 2023 and 2024 we conducted independent cyber maturity assessments to review our controls against the NIST Cybersecurity Framework. The results of significant assessments are reported to management, the Board and Audit Committee. Cybersecurity processes are adjusted, as appropriate, based on the information provided from these assessments. We have also obtained industry certifications and attestations that demonstrate our dedication to protecting the data our customers entrust to us.	
Cybersecurity Risk Management Processes Integrated [Flag]	true	
Cybersecurity Risk Management Processes Integrated [Text Block]		
Cybersecurity Risk Management Third Party Engaged [Flag]	true	
Cybersecurity Risk Third Party Oversight and Identification Processes [Flag]	true	
Cybersecurity Risk Materially Affected or Reasonably Likely to Materially Affect Registrant [Flag]	false	
Cybersecurity Risk Board of Directors Oversight [Text Block]	Board Oversight Our Board, in coordination with the Audit Committee, oversees our management of cybersecurity risk. They receive regular reports from management about the prevention, detection, mitigation, and remediation of material information security risks, including cybersecurity incidents and vulnerabilities. Our Audit Committee is responsible for overseeing our cybersecurity program. The Audit Committee receives regular updates from management on cybersecurity risk resulting from risk assessments, progress of risk reduction initiatives, third-party compliance certifications, control maturity assessments, and relevant ServiceNow, customer and industry cybersecurity incidents. The following individuals have primary responsibility for assessing and managing cybersecurity risks: • Chief customer officer ("CCO"), who oversees the digital transformation, digital technology and security functions • Chief digital information officer ("CDIO"), who oversees enterprise-wide digital transformation • Chief information security officer ("CISO"), who oversees the security function and reports to the CCO • Chief technology officer ("CTO"), who oversees product engineering and advanced technologies • General Counsel, who oversees the legal and compliance functions These individuals, among others, also serve as members of management's Security Steering Committee (the "Security Committee"), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies. The following individuals have primary responsibility for assessing and managing cybersecurity risks: • Chief customer officer ("CCO"), who oversees the digital transformation, digital technology and security functions • Chief digital information officer ("CDIO"), who oversees enterprise-wide digital transformation • Chief information security officer ("CISO"), who oversees the security function and reports to the CCO	
Cybersecurity Risk Board Committee or Subcommittee Responsible for Oversight [Text Block]		
Cybersecurity Risk Process for Informing Board Committee or		

[Subcommittee Responsible for Oversight \[Text Block\]](#)

[Cybersecurity Risk Role of Management \[Text Block\]](#)

[Cybersecurity Risk Management Positions or Committees Responsible \[Flag\]](#)
[Cybersecurity Risk Management Positions or Committees Responsible \[Text Block\]](#)

[Cybersecurity Risk Management Expertise of Management Responsible \[Text Block\]](#)

[Cybersecurity Risk Process for Informing Management or Committees Responsible \[Text Block\]](#)

[Cybersecurity Risk Management Positions or Committees Responsible Report to Board \[Flag\]](#)

[XML-66-R32.htm-IDEA-XBRL-DOCUMENT](#)

Summary of Significant Accounting Policies (Policies)

[Accounting Policies \[Abstract\]](#)
[Principles of Consolidation](#)

[Use of Estimates](#)

[Segments](#)

[Foreign Currency Translation and Transactions](#)

[Revenue Recognition and Deferred Commissions](#)

- Chief technology officer (“CTO”), who oversees product engineering and advanced technologies
- General Counsel, who oversees the legal and compliance functions

These individuals, among others, also serve as members of management’s Security Steering Committee (the “Security Committee”), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies.

- Chief customer officer (“CCO”), who oversees the digital transformation, digital technology and security functions
- Chief digital information officer (“CDIO”), who oversees enterprise-wide digital transformation
- Chief information security officer (“CISO”), who oversees the security function and reports to the CCO
- Chief technology officer (“CTO”), who oversees product engineering and advanced technologies
- General Counsel, who oversees the legal and compliance functions

These individuals, among others, also serve as members of management’s Security Steering Committee (the “Security Committee”), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies.

Our CCO has served in various roles in information technology and information security for over 20 years, including serving as our Chief Information Officer (“CIO”) and either the Chief Technology Officer or CIO of three other public companies. He holds an undergraduate degree in computer engineering. Our CDIO has served in various roles in information technology for over 20 years, including serving as our Senior Vice President of Digital Technology Experience and in similar senior roles at two other public companies. Our CISO has served in various roles in information technology and information security for almost 20 years, including serving as the Chief Information Security Officer or Chief Security Officer at two other large public companies. He holds an undergraduate and master’s degree in computer science. Our CTO has served in various roles in information technology for over 25 years and has been with us since 2011. Our General Counsel has over 20 years of experience managing risks, including risks arising from cybersecurity threats, at several large public technology companies.

true

- Chief customer officer (“CCO”), who oversees the digital transformation, digital technology and security functions
- Chief digital information officer (“CDIO”), who oversees enterprise-wide digital transformation
- Chief information security officer (“CISO”), who oversees the security function and reports to the CCO
- Chief technology officer (“CTO”), who oversees product engineering and advanced technologies
- General Counsel, who oversees the legal and compliance functions

These individuals, among others, also serve as members of management’s Security Steering Committee (the “Security Committee”), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies.

Our CCO has served in various roles in information technology and information security for over 20 years, including serving as our Chief Information Officer (“CIO”) and either the Chief Technology Officer or CIO of three other public companies. He holds an undergraduate degree in computer engineering. Our CDIO has served in various roles in information technology for over 20 years, including serving as our Senior Vice President of Digital Technology Experience and in similar senior roles at two other public companies. Our CISO has served in various roles in information technology and information security for almost 20 years, including serving as the Chief Information Security Officer or Chief Security Officer at two other large public companies. He holds an undergraduate and master’s degree in computer science. Our CTO has served in various roles in information technology for over 25 years and has been with us since 2011. Our General Counsel has over 20 years of experience managing risks, including risks arising from cybersecurity threats, at several large public technology companies.

Our cybersecurity risks are identified and addressed through a comprehensive, cross-functional approach. Key security, risk, and compliance stakeholders meet regularly to develop strategies for preserving the confidentiality, integrity and availability of Company and customer information, identifying, preventing and mitigating cybersecurity threats, and effectively responding to cybersecurity incidents. We maintain controls and procedures that are designed to ensure prompt escalation of certain cybersecurity incidents so that decisions regarding public disclosure and reporting of such incidents can be made by management and the Board in a timely manner.

true

12 Months Ended

Dec. 31, 2024

Principles of Consolidation

The accompanying consolidated financial statements have been prepared in conformity with U.S. Generally Accepted Accounting Principles (“GAAP”) and include our accounts and the accounts of our wholly-owned subsidiaries. All intercompany transactions and balances have been eliminated upon consolidation.

Use of Estimates

The preparation of consolidated financial statements in conformity with GAAP requires management to make certain estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as reported amounts of revenues and expenses during the reporting period. Such management estimates and assumptions include, but are not limited to, standalone selling price (“SSP”) for each distinct performance obligation included in customer contracts with multiple performance obligations, the period of benefit for deferred commissions, valuation of intangible assets, the useful life of property and equipment and identifiable intangible assets, stock-based compensation expense and income taxes. Actual results could differ from those estimates.

In January 2024, we completed an assessment of the useful life of our data center equipment and determined we should increase the estimated useful life of data center equipment from four to five years. This change in accounting estimate was effective beginning fiscal year 2024. Based on the carrying amount of data center equipment included in property and equipment, net as of December 31, 2023, the effect of this change in estimate for the year ended December 31, 2024, was a reduction in depreciation expense of \$101 million and an increase in net income of \$81 million, or \$0.39 per share basic and \$0.39 per share diluted.

Segments

Our chief operating decision maker (“CODM”), the Chief Executive Officer, manages the Company’s business activities as a single operating and reportable segment at the consolidated level. Accordingly, our CODM uses consolidated net income to measure segment profit or loss, allocate resources and assess performance. Further, the CODM reviews and utilizes functional expenses (cost of revenues, sales and marketing, research and development, and general and administrative) at the consolidated level to manage the Company’s operations. Other segment items included in consolidated net income are interest income, other expense, net and the provision for (benefit from) income taxes, which are reflected in the consolidated statements of comprehensive income.

Foreign Currency Translation and Transactions

The functional currency for most of our foreign subsidiaries is their respective local currency. Assets and liabilities of the wholly-owned non-U.S. Dollar functional currency subsidiaries are translated into U.S. Dollars at exchange rates in effect at each period end. Amounts classified in stockholders’ equity are translated at historical exchange rates. Revenues and expenses are translated at the average exchange rates during the period. The resulting translation adjustments are recorded in accumulated other comprehensive income (loss) as a component of stockholders’ equity. Foreign currency transaction gains and losses are included in other expense, net within the consolidated statements of comprehensive income, and were immaterial for all periods presented.

Revenue Recognition

Revenues are recognized when control of services is transferred to our customers, in an amount that reflects the consideration we expect to be entitled to in exchange for those services.

Subscription revenues

Subscription revenues are primarily comprised of subscription fees that give customers access to the ordered subscription service, related support and updates, if any, to the subscribed service during the subscription term. We recognize subscription revenues ratably over the contract term beginning on the commencement date of each contract, which is the date we make our services available to our customers. Our contracts with customers typically include a fixed amount of consideration and are generally non-cancellable and without any refund-type provisions. We typically invoice our customers annually in advance for our subscription services upon execution of the initial contract or subsequent renewal, and our invoices are typically due within 30 days from the invoice date.

Subscription revenues also include revenues from self-hosted offerings in which customers deploy, or we grant customers the option to deploy without significant penalty, our subscription service internally or contract with a third party to host the software. For these contracts, we account for the software element separately from the related support and updates as they are distinct performance obligations. Refer to the discussion below related to contracts with multiple performance obligations for further details. The transaction price is allocated to separate performance obligations on a relative SSP basis. The transaction price allocated to the software element is recognized when transfer of control of the software to the customer is complete. The transaction price allocated to the related support and updates are recognized ratably over the contract term.

Professional services and other revenues

Our professional services arrangements are primarily on a time-and-materials basis, and we generally invoice our customers monthly in arrears for these professional services based on actual hours and expenses incurred. Some of our professional services arrangements are on a fixed-fee basis. Professional services revenues are recognized as services are delivered. Other revenues mainly consist of fees from customer training delivered on-site or through publicly available classes. Typical payment terms require our customers to pay us within 30 days from the invoice date.

Contracts with multiple performance obligations

We enter into contracts that can include various combinations of products and services, which are generally capable of being distinct and accounted for as separate performance obligations. We evaluate the terms and conditions included within our customer contracts to ensure appropriate revenue recognition, including whether products and services are considered distinct performance obligations that should be accounted for separately versus together. For contracts with multiple performance obligations, the transaction price is allocated to the separate performance obligations on a relative SSP basis. We determine SSP by considering the historical selling price of these performance obligations in similar transactions as well as other factors, including, but not limited to, competitive pricing of similar products, other software vendor pricing, industry publications and current pricing practices.

Contract balances

Deferred revenue consists primarily of payments received related to unsatisfied performance obligations at the end of the period. Once our services are available to customers, we record amounts due in accounts receivable and in deferred revenue. To the extent we bill customers in advance of the billing period commencement date, the accounts receivable and corresponding deferred revenue amounts are netted to zero on our consolidated balance sheets, unless such amounts have been paid as of the balance sheet date.

Deferred Commissions

Deferred commissions are the incremental selling costs that are associated with acquiring customer contracts and consist primarily of sales commissions paid to our sales organization and referral fees paid to independent third parties. Deferred commissions also include the associated payroll taxes and fringe benefit costs associated with payments to our sales employees to the extent they are

	incremental. Commissions and referral fees earned upon the execution of initial and expansion contracts are primarily deferred and amortized over a period of benefit that we have determined to be five years. Commissions earned upon the renewal of customer contracts are deferred and amortized over the average renewal term. Additionally, for self-hosted offerings, consistent with the recognition of subscription revenue for self-hosted offerings, a portion of the commission cost is expensed upfront when the self-hosted offering is made available, and the remaining portion of the commission cost is expensed over the period of benefit. We determine the period of benefit by taking into consideration our customer contracts, our technology life cycle and other factors. The amortization of deferred commissions is included in sales and marketing expense in our consolidated statements of comprehensive income. There was no impairment loss in relation to the incremental selling costs capitalized for all periods presented.						
Fair Value Measurements	Fair Value Measurements Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. We use a fair value hierarchy that is based on three levels of inputs, of which the first two are considered observable and the last unobservable. The three levels of the fair value hierarchy are as follows: Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities; Level 2—Other inputs that are directly or indirectly observable in the marketplace; and Level 3—Significant unobservable inputs that are supported by little or no market activity. Cash and Cash Equivalents Cash and cash equivalents consist of highly liquid investments with original or remaining maturities of three months or less at the date of purchase. Accounts Receivable, net We record trade accounts receivable at the net invoice value and such receivables are non-interest bearing. We consider receivables past due based on the contractual payment terms. We reserve for specific amounts if collectability is no longer reasonably assured based on an assessment of various factors including historical loss rates and expectations of forward-looking loss estimates. Individual accounts receivable are written off when we become aware of a specific customer's inability to meet its financial obligation, and all collection efforts are exhausted. Investments Investments consist of commercial paper, corporate notes and bonds, certificates of deposit, U.S. government and agency securities and mortgage-backed and asset-backed securities. We classify investments in debt securities as available-for-sale at the time of purchase. All investments are recorded at estimated fair value, and investments with original maturities of less than one year at time of purchase are classified as short-term. Unrealized gains and losses are included in accumulated other comprehensive income (loss), net of tax, a component of stockholders' equity, except for credit-related impairment losses for available-for-sale debt securities. For all our available-for-sale debt securities with unrealized loss positions we have determined it is more likely than not we will hold the securities until maturity or a recovery of the cost basis. Available-for-sale securities in an unrealized loss position are written down to its fair value with the corresponding charge recorded in other expense, net in our consolidated statements of comprehensive income, if it is more likely than not that we will be required to sell the security before recovery of its amortized cost basis, or we have the intention to sell the security. Credit-related impairment losses, not to exceed the amount that fair value is less than the amortized cost basis, are recognized through an allowance for credit losses with changes in the allowance for credit losses recorded in other expense, net in the consolidated statements of comprehensive income. For purposes of identifying and measuring impairment, the policy election was made to exclude the applicable accrued interest from both the fair value and amortized cost basis. Applicable accrued interest, net of the allowance for credit losses (if any) of \$79 million and \$51 million, is recorded in prepaid expenses and other current assets on the consolidated balance sheets as of December 31, 2024 and 2023, respectively. Realized gains and losses from the sales of available-for-sale debt securities are determined based on the specific identification method and are reported in other expense, net in the consolidated statements of comprehensive income.						
Strategic Investments	Strategic Investments Strategic investments consist of debt and non-marketable equity investments in privately held companies in which we do not have a controlling interest. Privately held equity securities in which we do not have a controlling financial interest in but exercise significant influence over the investee are accounted for under equity method accounting. These investments are measured at cost less any impairment, plus or minus our share of equity method investee income or loss. For those privately held equity securities that do not have readily determinable fair values and for which we do not have a controlling financial interest or exercise significant influence, we have elected to apply the measurement alternative, measuring them at cost, less any impairment, plus or minus adjustments resulting from observable price changes in orderly transactions for the identical or a similar investment of the same issuer. An impairment loss is recorded when an event or circumstance indicates a decline in value has occurred. We include these strategic investments in other assets on our consolidated balance sheets.						
Derivatives Financial Instruments	Derivative Financial Instruments <i>Derivatives Designated as Hedging Instruments</i> We record derivatives at fair value as either assets or liabilities on our consolidated balance sheets. For derivative contracts entered into to hedge a portion of our forecasted foreign currency denominated revenues that are designated and qualify as cash flow hedges, the unrealized gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income (loss) and reclassified into earnings as subscription revenues when the hedged transaction affects earnings. The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. We also formally assess, both at the inception of the hedge, and on an ongoing basis, whether each derivative is highly effective in offsetting changes in cash flows of the hedged item. Fluctuations in the value of the derivative instruments are generally offset by changes in the hedged item; however, if it is determined that a derivative is not highly effective as a hedge or if a derivative ceases to be a highly effective hedge, the Company will discontinue hedge accounting prospectively for the affected derivative. <i>Derivatives not Designated as Hedging Instruments</i> Derivative contracts not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. Outstanding foreign currency forward contracts are recorded at gross fair value as prepaid expenses and other current assets as well as accrued expenses and other current liabilities on the consolidated balance sheets.						
Property and Equipment, net	Property and Equipment, net Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows: <table> <tr> <td>Computer equipment and software</td><td>3-5 years</td></tr> <tr> <td>Furniture and fixtures</td><td>3-7 years</td></tr> <tr> <td>Leasehold and other improvements</td><td>shorter of the lease term or estimated useful life</td></tr> </table>	Computer equipment and software	3-5 years	Furniture and fixtures	3-7 years	Leasehold and other improvements	shorter of the lease term or estimated useful life
Computer equipment and software	3-5 years						
Furniture and fixtures	3-7 years						
Leasehold and other improvements	shorter of the lease term or estimated useful life						
Capitalized Software Development Costs	Capitalized Software Development Costs Software development costs for software to be sold, leased or otherwise marketed are expensed as incurred until the establishment of technological feasibility, at which time those costs are capitalized until the product is available for general release to customers and amortized over the estimated life of the product. Costs and time incurred between the establishment of technological feasibility and product release have not been material, and all software development costs have been charged to research and development expense in our consolidated statements of comprehensive income.						
Leases	Leases We determine if an arrangement is or contains a lease at inception. Operating lease right-of-use assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. Lease payments consist primarily of the fixed payments under the arrangement, less any lease incentives. We generally use an incremental borrowing rate estimated based on the information available at the lease commencement date to determine the present value of lease payments, unless the implicit rate is readily determinable. Lease expense for lease payments is recognized on a straight-line basis over the lease term. We account for lease and non-lease components as a single lease component for office leases. Lease and non-lease components for all other leases are generally accounted for separately. Additionally, we do not record leases on the balance sheet that, at the lease commencement date, have a lease term of 12 months or less. Operating leases are included in operating lease right-of-use assets, current portion of operating lease liabilities, and operating lease liabilities, less current portion in our consolidated balance sheets. We did not have any financing leases in any of the periods presented.						
Business Combinations	Business Combinations We allocate the acquisition purchase price to the tangible and intangible assets acquired and liabilities assumed, based on their estimated fair values. The excess of the purchase price over the fair value of these assets acquired and liabilities assumed is recorded as goodwill. Allocation of the purchase price requires significant estimates in determining the fair value of acquired assets and assumed liabilities, especially with respect to intangible assets. Critical estimates include, but are not limited to, future expected cash flows, discount rates, revenue growth rates, the time and expense to recreate the assets and profit margin a market participant would receive. These estimates are inherently uncertain and unpredictable and, as a result, actual results may differ from estimates. During the measurement period, which may not be later than one year from the acquisition date, the Company may record adjustments to the fair value of these tangible and intangible assets acquired and liabilities assumed, with the corresponding offset to goodwill.						
Goodwill, Intangible Assets and Impairment of Long Lived Assets	Goodwill and Intangible Assets Goodwill is evaluated for impairment at least annually or more frequently if circumstances indicate that goodwill may not be recoverable. A qualitative assessment is performed to determine whether it is more likely than not that the fair value of its reporting unit is less than its carrying amount. If the reporting unit does not pass the qualitative assessment, the carrying amount of the reporting unit, including goodwill, is compared to fair value and goodwill is considered impaired if the carrying value of the reporting unit exceeds its fair value. Any excess of the carrying value of the goodwill above its fair value is recognized as an impairment loss. Intangible assets consist of developed technologies and other intangible assets, including patents and contractual agreements. Intangible assets are amortized over the period of estimated benefit using the straight-line method and estimated useful lives ranging from three to twelve years.						
Advertising Costs	Impairment of Long-Lived Assets We evaluate long-lived assets, including purchased intangible assets, for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is measured by comparing the carrying amount to the future undiscounted cash flows we expect the asset to generate. Any excess of the carrying value of the asset above its fair value is recognized as an impairment loss. Advertising Costs Advertising costs, excluding costs related to our annual Knowledge user conference and other user forums, are expensed as incurred and are included in sales and marketing expense.						
Stock-based Compensation	Stock-based Compensation We recognize compensation expense related to stock options and restricted stock units ("RSUs") with only service conditions on a straight-line basis over the requisite service period. For stock options and RSUs with service, performance and market conditions (performance-based RSUs ("PRSUs")), expenses are recognized on a graded vesting basis over the requisite service period and for awards with performance conditions, when it is probable that the performance condition will be achieved. The probability of achievement is assessed periodically to determine whether the performance metric continues to be probable. When there is a change in the probability of achievement, any cumulative effect of the change is recognized in the period of the change and the remaining unrecognized compensation will be amortized prospectively over the respective vesting period. We recognize compensation expense related to shares issued pursuant to the employee stock purchase plan ("ESPP") on a straight-line basis over the six-month offering period. We recognize compensation expense net of estimated forfeiture activity. Amounts withheld related to the minimum statutory tax withholding requirements paid by us on behalf of our employees are recorded as a liability and a reduction to additional paid-in capital when paid and are included as a reduction of cash flows from financing activities. We estimate the fair value of stock options with only service conditions and shares issued pursuant to the ESPP using the Black-Scholes options pricing model and the fair value of RSU awards (including PRSUs) using the fair value of our common stock on the date of grant. For stock options and PRSUs with service, performance and market conditions, we estimate the fair value of the options granted and the corresponding derived service periods using the Monte Carlo simulation, which requires the use of various assumptions, including the stock price volatility and risk-free interest rate as of the valuation date corresponding to the length of time remaining in the performance period.						
Concentration of Credit	Concentration of Credit Risk and Significant Customers						

Risk and Significant Customers

Financial instruments potentially exposing us to credit risk consist primarily of cash, cash equivalents, derivative contracts, investments and accounts receivable. We hold cash at financial institutions that management believes are high credit quality financial institutions and invest in investment-grade debt securities. Our derivative contracts expose us to credit risk to the extent that the counterparties may be unable to meet the terms of the arrangement. We mitigate this credit risk by transacting with major financial institutions with high credit ratings and entering into master netting arrangements, which permit net settlement of transactions with the same counterparty. We are not required to pledge, and are not entitled to receive, cash collateral related to these derivative instruments.

Credit risk arising from accounts receivable is mitigated to a certain extent due to our large number of customers and their dispersion across various industries and geographies. We had one customer, a U.S. federal channel partner and systems integrator, that represented 12% of our accounts receivable balance as of December 31, 2024 and 11% of our total revenues for the year ended December 31, 2024. Based on our periodic credit evaluations, there have been no historical collection concerns with this customer. There were no customers that individually exceeded 10% of our accounts receivable balance as of December 31, 2023 or our total revenues for the year ended December 31, 2023. For purposes of assessing concentration of credit risk and significant customers, a group of customers under common control or customers that are affiliates of each other are regarded as a single customer. The allowance for credit losses and write offs were not material for each of the periods ending December 31, 2024, 2023 and 2022.

Income Taxes

Income Taxes

We use the asset and liability method of accounting for income taxes, in which deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the consolidated financial statement carrying amounts of existing assets and liabilities and their respective tax bases. We measure deferred tax assets and liabilities using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be reversed. We recognize the effect on deferred tax assets and liabilities of a change in tax rates within the provision for income taxes as income and expense in the period that includes the enactment date. A valuation allowance is established if it is more likely than not that all or a portion of the deferred tax asset will not be realized. In determining the need for a valuation allowance, we consider future growth, forecasted earnings, forecasted taxable income, the mix of earnings in the jurisdictions in which we operate, historical earnings, taxable income in prior years, if carryback is permitted under the law, carryforward periods and prudent and feasible tax planning strategies.

Our tax positions are subject to income tax audits by multiple tax jurisdictions throughout the world. We recognize the tax benefit of an uncertain tax position only if it is more likely than not the position is sustainable upon examination by the taxing authority, based on the technical merits. We measure the tax benefit recognized as the largest amount of benefit which is more likely than not to be realized upon settlement with the taxing authority. We recognize interest accrued and penalties related to unrecognized tax benefits in our tax provision.

We calculate the current and deferred income tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed in subsequent years and record adjustments based on filed income tax returns when identified. The amount of income taxes paid is subject to examination by U.S. federal, state and foreign tax authorities. The estimate of the potential outcome of any uncertain tax issue is subject to management’s assessment of relevant risks, facts and circumstances existing at that time. To the extent the assessment of such tax position changes, we record the change in estimate in the period in which we make the determination.

Prior Period Reclassifications

Certain prior period amounts have been reclassified to conform to the current period presentation. These reclassifications did not result in a restatement of prior period consolidated financial statements.

Revision of Prior Period Financial Statements

During the quarter ended June 30, 2024, the Company identified an immaterial error in the condensed consolidated statements of cash flows for the period ended March 31, 2024 relating to a misclassification between investing cash outflows and financing cash outflows. The second installment payment for a business combination completed during the quarter ended September 30, 2023, totaling \$184 million, was incorrectly classified as an investing cash outflow instead of a financing cash outflow. The Company determined that the error was not material to any previously issued financial statements and will revise such error in its Quarterly Report on Form 10-Q for the three months ending March 31, 2025.

Recently Issued Accounting Pronouncement Adopted

In November 2023, the Financial Accounting Standards Board (“FASB”) issued Accounting Standards Update (“ASU”) 2023-07, “Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures,” which expands annual and interim disclosure requirements for reportable segments, primarily through enhanced disclosures about significant segment expenses. We adopted this standard effective January 1, 2024 using a retrospective method. For further information, refer to the Segments section in Note 2 “Summary of Significant Accounting Policies.”

Recently Issued Accounting Pronouncements Pending Adoption

In November 2024, the FASB issued ASU 2024-03, “Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures: Disaggregation of Income Statement Expenses,” which requires disclosure of disaggregated information about specific categories underlying certain income statement expense line items in the footnotes to the financial statements for both annual and interim periods. This ASU is effective for fiscal years beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027. Early adoption is permitted. We are currently evaluating the impact of the adoption of this standard.

In December 2023, the FASB issued ASU 2023-09, “Income Taxes - Improvements to Income Tax Disclosures,” which requires enhancement and further transparency to certain income tax disclosures, most notably the tax rate reconciliation and income taxes paid. This ASU is effective for fiscal years beginning after December 15, 2024 on either a prospective or retrospective basis, with early adoption permitted. We are currently evaluating the impact of the adoption of this standard.

Basic net income per share attributable to common stockholders is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period. Diluted net income per share is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period, adjusted for the effects of dilutive shares of common stock, which are comprised of outstanding stock options, RSUs, ESPP obligations, the 2022 Notes and the 2022 Warrants. Stock awards with performance or market conditions are included in dilutive shares to the extent all conditions are met. The potentially dilutive shares of common stock are computed using the treasury stock method or the as-if converted method, as applicable. The effects of outstanding stock options, RSUs, ESPP obligations, 2022 Notes and 2022 Warrants are excluded from the computation of diluted net income per share in periods in which the effect would be antidilutive.

Legal Proceedings

We are party to certain litigation and other legal proceedings. While legal proceedings are inherently unpredictable and subject to uncertainties, we do not believe the ultimate resolution of any such proceedings is likely to result in a material loss. We accrue for loss contingencies when it is both probable that we will incur the loss and when we can reasonably estimate the amount of the loss or range of loss.

On July 5, 2022, InQuisient Inc. (“Plaintiff”) filed a complaint against ServiceNow, Inc. in the U.S. District Court for the District of Delaware, alleging the Now Platform’s use of relational databases infringes three of Plaintiff’s patents and seeking injunctive relief and unspecified damages. The Company denied Plaintiff’s allegations and asserted Plaintiff’s patents were, among other things, invalid, not infringed and otherwise unenforceable. In December 2024, the parties entered into a confidential settlement agreement resolving the matter for an immaterial amount.

Any adverse determination related to intellectual property claims or other litigation could prevent us from offering our services and adversely affect our financial condition and results of operations. For additional information regarding intellectual property litigation, see “Risk Factors—We may not be able to protect or enforce our intellectual property rights.”

Other

As previously disclosed, through its internal processes, the Company received a complaint that raised potential compliance issues related to one of its government contracts. The Company initiated an internal investigation, with the assistance of outside legal counsel, into the validity of these claims that concern the hiring of the Chief Information Officer of the U.S. Army as the Company’s Head of Global Public Sector in March 2023. As a result of the investigation, the Company’s board of directors determined that the Company’s President and Chief Operating Officer and the hired individual violated Company policy regarding a possible conflict relating to such individual’s hiring. On July 24, 2024, the Company and its President and Chief Operating Officer came to a mutual agreement that he would resign from all positions with the Company, effective immediately. The other individual also has departed the Company. The Company has informed the Department of Justice, the Department of Defense Office of Inspector General and the Army Suspension and Debarment Office of the investigation and is continuing to cooperate with the Department of Justice, which has commenced its own investigation into these matters. The Company cannot predict the timing, outcome or possible impact of the investigation.

Indemnification Provisions

Our agreements include provisions indemnifying customers against intellectual property and other third-party claims. In addition, we have entered into indemnification agreements with our directors, executive officers and certain other officers that will require us, among other things, to indemnify them against certain liabilities that may arise as a result of their affiliation with us. We have not incurred any costs as a result of such indemnification obligations and have not recorded any liabilities related to such obligations in the consolidated financial statements.

[XML 67 R33.htm IDEA: XBRL DOCUMENT](#)

Summary of Significant Accounting Policies (Tables)

Accounting Policies [Abstract]

Summary of Property and Equipment Useful Life

Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:	
Computer equipment and software	3-5 years
Furniture and fixtures	3-7 years
Leasehold and other improvements	shorter of the lease term or estimated useful life

Property and equipment, net consists of the following (in millions):

	December 31,			
	2024		2023	
Computer equipment	\$	2,697	\$	2,136
Computer software		106		96
Leasehold and other improvements		320		292
Furniture and fixtures		85		86
Construction in progress		63		33
Property and equipment, gross		3,271		2,643
Less: Accumulated depreciation		(1,508)		(1,285)
Property and equipment, net	\$	1,763	\$	1,358

[XML 68 R34.htm IDEA: XBRL DOCUMENT](#)

Investments (Tables)

Debt Securities, Available-for-Sale [Abstract] Summary of Investments

12 Months Ended

Dec. 31, 2024

12 Months Ended Dec. 31, 2024

The following is a summary of our available-for-sale debt securities recorded within short-term and long-term investments on the consolidated balance sheets (in millions):

December 31, 2024				
	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Estimated Fair Value
Available-for-sale debt securities:				
Commercial paper	\$ 336	\$ —	\$ —	\$ 336
Corporate notes and bonds	4,966	15	(5)	4,976
Certificates of deposit	67	—	—	67
U.S. government and agency securities	2,103	3	(2)	2,104
Mortgage-backed and asset-backed securities	104	—	(18)	86
Total available-for-sale debt securities	\$ 7,576	\$ 18	\$ (25)	\$ 7,569

December 31, 2023				
	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Estimated Fair Value
Available-for-sale debt securities:				
Commercial paper	\$ 349	\$ —	\$ —	\$ 349
Corporate notes and bonds	3,579	10	(13)	3,576
Certificates of deposit	94	—	—	94
U.S. government and agency securities	2,081	3	(6)	2,078
Mortgage-backed and asset-backed securities	102	—	(16)	86
Total available-for-sale debt securities	\$ 6,205	\$ 13	\$ (35)	\$ 6,183

[Investments Classified by Contractual Maturity Date](#)

The fair values of available-for-sale debt securities, by remaining contractual maturity, are as follows (in millions):

		December 31, 2024
Due within 1 year		\$ 3,458
Due in 1 year through 5 years		4,025
Instruments not due in single maturity		86
Total		\$ 7,569

[XML 69 R35.htm IDEA XBRL DOCUMENT](#)

12 Months Ended

Dec. 31, 2024

Fair Value Measurements (Tables)

[Fair Value Disclosures \[Abstract\]](#)

[Assets and Liabilities Measured at Fair Value on Recurring Basis](#)

The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2024 (in millions):

	Level 1	Level 2	Total
Cash equivalents:			
Money market funds	\$ 1,357	\$ —	\$ 1,357
Commercial paper	—	23	23
Corporate notes and bonds	—	4	4
Deposits	391	—	391
U.S. government and agency securities	—	14	14
Marketable securities:			
Commercial paper	—	336	336
Corporate notes and bonds	—	4,976	4,976
Certificates of deposit	—	67	67
U.S. government and agency securities	—	2,104	2,104
Mortgage-backed and asset-backed securities	—	86	86
Total	\$ 1,748	\$ 7,610	\$ 9,358

The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2023 (in millions):

	Level 1	Level 2	Total
Cash equivalents:			
Money market funds	\$ 1,215	\$ —	\$ 1,215
Commercial paper	—	79	79
Corporate notes and bonds	—	2	2
Deposits	295	—	295
U.S. government and agency securities	—	4	4
Marketable securities:			
Commercial paper	—	349	349
Corporate notes and bonds	—	3,576	3,576
Certificates of deposit	—	94	94
U.S. government and agency securities	—	2,078	2,078
Mortgage-backed and asset-backed securities	—	86	86
Total	\$ 1,510	\$ 6,268	\$ 7,778

[XML 70 R36.htm IDEA XBRL DOCUMENT](#)

Goodwill and Intangible Assets (Tables)

12 Months Ended

Dec. 31, 2024

[Goodwill and Intangible Assets Disclosure \[Abstract\]](#)

[Schedule of Goodwill](#)

The changes in the carrying amounts of goodwill were as follows (in millions):

	Carrying Amount
Balance as of December 31, 2022	\$ 824
Goodwill acquired	413
Foreign currency translation adjustments	(6)
Balance as of December 31, 2023	\$ 1,231
Goodwill acquired	75
Foreign currency translation adjustments	(33)
Balance as of December 31, 2024	\$ 1,273

[Schedule of Intangible Assets](#)

Intangible assets, net consists of the following (in millions):

	December 31, 2024	December 31, 2023
Developed technology	\$ 581	\$ 516
Patents	83	72
Other	11	11
Intangible assets, gross	\$ 675	\$ 599
Less: accumulated amortization	(466)	(375)
Intangible assets, net	\$ 209	\$ 224

[Expected Future Amortization Expense Related to Intangible Assets](#)

The following table presents the estimated future amortization expense related to intangible assets held as of December 31, 2024 (in millions):

Years Ending December 31,	
2025	\$ 80
2026	50
2027	36
2028	28
2029	13
Thereafter	2
Total future amortization expense	\$ 209

[XML 71 R37.htm IDEA XBRL DOCUMENT](#)

Property and Equipment (Tables)

12 Months Ended

Dec. 31, 2024

[Property, Plant and Equipment \[Abstract\]](#)

[Schedule of Property and Equipment, Net](#)

Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:

Computer equipment and software	3-5 years
Furniture and fixtures	3-7 years
Leasehold and other improvements	shorter of the lease term or estimated useful life

Property and equipment, net consists of the following (in millions):

December 31,			
	2024	2023	
Computer equipment	\$ 2,697	\$ 2,136	
Computer software	106	96	
Leasehold and other improvements	320	292	
Furniture and fixtures	85	86	
Construction in progress	63	33	
Property and equipment, gross	3,271	2,643	
Less: Accumulated depreciation	(1,508)	(1,285)	
Property and equipment, net	\$ 1,763	\$ 1,358	

Derivative Contracts
(Tables)

Derivative Instruments and Hedging Activities Disclosure
[Abstract]

Schedule of Derivative Instruments

12 Months Ended
Dec. 31, 2024

The total gross fair values of derivatives designated as hedging instruments recorded within the consolidated balance sheets were as follows (in millions):

Consolidated Balance Sheets Location	December 31, 2024	
Prepaid expenses and other current assets	\$	55
Other assets	\$	10
Accrued expenses and other current liabilities	\$	(1)
Other long-term liabilities	\$	—

Accrued Expenses
and Other Current
Liabilities (Tables)

Accrued Liabilities, Current [Abstract]

Summary of Accrued Expenses and Other Current Liabilities

12 Months Ended
Dec. 31, 2024

Accrued expenses and other current liabilities consist of the following (in millions):

	December 31,	
	2024	2023
Accrued payroll	\$ 700	\$ 650
Taxes payable	162	123
Other employee-related liabilities	196	167
Other	311	425
Total accrued expenses and other current liabilities	\$ 1,369	\$ 1,365

Accumulated Other
Comprehensive Loss
(Tables)

Statement of Comprehensive Income
[Abstract]

Schedule of Accumulated Other
Comprehensive Loss

12 Months Ended
Dec. 31, 2024

The following tables show the components of accumulated other comprehensive income (loss), net of tax, in the stockholders' equity section of our consolidated balance sheets (in millions):

	Unrealized Gains (Losses) on Derivative Instruments	Unrealized Gains (Losses) on Investments	Foreign Currency Translation Adjustment	Total
Balance as of December 31, 2023	\$ —	\$ (39)	\$ 2	\$ (37)
Other comprehensive income (loss) before reclassifications	64	12	(93)	(17)
Amounts reclassified from accumulated other comprehensive loss	(14)	—	—	(14)
Net current period other comprehensive income (loss)	50	12	(93)	(31)
Balance as of December 31, 2024	\$ 50	\$ (27)	\$ (91)	\$ (68)

	Unrealized Gains (Losses) on Derivative Instruments	Unrealized Gains (Losses) on Investments	Foreign Currency Translation Adjustment	Total
Balance as of December 31, 2022	\$ —	\$ (77)	\$ (25)	\$ (102)
Other comprehensive income (loss) before reclassifications	—	38	27	65
Amounts reclassified from accumulated other comprehensive loss	—	—	—	—
Net current period other comprehensive income (loss)	—	38	27	65
Balance as of December 31, 2023	\$ —	\$ (39)	\$ 2	\$ (37)

Stockholders' Equity
(Tables)

Stockholders' Equity Note [Abstract]

Common Stock Outstanding and Reserved
Shares of Common Stock for Future Issuance

12 Months Ended
Dec. 31, 2024

As of December 31, 2024, we had 206.5 million shares of common stock, net of treasury stock, outstanding and had reserved shares of common stock for future issuance as follows (in thousands):

	December 31, 2024
Stock plans:	
Options outstanding	948
RSUs ⁽¹⁾	5,788
Shares of common stock available for future grants:	
Amended and Restated 2021 Equity Incentive Plan ⁽²⁾	9,499
Amended and Restated 2012 Employee Stock Purchase Plan ⁽²⁾	8,119
Total shares of common stock reserved for future issuance	24,354

(1) Represents the number of shares issuable upon settlement of outstanding restricted stock units ("RSUs") and performance-based RSUs ("PRSUs"), as discussed in Note 14.
(2) Refer to Note 14 for a description of these plans.

Equity Awards
(Tables)

Share-Based Payment Arrangement [Abstract]

Information About Outstanding And Vested Stock Options

12 Months Ended
Dec. 31, 2024

A summary of stock option activity for the year ended December 31, 2024 was as follows:

	Number of Shares (in thousands)	Weighted-Average Exercise Price Per Share	Weighted-Average Remaining Contractual Term (in years)	Aggregate Intrinsic Value (in millions)
Outstanding as of December 31, 2023	1,150	\$ 603.30		
Exercised	(74)	\$ 324.80		\$ 35
Forfeited	(128)	\$ 645.02		
Outstanding as of December 31, 2024	948	\$ 619.43	6.6	\$ 418
Vested and expected to vest as of December 31, 2024	878	\$ 614.17	6.5	\$ 391
Vested and exercisable as of December 31, 2024	444	\$ 545.37	6.2	\$ 229

Restricted Stock Unit Table

A summary of RSU activity for the year ended December 31, 2024 was as follows:

	Number of Shares (in thousands)	Weighted-Average Grant-Date Fair Value Per Share
Outstanding as of December 31, 2023	6,262	\$ 506.77
Granted	3,031	\$ 791.14
Vested	(2,944)	\$ 545.45
Forfeited	(561)	\$ 567.81
Outstanding as of December 31, 2024	5,788	\$ 630.10
Expected to vest as of December 31, 2024	5,233	

Schedule of Share-based Payment Award, Employee Stock
Purchase Plan, Valuation Assumptions

The following assumptions were used in the Black-Scholes options pricing model and the Monte Carlo simulation model, to estimate our stock-based compensation on the date of grant for ESPP, stock options and PRSUs, respectively, as applicable.

	Year Ended December 31,		
	2024	2023	2022
Risk-Free Interest Rate			
ESPP	4.96% - 5.39%	2.96% - 5.39%	0.06% - 2.96%
Stock Options	*	*	2.04%
PRSU	3.97% - 4.56%	4.34%	1.76%
Expected Term (in years)			
ESPP	0.5	0.5	0.5
Stock Options	*	*	10
Expected Volatility			
ESPP	25% - 40%	33% - 59%	35% - 59%
Stock Options	*	*	40%
PRSU	33% - 42%	45%	42%

* There were no stock option grants in 2024 and 2023.

Net Income Per Share
(Tables)

12 Months Ended
Dec. 31, 2024

Earnings Per Share [Abstract]

Calculation of Basic and Diluted Net Income Per Share

The following table presents the calculation of basic and diluted net income per share attributable to common stockholders (in millions, except for number of shares reflected in thousands and per share data):

	Year Ended December 31,		
	2024	2023	2022
Numerator:			
Net income	\$ 1,425	\$ 1,731	\$ 325
Denominator:			
Weighted-average shares outstanding - basic	205,834	204,137	201,430
Weighted-average effect of potentially dilutive securities:			
Common stock options, RSUs and ESPP obligations	2,589	1,454	1,672
2022 Notes settlements	—	—	280
Settlement of 2022 Warrants	—	—	153
Weighted-average shares outstanding - diluted	208,423	205,591	203,535
Net income per share - basic	\$ 6.92	\$ 8.48	\$ 1.61
Net income per share - diluted	\$ 6.84	\$ 8.42	\$ 1.60
Common stock options, RSUs and ESPP obligations excluded from diluted net income per share because their effect would have been anti-dilutive	711	3,191	4,658

Summary of Potentially Dilutive Securities

The following table presents the calculation of basic and diluted net income per share attributable to common stockholders (in millions, except for number of shares reflected in thousands and per share data):

	Year Ended December 31,		
	2024	2023	2022
Numerator:			
Net income	\$ 1,425	\$ 1,731	\$ 325
Denominator:			
Weighted-average shares outstanding - basic	205,834	204,137	201,430
Weighted-average effect of potentially dilutive securities:			
Common stock options, RSUs and ESPP obligations	2,589	1,454	1,672
2022 Notes settlements	—	—	280
Settlement of 2022 Warrants	—	—	153
Weighted-average shares outstanding - diluted	208,423	205,591	203,535
Net income per share - basic	\$ 6.92	\$ 8.48	\$ 1.61
Net income per share - diluted	\$ 6.84	\$ 8.42	\$ 1.60
Common stock options, RSUs and ESPP obligations excluded from diluted net income per share because their effect would have been anti-dilutive	711	3,191	4,658

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Income Taxes (Tables)

12 Months Ended Dec. 31, 2024

Income Tax Disclosure [Abstract]

Components of Loss From Continuing Operations Before Income Taxes

The components of income before income taxes by U.S. and foreign jurisdictions were as follows (in millions):

	Year Ended December 31,		
	2024	2023	2022
United States	\$ 1,055	\$ 523	\$ 173
Foreign	683	485	226
Total	\$ 1,738	\$ 1,008	\$ 399

Components of Provision for Income Taxes

The provision for (benefit from) income taxes consists of the following (in millions):

	Year Ended December 31,		
	2024	2023	2022
Current provision:			
Federal	\$ 36	\$ 2	\$ —
State	49	31	13
Foreign	130	101	46
	215	134	59
Deferred provision:			
Federal	51	(750)	(1)
State	(5)	(135)	(1)
Foreign	52	28	17
	98	(857)	15
Provision for (benefit from) income taxes	\$ 313	\$ (723)	\$ 74

Reconciliation of Federal Income Tax Rate

The effective income tax rate differs from the federal statutory income tax rate applied to the income before income taxes due to the following (in millions):

	Year Ended December 31,		
	2024	2023	2022
Tax computed at U.S. federal statutory rate	\$ 365	\$ 212	\$ 84
State taxes, net of federal benefit	42	47	10
U.S. tax on foreign earnings	(7)	42	96
Tax rate differential for international subsidiaries	24	29	18
Stock-based compensation	(78)	25	7
Executive compensation	28	32	22
Tax credits	(98)	(93)	(70)
Other	12	15	7
Valuation allowance	25	(1,032)	(100)
Provision for (benefit from) income taxes	\$ 313	\$ (723)	\$ 74

Reconciliation of Deferred Tax Assets and Liabilities

Significant components of our deferred tax assets are shown below (in millions). A valuation allowance has been recognized to offset our deferred tax assets, as necessary, by the amount of any tax benefits that, based on evidence, are not expected to be realized.

	December 31,	
	2024	2023
Deferred tax assets:		
Net operating loss carryforwards	\$ 138	\$ 257
Credit carryforwards	458	476
Lease liability	171	184
Capitalized research and development	434	324
Depreciation and amortization	514	552
Other	168	167
Total deferred tax assets	1,883	1,960
Less: valuation allowance	(220)	(196)
	1,663	1,764
Deferred tax liabilities:		
Right of use asset	(150)	(165)
Depreciation and amortization	(113)	(90)
Other	(61)	(41)
Net deferred tax assets	\$ 1,339	\$ 1,468

Reconciliation of Beginning and Ending Balance of Total Unrecognized Tax Benefits

A reconciliation of the beginning and ending balance of total unrecognized tax benefits is as follows (in millions):

	Year Ended December 31,		
	2024	2023	2022
Balance, beginning period	\$ 221	\$ 159	\$ 124
Tax positions taken in prior period:			
Gross increases	2	—	—
Gross decreases	(2)	—	(1)
Tax positions taken in current period:			
Gross increases	73	63	38
Settlements	(3)	(1)	(2)
Balance, end of period	\$ 291	\$ 221	\$ 159

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Commitments and Contingencies (Tables)

12 Months Ended

Dec. 31, 2024

Commitments and Contingencies Disclosure [Abstract] Schedule of Operating Lease Liabilities

Maturities of operating lease liabilities as of December 31, 2024 are presented in the table below (in millions):

Years Ending December 31,	
2025	\$ 130
2026	114
2027	111
2028	106
2029	97
Thereafter	366
Total operating lease payments	924
Less: imputed interest	(135)
Present value of operating lease liabilities	\$ 789

[Schedule of Non-Cancelable Purchase Commitments](#)

Future minimum payments under our non-cancellable purchase commitments as of December 31, 2024 are presented in the table below (in millions):

	Purchase Obligations ⁽¹⁾	
Years Ending December 31,		
2025	\$	536
2026		590
2027		756
2028		1,886
2029		121
Thereafter		213
Total	\$	4,102

(1)Not included in the table above are certain purchase commitments related to our future annual Knowledge user conferences and other customer or sales conferences to be held in 2025 and future years. If we had canceled these contractual commitments as of December 31, 2024, we would have been obligated to pay cancellation penalties of approximately \$56 million in aggregate.

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Information about Geographic Areas and Products (Tables)

12 Months Ended

Dec. 31, 2024

[Segments, Geographical Areas \[Abstract\] Revenues by Geographic Area, Based on Billing Location of Customer](#)

Revenues by geographic area, based on the location of our users, were as follows for the periods presented (in millions):

	Year Ended December 31,		
	2024	2023	2022
North America ⁽¹⁾	\$ 6,909	\$ 5,702	\$ 4,723
EMEA ⁽²⁾	2,834	2,298	1,778
Asia Pacific and other	1,241	971	744
Total revenues	\$ 10,984	\$ 8,971	\$ 7,245

[Schedule of Long Lived Assets by Geographic Area](#)

Property and equipment, net by geographic area were as follows (in millions):

	December 31,	
	2024	2023
Property and equipment, net:		
North America ⁽³⁾	\$ 1,144	\$ 871
EMEA ⁽²⁾	428	312
Asia Pacific and other	191	175
Total property and equipment, net	\$ 1,763	\$ 1,358

(1) Revenues attributed to the United States were 94% of North America revenues for each of the years ended December 31, 2024, 2023, and 2022.

(2) Europe, the Middle East and Africa ("EMEA").

(3)Property and equipment, net attributed to the United States were 79% of property and equipment, net attributable to North America as of December 31, 2024 and 2023, respectively.

Subscription revenues consist of the following (in millions):

	Year Ended December 31,		
	2024	2023	2022
Digital workflow products	\$ 9,422	\$ 7,679	\$ 6,077
ITOM products	1,224	1,001	814
Total subscription revenues	\$ 10,646	\$ 8,680	\$ 6,891

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Summary of Significant Accounting Policies - Use of Estimates (Details) - USD (\$) \$ / shares in Units, \$ in Millions

12 Months Ended

Dec. 31, 2024 Dec. 31, 2023 Dec. 31, 2022 Jan. 01, 2024

[Change in Accounting Estimate \[Line Items\]](#)

Depreciation	\$ 371	\$ 372	\$ 261
Net income	\$ 1,425	\$ 1,731	\$ 325
Net income per share - basic (in USD per share)	\$ 6.92	\$ 8.48	\$ 1.61
Net income per share - diluted (in USD per share)	\$ 6.84	\$ 8.42	\$ 1.60

Service life

[Change in Accounting Estimate \[Line Items\]](#)

Depreciation	\$ 101
Net income	\$ 81
Net income per share - basic (in USD per share)	\$ 0.39
Net income per share - diluted (in USD per share)	\$ 0.39

[Data center equipment | Service life](#)

[Change in Accounting Estimate \[Line Items\]](#)

Property and equipment, useful life (in years)	4 years	5 years

[XML 82 R48.htm IDEA XBRL DOCUMENT](#)

Summary of Significant Accounting Policies - Segments (Details)

12 Months Ended

Dec. 31, 2024 segment

[Accounting Policies \[Abstract\]](#)

[Number of operating segments](#) 1

[Number of reportable segments](#) 1

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Summary of Significant Accounting Policies - Revenue Recognition (Details) - USD (\$)

12 Months Ended

Dec. 31, 2024 Dec. 31, 2023 Dec. 31, 2022

[Disaggregation of Revenue \[Line Items\]](#)

Capitalized contract cost, amortization period	5 years
Impairment loss	\$ 0 \$ 0 \$ 0

[Total subscription revenues](#)

[Disaggregation of Revenue \[Line Items\]](#)

Contract payment terms	30 days

[Professional services and other](#)

[Disaggregation of Revenue \[Line Items\]](#)

Contract payment terms	30 days

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Summary of Significant Accounting Policies - Investments (Details)

Dec. 31, 2024 Dec. 31, 2023

- USD (\$) \$ in Millions

[Accounting Policies \[Abstract\]](#)

Accrued interest, net of allowance for credit losses	\$ 79	\$ 51

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Summary of Significant Accounting Policies - Property and Equipment (Detail) Dec. 31, 2024

Minimum Computer equipment and software	
Property and Equipment [Line Items]	
Property and equipment, useful life (in years)	3 years
Minimum Furniture and fixtures	
Property and Equipment [Line Items]	
Property and equipment, useful life (in years)	3 years
Maximum Computer equipment and software	
Property and Equipment [Line Items]	
Property and equipment, useful life (in years)	5 years
Maximum Furniture and fixtures	
Property and Equipment [Line Items]	
Property and equipment, useful life (in years)	7 years
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Summary of Significant Accounting Policies - Goodwill and Intangible Assets (Details) Dec. 31, 2024

Minimum	
Property and Equipment [Line Items]	
Useful Life	3 years
Maximum	
Property and Equipment [Line Items]	
Useful Life	12 years
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Summary of Significant Accounting Policies - Advertising Costs (Details) - USD (\$) \$ in Millions 12 Months Ended Dec. 31, 2024 Dec. 31, 2023 Dec. 31, 2022

Accounting Policies [Abstract]			
Advertising costs	\$ 295	\$ 221	\$ 201
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Summary of Significant Accounting Policies - Stock-based Compensation (Details) 12 Months Ended Dec. 31, 2024

2012 Employee Stock Purchase Plan	
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]	
Award offering period	6 months
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Summary of Significant Accounting Policies - Concentration of Credit Risk and Significant Customers (Details) - One Customer - Customer Concentration Risk Dec. 31, 2024

Accounts Receivable	
Concentration Risk [Line Items]	
Concentration risk, percentage	12.00%
Revenue	
Concentration Risk [Line Items]	
Concentration risk, percentage	11.00%
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Summary of Significant Accounting Policies - Prior Period Reclassification (Details) - USD (\$) \$ in Millions 3 Months Ended 12 Months Ended Mar. 31, 2024 Dec. 31, 2024 Dec. 31, 2023 Dec. 31, 2022

Change in Accounting Estimate [Line Items]				
Payments to acquire businesses, net of cash acquired		\$ 113	\$ 279	\$ 91
Revision of Prior Period, Reclassification, Adjustment				
Change in Accounting Estimate [Line Items]				
Payments to acquire businesses, net of cash acquired	\$ 184			
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Investments - Summary of Investments (Detail) - USD (\$) \$ in Millions Dec. 31, 2024 Dec. 31, 2023

Debt Securities, Available-for-sale [Line Items]		
Amortized Cost	\$ 7,576	\$ 6,205
Gross Unrealized Gains	18	13
Gross Unrealized Losses	(25)	(35)
Estimated Fair Value	7,569	6,183
Commercial paper		
Debt Securities, Available-for-sale [Line Items]		
Amortized Cost	336	349
Gross Unrealized Gains	0	0
Gross Unrealized Losses	0	0
Estimated Fair Value	336	349
Corporate notes and bonds		
Debt Securities, Available-for-sale [Line Items]		
Amortized Cost	4,966	3,579
Gross Unrealized Gains	15	10
Gross Unrealized Losses	(5)	(13)
Estimated Fair Value	4,976	3,576
Certificates of deposit		

Debt Securities, Available-for-sale [Line Items]		
Amortized Cost	67	94
Gross Unrealized Gains	0	0
Gross Unrealized Losses	0	0
Estimated Fair Value	67	94
U.S. government and agency securities		
Debt Securities, Available-for-sale [Line Items]		
Amortized Cost	2,103	2,081
Gross Unrealized Gains	3	3
Gross Unrealized Losses	(2)	(6)
Estimated Fair Value	2,104	2,078
Mortgage-backed and asset-backed securities		
Debt Securities, Available-for-sale [Line Items]		
Amortized Cost	104	102
Gross Unrealized Gains	0	0
Gross Unrealized Losses	(18)	(16)
Estimated Fair Value	\$ 86	\$ 86

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Investments -		12 Months Ended	
Narrative (Detail) -			
USD (\$)		Dec. 31, 2024	Dec. 31, 2023
\$ in Millions			

Debt Securities, Available-for-Sale [Abstract]			
Contractual maturities term (maximum)	37 months		
Continuous loss position, 12 months or greater, fair value	\$ 18	\$ 26	
Unrealized loss	2,419	3,731	
Debt and equity investments in privately-held companies included in other assets	\$ 469	\$ 268	

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Investments -			
Maturities of			
Available-for-Sale			
Investments (Details)	Dec. 31, 2024	Dec. 31, 2023	
- USD (\$)			
\$ in Millions			

Debt Securities, Available-for-Sale [Abstract]			
Due within 1 year	\$ 3,458		
Due in 1 year through 5 years	4,025		
Instruments not due in single maturity	86		
Total	\$ 7,569	\$ 6,183	

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Fair Value			
Measurements			
(Detail) - USD (\$)		Dec. 31, 2024	Dec. 31, 2023
\$ in Millions			

Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Total		\$ 9,358	\$ 7,778
Cash equivalents Money market funds			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		1,357	1,215
Cash equivalents Commercial paper			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		23	79
Cash equivalents Corporate notes and bonds			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		4	2
Cash equivalents Deposits			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		391	295
Cash equivalents U.S. government and agency securities			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		14	4
Marketable securities Commercial paper			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Marketable securities		336	349
Marketable securities Corporate notes and bonds			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Marketable securities		4,976	3,576
Marketable securities Certificates of deposit			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Marketable securities		67	94
Marketable securities U.S. government and agency securities			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Marketable securities		2,104	2,078
Marketable securities Mortgage-backed and asset-backed securities			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Marketable securities		86	86
Level 1			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Total		1,748	1,510
Level 1 Cash equivalents Money market funds			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		1,357	1,215
Level 1 Cash equivalents Commercial paper			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		0	0
Level 1 Cash equivalents Corporate notes and bonds			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		0	0
Level 1 Cash equivalents Deposits			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		391	295
Level 1 Cash equivalents U.S. government and agency securities			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Cash equivalents		0	0
Level 1 Marketable securities Commercial paper			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			
Marketable securities		0	0
Level 1 Marketable securities Corporate notes and bonds			
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]			

Marketable securities	0	0
Level 1 Marketable securities Certificates of deposit		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	0	0
Level 1 Marketable securities U.S. government and agency securities		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	0	0
Level 1 Marketable securities Mortgage-backed and asset-backed securities		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	0	0
Level 2		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Total	7,610	6,268
Level 2 Cash equivalents Money market funds		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Cash equivalents	0	0
Level 2 Cash equivalents Commercial paper		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Cash equivalents	23	79
Level 2 Cash equivalents Corporate notes and bonds		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Cash equivalents	4	2
Level 2 Cash equivalents Deposits		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Cash equivalents	0	0
Level 2 Cash equivalents U.S. government and agency securities		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Cash equivalents	14	4
Level 2 Marketable securities Commercial paper		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	336	349
Level 2 Marketable securities Corporate notes and bonds		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	4,976	3,576
Level 2 Marketable securities Certificates of deposit		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	67	94
Level 2 Marketable securities U.S. government and agency securities		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	2,104	2,078
Level 2 Marketable securities Mortgage-backed and asset-backed securities		
Fair Value, Assets and Liabilities Measured on Recurring and Nonrecurring Basis [Line Items]		
Marketable securities	\$ 86	\$ 86

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Business Combinations - Narrative (Details) \$ in Millions	12 Months Ended			
	Jul. 17, 2023 USD (\$) installment	Dec. 31, 2024 USD (\$)	Dec. 31, 2023 USD (\$)	Dec. 31, 2022 USD (\$)
Business Acquisition [Line Items]				
Goodwill		\$ 1,273	\$ 1,231	\$ 824
Developed technology				
Business Acquisition [Line Items]				
Weighted average useful life (in years)		5 years	5 years	
Series of Individually Immaterial Business Acquisitions				
Business Acquisition [Line Items]				
Cash consideration		\$ 112		
Payments to acquire businesses			\$ 92	
G2K Group, GmbH				
Business Acquisition [Line Items]				
Payments to acquire businesses	\$ 465			
Business Combination, Consideration, Number Of Installments installment	2			
Business combination, recognized identifiable assets acquired and liabilities assumed, noncurrent liabilities, other	\$ (1)			
Net deferred tax liabilities	(23)			
Goodwill	414			
G2K Group, GmbH Developed technology				
Business Acquisition [Line Items]				
Developed technology	\$ 75			
Weighted average useful life (in years)	6 years			

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Goodwill and Intangible Assets - Schedule of Goodwill (Details) - USD (\$) \$ in Millions	12 Months Ended	
	Dec. 31, 2024	Dec. 31, 2023
Goodwill [Roll Forward]		
Goodwill, beginning balance	\$ 1,231	\$ 824
Goodwill acquired	75	413
Foreign currency translation adjustments	(33)	(6)
Goodwill, ending balance	\$ 1,273	\$ 1,231

~~XML 97-R63.htm IDEA XBRL DOCUMENT~~

Goodwill and Intangible Assets - Schedule of Intangible Assets (Details) - USD (\$) \$ in Millions	Dec. 31, 2024		Dec. 31, 2023	
Acquired Finite-Lived Intangible Assets [Line Items]				
Intangible assets, gross	\$ 675	\$ 599		
Less: accumulated amortization	(466)	(375)		
Intangible assets, net	209	224		
Developed technology				
Acquired Finite-Lived Intangible Assets [Line Items]				
Intangible assets, gross	581	516		
Patents				
Acquired Finite-Lived Intangible Assets [Line Items]				
Intangible assets, gross	83	72		
Intangible assets, net	209	224		
Other				
Acquired Finite-Lived Intangible Assets [Line Items]				

Intangible assets, gross	\$ 11	\$ 11	
XML 98 R64.htm IDEA- XBRL DOCUMENT			
Goodwill and Intangible Assets - Narrative (Details) - USD (\$)	12 Months Ended		
\$ in Millions	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Finite-Lived Intangible Assets [Line Items]			
Amortization expense	\$ 94	\$ 85	\$ 81
Developed technology			
Finite-Lived Intangible Assets [Line Items]			
Weighted average useful life (in years)	5 years	5 years	
XML 99 R65.htm IDEA- XBRL DOCUMENT			
Goodwill and Intangible Assets - Schedule of Estimated Future Amortization of Intangible Assets (Details)	Dec. 31, 2024		
\$ in Millions	USD (\$)		
Goodwill and Intangible Assets Disclosure [Abstract]			
2025	\$ 80		
2026	50		
2027	36		
2028	28		
2029	13		
Thereafter	2		
Total future amortization expense	\$ 209		
XML 100 R66.htm IDEA- XBRL DOCUMENT			
Property and Equipment - Schedule of Property and Equipment, Net (Detail) - USD (\$)	Dec. 31, 2024	Dec. 31, 2023	
\$ in Millions			
Property and Equipment [Line Items]			
Property and equipment, gross	\$ 3,271	\$ 2,643	
Less: Accumulated depreciation	(1,508)	(1,285)	
Property and equipment, net	1,763	1,358	
Computer equipment			
Property and Equipment [Line Items]			
Property and equipment, gross	2,697	2,136	
Computer software			
Property and Equipment [Line Items]			
Property and equipment, gross	106	96	
Leasehold and other improvements			
Property and Equipment [Line Items]			
Property and equipment, gross	320	292	
Furniture and fixtures			
Property and Equipment [Line Items]			
Property and equipment, gross	85	86	
Construction in progress			
Property and Equipment [Line Items]			
Property and equipment, gross	\$ 63	\$ 33	
XML 101 R67.htm IDEA- XBRL DOCUMENT			
Property and Equipment - Narrative (Detail) - USD (\$)	12 Months Ended		
\$ in Millions	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Property, Plant and Equipment [Abstract]			
Depreciation	\$ 371	\$ 372	\$ 261
XML 102 R68.htm IDEA- XBRL DOCUMENT			
Derivative Contracts - Narrative (Details) - USD (\$)	12 Months Ended		
\$ in Millions	Dec. 31, 2024	Dec. 31, 2023	
Derivative [Line Items]			
Derivative, gain (loss), statement of income or comprehensive income			Total revenues
Foreign exchange contract Designated as hedging instrument			
Derivative [Line Items]			
Derivative, term of contract			34 months
Derivative, Notional Amount			\$ 1,700
Foreign exchange contract Not Designated as Hedging Instrument			
Derivative [Line Items]			
Derivative notional amount	2,200	\$ 1,700	
Forward Contracts			
Derivative [Line Items]			
Derivative, gain (loss) on derivative, net			54
Other comprehensive income (loss), cash flow hedge, gain (loss), reclassification, after tax			\$ 14
XML 103 R69.htm IDEA- XBRL DOCUMENT			
Derivative Contracts - Fair Value by Balance Sheet Location (Details) - Designated as hedging instrument	Dec. 31, 2024		
\$ in Millions	USD (\$)		
Prepaid expenses and other current assets			
Derivatives, Fair Value [Line Items]			
Derivative asset, subject to master netting arrangement, before offset	\$ 55		
Other Assets			
Derivatives, Fair Value [Line Items]			
Derivative asset, subject to master netting arrangement, before offset	10		
Accrued expenses and other current liabilities			
Derivatives, Fair Value [Line Items]			
Derivative liability, subject to master netting arrangement, before offset	(1)		
Other long-term liabilities			
Derivatives, Fair Value [Line Items]			
Derivative liability, subject to master netting arrangement, before offset	\$ 0		
XML 104 R70.htm IDEA- XBRL DOCUMENT			

Deferred Revenue and Performance Obligations (Details) - USD (\$) \$ in Billions	12 Months Ended	
	Dec. 31, 2024	Dec. 31, 2023
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Line Items]		
Deferred revenue recognized	\$ (5.7)	\$ (4.6)
Remaining non-cancelable performance obligations	\$ 22.3	
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction, Start Date [Axis]: 2025-01-01		
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Line Items]		
Performance obligations expected to be satisfied (percent)	46.00%	
Remaining performance obligation, expected timing of satisfaction, period	12 months	
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction, Start Date [Axis]: 2026-01-01 Minimum		
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Line Items]		
Remaining performance obligation, expected timing of satisfaction, period	13 months	
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction, Start Date [Axis]: 2026-01-01 Maximum		
Revenue, Remaining Performance Obligation, Expected Timing of Satisfaction [Line Items]		
Remaining performance obligation, expected timing of satisfaction, period	36 months	

[XML 105-R71.htm IDEA: XBRL DOCUMENT](#)

Accrued Expenses and Other Current Liabilities (Detail) - USD (\$) \$ in Millions	Dec. 31, 2024 Dec. 31, 2023	
Accrued Liabilities, Current [Abstract]		
Accrued payroll	\$ 700	\$ 650
Taxes payable	162	123
Other employee-related liabilities	196	167
Other	311	425
Total accrued expenses and other current liabilities	\$ 1,369	\$ 1,365

[XML 106-R72.htm IDEA: XBRL DOCUMENT](#)

Debt - Narrative (Details)	1 Months Ended		12 Months Ended			
	Aug. 31, 2020	Dec. 31, 2022	Dec. 31, 2024	Dec. 31, 2023	Jun. 30, 2022	Jun. 30, 2017
	USD (\$)	USD (\$) shares	USD (\$)	USD (\$)	shares	USD (\$)
Debt Instrument [Line Items]						
Shares as of December 31, 2021 (in shares) shares					0	
2022 Warrants						
Debt Instrument [Line Items]						
Shares (in shares) shares		6,000,000				
Proceeds from issuance of warrants		\$ 54,000,000				
2022 Note Hedge						
Debt Instrument [Line Items]						
Shares (in shares) shares		6,000,000				
Payments for hedge, financing activities		\$ 128,000,000				
2030 Senior Notes						
Debt Instrument [Line Items]						
Long-term debt, excluding current maturities			\$ 1,489,000,000	\$ 1,488,000,000		
Unamortized debt discount and issuance costs, long-term			11,000,000	12,000,000		
Contractual interest rate, notes (in percent)	1.40%					
Debt term	10 years					
Notes, par value	\$ 1,500,000,000		1,500,000,000			
Percentage of principle issued	0.9963					
Debt issuance costs	\$ 13,000,000					
Effective interest rate of the liability component (in percent)	1.53%					
2030 Senior Notes Level 2						
Debt Instrument [Line Items]						
Fair value			\$ 1,247,000,000	\$ 1,236,000,000		
2022 Convertible Senior Notes						
Debt Instrument [Line Items]						
Contractual interest rate, notes (in percent)					0.00%	
Notes, par value					\$ 782,500,000	

[XML 107-R73.htm IDEA: XBRL DOCUMENT](#)

Accumulated Other Comprehensive Income (Loss) (Details) - USD (\$) \$ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
AOCI Attributable to Parent, Net of Tax [Roll Forward]			
Beginning balance	\$ 7,628	\$ 5,032	\$ 3,695
Other comprehensive income (loss) before reclassifications	(17)	65	
Amounts reclassified from accumulated other comprehensive loss	(14)	0	
Other comprehensive (loss) income	(31)	65	(136)
Ending balance	9,609	7,628	5,032
Unrealized Gains (Losses) on Derivative Instruments			
AOCI Attributable to Parent, Net of Tax [Roll Forward]			
Beginning balance	0	0	
Other comprehensive income (loss) before reclassifications	64	0	
Amounts reclassified from accumulated other comprehensive loss	(14)	0	
Other comprehensive (loss) income	50	0	
Ending balance	50	0	0
Unrealized Gains (Losses) on Investments			
AOCI Attributable to Parent, Net of Tax [Roll Forward]			
Beginning balance	(39)	(77)	
Other comprehensive income (loss) before reclassifications	12	38	
Amounts reclassified from accumulated other comprehensive loss	0	0	
Other comprehensive (loss) income	12	38	
Ending balance	(27)	(39)	(77)
Foreign Currency Translation Adjustment			
AOCI Attributable to Parent, Net of Tax [Roll Forward]			
Beginning balance	2	(25)	
Other comprehensive income (loss) before reclassifications	(93)	27	
Amounts reclassified from accumulated other comprehensive loss	0	0	
Other comprehensive (loss) income	(93)	27	
Ending balance	(91)	2	(25)
Accumulated Other Comprehensive Income (Loss)			
AOCI Attributable to Parent, Net of Tax [Roll Forward]			
Beginning balance	(37)	(102)	34
Other comprehensive (loss) income	(31)	65	(136)
Ending balance	\$ (68)	\$ (37)	\$ (102)

Stockholders' Equity - Narrative (Detail) - USD (\$) \$ in Millions	12 Months Ended			
	Dec. 31, 2024	Dec. 31, 2023	Jan. 24, 2025	May 31, 2023
Class of Stock [Line Items]				
Common stock, shares authorized (in shares)	600,000,000	600,000,000		
Common stock, shares, outstanding (in shares)	206,487,000	204,724,000		
Common stock and Treasury stock issued under employee stock plans (in shares)	2,600,000	2,700,000		
Stock repurchase program, authorized amount				\$ 1,500
Common stock, repurchased (in shares)	800,000	900,000		
Common stock, repurchased	\$ 696	\$ 538		
Remaining authorized repurchase amount	\$ 266			
Preferred stock, shares authorized (in shares)	10,000,000			
Preferred stock, shares outstanding (in shares)	0	0		
Subsequent event				

Class of Stock [Line Items]				
Stock repurchase program, authorized amount			\$ 3,000	

Stockholders' Equity - Outstanding and Reserved Shares of Common Stock for Future Issuance (Detail) - shares shares in Thousands	Dec. 31, 2024 Dec. 31, 2023	

Class of Stock [Line Items]		
Options outstanding (in shares)	948	1,150
Total reserved shares of common stock for future issuance (in shares)	24,354	
2012 Equity Incentive Plan		

Class of Stock [Line Items]		
Total reserved shares of common stock for future issuance (in shares)	9,499	
2012 Employee Stock Purchase Plan		

Class of Stock [Line Items]		
Total reserved shares of common stock for future issuance (in shares)	8,119	
Employee Stock Option		

Class of Stock [Line Items]		
Options outstanding (in shares)	948	
Restricted Stock Units (RSUs)		

Class of Stock [Line Items]		
RSUs (in shares)	5,788	6,262

Equity Awards - Narrative (Detail) \$ / shares in Units, \$ in Millions	12 Months Ended			
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022	Dec. 31, 2021
	USD (\$) plan \$ / shares shares	USD (\$) \$ / shares shares	USD (\$) \$ / shares shares	USD (\$) tranche

Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Number of equity incentive plans plan	3			
Share-based compensation arrangement by share-based payment award, number of additional shares authorized (in shares) shares	10,000,000			
Total intrinsic value of options exercised	\$ 35	\$ 15	\$ 40	
Fair value of stock options vested	\$ 98	\$ 7	\$ 11	
Number of shares granted (in shares) shares	0	0		
Weighted-average grant date fair value of options granted (in USD per share) \$ / shares			\$ 273.63	
Total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested stock options	\$ 7			
Allocated share-based compensation expense	1,746	\$ 1,604	\$ 1,401	
Share-based payment arrangement, expense, tax benefit	\$ 340	\$ 296	0	
Dividend yield (in percent)	0.00%			
Employee Stock Option				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Weighted-average remaining vesting period	1 year			
Restricted stock units with service condition only				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
RSUs (in shares) shares	5,300,000			
Restricted stock units with service and performance conditions				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
RSUs (in shares) shares	500,000			
Restricted Stock Units (RSUs)				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Weighted-average remaining vesting period	3 years			
RSUs (in shares) shares	5,788,000	6,262,000		
Aggregate intrinsic value, vested	\$ 2,400	\$ 1,600	\$ 1,500	
Aggregate intrinsic value, outstanding	6,100			
Aggregated intrinsic value, expected to vest	\$ 5,500			
Weighted-average grant date fair value, granted (in USD per share) \$ / shares	\$ 791.14	\$ 479.18	\$ 541.24	
Unrecognized compensation expense expected to be recognized	\$ 2,900			
Performance shares				

Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Performance target (in percent)	100.00%			
Allocated share-based compensation expense	\$ 147	\$ 145	\$ 121	
Performance shares Minimum Tranche one				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Vesting period (in years)	1 year			
Performance shares Maximum Tranche one				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Vesting period (in years)	3 years			
2012 Employee Stock Purchase Plan				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Common stock purchase price, percentage	85.00%			
Award offering period	6 months			
2021 Performance Awards				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Service period (in years)	2 years			
2021 Performance Awards Minimum				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Performance target (in percent)	0.00%			
2021 Performance Awards Maximum				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				

Performance target (in percent)				200.00%
2021 Performance Awards Chief Executive Officer Employee Stock				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Shares granted, value, share-based payment arrangement, before forfeiture				\$ 232
Number of vesting tranches tranche				8
Options granted, exercisable period				10 years
2021 Performance Awards Chief Executive Officer Employee Stock Minimum				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Description of service or performance condition required to be met for earning right to award under share-based payment arrangement. Includes, but is not limited to, combination of market, performance or service condition				2 years
2012 Equity Incentive Plan				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Requisite service period to vest employment continuation period				3 years
<u>XML 111 R77.htm IDEA: XBRL DOCUMENT</u>				
Equity Awards -				12 Months Ended
Summary of Stock				
Option Activity				
(Detail) - USD (\$)				
\$ / shares in Units,	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022	
shares in Thousands,				
\$ in Millions				
Number of Shares				
Number of shares, outstanding, beginning balance (in shares)	1,150			
Number of shares, exercised (in shares)	(74)			
Number of shares, forfeited (in shares)	(128)			
Number of shares, outstanding, ending balance (in shares)	948	1,150		
Number of shares, vested and expected to vest (in shares)	878			
Number of shares, vested and exercisable (in shares)	444			
Weighted-Average Exercise Price Per Share				
Weighted-average exercise price, outstanding, beginning balance (in USD per share)	\$ 603.30			
Weighted-average exercise price, exercised (in USD per share)	324.80			
Weighted-average exercise price, forfeited (in USD per share)	645.02			
Weighted-average exercise price, outstanding, ending balance (in USD per share)	619.43	\$ 603.30		
Weighted-average exercise price, vested and expected to vest (in USD per share)	614.17			
Weighted-average exercise price, vested and exercisable (in USD per share)	\$ 545.37			
Weighted-average remaining contractual life (in years)	6 years 7 months 6 days			
Weighted-average remaining contractual term, vested and expected to vest (in years)	6 years 6 months			
Weighted-average remaining contractual term, vested and exercisable (in years)	6 years 2 months 12 days			
Total intrinsic value of options exercised	\$ 35	\$ 15	\$ 40	
Aggregate intrinsic value, outstanding	418			
Aggregate intrinsic value, vested and expected to vest	391			
Aggregate intrinsic value, vested and exercisable	\$ 229			
<u>XML 112 R78.htm IDEA: XBRL DOCUMENT</u>				
Equity Awards -				12 Months Ended
Restricted Stock Unit				
Table (Details) -				
Restricted Stock				
Units (RSUs) - \$ /	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022	
shares				
shares in Thousands				
Number of Shares				
Number of shares outstanding, beginning balance (in shares)	6,262			
Number of shares, granted (in shares)	3,031			
Number of shares, vested (in shares)	(2,944)			
Number of shares, forfeited (in shares)	(561)			
Number of shares outstanding, ending balance (in shares)	5,788	6,262		
Number of shares, expected to vest (in shares)	5,233			
Weighted-Average Grant Date Fair Value				
Weighted-average grant date fair value, outstanding, beginning balance (in USD per share)	\$ 506.77			
Weighted-average grant date fair value, granted (in USD per share)	791.14	\$ 479.18	\$ 541.24	
Weighted-average grant date fair value, vested (in USD per share)	545.45			
Weighted-average grant date fair value, repurchased (in USD per share)	567.81			
Weighted-average grant date fair value, outstanding, ending balance (in USD per share)	\$ 630.10	\$ 506.77		
<u>XML 113 R79.htm IDEA: XBRL DOCUMENT</u>				
Equity Awards -				12 Months Ended
Schedule of Fair				
Value Assumptions				
(Details) - shares	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022	
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Number of shares granted (in shares)	0	0		
Employee Stock				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Risk-free interest rate, minimum	4.96%	2.96%	0.06%	
Risk-free interest rate, maximum	5.39%	5.39%	2.96%	
Expected term (in years)	6 months	6 months	6 months	
Expected volatility, minimum	25.00%	33.00%	35.00%	
Expected volatility, maximum	40.00%	59.00%	59.00%	
Employee Stock Option				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Risk-free interest rate, minimum			2.04%	
Expected term (in years)			10 years	
Expected volatility, minimum			40.00%	
PRSU				
Share-based Compensation Arrangement by Share-based Payment Award [Line Items]				
Risk-free interest rate, minimum	3.97%	4.34%	1.76%	
Risk-free interest rate, maximum	4.56%			
Expected volatility, minimum	33.00%	45.00%	42.00%	
Expected volatility, maximum	42.00%			
<u>XML 114 R80.htm IDEA: XBRL DOCUMENT</u>				
Net Income Per Share				12 Months Ended
- Calculation of Basic				
and Diluted Net				
Income Per Share				
Attributable to				
Common				
Stockholders (Detail)	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022	
- USD (\$)				
\$ / shares in Units, \$				
in Millions				
Numerator:				
Net income	\$ 1,425	\$ 1,731	\$ 325	
Denominator:				

Weighted-average shares outstanding - basic (in shares)	205,834,000	204,137,000	201,430,000
Weighted-average shares outstanding - diluted (in shares)	208,423,000	205,591,000	203,535,000
Net income per share - basic (in USD per share)	\$ 6.92	\$ 8.48	\$ 1.61
Net income per share - diluted (in USD per share)	\$ 6.84	\$ 8.42	\$ 1.60
Total potentially dilutive securities (in shares)	711,000	3,191,000,000	4,658,000

[Common stock options, RSUs and ESPP obligations](#)

Denominator:

Potentially dilutive securities (in shares)	2,589,000	1,454,000	1,672,000

[2022 Warrants | Settlement of 2022 Warrants](#)

Denominator:

Potentially dilutive securities (in shares)	0	0	153,000

[2022 Convertible Senior Notes | 2022 Notes settlements](#)

Denominator:

Potentially dilutive securities (in shares)	0	0	280,000

~~[XML 115-R81.htm IDEA: XBRL DOCUMENT](#)~~

Income Taxes - Components of Loss From Continuing Operations Before Income Taxes (Detail) - USD (\$)			
12 Months Ended			
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
\$ in Millions			

Income Tax Disclosure [Abstract]

United States	\$ 1,055	\$ 523	\$ 173
Foreign	683	485	226
Income before income taxes	\$ 1,738	\$ 1,008	\$ 399

~~[XML 116-R82.htm IDEA: XBRL DOCUMENT](#)~~

Income Taxes - Components of Provision for Income Taxes (Detail) - USD (\$)			
12 Months Ended			
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
\$ in Millions			

Current provision:

Federal	\$ 36	\$ 2	\$ 0
State	49	31	13
Foreign	130	101	46
Total current provision	215	134	59

Deferred provision:

Federal	51	(750)	(1)
State	(5)	(135)	(1)
Foreign	52	28	17
Total deferred provision	98	(857)	15
Provision for (benefit from) income taxes	\$ 313	\$ (723)	\$ 74

~~[XML 117-R83.htm IDEA: XBRL DOCUMENT](#)~~

Income Taxes - Reconciliation of Federal Income Tax Rate (Detail) - USD (\$)			
12 Months Ended			
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
\$ in Millions			

Income Tax Disclosure [Abstract]

Tax computed at U.S. federal statutory rate	\$ 365	\$ 212	\$ 84
State taxes, net of federal benefit	42	47	10
U.S. tax on foreign earnings	(7)	42	96
Tax rate differential for international subsidiaries	24	29	18
Stock-based compensation	(78)	25	7
Executive compensation	28	32	22
Tax credits	(98)	(93)	(70)
Other	12	15	7
Valuation allowance	25	(1,032)	(100)
Provision for (benefit from) income taxes	\$ 313	\$ (723)	\$ 74

~~[XML 118-R84.htm IDEA: XBRL DOCUMENT](#)~~

Income Taxes - Reconciliation of Deferred Tax Assets and Liabilities (Detail) - USD (\$)		
12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023
\$ in Millions		

Deferred tax assets:

Net operating loss carryforwards	\$ 138	\$ 257
Credit carryforwards	458	476
Lease liability	171	184
Capitalized research and development	434	324
Depreciation and amortization	514	552
Other	168	167
Total deferred tax assets	1,883	1,960
Less: valuation allowance	(220)	(196)
Deferred tax assets net	1,663	1,764

Deferred tax liabilities:

Right of use asset	(150)	(165)
Depreciation and amortization	113	90
Other	(61)	(41)
Net deferred tax assets	\$ 1,339	\$ 1,468

~~[XML 119-R85.htm IDEA: XBRL DOCUMENT](#)~~

Income Taxes - Narrative (Detail) - USD (\$)			
12 Months Ended			
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
\$ in Millions			

Operating Loss Carryforwards [Line Items]

Operating loss carryforward	\$ 46		
Credit carryforwards	458	\$ 476	
Tax credit carryforwards	800		
Valuation allowance (decrease) increase	24	(1,030)	\$ (98)
Provision for (benefit from) income taxes	313	(723)	74
Deferred tax assets, valuation allowance	220	196	
Total unrecognized tax benefit	291	221	\$ 159
Unrecognized tax benefits that would impact effective tax rate	210		\$ 124
Unrecognized tax benefits, income tax interest and penalties accrued	9	6	
Accrued income taxes	68	51	

[CANADA](#)

Operating Loss Carryforwards [Line Items]

Deferred Tax Assets, Operating Loss Carryforwards, Foreign UNITED KINGDOM	150			
Operating Loss Carryforwards [Line Items]				
Deferred Tax Assets, Operating Loss Carryforwards, Foreign Federal	147			
Operating Loss Carryforwards [Line Items]				
Credit carryforwards State	376			
Operating Loss Carryforwards [Line Items]				
Credit carryforwards	313			
Valuation allowance (decrease) increase		(1,050)		
Foreign Tax Jurisdiction CANADA				
Operating Loss Carryforwards [Line Items]				
Credit carryforwards	12			
California Tax Authority				
Operating Loss Carryforwards [Line Items]				
Valuation allowance (decrease) increase		20		
Deferred tax assets, valuation allowance	\$ 220	\$ 196		
~~XML 120 R86.htm IDEA: XBRL DOCUMENT~~				
Income Taxes - Reconciliation of Beginning and Ending Balance of Total Unrecognized Tax Benefits (Detail) - USD (\$)	12 Months Ended			
\$ in Millions				
Reconciliation of beginning and ending balance of total unrecognized tax benefits				
Balance, beginning period	\$ 221	\$ 159	\$ 124	
Gross increases - tax positions in prior year	2	0	0	
Gross decreases - tax positions in prior period	(2)	0	(1)	
Gross increases - tax positions in current period	73	63	38	
Settlements	(3)	(1)	(2)	
Balance, end of period	\$ 291	\$ 221	\$ 159	
~~XML 121 R87.htm IDEA: XBRL DOCUMENT~~				
Commitments and Contingencies - Narrative (Detail) - USD (\$)	12 Months Ended			
\$ in Millions				
Operating Leased Assets [Line Items]				
Operating lease costs	\$ 130	\$ 129	\$ 112	
Operating lease liabilities, payments	85	82		
Right-of-use assets obtained in exchange for operating lease liabilities	\$ 84	\$ 130		
Weighted-average remaining lease term	8 years			
Weighted-average discount rate	4.00%			
Undiscounted cash flows	\$ 157			
Cloud Services				
Operating Leased Assets [Line Items]				
Purchase obligation	805			
Capital Expenditures				
Operating Leased Assets [Line Items]				
Purchase obligation	1,900			
2030 Senior Notes				
Operating Leased Assets [Line Items]				
Principal	\$ 1,500		\$ 1,500	
Minimum				
Operating Leased Assets [Line Items]				
Operating lease terms	10 years			
Maximum				
Operating Leased Assets [Line Items]				
Operating lease terms	11 years			
~~XML 122 R88.htm IDEA: XBRL DOCUMENT~~				
Commitments and Contingencies - Annual Future Minimum Payments Under Operating Leases / Facility Exit Obligation (Detail) - USD (\$)	Dec. 31, 2024			
\$ in Millions				
Commitments and Contingencies Disclosure [Abstract]				
2025	\$ 130			
2026	114			
2027	111			
2028	106			
2029	97			
Thereafter	366			
Total operating lease payments	924			
Less: imputed interest	(135)			
Present value of operating lease liabilities	789			
Purchase Obligations				
2025	536			
2026	590			
2027	756			
2028	1,886			
2029	121			
Thereafter	213			
Total	4,102			
Potential cancellation penalty	\$ 56			
~~XML 123 R89.htm IDEA: XBRL DOCUMENT~~				
Information about Geographic Areas and Products - Revenues by Geographic Area (Detail) - USD (\$)	12 Months Ended			
\$ in Millions				
Segment Reporting Information [Line Items]				
Total revenues	\$ 10,984	\$ 8,971	\$ 7,245	
North America				
Segment Reporting Information [Line Items]				

[illegible]

[illegible]

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Data and content created by government employees within the scope of their employment are not subject to domestic copyright protection. 17_U.S.C. 105-var Show={};Show.LastAR=null;Show.showAR=function(a,r,w){if((Show.LastAR)Show.hideAR()var e=a.whifee&&c.e.nodeName!='TABLE')e=c.nextSibling;if(e[e.nodeName]!='TABLE'){var ref=(window)?w.document().getElementById(r);if(ref)fe=ref.cloneNode(0);e.removeAttribute('id');a.parentNode.appendChildChild(e)}} if(e.c.style.display='block';Show.LastAR=e;Show.hideAR=function(){f>Show.LastAR.style.display='none';f.Show.toggleNext=function(a){var e=a.whifee.c.nodeName!='DIV')e=c.nextSibling;if(e.c.style){else if(e.c.style.display){}else fvar d_p_ if(e.c.style.display='none'}{d='block';p='_'}else {d='none';p='_'} e.c.style.display=d;if(a.textContent){fa.textContent=p+a.textContent.substring(1)}else fa.innerHTML=p+a.innerHTML.substring(1)}} XML 129 report.css IDEA: XBRL DOCUMENT / Updated 2009-11-04 %/% v2.2.0.24 %/% DefRef Styles %/.report table.authRefData background-color:#def;border:2px solid #2F4497;font-size:1em;position:absolute;}.report table.authRefData a {display:block;font-weight:bold;}.report table.authRefData p {margin-top:0px;}.report table.authRefData hide {background-color:#2F4497;padding:1px 3px 0px 0px;text-align:right;}.report table.authRefData .hide a:hover {background-color:#2F4497;}.report table.authRefData .body {height:150px;overflow:auto;width:400px;}.report table.authRefData table {font-size:1em;}.Report Styles %.pl a,.pl avisited {color:black;text-decoration:none;}/ % table %/.report {background-color:white;border:2px solid #ac;clear:both;color:black;font:normal 8pt Helvetica,Arial,san-serif;margin-bottom:2em;}.report hr {border:1px solid #ac;}/ % Top labels %/.report th {background-color:#ac;color:black;font-weight:bold;text-align:center;}.report th,void {background-color:transparent;color:#000000;font:bold 10pt Helvetica,Arial,san-serif;text-align:left;}.report .pl {text-align:left;vertical-align:top;white-space:normal;width:200px;white-space:normal;}/ word-wrap:break-word;}/.report td.pl a {cursor:pointer;display:block;width:200px;overflow:hidden;}.report td.pl div a {width:200px;}.report td.pl a:hover {background-color:#ff;} / % Header rows... %/.report tr.rh {background-color:#ac;color:black;font-weight:bold;}/ % Calendars... %/.report .rc {background-color:#fff0f0;}/ % Even rows... %/.report .re.report .reu {background-color:#def;}.report .reu td {border-bottom:1px solid black;}/ % Odd rows... %/.report .ro.report .rou {background-color:white;}.report .rou td {border-bottom:1px solid black;}.report .rou table td {border-bottom:0px solid black;}/ % styles for footnote marker %/.report .fn {white-space:nowrap;}/ % styles for numeric types %/.report .num.report .nump {text-align:right;white-space:nowrap;}.report .nump {padding-left:2em;}.report .nump {padding:0px 0.4em 0px 2em;}/ % styles for text types %/.report .text {text-align:left;white-space:normal;}.report .text .big {margin-bottom:1em;width:17em;}.report .text .more {display:none;}.report .text .note {font-style:italic;font-weight:bold;}.report .text .small {width:10em;}.report sup {font-size:italic;}.report .otherFootnotes {font-size:1em;}.XML 131 FilingSummary.xml IDEA: XBRL DOCUMENT 3.24.4 html3014541true950false8 falsefalseR1.htm00000001 - 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(Details)Details126 falsefalseR127.htm9955606 - Disclosure - Subsequent Event
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Used to reflect the current portion of the liabilities (due within one year or within the normal operating cycle if longer)." } } } }, "auth_ref": { "r89" } } }, "us-gaap-AccruedLiabilitiesCurrentAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccruedLiabilitiesCurrentAbstract", "lang": { "en-us": { "role": { "terseLabel": "Accrued Liabilities, Current [Abstract]", "label": "Accrued Liabilities, Current [Abstract]" } } } }, "auth_ref": { "http://fasb.org/us-gaap/2024", "localname": "AccumulatedDepreciationDepletionAndAmortizationPropertyPlantAndEquipment": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedDepreciationDepletionAndAmortizationPropertyPlantAndEquipment", "crdr": "credit", "calculation": { "http://www.servicenow.com/role/PropertyandEquipmentScheduleofPropertyandEquipmentNetDetail": { "parentTag": "us-gaap-PropertyPlantAndEquipmentNet", "weight": 1.0, "order": 2.0 } }, "presentation": { "http://www.servicenow.com/role/PropertyandEquipmentScheduleofPropertyandEquipmentNetDetail" } }, "lang": { "en-us": { "role": { "negatedLabel": "Less: Accumulated depreciation", "label": "Accumulated Depreciation, Depletion and Amortization, Property, Plant, and Equipment", "documentation": "Amount of accumulated depreciation, depletion and amortization for physical assets used in the normal conduct of business to produce goods and services." } } } }, "auth_ref": { "r47", "r225", "r832" } } }, "us-gaap-AccumulatedGainLossNetCashFlowHedgeParentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedGainLossNetCashFlowHedgeParentMember", "presentation": { "http://www.servicenow.com/role/AccumulatedOtherComprehensiveIncomeLossDetails" } }, "lang": { "en-us": { "role": { "terseLabel": "Unrealized Gains (Losses) on Derivative Instruments", "label": "Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member]", "documentation": "Accumulated other comprehensive income (loss) from gain (loss) of derivative instrument designated and qualifying as cash flow hedge included in assessment of hedge effectiveness, attributable to parent." } } } }, "auth_ref": { "r242", "r251", "r252", "r653", "r979", "r1205" } } }, "us-gaap-AccumulatedNetUnrealizedInvestmentGainLossMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedNetUnrealizedInvestmentGainLossMember", "presentation": { "http://www.servicenow.com/role/AccumulatedOtherComprehensiveIncomeLossDetails" } }, "lang": { "en-us": { "role": { "terseLabel": "Unrealized Gains (Losses) on Investments", "label": "AOCI, Accumulated Gain (Loss), Debt Securities, Available-for-Sale, Parent [Member]", "documentation": "Accumulated unrealized gain (loss) on investment in debt security measured at fair value with change in fair value recognized in other comprehensive income (available-for-sale), attributable to parent." } } } }, "auth_ref": { "r238", "r239", "r240", "r242", "r251", "r252", "r1205" } } }, "us-gaap-AccumulatedOtherComprehensiveIncomeLossLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedOtherComprehensiveIncomeLossLineItems", "presentation": { "http://www.servicenow.com/role/AccumulatedOtherComprehensiveIncomeLossDetails" } }, "lang": { "en-us": { "role": { "terseLabel": "Accumulated Other Comprehensive Income (Loss) [Line Items]", "label": "Accumulated Other Comprehensive Income (Loss) [Line Items]", "documentation": "Line items represent financial concepts included in a table. 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Includes only common stock transactions (excludes preferred stock transactions). 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Basis of presentation describes the underlying basis used to prepare the financial statements (for example, US Generally Accepted Accounting Principles, Other Comprehensive Basis of Accounting, IFRS). Accounting policies describe all significant accounting policies of the reporting entity."}}},"auth_ref":{"r121"},"us-gaap_BusinessAcquisitionAcquireeDomain":{"xbrltype":"domainItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessAcquisitionAcquireeDomain","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"terseLabel":"Business Acquisition, Acquiree [Domain]","label":"Business Acquisition, Acquiree [Domain]","documentation":"Identification of the acquiree in a material business combination (or series of individually immaterial business combinations), which may include the name or other type of identification of the acquiree."}}},"auth_ref":{"r414","r415","r416","r417","r418","r640","r1016","r1017"},"us-gaap_BusinessAcquisitionAxis":{"xbrltype":"stringItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessAcquisitionAxis","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"terseLabel":"Business Acquisition [Axis]","label":"Business Acquisition [Axis]","documentation":"Information by business combination or series of individually immaterial business combinations."}}},"auth_ref":{"r61","r62","r414","r415","r416","r417","r418","r640","r1016","r1017"},"us-gaap_BusinessAcquisitionLineItems":{"xbrltype":"stringItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessAcquisitionLineItems","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"terseLabel":"Business Acquisition [Line Items]","label":"Business Acquisition [Line Items]","documentation":"Line items represent financial concepts included in a table. These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table."}}},"auth_ref":{"r640"},"us-gaap_BusinessCombinationAndAssetAcquisitionAbstract":{"xbrltype":"stringItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationAndAssetAcquisitionAbstract","lang":{"en-us":{"role":{"label":"Business Combination, Asset Acquisition, and Joint Venture Formation [Abstract]"},"auth_ref":{"now_BusinessCombinationConsiderationNumberOfInstallments":{"xbrltype":"integerItemType","nsuri":"http://www.servicenow.com/20241231","localname":"BusinessCombinationConsiderationNumberOfInstallments","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"terseLabel":"Business Combination, Consideration, Number Of Installments"},"label":"Business Combination, Consideration, Number Of Installments","documentation":"Business Combination, Consideration, Number Of Installments"},"auth_ref":{"us-gaap_BusinessCombinationConsiderationTransferredI":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationConsiderationTransferredI","crdr":"credit","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"terseLabel":"Cash consideration","label":"Business Combination, Consideration Transferred"},"documentation":"Amount of consideration transferred, consisting of acquisition-date fair value of assets transferred by the acquirer, liabilities incurred by the acquirer, and equity interest issued by the acquirer."}}},"auth_ref":{"r0","r1","r10"},"us-gaap_BusinessCombinationDisclosureTextBlock":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationDisclosureTextBlock","presentation":{"http://www.servicenow.com/role/BusinessCombinations"},"lang":{"en-us":{"role":{"terseLabel":"Business Combinations"},"label":"Business Combination Disclosure [Text Block]","documentation":"The entire disclosure for a business combination (or series of individually immaterial business combinations) completed during the period, including background, timing, and recognized assets and liabilities. The disclosure may include leverage buyout transactions (as applicable)."},"auth_ref":{"r140","r641"},"us-gaap_BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedDeferredTaxLiabilities":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedDeferredTaxLiabilities","crdr":"credit","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"negatedTerseLabel":"Net deferred tax liabilities"},"label":"Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Deferred Tax Liabilities","documentation":"Amount of deferred tax liability attributable to taxable temporary differences assumed at the acquisition date."}}},"auth_ref":{"r64"},"us-gaap_BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedIntangibles":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedIntangibles","crdr":"debit","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"terseLabel":"Developed technology","label":"Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Finite-Lived Intangibles","documentation":"The amount of identifiable intangible assets recognized as of the acquisition date."}}},"auth_ref":{"r63","r64"},"us-gaap_BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedNoncurrentLiabilitiesOther":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedNoncurrentLiabilitiesOther","crdr":"credit","presentation":{"http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails"},"lang":{"en-us":{"role":{"negatedTerseLabel":"Business combination, recognized identifiable assets acquired and liabilities assumed, noncurrent liabilities, other"},"label":"Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Noncurrent Liabilities, Other","documentation":"Amount of other liabilities due after one year or the normal operating cycle, if longer, assumed at the acquisition date."}}},"auth_ref":{"r64"},"us-gaap_BusinessCombinationsPolicy":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessCombinationsPolicy","presentation":{"http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesPolicies"},"lang":{"en-us":{"role":{"terseLabel":"Business Combinations"},"label":"Business Combinations Policy [Policy Text Block]","documentation":"Disclosure of accounting policy for completed business combinations (purchase method, acquisition method or combination of entities under common control). This accounting policy may include a general discussion of the purchase method or acquisition method of accounting (including for example, the treatment accorded contingent consideration, the identification of assets and liabilities, the purchase price allocation process, how the fair values of acquired assets and liabilities are determined) and the entity's specific application thereof. An entity that acquires another entity in a leveraged buyout transaction generally discloses the accounting policy followed by the acquiring entity in determining the basis used to value its interest in the acquired entity, and the rationale for that accounting policy."}}},"auth_ref":{"r141","r142","r143","r144"},"us-gaap_BusinessDescriptionAndBasisOfPresentationTextBlock":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"BusinessDescriptionAndBasisOfPresentationTextBlock","presentation":{"http://www.servicenow.com/role/DescriptionoftheBusiness"},"lang":{"en-us":{"role":{"terseLabel":"Description of the Business"},"label":"Business Description and Basis of Presentation [Text Block]","documentation":"The entire disclosure for the business description and basis of presentation concepts. Business description describes the nature and type of organization including but not limited to organizational structure as may be applicable to holding companies, parent and subsidiary relationships, business divisions, business units, business segments, affiliates and information about significant ownership of the reporting entity. Basis of presentation describes the underlying basis used to prepare the financial statements (for example, US Generally Accepted Accounting Principles, Other Comprehensive Basis of Accounting, IFRS)."},"auth_ref":{"r86","r121","r122"},"country_CA":{"xbrltype":"domainItemType","nsuri":"http://xbrl.sec.gov/country/2024","localname":"CA","presentation":{"http://www.servicenow.com/role/IncomeTaxesNarrativeDetail"},"lang":{"en-us":{"role":{"terseLabel":"CANADA"},"label":"CANADA"},"auth_ref":{"now_CaliforniaTaxAuthorityMember":{"xbrltype":"domainItemType","nsuri":"http://www.servicenow.com/20241231","localname":"CaliforniaTaxAuthorityMember","presentation":{"http://www.servicenow.com/role/IncomeTaxesNarrativeDetail"},"lang":{"en-us":{"role":{"terseLabel":"California Tax Authority"},"label":"California Tax Authority [Member]","documentation":"California Tax Authority"},"auth_ref":{"us-gaap_CapitalExpendituresIncurredButNotYetPaid":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"CapitalExpendituresIncurredButNotYetPaid","crdr":"credit","presentation":{"http://www.servicenow.com/role/ConsolidatedStatementsofCashFlows"},"lang":{"en-us":{"role":{"terseLabel":"Property and equipment included in accounts payable, accrued expenses and other liabilities"},"label":"Capital Expenditures Incurred but Not yet Paid","documentation":"Future cash outflow to pay for purchases of fixed assets that have occurred."}}},"auth_ref":{"r28","r29","r30"},"now_CapitalExpendituresMember":{"xbrltype":"domainItemType","nsuri":"http://www.servicenow.com/20241231","localname":"CapitalExpendituresMember","presentation":{"http://www.servicenow.com/role/CommitmentsandContingenciesNarrativeDetail"},"lang":{"en-us":{"role":{"terseLabel":"Capital Expenditures"},"label":"Capital Expenditures [Member]","documentation":"Capital Expenditures"},"auth_ref":{"us-gaap_CapitalizedContractCostAmortizationPeriod":{"xbrltype":"durationItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"CapitalizedContractCostAmortizationPeriod","presentation":{"http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesRevenueRecognitionDetails"},"lang":{"en-us":{"role":{"terseLabel":"Capitalized contract cost, amortization period"},"label":"Capitalized Contract Cost, Amortization Period","documentation":"Amortization period of cost capitalized in obtaining or fulfilling contract with customer, in 'PnYnMnDnHnMnS' format, for example, 'P1Y5M13D' represents reported fact of one year, five months, and thirteen days."}}},"auth_ref":{"r1187"},"us-gaap_CapitalizedContractCostImpairmentLoss":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"CapitalizedContractCostImpairmentLoss","crdr":"debit","presentation":{"http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesRevenueRecognitionDetails"},"lang":{"en-us":{"role":{"terseLabel":"Impairment loss"},"label":"Capitalized Contract Cost, Impairment Loss","documentation":"Amount of impairment loss for asset recognized from cost incurred to obtain or fulfill contract with customer."}}},"auth_ref":{"r407"},"us-gaap_CashAndCashEquivalentsAtCarryingValue":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"CashAndCashEquivalentsAtCarryingValue","crdr":"debit","calculation":{"http://www.servicenow.com/role/ConsolidatedBalanceSheets":{"parentTag":"us-gaap_AssetsCurrent","weight":1.0,"order":1.0},"http://www.servicenow.com/role/ConsolidatedStatementsofCashFlows":{"parentTag":"us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents","weight":1.0,"order":1.0},"presentation":{"http://www.servicenow.com/role/ConsolidatedBalanceSheets"},"http://www.servicenow.com/role/ConsolidatedBalanceSheets"},"http://www.servicenow.com/role/ConsolidatedStatementsofCashFlows"},"lang":{"en-us":{"role":{"terseLabel":"Cash and cash equivalents"},"label":"Cash and Cash Equivalents, at Carrying Value","documentation":"Amount of currency on hand as well as demand deposits with banks or financial institutions. Includes other kinds of accounts that have the general characteristics of demand deposits. Also includes short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates. Excludes cash and cash equivalents within disposal group and discontinued operation."}}},"auth_ref":{"r25","r222","r977"},"us-gaap_CashAndCashEquivalentsFairValueDisclosure":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024","localname":"CashAndCashEquivalentsFairValueDisclosure","crdr":"debit","calculation":{"http://www.servicenow.com/role/FairValueMeasurementsDetail":{"parentTag":"us-gaap_AssetsFairValueDisclosure","weight":1.0,"order":1.0},"presentation":{"http://www.servicenow.com/role/FairValueMeasurementsDetail"},"lang":{"en-us":{"role":{"terseLabel":"Cash equivalents"},"label":"Cash and Cash Equivalents, Fair Value Disclosure","documentation":"Fair value portion of currency on hand as well as demand deposits with banks or financial institutions. Includes other kinds of accounts that have the general characteristics of demand deposits. Also includes short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value

because of changes in interest rates." } } } , "auth_ref": "r1334", "r1335" } } , "us-gaap_CashAndCashEquivalentsPolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashAndCashEquivalentsPolicyTextBlock", "presentation": { "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesPolicies": { "lang": { "en-us": { "role": { "terseLabel": "Cash and Cash Equivalents", "label": "Cash and Cash Equivalents, Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for cash and cash equivalents, including the policy for determining which items are treated as cash equivalents. Other information that may be disclosed includes (1) the nature of any restrictions on the entity's use of its cash and cash equivalents, (2) whether the entity's cash and cash equivalents are insured or expose the entity to credit risk, (3) the classification of any negative balance accounts (overdrafts), and (4) the carrying basis of cash equivalents (for example, at cost) and whether the carrying amount of cash equivalents approximates fair value." } } } , "auth_ref": "r26" } } , "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfCashFlows": { "parentTag": null, "weight": null, "order": null, "root": true } } , "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfCashFlows": { "lang": { "en-us": { "role": { "periodStartLabel": "Cash, cash equivalents and restricted cash at beginning of period", "periodEndLabel": "Cash, cash equivalents and restricted cash at end of period", "totalLabel": "Total cash, cash equivalents and restricted cash shown in the consolidated statements of cash flows", "label": "Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents", "documentation": "Amount of cash and cash equivalents, and cash and cash equivalents restricted to withdrawal or usage. Excludes amount for disposal group and discontinued operations. Cash includes, but is not limited to, currency on hand, demand deposits with banks or financial institutions, and other accounts with general characteristics of demand deposits. Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } } , "auth_ref": "r25", "r110", "r265" } } , "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsAbstract", "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfCashFlows": { "lang": { "en-us": { "role": { "terseLabel": "Cash, cash equivalents and restricted cash at end of period", "label": "Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents [Abstract]", "auth_ref": { "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfCashFlows": { "parentTag": null, "weight": null, "order": null, "root": true } } , "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfCashFlows": { "lang": { "en-us": { "role": { "totalLabel": "Net change in cash, cash equivalents and restricted cash", "label": "Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Period Increase (Decrease), Including Exchange Rate Effect", "documentation": "Amount of increase (decrease) in cash, cash equivalents, and cash and cash equivalents restricted to withdrawal or usage; including effect from exchange rate change. Cash includes, but is not limited to, currency on hand, demand deposits with banks or financial institutions, and other accounts with general characteristics of demand deposits. Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } } , "auth_ref": "r2", "r110" } } } , "us-gaap_CashEquivalentsMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashEquivalentsMember", "presentation": { "http://www.servicenow.com/role/FairValueMeasurementsDetail": { "lang": { "en-us": { "role": { "terseLabel": "Cash equivalents", "label": "Cash Equivalents [Member]", "documentation": "Short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } } , "auth_ref": "r222" } } , "us-gaap_CertificatesOfDepositMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CertificatesOfDepositMember", "presentation": { "http://www.servicenow.com/role/FairValueMeasurementsDetail": { "http://www.servicenow.com/role/InvestmentsSummaryOfInvestmentsDetail": { "lang": { "en-us": { "role": { "terseLabel": "Certificates of deposit", "label": "Certificates of Deposit [Member]", "documentation": "Short to medium-term investment available at banks and savings and loan institutions where a customer agrees to lend money to the institution for a certain amount of time and is paid a predetermined rate of interest. Certificates of deposit (CD) are typically Federal Deposit Insurance Corporation (FDIC) insured." } } } , "auth_ref": "r9", "r1061", "r1062", "r1063", "r1064" } } } , "us-gaap_ChangeInAccountingEstimateByTypeAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ChangeInAccountingEstimateByTypeAxis", "presentation": { "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesUseOfEstimatesDetails": { "lang": { "en-us": { "role": { "terseLabel": "Change in Accounting Estimate by Type [Axis]", "label": "Change in Accounting Estimate by Type [Axis]", "documentation": "Information by type of change in accounting estimate." } } } , "auth_ref": "r35", "r284" } } } , "us-gaap_ChangeInAccountingEstimateLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ChangeInAccountingEstimateLineItems", "presentation": { "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesPriorPeriodReclassificationDetails": { "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesUseOfEstimatesDetails": { "lang": { "en-us": { "role": { "terseLabel": "Change in Accounting Estimate [Line Items]", "label": "Change in Accounting Estimate [Line Items]", "documentation": "Line items represent financial concepts included in a table. 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Warrants and rights represent derivative securities that give the holder the right to purchase securities (usually equity) from the issuer at a specific price within a certain time frame. Warrants are often included in a new debt issue to entice investors by a higher return potential. The main difference between warrants and call options is that warrants are issued and guaranteed by the company, whereas options are exchange instruments and are not issued by the company. Also, the lifetime of a warrant is often measured in years, while the lifetime of a typical option is measured in months." } } } , "auth_ref": { "us-gaap_ClassOfWarrantOrRightNumberofSecuritiesCalledByWarrantsOrRights": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ClassOfWarrantOrRightNumberofSecuritiesCalledByWarrantsOrRights", "presentation": { "http://www.servicenow.com/role/DebtNarrativeDetails": { "lang": { "en-us": { "role": { "terseLabel": "Shares (in shares)", "label": "Class of Warrant or Right, Number of Securities Called by Warrants or Rights", "documentation": "Number of securities into which the class of warrant or right may be converted. 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"Commitments and Contingencies Disclosure [Abstract]", "label": "Commitments and Contingencies Disclosure [Abstract]"} } } }, "auth_ref": {} }, "us-gaap-CommitmentsAndContingenciesDisclosureTextBlock": { "xbrltype": "TextBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommitmentsAndContingenciesDisclosureTextBlock", "presentation": { "http://www.servicenow.com/role/CommitmentsAndContingencies": { "lang": { "en-us": { "role": { "terseLabel": "Commitments and Contingencies", "label": "Commitments and Contingencies Disclosure [Text Block]", "documentation": "The entire disclosure for commitments and contingencies." } } }, "auth_ref": { "r129", "r437", "r439", "r961", "r1274", "r1281" } }, "us-gaap-CommonStockCapitalSharesReservedForFutureIssuance": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommonStockCapitalSharesReservedForFutureIssuance", "presentation": { "http://www.servicenow.com/role/StockholdersEquityOutstandingandReservedSharesofCommonStockforFutureIssuanceDetail": { "lang": { "en-us": { "role": { "verboseLabel": "Total reserved shares of common stock for future issuance (in shares)", "label": "Common Stock, Capital Shares Reserved for Future Issuance", "documentation": "Aggregate number of common shares reserved for future issuance." } } }, "auth_ref": { "r97" } }, "us-gaap-CommonStockMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommonStockMember", "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfStockholdersEquity": { "lang": { "en-us": { "role": { "terseLabel": "Common Stock", "label": "Common Stock [Member]", "documentation": "Stock that is subordinate to all other stock of the issuer." } } }, "auth_ref": { "r1057", "r1058", "r1059", "r1061", "r1062", "r1063", "r1064", "r1215", "r1216", "r1219", "r1332", "r1400", "r1401" } }, "now-CommonStockOptionsRSUsAndESPPobligationsMember": { "xbrltype": "domainItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "CommonStockOptionsRSUsAndESPPobligationsMember", "presentation": { "http://www.servicenow.com/role/NetIncomePerShareCalculationOfBasicandDilutedNetIncomePerShareAttributabletoCommonStockholdersDetail": { "lang": { "en-us": { "role": { "terseLabel": "Common stock options, RSUs and ESPP obligations", "label": "Common stock options, RSUs and ESPP obligations [Member]", "documentation": "Common stock options, RSUs and ESPP obligations" } } }, "auth_ref": { "r97" } }, "us-gaap-CommonStockParOrStatedValuePerShare": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommonStockParOrStatedValuePerShare", "presentation": { "http://www.servicenow.com/role/ConsolidatedBalanceSheetsParentetical": { "lang": { "en-us": { "role": { "terseLabel": "Common stock, par value (in USD per share)", "label": "Common Stock, Par or Stated Value Per Share", "documentation": "Face amount or stated value per share of common stock." } } }, "auth_ref": { "r97" } }, "us-gaap-CommonStockSharesAuthorized": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommonStockSharesAuthorized", "presentation": { "http://www.servicenow.com/role/ConsolidatedBalanceSheetsParentetical": { "http://www.servicenow.com/role/StockholdersEquityNarrativeDetail": { "lang": { "en-us": { "role": { "terseLabel": "Common stock, shares authorized (in shares)", "label": "Common Stock, Shares Authorized", "documentation": "The maximum number of common shares permitted to be issued by an entity's charter and bylaws." } } }, "auth_ref": { "r97", "r896" } }, "us-gaap-CommonStockSharesIssued": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommonStockSharesIssued", "presentation": { "http://www.servicenow.com/role/ConsolidatedBalanceSheetsParentetical": { "lang": { "en-us": { "role": { "terseLabel": "Common stock, shares, issued (in shares)", "label": "Common Stock, Shares, Issued", "documentation": "Total number of common shares of an entity that have been sold or granted to shareholders (includes common shares that were issued, repurchased and remain in the treasury). These shares represent capital invested by the firm's shareholders and owners, and may be all or only a portion of the number of shares authorized. Shares issued include shares outstanding and shares held in the treasury." } } }, "auth_ref": { "r97" } }, "us-gaap-CommonStockSharesOutstanding": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CommonStockSharesOutstanding", "presentation": { "http://www.servicenow.com/role/ConsolidatedBalanceSheetsParentetical": { "http://www.servicenow.com/role/StockholdersEquityNarrativeDetail": { "lang": { "en-us": { "role": { "terseLabel": "Common stock, shares, outstanding (in shares)", "label": "Common Stock, Shares, Outstanding", "documentation": "Number of shares of common stock outstanding. 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Note: elements for number of nonredeemable common shares, par value and other disclosure concepts are in another section within stockholders' equity." } } }, "auth_ref": { "r97", "r827", "r1038" } }, "ecd-CompActuallyPaidVsCoSelectedMeasureTextBlock": { "xbrltype": "TextBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "CompActuallyPaidVsCoSelectedMeasureTextBlock", "presentation": { "http://xbrl.sec.gov/ecd/role/PvpDisclosure": { "lang": { "en-us": { "role": { "terseLabel": "Compensation Actually Paid vs. Company Selected Measure", "label": "Compensation Actually Paid vs. Company Selected Measure [Text Block]", "documentation": "Compensation Actually Paid vs. Net Income Text Block", "presentation": { "http://xbrl.sec.gov/ecd/role/PvpDisclosure": { "lang": { "en-us": { "role": { "terseLabel": "Compensation Actually Paid vs. Net Income", "label": "Compensation Actually Paid vs. Net Income [Text Block]", "documentation": "Compensation Actually Paid vs. Other Measure Text Block", "presentation": { "http://xbrl.sec.gov/ecd/2024", "localname": "CompActuallyPaidVsOtherMeasureTextBlock", "presentation": { "http://xbrl.sec.gov/ecd/role/PvpDisclosure": { "lang": { "en-us": { "role": { "terseLabel": "Compensation Actually Paid vs. Other Measure", "label": "Compensation Actually Paid vs. Other Measure [Text Block]", "documentation": "Compensation Actually Paid vs. Total Shareholder Rtn Text Block", "presentation": { "http://xbrl.sec.gov/ecd/2024", "localname": "CompActuallyPaidVsTotalShareholderRtnTextBlock", "presentation": { "http://xbrl.sec.gov/ecd/role/PvpDisclosure": { "lang": { "en-us": { "role": { "terseLabel": "Compensation Actually Paid vs. Total Shareholder Return", "label": "Compensation Actually Paid vs. Total Shareholder Return [Text Block]", "documentation": "ComponentsOfDeferredTaxAssetsAbstract", "presentation": { "http://www.servicenow.com/role/IncomeTaxesReconciliationofDeferredTaxAssetsandLiabilitiesDetail": { "lang": { "en-us": { "role": { "terseLabel": "Deferred tax assets", "label": "Components of Deferred Tax Assets [Abstract]", "documentation": "ComponentsOfDeferredTaxLiabilitiesAbstract", "presentation": { "http://www.servicenow.com/role/IncomeTaxesReconciliationofDeferredTaxAssetsandLiabilitiesDetail": { "lang": { "en-us": { "role": { "terseLabel": "Deferred tax liabilities", "label": "Components of Deferred Tax Liabilities [Abstract]", "documentation": "ComprehensiveIncomeNetOfTax", "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncome": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncome": { "lang": { "en-us": { "role": { "totalLabel": "Comprehensive income", "label": "Comprehensive Income (Loss), Net of Tax, Attributable to Parent", "documentation": "Amount after tax of increase (decrease) in equity from transactions and other events and circumstances from net income and other comprehensive income, attributable to parent entity. Excludes changes in equity resulting from investments by owners and distributions to owners." } } }, "auth_ref": { "r21", "r246", "r248", "r254", "r612", "r638", "r639" } }, "us-gaap-ComprehensiveIncomeNoteTextBlock": { "xbrltype": "TextBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ComprehensiveIncomeNoteTextBlock", "presentation": { "http://www.servicenow.com/role/AccumulatedOtherComprehensiveLoss": { "lang": { "en-us": { "role": { "terseLabel": "Accumulated Other Comprehensive Loss", "label": "Comprehensive Income (Loss) Note [Text Block]", "documentation": "The entire disclosure for comprehensive income, which includes, but is not limited to, 1) the amount of income tax expense or benefit allocated to each component of other comprehensive income, including reclassification adjustments, 2) the reclassification adjustments for each classification of other comprehensive income and 3) the ending accumulated balances for each component of comprehensive income." } } }, "auth_ref": { "r104", "r253", "r811", "r836" } }, "now-ComputerEquipmentAndSoftwareMember": { "xbrltype": "domainItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "ComputerEquipmentAndSoftwareMember", "presentation": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesPropertyandEquipmentDetail": { "lang": { "en-us": { "role": { "terseLabel": "Computer equipment and software", "label": "Computer Equipment And Software [Member]", "documentation": "Computer equipment and software." } } }, "auth_ref": { "r97" } }, "us-gaap-ComputerEquipmentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ComputerEquipmentMember", "presentation": { "http://www.servicenow.com/role/PropertyandEquipmentScheduleofPropertyandEquipmentNetDetail": { "lang": { "en-us": { "role": { "terseLabel": "Computer equipment", "label": "Computer Equipment [Member]", "documentation": "Long lived, depreciable assets that are used in the creation, maintenance and utilization of information systems." } } }, "auth_ref": { "r97" } }, "us-gaap-ConcentrationRiskBenchmarkDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ConcentrationRiskBenchmarkDomain", "presentation": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesConcentrationofCreditRiskandSignificantCustomersDetails": { "lang": { "en-us": { "role": { "terseLabel": "Concentration Risk Benchmark [Domain]", "label": "Concentration Risk Benchmark [Domain]", "documentation": "The denominator in a calculation of a disclosed concentration risk percentage." } } }, "auth_ref": { "r37", "r38", "r81", "r82", "r343", "r960" } }, "us-gaap-ConcentrationRiskByBenchmarkAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ConcentrationRiskByBenchmarkAxis", "presentation": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesConcentrationofCreditRiskandSignificantCustomersDetails": { "lang": { "en-us": { "role": { "terseLabel": "Concentration Risk Benchmark [Axis]", "label": "Concentration Risk Benchmark [Axis]", "documentation": "Information by benchmark of concentration risk." } } }, "auth_ref": { "r37", "r38", "r81", "r82", "r343", "r867", "r960" } }, "us-gaap-ConcentrationRiskByTypeAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ConcentrationRiskByTypeAxis", "presentation": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesConcentrationofCreditRiskandSignificantCustomersDetails": { "lang": { "en-us": { "role": { "terseLabel": "Concentration Risk [Line Items]", "label": "Concentration Risk [Line Items]", "documentation": "Line items represent financial concepts included in a table. 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Consolidation, Policy [Policy Text Block] - documentation": "Disclosure of accounting policy regarding (1) the principles it follows in consolidating or combining the separate financial statements, including the principles followed in determining the inclusion or exclusion of subsidiaries or other entities in the consolidated or combined financial statements and (2) its treatment of interests (for example, common stock, a partnership interest or other means of exerting influence) in other entities, for example consolidation or use of the equity or cost methods of accounting. The accounting policy may also address the accounting treatment for intercompany accounts and transactions, noncontrolling interest, and the income statement treatment in consolidation for issuances of stock by a subsidiary." } } }, "auth_ref": { "r65", "r980" } }, "us-gaap_ConstructionInProgressMember": { "xbrlType": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ConstructionInProgressMember", "presentation": { "http://www.servicenow.com/role/PropertyandEquipmentScheduleofPropertyandEquipmentNetDetail" }, "lang": { "en-us", { "role": { "terseLabel": "Construction in progress", "label": "Construction in Progress [Member]", "documentation": "Structure or a modification to a structure under construction. 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in debt security measured at fair value with change in fair value recognized in other comprehensive income (available for sale), in continuous unrealized loss position
for more than 12 months, without allowance for credit loss. Includes beneficial interest in securitized financial asset." } } }, "auth_ref": ["r166", "r404", "r997"] }, "us-
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Includes, but is not limited to, deferred national tax expense (benefit) for non-US (United States of America) jurisdiction." } } }, "auth_ref": ["r1214", "r1325", "r1326"] },
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Deposits may take various forms (for example, demand deposits, saving deposits, Negotiable Order of Withdrawal (NOW) and time deposits) and may be categorized in multiple ways (such as, foreign and domestic, interest and noninterest-bearing)." } } }, "auth_ref": { "r159" } }, "us-gaap_Depreciation": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "Depreciation", "crdr": "debit", "presentation": { "http://www.servicenow.com/role/PropertyandEquipmentNarrativeDetail": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesUsedEstimatesDetails": { "lang": { "en-us": { "role": { "terseLabel": "Depreciation", "label": "Depreciation", "documentation": "The amount of expense recognized in the current period that reflects the allocation of the cost of tangible assets over the assets' useful lives. 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Includes assets elected not to be offset. Excludes assets not subject to a master netting arrangement." } } }, "auth_ref": { "r16", "r103", "r147", "r148", "r236", "r978" } }, "us-gaap_DerivativeFairValueOfDerivativeLiability": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeFairValueOfDerivativeLiability", "crdr": "credit", "presentation": { "http://www.servicenow.com/role/DerivativeContractsFairValuebyBalanceSheetLocationDetails": { "lang": { "en-us": { "role": { "terseLabel": "Derivative liability, subject to master netting arrangement, before offset", "label": "Derivative Liability, Subject to Master Netting Arrangement, before Offset", "documentation": "Fair value, before effects of master netting arrangements, of a financial liability or contract with one or more underlyings, notional amount or payment provision or both, and the contract can be net settled by means outside the contract or delivery of an asset. Includes liabilities elected not to be offset. Excludes liabilities not subject to a master netting arrangement." } } }, "auth_ref": { "r16", "r103", "r147", "r148", "r236", "r978" } }, "us-gaap_DerivativeGainLossOnDerivativeNet": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeGainLossOnDerivativeNet", "crdr": "credit", "presentation": { "http://www.servicenow.com/role/DerivativeContractsNarrativeDetails": { "lang": { "en-us": { "role": { "terseLabel": "Derivative, gain (loss) on derivative, net", "label": "Derivative, Gain (Loss) on Derivative, Net", "documentation": "Amount of increase (decrease) in the fair value of derivatives recognized in the income statement." } } }, "auth_ref": { "r1330" } }, "us-gaap_DerivativeGainLossStatementOfIncomeOrComprehensiveIncomeExtensibleEnumeration": { "xbrltype": "enumerationSetItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeGainLossStatementOfIncomeOrComprehensiveIncomeExtensibleEnumeration", "presentation": { "http://www.servicenow.com/role/DerivativeContractsNarrativeDetails": { "lang": { "en-us": { "role": { "terseLabel": "Derivative, gain (loss), statement of income or comprehensive income", "label": "Derivative, Gain (Loss), Statement of Income or Comprehensive Income [Extensible Enumeration]", "documentation": "Indicates line item in statement of income or comprehensive income that includes gain (loss) from derivative." } } }, "auth_ref": { "r1330" } }, "us-gaap_DerivativeInstrumentRiskAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeInstrumentRiskAxis", "presentation": { "http://www.servicenow.com/role/DebtNarrativeDetails": { "http://www.servicenow.com/role/DerivativeContractsNarrativeDetails": { "lang": { "en-us": { "role": { "terseLabel": "Derivative Instrument [Axis]", "label": "Derivative Instrument [Axis]", "documentation": "Information by type of derivative contract." } } }, "auth_ref": { "r74", "r74", "r75", "r149", "r885", "r887", "r901", "r902", "r903", "r904", "r905", "r906", "r907", "r909", "r910", "r911", "r912", "r922", "r923", "r924", "r925", "r928", "r929", "r930", "r931", "r948", "r949", "r952", "r954", "r978", "r1057", "r1059", "r1339", "r1340", "r1341", "r1342", "r1343", "r1344", "r1346", "r1347" } }, "us-gaap_DerivativeInstrumentsAndHedgingActivitiesDisclosureAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeInstrumentsAndHedgingActivitiesDisclosureAbstract", "lang": { "en-us": { "role": { "terseLabel": "Derivative Instruments and Hedging Activities Disclosure [Abstract]", "label": "Derivative Instruments and Hedging Activities Disclosure [Abstract]" } } }, "auth_ref": { "r146", "r657", "r668" } }, "us-gaap_DerivativeLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeLineItems", "presentation": { "http://www.servicenow.com/role/DerivativeContractsNarrativeDetails": { "lang": { "en-us": { "role": { "terseLabel": "Derivative [Line Items]", "label": "Derivative [Line Items]", "documentation": "Line items represent financial concepts included in a table. 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For a 2006 annual report, which may also provide financial information from prior periods, fiscal 2006 should be given as the fiscal year focus. Example: 2006." } } }, "auth_ref": { "r1072": { "dei_DocumentPeriodEndDate": { "xbrltype": "dateItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentPeriodEndDate", "presentation": { "http://www.servicenow.com/role/Cover" |, "lang": { "en-us": { "role": { "terseLabel": "Document Period End Date", "label": "Document Period End Date", "documentation": "For the EDGAR submission types of Form 8-K, the date of the report, the date of the earliest event reported; for the EDGAR submission types of Form N-1A, the filing date; for all other submission types: the end of the reporting or transition period. The format of the date is YYYY-MM-DD." } } }, "auth_ref": { "r1072": { "dei_DocumentTransitionReport": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentTransitionReport", "presentation": { "http://www.servicenow.com/role/Cover" |, "lang": { "en-us": { "role": { "terseLabel": "Document Transition Report", "label": "Document Transition Report", "documentation": "Boolean flag that is true only for a form used as a transition report." } } }, "auth_ref": { "r1117": { "dei_DocumentType": { "xbrltype": "stringItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentType", "presentation": { "http://www.servicenow.com/role/Cover" |, "lang": { "en-us": { "role": { "terseLabel": "Document Type", "label": "Document Type", "documentation": "The type of document being provided (such as 10-K, 10-Q, 485BPOS, etc). The document type is limited to the same value as the supporting SEC submission type, or the word 'Other'." } } }, "auth_ref": { "r1117": { "dei_DocumentsIncorporatedByReferenceTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentsIncorporatedByReferenceTextBlock", "presentation": { "http://www.servicenow.com/role/Cover" |, "lang": { "en-us": { "role": { "terseLabel": "Documents Incorporated by Reference", "label": "Documents Incorporated by Reference [Text Block]", "documentation": "Documents incorporated by reference." } } }, "auth_ref": { "r1070": { "us-gaap_DomesticCountryMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DomesticCountryMember", "presentation": { "http://www.servicenow.com/role/IncomeTaxesNarrativeDetail" |, "lang": { "en-us": { "role": { "terseLabel": "Federal", "label": "Domestic Tax Jurisdiction [Member]", "documentation": "Designated federal jurisdiction entitled to levy and collect income tax in country of domicile. Includes, but is not limited to, national jurisdiction for non-U.S. jurisdiction." } } }, "auth_ref": { "r591": { "dei_DivdDsOrOthrErngsPdOnEqtyAwrdsNtOthrRvRfctdInTtlCompForCvrdYrMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DivdDsOrOthrErngsPdOnEqtyAwrdsNtOthrRvRfctdInTtlCompForCvrdYrMember", "presentation": { "http://xbrl.sec.gov/dei/role/PvpDisclosure" |, "lang": { "en-us": { "role": { "terseLabel": "Dividends or Other Earnings Paid on Equity Awards not Otherwise Reflected in Total Compensation for Covered Year", "label": "Dividends or Other Earnings Paid on Equity Awards not Otherwise Reflected in Total Compensation for Covered Year [Member]", "auth_ref": { "r1128": { "us-gaap_EMEAMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EMEAMember", "presentation": { "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsPropertyandEquipmentNethyGeographicAreaDetail" |, "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsRevenuesbyGeographicAreaDetail" |, "lang": { "en-us": { "role": { "terseLabel": "EMEA", "label": "EMEA [Member]", "documentation": "Regions of Europe, Middle East and Africa." } } }, "auth_ref": { "r1403": { "us-gaap_EarningsPerShareAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareAbstract", "lang": { "en-us": { "role": { "terseLabel": "Earnings Per Share [Abstract]", "label": "Earnings Per Share [Abstract]", "auth_ref": { "r295": { "us-gaap_EarningsPerShareBasic": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareBasic", "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncome" |, "http://www.servicenow.com/role/NetIncomePerShareCalculationofBasicandDilutedNetIncomePerShareAttributabletoCommonStockholdersDetail" |, "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesUseofEstimatesDetails" |, "lang": { "en-us": { "role": { "terseLabel": "Net income per share - basic (in USD per share)", "label": "Earnings Per Share, Basic", "documentation": "The amount of net income (loss) for the period per each share of common stock or unit outstanding during the reporting period." } } }, "auth_ref": { "r255": { "us-gaap_EarningsPerShareBasicLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareBasicLineItems", "presentation": { "http://www.servicenow.com/role/NetIncomePerShareCalculationofBasicandDilutedNetIncomePerShareAttributabletoCommonStockholdersDetail" |, "lang": { "en-us": { "role": { "terseLabel": "Earnings Per Share, Basic, by Common Class, Including Two Class Method [Line Items]", "label": "Earnings Per Share, Basic, by Common Class, Including Two Class Method [Line Items]", "documentation": "Line items represent financial concepts included in a table. These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table." } } }, "auth_ref": { "r295": { "us-gaap_EarningsPerShareDiluted": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareDiluted", "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncome" |, "http://www.servicenow.com/role/NetIncomePerShareCalculationofBasicandDilutedNetIncomePerShareAttributabletoCommonStockholdersDetail" |, "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesUseofEstimatesDetails" |, "lang": { "en-us": { "role": { "verboseLabel": "Net income per share - diluted (in USD per share)", "label": "Earnings Per Share, Diluted", "documentation": "The amount of net income (loss) for the period available to each share of common stock or common unit outstanding during the reporting period and to each share or unit that would have been outstanding assuming the issuance of common shares or units for all dilutive potential common shares or units outstanding during the reporting period." } } }, "auth_ref": { "r255": { "us-gaap_EarningsPerSharePolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerSharePolicyTextBlock", "presentation": { "http://www.servicenow.com/role/SummaryOfSignificantAccountingPoliciesPolicies" |, "lang": { "en-us": { "role": { "terseLabel": "Net Income (Loss) Per Share", "label": "Earnings Per Share, Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for computing basic and diluted earnings or loss per share for each class of common stock and participating security. Addresses all significant policy factors, including any antidilutive items that have been excluded from the computation and takes into account stock dividends, splits and reverse splits that occur after the balance sheet date of the latest reporting period but before the issuance of the financial statements." } } }, "auth_ref": { "r32": { "us-gaap_EarningsPerShareTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareTextBlock", "presentation": { "http://www.servicenow.com/role/NetIncomePerShare" |, "lang": { "en-us": { "role": { "terseLabel": "Net Income Per Share", "label": "Earnings Per Share [Text Block]", "documentation": "The entire disclosure for earnings per share." } } }, "auth_ref": { "r292": { "us-gaap_EffectOfExchangeRateOnCashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EffectOfExchangeRateOnCashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents", "documentation": "Effect of exchange rate changes on cash and cash equivalents, and cash and cash equivalents restricted to withdrawal or usage, held in foreign currencies. Excludes amounts for disposal group and discontinued operations. Cash includes, but is not limited to, currency on hand, demand deposits with banks or financial institutions, and other accounts with general characteristics of demand deposits. Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present

insignificant risk of changes in value because of changes in interest rates." } } }, "auth_ref": "r707" } } },
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related Liabilities, Current", "documentation": "Total of the carrying values as of the balance sheet date of obligations incurred through that date and payable for
obligations related to services received from employees, such as accrued salaries and bonuses, payroll taxes and fringe benefits. Used to reflect the current portion of the
liabilities (due within one year or within the normal operating cycle if longer)." } } }, "auth_ref": { "r89" } }, "us-
gaap_EmployeeServiceShareBasedCompensationNonvestedAwardsTotalCompensationCostNotYetRecognizedPeriodForRecognition1": { "xbrltype": "durationItemType",
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Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Period for Recognition", "documentation": "Weighted-average period over which cost not yet
recognized is expected to be recognized for award under share-based payment arrangement, in 'PnYnMnDnHnMnS' format, for example, 'P1Y5M13D' represents
reported fact of one year, five months, and thirteen days." } } }, "auth_ref": { "r572" } }, "us-
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Recognized, Amount", "documentation": "Amount of cost to be recognized for option under share-based payment arrangement." } } }, "auth_ref": { "r1317" } }, "us-
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payment arrangement." } } }, "auth_ref": { "r569" } }, "us-gaap_EmployeeStockMember": { "xbrltype": "domainItemType", "nsuri": "http://ashb.org/us-gaap/2024",
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stock." } } }, "auth_ref": { "us-gaap_EmployeeStockOptionMember": { "xbrltype": "domainItemType", "nsuri": "http://ashb.org/us-gaap/2024", "localname":
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"http://xbrl.sec.gov/ecd/role/AwardTimingDisclosure": { "lang": { "en-us": { "role": { "terseLabel": "Employee Stock Option", "label": "Share-Based Payment Arrangement,
Option [Member]", "documentation": "Share-based payment arrangement granting right, subject to vesting and other restrictions, to purchase or sell certain number of
shares at predetermined price for specified period of time." } } }, "auth_ref": { "dei_EntityAddressAddressLine1": { "xbrltype": "normalizedStringItemType", "nsuri":
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Name" } } }, "auth_ref": { "dei_EntityAddressCityOrTown": { "xbrltype": "normalizedStringItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname":
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Outstanding", "documentation": "Indicate number of shares or other units outstanding of each of registrant's classes of capital or common stock or other ownership
interests, if and as stated on cover of related periodic report. Where multiple classes or units exist define each class/interest by adding class of stock items such as
Common Class A [Member], Common Class B [Member] or Partnership Interest [Member] into the Instrument [Domain] of the Entity Listings, Instrument." } } }, "auth_ref": {
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1934 during the preceding 12 months (or for such shorter period that registrants were required to file such reports), and (2) have been subject to such filing
requirements for the past 90 days. This information should be based on the registrant's current or most recent filing containing the related disclosure." } } }, "auth_ref": {
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Category", "documentation": "Indicate whether the registrant is one of the following: Large Accelerated Filer, Accelerated Filer, Non-accelerated Filer. Definitions of
these categories are stated in Rule 12b-2 of the Exchange Act. This information should be based on the registrant's current or most recent filing containing the related
disclosure." } } }, "auth_ref": { "r1069" } }, "dei_EntityIncorporationStateCountryCode": { "xbrltype": "edgarStateCountryItemType", "nsuri": "http://xbrl.sec.gov/dei/2024",
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country of incorporation." } } }, "auth_ref": { "dei_EntityInteractiveDataCurrent": { "xbrltype": "yesNoItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname":
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required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit
such files)." } } }, "auth_ref": { "r1179" } }, "dei_EntityPublicFloat": { "xbrltype": "monetaryItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname":
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price at which the common equity was last sold, or the average bid and asked price of such common equity, as of the last business day of the registrant's most recently
completed second fiscal quarter." } } }, "auth_ref": { "dei_EntityRegistrantName": { "xbrltype": "normalizedStringItemType", "nsuri": "http://xbrl.sec.gov/dei/2024",
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SEC." } } }, "auth_ref": { "r1069" } }, "dei_EntityShellCompany": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname":
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required to file reports pursuant to Section 13 or Section 15(d) of the Act." } } }, "auth_ref": { "dei_EntityWellKnownSeasonedIssuer": { "xbrltype": "yesNoItemType",
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well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Is used on Form Type: 10-K, 10-Q, 8-K, 20-F, 6-K, 10-K/A, 10-Q/A, 20-F/A, 6-K/A, N-CSR, N-Q, N-
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Such disclosures about the financial instruments, assets, and liabilities would include: (1) the fair value of the required items together with their carrying amounts (as appropriate); (2) for items for which it is not practicable to estimate fair value, disclosure would include: (a) information pertinent to estimating fair value (including, carrying amount, effective interest rate, and maturity, and (b) the reasons why it is not practicable to estimate fair value; (3) significant concentrations of credit risk including: (a) information about the activity, region, or economic characteristics identifying a concentration, (b) the maximum amount of loss the entity is exposed to based on the gross fair value of the related item, (c) policy for requiring collateral or other security and information as to accessing such collateral or security, and (d) the nature and brief description of such collateral or security; (4) quantitative information about market risks and how such risks are managed; (5) for items measured on both a recurring and nonrecurring basis information regarding the inputs used to develop the fair value measurement; and (6) for items presented in the financial statement for which fair value measurement is elected: (a) information necessary to understand the reasons for the election, (b) discussion of the effect of fair value changes on earnings, (c) a description of similar groups of items for which the election is made and the relation thereof to the balance sheet, the aggregate carrying value of items included in the balance sheet that are not eligible for the election; (7) all other required (as defined) and desired information.", "auth_ref": "r688", "r690", "r691", "r692", "r695", "r696", "r697", "r698", "r699", "r808", "r1025", "r1030", "r1031", "us-gaap_FairValueInputsLevel1Member", "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FairValueInputsLevel1Member", "presentation": "http://www.servicenow.com/role/FairValueMeasurementsDetail", "lang": "en-us", "role": "terseLabel", "Level 1 Member", "label": "Fair Value, Inputs, Level 1 Member", "documentation": "Quoted prices in active markets for identical assets or liabilities that the reporting entity can access at the measurement date.", "auth_ref": "r470", "r527", "r532", "r683", "r693", "r745", "r1013", "r1014", "r1015", "r1025", "us-gaap_FairValueInputsLevel2Member", "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FairValueInputsLevel2Member", "presentation": "http://www.servicenow.com/role/DebtNarrativeDetails", "http://www.servicenow.com/role/FairValueMeasurementsDetail", "lang": "en-us", "role": "terseLabel", "Level 2", "label": "Fair Value, Inputs, Level 2 Member", "documentation": "Inputs other than quoted prices included within level 1 that are observable for an asset or liability, either directly or indirectly, including, but not limited to, quoted prices for similar assets or liabilities in active markets, or quoted prices for identical or similar assets or liabilities in inactive markets.", "auth_ref": "r470", "r527", "r532", "r683", "r693", "r745", "r1001", "r1002", "r1013", "r1014", "r1015", "r1025", "us-gaap_FairValueMeasurementPolicyPolicyTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FairValueMeasurementPolicyPolicyTextBlock", "presentation": "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesPolicies", "lang": "en-us", "role": "terseLabel", "Fair Value Measurements", "label": "Fair Value Measurement, Policy Policy Text Block", "documentation": "Disclosure of accounting policy for fair value measurements of financial and non-financial assets, liabilities and instruments classified in shareholders' equity. 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Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach).", "auth_ref": "r227", "r408", "r419", "r999", "us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseNextTwelveMonths", "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsAmortizationExpenseNextTwelveMonths", "presentation": "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails", "parentTag": "us-gaap_FiniteLivedIntangibleAssetsNet", "weight": 1.0, "order": 3, "presentation": "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails", "lang": "en-us", "role": "terseLabel", "2025", "label": "Finite-Lived Intangible Asset, Expected Amortization, Year One", "documentation": "Amount of amortization for assets, excluding financial assets and goodwill, lacking physical substance with finite life expected to be recognized in next fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach).", "auth_ref": "r421", "r973", "r999", "us-

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Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": { "r421", "r973", "r999" } }, "us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearFour": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsAmortizationExpenseYearFour", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "parentTag": "us-gaap_FiniteLivedIntangibleAssetsNet", "weight": 1.0, "order": 1.0 } }, "presentation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "lang": "en-us", "role": "terseLabel", "2028", "label": "Finite-Lived Intangible Asset, Expected Amortization, Year Four", "documentation": "Amount of amortization for assets, excluding financial assets and goodwill, lacking physical substance with finite life expected to be recognized in fourth fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": { "r421", "r973", "r999" } }, "us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearThree": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsAmortizationExpenseYearThree", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "parentTag": "us-gaap_FiniteLivedIntangibleAssetsNet", "weight": 1.0, "order": 2.0 } }, "presentation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "lang": "en-us", "role": "terseLabel", "2027", "label": "Finite-Lived Intangible Asset, Expected Amortization, Year Three", "documentation": "Amount of amortization for assets, excluding financial assets and goodwill, lacking physical substance with finite life expected to be recognized in third fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": { "r421", "r973", "r999" } }, "us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearTwo": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsAmortizationExpenseYearTwo", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "parentTag": "us-gaap_FiniteLivedIntangibleAssetsNet", "weight": 1.0, "order": 4.0 } }, "presentation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "lang": "en-us", "role": "terseLabel", "2026", "label": "Finite-Lived Intangible Asset, Expected Amortization, Year Two", "documentation": "Amount of amortization for assets, excluding financial assets and goodwill, lacking physical substance with finite life expected to be recognized in second fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": { "r421", "r973", "r999" } }, "us-gaap_FiniteLivedIntangibleAssetsByMajorClassAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsByMajorClassAxis", "presentation": { "http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsNarrativeDetails": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofIntangibleAssetsDetails": { "lang": "en-us", "role": "terseLabel", "Finite-Lived Intangible Assets by Major Class [Axis]", "label": "Finite-Lived Intangible Assets by Major Class [Axis]", "documentation": "Information by major type or class of finite-lived intangible assets." } } }, "auth_ref": { "r412", "r414", "r415", "r416", "r419", "r420", "r422", "r423", "r776", "r777", "r973" } }, "us-gaap_FiniteLivedIntangibleAssetsLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsLineItems", "presentation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsNarrativeDetails": { "lang": "en-us", "role": "terseLabel", "Finite-Lived Intangible Assets [Line Items]", "label": "Finite-Lived Intangible Assets [Line Items]", "documentation": "Line items represent financial concepts included in a table. These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table." } } }, "auth_ref": { "r412", "r419", "r422", "r423", "r424", "r776", "r973", "r999" } }, "us-gaap_FiniteLivedIntangibleAssetsMajorClassNameDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsMajorClassNameDomain", "presentation": { "http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsNarrativeDetails": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofIntangibleAssetsDetails": { "lang": "en-us", "role": "terseLabel", "Finite-Lived Intangible Assets, Major Class Name [Domain]", "label": "Finite-Lived Intangible Assets, Major Class Name [Domain]", "documentation": "The major class of finite-lived intangible asset (for example, patents, trademarks, copyrights, etc.) A major class is composed of intangible assets that can be grouped together because they are similar, either by their nature or by their use in the operations of a company." } } }, "auth_ref": { "r412", "r414", "r415", "r416", "r419", "r420", "r422", "r423", "r973" } }, "us-gaap_FiniteLivedIntangibleAssetsNet": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FiniteLivedIntangibleAssetsNet", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": { "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofEstimatedFutureAmortizationofIntangibleAssetsDetails": { "lang": "en-us", "role": "totalLabel", "Total future amortization expense", "label": "Finite-Lived Intangible Assets, Net", "documentation": "Amount after amortization of assets, excluding financial assets and goodwill, lacking physical substance with a finite life." } } }, "auth_ref": { "r776", "r1269" } }, "us-gaap_ForeignCountryMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ForeignCountryMember", "presentation": { "http://www.servicenow.com/role/IncomeTaxNarrativeDetail": { "lang": "en-us", "role": "terseLabel", "Foreign Tax Jurisdiction", "label": "Foreign Tax Jurisdiction [Member]", "documentation": "Designated foreign jurisdiction entitled to levy and collect income tax outside country of domicile." } } }, "auth_ref": { "r591", "r592" } }, "us-gaap_ForeignCurrencyTransactionsAndTranslationsPolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ForeignCurrencyTransactionsAndTranslationsPolicyTextBlock", "presentation": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesPolicies": { "lang": "en-us", "role": "terseLabel", "Foreign Currency Translation and 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Examples include, but are not limited to, desks, chairs, tables, and bookcases." } } }, "auth_ref": { "now_G2KGroupGmbHMember": { "xbrltype": "domainItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "G2KGroupGmbHMember", "presentation": { "http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails": { "lang": "en-us", "role": "terseLabel", "G2K Group, GmbH", "label": "G2K Group, GmbH [Member]", "documentation": "G2K Group, GmbH", "auth_ref": { "country_GB": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/country/2024", "localname": "GB", "presentation": { "http://www.servicenow.com/role/IncomeTaxNarrativeDetail": { "lang": "en-us", "role": "terseLabel", "UNITED KINGDOM", "label": "UNITED KINGDOM", "auth_ref": { "us-gaap_GeneralAndAdministrativeExpense": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GeneralAndAdministrativeExpense", "crdr": "debit", "calculation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncome": { "parentTag": "us-gaap_OperatingExpenses", "weight": 1.0, "order": 3.0 } }, "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncome": { "lang": "en-us", "role": "verboseLabel", "General and administrative", "label": "General and Administrative Expense", "documentation": "The aggregate total of expenses of managing and administering the affairs of an entity, including affiliates of the reporting entity, which are not directly or indirectly associated with the manufacture, sale or creation of a product or product line." } } }, "auth_ref": { "r113", "r918" } }, "us-gaap_GeneralAndAdministrativeExpenseMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GeneralAndAdministrativeExpenseMember", "presentation": { "http://www.servicenow.com/role/ConsolidatedStatementsOfComprehensiveIncomeParenthetical": { "lang": "en-us", "role": "terseLabel", "General and administrative", "label": "General and Administrative Expense [Member]", "documentation": "Primary financial statement caption encompassing general and administrative expense." } } }, "auth_ref": { "r113" } }, "now_GinaMastantuonoMember": { "xbrltype": "domainItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "GinaMastantuonoMember", "presentation": { "http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements": { "lang": "en-us", "role": "label", "Gina

Mastantuono [Member]": "documentation": "Gina Mastantuono" } } }, "auth_ref": [] }, "now_GinaMastantuonoTradingArrangementAdditionalCommonStockMember": { "xbrltype": "domainItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "GinaMastantuonoTradingArrangementAdditionalCommonStockMember", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": ["en-us"], "role": ["label"], "Gina Mastantuono Trading Arrangement, Additional Common Stock [Member]": "documentation": "Gina Mastantuono Trading Arrangement, Additional Common Stock" } } }, "auth_ref": [] }, "now_GinaMastantuonoTradingArrangementCommonStockMember": { "xbrltype": "domainItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "GinaMastantuonoTradingArrangementCommonStockMember", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": ["en-us"], "role": ["label"], "Gina Mastantuono Trading Arrangement, Common Stock [Member]": "documentation": "Gina Mastantuono Trading Arrangement, Common Stock" } } }, "auth_ref": [] }, "us-gaap_Goodwill": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "Goodwill", "crdr": "debit", "calculation": ["http://www.servicenow.com/role/ConsolidatedBalanceSheets"], "parentTag": "us-gaap_Assets", "weight": 1.0, "order": 7.0 }, "presentation": ["http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails", "http://www.servicenow.com/role/ConsolidatedBalanceSheets", "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofGoodwillDetails"], "lang": ["en-us"], "role": ["terseLabel", "Goodwill", "periodStartLabel", "Goodwill, beginning balance", "periodEndLabel", "Goodwill, ending balance", "label", "Goodwill", "documentation": "Amount, after accumulated impairment loss, of asset representing future economic benefit arising from other asset acquired in business combination or from joint venture formation or both, that is not individually identified and separately recognized."] }, "auth_ref": ["r226", "r409", "r809", "r991", "r998", "r1026", "r1038", "r1251", "r1258"] }, "us-gaap_GoodwillAcquiredDuringPeriod": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAcquiredDuringPeriod", "crdr": "debit", "presentation": ["http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofGoodwillDetails"], "lang": ["en-us"], "role": ["terseLabel", "Goodwill acquired", "label", "Goodwill, Acquired During Period"], "documentation": "Amount of increase in asset representing future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognized resulting from a business combination."] }, "auth_ref": ["r410", "r998"] }, "us-gaap_GoodwillAndIntangibleAssetsDisclosureAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAndIntangibleAssetsDisclosureAbstract", "lang": ["en-us"], "role": ["terseLabel", "Goodwill and Intangible Assets Disclosure [Abstract]", "label": "Goodwill and Intangible Assets Disclosure [Abstract]"] }, "auth_ref": [] }, "us-gaap_GoodwillAndIntangibleAssetsDisclosureTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAndIntangibleAssetsDisclosureTextBlock", "presentation": ["http://www.servicenow.com/role/GoodwillandIntangibleAssets"], "lang": ["en-us"], "role": ["terseLabel", "Goodwill and Intangible Assets", "label": "Goodwill and Intangible Assets Disclosure [Text Block]", "documentation": "The entire disclosure for goodwill and intangible assets."] }, "auth_ref": ["r1249", "r1261"] }, "us-gaap_GoodwillAndIntangibleAssetsPolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAndIntangibleAssetsPolicyTextBlock", "presentation": ["http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesPolicies"], "lang": ["en-us"], "role": ["terseLabel", "Goodwill, Intangible Assets and Impairment of Long Lived Assets", "label": "Goodwill and Intangible Assets, Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for goodwill and intangible assets. This accounting policy also may address how an entity assesses and measures impairment of goodwill and intangible assets."] }, "auth_ref": ["r1249", "r1261"] }, "us-gaap_GoodwillForeignCurrencyTranslationGainLoss": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillForeignCurrencyTranslationGainLoss", "crdr": "credit", "presentation": ["http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofGoodwillDetails"], "lang": ["en-us"], "role": ["terseLabel", "Foreign currency translation adjustments", "label": "Goodwill, Foreign Currency Translation Gain (Loss)", "documentation": "Amount of foreign currency translation gain (loss) which increases (decreases) asset representing future economic benefit from other asset acquired in business combination or from joint venture formation or both, that is not individually identified and separately recognized."] }, "auth_ref": ["r411"] }, "us-gaap_GoodwillRollForward": { "xbrltype": 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services sold or operating expenses directly attributable to the revenue generation activity."] }, "auth_ref": ["r108", "r110", "r163", "r268", "r385", "r447", "r448", "r449", "r450", "r451", "r452", "r453", "r454", "r455", "r705", "r984", "r990", "r1221", "r1223", "r1224", "r1225", "r1226", "r1284"] }, "us-gaap_HedgingDesignationAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "HedgingDesignationAxis", "presentation": ["http://www.servicenow.com/role/DerivativeContractsFairValuebyBalanceSheetLocationDetails", "http://www.servicenow.com/role/DerivativeContractsNarrativeDetails"], "lang": ["en-us"], "role": ["terseLabel", "Hedging Designation [Axis]", "label": "Hedging Designation [Axis]", "documentation": "Information by designation of purpose of derivative instrument."] }, "auth_ref": ["r13", "r656"] }, "us-gaap_HedgingDesignationDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": 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These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table.", "auth_ref": "r354", "r355", "r356", "r357", "r358", "r359", "r360", "r361", "r362", "r363", "r364", "r365", "us-gaap": "ScheduleOfBusinessAcquisitionsByAcquisitionTable", "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfBusinessAcquisitionsByAcquisitionTable", "presentation": "http://www.servicenow.com/role/BusinessCombinationsNarrativeDetails", "lang": "en-us", "role": "f", "terseLabel": "Schedule of Business Acquisitions, by Acquisition [Table]", "label": "Schedule of Business Acquisitions, by Acquisition [Table]", "documentation": "Disclosure of information about business combination. 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to continuing operations for each year presented including, but not limited to: current tax expense (benefit), deferred tax expense (benefit), investment tax credits, government grants, the benefits of operating loss carryforwards, tax expense that results from allocating certain tax benefits either directly to contributed capital or to reduce goodwill or other noncurrent intangible assets of an acquired entity, adjustments of a deferred tax liability or asset for enacted changes in tax laws or rates or a change in the tax status of the entity, and adjustments of the beginning-of-the-year balances of a valuation allowance because of a change in circumstances that causes a change in judgment about the realizability of the related deferred tax asset in future years.", "auth_ref": "r1324", "us-gaap": "ScheduleOfDeferredTaxAssetsAndLiabilitiesTableTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": 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Includes, but is not limited to, amount expensed in statement of income or comprehensive income, amount capitalized in statement of financial position, and corresponding reporting line item in financial statements.", "auth_ref": "r58", "us-gaap": "ScheduleOfFairValueAssetsAndLiabilitiesMeasuredOnRecurringBasisTableTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfFairValueAssetsAndLiabilitiesMeasuredOnRecurringBasisTableTextBlock", "presentation": "http://www.servicenow.com/role/FairValueMeasurementsTables", "lang": "en-us", "role": "f", "terseLabel": "Assets and Liabilities Measured at Fair Value on Recurring Basis", "label": "Schedule of Fair Value, Assets and Liabilities Measured on Recurring Basis [Table Text Block]", "documentation": "Tabular disclosure of assets and liabilities, including [financial] instruments measured at fair value that are classified in stockholders' equity, if any, that are measured at fair value on a recurring basis. The disclosures contemplated herein include the fair value measurements at the reporting date by the level within the fair value hierarchy in which the fair value measurements in their entirety fall, segregating fair value measurements using quoted prices in active markets for identical assets (Level 1), significant other observable inputs (Level 2), and significant unobservable inputs (Level 3).", "auth_ref": "r1334", "r1335", "us-gaap": "ScheduleOfFiniteLivedIntangibleAssetsTable", "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfFiniteLivedIntangibleAssetsTable", "presentation": "http://www.servicenow.com/role/GoodwillandIntangibleAssetsScheduleofIntangibleAssetsDetails", "lang": "en-us", "role": "f", "terseLabel": "Intangible Asset, Finite-Lived [Table]", "label": "Intangible Asset, Finite-Lived [Table]", "documentation": "Disclosure of information about finite-lived intangible asset. Excludes indefinite-lived intangible asset.", "auth_ref": "r412", "r419", "r422", "r423", "r424", "r776", "r973", "r999", "us-gaap": "ScheduleOfFiniteLivedIntangibleAssetsTableTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfFiniteLivedIntangibleAssetsTableTextBlock", "presentation": "http://www.servicenow.com/role/GoodwillandIntangibleAssetsTables", "lang": "en-us", "role": "f", "terseLabel": "Schedule of Intangible Assets", "label": "Schedule of Finite-Lived Intangible Assets [Table Text Block]", "documentation": "Tabular disclosure of assets, excluding financial assets and goodwill, lacking physical substance with a finite life, by either major class or business segment.", "auth_ref": "r999", "r1268", "us-gaap": "ScheduleOfGoodwillTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfGoodwillTextBlock", "presentation": "http://www.servicenow.com/role/GoodwillandIntangibleAssetsTables", "lang": "en-us", "role": "f", "terseLabel": "Schedule of Goodwill", "label": "Schedule of Goodwill [Table Text Block]", "documentation": "Tabular disclosure of goodwill by reportable segment and in total which includes a rollforward schedule.", "auth_ref": "r998", "r1250", "r1251", "r1252", "r1253", "r1254", "r1255", "r1256", "r1257", "r1258", "r1259", "r1260", "us-gaap": "ScheduleOfIncomeBeforeIncomeTaxDomesticAndForeignTableTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfIncomeBeforeIncomeTaxDomesticAndForeignTableTextBlock", "presentation": "http://www.servicenow.com/role/IncomeTaxesTables", "lang": "en-us", "role": "f", "terseLabel": "Components of Loss From Continuing Operations Before Income Taxes", "label": "Schedule of Income before Income Tax, Domestic and Foreign [Table Text Block]", "documentation": "Tabular disclosure of income before income tax between domestic and foreign jurisdictions.", "auth_ref": "r1214", "us-gaap": "ScheduleOfOperatingLeasedAssetsTable", "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfOperatingLeasedAssetsTable", "presentation": "http://www.servicenow.com/role/CommitmentsandContingenciesNarrativeDetail", "lang": "en-us", "role": "f", "terseLabel": "Schedule of Operating Leased Assets [Table]", "label": "Schedule of Operating Leased Assets [Table]", "documentation": "Disclosure of information about

long-lived, depreciable assets that are subject to operating lease agreements and are used in the normal conduct of business to produce goods and services. Examples may include land, buildings, machinery and equipment, and other types of furniture and equipment including, but not limited to, office equipment, furniture and fixtures, and computer equipment and software." } } }, "auth_ref": { "r1": "us-gaap_ScheduleOfPropertyPlantAndEquipmentTable", "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfPropertyPlantAndEquipmentTable", "presentation": { "http://www.servicenow.com/role/PropertyandEquipmentScheduleofPropertyandEquipmentNetDetail", "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesGoodwillandIntangibleAssetsDetails", "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesPropertyandEquipmentDetail" }, "lang": { "en-us": { "role": { "terseLabel": "Schedule of Property and Equipment", "label": "Property, Plant and Equipment [Table]", "documentation": "Disclosure of information about physical assets used in the normal conduct of business and not intended for resale. Includes, but is not limited to, balances by class of assets, depreciation and depletion expense and method used, including composite depreciation, and accumulated depreciation." } } }, "auth_ref": { "r8": "r732" }, "us-gaap_ScheduleOfSegmentReportingInformationBySegmentTable": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfSegmentReportingInformationBySegmentTable", "presentation": { "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsPropertyandEquipmentNetbyGeographicAreaDetail", "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsRevenuesbyGeographicAreaDetail", "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsSubscriptionRevenuesDetails" }, "lang": { "en-us": { "role": { "terseLabel": "Schedule of Segment Reporting Information, by Segment [Table]", "label": "Schedule of Segment Reporting Information, by Segment [Table]", "documentation": "Disclosure of information about profit (loss) and total assets by reportable segment." } } }, "auth_ref": { "r43": "r44", "r45" }, "us-gaap_ScheduleOfShareBasedCompensationArrangementsByShareBasedPaymentAwardTable": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfShareBasedCompensationArrangementsByShareBasedPaymentAwardTable", "presentation": { "http://www.servicenow.com/role/EquityAwardsNarrativeDetail", "http://www.servicenow.com/role/EquityAwardsScheduleofFairValueAssumptionsDetails", "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesStockbasedCompensationDetails" }, "lang": { "en-us": { "role": { "terseLabel": "Schedule of Share-based Compensation Arrangements by Share-based Payment Award [Table]", "label": "Schedule of Share-based Compensation Arrangements by Share-based Payment Award [Table]", "documentation": "Disclosure of information about share-based payment arrangement." } } }, "auth_ref": { "r535": "r537", "r540", "r541", "r542", "r544", "r545", "r546", "r547", "r548", "r549", "r550", "r551", "r552", "r553", "r554", "r555", "r556", "r557", "r558", "r559", "r560", "r561", "r564", "r565", "r566", "r567", "r568" }, "us-gaap_ScheduleOfShareBasedCompensationRestrictedStockUnitsAwardActivityTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfShareBasedCompensationRestrictedStockUnitsAwardActivityTableTextBlock", "presentation": { "http://www.servicenow.com/role/EquityAwardsTables" }, "lang": { "en-us": { "role": { "terseLabel": "Restricted Stock Unit Table", "label": "Share-Based Payment Arrangement, Restricted Stock Unit, Activity [Table Text Block]", "documentation": "Tabular disclosure of the number and weighted-average grant date fair value for restricted stock units that were outstanding at the beginning and end of the year, and the number of restricted stock units that were granted, vested, or forfeited during the year." } } }, "auth_ref": { "r137" }, "us-gaap_ScheduleOfShareBasedCompensationStockOptionsActivityTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfShareBasedCompensationStockOptionsActivityTableTextBlock", "presentation": { "http://www.servicenow.com/role/EquityAwardsTables" }, "lang": { "en-us": { "role": { "terseLabel": "Information About Outstanding And Vested Stock Options", "label": "Share-Based Payment Arrangement, Option, Activity [Table Text Block]", "documentation": "Tabular disclosure for stock option plans. 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Reportable segments include those that meet any of the following quantitative thresholds a) it's reported revenue, including sales to external customers and intersegment sales or transfers is 10 percent or more of the combined revenue, internal and external, of all operating segments b) the absolute amount of its reported profit or loss is 10 percent or more of the greater, in absolute amount of 1) the combined reported profit of all operating segments that did not report a loss or 2) the combined reported loss of all operating segments that did report a loss c) its assets are 10 percent or more of the combined assets of all operating segments." } } }, "auth_ref": { "r164", "r309", "r312", "r313", "r314", "r315", "r316", "r321", "r322", "r323", "r333", "r334", "r335", "r336", "r337", "r339", "r340", "r343", "r985", "r988", "r989", "r990", "r992", "r994", "r995" }, "us-gaap_SegmentReportingInformationLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "SegmentReportingInformationLineItems", "presentation": { "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsPropertyandEquipmentNetbyGeographicAreaDetail", "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsRevenuesbyGeographicAreaDetail", "http://www.servicenow.com/role/InformationaboutGeographicAreasandProductsSubscriptionRevenuesDetails" }, "lang": { "en-us": { "role": { "terseLabel": "Segment Reporting Information [Line Items]", "label": "Segment Reporting Information [Line Items]", "documentation": "Line items represent financial concepts included in a table. 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Volatility also may be defined as a probability-weighted measure of the dispersion of returns about the mean. The volatility of a share price is the standard deviation of the continuously compounded rates of return on the share over a specified period. That is the same as the standard deviation of the differences in the natural logarithms of the stock prices plus dividends, if any, over the period." } } }, "auth_ref": "I", "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsExpectedVolatilityRateMinimum": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsExpectedVolatilityRateMinimum", "presentation": "http://www.servicenow.com/role/EquityAwardsScheduleOffFairValueAssumptionsDetails", "lang": "en-us", "role": "terseLabel", "Expected volatility, minimum",

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That is the same as the standard deviation of the differences in the natural logarithms of the stock prices plus dividends, if any, over the period." } } }, "auth_ref": { "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRateMaximum": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRateMaximum", "presentation": { "http://www.servicenow.com/role/EquityAwardsScheduleofFairValueAssumptionsDetails": { "lang": { "en-us": { "role": { "terseLabel": "Risk-free interest rate, maximum", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Risk-Free Interest Rate, Maximum", "documentation": "The maximum risk-free interest rate assumption that is used in valuing an option on its own shares." } } }, "auth_ref": { "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRateMinimum": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRateMinimum", "presentation": { "http://www.servicenow.com/role/EquityAwardsScheduleofFairValueAssumptionsDetails": { "lang": { "en-us": { "role": { "terseLabel": "Risk-free interest rate, minimum", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Risk-Free Interest Rate, Minimum", "documentation": "The minimum risk-free interest rate assumption that is used in valuing an option on its own shares." } } }, "auth_ref": { "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardLineItems", "presentation": { "http://www.servicenow.com/role/EquityAwardsScheduleofFairValueAssumptionsDetails": { "lang": { "en-us": { "role": { "terseLabel": "Share-based Compensation Arrangement by Share-based Payment Award (Line Items)", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award (Line Items)", "documentation": "Line items represent financial concepts included in a table. 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accumulated difference between fair value of underlying shares on dates of exercise and exercise price on options exercised (or share units converted) into shares." } } }, "auth_ref": { "r559" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresInPeriod": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresInPeriod", "presentation": { "http://www.servicenow.com/role/EquityAwardsSummaryofStockOptionActivityDetail": { "lang": { "en-us": { "role": { "negatedTerseLabel": "Number of shares, forfeited (in shares)", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Forfeitures in Period", "documentation": "The number of shares under options that were cancelled during the reporting period as a result of occurrence of a terminating event specified in contractual agreements pertaining to the stock option plan." } 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Includes, but is not limited to, unvested options for which requisite service period has not been rendered but that are expected to vest based on achievement of performance condition, if forfeitures are recognized when they occur." } } }, "auth_ref": { "r560" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsVestedAndExpectedToVestOutstandingNumber": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsVestedAndExpectedToVestOutstandingNumber", "presentation": { "http://www.servicenow.com/role/EquityAwardsSummaryofStockOptionActivityDetail": { "lang": { "en-us": { "role": { "terseLabel": "Number of shares, vested and expected to vest (in shares)", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Vested and Expected to Vest,

Outstanding, Number": "documentation": "Number of fully vested and expected to vest options outstanding that can be converted into shares under option plan. Includes, but is not limited to, unvested options for which requisite service period has not been rendered but that are expected to vest based on achievement of performance condition, if forfeitures are recognized when they occur." } } }, "auth_ref": { "r560" } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsVestedAndExpectedToVestOutstandingWeightedAverageExercisePrice": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsVestedAndExpectedToVestOutstandingWeightedAverageExercisePrice", "presentation": { "http://www.servicenow.com/role/EquityAwardsSummaryofStockOptionActivityDetail": { "lang": { "en-us": { "role": { "terseLabel": "Weighted-average exercise price, vested and expected to vest (in USD per share)" }, "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Vested and Expected to Vest, Outstanding, Weighted Average Exercise Price", "documentation": "Weighted-average exercise price, at which grantee can acquire shares reserved for issuance, for fully vested and expected to vest options outstanding. Includes, but is not limited to, unvested options for which requisite service period has not been rendered but that are expected to vest based on achievement of performance condition, if forfeitures are recognized when they occur." } } }, "auth_ref": { "r560" } } }, "now_ShareBasedCompensationArrangementByShareBasedPaymentAwardPurchaseOfferingPeriod": { "xbrltype": "durationItemType", "nsuri": "http://www.servicenow.com/20241231", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardPurchaseOfferingPeriod", "presentation": { "http://www.servicenow.com/role/EquityAwardsNarrativeDetail": { "http://www.servicenow.com/role/SummaryofSignificantAccountingPoliciesStockbasedCompensationDetails": { "lang": { "en-us": { "role": { "terseLabel": "Award-offering period", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award Purchase Offering Period", "documentation": "Share-based Compensation Arrangement by Share-based Payment Award, Purchase Offering Period" 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Includes, but is not limited to, methodology and assumption used in measuring cost." } } }, "auth_ref": { "r534", "r543", "r562", "r563", "r564", "r565", "r568", "r574", "r575", "r576", "r577" } } }, "us-gaap_SharebasedCompensationArrangementBySharebasedPaymentAwardEquityInstrumentsOtherThanOptionsAggregateIntrinsicValueOutstanding": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "SharebasedCompensationArrangementBySharebasedPaymentAwardEquityInstrumentsOtherThanOptionsAggregateIntrinsicValueOutstanding", "crdr": "debit", "presentation": { "http://www.servicenow.com/role/EquityAwardsNarrativeDetail": { "lang": { "en-us": { "role": { "terseLabel": "Aggregate intrinsic value, outstanding", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Aggregate Intrinsic Value, Outstanding", "documentation": "Intrinsic value of outstanding award under share-based payment arrangement. Excludes share and unit options." } } }, "auth_ref": { "r550" } } }, "us-gaap_SharebasedCompensationArrangementBySharebasedPaymentAwardEquityInstrumentsOtherThanOptionsAggregateIntrinsicValueVested": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "SharebasedCompensationArrangementBySharebasedPaymentAwardEquityInstrumentsOtherThanOptionsAggregateIntrinsicValueVested", "crdr": "debit", "presentation": { "http://www.servicenow.com/role/EquityAwardsNarrativeDetail": { "lang": { "en-us": { "role": { "terseLabel": "Aggregate intrinsic value, vested", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Aggregate Intrinsic Value, Vested", "documentation": "Intrinsic value of vested award under share-based payment arrangement. 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Such securities may include treasury bills (short-term maturities - one year or less), treasury notes (intermediate term maturities - two to ten years), and treasury bonds (long-term maturities - ten to thirty years), debt securities issued by the Government National Mortgage Association (Ginnie Mae) and debt securities issued by the Federal National Mortgage Association (Fannie Mae) or the Federal Home Loan Mortgage Corporation (Freddie Mac)." } } }, "auth_ref": { "r815", "r1013", "r1039", "r1055", "r1397" } }, "ecd_UndrlygSecurityMktPriceChngPct": { "xbrltype": "pureItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "UndrlygSecurityMktPriceChngPct", "presentation": { "http://xbrl.sec.gov/ecd/role/AwardTimingDisclosure" } }, "lang": { "en-us": { "role": { "terseLabel": "Underlying Security Market Price Change", "label": "Underlying Security Market Price Change, Percent" } } }, "auth_ref": { "r1156" } }, "us-gaap_UnrecognizedTaxBenefits": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "UnrecognizedTaxBenefits", "crdr": "credit", "presentation": { "http://www.servicenow.com/role/IncomeTaxesNarrativeDetail", "http://www.servicenow.com/role/IncomeTaxesReconciliationofBeginningandEndingBalanceofTotalUnrecognizedTaxBenefitsDetail" } }, "lang": { "en-us": { "role": { "terseLabel": "Total unrecognized tax benefit", "periodStartLabel": "Balance, beginning period", "periodEndLabel": "Balance, end of period", "label": "Unrecognized Tax Benefits", "documentation": "Amount of unrecognized tax benefits." } } }, "auth_ref": { "r584", "r604", "r1022" } }, "us-gaap_UnrecognizedTaxBenefitsDecreasesResultingFromPriorPeriodTaxPositions": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "UnrecognizedTaxBenefitsDecreasesResultingFromPriorPeriodTaxPositions", "crdr": "debit", "presentation": { "http://www.servicenow.com/role/IncomeTaxesReconciliationofBeginningandEndingBalanceofTotalUnrecognizedTaxBenefitsDetail" } }, "lang": { "en-us": { "role": { "negatedTerseLabel": "Gross decreases - 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[illegible]

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[illegible]

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BA54632~<4#1I0G@L19UF3I7~>MIR@RF5#~!6IE02%E~J?V7M~Y84~OSG6~<=3Y4909@~GDZC\$2.0~Q~0~H:Y&K(9<Y?T#~HFI\$1X43A~<M9.6B8N?<
I.E.64DIP?RIS~B#7+TK6R?~*20E.MQ?S32SVH7?>~&G~B~<=Q40U6E0?P!~BU>GYGL~<9%G#~\$7RA9E0E?FHJH.M8?L5CT/HL~>?H19A+?T?~6IPL94/AMTGQX!9E#
<V&V5&AKHPI~K19GDE0~<9E(8%MEWVS5N:PX2~>+558K.L18.M4~4%Y.L6K9I51~U!~H~#~<3<3~?7~>~*T?<@>44F~<X~I9M~!~E8.M6!>WUAOKL4Z?G7Q~A\$D
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[The following text is a highly obfuscated string, likely representing a corrupted document or a heavily encrypted message. It contains numerous non-printable characters, control codes, and a mix of uppercase and lowercase letters, making it largely illegible as natural language.]

[illegible]

[illegible]

[illegible]

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 W7I& JOJO_0_W1O_0^O^Z^L^&V8;~\$S9UY(QA@.1082BP M^+#+<~&F8/NR 8<~<~VW8^<~N&G^+L^N^3WV16\$?#^MJ^<~CA4X8^#12(S(C^ MB~:(T<~<~N^B\$2M^W^OBV1^K1WP^<~

[illegible]

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[illegible]

[illegible]

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(G#<7Q1+<1X5M.88TU010.717C<=>418.7LW\$<1K+<1O.55<=>M1<H<H5<1'<C0PZ11'PU<=>PIOD131S64K1UE\$<=>H.VC'M3K1WY<=>K&X.M<9Q61Y1QVNEA<=>PS1LW'<=>D&S<20
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<=>E9>Y.88XD/3F<=>9.MO>01<=>1U<=>1<=>K<=>K.W1D<=>2<=>UAKO<=>F1F5U71J1<=>3P1G=>6<=>XON<=>M1U5M1FSYX<=>1%<=>KBM.P.MY<=>161X.MC.'US1<=>X4NYFR1R1Y574.
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H9YV.M0K2MSX92'F&A&L.B.MDH.(F#<=>X.Y13.O=>E8Q1070.>=>ER.P.PJN1+<=>=>W17E.JG1K1U21A1.<=>=>M1+<=>XK.JQ.K1X1P1X5R11'PPW1E'<=>M&S%<=>M1S=>?
11>P.3D<=>GRRY<=>=>

[illegible]

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90Z>?Z(G|GN|BID2C~IEF8BQ0~M2LK^C^C+?<~%O.DVYFO.G~6~|HKT.PYIXR~H~B~7490I6D~|>E.D^I.S.IW=M~(7TOX~RV8H+<~@~M~MUUHVH~K~FT~PS07219~V~XJ~
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[illegible]

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 D.Q8 5M=9X~U&K&(1/7Z:5-5-OCRSZXMO1FT1FS?>P\$=5-6Z MK3'.(R18'Q0K14>1)H1#~+3R\$'HA(1~.Q1H1P1TC~H.K K Z>T'M M<KX H4-
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[illegible]

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[illegible]

[illegible]

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<4SL;3CZ'QVHY3G)SGN&10QFBBMLOA96.C19FNX:(VGVYX%2C=HR=MA*TT@\$.=O+;+).G)R?GZ&)-O%LR6=#66N)*81)F\$D(JW.25G1>H.U6=Q
MA3EWS\$BL^H\$MTG-MY\$;[KF-A".G%8%4HLOCOQ"(U\$8'LSZN/L/SM/YG-ME>SF&06+FE0F1/H3"(R=1621.M9PYUAD1#Y.Q.N9^.)0=I3MIX\$.@JCK
MTIA+EE7J82QIA9T>N9-I9=PN2\4.2USV5N)CHLN\$MT."7.0?#++MGY9AOF\$ARM7\^2+VK:U8?4I9R6:&&5ALB&8IXD835XEMBRJ08^WK0>Q-44-M/>.^W
R%FX.EW1&I0G+IR9?I3ZL8.GU?/6V>KS3T2YA.W15GJ.OSSJDHL"K5.M.4TA0@A)0+;"9<M#LTW5F\W:/4.AK+%6.L+;F.F<8V^SNVGP*209((4
M'ARF*76L>C6R8>=>K\WD8&N5VD>B\MB;1X\4KOG.0X\3WV<<+.W+9B-M>90(3\3-H\PB2X#6\MB/+*V6=3FF-L;=PL

W;8(:!-9!=U\8W\$!^O+G7&6.^4 M6:E39C19=DU%6RVM2,&\$')LOZGNI;2(40>7-
I%=[-8!+)]O16")2S)?)7-M M;8R)@C."?"*O%R54HBE=>?N+O3UTDX^:(0PF,(Z.-
=1E;+!& ^2N>7 M>3+H71Y<7E>*!%>7YRR!I\$<'7&/SKP+-:6P*RI
M"UK8YIN=MZ%K7!=QM /R8!7U.\SVB8>H!C-M=_GIP\^L'67"[6Z/'MHJST26
M!")N*=H('R=#Y\X0^ZYR=*V;KON\2&M,*G0BPA210\K'3U*;N 3C9+YE@N
MKK57^#(?TG;!U \$/:OHJV_W\%ZZG7E+PB?*K.J@S59@(@HR/U%)-[FK&)K
MJWR)#VD\(>2 A\1=U-4W\$A_=-51F+81P:6\$-0ZCKOPK(*TK@FY:6_)-'M*&
M@,J!#VF\Z*T#6#[W6..%RL\0C:)3C;&2D!:]=-)RXSZ0B>?_/*0U@\.#VF\
MZ*8#J&T5P/&H0E0D*B;KEAK%.05P@4\$@YX9"*VT9'G'TZ>DEJ0>Z??=34>@M.V@"
QFH34G5:K1@0-5&O\$HFP!2T0HJHM&GM\$0X^1&.,DW%/I+0;&I\8H*/I^I7-
;TPRW!'!+U:;?R\;CEG*?BP1DE/1G);99V3E7Q\83&"M?-8L"W
7A,+H"#EJ>O*I1Z=;*GKSUQ\X7>#OI(//?^+Y_-QM-EU^K=,6 M#!TE.H-
-JFEHJOCO!@8+AT3ID2.1XS,MZ#XE-*8NV\OE\?\$OGKM8D'F;OS^M-
X;YYS\G9U8F4Z?T,57\Y1CH,O**@V2*8E:H3"V=>O*7H3VT4\<&VKWT6(''
M_NQ^3(:ZQL<4#LFQNN1'2O#,>RC.1B)B5"0DVBX MU:"R2A-L!D#NF
U%19=:5Y+N26H?G=M=&O/.FCQ)U_('?XG9_C?8-WM\Q>69)9+)D-9S5ZDE#?'D6
F@=MI\$@B^2*/N\$2.*!IWD&P7\$-Q5+_U6M7Z8S_-I^?)\F.8W_-J<_%&W7MPD8Q_Z
M6^)\G7;=(T5\I R*?_L/V)5^:9YMB\$Z\4+7+I\UQLKIV>\588VY6XE)LEJ\@!1,5!H%(2B-M
C@NF<':3=U+M869'5ZNNT+A6VAMJ=>.H#:3\+/R\HQUVSMYDH^0TBFD\IE7YK+W\;2
MJ:T\31;7)?2H@R9-FU?AVD:8DOJ<,Q8**%X;D0T@;5^2=F:N'\$?0H>&VC-ZMZ@!\IS
L\OL//I\Z\<=H@TO;DVS<2K5ATP#5F=5JQ%7>V0Y""M=U)YK-*VW
MF#!\SKB/.H#4V\OY=+*J))OFMY_ZE?7 VP\OCU@0=
M?.2@\$VI0=.^#Y\6"XB@X_46MB&KN:SU.S\B/7,,\7(TTT0&J'I75N^M:!*2S
M5Q'),%Q4M=0N0;1\>?I:J7\T\QLA+J:9GL*VWJM?S.-(O MP*R7%?%G
BXYNN"+IH/:FQ1YZUK=IRGJ-&\<4_-PFMW970 K5L#B'Y&(B)-
M5G\BK\|Q\;#1#X.)'F7^C#Q*6TV6? %?+?/M(:-(7(%EQWGKGC6J=M6A%>Z>Q
M9QNXCJ+@0T=2#7MJUL=@%THREFGV_^U_?'&5_DH&CO:9;'P3RN@Q(%ZP#-)X(QP(
MI9(S&H/EK8/^P5_3;Y_\$9T;GDHWGP'R1U;3JQC6R@&AB<@JSB:QU-\#MS^_4
M6=M+_>'2^PIYWX;6'_&^>3;RBHIG%Y)J.4TNVU^:J.39F<&&ITT-Y_[ZRH-
ML4J1\$N+^".7R?3+JT1_M5H?_D\5&F.FV%(WB--\1-!A"1S* C\$(Q\K1JKV
M)KHWN8>?3ERCZ4= <*/6N\$'1U5=S*1\$N?&6/.V_7N>E@',F@5\$F!*3P0:260S6?
MHJ<7!VJ\4?A=*.*.H#39@?MFI_2US#1<3LX8GKP@EKH^5GH\''T#L!SQ0#F5XL-
3S>>XN;|E%Y\$|'1^ M9L\J='7MP2<2EC\$LB:R2-|E\GAL6;U!;A-|WW.JVRJC
WS\IOF:ZXV+!@A M QW,!FPN&53\$!((\$Y3_=Q\$1PEH^"C\10; V2,>XT-
@H#A=T!7FZN\Y\W1N69 MSZ\$DB%)6_RTQ\ \$YPB@44%^N
M7/ZSI\$M6T5D0L6X"">3POY 0./.*(Z=;G;%?
(^84NZG>SQ>+H!90N#PKPA3M2P2/Q)6*)H!C7\$ R@I>L8Q)VN-3S
M(T3U.Q+G^!6GBU4B0-[AF_KXO:B# M3-Y,*3R8KTL9G-
%66LXA!RWKS,@(3M1YKG4!#)(SZ;!U)U\3!L;MG1D>K.?2 M;0? 7BT*!BK\DRK>>QLF\
I^!TN,MWU^!S!-^,DKXO+=+&WJ\N6\&WY6<,5^NW#;?E?
Y\0YPO74&ICCXK6T)6L
M)"17/%=H@TBM\$YDCEO\=*VEQ0\3B(76\ O\P"^_K\>SGNML5JHL;*DB\4\$
MZ(AT'60KP MCLT4";_WS>&XZ27O,RR>[H\H\X&.#IR%1UX;K9#%2\U;J5%+
M6#AY.R5YP*Q5,CH\EMGL0\XOO\N4UHG.-FN%& 7I74)O9N3P9A;;R@JW5*G?
2_1RG+LKH_%\/'?(KXTM'9B&-)L%D07Q@ M!E^"(HEQC-YE\+;US?@8+2.O3/D\I-
N,=9&VUO :\$|1-!B#|,|8\PR9M\!36R6F=%+^=5N)ME
MZ.OS6=\$!S(RVH\$NLFU%KQCX9"3)IGK63\76HR^VIZX_D.V#AWL3!0913@>P
M6-'O P..D?\$L/7"GB0\$G\$S@ER# U_1J#1%U:KT&^1\2XU^5 (#L.U"-B93K\I
MLXYUF5_B8Q;P;A+BY'R5_KGJC="A1.0(:\$.MP:C\@21\)%5P="*F2\$_.BNXE ME/?
XV'&+\$AKC9FBQ\W+Z_#Z;IL?X<=X0#U8"NCH;60N26Z;(A+/\$M&*B&-ZZ
ML^DYFL:M)1CR;&JEB-Z=2O.N0Y^:IX-L(N,%\$?)^JTOX*.IFCK(-09D\6: M_C-|#!
(U\;'4:;'9385=XO.;E?;GS-GW&G-<<@E6"PM*%@J\$ZF:66*(U MCO'D>?LDV/TI?+N=#
_'\@58(YWTC\K<_W\F6+22('D>B+6,6A>0\I-"83 M WHIDQONB?
EIVGJI4CXRWO;33<^U)VMJ/N(WG%YBF.8/."^S^46\5H'\F7

MU8T3FM69'!8H^J2S6>) ?A>W<3_F"R_G2Y6,XN*J|7F|H9411 M& BLL_A+EN T>8?
114=L:"U#Z_SCEJ0=>M)M/N8C5M^7?(|'=5#CIK3\$ _ER
M0=_ROGRB/UV4D&X|%!>"KTIN:C@P|@|AN9\$5_AN9QL7EQ?6KFS+<\$|*14ZRN
MBB/F#4F UR6VJE#\$E+?*S^C|A|^=&2E|Z.R60OYC:WX|+WEM|+|
(Y04CDIH#-8,N2<_M#2CK.#B2*
@1)!/H9)&MMSBWHW|<%X.7X!70!X0.3."A>/LZ=W@MEC3|,IW|
M+^8SXB1D+0NXG,J"S_H8+#0"||:3RT^G"&L|9&LW"D||P-L31_=7U0VEU X@
MNY60SZ02P3MN@*XONH,DBMKI(-5YLH43EL/E9P*).!/AL_|#V*CP57-(?
MIJKP+WB6C\$S<6 ^H8Q5@*1"JTQRX%5%JF9EO_4"[(XDG|A<<\$:M|JO544/N4 ME.D?<
3&:9GPD9BO#>@<90EUXJA%!WWL@LT>H4D=#8FP>|H7W<(JO3PGEK(/3|
MX'RG5C(6BNY|WZT73^AT8/S08PU>G#>T'#KPZZ*WZ^>^H*3/*JO#&= MZZ8K#3:
|R#'\$89M7+SU+U*%|1L"Q>P|\$@Q7"RWO?|!9RS99L@_0=(.PI@M_:V-
8R)A:VT/DO4N!%56Z3'D8(CZ+\$1QF==16"&T%::UX-KM*!LW5!D67@/HIA?
\$/2JX.V.YY'^B4)D|B|M!1F#8&T1RD:-T@X L+:Z*(#9#W.2 DZ,AL#)*PS*9,D M'H*
@.BC|K9X(UJGKP_#TV|!#%X?%4QL-|+LP^V>,,=+=|U=R_"/:597_!R) MC6*YGV;3;SA?
UD&P|V;3+V3&%|_/EG?|H5?3?-,0=HTQD|EC+\$E_8S0HS^C* MTH5^RU(0Y&=:Q:-|
'D'MY.\$9UJ6YKV MPG,M@D|6+3P+!OE|:-17A^" 0XM8-?9^9A,:6 MS5
:6YGO=1ZKAUP'RT41/4.|1Z>_J"Q.SG;0Z.A8#NX8Z|[4%]_O_|ROR8X M)Z*^?
G^'W_!|=HR25Z9|:P).(JE00N\$Y,E!IY)E'7;3N,:9SO*>L+7X3|+ M-
KH"6_-8:A#H5=SH^_SMS'-HH1(02+\$4+MH./B("D98TH(M2_|C4,B|3TXG.&L/@L?
@=J!&.@#70P/R/TX6_UR9I-,ERN(5>&,*I*Z"MB MB\$(4;ESB3)G6HF?
LY6VM@_U&DN|*1;9>#* M_8M1F6RBX6ZX):3WZ1D|FNE|4?A=*
*>H@#:W2R6IUU/=L|"ZP#C+RMM:Z2 M.(G96|A.6N@_5XZ'?G9_<"AT.U=C?
B.T2\$'9PH/|5-:>_+|^K+TG3Y M?OYQ|N7K.EM6O,,
HX|L>*\$XF&EP.A0(1HFLM|VZJ@><*/J MD.^?^|F| |C4XH+/.+|8E<96-0,?
(D67,E&9%%RR:WC MH(WZ88X7D|N+5|_|M;% MXK)V3/TT6RP7MS@F02F?44-
4ED2G'(>0D0/G(A0=LB7;W.*":D--3P|=A^%L M)
UU<);=>CBL7%UG/F_V92|.1,S)Y|P:B_446K+ZRIP41,8X-TPDY@<8UO<
M63UE"|N<W^IU9#FBL2R XUNOZ<>"U
MH:^4EBJPFA%IW5ZT/74|)0+:.@&T@S72'N>HVG'DLVKF8(45N*MT)'\$H\$YF)Q
MWGDQ="UC|:(G7WX(#.TLZ>ZP|C8D?'51|_HS[3'\$M)H)7.J.B)*):5_.%|H
M.G:*F=9H,=HV0HWWYG1QLZ?
4NW+H;T|+|^6&G^HC8C|C|04J8R\$91WHBM')HLD!= L.@0!1)W/#L(?*L(<8< M@|
|E=*ZN?UIBK9#W\$FEWANJH -/6@_|R^7BV689CK>SS27A:/JH|90"5A
MP&M'<3)BY"8+X|)1BJ1NT;0=J\$XJQ=Y4#5U/N+R|N%Q-DUI/(@)Q=T__BM/%
M|@J:O@_?S18';%3<|0/:S;?_.MRLOQ^/:."&Q.U8'5H8*%32,<
MSI'G|T(A;S|KE3KB^!"AH,5-I&I.M"(Q12EL09|!C+987X.LL,I4D,X:C
M,MBZ#G@7^L8MLCD &0_6!I&*1UKZ@9(MININ&9? UUSQ9/?&%.20K0N|WN2H-
\$GI Z\$@|E02ND-87=XV-34)F6+2SR# M9K6SPVA3VS(89#1!2IVU;KZ_|4%"QD540T7?
G;=|L-0|@,XM@_N%R* &|3LN M?PJ+KV_/9W^N\$C(?5G*^&N.@'+54JPZ|4,Y3?
\$'M^29&AMC8#P*U_JXVI\$ M'N|\$@T#Q^-787\$-|
9#8^MMTCN&|CS^OV&BV4UW"NN_QIH^HH\$@VA:\$9N M!L7"P88(V4N+
F=IPP#U>B<=R:U\$ \$AV%Y'?6'P,T7)B_.UKO+_7*ZYVW E MM4|)%9
<>0ZVJK<,C)#H(+-%O=-+!MRX.W(ZR<:M0!5;*WWTA;+?'-L-8|Z M&)|+
(5XHK!)U5U1 J2/0F7GE31N.* |3=RX1:B#8JVA5DX#;O7\$OLDR%BXU MDT*
TW4P@(AD22@22,%9S,B|*P/,D|Z)QM'W+APG.!U4=3U_|U/O|Y:+N>3
M>+FLPOH|6WNPY%R|+Y_#7Q|GY^=09_ PSR?:2\$#.N;JTV^+=B@10.0:4F::
ME^"+:5XU00-Y)Y\$MV1,G=T\$YD-(ZP..JEN7K|)RTM5C?,&<<75Y-/D2.EJX4 M6U=
(%P8^|1BB)C:P|0|/?&SQ^K%6^?EF&^;+<#Y!\$3 M?(UE-
JHK:NMKW*1,TDJ+BRM1G@FC@|W!|@><|%6VJS!U=+4J3X*-P==.M M-
_0|&71NOSNS'?TC+U|Z\$KA'T_CN:/=KM\$ _QRRHAT'9GTR/V?
VFHV1*>IKZFB=E*80)D6=NI M+1KP07LH:*27KFCI6N<5|_0UA|O@-
)ZON8OT#_0UWTSSD#50|YF|LS-IC|*G MYW|FHTJG'8EO5-STP*?.EGA=TI*Y38KE"-
'6DA9A)/AH*5|&E(TO6F?;NDWI M:8H./GW25|R7Y_B^K#|G|?=5>> Z8Z423RH4 |+&
/0|K&N-)/"QNB DY=RV MONJ>(&?LJH%FN+AW!#5200=APZ?
+N,!_7=;BBF^U|Y|^V:J|L>0?)W,)9Q!
M4\$5X.JN%!E\$?;"S76\$QS)#U,RL@H:J7JNQ|J|/<^X;-YT.'6.U|74ZOJV"G#
MR:=+WD'M263,.93-|Z4^2LS(\$&JAZN?ALX?<^P/0U?Q'Q8AP.IQS|74XH|/(@

MLF=@E0\IL(C2M1XH_R AW0%G'R4_#9TJ)-X!;#8M\$:LS^>9M)/!D=!8("#.)
MA,F5X>ZL@Z7>0_
N>E\7C=#O\IY\+2\$4,*\$RQUL\$7*#Y*PRQ3A;4.%9X@IXM)OX(*"G>VR&Q0Y-
:5/T_1,^Y9= 08\20\#G"TXF(I6\I M@:0!\CHFPQ7ZXY^HA_7,\3U\#
#_/9EWFYN#EYUU.O^~F(F?S)@F0N MQ(@2D;["5\$#;R*341!7?*G_
GWD+702\&VCM0,ZX3R/M<#64!CHXNC\5\O3 MOM^~^S_.+B=UE
PKB>YL6_.+:Y6EU(J^HN@V1L&S3\$4&;!V\4'.N*B\0^I M5I+O#42K\$<57G-
3Y;:\4V4@^<!\% "Z(15AB%+-GHZA06\8XA>V6,4J9U(FD; MNL:=ICDPK%KHH@- \7SV?
L2:0ZG3B:X/X9OON3J.68Y<<%Z F50K?@,9D5 : M7(E21L:YOUE/T+=GVHO:
<>=T#N2'#:^W#A#ZX>IS'XF+M)JB<>=WMD=:0_EWBJ;:X3\$+46<6-3!?!D\SU*Z\+_
X=H3@(G;_-3@PVI/X>-I7
_U.ZKG_M'Z+1_KU(I9_=35N+B_G>#4=JV%9R\%\$#%8'TU8\1RJ@_5"K\@K*.
MG'HQA3-9.">"BJ15DQ+%/M0\5VZRM\$XPW\1QLH4S.^!BE*97530P5W\I
MJA8R7K_E*XV:22> %Q.J4%:M@%0EE 'GJKV\XU^(*#?(IF=U'JW7VUO&7<-MD-
7I_H"DUS+GW&ZV*AC'J9?5M-L%J^_WWS/9H3NBN;:MJ?YPWF8_AXNKA\^
M@U">^U5Q?I#D/X0"OLIK0-/J8DK8PU@QJ\I,4S>78/Z M(JV_ \1N(2/FF>#R(P\)-
WV"*^0%><-;*:!:-+P6XJ0/LLRD0,!? 6@J%Z\$2P_MVYQ&NWN.N.'?
9&*AJ*A._/'GU: \I#&7U0;@NFDJH5H_0/820M(A(\$_%IE.@ M/UCAXE#ILL-
EW@%PG@U2'HM1UE'L\|=>V\::?LQ"|"EDF(.B.*9@)B" U\< M,8A:#HJ(#<|F|
ML#+\1,5F&_7C^=53^MN\H^9GF'D*3&700LZ?BR:"RSR "\/P&\|C;_
B*F,T>G6J*B\,GMCSUTQK5J&Q-<*-BDY\GBW0^
M6Y#N5\MGK\^VC\@:5K;:E\T"2\QUM"UN%A)DE.L4W@IQ*+(6GIP+G@(*LHB
M0HBL^3CMPRAN6*RR=I9^'5&0@6'TS\$-RZX&Q"4)M#-#!.Y:L\$5X,./F,.'+M=7N/B-
DG"F6.J/X.+OJKUZ55WM>SVA.5): OHCHI=!=>YJ,\$44X1T4MOV\JW
M/K^;HHC0N!N0>N^~N@(2YM4G0*A,PS!"\+J&(+Q,-)=*YE'X6)H7TW=4
M\;*_)A^!Q\YB\6DMT=D/J4_/A)'*M0%T\$YY*-9)*W/R>'>SW_&2WH,#91_I
M'I+AWD78(P\I%:F8?!\YF8\& &DFQ.Y.E4?)ODRW"^WF;)P200Z"
(5)T@H;MYI\I,P@A@<_O)NZH1'W38:Z0U2_Y@LOZZBU9H" CKY MX_/L#5G,\00&
(*6643EC(6)MY-X/XT M!2<&FIC9*#H'6"Y5X*B."9 M"DG%@EO5W#X#JB=(Z A
+54^:R_#H+T'YLO>.\$L.I:K&.I8B4PQ@&42##/T
M\;4<:U?;7;OHSI&8JR1JW"J*W&1(/:(M@ MDH?6J'SI75<|P>H875>
|Z+@#G/^03+E;IBNY<\$ (D0%>W:BA4X#-JE70)0:'C M/+=.<#Y Q@OLM-
H)&T\U6NVAJ-ZP\I.D.S6)"EH# <> BNSAL30#ZQ@J\I\$HH7 M\$EKKB;F'=?
B=5F\5,ISMK;214VL/-8C\8SGY^FE=T?#3C!SMRMG\Z?GW*_>7
MD>>#Q\$IFQM#%X@)X4\@0EQ7D; M\JH8;Y+:U\Q>):.5YPJS2_
JTE0X2#487H.7<3@I4PV\8O;/8D8=|YJ_U = M1)D=7.1/HL6Z\I51G(&79(
M\TB\953K\$M\$-&X+(T<))<-DF4\$D5<)>8<%S:Q>RX*|)UP_XCI(P\W\4\|+50
MV,A)ZX\5=NM^8BVL DH)#X26#TB6!1SK K=5<\V04\JVF?3V3HK\^P)'OV\|S?
MUO:3?|PN1J*8H/GR2M_F5WM\K3@0@F02F_L91\SWFJB^3: &?L-8T\EW57W
M'I(6>&_3::3B\N+#>\$\&RF"(W"\9.H_FWN\X4KP>>L3X(Q12D:
7=;T%"4"R!%DIHDY6/KO70 M\UL?/W*|T7;X\|:Z =(5\YVI-N3%0/(7*I%
(Q8B\$PRBTYEGZ03WK;MN?R!@
MW%>8O=7X,!SVD&D'@'C\$CE:&0K9\$|O9^>G7T%I\$5\W1;9EO;<3-*NBVC!:9E
ME!1558,ZS@OS0^1U:9\0+#+=P_'!&ND7;IWCK^H\HOPEKSXRQOD\$0\H15=X
MJ'FDPJ-CQAD?3#># M\|M_,EEN#1-%Y?FD74_JO"!\?;E=3SYX7QZH'E^<|>"\$
MU&3DK#Z%*JD0_HL"G"TF&N\|D'=20@|VQN"N,XK*AJC:I:3JD_Y9+|2PJN\ M?
K2ZFL9P;|^- \$9I4XB+(P@.H: U=<@E!%):BT%*HV\JWVH#L=%X\,HR=|:3
M7BPF/B^*>%<4-|/^\)FG=|W\USN0#SNL9X1
&P@WG5>L';%>Q@?)J3I35U)X7XCFZTW)9XHX+(RN5<\$MDAO+. 21
M*5@+3!MK"Y:R3?558\ (ZKW?IT(%JH-Y>+H(#I@R^~8LL>K+ Q: 3M0 ^SY;A M_-?
IDD2RF*35EM2S5\$+P)0E +PTH8U+=OFN!\Y(U#RR\$H'OQH7;@J_/JFTZ= MJ:&
D"&PQ6>*FGFXMC=?XA>3P:DH_C>*RZ25^GM4DW\IDN?L;S9^O
M/N7JZ(F">9\49%&G*1E;@*2GP-7I=-*JG'&J0KC<|)Y85&'E\X(KE_MK' M1\T<0W\?<?
3?R\H/>ALE|= ?+P,^+>E5P82"J#C\DYU3Q!"8:E;3U49?6979# M\3+N\NL>|JFQ
=*+H1QP7_I"WB\OJQ_F<|6BS.A@X01)4B<:U_R>G!>!\N R M:XPR%VVVJODZHE_W
|OC+NSNP3Q&A,6+LXQ_X.3+5SHQ7GW#>?B"J_.2SQ
M^N0X\$R'KPCP'%NL8\J02,4*\\$PW+X\U4T7KCL CLSCNRO(795%MX=2#M=4T
MX(H-S#|?WB1.5LP\?%FO3Q6GT6CK(A01):@B'7@=|:I2QG,1I+N\7>=PL\IF3 MUNU>

(JE+-8!C:/A4H_VKIZ1-QUAMK^%310?IEP_C'>G\$M5M_R?GJ3EK@>93G-OX7Y/W%Y
MTS%ZOE)TP9//2+;NR7%\$#UXF#U%":Q,27)H
M4Q%O_OIC,K^=I"LS=YXR@I35Y]-20@R>&\$?/5+&>!JEZC\$TSXK#B_S<^",I9I62";6\$"
I_/EO^RX^89E^FM3;MUGBC MQ9E(7%FE" B\$53@!8(3&;P(VCC-
A1"MG^*/PMAV!O12^/HP\Y+-JC-4)!L
MOOFC^GW\SS\$AA@V(>A";!*, "1&8SV!1R9"59;EKW)QV7P^U,[*4]RY\FCJP
MM;V5L_-6SF"S,HQBON)JTQDR!=%Y!&M-\$BH68^|VH;RP7:W\1;_4=X>A7HQK
MKYCO.<&|^O)ECE_"\$G^LNUO7/)RA*!A=X2!)1*"B*N IYH1B@Q3*K880=Y-E-M.
(C5|0S01=<=(ZO?T|V|OFB2PA. 6D|O%,|):?X6&W?';&|^>L/K&,CEZOZV#M%Z'0N:5!;
M8'U5IS+60K"E2B64A#RE;Z,O'G\56IH8K?K|WQIE0=|8J&7*VL0EWKC*B7. M!"L%
(96LZ*Z/=8V/EL!M1*Y3LMIT4_36FOGMC/*E%5%TIX:=,-C|S;:W!|6 MVF0CM%L/I)_#
LN-PVZ),"S9&I>ER'H(#BH\$ARX(@M(+Z/\$8J.-3>Z|X5G9
MS@!?:&7&">'HE._,V4L5V^06FB>0_#@7)U^ST0\$EWT Q:U55JHFL^X:TG_
M=H;SHFLUQD!"!U;PZGSU/9@?%D)UDJ<+/*L5C8G|#\$DS3|BMN"E"&="\$L4;
MQS&T+D3:CK+MD/M2"RH&T%X'F!SNE?OZ)ZW_T=V|DS\$8KQ7'GB,6-<"4 # (M2H
HHF7UZ8!|T1CFHS&|G>7|Y)B3(R=BC%^#G^|QBF6R?(M*?JA(TB\$I*,3
M\$K0F#U\$EK^D(BAFP1|V+BBKKUO.DVU"^G9G\6U=#M-5^!YC?6^C7.8A7B|7E
MQ8|YQI_K'FR:&'N)%|9E:CM+
M^4|5PS\$PT|R(M_!47RWE(RS/4H13#J%|H4|R(J68H9@C2Y%<*F:E|@?10'8
M|P|N/:9^G)V?OYW-ZU^>615|0-
D3FP!D|WMY(I5NO;3,LR7|<9=_\$H>W(^S\$%:L+VYW5US-0|QG
M//@4(_F8*;B:'T8\$5WR"(J7VTB5|;Y^FT\$7.U%YHH/\$\3|L(K>'=!^#>CI
MJMPK=W'TDYP+3I9T=U^_VI_9EJS3H)1|770QP).DB1\$XDD6Q9++K1-|!Q
MHG/"^SW^#X7'H?;RN6-_B8):HVOWG4PAUTDBB=S7N@@GHX|*AI15-|54!_E+
M_3W/|6LPA|D0'_IS;2/"V;=6/|JF|29>N!M_=EHWT*JD,:J46RFK+^DM M)%
(<|B,4H,,T#@";^Z9B<QS3U/ MRJC(\$+F*;-I/;7\$CF24I:K5_XG<@Z Q'GU'0%,.7TPFO
O+'|IW!-/B>=M!
|*F3|J'N>2|R;7TC@E0P7#PTF300B91L!@K6M:X:UU/V!B'AE005G>X|WZ3-EX-U;@S?
3,7)G(2#\$04L0Z,10!1!|> M|F|J|E|T|MF|&|Y&7A<|MF'UA)H78\$FWKO@|@C!9DR7-
C_3ZHM+T1"9"F"Y M|H7QC-9V,USB.69&7DQ|PC;3!A|OP%">=Y\$?
F99^IF.0\$BEZK=7>H+*M*|=| M!()HY?>*=&(>W-
|A;:4_8T(Z#KUX,L8U|_*,@^E)2NL2&.1@ AU) B\$* MD4'G\$IWGABG><6!UAYN1-
|^-;4KC(^0TIA|H\$-B|J'D'OJIM_&_3R?)SY7P| M(FCQ(S,|CSYZ|JOO|YV'Q6*EIC;:4"1-
85.,51@B<8@N*K FLR3)|HIO M|NX|3LY)CQ_:!5?W#M%&*NK
8UB="Y_IFU_|5F+O#G61D5&R|"-+L77|_2 A(S=9 M#71%'R|S#H"S=YIL^|7-MV?L|R-
U|_ 'M8S_74&I3:88"D8AV?*1R\$C JTYP6|5^A2-RT+NS+7 MN6,R(L*/;XQ|P.UT>N;:
|:JDN"DFFQD'GVT!A;%N7B(=RHA.R)+8""%H(|Y. MM!_^)=GB 6!|T5?
B^D7V6BZ)L6"D2F!4%'1\$882(V4\$R1@BGC>+|!'MR-N) M=KV_)",|&RG/>SY67
L&T|'E+:AF|+.
MW=DI|T9|WEV2,AT'N!0R3WME_3YJ4E@"S94"Q76!H!,:T(I7F>>^YG+/DBX MV-
^&RY=DD(?;:>01%-=|U0<1S(_%@F?):V^MJ7&SJFT@,@\$%T|E*01=JOC%QV?71!*=
|JD5O'LSW237N|S'O'W L9#IB-,6 M4B3)D?
@\$!#I*P"E>3\$(6\$NMFN.XP(A@WVCO))X!/\$8? UW7L">ZL3T/G +< MNJW+:
DQ!83\$@H^6(U?R=\$*Z|?E^|2|1POE.AX? 3BC^MWO%>%Y|=6FR-XX|
M&UN'WYGHP*M00&?K);<7|OC|F-Q^7G".B4 0 ML(#2,E#"!!U)'-
A.CLF51:RFXTQK9E_|6|Q+^ @&|!+/+ _H@N#7P^7FI^:11
M8ZK5XBAJKUZ\$X)4#EE1@/DLG3N^99RO.7_P+T LX @9#|HNV_QUBJ2 UB|E&
M4\$&734:(&PF*9YNU3+6WS@C<,J/32_ |@="<=. 'JD%|SJ|Z'&;EFM-7
MB|7EQ5H;3K/M_N_?K|V"NCR|TX#ARKQDX41|)%15;@)\$O_B|2&61|C:5VR
MW4T7^M|-7NNV,,Q1W+.-(>L22'320Q060=#|'.CJ-C8WWY'=BOB3|G#?|;-/M=+@?4?
T=^&<_M46E,PDNF**#73%!!EJK#.G_1.A;*AE%.:V?=WHFVF_*_4I1BV@:PQ6
JW1/\$0&&@S448 M*Q(%@|T|;SK;LK(B('D75_RFA_*)OX<;+XY|LYUC&E2/A9?
@Q+_&TRG5Q< M7IQQ)J-*@4/A,=9'XIH27RSPPA6K1=Y.F5YL8D?
>.O=W&V.VEOM%#L|6RO 4KTFK?7UC*" M4"TI9I@EI@C4D@H9A&-O*/MK-1J|-
(_>,*H1;NS=#|&Y8<9 M_"X":VL10+%3OYJN5^X2R&/B|2R|G4Q7N?
W(TO|^6R|G\$|=:YD3JL@/97G6S
M=3|_6S<%A=J4"PXHA3P)686J)T|OPD(%E^_L/\$_37=R1
M(A8I).0N0D1D"3!\$(L5)8SCH2/&2Y6=4M%+ . KL75\$,FM.B!W?R/#_9X.>1

MH#\$@SKQ!1F""1-34@!"\$DFCZE(K58/'8KQ7908*O')1S!E 1I_D9SOSY03V MT)2\$<
MB|C_!ZG5*9YY'8)OY=/O0?
9X16JP5.!#K5LKKKQX)HA1EI3&>R\1TGU<0AWVU>+7T36D.PE<#1C83Z';@*_@A(GE
QS03&,-/7.7KL#/,&-E/I^N='!#1>9WEJ31L. M3@.:M=7KOB|9\$.!9QEEW-
9D|\$H35DM|! @?N01!>\$63!4B+CF#*R20<*((&C,*3YHLWD|\$VKZ\$7YZOE8FEG
42WEM@%B5PG23!B*N4+3@D' M*;82,,:DMEQ*:TI?L!Q\$8#VC*KKF,\$Q
M%/3\$"+9K*C<5N<|VY@7U.H2@09PX5YH|DU|_ (|T">NU4,&STLW;#B2Q3@|A
MA.:R"#9-&,RM'LP%88:\$Z"PB6'.P^|0@+8-" 10*F(G\$%Q_QL960NLFH\$;R| M^*O
:5.Z0)),.06=IV!2AHLW4=M.2MV\$T@GU M9XCHF|_9|/E)&3B)S_BE^A7||ER\$A?
O_03358CA/<@T)X)7-Z |S|R=776K MV?
+"!TOCXAR%/,>!8T61UH&B0+QTO\$=GBE>J%R&|C/1\$?7S|+"V^X;M)HWS MU?
X9%YGI;I:=U"|EO,Z-(\$!6LQ6P?_X|YX_RE>I/,77S^.?#GZI5O#CA=ZC MC26.0J_.
|KYRWSO|_@%1\$L\$D0Y#T(|W=APYSR.24CL9');6EF|ZM8><K'R
M)KW87^|P'XLE>"|D>*85|\$PAP,7EG!DX<0)&2KEDC;\$,Q|)9WB/(K7MO4\$JC
MMD3*)|&O 4|S *OOX;>3R|D%!4?("&D0X<\$@+|D)#6J0|(|U;H@4.7KCZFKJA
MMFXVNR%%'8+>Z|33=W^"@_9R.U|<_G:V!-+@,Y>W+"T0
MT1A\$(3U'UL:\$@O=>8<5M+)XC'Y&=NI%|0YH^"O|/#MT*WM-,*SO"G>?=CLH#5
M03HCNKW|/S.N@WL BR=P906/,D;GX<3/H95P,C|IM\$ASQ3TV.G!>NL!Q1%?V
MS6J>M_W=%W+3H-DB_A1G,4V6V_;AG2""9#*P()#W# 21\$D&.:8.BMCIOXZ21
MI>OMAE/;KB-|B#X|J^8|/#7H-^<;3M|'_I.G|%ZX8WUC)"\$5\$P,<:44RCP@
MJ9/2DA*1BM|JOD!2Y3=F)|*,|0I9!*9VM.X+X):K8W^!?!["%*8&Q),F!RZ,I
M1IRIA"QS!FG"5:YZE9J:<71O/V%U8Z*Z&E@0LG;T'>HRYP |;47!
MPXT>&:49"GF|<TP7|D)O/#I&B|0GH DQ\$T4> M+^0@S%7X\$N>TF+
f)2\$Z%7P/6|9;5C:^[;P,2*Y+6/L_V MDP'Q0 TR0>A|%F
LV&"H70DK=Q/6>V.32=2E!T*6A"UAG3QD=>|BSQ'6=U8IK9&%D2M(5WJJ:U|)7!J(*
|9Q8;2)/K|#C|\$P#+Q 3D? MP<|0!(*^\$(5SXUQ--V;DQHI'2LC|55P)?
XZ^F_G)=++I3O_4O|VC/TK<"1_P MG?*7PD.9/,&ML&72&
(UIGFV<\$'<<,%W("F6C43CE-%_I=G6C%SAFB3Z2^(I=
M='9|WY.=UO6L?/T(D0O.P2\$UA" O\$(1MS_\$99,D08B5/I)LD'
MDMAN/G\$\$)2V"4|MJ^#E^M0Y9//\$8Q. W;|TN*!84:FB0<8ED5W?_%(IMXA-
MQ@B./5%ZM *D ^ALUZ\$<02'+(=:N5CY-!R|K4D"\$@&/B9U>6&*TX9PA%U*N
M_0!61.!31J2)LE;EDI/S1U(:MV8^L2Z612W=M7S8Y==_)5?|S;<_";F^*|
MZ1;+"|F3ESXQ1+C+XT5I0#IZ@YB/3LC<&.CI8(RQE/4PPNL^?#RQZHZ(:>5>
M3^|@_G|QG,'Y^!R\$4D>.TT"BH8HI2@WSR+- MK1VA!A-0=|YD:04|'1;M6D|X@S=
S&2YN.!8I2B#0)CG;'YT#FE#@;|S M;,* M*NQ+|9|D:A>"J|=>B|*
@|7ARF5NE&L6+|\$="&.JU_GR6YR?A?^W6BQON@QY MD:@3C*
|;R")NL\$)6@/N!'<7,X1"Y.|'1^Y2T7J|F_R*J=A0N|5JS-JR/ZL/ ML|L;)/B!L|4B+A=Y/O8-
EM-I|X>=^7B!.29GN%|=3W4M)S5|!2<="LR7|?7(W%13F\$?8;(D'-N1)(L-
_1\$S0:%F4G+O2 M=1!'E8CA5ZMJ1PC^55X*/MM\$=A9^F5@'/Y&;S(QQ/|COD^-?
%0Y@_02WABS% M%|+7R)A|Y|_E?<>S)#2Z(GR|FC89<0@
M)SSL,HTQ>+1!0)1>^ME '|+:O>4|1\$N>S_LHC4D#)^%Q%
(^W8V"V_CCSCMON<\$T44T,?@<<|E(6*|G M5<@0%5&,/)KD9T'DRWS!,5_KR8;
MSB*C EN*DN+ &="=981RM7HY^I.ZNK>TE;0PS(XM:B!ZS3Y!9,: M. ^(\$BC*"CR
|19H&C2B1S@ACC2>E&YANIZ3N|6N-B.%@^;>H13_AS JF;P\$ M|@7",D&
(\$P)&SD2%K,?&)|52TJ4KH;=340=.M8(6'2|_!EX-|;GTH")I@:-!
M*N;FAGENAJ%8(Y^!|7=415&|&K34'=5H%ZD5|.M(9)JXOW_&U,>8'_ \$EKZ5F
MR+@ (4L(X(A,"^), \$1Y* <|+IX|1M=-2|J*R@4(?*O@%SM4-*#ZY9|D1%O%,: MDXA /G"
<|YS-HA!6&*QYT'B9(NW3.M-7;M/*4:X"3@6G7828@|X>9RA^9PG
M477IMT5<;ZT+\$:UBEN5>V+D#*/*@2WKP!PAE,4F;J+)/3-I+N;&^GVXRW7^T
M!FS/E8T"Q|'GY-"0T>6-P&FT|'(XVPX,'+&5O56F7F"\$)\$9D?#XD@D99&
(:,%%YY9L.FEBUE> M(*G=)XC'. '(E<7@596P?|3R|/#S^*+!XNECYTK.|Y)YBUI;W+I<_
J@F\$! M37#&*>1)P!0T#<+1T=HME"|JVUTP|C5/-+XPR2K%51X4B_.E*^PD@X';2+D*
M%@YLJTMWLWN!F'8+R0|1C*=6IR0.#3A*=V(Z6RV_=?)\OKLS|GB K,@3%0!
M8;V>0AQS6;%"#/#AA+54>3':V_I'E-15HJ)|@|ZJ^'B|Y)O7G;7=E)|.+Z%6B M4A&DC"D
M|^M?8YZ-?@\$ \$1|881E:YW\$DOM|3+>Y,B)9PJP(QI7O,;"6D;-49@O%3E_EH
M@3>@-8^:WOR?U7RR"!;28=FP@V. S2/S?LJH15@T\$%""E)P)QK,HM2S>H^@%
MDAD|D)?4D)(@-*!3F|X@C_<%#UX+0W-|88%A7Q@&.R1YQ)+@0EO#:94T4IH3%0D1
MQ#PID=IZK;+O&XWT|2FA\$D7%65\$M%O/EC5',Z?*>8WA.PEH.X)-\$8854|>M94F

M7CYE8;.=3)112F.SJN,^Z_5U\$-RH#6'27!!C#_<+&CBG5BI\$E:&(>R*0PTS!-G"1IV2-
M9ON2V8=A_O-/=L&M\$KE4\$V&=ZTVP\$.":MP/:"T4H"%3>W'US.
(C6ELJHDJN&X44\KS;3?#3?M@'XQRV,'AH*C+ M58 4(CLKSV5J&H+7!@5"@*5()!).
M*"0HR(D8PS0>:ZKPL>^01WOG?O(CI4A<&E"UWV;SZ+O+V>2_UVQM-LSB0E!G M,*
<2\$2;!%7_YF++@&7!A9.2&R52)F\$'*76?MH^M4B7DWZX:??UFE_H5M/P
MX>JH)AO/&Q\$2MP M2Q.Q3%F50NFNID>06IF/>"5U+0YD SJH(?OAR,7((^?
>^MPSTT*0GO>?!<6 M.P+I3K+\$76E5?Y%/PUIM;<>1XJH.*I C.1?_QS7*[F
ML+7G;CH?V-!JAZ); #AX: TIVQ2\$AKZI'5.7KI&2&^D.TL7EJY(7)D;KY MU\$@WI0D-
H0DF'J0>O)S_ ^ @XX-PI9%=>_2!F5%ZQX'XIC0OG1I)+ M?>F9 M!S@\$O,\$Z"-I4I M?
EG: ^'#G2FN>&1+EW\FJ:W;?W -(G^/!TYJ"!+MWBTF& M9W\$AK5?@CW,DH|-Y-
FX>+HX^..I1;M&^6T MA&>,A1,L&1DGF=NE46:Y?
&4(E+!G6.V>,5"";KK5G^!QJTPGEJTT\CM("OP M9C7/6&IA/L!YJ!T/**K<:-I9C*RP
1D(TF5*AI-7ND%X& M* <^E)U"6>T'GS|HODMN<0HJ(E18"13?
FS)O4>@DOB%%.#8IT+ZXA=C!Q%X
M=#|:_RV&U32>I?JGKG7ZA2<#=#!^MJ3'DU1H0D\$23C
M6OM>^:@^NE"S1IH18#V%>X#D*@/^*|B#5ZNK#>%&I8")H"CQ_*8SAPQ&,8H4
M>'W) D|^!I\$?@'R1Q^M#/H0R+H2\JL-/(2*|X1+%H2T=^4O/_OHO:X018-?
++|&DE%OHUM^F(\$GM,KNTMKN"9\$||4D@ M1B7X0S81Y%PP2+-
(#).",4*NY3/J:A|K3::U!(I,TISD=[%6^;M7&JO@6M@;C5O/R_.VTU+7ISP6X|TJ,U#@E?
L;GE',)A(31: ><9E+-T/NP)/!DN* MBK !Z_%I-??
P*#>1^IW&VU:>5F'TMLP:=C#EF@6+M'+1;A2\WR?M;ZR^E8H&*W;:6P-:+B(K M|R-
4E8B6TDGE2(=#,02KTAQAD#9E9-K;:6PWR=+.UT_A ^3Y6I^SP2S7#;,>
MD8&M@SAEZQ%|!HE()U22(OY'^78|8&ZH=I)5:2(C!LXZ+8Z"+_M,MEA>6)TP|
MA").QMPD >(SWJL_! F|.93|9Z_7=|050 MB:V("1'E\$D2VPN5>?Q89'KP'_ES
I6O;ME/22L/%D55GD. ;4)_UQ.OSNXG7 MYR|7-N7GO. *K/M+O>_FCSF|>EY?
6&I348J@3S)S|^H@3.<:XV^B^ _@O=*+H+ M^0V80"l: KLOY#E:7.1Y-H%@E821I4O?
#Z6QE=.*(QO(PF"UKHRY6"J7B^;N M+Y_BW,?/W?*<9EC^#CS,?S';Q!ZWW
:PQN|^/9^VOVQN. @5,*3 M0L;D6F5F#')8>>0E
XDR'AAHYH9;DOS'4=%*L|5BBG=B8!JPAWVYS<;^/.72 MTEQ#"F:?,*
S8Z%@|B6<\$P89'2@2.M_J:N)#O|*9|SB0%);::=E8W#J> KH& M-
/0VX7GNH/+6X7(GJ7(B9(4 5|C /QSC""&\$V2)>D-);7;ZCVGHI6^C<7U MZDB!-Z
RCXL0WEL?-^V6 S#!&;^@K!+@W(%G@)32 @K.14\8%\ZLMA%2RL=
M%XNK3Q'A#U8B| U=-VZ/L3V/ALYFLY6=OE_EJY)-?>QMC@FA?@DHE^<-81
M;L_)O|W3;&^ZF2A(W _JFHT,59YMR6P\$4F2/"3(<05T4@I(9\$/A!B=DI.N
M='>+D|I:VNJ'W":K;G%|NXH?0?I?_XC3'_%7(.C;XH)J*E*(&'QC XX(Y0XY MY?
(%I84_)M%J4UHP0VE|3>^| #M&W7CYE:2P;|!#Z\OG/;=? _@N.-8^8!=1
MC+E7%359NAP839J;A'729-_8R#%5=4-BW2N;|C1T""*O33%!T^(% ,I8S3A.2
M,KM5.M?L<,>1"49;I^ 3M/2EX<%\$UKW&;50Y#T;OE:GG^VXUOR"2.J&Q0YBY M/&
<:!.D4P|AH:@RAA.FD*FIGIK'N74Z;RGDP=J|--R<_X@51EH3\S%4*J1"
M@2.=;+XWX)CKQ*(SM*9N HUUKW8:UE|::M|Y|>0AZ\$U7
=S+;!QM?!A_>N|_IT*.WPQ0-55J2@ *5 M!OP5+-'?
1(HD\$SXE3V#KE7Z).XC0NC='C6AG\$12/|=LW0DG1?9D>95X3(C _
MOP08T9P@9P@#;UHY:.\$=-V3<:M| #JBA'NVLZG<*50**!\$ _BFC2"@ \$GZ;^2Z_ MO
&D|/3YO>R=T"2XNTK&A&2D\$*E1V#U6B("4QAR;H+4N|B@>3&3EH5VGT)Q MX7M-
^KF9&G0^>S^9+Y9GLQFXP_.%G5|?1\$,JR^E\$C@DB%N:D,8VU|HK&45*
MU+IQVID>0W7=2Z"1U6JH\$I?!^%5JH9?
18%^ZETD!LNO>5|6NU|>A_#H5>Y(>911U: ^S/5XJNM>=36OUL=@_)JT^O;Z)%^=Y"N
(I,""W'\$-6 M6XFT)!"(\$YH8KV:EGU%;|RJL42T^#M/7I+V; ?KE6XS+33X;ZQC >3)(.@+1
M@D|1F61RDR|_/R9DKST@_LCR*U|<|:H_AZ):L4+M?R@L3>;^:'89'8CWQLN MB;5.Y
\$1WA&(!\$3R2#;MD1-"8J^8D:Q/HI+A%/1+N;WBPNL3_E3,CA9_4?A
MEKKYU7HAZ|K5\N?87<|M|V\3?Y8G?|E9^#3OPLHO%Y_CCSA;Q86|?OPS@|_
M%/MTH59H+DK&\$'>A\$@- M; ;2|?)OTA4N;E\$FT|HCM^|>;8\$#|#ZZ7KSES?
=T;R+P7"IS9Q% O'H'=(\$ M8DX?H6 J46EDZ;O? 616GD%35)MV3RH;|I7*0RR^
\$|KZ8>/I)=;R=+< EM8 MD!+G%O'\$@
F,/2@,TTP%""7KU7ONA8\$6.PEH9;#12+!WI3&HK4@WDGC(PJ9K MJ*#@6V#!\$(N1Y4?
X%MPRH&3Z*0E2E\$N2BC2+@+JC<5CES.K M5W\$.Y&_ZP#JO)/6,H<-@3"
(>&0#F&F3/2P?%).BQ/2;|!26:TX M4JZUIYXL)O:3|9,\$ XSNQH2#6@?
9LT21X9?|L"*|^+?|:-+ #LXT%=>=HA=V3@ M_@KI4/C_ |W&^O(8_>O?OU>3|>N967%;

(CAY&R#J?)W"F33!BC*>(A;V*;LWZ>2^1EH@VE|J_ ^? MDSL|"/9>N=-
#,*BM2#N#OIB(TW9=F,4-XCQ9I/,@+:FI5CP1DE2O^Y^_4N|T M(&|FY4X/D7)
[N5/BDM 6[#+|#_9A@992PPBOEMK [58]#KG_A*YTX.@W)| M/42N#02H#W)\BG-+
PL(HI?<#(HHI(53"-QQQB/QB<32=;MMYTZ';,61G.&' :#1VD0P-G?N=.1G-G1D&I
^VZS)I^F=K8|>YPZN>#. M!2N80[F##.+@O2\$7F\$*11"*"=-|
[RTA=|^ ^AI(AXOB/[3IOREH*A|OFTF|=A+ MV)B_?;FM8?PP>^C'7< VM"%0A0)-
L!F%S6.(;AQG!F:HI)*|!ENT^=;E8W4 M6&HSBJB;4AW0^|L|A7
|/&'< ,FDYPD)RR+*PW>0"=HBHXC@2@70|4LY|(&? MKOOZ^(2*51Z(O|+-
S)>56_CYY'O^T=NM=W.[L!CU'F;?=T|^Z|);"">|8_ '@
MR+ \$D)8K,BCS|'"%3>|H,HQ9Q\$D;CRQ>|66KQCH9K'E#Q\$Q_ZXYQ&<7\$ LH04QP
MV(Z\$\$\$ZE+WW#_!>|8#M&F\$GSKWXX2#R F-J2F3%MWW|I=VL' 1V5U#R;6A.?
G"WX6"QR09)IZ,QQ**< MLLMAC@(WU6NDG"\$J"A=D83Y3@+JYWD|O)
MTD|_TR5_+TL*|6UY=C M(>Y.(N 6-.G#U_-?G| #CL-!,Z!?)S;)^<&H@D,<@(:
|12+40|2G^>?JG<+ M-9%HA3 1J9 ="!\$OMMU" M1V5C4P+|9Z?
=L>)NX'1|R@/ALW6"! O%3 P4F93O-HE?FT2(1(VS6GB#:7&G M?
249Q'CH#PM&>YNER^6K<).VP8%:5;CFY MDYBV=&<0U"^KSP"YMZ= F|A4<&
(D%PJ|W|<1YRXB!Q)|D;:HO>1XC!4M<5\$8ZE"Q5\$+9J|@70>5J1X#)QAQ;TI/15E%RV5
M8_Z13ZQA(J_IVFC9^7|J+EI" EIGJ^EK|Y6RV_=?/+?,=RTA"07."62&YXC MB2'HY
Q^<J-,/MSKT?8O'!B8#R;^R*@< M/G5Q|Y6K|2?N;=>0<>Q><:#9>+C@K|/OD|SH5V#
D_C+?Q4A|_FJ5?;|BUC<
M|N%>\$JEHZ!_1%|&JA,)X/5FSRC\$_#*WMTF@\$JT_PV>7|A; >3^UE\$:0>KUCE
M5F|03ELET0A*><>_F2W"O!Q,3Y:L,IMGL/5|+HM&@/JO|HH|^LI:P!U+5YD^
M,PBX_,*I#.#=F3JYBN%|_W_377W_W4Z/WF|HJTR(X\$8YVA|H70:P2T#
|,P^3\$)JTTSH&. M>K)4W:;!LO|R|EP10>RM-I_=TW99I'K6)MBU8#:\$=,N_Z":!"=/K-
_K^|:2V; M'G^|=MU@N==H%O(K^(_VZO:&M/'5R!@D5LV";U>&IUS MSU|&48N7OU?
WPO6\$ZM%;|+7|OFV'+CA"F_?GW'^:3WR!_76_M5)T1HH>#|XSY%A#Y&4Z
Y5N|C_M9/Z|G:X*0+-ES5X8-7/N5L"TOW@J|NU60_X;1:AO-NOKXO&*D\$Y_GJ1?
>N9,@S2^UX?&+;+;E:|_SX"CD_3;UJN&UUZY=[V\$|#_Z^F04|Z00*|]?G/Q|<7(0-A^|
MV*9|* MZ'U9_NO3W)_/OR|F|Q;+R4VCC9)5|KT^4*U2="BJAXBML+GJR78^FZI4DY
M4|H|U6JEHT.Q?%%" |1R_'|OE/^/=21U+E7'W^4"U2M("A^6+8JN,|'M8M)O%
M6TY+7(CN6+):1>E0%/>+IBW4@/ZR+-!-0". M_|VRTSPE;4/|5_OG3W\$6TV1Y=+'\$H
_6NZHOJ0Y|Y=J62H 9F|K9AN/5|HS M:S%@P\$VFD^5U&=|MV!?'KU0844HK#)-
M.:!%;2Q=NS;+T"@@)!6)N^WA8""|?1 M3Y?M!6)3N:Z79=30K4 7%Q 7?
H|_7DWF=W:EC%\$^X#.10&XJ|76X#%NM OKT M8ZP*H,/_KIT9/N*|6!Z*N^N)_U\$|G3
MZ5/R)K%0\$M57^V%HCM,+I6A^Q2|_CC=KU*SIN1E67=[&*|?Y,D?2P"
MQ|.UZKV%/A"4'4+XNU;QE"?-W_6)?|+Q2M3*J?;MC M*|.U 9A.|A@JLS6>+E?O6-
|HJX/H5|N;Q:086%U|^ ^#>+92%TMRY: MT|/K">(^8=0.?DKC-
|BC<3;:2|+O^HFB\$90^S>?%@7JZ9KW|-"K'0*IG:7| M|_+Z|(Y6&02"T"U;:UZ'99|F;T|
(F@%G)'=D4.^4R^/MP>F;6B^&A_D\$6-Y M|N0E>%"?O|^7X3D+I7=HO|_5>Z1Y(.8'2|
R|/^*NK"Z_X.7;Y=;|1WX@+^ ^4_L":G+XUZHY MA6748|!XV|\$B9XOSM&'C/*TU^(Z-
PMHQ^*/5GGD6MR&#A%V|C/F6!MZ9^Y MN7EC^-Y/PYJW-|TL+-
|.X3|*:4XA\$JH|+"VC1V6|J*Q5;W^\$L#B?GR^_S=|! MA8M/X7QVQ|W'9?|S/Q:?
T|1GMKXNIUE>;!*"94J|?UJCUO+Z%-"&H/Q8DV MU|4=?97Y<)>UJA|Z^B|PMC-
9.|&ZH+5,K_7RU>M46QY5?MO;LY\$WW)4ZC7|:P MT:&C7YQL7|'>_?PO/;*I79Y&9
2|FJQSE.:>%CW_:S,7GMY|7HF55 MVV;&./JYWJV^?U@L5@41W;=N-
=|WJ!U|64:U+>JWW+L_W!%:"L5|ZU;S.(=: MUY=E5'TO=E^|I9V6>+|W=*UJ75(&
|HFM|JB/T)E?KNQT>OW)3D(AH+8M6:T?MRG"|JDBF=DU5OG("M=18R'3N&O-
:FU.!@+W@FQJNYVW!?UG/RZ+V<:=B|;K M4#+4RWQ|/
VAMZ;L@84H">*VM>NU%RF Y1YAM6!*|T@M;E!WKERO,<@Q=O4E M056O|UE-
EM=YM,F-*"&|N5J|<'L|24!;!&Y+H7O@I^KU"1D(|S!1U@X;GYB9 MWQ?K0V0|_U;-
P4I?UZ6BB0/^U2|)%B.#%+K3F\$GR69QT)ZSX=Z(=Y4|FB
&"LCO|7|9,XWR:|RH/?|1B^|6|H^ M'2B|YC;Y^?);G(^|O|= _HQ?4+26N#A1>
|5UMW6|JY|H,%LN"5|V|5^T%9TOI MK!<%5!O
YY;EV\$S(CB5|52NTE,S;+YKJF?|;XU|>P)?6|H5D2ZFLGL*J".GM
M?/(|Q_V7;K&O7FO(&/C':_<"L94\$UE|Q5/=VGGC>QVZ_K0OV@JNE!-0^L=3N
M4)L=JLQ1(<"VK=<+KY821GN\$TD**O|A4LX<+|0*HI2S/-C%4=T*ZHTLE;|?H
MA4=+.9@GS+=1YGT'T'(6J|*6TB0-EJEVLY_!<=D0|C8N_'RROH8I5*?Z|O*| M0&PI
=)?9-7/I3#)=-DIQ_3'/7>EKI|?6KT7LBWE0GH+K/:Q-EO,?IJE97Y"

M5*S^>,;>:O=X\$M)05>4\$XU2L(IE|_E2L5V+YF+^A:2H.|(OQ6IP|F"TF(RO
M<|N>/#F?Y|KI/%7A20;@R%\$\$>SY39"Y!7S8*#"EX|JEG:C&PV>_.98_)0-|M
M|U.>9'A>(*M"U;LA/L2%H|RSNG\$4?NFX(ZTH|^2/EFJ&C9|L;T5E89>EYY-
MIUML29EVN;L7;@ "K/9US7Q1(1;1S|M5|VL>T|NF^|JJIM| M6<*QO-U)6&.-
%:&,K/\$:N&C-7KDO8|25\$-A@I*>C@WP?!XT"||HE;-,7+0M- M#R'648&;0_|O-V&A|UGY|
|2%OZR&PA|5Z MQ_6OR GT:YQ?+<|3UWF (ZY,XG#/LM5VRF'IB)
<%4STID:DJ,23Z|4K5|M&A MZ:(M|+<"R=?)|NA,WJ.EJO7<&0C*
(P%41N7S:AH)=H+D!\$KHOB|C>#^UET?! MLVO-:OUT#L/I!9'4KOP8
L|RU9KH';8;"|+I@D#N*8KO|>URQ)&+-%RU9KG M##&\$VP31D#".K^:+J& ML
(0W2U5KZ'- '\$">2J)6+Y\$OYI/EI.X.+N|/MA)|.CGU+N6;=>2YHA@.V5
MS>NH//O432<>&/@T|_QCRHM6GCWZS-B59|O9*%YY|O!3SW2D0-G:|O6/NK?=
M+!|>+ET|JGY|4:JU/;B|OBRMZ>|*MOG|71^|D8;4LOD^_M_I9'T_Y\$X|Y'? M^!9|AQ?
Y%V<7|7_K_V|4\$|L#!|0 ("RN/5KBA?2Z&P8 (5C-6
M;F|W+3(P,C00,C,Q>&5X,C\$O+FAI;>V=75/;.:2&|_ =7;+:.ST|T9;)*00@DI
M,PG0D))2)H9V=V|VCNV31(MM>24YP?SZE66'.A!;+KK0R.\$B.-&'SZM'1U^1 ME+
M|?WZ?K/5=/?!W0&WX7FM<%3IFD51V<)>5O?OD@^T<2+8(|%C#> M_J6N_PZR\$&L,
(0W2|HM+&J(|@YS@G(Q9"|&I+0"0L@9R.|XB"WF*|T506Z|?S-M7,2>RB>@\$2Y\$-1I-
I>/DC|-!;W!)F@V|L6SKURSV5*\$C_ ^XFUY|DLG/51QWC,..0?^53#UK%AJ3RK#
MI:AK6;%.*)O=03ZC'IZS.>DF0G)E\$|+F9*A|>VB|V6>J=O5?4Q06")93|T
M3TW\$5PEX/0PF-E)|Y-A" MAQB*<(TS4V.O|PVVMY)5=CX.@>DCO|BCD\$WF
M&/&1Y%&8R+I%,(TNAUL:5 #N\$43@0S:TM U#F"NK D(F))"1LFR+.;('AI'
M|D|@<|4ZPTOC?06O:F:= B;V^S>DL_W9_IBBK5,,L(X<0/JK=!HL-^4CUH
MPE76IRS(|!=;NOTEAKGM,08P|XZF-L'#|-J1&&^9V'T^)|T7:X ^4"&RM30'
M/>60|S@:U|P^0&IZ0|L03(;#HXU|KI6^512S|M)C&YAKIV)9A0"OR;=V#\$.
MHE9F='|9-GG2_Y.,&2<.&TOMG1#YY" (J3X,%>89!BS6&PC*_OI_|:DO41@G
MDS26%7#9=S0*,K@?U_?|U=4:"V&F(CQ2,?&&7&ZIK6U|SA\$7A6ZRUSHAN":
MJ>LWSTB?LR0V\4OG/G*51VKT0&<\$J=YDLX3/N-6!^R1-7@^P(C:W/19N/'+M
MY)7ZPU,63<#H#B8;2'\$1^>)39G'8.\$
M8CN(RG_#=&W%E9C>N6AY*4>+WP!>7W\$EP(/LV8E(IQV'@%OR!)'PU%2H'\$U>
MZBEC\$95N.*ZCO((CT8|>V#TR\$!PP(C_UZHV@PP>Y.L-9:I^4\$*3\$|;D=F+9-M1\$NK
+WH'20OGUF&D MK (A:8/S@GR>|H1Y3_ICM8L_VRV;_C^Q/IJ'-
M=1|J3MM2H_7L&:B4|K|C%NI/4JJ;B/\$<_%|M|N982RR@9GT-*C-MRD.LR%N
<>+C;VF!;+W4EO|M@NOT4 ML4UN";.9::UHKJ|"(+L<7 J&KL ZD/BTD&CTU+(\$=
(23?)AZBN#_FP!70U=R MQ,)X|>894PI@%>E|TY)M?8C6X<-3NI9/98N9H-
E(OYTMWTLZPT?/:2O.X:I_M20*N8\$B'R9Y|+"P|NN4?RG_"5HN1|BV8*P
MB%0_8JH/>>!.1QM,WP+XPR|/M;N<_@|&M?W|C/U!+ P04 " LKCU:M# NA_L' #Z*
%@&YO=RTR M,#(T,3(S,7AE>#;Q,2YH=&WM6E%3&SD2?K|?H2-
U&U)E&|O@!0RABH|3Z|T| M2!&NLO=TI9GIL75H1K.2QL;|Z^>3-,V-
H6D)!LG!P_&,VJINZ6ONS_)A|; M3)X(AS|&SB2|W?1A<#2_/MAV?
L:O#A|Nj: >OB?'#%|@|O;!NNPNA1=|VT*OK7P;LX^G5N|. +PZ|79WR?
Q@)#"K3OYI^WH.|*UT8-A@GX24@F?LJL7^&9^3SI2U
M#1:3MB*=,3OF|J=7O8.C9SE3NU'P)\$&T-R6EMK_|,TR:6|G_EL:I"*|)\$GF A
M^|W.0?'UHVKU7'1:M1|_OO:CA9GJM%LI-PU#-N838IHF@J9(G78L#.-Y7G*)
MEX72EJFPCZ8F(Z4)-&VR8QORVLW>\$16R>0JN78^N'6M;MQ
MZ_J.&ZPFEBZ;L9M<324E(VJ\$Y:W6-5\$P(5(!"ZFLJ M%IRS#\$|:!(IC_%,Y4)RZP*N3\$-
WB4P!B|E+|C0-MX01BH5&(9:C.RQ)2+|I6,1C9DKW<=|_2IJ|09P#F3
2E=H5_-FP8SAH"HJ| M@6|<J:I!&Y.T"UAT6Q^&E|0>|+|_|:"76"IRX,-|H1X/#4
7XFC6<^TB3Y&V MN!481^2Q+!,"!5:SE@!R#BTNRB0|A|.9+, |6(F\$2X@1M.HI00-M
(85@.;5&6|/S,V8I5)-30UP32-AK.90Q-W+8#>L;SAU-3&+%G| M63O8V#
MZO7"NKXV%0PK<"!-+94KT8.W&9RY1S|J|H,_9LK:B=\$%1"D7.SX"&KA\$|(R!
(L"H#K5'#\$1EQ* M|NH(W)&W+.,|
@<9IYZX5M\$3A'I'OTI>2*U+Z|0P4HL_WA!\$6U.4%3)?C\$F MULZ;2Z&Q?
L9=.T(051.1..!SHW+N2@LW"!I'IETT<)W4R\$2L"!X)*>S,,9-5-M:EV<>A|I?(806Q"=
(^.^@MU6#A6E+A ?QC.I.%8Z|09X6CZB' 1)(DS00H6+ M/R>" +4<(!<2I%|!\$?
#"|Q.)"+,2;\$PMU@1A,N"Q|%G5(H30%4183K+%907A! MC-:H!^%Q-?
OUJ\$='Y'(3.'D2ONX|G4J%K^3)K>!2)_>+K*HWIKX0*8P!|G M9"'GX-6Y"'A--
@>Y=18/R%A&F#L J1BM;WD X&=D;
<=35!R7VB%HCA0LC)"|H53)F3(H;DM6QS0/YQF=,R%UP_ %|O7GL;%PG/W;SZL^*D#I_&

M?3)TN7D>SO=YT<'R&41IB;[#* [R;I4V=ZS\$O!@62:L)5I9;2(%QN-:\$@&;
M?/=MP!W)W;CB@?|N|U#?)?U>"ICL(I',8W^(\^:)?>EG8>|'2O;N'<|E6"H
MF"L|A+J3!G=F\$0L"VBJ2<;>'G!*_<;PA,%;/&SS7|H?<|7G>LS!<;??"<^*
MQ,H3=#1TEU=7X+WBVA &=\$&A&X&T&# 64V89=JM_D'>CJELKSSQ?",EWLZT|
M!>|(-:; ^ AGX(!/_+1H731BCD(I|H.2%7S7,^JGZ@T576|JR0:D9HG8Y5-M2-5\0J
VL|D-JTO?DKW);M9O^NM)"#\$>DFEE7RPE" _G*\$|E5/(NN+W"^.
M|W2\$F|J)O!DI:U76=_M;6=-2J8NO;W.KH|. #J3Z_V|H^, M_UQYO>!/G:\$US/
,@%6QC2GH0Y;YXUQ6^_Q|S>/3<_JPI(^|X+CP#/TBYW>;3,+7R&NX<|_L|C_P!02P,\$%
@M+*X|J6DCWQF@#" *2D !8 !N;WIV=ZJA(9>98 M9"1W4K#"JFS,?A+27K%ZO90ZT?
G52-<|@3
MG@|W_"2'(RWF1X="39D2|H94IR=:G5CNM=^ ^|>V*WGY|H|I|+:Z;YO=:J<7
M_=S:0E>(AS|6S1/Y;BM567TB:?! ^;C=W!S,EW*3?:C;_L;4DY^2UJ_- \$C;.^
MUQ:ML3E5SI!-M^J^: N^ 6NHQ3U4R|I|^ ^5*FT|S.S.V(5.
M>?:Z9GEFZU8:%0=|JWZ54!;.^|=9,&\$|XR0JDY5)K3;9;_B>J)%RK--JM)=U M_3V-(RRY-
\$^D|LG@XG+X?GAR?#D|V/G|IF'P<7P_'1XPBX&|XO+MF_STX'
M%^SCX,0+=)IM"&WBAR>UZO+| ?MX?/"M=G@8_W|_|<_)<=GUR2>>UFL|VB
M_N|!|S|L+O6@&&-?:.9*W2F;RR2QJEXSMR\$NV|>=?|8* =^57YM/SN_?LLMO-G7I7-
VE>E9(L58UH)| M2|!^*#14RC3J+&;C*X/8Y*S)G"@D+4'E|S8;#.40Q9!0@\$?
(KPS3*>J"TT%N M12"3D;26FSF)I/Q*8MZ%,2W>"2B*#1-?
P3\$'"43*H&|3AD!W:"*D8;.)BB;_ M%O1QVW|FC2P'(0-291.4=F(),^4F,-#F,O(*TK@Y5-
_"9D|13;#1? '\$97M!| MU/EZT"M9C#J2102U6SS4
%V(H|DLM*LL1MKB3F\$K1|K.#ZN627U_;\$H8EN:&4L,8Y=)X M7P|9-
|*C"BA1HT22|YD\$E\$>)|LA,2)|\$4Z9A2,CT+9: -\$VP+|*%\$;G01XY49' M4N"U9=M_DY"
9X#;X#J;|&PLV3%RX\$610*+5X?56=UN^|5U;71&>PJ,B;IL% M6-/XC!+E
MH#^DB7C2>*ER:*,1'9>3<(&(\$LPY._+XOK|N|SQC5_/KAN-9|H MM
ZGTF*EX&A??|J&88UX0<0+NWD7*M_C"425,X62KPN# 7)BF=:G6\$C)S(|#
M6X7;Y+R8X(U,N(=H6?-O858KDS|U*B1JZ&)|UHH0_6K#%R"JAN%%D@_K,Q)><
MC\$8J++\$%'|64PN?D+654,BA %"GG",VHB+A5\$=@EE?BEG6@1^ PB|0+WT:2
M!)|T5^*!U+|LH?VUV+YSO<4H^<3%&6R7XZ)C?/F2FALGG\$WCA!\$U50)_CZW M.N-
46KA%T!"9IFC@1E3(1*PH/E*)&S""%QC&(LIK"QW8-X04QVJ>A,?U|
>C'AV1RVW@V"-= MN/OGWJ1B|1MI21N(^.'M(AM56Q,?R*#L ?
0)&9PF>\$'N\$G+%|T%NE<4#,E81 M1@<@):/U+7<
_(BL33Q%1U%A"\$ \$+I&!IO%1;AS=TM(Q1;(0A?BG)C#H|HIP
M#/@CA|Z1*|7\$5E/ZDYIL^>SN3=!DPNT-:Z+LZ|-%"E^6O/5ER9BS1%W)I#RV MN2-?
^X0%N0F.O_3FM?OL(N&QFU=_5BRJ|*G=)D/*S8MPOLV+!,M'\$*45^@ZE
M.,B|T;|>L!+_ H.EJ7).RK759J3!>*A%*.CDNV|#[DCNEHH'_M/FH8I+^4NA
MH+*/Q"*+_ ".FP?VI9^\$O3|1@G^&>|?C! P5:Z4 7CHH#. +2\$F@K209-WO(
MF>17Q|H"8_6|P7-M?|A=G><|/"L/E=B^<|ZQ)K%R@HY4W>74-WDMN#F%- %Q2Z
M%DB+!6.Q19IBM_JK|&;4=6OMF><+(?EJMI7'X!VQ05:K 3S2IV# S_^R4>*T
M%@JYRJ8ZF4JJYAD?ES_0F#)KRS1/|%RB=3;1(57SI2@ :C^1V#0^ ^RG=Y^SF
M_*ZWE!@A;J2IPZT)SZWL5U.4+|RA,_|*O/|9T.\$%-CE=5'VCF=|NE"QY1J
M(*A6.8N?,#27=SUZO<9>S@HZD0U<7D3I.%O@NPXL=JVN|_H->|O;C9: M|
|9|HF%WO,JF\$J@_ZL%(';%8-N?9NZW.UIT0|S=9RTM59J)>1&/N_*F#Z|?
R:AEM,+!1#=_T47/3'9O;_!*>(UD :?N!@X6;_VKV;_MOY|T
^2'5VU#0YW.G|C*;U|M|AU8_|ER|V)S@=<_@A\$E<\$,F_N09?|EE66 M_K|(>8K;,'X!
|UVT+WY)QX_85PXX\$6V@Z<#|D3UVM.(DXF2,7M_4Q7.P|;@
MZ;|8>5VW/X3S0RBVHN*._|?
7;L"YX|/_FOJR>+4OU|;_UML/OS%,Y;V7_UGT&S?|TW2"#6-+UR8#R: ^#T|0|O MI D-
:|S30Q9T>O:?!N+#+.BQ;K?72N(_PATT1?721NU8&|W,|Y|'V;'CSK= MPO17G)I%
+:3SL;>H;=&A(?I5'#BU*4XFQ5>)\$"JFBW<#H:W\$2TG&Q3IZ M,^<9TW#&5G
A,Y*_6B2:T|SQ=-24?._&8Z(@|O758GF"/T(GK;:7=BRD;:?
M/DS>3>;0;OGAH&GUZY@>1D;4%09G9!'UT/>= !).)E.O%,%H?#&?O)^,AO/) M|
S./U|/_@|/YC"?;H;S>.I?%7EX#!_IF3_R838>6?1|N^%AT_;W>"|QSZ< MP?!T>CX?G|Y-
^68@O>!P:QP5F6)IC,RBX^^(3|/W,APAMGPXMWP;#SSH|^ M'?A.P|S<4-
(*@M;#F+XVSLY|G&\$7<4X;<,F%X"2#"Q|^2TZ9RC";#1@M.\$MA
M?.,2I>'7#*9IRA.F0*8P8^H;G_|DJ@&3//%AWRP8|.T>MUI?R2S@N1K|Q;V M#QI
)2R88O\$:T-SP=-V 8JGTDF"P1L(=^K+\$<)F#96X#B 9"96\$WZ+OJM1*R MPD*Q
|^ (BDG.M#>|\$6P-P|18B(*E)FH?/NJZ_,1SBNR-O!#-OCJ#S#=#,=C-X&&-

M#N_0JA,5]CONS87=L:'>;XD BY8(15.=@/OI(!) M@6%:*9RRA&4Q #I4@BD+?H2'!-:
<-PWA3f:|D5 ML|5?EPNB9NX^.0 <,NSNTX-?N(24MQ8#^.:9\$'R*U:3-.RU.TC'7A|
(3I|/ MR?^9|/),XCDR)"-N|A+T0M"2XE_ QU7\.!^YT4BZ>@2&Q8+5^
M+!5ERL,\$"U)H%M4/?>UW:P3(BI..2Z5XJH9|?7\ MH^#(I|&-
T%#ZX&K5M5WK6K3T(>RSK'?":+ S_<*GLAMTT'N82-B=&8^|<| M|9W:H*)+U"IN(-
Q<6Y9!|W-3IN7;+RX7|"FRL*QH/Q/<%=4:6CVWJW5OJ51E
MXS|'"#6R8STS.ALV+Y# 'CE KV2GG*5>8 @:F8HU5BJ.@# X5P\$Y=E?
8(QF6(R#CV,M1ZOI"LL"OUBP3!O_Z07|28>(-MNY=
A=2NG8@4\$|328>NU4#5(!*)B7%G69KM)ML.SH_V_@MK|N:|HKM'U!+ M P04 "
LKCU: T^-.@@% "\$P %@ &YO=RTR,#(T,3(S,7AE>#,R
M,BYH=&WM6&USVC@0_GZ_8B^92Y,9##90
4,S0PFY9"\$F|23MOTP_&!L;VKU:./FM7|B_*CGK+QFA9S_T?_0\.)=1
MMF+"0*08,8Q"IKE8P'O*| UX7N\$UE.E&|<720-VOM^"J5#?|EN1VPTW"SLHX
M_5I^WZ^Y2?IS23=G?S%B|F*YYLPE9\$;7 Y.;2 M&+D*.QC^7@X1|LG4"R4Q'%W/QA?
CX6 VGES"U;OKZ;O!Y0QFD|V,GF;_19\$'
M'7A7G5:'59B.AA;|T6'0|GM!H^5_H@'4QB<3ZYFH_/|E.\FT07;>_/X?04T
MN8#9VQ%,!|=O!|>CJ3?Y|-OH#Q@,9X"6NN_7'^7TM7\$V'^(.6HAS7(&?N2#P
M.|&&")-(2LP7'(6PP4^%Q\$G"4SBF\$=,@8QARM0M7E_*=07&(JK"L5DR.#KL
MU.M^;RA7*1\$;=Q?T3BI_)2R98O,-X'##XTT%TDSI#&<("(&>=%EDN!1@55L!
MHH%0F=K|^Y|Z82*L%#LQ%.BYD0P|4WN\$K;!062LQ?);03MQPU8;N!%RG3"Z
M8\$>'K4X//D|/?V7;IE ("O=Z=?8)@5)"*98:+V&Q"1OM)T/GC|B@J-S0"W#8 M5U?
O(U4X|;H5;/?*|+X|A%VZ@F:U9;FP*SX0(D-)7K-4*EQL 1=2K2#PO5|+
M310JA%@J=Y|B \$F!:(T4SEG\$5G/4+ 7<:/RF.|R!.(L25"V&"OA MF-
6:FZ6+IMC'C"MFB|_.7XA2N ML6:2)(##\$ SJ\$
TI'D!7W*AXNV5B0,I=:+NZZ)4EN5XDRM'-J1_HM?HI&BB> M&)F&+I^^(?.\$E?
YSJ2A3'A*-Q&CD_05!XV#+ '8EN%DIF@GJ%0&/W*W44UM,|'"9?.BNMAZ3E?'W|
MM|ZQ<(IRS\$O=+P2W2|6!>M=M=ZVMQ@J:GF"@3-2W:3Z3M2?' +?K,WE\$B;|0
MB4>'S.=>=O^/>J0=&K|<-|6+:U|K| 4M\$TZAS/1S!/?@2O:4C<"|I7|WE=1%# M;I")Z!E
KW!_YK94NLUZ3_?|@V|PWT|I3CB2A'8(X@G#X|?6W'6W\$|_G,KR M0FW"
#1J%LNO5!P!84JN.)LO+!|,DP@(-S3W*>;H@.C@,>*HOO:GA1AB6>'
M.4/_5,E;:CL^=W#8'EIR3W=RL6N|YEC,Y|:K*\H_QN2Y#.),":Z7>80'O9RU M;_LYK-
|KKK6M|=C^<2SSB#6.(4OQB07+M*D^O|8_ZWOO_-0*K7K-\$+%%\$NPL
M;MG>#T;%) /Z_0|@<|YC,I!^R|SS|!+R= _Q#6,U|@/L'4\$L#!0 ("RN M/5I>-|,'93,.Z: 0
><&%U;'-M:71H;V9F97)L971T97(M;F|V,C N M:'1M|7UK<|M&EO;W|U?
@37:S9!6DB+0E6TXF58KMF?%L)O'&SJ;FTU83:)(= M@V@CF_OH|E^Y&
P0I2I%,T&&J8ELBV.C+Z7-|SCG?SLM%|MVW9#=-)BGWJIEZM"S>9E-#X;GT>_
MZN*#NA;|>:G*3|GQOGV:_[YVZ_I)=|. =+KZ|MM474G,,+KF51JD1D)R)3L_Q%*3^6|F/V
M1WAY*2:9=&-.) '*XB3162:61KYP_@F56:9B=4+E6XIQOY7:0\$QSA!8P*ST|U MT*7|
DQ#%R^>*/_OL%/3J9BH;+5B_IX"617%:OH;|J19?G9^=;/Z.2'>?|7BVDB7Z4-|/>B'R
M#1,?C6Z9^7.<^%=?CB|.OOGC?T;X7VM|:W*D/L^+TZ=KYWG>I!(ZTMTAYZ;
MTLV(7G^"KM_|N3)1)LL2B%K,"BE)11Z4^..NOOGP^I_Y_7FDZ=&(
M+U0)NY'LP" ^NW"0?>5I;=XUV9O3-,()=@JG(-LP)E9KSMKVEAZEI&KV!9?=C|T^@|
M;.:R*I;:R(X=A1^ TJME"O.-<%^3JBCP |@'"T-GE^@|57@@!K_/9|189GI% M |R
7*\$O6I(IW84#@S|!8|SXHD|<^%_(*@J_BT#8-^ATR&=1E:?(E7/@'+ "U MN<-
%2"7)6XO|61|*"FY-*Z6A=-VX&X5L\$&Z7RMV=ZR0"E0/7)(FD"EFNX.@ZY)L)%)^7A0"Y
M!&?VNF9PCO>N_/+;3J0@AW(RQ:DA8)^4?1JAD"(NA_YQD%4F5,*04XZ> M?
6,^T>W;8%+.E9SBC!:R2!2HKC|IW!'BKVRA\$(N=5'B?38Z0SL2.6X*/#I!
M\$=|497NTBZ_9QH6#MIO8\$^*;"Z0|^(<53BE,4IH8Y)8"D|=G.<%
KS3&S=!9G=&/NL0W&Q#%Q-_Q0|'9Y\$S#3S'YFFOR&+A%8 M)2B::HMX577(HLM0|
Y+Q|'P;4SC>L"WD;3R%?AJ#CH5U|^??8-CH3OC\$1Z MK0Q*LVFDJ|*H5)(RP|>+KX+?
H*XB@/RJ9!XN)|4D*.\$3TJ3P:/ ?|HD5RLC@ M::8%U(9(\$A=23-
\$=.5!#&ZNGV21E!1L(CRPU'3#|4)|L\$(-**^ Q!2XJGX*. M0DJY(N><@7|7.
|H+MLK*/M@F P7|_D|;=B^%'DZ|-KJH%-V8,"?)WB)8.#D#@ZC|>GS
M^SF,NBC@>8^TI?&!;400@2CV*ZS>U:RRMNS63*^XT^U2R(5_8S%W+F@F2NM
MLZS+|FMRG90@\$5*FO;(^DE<%1%|*+^LA" RF M?
9^R=PWL PAN>GHX>C#4|ZQ%K>')@K 'A==\$/A'IL*;(Y<0F*\$JAR&H9-KY0A?
114WJFR#BHKKY'+%/+W"JOFZ:3^14Z9MD|0&T/7 M\$^BBZ+|*J|(IO6UK!W2(*A-
%K5_-83RKP>.G A7A">@3|KVI%^+P;M(%^0NP M@6|"H8:!:;V(C,8@WT3Z6(

RA^,"=4<6#E+W6>8Z-%)/-+&*CDK>=23A2>G)Z@8J"V_@7Y/8!-6@-
MPUG#TPAI=E9_14S_*JW*:JLG\$?
XYIRH^=9,GDS@J#ZT:9'M.GM:-.FD@R4=KZF\$S^C7^Y)+7YZ8&KQ2V'FD)3) MW.Q?
-7/86%6#5IX|ZS*HUJEG?Q:5.##2^5X8Y%' GO:*Y"-['L.N.3IM)S@I
M0Y.*|J2B|I*:T9.|RA(Z:&|P@|OM/ XKVAQGL!#T2M44# @L_ XUK|NQC%X_.+?>|Y,
(XR-'2|M09O*M\$HLY@.V#VWUN|@R_56BR:#'V M ;8K 2UMM"-FTS4@07^VJ62?(>
(502""Z1 :WFNEM\$K./A,+SUT))0:%'FE M|\$XK|.5G|KWSN;^J8T.|=39V+ZT/-
Y4BBE"i%)|+XA-MXMU5>-|K4M(MO7LDO"<')KRO6%R^AZ.1)5S.O#+
|%>*O:A|AR|J5?.^@P0.|H M\$SVFS8!X%|>IPX.P"4M-\$()+A;|>|-"+%K:
WU4|J:X5Z)P<_+L_0W;:G7R M5QP1KD)"&2RC|?F_#|TOM,%7P2:<1#H109;I8*!6#
VY"8-ZC|GC(YK?)L7 MG?N4G(-NSP?Q>?/S08J.KT|/&!!4V42.#J"G?
=8X^O+3:MOK;_)8\$^7J! M2)9(?KBWX4QC#Q(5"UWE!"3_
(2%2/!|L1^)&Y#P0+H|/H0KGG9O#B'>HGEM M4*|LFGB&X8NI0#TPA0M02,:
N|)25>\$41/XP7#J\$B-BY@H8"K%5.,6)+N<^ MJD2BW^,|FI-4C"-
@RI"@;=3,K;:YLG*)R: ^+4H%|Z%H\$P;:-/W-65/AAG8JA+L8&
(-I<>FA=^|P+2T|RV(.X|^ M6|A |U=?/GG^3?3Z(|XYN5^=
|>BMZR2E!|XT|H|:8>ZBA?6LCZTHH;5>1
M(+,IL"K\$U2%HE1#_%LU/|?:D8)58=MH4^(=A0QQ1&T.8AF^Y: NAR!':*?7 MF-
>' +3;JW|%CUD8L?#J+X?CIAM%C3/LTE<@|5FJ&AF:.1@"RP"BUQ8|VY5'W M@^
=L&'Y/C@:|I+>XRTG4(68(5NG@'+,*9|Z^E7#4:C&!0Y&_T#P&:'2+ :# MJ2:7".M
XT9:'H2>!!Q;(P&.WT1PLH5 D+2\$:3!8HHD\$|;@*2I(! 39MPZ9W
MPU>=/=S!/^|3ATEV.GF6_VCO^0R*\$P^TX",E^%1SF5ZP=71)F<,:?|YJG(X
M)|@0^6VBVZ3I5/*M@\$H';%1^S1\$704 M6RH|8H."7MT3|%Y6X&|_KE)+@|,3?
+Z|PI3_:|0?WG*|!JP(*;%<"/P=A|ZT|RC"G<\$E:5;,<^QV>C<9AJ.SX;
MC|QRW^08NL2(S|L,YHOY:YA6RT.2||FDY&GI^E7ML5&/BI#J>UU|1)R\$J7L
M^!;9_!;,:0;6@=?O+;TL%G^C8Z>=U^6L%RH:T!+1WP%|=|6A@5:8|27M% MZ-:0)
| (97D-B;7L?F5KO\$M^J@Z(T7N#<6D@,|W#R%EP<|.QE=#<(R<?
I4O^T!2=EP).?;^4|U=T27.9S|YT^%ZB1?:^;Q8F
MLI8\$C"+EYMKI_7|E%EV;:3RYV!MS4|N9 Z=DZ_R:D2"P^U3!;9E)@2>1PP1)ZT;4
M!U8MT3\$=TE1F.NZ:%J-(83V"N<|FZ,\$%, '0O^&^ MJ;*)1S*Y8Z'LG,0|98Z<
=P3K<>% "A75\$N)JA(5+0P0|J1X|VV%(2XGXT|! MS(3*3=F|MIAM#BI?E9443AO-
V|TE:5AGGNK"!4_#D|V?7\$=D,0%XI:*4W66FF#1HQ_&L+X5U!:@\$EJ#)#8A#3XD|
M.^CSFS=7C=|3.?+A|ZW_\$N_|7H\$ _\$<7TKET;(-|8^,&4P\$@16C@KM#\$\$
MS,\$@B"VN0VQ|+B:* 'FYG&72|H.Z;:9G=_?|!>?&H_HR-ED?WACLLG0-'5-Z
MX&/SQR52CB6;|YS"^?F|"&@Q9L"G66YK9|Y1|)R"-W)|@S1X,G9\$*F M5\$XH(8IVF;:-
\$|%TNJK &CHF\$2,TD369EI*1APMD/"9CKG#!&KSBP%;(4J|
MS9|V%&AU: @2"M1*K.52YD5F|Q.(1\$G2\$!!TA04=
(T!\$2U%/'=752M"02L<23BP|AJ,*K(Z?A'2(P|N8
MZG;|KL5G>QF"81OV|TK9M!+\$@I#QEY)|?5I27|_6PEPA5R"U8;>6_R|4"U= M7P/B_
Q+0#2)!92H"7EBKS5|90FV?+)LH/?Y53;UK6("=! "314QAYF? VV M:L4Q/*#_8H85?
="6UIE*O5/%*A8482\$N(^8P)K0ZF?\$YVX;&7"!^EX3?@?3 MJK\$%08MPPE:BW\$"#G
_88X2|5^B;:#/6,XFY|IV4U:*HD%"ZJ,M4H,I3@) R M4%?
D;R8W#O_LR0|('GZ#71|8O|\$_@NH/^6SG*V#ID /#5>-6P&;2("N^NZ9_?
MATMYO;CZF<(AIUNV- &+X2D<@U99=#?E:%|:F3=^0SM2Y;:(4 MN8_5M*7
J|@;BKQGNJ%2E1FO;|(|@+|+QB4;:UR#9KI)|A36|;|FKC:T%
MMWN9&MQ3^N^NG|W^N.MI<=|>Y|KUOZW;62Z|8_#OX:9&K266B|ZL42T;|C+U|
MX:K;=/KCH*/+I^?AP5M|E#|H4^X_30|JY.C^#1>US=/6_ ^LVUK=TSN*;7 M\$C-
|<(KV@E|L|X+V*8U-'MCI?*6,H,Z7>T|*.5H0,V|0)L=9MM MTV)?OB
7W_ZU6S>NG|QUWU^,Y4P1%5#LI/
MFTF5^N*Z<73L|+MPLNLMIDU07Z_#OZO9G5JXTIN\$"M_T>O),|?3:N@:JX3'Y
M7X;+H7)7.BK4YXM_\$HX8VY?
4P*V|P#U5N>.TJ|:=!"VIV"J_A/BWV,N!U37QABBR:#IFT!LM&?\$X|0R.%-7+VF\$=
M_%8LP!;XXH3KJZ(+7W#7CGF\$%1YAA4=8X1%6>(05H5*CI#"(ZSP%@VM#^%* M6|
(Z\$MQ|/'T?FT*YKG;V&MJB_YKX0NHE&&:'@8OZMXP|5_52_5DELAB13N MGT'-GN?
DC#P1@7V;B;@XFD#,_^QQ:X|7N9>L1|U?,U-TU,@!>J|H=4|SVU\$G MR'<4N8.
|KY_BHZ+4RE|"RSZFH87@XI&F=P8:@:9P=6%0;|GF!:=&*^G\$R1
M#@9/SH>V/3J73,?V\$^X|^!9"^R !@)678RXXDI*=-B /6"_1| M**9DZCF#K0!-
/G.UM'5W7R;):@7N2/!)MFC4P"6C!_4;CK+_)K|"2SJ7AF

MTS1WIMC1/4MOJPSGLQF8\$EB): D +;1;EK1I9W?#^MRK7\$Z_=F_SYKDD4:)&
M/>S5X=.0CHVIL'O ^@9^D83QU30::F@C!_H,S)""#DYN(C/LJA1_FO#CX*VQE1IV
MLKP[+FN6-S\$4U_:!VJ]!A(*Y;?!74B=!:;!8_M388R3IUB6^_GZS2W_,#B^AQRV0\M_^
&KIO4)>5H9?O> M-V5K0QIX6@+PCY^YIC6=!P=
[SEP]#1Z\$P8BVFP1Y'Y0(&';&KE'92=O#9)C
M6@(_;G2.QN6PP*H;_Y6%=#V^0WSBANF*S6I3WRN,O^N3S\AL#5MV53GU(:!
H(+KIL%7KZF>L M%0L-
)"#6^:A[#!%QI+IMU!IM@X5O7;3M*)%/>/<2QWI1%T7L*VDK0'#IP+"
M[*U&=94D126;#S[H%KJR8!AY94'RG-E:;%(RHM@_.&Z3*K%44E=7=?
O9LP2J&PW?75E M8:GU=9UD'#
(DM&)1C!34^CSU7\FKQ82S!#9KQX&/ADJ8#/B9!G.LH\$Z63ZO\4 M!4QB=
YLW+)B6G#37&KMP5QN82\$S_8E!M5I85."4KT=LC&I3 F7KD"9 MC^>!&?3<I
(%UG;*N@L6I0U:1V5+5Z(.NC.SPN2K\I>=/IT^7K/7@D!_KHTR
M^E"#U%;'V4X%:3^5D45=-YJ"93+P3IQ5O=C> MH6>CTC\$!^VC!\$!:'#GI>:4"J
!&\$:A6DNCV6A^2_MNN&C89"!ELH\$MN-% M!ZZC&JBM_%S#0^(*SW?
T(XJ=+L>MX%%=H!7LWI<(302WS2DKB<*V0HHT?WS MP)IF6PJ_I
JYCS*EZX>FO7,ILRIV*,NUZW\8=L/W?;\$[M,=\$/5SCZ\FF++3
M50!CS[Z3IC,U)9T134#RD"TW)I#97B+JW\98_>5T6F(_E?<=.QW!7V1#K MNB\$P
1A_&"0,/E\DYM4X2X=F\3&QQ8(%9;6&SRR'#@%SW&U\CIKRM'N%*
MX1LSF%YRZ'V@/_KH3%#C?W &40E3U:NJRX>\0 M2\$2JP5N,@JS"%SAJ?
OT3I=O;>\W5;#+7?.U*='O//3'TQF< M:IS95)D\$GJ!@C;(:?SKX\#Q.I',5\$*YL*FK/EX?
&KEHW(-N:=&E6^;6&HS3 MI5LFLR9I&D,3=1R+HUWX6KL1&R-
>IXHB<63HT4)E#QHHV].=N>A558&MM\;1 MB,.A8-4V))B%JD#9'U!V1XB1L4
@!R%Q3PZYLK.-8'E,3Z)1',VD+S&!Q\$,7 MSBPUJ9.I>
[S]<%LJEY*VC7/2:_TN9H2."I3AE-<8\LG?K9IQL?IH%FO:&!S M;L.O1R?C'W,R\DC?
V+IX!^K<3Y"AZ3_PC?RQ#7"YN@S%@(TX5>9SF>R<P) MZV.8%OIPVJ2""%:82?
(8I3PQ'0ZQCIVUEZUIS/XXD3%778@/'NWB9\B2>EIV
MU6W90/LTG.A6YSJL;C/=E0K7KN"VZWFL%7(\$WR4&BL8H=*6TE:Q8X5/5JM'J*
VO1G M&>@,FN,V_>Z^5\$'0TH"DG)3;=O>[NS"_TR"J3T.;OUCJ0\82_4V2J;(DU)? M'
_W)QD.U E"TV/Z+=2T^C%3KS*JOYE M@G4)4XYQ\$%M3#X!\\$FV:LIE@H0*?%D/Z?
QC\$PF)N=H#DCNQX%,IJ\$4');7 ML/%?
UDK8,2W9HIX1)?2Q'K/UAXZ"+TIGL)"N5*LLC@9N&^1.8 Q.B4KEZI6
M0XB"*CRU\I@,AY\LK19R_S\$J(S/-MQ_KV@_C2!E#A?L^CQA0(1X;
<+8U4+F(C407V,KCFXRG=1ITH?#\$H2V M^X H^ R-HNCA;8?;'E7?IB1>K1//J%JLMT-
F-[#7@\$(AR!"(<2XCT"\$8Y MA/Y3Z1&(<!*I A(C,-BA-0?^IS)@IV5
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@I6PC1P-K^B.A6"2CY06':VAI BOGP-/I1EV B2^+0+
M#.@H4K9FJBVJ6.=AX"P8M"2YW>>U;AE;*'?!8+D!PT9\ MI&N!,"2CHY^
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METTQSYXO88N3IV"E%9+?P(G=VS:O2IT,53G>+ALPP>VRQ11CKXP)X004(W>%
MQVPM:J9,>9' F:NLM\$JSA=X'JMZ6"4ZD;=RY88=X 9LWAV:!!+W" JCIW6BC MY(Q-
T,XT58BL+)H_@!U-98J(1@1WR5/%%L:\$F8(Y1%,Q7?W.4\$8\LEQB6E MNHY:=:M&I
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MQ.CLP#RMH:V\7Q_K^P;&W<4TQ<,#+DD=5+;A%@^*I?8IH0\$5-IO%7V#5M#IO

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#QM7P_ID M!3852>L;X/B-/IE:1\$=Z\05N"KIWC&)Q4TV\$X8'J(1H.&.9,Y5;M\$#8#7)P
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M*M[V7GM%PC<8UYTU "X2?,-F2 6O;6+>> [!46*HKG Y=&N0X95CHU6*[UO%O
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M=5"C+2UGA5C #ZE>>M1-V!;:/60V/#&1L#3%[2'(:5TW4'6A|^|AK1|5+-B/
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ME,R*5V|L+";PV"B.QF?CIW\$SCP5_V)#+X|+Z4&PB3)!G'QE>|!Y@ (R)UW)7
M\$9V&^^K0MX&KQ"99(H(-;Y_":DFL(-ND2THJ4'IP3A:+SUH.P?|HAP0%+
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M2&S:D%1|BS1Y,1-800@;1U+)"T!(!YF'Y(WCD"!H M/Y4>P2.'!YYW")"O3>(9@=F\$/U-
7UM5%0BZ3|:0=|_::(:U(QAL;H_N?U?: MZNHOL:ZFAH4(;S#4;=
YP9%5:WB6|JC5T\$IMP%^2KW,R&M&4><#7\$=M,4W01)MS: SVAU!_9"DKV5%K'+:;>0
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M|EM19=&|!5S43S'3|KW:9!&|G5R7_N'L|+S^Q&L80KHC)|Q1&="CX+*/_3
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</div><div style="text-align:justify;text-indent:22.5pt">Collaboration</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">Our cybersecurity risks are identified and addressed through a comprehensive, cross-functional approach. Key security, risk, and compliance stakeholders meet regularly to develop strategies for preserving the confidentiality, integrity and availability of Company and customer information, identifying, preventing and mitigating cybersecurity threats, and effectively responding to cybersecurity incidents. We maintain controls and procedures that are designed to ensure prompt escalation of certain cybersecurity incidents so that decisions regarding public disclosure and reporting of such incidents can be made by management and the Board in a timely manner.</div><div style="text-align:justify;text-indent:22.5pt">
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Risk Assessment

At least annually, we conduct a cybersecurity risk assessment that takes into account information from internal stakeholders, known information security vulnerabilities, and information from external sources (e.g., reported security incidents that have impacted other companies, industry trends, and evaluations by third parties and consultants). The results of the assessment are used to drive alignment on, and prioritization of, initiatives to enhance our security controls, make recommendations to improve processes, and inform a broader enterprise-level risk assessment that is presented to our Board, Audit Committee and members of management.

Technical Safeguards

We regularly assess and deploy technical safeguards designed to protect our information systems from cybersecurity threats. Such safeguards are regularly evaluated and improved based on vulnerability assessments, cybersecurity threat intelligence and incident response experience.

Incident Response and Recovery Planning

We have established comprehensive incident response and recovery plans and continue to regularly test and evaluate the effectiveness of those plans. Our incident response and recovery plans address — and guide our employees, management and the Board on — our response to a cybersecurity incident.

Third-Party Risk Management

We have implemented controls designed to identify and mitigate cybersecurity threats associated with our use of third-party service providers. Such providers are subject to security risk assessments at the time of onboarding, contract renewal, and upon detection of an increase in risk profile. We use a variety of inputs in such risk assessments, including information supplied by providers and third parties. In addition, we require our providers to meet appropriate security requirements, controls and responsibilities and investigate security incidents that have impacted our third-party providers, as appropriate.

Education and Awareness

Our policies require each of our employees to contribute to our data security efforts. We regularly remind employees of the importance of handling and protecting customer and employee data, including through annual privacy and security training to

enhance employee awareness of how to detect and respond to cybersecurity threats.

External Assessments

Our cybersecurity policies, standards, processes and practices are regularly assessed by consultants and external auditors. These assessments include a variety of activities including information security maturity assessments, audits and independent reviews of our information security control environment and operating effectiveness. For example, in 2022, 2023 and 2024 we conducted independent cyber maturity assessments to review our controls against the NIST Cybersecurity Framework. The results of significant assessments are reported to management, the Board and Audit Committee. Cybersecurity processes are adjusted, as appropriate, based on the information provided from these assessments. We have also obtained industry certifications and attestations that demonstrate our dedication to protecting the data our customers entrust to us.

Our policies, standards, processes and practices for assessing, identifying, and managing material risks from cybersecurity threats are integrated into our overall risk management program and are based on frameworks established by the National Institute of Standards and Technology (“NIST”), the International Organization for Standardization and other applicable industry standards. Our cybersecurity program in particular focuses on the following key areas:

Our cybersecurity risks are identified and addressed through a comprehensive, cross-functional approach. Key security, risk, and compliance stakeholders meet regularly to develop strategies for preserving the confidentiality, integrity and availability of Company and customer information, identifying, preventing and mitigating cybersecurity threats, and effectively responding to cybersecurity incidents. We maintain controls and procedures that are designed to ensure prompt escalation of certain cybersecurity incidents so that decisions regarding public disclosure and reporting of such incidents can be made by management and the Board in a timely manner.

Board Oversight

Our Board, in coordination with the Audit Committee, oversees our management of cybersecurity risk. They receive regular reports from management about the prevention, detection, mitigation, and remediation of material information security risks, including cybersecurity incidents and vulnerabilities. Our Audit Committee is responsible for overseeing our cybersecurity program. The Audit Committee receives regular updates from management on cybersecurity risk resulting from risk assessments, progress of risk reduction initiatives, third-party compliance certifications, control maturity assessments, and relevant ServiceNow, customer and industry cybersecurity incidents.

The following individuals have primary responsibility for assessing and managing cybersecurity risks:

- Chief customer officer (“CCO”), who oversees the digital transformation, digital technology and security functions
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height:112%;padding-left:14.5pt">Chief digital information officer ("CDIO"), who oversees enterprise-wide digital transformation </div><div style="padding-left:36pt;text-indent:-18pt">•Chief information security officer ("CISO"), who oversees the security function and reports to the CCO </div><div style="padding-left:36pt;text-indent:-18pt">•Chief technology officer ("CTO"), who oversees product engineering and advanced technologies</div><div style="padding-left:36pt;text-indent:-18pt">•General Counsel, who oversees the legal and compliance functions </div>These individuals, among others, also serve as members of management's Security Steering Committee (the "Security Committee"), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies.<div style="text-indent:22.5pt">The following individuals have primary responsibility for assessing and managing cybersecurity risks: </div><div style="padding-left:36pt;text-indent:-18pt">•Chief customer officer ("CCO"), who oversees the digital transformation, digital technology and security functions </div><div style="padding-left:36pt;text-indent:-18pt">•Chief digital information officer ("CDIO"), who oversees enterprise-wide digital transformation </div><div style="padding-left:36pt;text-indent:-18pt">•Chief information security officer ("CISO"), who oversees the security function and reports to the CCO </div><div style="padding-left:36pt;text-indent:-18pt">•Chief technology officer ("CTO"), who oversees product engineering and advanced technologies</div><div style="padding-left:36pt;text-indent:-18pt">•General Counsel, who oversees the legal and compliance functions </div>These individuals, among others, also serve as members of management's Security Steering Committee (the "Security Committee"), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security

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These individuals, among others, also serve as members of management’s Security Steering Committee (the “Security Committee”), which is a governing body that drives alignment on security decisions across the Company. The Security Committee meets quarterly to review security performance metrics, identify security risks, and assess the status of approved security enhancements. The Security Committee also considers and makes recommendations on security policies and procedures, security service requirements, and risk mitigation strategies.

Our CCO has served in various roles in information technology and information security for over 20 years, including serving as our Chief Information Officer (“CIO”) and either the Chief Technology Officer or CIO of three other public companies. He holds an undergraduate degree in computer engineering. Our CDIO has served in various roles in information technology for over 20 years, including serving as our Senior Vice President of Digital Technology Experience and in similar senior roles at two other public companies. Our CISO has served in various roles in information technology and information security for almost 20 years, including serving as the Chief Information Security Officer or Chief Security Officer at two other large public companies. He holds an undergraduate and master’s degree in computer science. Our CTO has served in various roles in information technology for over 25 years and has been with us since 2011. Our General Counsel has over 20 years of experience managing risks, including risks arising from cybersecurity threats, at several large public technology companies.

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of the Business <div style="text-align:justify;text-indent:22.5pt">ServiceNow was founded on a simple premise: to make work flow better. Our intelligent platform, the Now Platform, is a cloud-based solution that helps enterprises and organizations across public and private sectors digitize workflows, in line with our purpose of making the world work better for everyone. Our workflow applications built on the Now Platform are organized along four primary areas: Technology, Customer and Industry, Employee and Creator. The products under each of our workflows help customers connect, automate and empower work across systems and silos to enable great outcomes for businesses and great experiences for people. The Now Platform is the AI platform for digital transformation. As the foundation for how we deliver our cross-enterprise digital workflows, the Now Platform orchestrates work across our customers' cloud platforms and systems of choice, allowing them to get work done regardless of their current and future preferred systems of record and collaboration platforms.</div>Summary of Significant Accounting Policies <div style="text-indent:22.5pt">Principles of Consolidation</div><div style="text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">The accompanying consolidated financial statements have been prepared in conformity with U.S. Generally Accepted Accounting Principles ("GAAP") and include our accounts and the accounts of our wholly-owned subsidiaries. All intercompany transactions and balances have been eliminated upon consolidation.</div><div style="text-indent:22.5pt">
</div><div style="text-indent:22.5pt">Use of Estimates</div><div style="text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">The preparation of consolidated financial statements in conformity with GAAP requires management to make certain estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as reported amounts of revenues and expenses during the reporting period. Such management estimates and assumptions include, but are not limited to, standalone

selling price ("SSP") for each distinct performance obligation included in customer contracts with multiple performance obligations, the period of benefit for deferred commissions, valuation of intangible assets, the useful life of property and equipment and identifiable intangible assets, stock-based compensation expense and income taxes. Actual results could differ from those estimates.

In January 2024, we completed an assessment of the useful life of our data center equipment and determined we should increase the estimated useful life of data center equipment from ~~four~~ to five years. This change in accounting estimate was effective beginning fiscal year 2024. Based on the carrying amount of data center equipment included in property and equipment, net as of December 31, 2023, the effect of this change in estimate for the year ended December 31, 2024, was a reduction in depreciation expense of \$101 million and an increase in net income of \$81 million, or \$0.39 per share basic and \$0.39 per share diluted.

Segments

Our chief operating decision maker ("CODM"), the Chief Executive Officer, manages the Company's business activities as a single operating and reportable segment at the consolidated level. Accordingly, our CODM uses consolidated net income to measure segment profit or loss, allocate resources and assess performance. Further, the CODM reviews and utilizes functional expenses (cost of revenues, sales and marketing, research and development, and general and administrative) at the consolidated level to manage the Company's operations. Other segment items included in consolidated net income are interest income, other expense, net and the provision for (benefit from) income taxes, which are reflected in the consolidated statements of comprehensive income.

Foreign Currency Translation and Transactions

The functional currency for most of our foreign subsidiaries is their respective local currency. Assets and liabilities of the wholly-owned non-U.S. Dollar functional currency subsidiaries are translated into U.S. Dollars at exchange rates in effect at each period end. Amounts classified in stockholders' equity are translated at historical exchange rates. Revenues and expenses are translated at the average exchange rates during the period. The resulting translation adjustments are recorded in accumulated other comprehensive income (loss) as a component of stockholders' equity. Foreign currency transaction gains and losses are included in other expense, net within the consolidated statements of comprehensive income, and were immaterial for all periods presented.

Revenue Recognition

Revenues are recognized when control of services is transferred to our customers, in an amount that reflects the consideration we expect to be entitled to in exchange for those services.

Subscription revenues

Subscription revenues are primarily comprised of subscription fees that give customers access to the ordered subscription service, related support and updates, if any, to the subscribed service during the subscription term. We recognize subscription revenues ratably over the contract term beginning on the commencement date of each contract, which is the date we make our services available to our customers. Our contracts with customers typically include a fixed amount of consideration and are generally non-cancellable and without any refund-type provisions. We typically invoice our customers annually in advance for our subscription services upon execution of the initial contract or subsequent renewal, and our invoices are typically due within 30 days from the invoice date.

Subscription revenues also include revenues from self-hosted offerings in which customers deploy, or we grant customers the option to deploy without significant penalty, our subscription service internally or contract with a third party to host the software. For these contracts, we account for the software element separately from the related support and updates as they are distinct performance obligations. Refer to the discussion below related to contracts with multiple performance obligations for further details. The transaction price is allocated to separate performance obligations on a relative SSP basis. The transaction price allocated to the software element is recognized when transfer of control of the software to the customer is complete. The transaction price allocated to the related support and updates are recognized ratably over the contract term.

Professional services and other revenues

Our professional services arrangements are primarily on a time-and-materials basis, and we generally invoice our customers monthly in arrears for these professional services based on actual hours and expenses incurred. Some of our professional services arrangements are on a fixed-fee basis. Professional services revenues are recognized as services are delivered. Other revenues mainly consist of fees from customer training delivered on-site or through publicly available classes. Typical payment terms require our customers to pay us within 30 days from the invoice date.

Contracts with multiple performance obligations

We enter into contracts that can include various combinations of products and services, which are generally capable of being distinct and accounted for as separate performance obligations. We evaluate the terms and

conditions included within our customer contracts to ensure appropriate revenue recognition, including whether products and services are considered distinct performance obligations that should be accounted for separately versus together. For contracts with multiple performance obligations, the transaction price is allocated to the separate performance obligations on a relative SSP basis. We determine SSP by considering the historical selling price of these performance obligations in similar transactions as well as other factors, including, but not limited to, competitive pricing of similar products, other software vendor pricing, industry publications and current pricing practices.

Contract balances

Deferred revenue consists primarily of payments received related to unsatisfied performance obligations at the end of the period. Once our services are available to customers, we record amounts due in accounts receivable and in deferred revenue. To the extent we bill customers in advance of the billing period commencement date, the accounts receivable and corresponding deferred revenue amounts are netted to zero on our consolidated balance sheets, unless such amounts have been paid as of the balance sheet date.

Deferred Commissions

Deferred commissions are the incremental selling costs that are associated with acquiring customer contracts and consist primarily of sales commissions paid to our sales organization and referral fees paid to independent third parties. Deferred commissions also include the associated payroll taxes and fringe benefit costs associated with payments to our sales employees to the extent they are incremental. Commissions and referral fees earned upon the execution of initial and expansion contracts are primarily deferred and amortized over a period of benefit that we have determined to be five years. Commissions earned upon the renewal of customer contracts are deferred and amortized over the average renewal term. Additionally, for self-hosted offerings, consistent with the recognition of subscription revenue for self-hosted offerings, a portion of the commission cost is expensed upfront when the self-hosted offering is made available, and the remaining portion of the commission cost is expensed over the period of benefit. We determine the period of benefit by taking into consideration our customer contracts, our technology life cycle and other factors. The amortization of deferred commissions is included in sales and marketing expense in our consolidated statements of comprehensive income. There was no impairment loss in relation to the incremental selling costs capitalized for all periods presented.

Fair Value Measurements

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. We use a fair value hierarchy that is based on three levels of inputs, of which the first two are

considered observable and the last unobservable. The three levels of the fair value hierarchy are as follows:

Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2—Other inputs that are directly or indirectly observable in the marketplace; and

Level 3— Significant unobservable inputs that are supported by little or no market activity.

Cash and Cash Equivalents

Cash and cash equivalents consist of highly liquid investments with original or remaining maturities of three months or less at the date of purchase.

Accounts Receivable, net

We record trade accounts receivable at the net invoice value and such receivables are non-interest bearing. We consider receivables past due based on the contractual payment terms. We reserve for specific amounts if collectability is no longer reasonably assured based on an assessment of various factors including historical loss rates and expectations of forward-looking loss estimates. Individual accounts receivable are written off when we become aware of a specific customer's inability to meet its financial obligation, and all collection efforts are exhausted.

Investments

Investments consist of commercial paper, corporate notes and bonds, certificates of deposit, U.S. government and agency securities and mortgage-backed and asset-backed securities. We classify investments in debt securities as available-for-sale at the time of purchase. All investments are recorded at estimated fair value, and investments with original maturities of less than one year at time of purchase are classified as short-term. Unrealized gains and losses are included in accumulated other comprehensive income (loss), net of tax, a component of stockholders' equity, except for credit-related impairment losses for available-for-sale debt securities.

For all our available-for-sale debt securities with unrealized loss

positions we have determined it is more likely than not we will hold the securities until maturity or a recovery of the cost basis. Available-for-sale securities in an unrealized loss position are written down to its fair value with the corresponding charge recorded in other expense, net in our consolidated statements of comprehensive income, if it is more likely than not that we will be required to sell the security before recovery of its amortized cost basis, or we have the intention to sell the security. Credit-related impairment losses, not to exceed the amount that fair value is less than the amortized cost basis, are recognized through an allowance for credit losses with changes in the allowance for credit losses recorded in other expense, net in the consolidated statements of comprehensive income. For purposes of identifying and measuring impairment, the policy election was made to exclude the applicable accrued interest from both the fair value and amortized cost basis. Applicable accrued interest, net of the allowance for credit losses (if any) of \$79 million and \$51 million, is recorded in prepaid expenses and other current assets on the consolidated balance sheets as of December 31, 2024 and 2023,

Realized gains and losses from the sales of available-for-sale debt securities are determined based on the specific identification method and are reported in other expense, net in the consolidated statements of comprehensive income.

Strategic Investments

Strategic investments consist of debt and non-marketable equity investments in privately held companies in which we do not have a controlling interest. Privately held equity securities in which we do not have a controlling financial interest in but exercise significant influence over the investee are accounted for under equity method accounting. These investments are measured at cost less any impairment, plus or minus our share of equity method investee income or loss. For those privately held equity securities that do not have readily determinable fair values and for which we do not have a controlling financial interest or exercise significant influence, we have elected to apply the measurement alternative, measuring them at cost, less any impairment, plus or minus adjustments resulting from observable price changes in orderly transactions for the identical or a similar investment of the same issuer. An impairment loss is recorded when an event or circumstance indicates a decline in value has occurred. We include these strategic investments in other assets on our consolidated balance sheets.

Derivative Financial Instruments

Derivatives Designated as Hedging Instruments

We record derivatives at fair value as either assets or liabilities on our consolidated balance sheets. For derivative contracts entered into to hedge a portion of our forecasted foreign currency denominated revenues that are designated and qualify as cash flow hedges, the unrealized gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income (loss) and

reclassified into earnings as subscription revenues when the hedged transaction affects earnings.

The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. We also formally assess, both at the inception of the hedge, and on an ongoing basis, whether each derivative is highly effective in offsetting changes in cash flows of the hedged item. Fluctuations in the value of the derivative instruments are generally offset by changes in the hedged item; however, if it is determined that a derivative is not highly effective as a hedge or if a derivative ceases to be a highly effective hedge, the Company will discontinue hedge accounting prospectively for the affected derivative.

Derivatives not Designated as Hedging Instruments

Derivative contracts not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. Outstanding foreign currency forward contracts are recorded at gross fair value as prepaid expenses and other current assets as well as accrued expenses and other current liabilities on the consolidated balance sheets.

Property and Equipment, net

Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:

	Useful life	Depreciation method
Computer equipment and software	3-5 years	Straight-line
Leasehold improvements	3-5 years	Straight-line
Other property and equipment	3-10 years	Straight-line

Furniture and fixtures		
3-7 years		
Leasehold and other improvements		
shorter of the lease term or estimated useful life		

Capitalized Software Development Costs

Software development costs for software to be sold, leased or otherwise marketed are expensed as incurred until the establishment of technological feasibility, at which time those costs are capitalized until the product is available for general release to customers and amortized over the estimated life of the product. Costs and time incurred between the establishment of technological feasibility and product release have not been material, and all software development costs have been charged to research and development expense in our consolidated statements of comprehensive income.

Leases

We determine if an arrangement is or contains a lease at inception. Operating lease right-of-use assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. Lease payments consist primarily of the fixed payments under the arrangement, less any lease incentives. We generally use an incremental borrowing rate estimated based on the information available at the lease commencement date to determine the present value of lease payments, unless the implicit rate is readily determinable. Lease expense for lease payments is recognized on a straight-line basis over the lease term.

We account for lease and non-lease components as a single lease component for office leases. Lease and non-lease components for all other leases are generally accounted for separately. Additionally, we do not record leases on the balance sheet that, at the lease commencement date, have a lease term of 12 months or less.

Operating leases are included in operating lease right-of-use assets, current portion of operating lease liabilities, and operating lease liabilities, less current portion in our consolidated balance sheets. We did not have any financing leases in any of the periods presented.

Business Combinations

We allocate the acquisition purchase price to the tangible and intangible assets acquired and liabilities assumed, based on their estimated fair values. The excess of the purchase price over the fair value of these assets acquired and liabilities assumed is recorded as goodwill. Allocation of the purchase price requires significant estimates in determining the fair value of acquired assets and assumed liabilities, especially with respect to intangible assets. Critical estimates include, but are not limited to, future expected cash flows, discount rates, revenue growth rates, the time and expense to recreate the assets and profit margin a market participant would receive. These estimates are inherently uncertain and unpredictable and, as a result, actual results may differ from estimates. During the measurement period, which may not be later than one year from the acquisition date, the Company may record adjustments to the fair value of these tangible and intangible assets acquired and liabilities assumed, with the corresponding offset to goodwill.

Goodwill and Intangible Assets

Goodwill is evaluated for impairment at least annually or more frequently if circumstances indicate that goodwill may not be recoverable. A qualitative assessment is performed to determine whether it is more likely than not that the fair value of its reporting unit is less than its carrying amount. If the reporting unit does not pass the qualitative assessment, the carrying amount of the reporting unit, including goodwill, is compared to fair value and goodwill is considered impaired if the carrying value of the reporting unit exceeds its fair value. Any excess of the carrying value of the goodwill above its fair value is recognized as an impairment loss.

Intangible assets consist of developed technologies and other intangible assets, including patents and contractual agreements. Intangible assets are amortized over the period of estimated benefit using the straight-line method and estimated useful lives ranging from ^{f-470}three to twelve years.

Impairment of Long-Lived Assets

We evaluate long-lived assets, including purchased intangible assets, for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is measured by comparing the carrying amount to the future undiscounted cash flows we expect the asset to generate. Any

excess of the carrying value of the asset above its fair value is recognized as an impairment loss.

Advertising Costs

Advertising costs, excluding costs related to our annual Knowledge user conference and other user forums, are expensed as incurred and are included in sales and marketing expense. These costs for the years ended December 31, 2024, 2023 and 2022 were \$295 million, \$221 million and \$201 million, respectively.

Stock-based Compensation

We recognize compensation expense related to stock options and restricted stock units ("RSUs") with only service conditions on a straight-line basis over the requisite service period. For stock options and RSUs with service, performance and market conditions (performance-based RSUs ("PRSUs")), expenses are recognized on a graded vesting basis over the requisite service period and for awards with performance conditions, when it is probable that the performance condition will be achieved. The probability of achievement is assessed periodically to determine whether the performance metric continues to be probable. When there is a change in the probability of achievement, any cumulative effect of the change is recognized in the period of the change and the remaining unrecognized compensation will be amortized prospectively over the respective vesting period. We recognize compensation expense related to shares issued pursuant to the employee stock purchase plan ("ESPP") on a straight-line basis over the six-month offering period. We recognize compensation expense net of estimated forfeiture activity. Amounts withheld related to the minimum statutory tax withholding requirements paid by us on behalf of our employees are recorded as a liability and a reduction to additional paid-in capital when paid and are included as a reduction of cash flows from financing activities.

We estimate the fair value of stock options with only service conditions and shares issued pursuant to the ESPP using the Black-Scholes options pricing model and the fair value of RSU awards (including PRSUs) using the fair value of our common stock on the date of grant. For stock options and PRSUs with service, performance and market conditions, we estimate the fair value of the options granted and the corresponding derived service periods using the Monte Carlo simulation, which requires the use of various assumptions, including the stock price volatility and risk-free interest rate as of the valuation date corresponding to the length of time remaining in the performance period.

Concentration of Credit Risk and Significant Customers

Financial instruments potentially exposing us to credit risk consist primarily of cash, cash equivalents, derivative contracts, investments and accounts receivable. We hold cash at financial institutions that management believes are high credit quality financial institutions and invest in investment-grade debt securities. Our derivative contracts expose us to credit risk to the extent that the counterparties may be unable to meet the terms of the arrangement. We mitigate this credit risk by transacting with major financial institutions with high credit ratings and entering into master netting arrangements, which permit net settlement of transactions with the same counterparty. We are not required to pledge, and are not entitled to receive, cash collateral related to these derivative instruments.

Credit risk arising from accounts receivable is mitigated to a certain extent due to our large number of customers and their dispersion across various industries and geographies. We had one customer, a U.S. federal channel partner and systems integrator, that represented 12% of our accounts receivable balance as of December 31, 2024 and 11% of our total revenues for the year ended December 31, 2024. Based on our periodic credit evaluations, there have been no historical collection concerns with this customer. There were no customers that individually exceeded 10% of our accounts receivable balance as of December 31, 2023 or our total revenues for the year ended December 31, 2023. For purposes of assessing concentration of credit risk and significant customers, a group of customers under common control or customers that are affiliates of each other are regarded as a single customer. The allowance for credit losses and write offs were not material for each of the periods ending December 31, 2024, 2023 and 2022.

Income Taxes

We use the asset and liability method of accounting for income taxes, in which deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the consolidated financial statement carrying amounts of existing assets and liabilities and their respective tax bases. We measure deferred tax assets and liabilities using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be reversed. We recognize the effect on deferred tax assets and liabilities of a change in tax rates within the provision for income taxes as income and expense in the period that includes the enactment date. A valuation allowance is established if it is more likely than not that all or a portion of the deferred tax asset will not be realized. In determining the need for a valuation allowance, we consider future growth, forecasted earnings, forecasted taxable income, the mix of earnings in the jurisdictions in which we operate, historical earnings, taxable income in prior years, if carryback is permitted under the law, carryforward periods and prudent and feasible tax planning strategies.

Our tax positions are subject to income tax audits by multiple tax jurisdictions throughout the world. We recognize the tax benefit of an uncertain tax position only if it is more likely than not the position is sustainable upon

examination by the taxing authority, based on the technical merits. We measure the tax benefit recognized as the largest amount of benefit which is more likely than not to be realized upon settlement with the taxing authority. We recognize interest accrued and penalties related to unrecognized tax benefits in our tax provision.

We calculate the current and deferred income tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed in subsequent years and record adjustments based on filed income tax returns when identified. The amount of income taxes paid is subject to examination by U.S. federal, state and foreign tax authorities. The estimate of the potential outcome of any uncertain tax issue is subject to management's assessment of relevant risks, facts and circumstances existing at that time. To the extent the assessment of such tax position changes, we record the change in estimate in the period in which we make the determination.

Prior Period Reclassifications

Certain prior period amounts have been reclassified to conform to the current period presentation. These reclassifications did not result in a restatement of prior period consolidated financial statements.

Revision of Prior Period Financial Statements

During the quarter ended June 30, 2024, the Company identified an immaterial error in the condensed consolidated statements of cash flows for the period ended March 31, 2024 relating to a misclassification between investing cash outflows and financing cash outflows. The second installment payment for a business combination completed during the quarter ended September 30, 2023, totaling \$184 million, was incorrectly classified as an investing cash outflow instead of a financing cash outflow. The Company determined that the error was not material to any previously issued financial statements and will revise such error in its Quarterly Report on Form 10-Q for the three months ending March 31, 2025.

Recently Issued Accounting Pronouncement Adopted

In November 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-07, "Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures," which expands annual and interim disclosure requirements for reportable segments, primarily through enhanced disclosures about significant segment expenses. We adopted this standard effective January 1, 2024 using a retrospective method. For further information, refer to the Segments section in Note 2 "Summary of Significant Accounting Policies."

height:120%">Recently Issued Accounting Pronouncements Pending Adoption

In November 2024, the FASB issued ASU 2024-03, "Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures: Disaggregation of Income Statement Expenses," which requires disclosure of disaggregated information about specific categories underlying certain income statement expense line items in the footnotes to the financial statements for both annual and interim periods. This ASU is effective for fiscal years beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027. Early adoption is permitted. We are currently evaluating the impact of the adoption of this standard.

In December 2023, the FASB issued ASU 2023-09, "Income Taxes - Improvements to Income Tax Disclosures," which requires enhancement and further transparency to certain income tax disclosures, most notably the tax rate reconciliation and income taxes paid. This ASU is effective for fiscal years beginning after December 15, 2024 on either a prospective or retrospective basis, with early adoption permitted. We are currently evaluating the impact of the adoption of this standard.

Principles of Consolidation

The accompanying consolidated financial statements have been prepared in conformity with U.S. Generally Accepted Accounting Principles ("GAAP") and include our accounts and the accounts of our wholly-owned subsidiaries. All intercompany transactions and balances have been eliminated upon consolidation.

Use of Estimates

The preparation of consolidated financial statements in conformity with GAAP requires management to make certain estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as reported amounts of revenues and expenses during the reporting period. Such management estimates and assumptions include, but are not limited to, standalone selling price ("SSP") for each distinct performance obligation included in customer contracts with multiple performance obligations, the period of benefit for deferred commissions, valuation of intangible assets, the useful life of property and equipment and identifiable intangible assets, stock-based compensation expense and income taxes. Actual results could differ from those estimates.

In January 2024, we completed an assessment of the useful life of our data center equipment and determined we should increase the estimated useful life of data center equipment from **four to five years. This change in accounting estimate was effective beginning fiscal year 2024. Based on the carrying amount of data center equipment included in property and equipment, net as of December 31, 2023, the effect of this change in estimate for the year ended**

December 31, 2024, was a reduction in depreciation expense of \$101 million and an increase in net income of \$81 million, or \$0.39 per share basic and \$0.39 per share diluted.

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Segments

Our chief operating decision maker ("CODM"), the Chief Executive Officer, manages the Company's business activities as a single operating and reportable segment at the consolidated level. Accordingly, our CODM uses consolidated net income to measure segment profit or loss, allocate resources and assess performance. Further, the CODM reviews and utilizes functional expenses (cost of revenues, sales and marketing, research and development, and general and administrative) at the consolidated level to manage the Company's operations. Other segment items included in consolidated net income are interest income, other expense, net and the provision for (benefit from) income taxes, which are reflected in the consolidated statements of comprehensive income.

Foreign Currency Translation and Transactions

The functional currency for most of our foreign subsidiaries is their respective local currency. Assets and liabilities of the wholly-owned non-U.S. Dollar functional currency subsidiaries are translated into U.S. Dollars at exchange rates in effect at each period end. Amounts classified in stockholders' equity are translated at historical exchange rates. Revenues and expenses are translated at the average exchange rates during the period. The resulting translation adjustments are recorded in accumulated other comprehensive income (loss) as a component of stockholders' equity. Foreign currency transaction gains and losses are included in other expense, net within the consolidated statements of comprehensive income, and were immaterial for all periods presented.

Revenue Recognition

Revenues are recognized when control of services is transferred to our customers, in an amount that reflects the consideration we expect to be entitled to in exchange for those services.

Subscription revenues

Subscription revenues are primarily comprised of subscription fees that give customers access to the ordered subscription service, related support and updates, if any, to the subscribed service during the subscription term. We recognize subscription revenues ratably over the contract term beginning on the commencement date of each contract, which is the date we make our services available to our customers. Our contracts with customers typically include a fixed amount of consideration and are generally non-cancellable and without any refund-type provisions. We typically invoice our customers annually in advance for our subscription services upon

execution of the initial contract or subsequent renewal, and our invoices are typically due within 30 days from the invoice date.

Subscription revenues also include revenues from self-hosted offerings in which customers deploy, or we grant customers the option to deploy without significant penalty, our subscription service internally or contract with a third party to host the software. For these contracts, we account for the software element separately from the related support and updates as they are distinct performance obligations. Refer to the discussion below related to contracts with multiple performance obligations for further details. The transaction price is allocated to separate performance obligations on a relative SSP basis. The transaction price allocated to the software element is recognized when transfer of control of the software to the customer is complete. The transaction price allocated to the related support and updates are recognized ratably over the contract term.

Professional services and other revenues

Our professional services arrangements are primarily on a time-and-materials basis, and we generally invoice our customers monthly in arrears for these professional services based on actual hours and expenses incurred. Some of our professional services arrangements are on a fixed-fee basis. Professional services revenues are recognized as services are delivered. Other revenues mainly consist of fees from customer training delivered on-site or through publicly available classes. Typical payment terms require our customers to pay us within 30 days from the invoice date.

Contracts with multiple performance obligations

We enter into contracts that can include various combinations of products and services, which are generally capable of being distinct and accounted for as separate performance obligations. We evaluate the terms and conditions included within our customer contracts to ensure appropriate revenue recognition, including whether products and services are considered distinct performance obligations that should be accounted for separately versus together. For contracts with multiple performance obligations, the transaction price is allocated to the separate performance obligations on a relative SSP basis. We determine SSP by considering the historical selling price of these performance obligations in similar transactions as well as other factors, including, but not limited to, competitive pricing of similar products, other software vendor pricing, industry publications and current pricing practices.

Contract balances

Deferred revenue consists primarily of payments received related to unsatisfied performance obligations at the end of the period. Once our services are available to customers, we record amounts due in accounts receivable and in deferred revenue. To the extent we bill customers

in advance of the billing period commencement date, the accounts receivable and corresponding deferred revenue amounts are netted to zero on our consolidated balance sheets, unless such amounts have been paid as of the balance sheet date.

Deferred Commissions

Deferred commissions are the incremental selling costs that are associated with acquiring customer contracts and consist primarily of sales commissions paid to our sales organization and referral fees paid to independent third parties. Deferred commissions also include the associated payroll taxes and fringe benefit costs associated with payments to our sales employees to the extent they are incremental. Commissions and referral fees earned upon the execution of initial and expansion contracts are primarily deferred and amortized over a period of benefit that we have determined to be five years. Commissions earned upon the renewal of customer contracts are deferred and amortized over the average renewal term. Additionally, for self-hosted offerings, consistent with the recognition of subscription revenue for self-hosted offerings, a portion of the commission cost is expensed upfront when the self-hosted offering is made available, and the remaining portion of the commission cost is expensed over the period of benefit. We determine the period of benefit by taking into consideration our customer contracts, our technology life cycle and other factors. The amortization of deferred commissions is included in sales and marketing expense in our consolidated statements of comprehensive income. There was no impairment loss in relation to the incremental selling costs capitalized for all periods presented.

Fair Value Measurements

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. We use a fair value hierarchy that is based on three levels of inputs, of which the first two are considered observable and the last unobservable. The three levels of the fair value hierarchy are as follows:

Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2—Other inputs that are directly or indirectly observable in the marketplace; and

Level 3— Significant unobservable inputs that are supported by little or no market activity.

Cash and Cash Equivalents

Cash and cash equivalents consist of highly liquid investments with original or remaining maturities of three months or less at the date of purchase.

Accounts Receivable, net

We record trade accounts receivable at the net invoice value and such receivables are non-interest bearing. We consider receivables past due based on the contractual payment terms. We reserve for specific amounts if collectability is no longer reasonably assured based on an assessment of various factors including historical loss rates and expectations of forward-looking loss estimates. Individual accounts receivable are written off when we become aware of a specific customer's inability to meet its financial obligation, and all collection efforts are exhausted.

Investments

Investments consist of commercial paper, corporate notes and bonds, certificates of deposit, U.S. government and agency securities and mortgage-backed and asset-backed securities. We classify investments in debt securities as available-for-sale at the time of purchase. All investments are recorded at estimated fair value, and investments with original maturities of less than one year at time of purchase are classified as short-term. Unrealized gains and losses are included in accumulated other comprehensive income (loss), net of tax, a component of stockholders' equity, except for credit-related impairment losses for available-for-sale debt securities.

For all our available-for-sale debt securities with unrealized loss positions we have determined it is more likely than not we will hold the securities until maturity or a recovery of the cost basis. Available-for-sale securities in an unrealized loss position are written down to its fair value with the corresponding charge recorded in other expense, net in our consolidated statements of comprehensive income, if it is more likely than not that we will be required to sell the security before recovery of its amortized cost basis, or we have the intention to sell the security. Credit-related impairment losses, not to exceed the amount that fair value is less than the amortized cost basis, are recognized through an allowance for credit losses with changes in the allowance for credit losses recorded in other expense, net in the consolidated statements of comprehensive income. For purposes of identifying and measuring impairment, the policy election was made to exclude the applicable accrued interest from both the fair value and amortized cost basis. Applicable accrued interest, net of the allowance for credit losses (if any) of \$79 million and \$51 million, is recorded in prepaid expenses and other current assets on the consolidated balance sheets as of December 31, 2024 and 2023, respectively.

Realized gains and losses from the sales of available-for-sale debt securities are determined based on the specific identification method and are reported in other expense, net in the consolidated statements of comprehensive income.

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Strategic Investments

Strategic investments consist of debt and non-marketable equity investments in privately held companies in which we do not have a controlling interest. Privately held equity securities in which we do not have a controlling financial interest in but exercise significant influence over the investee are accounted for under equity method accounting. These investments are measured at cost less any impairment, plus or minus our share of equity method investee income or loss. For those privately held equity securities that do not have readily determinable fair values and for which we do not have a controlling financial interest or exercise significant influence, we have elected to apply the measurement alternative, measuring them at cost, less any impairment, plus or minus adjustments resulting from observable price changes in orderly transactions for the identical or a similar investment of the same issuer. An impairment loss is recorded when an event or circumstance indicates a decline in value has occurred. We include these strategic investments in other assets on our consolidated balance sheets.

Derivative Financial Instruments

Derivatives Designated as Hedging Instruments

We record derivatives at fair value as either assets or liabilities on our consolidated balance sheets. For derivative contracts entered into to hedge a portion of our forecasted foreign currency denominated revenues that are designated and qualify as cash flow hedges, the unrealized gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income (loss) and reclassified into earnings as subscription revenues when the hedged transaction affects earnings.

The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. We also formally assess, both at the inception of the hedge, and on an ongoing basis, whether each derivative is highly effective in offsetting changes in cash flows of the hedged item. Fluctuations in the value of the derivative instruments are generally offset by changes in the hedged item; however, if it is determined that a derivative is not highly effective as a hedge or if a derivative ceases to be a highly effective hedge, the Company will discontinue hedge accounting prospectively for the affected derivative.

Derivatives not Designated as Hedging Instruments

Derivative contracts not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies.

These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of these contracts are recorded in other expense, net on the consolidated statements of comprehensive income. Outstanding foreign currency forward contracts are recorded at gross fair value as prepaid expenses and other current assets as well as accrued expenses and other current liabilities on the consolidated balance sheets.

Property and

Equipment, net

Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:

			Computer equipment and software					
			3-5 years					
			Furniture and fixtures					
			3-7 years					
			Leasehold and other improvements					
			shorter of the lease term or estimated useful life					

Property and equipment are stated at cost net of accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:

Computer equipment and software		
3-5 years		
Furniture and fixtures		
3-7 years		
Leasehold and other improvements		
shorter of the lease term or estimated useful life		

Property and equipment, net consists of the following (in millions):

December 31,											
2024											
2023											

[illegible]

86		
Construction in progress		
63		
33		
Property and equipment, gross		
3,271		
2,643		
Less: Accumulated depreciation		
(1,508)		
(1,285)		
Property and equipment, net		
\$		

1,763		

Capitalized Software Development Costs

Software development costs for software to be sold, leased or otherwise marketed are expensed as incurred until the establishment of technological feasibility, at which time those costs are capitalized until the product is available for general release to customers and amortized over the estimated life of the product. Costs and time incurred between the establishment of technological feasibility and product release have not been material, and all software development costs have been charged to research and development expense in our consolidated statements of comprehensive income.

Leases

We determine if an arrangement is or contains a lease at inception. Operating lease right-of-use assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. Lease payments consist primarily of the fixed payments under the arrangement, less any lease incentives. We generally use an incremental borrowing rate estimated based on the information available at the lease commencement date to determine the present value of lease payments, unless the implicit rate is readily determinable. Lease expense for lease payments is recognized on a straight-line basis over the lease term.

We account for lease and non-lease components as a single lease component for office leases. Lease and non-lease components for all other leases are generally accounted for separately. Additionally, we do not record leases on the balance sheet that, at the lease commencement date, have a lease term of 12 months or less.

Operating leases are included in operating lease right-of-use assets, current portion of operating lease liabilities, and operating lease liabilities, less current portion in our consolidated balance sheets. We did not have any financing leases in any of the periods presented.

Business Combinations

We allocate the acquisition purchase price to the tangible and intangible assets acquired and liabilities assumed, based on their estimated fair values. The excess of the purchase price over the fair value of these assets acquired and liabilities assumed is recorded as goodwill. Allocation of the purchase price requires significant estimates in determining the fair value of acquired assets and assumed liabilities, especially with respect to intangible assets. Critical estimates include, but are not limited to, future expected cash flows, discount rates, revenue growth rates, the time and expense to recreate the assets and profit margin a market participant would receive. These estimates are inherently uncertain and unpredictable and, as a result, actual results may differ from estimates. During the measurement period, which may not be later than one year from the acquisition date, the Company may record adjustments to the fair value of these tangible and intangible assets acquired and liabilities assumed, with the corresponding offset to goodwill.

Goodwill and Intangible Assets

Goodwill is evaluated for impairment at least annually or more frequently if circumstances indicate that goodwill may not be recoverable. A qualitative assessment is performed to determine whether it is more likely than not that the fair value of its reporting unit is less than its carrying amount. If the reporting unit does not pass the qualitative assessment, the carrying amount of the reporting unit, including goodwill, is compared to fair value and goodwill is considered impaired if the carrying value of the reporting unit exceeds its fair value. Any excess of the carrying value of the goodwill above its fair value is recognized as an impairment loss.

Intangible assets consist of developed technologies and other intangible assets, including patents and contractual agreements. Intangible assets are amortized over the period of estimated benefit using the straight-line method and estimated useful lives ranging from ***three*** to twelve years.

Impairment of Long-Lived Assets

We evaluate long-lived assets, including purchased intangible assets, for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is measured by comparing the carrying amount to the future undiscounted cash flows we expect the asset to generate. Any excess of the carrying value of the asset above its fair value is recognized as an impairment loss.

Advertising Costs

Advertising costs, excluding costs related to our annual Knowledge user conference and other user forums, are expensed as incurred and are included in sales and marketing expense.

Stock-based Compensation

We recognize compensation expense related to stock options and restricted stock units (“RSUs”) with only service conditions on a straight-line basis over the requisite service period. For stock options and RSUs with service, performance and market conditions (performance-based RSUs (“PRSUs”)), expenses are recognized on a graded vesting basis over the requisite service period and for awards with performance conditions, when it is probable that the performance condition will be achieved. The probability of achievement is assessed periodically to determine whether the performance metric continues to be probable. When there is a change in the probability of achievement, any cumulative effect of the change is recognized in the period of the change and the remaining unrecognized compensation will be amortized prospectively over the respective vesting period. We recognize compensation expense related to shares issued pursuant to the employee stock purchase plan (“ESPP”) on a straight-line basis over the six-month offering period. We recognize compensation expense net of estimated forfeiture activity. Amounts withheld related to the minimum statutory tax withholding requirements paid by us on behalf of our employees are recorded as a liability and a reduction to additional paid-in capital when paid and are included as a reduction of cash flows from financing activities.

We estimate the fair value of stock options with only service conditions and shares issued pursuant to the ESPP using the Black-Scholes options pricing model and the fair value of RSU awards (including PRSUs) using the fair value of our common stock on the date of grant. For stock options and PRSUs with service, performance and market conditions, we estimate the fair value of the options granted and the corresponding derived service periods using the Monte Carlo simulation, which requires the use of various assumptions, including the stock price volatility and risk-free interest rate as of the valuation date corresponding to the length of time remaining in the performance period.

Concentration of Credit Risk and Significant Customers

Financial instruments potentially exposing us to credit risk consist primarily of cash, cash equivalents, derivative contracts, investments and accounts receivable. We hold cash at financial institutions that management believes are high credit quality financial institutions and invest in investment-grade debt securities. Our derivative contracts expose us to credit risk to the extent that the counterparties may be unable to meet the terms of the arrangement. We mitigate this credit risk by transacting with major financial institutions with high credit ratings and entering into master netting arrangements, which permit net settlement of transactions with the same counterparty. We are not required to pledge, and are not entitled to receive, cash collateral related to these derivative instruments.

Credit risk arising from accounts receivable is mitigated to a certain extent due to our large number of customers and their dispersion across various industries and geographies. We had one customer, a U.S. federal channel partner and systems integrator, that represented 12% of our accounts receivable balance as of December 31, 2024 and 11% of our total revenues for the year ended December 31, 2024. Based on our periodic credit evaluations, there have been no historical collection concerns with this customer. There were no customers that individually exceeded 10% of our accounts receivable balance as of December 31, 2023 or our total revenues for the year ended December 31, 2023. For purposes of assessing concentration of credit risk and significant customers, a group of customers under common control or customers that are affiliates of each other

are regarded as a single customer. The allowance for credit losses and write offs were not material for each of the periods ending December 31, 2024, 2023 and 2022.

Income Taxes

We use the asset and liability method of accounting for income taxes, in which deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the consolidated financial statement carrying amounts of existing assets and liabilities and their respective tax bases. We measure deferred tax assets and liabilities using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be reversed. We recognize the effect on deferred tax assets and liabilities of a change in tax rates within the provision for income taxes as income and expense in the period that includes the enactment date. A valuation allowance is established if it is more likely than not that all or a portion of the deferred tax asset will not be realized. In determining the need for a valuation allowance, we consider future growth, forecasted earnings, forecasted taxable income, the mix of earnings in the jurisdictions in which we operate, historical earnings, taxable income in prior years, if carryback is permitted under the law, carryforward periods and prudent and feasible tax planning strategies.

Our tax positions are subject to income tax audits by multiple tax jurisdictions throughout the world. We recognize the tax benefit of an uncertain tax position only if it is more likely than not the position is sustainable upon examination by the taxing authority, based on the technical merits. We measure the tax benefit recognized as the largest amount of benefit which is more likely than not to be realized upon settlement with the taxing authority. We recognize interest accrued and penalties related to unrecognized tax benefits in our tax provision.

We calculate the current and deferred income tax provision based on estimates and assumptions that could differ from the actual results reflected in income tax returns filed in subsequent years and record adjustments based on filed income tax returns when identified. The amount of income taxes paid is subject to examination by U.S. federal, state and foreign tax authorities. The estimate of the potential outcome of any uncertain tax issue is subject to management's assessment of relevant risks, facts and circumstances existing at that time. To the extent the assessment of such tax position changes, we record the change in estimate in the period in which we make the determination.

Prior Period Reclassifications

Certain prior period amounts have been reclassified to conform to the current period presentation. These reclassifications did not result in a restatement of prior period consolidated financial statements.

Revision of

Prior Period Financial Statements

During the quarter ended June 30, 2024, the Company identified an immaterial error in the condensed consolidated statements of cash flows for the period ended March 31, 2024 relating to a misclassification between investing cash outflows and financing cash outflows. The second installment payment for a business combination completed during the quarter ended September 30, 2023, totaling \$184 million, was incorrectly classified as an investing cash outflow instead of a financing cash outflow. The Company determined that the error was not material to any previously issued financial statements and will revise such error in its Quarterly Report on Form 10-Q for the three months ending March 31, 2025.

184000000

Recently Issued Accounting Pronouncement Adopted

In November 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-07, "Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures," which expands annual and interim disclosure requirements for reportable segments, primarily through enhanced disclosures about significant segment expenses. We adopted this standard effective January 1, 2024 using a retrospective method. For further information, refer to the Segments section in Note 2 "Summary of Significant Accounting Policies."

Recently Issued Accounting Pronouncements Pending Adoption

In November 2024, the FASB issued ASU 2024-03, "Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures: Disaggregation of Income Statement Expenses," which requires disclosure of disaggregated information about specific categories underlying certain income statement expense line items in the footnotes to the financial statements for both annual and interim periods. This ASU is effective for fiscal years beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027. Early adoption is permitted. We are currently evaluating the impact of the adoption of this standard.

In December 2023, the FASB issued ASU 2023-09, "Income Taxes - Improvements to Income Tax Disclosures," which requires enhancement and further transparency to certain income tax disclosures, most notably the tax rate reconciliation and income taxes paid. This ASU is effective for fiscal years beginning after December 15, 2024 on either a prospective or retrospective basis, with early adoption permitted. We are currently evaluating the impact of the adoption of this standard.

Investments

Marketable Debt Securities

The following is a summary of our available-for-sale debt securities

recorded within short-term and long-term investments on the consolidated balance sheets (in millions):											
December 31, 2024											
			Amortized			Cost					
			Gross Unrealized Gains								
						Gross Unrealized Losses					

	\$	—	\$	—	\$	336
Corporate notes and bonds						
4,966		15		(5)		4,976
Certificates of deposit						
						67

[illegible]

(18)				86																						
Total available-for-sale debt securities			\$				7,576					\$	18					\$	25					\$	7,569	

[illegible]

[illegible]

[illegible]

86		
Total available-for-sale debt securities	\$	6,205
	\$	13
	\$	(35)
	\$	6,183

As of December 31, 2024, the contractual maturities of our available-for-sale debt securities, excluding those securities classified within cash and cash equivalents on the consolidated balance sheet and mortgage-backed and asset-backed securities that do not have a single maturity, did not exceed 37 months. The fair values of available-for-sale debt securities, by remaining contractual maturity,

are as follows (in millions):

December 31, 2024		
Due within 1 year		
\$	3,458	
Due in 1 year through 5 years		
4,025		
Instruments not due in single maturity		
86		
Total		
\$	7,569	

As of December 31, 2024, unrealized losses of \$18 million from available-for-sale debt securities are from securities in a continuous unrealized loss position greater than 12 months. As of December 31, 2024, the fair value of available-for-sale debt securities in a continuous unrealized loss position totaled \$2,419 million, the majority of which has

been in a continuous unrealized loss position for less than 12 months. As of December 31, 2023, the fair value of available-for-sale debt securities in a continuous unrealized loss position totaled \$3,731 million and unrealized losses of \$26 million from available-for-sale debt securities are from securities in a continuous unrealized loss position greater than 12 months.

For all available-for-sale debt securities that were in unrealized loss positions, we have determined that it is more likely than not we will hold the securities until maturity or a recovery of the cost basis. Unrealized losses on available-for-sale debt securities were due primarily to changes in market interest rates, and credit-related impairment losses were immaterial as of December 31, 2024.

Non-Marketable Equity Investments

As of December 31, 2024 and 2023, the total amount of non-marketable equity investments in privately held companies included in other assets on our consolidated balance sheets was \$469 million and \$268 million, respectively. Our non-marketable equity investments are primarily accounted for using the measurement alternative, which measures the investments at cost minus impairment, if any, plus or minus changes resulting from qualifying observable price changes resulting from the issuance of similar or identical securities in an orderly transaction by the same issuer. Determining whether an observed transaction is similar to a security within our portfolio requires judgment based on the rights and preferences of the securities. Recording upward and downward adjustments to the carrying value of our non-marketable equity investments as a result of observable price changes requires quantitative assessments of the fair value of our non-marketable equity investments using various valuation methodologies and involves the use of estimates. The adjustments made during the years ended December 31, 2024, 2023 and 2022 were immaterial. We classify these fair value measurements as Level 3 within the fair value hierarchy.

The following is a summary of our available-for-sale debt securities recorded within short-term and long-term investments on the consolidated balance sheets (in millions):

	December 31, 2024	December 31, 2023	December 31, 2022
Short-term investments	\$1,163	\$1,163	\$1,163
Long-term investments	\$1,164	\$1,164	\$1,164
Total	\$2,327	\$2,327	\$2,327

[illegible]

[illegible]

serif;font-size:10pt;font-weight:400;line-height:100%">U.S. government and agency securities

2,103 </td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">3 </td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(2) </td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">2,104 </td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:bottom">Mortgage-backed and asset-backed securities</td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">104 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">— </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(18) </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">86 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#e6e6ff;padding:2px 1pt;text-align:left;vertical-align:top"> Total available for sale debt securities </td><td style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom"><span style="color:#000000;font-family:'Times

New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">7,576 </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">18 </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">(25) </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">7,569 </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table> <table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:45.752%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:11.637%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.532%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:11.637%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.532%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:11.637%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.532%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:11.641%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="21" style="background-color:#ffffff;padding:2px 1pt;text-align:center;vertical-align:bottom">December 31, 2023</td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000;padding:2px 1pt;text-align:center;vertical-align:bottom">Amortized Cost</td><td colspan="3" style="border-top:1pt solid #000;padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000;padding:2px 1pt;text-align:center;vertical-align:bottom"><span

Gross Unrealized Gains		
Gross Unrealized Losses		
Estimated Fair Value		
Available for sale debt securities:		
Commercial paper		
\$		
349		
\$		
—		
\$		
—		
\$		
349		

Corporate notes and bonds	3,579	10	(13)	3,576
Certificates of deposit	94	—	—	—
U.S. government and agency securities	2,081			

	3	(6)	2,078
Mortgage-backed and asset-backed securities	102	—	
	(16)	86	
Total available-for-sale debt securities	\$	6,205	

	\$	13			\$	(35)			\$	6,183

fair values of available-for-sale debt securities, by remaining contractual maturity, are as follows (in millions):

Due within 1 year	Due within 1 year through 5 years	Due after 5 years
\$3,458		

4,025 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt;text-align:left;vertical-align:bottom">Instruments not due in single maturity</td><td colspan="2" style="background-color:#cceeef;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">86 </td><td style="background-color:#cceeef;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt;text-align:left;vertical-align:bottom">Total</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">7,569 </td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table>

</div>3458000000402500000086000000756900000018000000241900000037310000

Value Measurements <div style="text-align:justify;text-indent:22.5pt">The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2024 (in millions): </div>

<table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:45.889%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.080%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.080%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.083%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="7" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Level 1</td><td colspan="3" style="padding:0 1pt"></td><td colspan="4" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Level 2</td><td colspan="3" style="padding:0 1pt"></td><td colspan="7" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Total</td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt;text-align:left;vertical-align:bottom">Cash equivalents:</td><td colspan="7" style="background-color:#cceeef;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="7" style="background-color:#cceeef;border-top:1pt solid									

[illegible]

[illegible]

Commercial paper	—	
336		
336		
Corporate notes and bonds	—	
4,976		
4,976		
Certificates of deposit	—	
67		
67		

U.S. government and agency securities			—			2,104			2,104				2,104		
Mortgage-backed and asset-backed securities			—			86			86				86		
Total						\$			1,748						

[illegible]

[illegible]

[illegible]

			349	
			349	
			349	
Corporate notes and bonds			—	
			3,576	
			3,576	
Certificates of deposit			—	
			94	
			94	
U.S. government and agency securities			—	

[illegible]

weight:400;line-height:100%">\$</td><td style="background-color:#cceeef;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">7,778 </td><td style="background-color:#cceeef;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">We determine the fair value of our security holdings based on pricing from our service providers and market prices from industry-standard independent data providers. Such market prices may be quoted prices in active markets for identical assets (Level 1 inputs), pricing determined using inputs other than quoted prices that are observable either directly or indirectly (Level 2 inputs) or using unobservable inputs that are supported by little or no market activity (Level 3 inputs). Our non-marketable equity investments are not included in the table above and are discussed in Note 3. Refer to Note 8 for the fair value measurement of our derivative contracts and Note 11 for the fair value measurement of our long-term debt, which are also not included in the table above. Our marketable equity investments are classified within Level 1 and were immaterial as of December 31, 2024 and 2023.</div><div style="text-align:justify;text-indent:22.5pt">The following table presents our fair value hierarchy for our assets measured at fair value on a recurring basis as of December 31, 2024 (in millions):</div><div style="margin-top:5pt;text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:45.889%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.080%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.080%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.083%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Level 1</td><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Level 2</td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Total</td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt;text-align:left;vertical-align:bottom">Cash equivalents:</td><td colspan="3" style="background-color:#cceeef;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;border-top:1pt solid #000000;padding:0 1pt"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:bottom"><span style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-

[illegible]

4			
Deposits			
391			
		—	
		391	
U.S. government and agency securities			
		—	
		14	
		14	
		14	
		Marketable securities:	
		Commercial paper	

	—			
	336			
	336			
	Corporate notes and bonds			
	—			
	4,976			
	4,976			
	Certificates of deposit			
	—			
	67			
	67			
	U.S. government and agency securities			

New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">—</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">2,104</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">2,104</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:bottom">Mortgage-backed and asset-backed securities</td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">—</td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">86</td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">86</td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:left;vertical-align:bottom">Total</td><td colspan="2" style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">1,748</td><td colspan="3" style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td colspan="2" style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">7,610</td><td style="background-color:#e6e6ff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px

[illegible]

[illegible]

Deposits		295		—			295	
U.S. government and agency securities		—					4	
Marketable securities:								
Commercial paper		—					349	

			349	
Corporate notes and bonds			—	
3,576				
3,576				
Certificates of deposit			—	
94				
94				
U.S. government and agency securities			—	
2,078				

2,078		
Mortgage-backed and asset-backed securities		
—		
86		
86		
Total		
\$		
1,510		
\$		
6,268		
\$		
7,778		

#000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table>

</div>13570000000135700000002300000002300000004000000400000039100000003

Combinations <div style="text-indent:22.5pt">2024 Business Combinations</div><div style="text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">During the year ended December 31, 2024, we completed certain acquisitions for total purchase consideration of \$112 million primarily to enhance our products with the acquired technology and engineering workforce. The acquisitions were not material to our consolidated financial statements, either individually or in the aggregate.</div><div style="text-indent:22.5pt">
</div><div style="text-indent:22.5pt">2023 Business Combinations</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">On July 17, 2023, we acquired all outstanding shares of G2K Group GmbH, an artificial intelligence powered platform, for \$465 million in a cash transaction. The consideration was paid in two installments, with the first payment made in July 2023 and the second payment made in February 2024. The acquisition is intended to enhance our Now Platform with the acquired smart Internet of Things technology, enabling businesses to intelligently action digital and in-store data with enterprise-grade workflows.</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">The purchase price was allocated based on the fair value of the developed technology intangible asset of \$75 million (six-year estimated useful life), net tangible liabilities of \$1 million, deferred tax liabilities of \$23 million and goodwill of \$414 million, which is not deductible for income tax purposes.</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">Goodwill is primarily attributed to the value expected from synergies resulting from the business combination. The fair values assigned to tangible and intangible assets acquired, liabilities assumed and income taxes payable and deferred taxes are based on management's estimates and assumptions.</div><div style="text-align:justify;text-indent:22.5pt">2022 Business Combinations</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">During the year ended December 31, 2022, we completed certain acquisitions for total purchase consideration of \$92 million primarily to enhance our products with the acquired technology and engineering workforce. The acquisitions were not material to our consolidated financial statements, either individually or in the aggregate.</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">We have included the financial results of business combinations in the consolidated financial statements from the respective dates of acquisition, which

[illegible]

December 31, 2024		
December 31, 2023		
Developed technology	\$	581
		516
Patents		83
		72
Other		11
		11
Intangible assets, gross		

family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">\$</td><td style="background-color:#ffffff;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">675 </td><td style="background-color:#ffffff;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">599 </td><td style="background-color:#ffffff;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#e6e6ff;padding:2px 1pt;text-align:left;vertical-align:bottom">Less: accumulated amortization</td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(466)</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(375)</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:bottom">Intangible assets, net</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">209 </td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">224 </td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div style="margin-top:5pt"> </div><div style="text-align:justify;text-indent:22.5pt">The weighted-average useful life of the acquired developed

technology for each of the years ended December 31, 2024 and 2023 was approximately five years. Amortization expense for intangible assets was approximately \$94 million, \$85 million and \$81 million for the years ended December 31, 2024, 2023 and 2022, respectively.

The following table presents the estimated future amortization expense related to intangible assets held as of December 31, 2024 (in millions):

Years Ending December 31,	2025	2026	2027	2028
\$	80	50	36	
				2028

[illegible]

	\$	824			
Goodwill acquired					
413					
Foreign currency translation adjustments					
(6)					
Balance as of December 31, 2023					
\$					
1,231					
Goodwill acquired					
75					
Foreign currency translation adjustments					
(33)					

[illegible]

83			
72			
Other			
11			
11			
Intangible assets, gross			
\$			
675			
\$			
599			
Less: accumulated amortization			
(466)			
(375)			

[illegible]

[illegible]

Property and equipment, net consists of the following (in millions):

96			
Leasehold and other improvements	320		
292			
Furniture and fixtures	85		
86			
Construction in progress	63		
33			
Property and equipment, gross	3,271		

New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">2,643 </td><td style="background-color:#ffffff;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#eeeeff;padding:2px 1pt;text-align:left;vertical-align:top">Less: Accumulated depreciation</td><td colspan="2" style="background-color:#eeeeff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(1,508)</td><td style="background-color:#eeeeff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#eeeeff;padding:0 1pt"></td><td colspan="2" style="background-color:#eeeeff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(1,285)</td><td style="background-color:#eeeeff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Property and equipment, net</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">1,763 </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">1,358 </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div style="text-align:justify">
</div><div style="text-align:justify;text-indent:22.5pt">Construction in progress consists of costs primarily related to leasehold and other improvements. Depreciation expense was \$371 million, \$372 million and \$261 million for the years ended December 31, 2024, 2023 and 2022, respectively.</div>26970000002136000000106000000096000000320000000292000000850000008 Contracts <div style="text-indent:22.5pt">Derivatives Designated as Hedging Instruments</div><div style="text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">We entered into forward contracts to hedge a portion of our forecasted foreign currency denominated revenues during the year ended December 31, 2024. These forward contracts are recorded at fair value and have

maturities of up to 34 months. As of December 31, 2024, we had outstanding cash flow hedges with total notional values of \$1.7 billion. We classify cash flows related to our cash flow hedges as operating activities in our consolidated statements of cash flows.

The total gross fair values of derivatives designated as hedging instruments recorded within the consolidated balance sheets were as follows (in millions):

	December 31, 2024	Consolidated Balance Sheets Location
Prepaid expenses and other current assets	\$55	
Other assets	10	

Accrued expenses and other current liabilities		
\$	(1)	
Other long-term liabilities		
\$	—	
As of December 31, 2024, approximately \$54 million of the pre-tax derivative gains from accumulated other comprehensive income (loss) is expected to be recognized in subscription revenues within the next 12 months.		
All hedging relationships are formally documented at the inception of the hedge and the hedges must be highly effective in offsetting changes to future cash flows on hedged transactions. We evaluate hedge effectiveness at the inception of the hedge prospectively, and on an ongoing basis both retrospectively and prospectively. We report changes in fair value of these cash flow hedges as a component of accumulated other comprehensive income (loss) and subsequently reclassify into earnings in the same period the forecasted transaction affects earnings. Amounts reclassified to subscription revenues were a gain of \$14 million for the year ended December 31, 2024. There was no ineffectiveness in the Company's cash flow hedging program for the year ended December 31, 2024.		
Derivatives not Designated as Hedging Instruments		
Our derivatives not designated as hedging instruments consist of foreign currency forward contracts that we primarily use to hedge monetary assets and liabilities denominated in non-functional currencies. These foreign currency forward contracts are recorded at fair value and have maturities of 12 months or less. The changes in the fair value of		

[illegible]

family: 'Times New Roman', sans-serif; font-size: 10pt; font-weight: 400; line-height: 100%;>\$</td><td style="background-color: #ffffff; padding: 2px 0; text-align: right; vertical-align: bottom">10</td><td style="background-color: #ffffff; padding: 2px 1pt 2px 0; text-align: right; vertical-align: bottom"></td><td colspan="3" style="background-color: #ffffff; padding: 0 1pt"></td></tr><tr style="height: 15pt"><td colspan="3" style="background-color: #e6e6ff; padding: 0 1pt"></td><td colspan="3" style="background-color: #e6e6ff; padding: 0 1pt"></td><td colspan="3" style="background-color: #e6e6ff; padding: 0 1pt"></td><td colspan="3" style="background-color: #e6e6ff; padding: 0 1pt"></td></tr><tr><td colspan="3" style="background-color: #ffffff; padding: 2px 1pt; text-align: left; vertical-align: bottom"><div>Accrued expenses and other current liabilities</div></td><td colspan="3" style="background-color: #ffffff; padding: 0 1pt"></td><td style="background-color: #ffffff; padding: 2px 0 2px 1pt; text-align: left; vertical-align: bottom">\$</td><td style="background-color: #ffffff; padding: 2px 0; text-align: right; vertical-align: bottom">(1)</td><td colspan="3" style="background-color: #ffffff; padding: 0 1pt"></td></tr><tr><td colspan="3" style="background-color: #e6e6ff; padding: 2px 1pt; text-align: left; vertical-align: bottom"><div>Other long-term liabilities</div></td><td colspan="3" style="background-color: #e6e6ff; padding: 0 1pt"></td><td style="background-color: #e6e6ff; padding: 2px 0 2px 1pt; text-align: left; vertical-align: bottom">\$</td><td style="background-color: #e6e6ff; padding: 2px 0; text-align: right; vertical-align: bottom">—</td><td colspan="3" style="background-color: #e6e6ff; padding: 0 1pt"></td></tr></table></div>5500000010000000-1000000054000000140000002200000000017000000000Deferred Revenue and Performance Obligations <div style="text-align: justify; text-indent: 22.5pt">Revenues recognized from beginning period deferred revenue during the years ended December 31, 2024 and 2023 were \$5.7 billion and \$4.6 billion, respectively. </div><div style="text-align: justify; text-indent: 22.5pt">
</div><div style="text-align: justify; text-indent: 22.5pt">Remaining Performance Obligations</div><div style="text-align: justify; text-indent: 22.5pt">
</div><div style="text-align: justify; text-indent: 22.5pt">Transaction price allocated to remaining performance obligations (“RPO”) represents contracted revenue that has not yet been recognized, which includes deferred revenue and non-cancellable amounts that will be invoiced and recognized as revenues in future periods. RPO excludes contracts that are billed in arrears, such as certain time and materials contracts, as we apply the “right to invoice” practical expedient under relevant accounting guidance. </div><div style="text-align: justify; text-indent: 22.5pt">
</div><div style="text-align: justify; text-indent: 22.5pt">
</div></div>

162		123		
Other employee-related liabilities				
196		167		
Other				
311		425		
\$		\$		
1,369		\$		

align:right;vertical-align:bottom">1,365 </td><td style="background-color:#cceeef;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div style="text-align:justify;text-indent:22.5pt">Accrued expenses and other current liabilities consist of the following (in millions):</div><div style="margin-top:5pt;text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:63.856%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.055%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.533%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.056%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom"></td><td colspan="9" style="padding:2px 1pt;text-align:center;vertical-align:bottom">December 31,</td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2024</td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2023</td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt;text-align:left;vertical-align:top">Accrued payroll</td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom">700 </td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">650 </td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt;text-align:left;vertical-align:top">Taxes payable</td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom"><span style="color:#000000;font-family:'Times

162			
123			
Other employee-related liabilities			
196			
Other			
311			
425			
Total accrued expenses and other current liabilities			
\$			
1,369			
\$			

height:100%">1,365 </td><td style="background-color:#ceeeff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table>
</div>7000000006500000001620000001230000001960000001670000003110000004
<div style="text-align:justify;text-indent:22.5pt">For the periods ended December 31, 2024 and 2023, the carrying value of our outstanding debt was \$1,489 million and \$1,488 million, respectively, net of unamortized debt discount and issuance costs of \$11 million and \$12 million, respectively.</div><div style="padding-left:9pt;text-align:justify;text-indent:9pt">
</div><div style="text-align:justify;text-indent:22.5pt">We consider the fair value of the 2030 Notes at December 31, 2024 and December 31, 2023 to be a Level 2 measurement. The estimated fair value of the 2030 Notes based on the closing trading price per \$100, was \$1,247 million and \$1,236 million at December 31, 2024 and December 31, 2023, respectively.</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify">2030 Notes</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">In August 2020, we issued 1.40% fixed rate ten-year notes with an aggregate principal amount of \$1.5 billion due on September 1, 2030 (the "2030 Notes"). The 2030 Notes were issued at 99.63% of principal and we incurred \$13 million for debt issuance costs. The effective interest rate for the 2030 Notes was 1.53% and included interest payable, amortization of debt issuance cost and amortization of debt discount. Interest is payable semi-annually in arrears on March 1 and September 1 of each year, beginning on March 1, 2021, and the entire outstanding principal amount is due at maturity on September 1, 2030. The 2030 Notes are unsecured obligations and the indentures governing the 2030 Notes contain customary events of default and covenants that, among others and subject to exceptions, restrict our ability to incur or guarantee debt secured by liens on specified assets or enter into sale and lease-back transactions with respect to specified properties. </div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">2022 Notes, Note Hedge and Warrants</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">In May and June 2017, we issued an aggregate of \$782.5 million of 0% convertible senior notes (the "2022 Notes"), which were converted prior to or settled on June 1, 2022, in accordance with their terms. </div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">To minimize the impact of potential economic dilution upon conversion of the 2022 Notes, we entered into convertible note hedge transactions (the "2022 Note Hedge") with certain investment banks to purchase 6 million shares for \$128 million with respect to our common stock concurrently with the issuance of the 2022 Notes. The 2022 Note Hedge expired upon the maturity date of the 2022 Notes, which was on June 1, 2022. </div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt">Separately, we entered into warrant transactions with certain

			—	
	\$	(39)		
	\$	2		
	\$	(37)		
			Other comprehensive income (loss) before reclassifications	
	>64			
	>12			
	>(93)			
	>(17)			
			Amounts reclassified from accumulated other comprehensive loss	

[illegible]

```
top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom"><span
style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-
weight:400;line-height:100%">50 </span></td><td style="background-
color:#ceeeff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px
1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3"
style="background-color:#ceeeff;padding:0 1pt"></td><td style="background-
color:#ceeeff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px
0 2px 1pt;text-align:left;vertical-align:bottom"><span style="color:#000000;font-
family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-
height:100%">$</span></td><td style="background-color:#ceeeff;border-
bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-
align:right;vertical-align:bottom"><span style="color:#000000;font-family:'Times
New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">(27)
</span></td><td style="background-color:#ceeeff;border-bottom:3pt double
#000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-
align:bottom"></td><td colspan="3" style="background-color:#ceeeff;padding:0
1pt"></td><td style="background-color:#ceeeff;border-bottom:3pt double
#000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-
align:bottom"><span style="color:#000000;font-family:'Times New Roman',sans-
serif;font-size:10pt;font-weight:400;line-height:100%">$</span></td><td
style="background-color:#ceeeff;border-bottom:3pt double #000;border-top:1pt
solid #000;padding:2px 0;text-align:right;vertical-align:bottom"><span
style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-
weight:400;line-height:100%">(91)</span></td><td style="background-
color:#ceeeff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px
1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3"
style="background-color:#ceeeff;padding:0 1pt"></td><td colspan="3"
style="display:none"></td><td style="background-color:#ceeeff;border-bottom:3pt
double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-
align:bottom"><span style="color:#000000;font-family:'Times New Roman',sans-
serif;font-size:10pt;font-weight:400;line-height:100%">$</span></td><td
style="background-color:#ceeeff;border-bottom:3pt double #000;border-top:1pt
solid #000;padding:2px 0;text-align:right;vertical-align:bottom"><span
style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-
weight:400;line-height:100%">(68)</span></td><td style="background-
color:#ceeeff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px
1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div
style="margin-top:5pt;text-align:center"><span><br/></span></div><div
style="margin-top:5pt;text-align:center"><table style="border-
collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-
bottom;width:100.000%"><tr><td style="width:1.0%"></td><td
style="width:38.133%"></td><td style="width:0.1%"></td><td style="width:1.0%">
</td><td style="width:13.649%"></td><td style="width:0.1%"></td><td
style="width:0.1%"></td><td style="width:0.389%"></td><td style="width:0.1%">
</td><td style="width:1.0%"></td><td style="width:13.649%"></td><td
style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.389%">
</td><td style="width:0.1%"></td><td style="width:1.0%"></td><td
style="width:13.649%"></td><td style="width:0.1%"></td><td style="width:0.1%">
</td><td style="width:0.389%"></td><td style="width:0.1%"></td><td colspan="3"
style="display:none"></td><td style="width:1.0%"></td><td
style="width:13.653%"></td><td style="width:0.1%"></td></tr><tr><td
colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom"><span
style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:8pt;font-
weight:700;line-height:100%"> </span></td><td colspan="3" style="padding:2px
1pt;text-align:center;vertical-align:bottom"><span style="color:#000000;font-
family:'Times New Roman',sans-serif;font-size:9pt;font-weight:700;line-
height:100%">Unrealized Gains (Losses) on Derivative Instruments</span></td><td
colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px
```


[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">50 </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">(27) </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">(91) </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="display:none"></td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">(68) </td><td style="background-color:#cceeef;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div style="margin-top:5pt;text-align:center">
</div><div style="margin-top:5pt;text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:38.133%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:13.649%"></td><td style="width:0.1%"></td><td style="width:0.389%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:13.649%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.389%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:13.649%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.389%"></td><td colspan="3" style="display:none"></td><td style="width:1.0%"></td><td style="width:13.653%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom"></td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Unrealized Gains (Losses) on Derivative Instruments</td><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom"><div style="text-align:center"><span

Unrealized Gains (Losses) on Investments		
Foreign Currency Translation Adjustment		
Total		
Balance as of December 31, 2022		
	\$	
		—
	\$	
		(77)
	\$	
		(25)
	\$	
		(102)
Other comprehensive income (loss) before reclassifications		

[illegible]

[illegible]

[illegible]

weight:400;line-height:100%">5,788 </td><td style="background-color:#ceefff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="6" style="background-color:#ffffff;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Shares of common stock available for future grants:</td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td></tr><tr><td colspan="6" style="background-color:#ceefff;padding:2px 1pt;text-align:left;vertical-align:bottom"><div style="text-indent:40.5pt">Amended and Restated 2021 Equity Incentive Plan (2)</div></td><td colspan="3" style="background-color:#ceefff;padding:0 1pt"></td><td colspan="2" style="background-color:#ceefff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">9,499 </td><td style="background-color:#ceefff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="6" style="background-color:#ffffff;padding:2px 1pt;text-align:left;vertical-align:bottom"><div style="text-indent:40.5pt">Amended and Restated 2012 Employee Stock Purchase Plan (2)</div></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">8,119 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td></tr><tr><td colspan="6" style="background-color:#ceefff;padding:2px 1pt;text-align:left;vertical-align:top">Total shares of common stock reserved for future issuance</td><td colspan="3" style="background-color:#ceefff;padding:0 1pt"></td><td colspan="2" style="background-color:#ceefff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">24,354 </td><td style="background-color:#ceefff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div></div><div style="padding-left:22.5pt;text-align:justify;text-indent:-22.5pt">(1)Represents the number of shares issuable upon settlement of outstanding restricted stock units ("RSUs") and performance-based RSUs ("PRsUs"), as discussed in Note 14.</div><div style="padding-left:22.5pt;text-align:justify;text-indent:-22.5pt">(2)Refer to Note 14

for a description of these plans.

During the years ended December 31, 2024 and 2023, we issued a total of 2.6 million and 2.7 million shares, respectively, from stock option exercises, vesting of RSUs, net of employee payroll taxes, and purchases from the employee stock purchase plan ("ESPP").

Treasury Stock

In May 2023, our board of directors authorized a program to repurchase up to \$1.5 billion of our common stock (the "Share Repurchase Program"). Under the program, we may repurchase our common stock from time to time through open market purchases, in privately negotiated transactions, or by other means, including through the use of trading plans intended to qualify under Rule 10b5-1 under the Securities Exchange Act of 1934, as amended, in accordance with applicable securities laws and other restrictions. The Share Repurchase Program does not have a fixed expiration date, may be suspended or discontinued at any time, and does not obligate us to acquire any amount of common stock. The timing, manner, price, and amount of any repurchases will be determined by us at our discretion and will depend on a variety of factors, including business, economic and market conditions, prevailing stock prices, corporate and regulatory requirements, and other considerations.

During the year ended December 31, 2024, the Company repurchased 0.8 million shares of its common stock for \$696 million. During the year ended December 31, 2023, the Company repurchased 0.9 million shares of its common stock for \$538 million. All repurchases were made in open market transactions. Repurchases of common stock are recognized as treasury stock and held for future issuance. As of December 31, 2024, \$266 million of the originally authorized amount under the Share Repurchase Program remained available for future repurchases. In January 2025, our board of directors authorized an additional \$3.0 billion in repurchases under the Share Repurchase Program.

Preferred Stock

Our board of directors has the authority, without further action by stockholders, to issue up to 10 million shares of preferred stock in one or more series. Our board of directors may designate the rights, preferences, privileges and restrictions of the preferred stock, including dividend rights, conversion rights, voting rights, terms of redemption, liquidation preference and number of shares constituting any series or the designation of any series. The issuance of preferred stock could have the effect of restricting dividends on our common stock, diluting the voting power of our common stock, impairing the liquidation rights of our common stock or delaying or preventing a change in control. As of December 31, 2024 and 2023, no shares of preferred stock were outstanding.

As of December 31, 2024, we had 206.5 million shares of common stock, net of treasury stock, outstanding and had reserved shares of common stock for future issuance as follows (in thousands):

RSUs (1)					
5,788 5,788					
Shares of common stock available for future grants: Amended and Restated 2021 Equity Incentive Plan (2)					
9,499 9,499					

Amended and Restated 2012 Employee Stock Purchase Plan

(2)	8,119	
Total shares of common stock reserved for future issuance		
	24,354	

(1)

Represents the number of shares issuable upon settlement of outstanding restricted stock units (“RSUs”) and performance-based RSUs (“PRSUs”), as discussed in Note 14.

(2)

Refer to Note 14 for a description of these plans.

Awards

We have three equity incentive plans: 2012 Equity Incentive Plan (the “2012 Plan”), amended and restated 2021 Equity Incentive Plan (the “2021 Plan”) and 2022 New-Hire Equity Incentive Plan (the “2022 Plan”). The 2012 Plan was terminated in connection with the initial approval of the 2021 Plan on June 7, 2021 but continues to govern the terms of outstanding equity awards that were granted prior to the termination of the 2012 Plan. As of June 7, 2021, we no longer grant equity awards pursuant to the 2012 Plan. The 2021 Plan, as amended and restated, was approved by the shareholders on June 1, 2023 to increase shares available for future grants by approximately 10 million shares. Upon effectiveness of the 2021 Plan, as amended and restated, the 2022 Plan was terminated, and no additional awards under the 2022 Plan have been made since the amendment and restatement of the 2021 Plan. Outstanding equity awards under the 2022 Plan continue to be subject to the terms and conditions of the 2022 Plan.

The 2021 Plan and the 2012 Plan provide for the grant of incentive stock options, nonqualified stock options, stock appreciation rights, RSUs,

performance-based stock awards and other forms of equity compensation (collectively, "equity awards"). The 2022 Plan permits the grant of any of the foregoing awards with the exception of incentive stock options. In addition, the 2022 Plan, the 2021 Plan and the 2012 Plan provide for the grant of performance cash awards. Incentive stock options may be granted only to employees. All other equity awards may be granted to employees, including officers, as well as directors and consultants.

Our Amended and Restated 2012 Employee Stock Purchase Plan (the "2012 ESPP") authorizes the issuance of shares of common stock pursuant to purchase rights granted to our employees. The price at which common stock is purchased under the 2012 ESPP is equal to 85% of the fair market value of our common stock on the first or last day of the offering period, whichever is lower. Offering periods are six months long and begin on February 1 and August 1 of each year. The number of shares of common stock reserved for issuance will not be increased without shareholder approval.

Stock Options

Stock options are exercisable at a price equal to the market value of the underlying shares of common stock on the date of the grant as determined by the closing price of our common stock as reported on the New York Stock Exchange on the date of grant. Stock options granted under the 2012 Plan to new employees generally vest 25% one year from the date the requisite service period begins and continue to vest monthly for each month of continued employment over the remaining three years. Options granted generally are exercisable for a period of up to ten years contingent on each holder's continuous status as a service provider.

A summary of stock option activity for the year ended December 31, 2024 was as follows:

Number of Shares	Weighted-Average Exercise Price Per Share	Weighted-
1,000,000	\$10.00	Average
1,000,000	\$10.00	Exercise
1,000,000	\$10.00	Price Per Share
1,000,000	\$10.00	Weighted-

Average			Remaining			Contractual			Term		
Aggregate			Intrinsic Value			(in thousands)			(in years)		
Outstanding as of December 31, 2023			\$			603.30			(74)		
Exercised			\$								

[illegible]

418			
Vested and expected to vest as of December 31, 2024			
878			
\$			
614.17			
6.5			
\$			
391			
Vested and exercisable as of December 31, 2024			
444			
\$			
545.37			
6.2			

Aggregate intrinsic value represents the difference between the estimated fair value of our common stock and the exercise price of outstanding, in-the-money options. The total intrinsic value for stock options exercised for the years ended December 31, 2024, 2023 and 2022, was \$35 million, \$15 million and \$40 million, respectively.	229

The total fair value of shares vested was \$98 million, \$7 million and \$11 million for the years ended December 31, 2024, 2023 and 2022, respectively. No stock options were granted during the years ended December 31, 2024 and December 31, 2023. The weighted-average grant-date fair value of stock options granted was \$273.63 per share for the year ended December 31, 2022.

During the year ended December 31, 2021, a one-time long-term performance-based option award was granted to the Chief Executive Officer (“2021 CEO Performance Award”) and to certain executives (collectively “2021 Performance Awards”) under the 2021 Plan at a total grant date fair value of \$232 million. The 2021 Performance Awards will vest in eight equal tranches based on service and achievement of both performance and market conditions, subject to continued employment and specifically for the 2021 CEO Performance Award, as CEO or Executive Chairman of the Company, through each vesting date. The performance and market conditions for a particular tranche may be achieved at different points in time and in any order but will become eligible to vest only when all service, performance and market conditions for the respective tranche are met but no earlier than two years from date of grant. The performance and market conditions must be achieved by September 30, 2026 (the “Performance Period”). The stock price metric will be achieved when both the 180-day volume weighted-average price (“VWAP”) and the 30-day VWAP equal or exceed the respective tranche stock price metric on any day during the Performance Period. The performance metric is achieved when the trailing four-quarter cumulative GAAP subscription revenues equal or exceed the respective tranche performance target. Shares acquired upon exercise of the options cannot be sold, transferred or disposed until after the end of the Performance Period and the 2021 Performance Awards will expire ten years from the respective date of grant. As of December 31, 2024, the first three tranches were vested based on achievement of both the performance and market conditions.

The fair value of the 2021 Performance Awards and the corresponding derived service periods were estimated using the Monte Carlo simulation. Stock-based compensation expense is recognized on a graded vesting basis over the requisite service period for each respective tranche, but not shorter than the two-year minimum service period, and includes an

assessment of when it is probable the performance condition will be achieved, which involves a subjective assessment of our future financial projections.

As of December 31, 2024, total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested stock options was approximately \$7 million. The weighted-average remaining vesting period of unvested stock options as of December 31, 2024 was approximately one year.

RSUs

A summary of RSU activity for the year ended December 31, 2024 was as follows:

	Number of Shares	Weighted-Average Grant-Date Fair Value Per Share	(in thousands)
Outstanding as of December 31, 2023	6,262	\$	506.77

Granted		3,031			\$		791.14		
Vested			(2,944)		\$			545.45	
Forfeited			(561)		\$			567.81	
Outstanding as of December 31, 2024			5,788						

630.10

Expected to vest as of December 31, 2024

5,233

RSUs outstanding as of December 31, 2024 were comprised of 5.3 million RSUs with only service conditions and 0.5 million RSUs with both service conditions and performance conditions, including certain RSUs with additional market conditions. The total intrinsic value of the RSUs vested was \$2.4 billion, \$1.6 billion and \$1.5 billion for the years ended December 31, 2024, 2023 and 2022, respectively. As of December 31, 2024, the aggregate intrinsic value of RSUs outstanding was \$6.1 billion and RSUs expected to vest was \$5.5 billion. The weighted-average grant-date fair value of RSUs granted was \$791.14, \$479.18 and \$541.24 per share for the years ended December 31, 2024, 2023 and 2022, respectively.

PRSUs have service, performance and market vesting conditions. The ultimate number of shares eligible to vest range from 0% to 200%, subject to our board of directors compensation committee’s approval of performance metrics achievement and, for certain PRSUs, total shareholder return relative to that of the S&P 500 index. The eligible shares subject to PRSUs granted during the year ended December 31, 2024 will vest in one to three years contingent on each holder’s continuous status as an employee on the applicable vesting dates. The number of PRSUs granted included in the table above reflects the shares that could be eligible to vest at 100% of target for PRSUs and includes adjustments for over or under achievement for PRSUs granted in the prior year.

We recognized \$147 million, \$145 million and \$121 million of stock-based compensation expense, net of actual and estimated forfeitures, associated with PRSUs on a graded vesting basis during the years ended December 31, 2024, 2023 and 2022, respectively.

As of December 31, 2024, total unrecognized compensation cost, adjusted for estimated forfeitures, related to unvested RSUs was \$2.9 billion and the weighted-average remaining vesting period was approximately three years.

4.96% - 5.39%		
2.96% - 5.39%		
0.06% - 2.96%		
Stock Options	*	
2.04%		
PRSU		
3.97% - 4.56%		
4.34%		
1.76%		
Expected Term (in years)		
ESPP		

0.5		
0.5		
0.5		
Stock Options		
* * * 10		
Expected Volatility		
ESPP		
25% - 40%		
33% - 59%		
35% - 59%		
Stock Options		
* * *		

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[illegible]

Exercised			(74)		
\$			324.80		
\$			35		
Forfeited			(128)		
\$			645.02		
Outstanding as of December 31, 2024					

					\$	619.43							6.6						\$	418																					
Vested and expected to vest as of December 31,			2024		878										\$			614.17									6.5						\$			391					
Vested and exercisable as of December 31,																																									

bottom:3pt double #000000;border-top:3pt double #000;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">444 </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:3pt double #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;padding:2px 0;text-align:right;vertical-align:bottom">545.37 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="3" style="background-color:#ffffff;padding:2px 1pt;text-align:right;vertical-align:bottom">6.2</td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;padding:2px 0;text-align:right;vertical-align:bottom">229 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div>1150000603.3074000324.80350000000128000645.02948000619.43P6Y7M6D41 style="text-indent:22.5pt">A summary of RSU activity for the year ended December 31, 2024 was as follows: </div><div style="margin-top:5pt"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:69.514%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:13.666%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.384%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:12.936%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Number of
Shares </td><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Weighted-Average Grant-Date Fair Value Per Share</td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">(in thousands)</td><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="padding:0 1pt"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom">Outstanding as of December 31, 2023</td><td colspan="2" style="background-color:#cceeef;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">6,262 </td><td>

\$	506.77		
Granted			
3,031			
\$	791.14		
Vested	(2,944)		
\$	545.45		
Forfeited	(561)		
\$	567.81		

[illegible]

2023		
2022		
Risk-Free Interest Rate		
ESPP		
4.96% - 5.39%		
2.96% - 5.39%		
0.06% - 2.96%		
Stock Options		
*		
PRSU		
3.97% - 4.56%		

[illegible]

25% - 40%		
33% - 59%		
35% - 59%		
40%		
42%		
45%		
42%		

* There were no stock option grants in 2024 and 2023.

0.04960.05390.02960.05390.00060.02960.02040.03970.04560.04340.0176P0YI

Income Per Share

Basic net income per share attributable to common stockholders is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period. Diluted net income per share is computed by dividing net income attributable to common stockholders by the weighted-average number of shares of common stock outstanding during the period, adjusted for the effects of dilutive shares of common stock, which are comprised of outstanding stock options, RSUs, ESPP obligations, the 2022 Notes and the 2022 Warrants. Stock awards with performance or market conditions are included in dilutive shares to the extent all

conditions are met. The potentially dilutive shares of common stock are computed using the treasury stock method or the as-if converted method, as applicable. The effects of outstanding stock options, RSUs, ESPP obligations, 2022 Notes and 2022 Warrants are excluded from the computation of diluted net income per share in periods in which the effect would be antidilutive.

The following table presents the calculation of basic and diluted net income per share attributable to common stockholders (in millions, except for number of shares reflected in thousands and per share data):

	Basic	Diluted	Weighted Average Shares Outstanding	Net Income	Per Share Amount
Year Ended December 31,					
2024					
Numerator:					
	\$				
1,425					

[illegible]

[illegible]

[illegible]

[illegible]

Net income			1,425	
Denominator:				
Weighted-average shares outstanding - basic			205,834	
			204,137	
			201,430	

[illegible]

Settlement of 2022 Warrants			
—			
153			
Weighted-average shares outstanding - diluted			
208,423			
205,591			
203,535			
Net income per share - basic			
\$			
6.92			
\$			

8.48	\$		
1.61	1.61		
Net income per share - diluted			
\$			
6.84			
8.42			
1.60			
1.60			
Common stock options, RSUs and ESPP obligations excluded from diluted net income per share because their effect would have been anti-dilutive			
711		711	
<span style="color: #000000; font-			

family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%>3,191</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;border-bottom:3pt double #000;border-top:3pt double #000000;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">4,658</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:3pt double #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div><div style="text-align:justify;text-indent:22.5pt">The following table presents the calculation of basic and diluted net income per share attributable to common stockholders (in millions, except for number of shares reflected in thousands and per share data):</div><div style="margin-top:5pt;text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:56.274%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:12.616%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.537%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:12.616%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.537%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:12.620%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom"></td><td colspan="15" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Year Ended December 31,</td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2024</td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2023</td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2022</td></tr><tr><td colspan="3" style="background-color:#e6e6ff;padding:2px 1pt;text-align:left;vertical-align:top">Numerator:</td><td colspan="3" style="background-color:#e6e6ff;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#e6e6ff;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#e6e6ff;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#e6e6ff;border-top:1pt solid #000000;padding:0 1pt"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt 2px 28pt;text-align:left;vertical-align:top"><span style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-

height:100%">Net income</td><td style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;padding:2px 0;text-align:right;vertical-align:bottom">1,425 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;padding:2px 0;text-align:right;vertical-align:bottom">1,731 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;padding:2px 0;text-align:right;vertical-align:bottom">325 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt;text-align:left;vertical-align:top">Denominator:</td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt;text-align:left;vertical-align:top"> Weighted-average shares outstanding - basic </td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">205,834 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">204,137 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td colspan="2" style="background-color:#ffffff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">201,430 </td><td style="background-color:#ffffff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt 2px 19pt;text-align:left;vertical-align:bottom">Weighted-average effect of potentially dilutive securities:</td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td></tr></table>

[illegible]

[illegible]

[illegible]

142500000017310000000325000000020583400020413700020143000025890001

for (Benefit from) Income Taxes

The components of income before income taxes by U.S. and foreign jurisdictions were as follows (in millions):

	2024	2023	2022
United States	\$1,055		

	\$	523			
	\$	173			
	Foreign				
		683			
	Total				
	\$	1,738			
	\$	1,008			

399	399	

The provision for (benefit from) income taxes consists of the following (in millions):

			<table border="1"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> <tr> <td colspan="3">Year Ended December 31,</td> </tr> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> <tr> <td colspan="3">2024</td> </tr> <tr> <td colspan="3">2023</td> </tr> <tr> <td colspan="3">2022</td> </tr> <tr> <td colspan="3">Current provision:</td> </tr> <tr> <td colspan="3"></td> </tr> <tr> <td colspan="3"></td> </tr> <tr> <td colspan="3"></td> </tr> <tr> <td colspan="3"></td> </tr> <tr> <td colspan="3">Federal</td> </tr> </table>											Year Ended December 31,						2024			2023			2022			Current provision:															Federal		
Year Ended December 31,																																														
2024																																														
2023																																														
2022																																														
Current provision:																																														
Federal																																														

	\$	36			
	\$	2			
	\$	—			
State					
		49			
		31			
		13			
Foreign					
		130			
		101			

46			
215			
134			
59			
Deferred provision:			
Federal			
		51	
		(750)	
		(1)	
State			
		(5)	

[illegible]

313		\$	(723)		\$	74

The effective income tax rate differs from the federal statutory income tax rate applied to the income before income taxes due to the following (in millions):

			Year Ended December 31,														
						2024			2023			2023					

2022					
Tax computed at U.S. federal statutory rate					
\$	365				
\$	212				
\$	84				
State taxes, net of federal benefit					
		42			
				47	
				10	
10					
10					

U.S. tax on foreign earnings					(7)
					42
					96
Tax rate differential for international subsidiaries					24
					29
					18
Stock-based compensation					(78)
					25
					7
Executive compensation					

[illegible]

7		
Valuation allowance		
25		
(1,032)		
(100)		
Provision for (benefit from) income taxes		
\$		
313		
\$		
(723)		
\$		
74		

Significant components of our deferred tax assets are shown below (in millions). A valuation allowance has

458	476	Lease liability	171	184	Capitalized research and development	434	324	Depreciation and amortization	514	552	Other	168

167				Total deferred tax assets		
1,883			1,960			
			Less: valuation allowance		(220)	
			(196)		1,764	
			1,663		1,764	
Deferred tax liabilities:						
Right of use						

asset		(150)	
Depreciation and amortization		(113)	
Other		(90)	
Net deferred tax assets		\$	
		1,339	
		\$	

1,468

As of December 31, 2024, we had no unremitted earnings when evaluating our outside basis difference relating to our U.S. investment in foreign subsidiaries. However, there could be local withholding taxes due to various foreign countries and/or U.S. state taxes if certain lower tier earnings are distributed. During 2024, a decision was made to change our indefinite reinvestment assertion such that we no longer permanently reinvest all foreign earnings. Foreign withholding taxes after U.S. foreign tax credit and/or state taxes that would be payable upon remittance of these lower tier earnings are currently estimated to be immaterial.

As of December 31, 2024, we had U.S. federal net operating loss and federal tax credit carryforwards of \$46 million and \$376 million, respectively, as reported on our tax returns. The federal tax credits will begin to expire in 2039 if not utilized. In addition, as of December 31, 2024, we had state net operating loss and state tax credit carryforwards of approximately \$0.8 billion and \$313 million, respectively, as reported on our tax returns. The state net operating loss will begin to expire in 2032 if not utilized. State tax credits and a portion of the federal net operating loss carryforwards can be carried forward indefinitely. Utilization of our net operating loss and credit carryforwards may be subject to annual limitation due to the ownership change limitations provided by the Internal Revenue Code and similar state provisions. Such an annual limitation could result in the expiration of the net operating loss and tax credit carryforwards before utilization.

As of December 31, 2024, we had Canada net operating loss and tax credit carryforwards of \$150 million and \$12 million, respectively, as reported on our tax returns. The Canada net operating loss and tax credits will begin to expire in 2039 and 2037, respectively, if not utilized. In addition, as of December 31, 2024, we had United Kingdom net operating loss carryforwards of \$147 million, as reported on our tax returns. The United Kingdom net operating loss can be carried forward indefinitely.

The increase in the 2024 valuation allowance of \$24 million was primarily attributable to California tax credit generation. The decrease in the 2023 valuation allowance of \$1.03 billion was primarily attributable to the \$1.05 billion release of certain U.S. federal and state valuation allowances offset by approximately a \$20 million increase in the California valuation allowance.

The income tax benefit was \$723 million for the year ended December 31, 2023. The income tax benefit was primarily attributable to the release of the valuation allowance of certain U.S. federal and state deferred tax assets. We regularly assess the need for a valuation allowance against our deferred tax assets. In making that assessment, we consider both positive and negative evidence related to the likelihood of realization of the deferred tax assets to determine, based on the weight of available evidence, whether it is more likely than

not that some or all of the deferred tax assets will not be realized. As of June 30, 2023, we achieved cumulative U.S. income during the prior twelve quarters when considering pre-tax income adjusted for permanent differences and other comprehensive losses. Based on all available positive and negative evidence, having demonstrated sustained profitability which is objective and verifiable, and taking into account anticipated future earnings, we concluded it is more likely than not that our U.S. federal and state deferred tax assets will be realizable, with the exception of California. We released \$1.05 billion of our valuation allowance during the year ended December 31, 2023. As of December 31, 2024 and 2023, we maintained a valuation allowance of \$220 million and \$196 million, respectively, against our California deferred tax assets due to the uncertainty regarding realizability of these deferred tax assets as they have not met the "more likely than not" realization criteria, particularly as we expect research and development tax credit generation to exceed our ability to use the credits in future years. We will continue to monitor the need for a valuation allowance against our deferred tax assets on a quarterly basis.

The \$98 million decrease in the 2022 valuation allowance was primarily attributable to a decrease in deferred tax assets related to the utilization of net operating losses.

A reconciliation of the beginning and ending balance of total unrecognized tax benefits is as follows (in millions):

Year Ended December 31,			Balance, beginning period														
			2024														
			2023														
			2022														

[illegible]

[illegible]

(1)		
Balance, end of period		
\$		
291		
\$		
221		
\$		
159		

As of December 31, 2024, we had gross unrecognized tax benefits of approximately \$291 million, of which \$210 million would impact the effective tax rate, if recognized. We recognize accrued interest and penalties related to unrecognized tax benefits as income tax expense. Accrued interest and penalties included in our liability related to unrecognized tax benefits were \$9 million and \$6 million as of December 31, 2024 and 2023, respectively. The amount of unrecognized tax benefits could be reduced upon expiration of the applicable statutes of limitations. The potential reduction in unrecognized tax benefits during the next 12 months is not expected to be material. Interest and penalties accrued on these uncertain tax positions are recognized as income tax expense and will be released

upon the expiration of the statutes of limitations. These amounts are also not material for any periods presented. Further, \$68 million and \$51 million of unrecognized tax benefits have been recorded as liabilities as of December 31, 2024 and 2023, respectively.

We are subject to taxation in the United States and foreign jurisdictions. As of December 31, 2024, our tax years 2004 to 2024 remain subject to examination in most jurisdictions.

Due to differing interpretations of tax laws and regulations, tax authorities may dispute our tax filing positions. We periodically evaluate our exposures associated with our tax filing positions and believe that adequate amounts have been reserved for adjustments that may result from tax examinations.

The components of income before income taxes by U.S. and foreign jurisdictions were as follows (in millions):

	2024	2023	2022
United States			

[illegible]

[illegible]

Federal	\$	36			
2					
State					
49					
31					
13					
Foreign					

[illegible]

[illegible]

Year Ended December 31,															
2024			2023			2022									
Tax computed at U.S. federal statutory rate			\$			365			\$			212			
State taxes, net of federal benefit															

	47			10
U.S. tax on foreign earnings	(7)			
	42			
				96
Tax rate differential for international subsidiaries				
				24
				29
				18
Stock-based compensation	(78)			

[illegible]

height:100%">Other		
12		
15		
7		
Valuation allowance		
25		
(1,032)		
(100)		
Provision for (benefit from) income taxes		
\$		
313		
\$		
(723)		

[illegible]

[illegible]

514				
552				
Other		168		
		167		
		Total deferred tax assets		
1,883		1,960		
		Less: valuation allowance		
(220)		(196)		
		1,663		

			1,764
Deferred tax liabilities:			
Right of use asset			(150)
			(165)
Depreciation and amortization			(113)
			(90)
Other			(61)
			(41)
Net deferred tax			

[illegible]

[illegible]

Gross decreases		(2)		—		(1)	
						(1)	
						(1)	
						(1)	
						(1)	
						(1)	
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color:#cceeef;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="2" style="background-color:#cceeef;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(1)</td><td style="background-color:#cceeef;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#cceeef;padding:0 1pt"></td><td colspan="2" style="background-color:#cceeef;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">(2)</td><td style="background-color:#cceeef;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt;text-align:left;vertical-align:top">Balance, end of period</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 0;text-align:right;vertical-align:bottom">291</td><td style="background-color:#ffffff;border-bottom:3pt double #000;border-top:1pt solid #000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">221</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">159</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div>2210000001590000001240000002000000002000000010000007300000063000

and Contingencies <div style="text-indent:22.5pt">Operating Leases</div><div style="text-align:justify;text-indent:22.5pt">
</div><div style="text-align:justify;text-indent:22.5pt"> For some of our offices and data centers, we have entered into non-cancellable operating lease agreements with various expiration dates through 2035. Certain lease agreements include options to renew or terminate the lease, which are not reasonably certain to be exercised and therefore are not factored into our

determination of lease payments.

Total operating lease costs were \$130 million, \$129 million and \$112 million for each of the years ended December 31, 2024, 2023 and 2022, respectively.

For the years ended December 31, 2024 and 2023, total cash paid for amounts included in the measurement of operating lease liabilities was \$85 million and \$82 million, respectively. Operating lease liabilities arising from obtaining operating right-of-use assets totaled \$84 million and \$130 million for the years ended December 31, 2024 and 2023, respectively.

As of December 31, 2024, the weighted-average remaining lease term is approximately eight years, and the weighted-average discount rate is 4%.

Maturities of operating lease liabilities as of December 31, 2024 are presented in the table below (in millions):

Years Ending December 31,	2025	2026	2027	2028	2029	2030	Thereafter	Total
	\$							
	130							
	114							

2027		
111		
2028		
106		
2029		
97		
Thereafter		
366		
Total operating lease payments		
924		
Less: imputed interest		
(135)		
Present value of operating lease liabilities		

[illegible]

	family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">2025			
	\$	536		
2026				
590				
2027				
756				
2028				
1,886				
2029				
Thereafter				
213				
Total				

	\$	4,102

(1)Not included in the table above are certain purchase commitments related to our future annual Knowledge user conferences and other customer or sales conferences to be held in 2025 and future years. If we had canceled these contractual commitments as of December 31, 2024, we would have been obligated to pay cancellation penalties of approximately \$56 million in aggregate.

We have entered into various non-cancellable agreements with cloud service providers, under which we have committed to spend an aggregate of \$805 million through 2029 on cloud services. In addition, we have entered into a non-cancellable agreement with an information technology equipment provider, under which we have committed to spend \$1.9 billion through 2028 on capital expenditures to expand our data centers. The unutilized amounts are included within the table above.

In addition to the amounts above, the repayment of our 2030 Notes with an aggregate principal amount of \$1.5 billion is due on September 1, 2030. Refer to Note 11 for further information regarding our 2030 Notes.

Legal Proceedings

</div><div style="text-align: justify; text-indent: 22.5pt">We are party to certain litigation and other legal proceedings. While legal proceedings are inherently unpredictable and subject to uncertainties, we do not believe the ultimate resolution of any such proceedings is likely to result in a material loss. We accrue for loss contingencies when it is both probable that we will incur the loss and when we can reasonably estimate the amount of the loss or range of loss.</div><div style="text-align: justify; text-indent: 22.5pt">
</div><div style="text-align: justify; text-indent: 22.5pt">On July 5, 2022, InQuisient Inc. ("Plaintiff") filed a complaint against ServiceNow, Inc. in the U.S. District Court for the District of Delaware, alleging the Now Platform's use of relational databases infringes three of Plaintiff's patents and seeking injunctive relief and unspecified damages. The Company denied Plaintiff's allegations and asserted Plaintiff's patents were, among other things, invalid, not

infringed and otherwise unenforceable. In December 2024, the parties entered into a confidential settlement agreement resolving the matter for an immaterial amount.

Any adverse determination related to intellectual property claims or other litigation could prevent us from offering our services and adversely affect our financial condition and results of operations. For additional information regarding intellectual property litigation, see “Risk Factors—We may not be able to protect or enforce our intellectual property rights.”

Other

As previously disclosed, through its internal processes, the Company received a complaint that raised potential compliance issues related to one of its government contracts. The Company initiated an internal investigation, with the assistance of outside legal counsel, into the validity of these claims that concern the hiring of the Chief Information Officer of the U.S. Army as the Company’s Head of Global Public Sector in March 2023. As a result of the investigation, the Company’s board of directors determined that the Company’s President and Chief Operating Officer and the hired individual violated Company policy regarding a possible conflict relating to such individual’s hiring. On July 24, 2024, the Company and its President and Chief Operating Officer came to a mutual agreement that he would resign from all positions

with the Company, effective immediately. The other individual also has departed the Company. The Company has informed the Department of Justice, the Department of Defense Office of Inspector General and the Army Suspension and Debarment Office of the investigation and is continuing to cooperate with the Department of Justice, which has commenced its own investigation into these matters. The Company cannot predict the timing, outcome or possible impact of the investigation.

Indemnification Provisions

Our agreements include provisions indemnifying customers against intellectual property and other third-party claims. In addition, we have entered into indemnification agreements with our directors, executive officers and certain other officers that will require us, among other things, to indemnify them against certain liabilities that may arise as a result of their affiliation with us. We have not incurred any costs as a result of such indemnification obligations and have not recorded any liabilities related to such obligations in the consolidated financial statements.

130000000129000000112000000850000008200000084000000130000000P8Y0

<u>Maturities of operating lease liabilities as of December 31, 2024 are presented in the table below (in millions):</u>			

[illegible]

Thereafter		
366		
Total operating lease payments		
924		
Less: imputed interest		
(135)		
Present value of operating lease liabilities		
\$ 789		

	Purchase Obligations
(1)	
Years Ending December 31,	
2025	\$
536	
2026	590
2027	756
2028	1,886
2029	121

Thereafter

213

Total

\$4,102

(1) Not included in the table above are certain purchase commitments related to our future annual Knowledge user conferences and other customer or sales conferences to be held in 2025 and future years. If we had canceled these contractual commitments as of December 31, 2024, we would have been obligated to pay cancellation penalties of approximately \$56 million in aggregate.

Legal Proceedings

We are party to certain litigation and other legal proceedings. While legal proceedings are inherently unpredictable and subject to uncertainties, we do not believe the ultimate resolution of any such proceedings is likely to result in a material loss. We accrue for loss contingencies when it is both probable that we will incur the loss and when we can reasonably estimate the amount of the loss or range of loss.

On July 5, 2022, InQuisient Inc. ("Plaintiff") filed a complaint against ServiceNow, Inc. in the U.S. District Court for the District of Delaware, alleging the Now Platform's use of relational databases infringes three of Plaintiff's patents and seeking injunctive relief and unspecified damages. The Company denied Plaintiff's allegations and asserted Plaintiff's patents were, among other things, invalid, not infringed and otherwise unenforceable. In December 2024, the parties entered into a confidential settlement agreement resolving the matter for an immaterial amount.

[illegible]

Year Ended December 31,		
2024	2023	2022
North America		
(1)		
\$	6,909	
\$	5,702	
\$	4,723	
EMEA		
(2)		

[illegible]

[illegible]

\$				
871				
EMEA				
(2)				
428				
312				
Asia Pacific and other				
191				
175				
Total property and equipment, net				
\$				
1,763				
\$				
1,358				

1,358

weight:400;line-height:120%"></div><div style="padding-left:22.5pt;text-align:justify;text-indent:-22.5pt">(1)Revenues attributed to the United States were 94% of North America revenues for each of the years ended December 31, 2024, 2023, and 2022.</div><div style="padding-left:22.5pt;text-align:justify;text-indent:-22.5pt">(2)Europe, the Middle East and Africa ("EMEA").</div><div style="padding-left:22.5pt;text-align:justify;text-indent:-22.5pt">(3)Property and equipment, net attributed to the United States were 79% of property and equipment, net attributable to North America as of December 31, 2024 and 2023, respectively.</div><div>
</div><div style="text-indent:22.5pt">Subscription revenues consist of the following (in millions):</div><div style="margin-top:5pt;text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:45.880%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:15.983%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.536%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.131%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.536%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.134%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="15" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Year Ended December 31,</td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2024</td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2023</td><td colspan="3" style="border-top:1pt solid #000;padding:2px 1pt;text-align:center;vertical-align:bottom">2022</td></tr><tr><td colspan="3" style="background-color:#cceeef;padding:2px 1pt;text-align:left;vertical-align:bottom">Digital workflow products</td><td style="background-color:#cceeef;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="background-

9,422			
7,679			
\$			
6,077			
ITOM products			
1,224			
1,001			
814			
Total subscription revenues			
\$			
10,646			

[illegible]

[illegible]

align:bottom">971 </td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">744 </td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#ffffff;padding:2px 1pt;text-align:left;vertical-align:top">Total revenues</td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">10,984 </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">8,971 </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#ffffff;padding:0 1pt"></td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$ </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">7,245 </td><td style="background-color:#ffffff;border-bottom:3pt double #000000;border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div>69090000005702000000472300000002834000000229800000017780000001241 style="text-indent:22.5pt">Property and equipment, net by geographic area were as follows (in millions):</div><div style="margin-top:5pt;text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:bottom;width:100.000%"><tr><td style="width:1.0%"></td><td style="width:63.856%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.055%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.533%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:16.056%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom"><span style="color:#000000;font-family:'Times

New Roman',sans-serif;font-size:8pt;font-weight:400;line-height:100%"></td><td colspan="9" style="padding:2px 1pt;text-align:center;vertical-align:bottom">December 31,</td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2024</td><td colspan="3" style="border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2023</td></tr><tr><td colspan="3" style="background-color:#e6e6ff;padding:2px 1pt;text-align:left;vertical-align:top">Property and equipment, net:</td><td colspan="3" style="background-color:#e6e6ff;border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="3" style="background-color:#e6e6ff;border-top:1pt solid #000000;padding:0 1pt"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:top"> North America(3) </td><td style="padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="padding:2px 0;text-align:right;vertical-align:bottom">1,144</td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td style="padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">\$</td><td style="padding:2px 0;text-align:right;vertical-align:bottom">871</td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="background-color:#e6e6ff;padding:2px 1pt;text-align:left;vertical-align:top"> EMEA(2) </td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">428</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="background-color:#e6e6ff;padding:0 1pt"></td><td colspan="2" style="background-color:#e6e6ff;padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">312</td><td style="background-color:#e6e6ff;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Asia Pacific and other</td><td colspan="2" style="padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Asia Pacific and other</td><td colspan="2" style="padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Asia Pacific and other</td><td colspan="2" style="padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Asia Pacific and other</td><td colspan="2" style="padding:2px 1pt 2px 19pt;text-align:left;vertical-align:top">Asia Pacific and other</td></tr></table>

191	175	
Total property and equipment, net	\$	1,763

(1)

Revenues attributed to the United States were 94% of North America revenues for each of the years ended December 31, 2024, 2023

>, and 2022.

(2)

Europe, the Middle East and Africa ("EMEA").

(3)

Property and equipment, net attributed to the United States were 79% of property and equipment, net attributable to North America as of December 31, 2024 and 2023,

respectively.

Subscription revenues consist of the following (in millions):

[illegible]

1,224	1,001	814
Total subscription revenues		
\$	10,646	
\$	8,680	
\$	6,891	

94220000007679000000607700000012240000001001000000081400000010646

Event

In January 2025, our board of directors authorized an additional \$3.0 billion in repurchases under the Share Repurchase Program. Refer to Note 13 “Stockholders’ Equity” for additional information about the Share Repurchase Program.

3000000000falsefalsefalse

Larry Quinlan, a member of our

board of directors, adopted a trading plan on November 1, 2024. The plan, which expires April 30, 2025, provides for the sale of 830 shares of our common stock during the plan period.

Larry Quinlanmember of our board of directorstrueNovember 1, 2024April 30, 2025830

Gina Mastantuono, our Chief Financial Officer, adopted a trading plan on November 22, 2024. The plan, which expires October 31, 2025, provides for the sale of (i) up to 352 shares of our common stock and (ii) up to 80% of the net vested shares resulting from the vesting of 14,467 restricted stock units and performance-based restricted stock units during the plan period, subject to certain vesting conditions. Net vested shares are net of tax withholding.

Gina MastantuonoChief Financial OfficertrueNovember 22, 2024October 31, 202535214467

Frederic Luddy, a member of our board of directors, adopted a trading plan on November 26, 2024. The plan, which expires May 30, 2025, provides for the sale of 100% of the net vested shares resulting from the vesting of 428 restricted stock units during the plan period, subject to certain vesting conditions.

Frederic Luddymember of our board of directorstrueNovember 26, 2024May 30, 2025428true

includes stock-based compensation as follows:

Year Ended December 31, 2024	2023	Cost of revenues:	Subscription \$250	\$202	\$157	Professional services and other	46	52	67	Operating expenses:	Sales and marketing	565	505	459	Research and development	655	579	495	General and administrative	230	266	223

47>@G&SC60S.3.MI4H79=j.9&L"LiTL;0/L+FPWOVA%Q"8Z>'1=>8G@.@!D>3=CK*S7/GP8+#!%+(N/E((@:YB-!6F\$J5 M#U-4'9UND;HJ08W3+!+V%RHSTHY0B.79>A3@0S8R2CJ6@Q7D4 0>I3>QI< MK8BA!Q4^VA6.\$* C*Z3@.7%UXN<NM3-GK6&WHL5T>LD<,*5:7N3J38#M.7:ZGFXB9*^5%XCF5)7&AWS(65H)92">.H" MDOLMT+O!VW3.7>R!>+!3B_RG<L7^C!+>L^G RNN!7!G!O!V49&&3X3X4P.MO6YG6^H)2%OX0D.7:G#^<QQAI<90&83>>=>...YX^<^I.3G/ Z.9):W"EL. M3216*~ K7\$80GON"IXWBO=7!~QMR(49X.P%#P#54A=2!LG..55X9.P2^@M!8IV=^*Q!K13X8^7OMYIU"=Y3R7/K>GBY4KXYL^!\$H9VP!67U773H< 75-MQZKMKK8.F!>6ZZ.YVP2M.D!%3!C^PY>:4HLC0@5*&6%T)F7*~UTMTJ\$!M>+W7P>3PG05;MIV@47=78K)4!6M>=&@4%HEY#Z2XG" Q3!AVHN =!P'R.U!LQ!1S^AB+!~V!G9!A?DUO MJXF!A(OI"=GUJ7ZP#WZ!"&VTRMQAT6\$(L7^BL%E0.45APW!"~HTQ7/FBH;9 M6IP @:~PN!D^F!E16^!K6N4%FI9/U73D^W760=&J^!KGK.%P=Z1Y^!&89C)WH!@OM5^WX+8SS^AO^Z!9+25:6 M.TD:IMH!^!4+K&S^VM. 2NX(5HO^Z@6K2!H0FE0.G:X 42!>&^F7!J!M.C2GW+M5.LZTK^!V7/UJ G@/@4JO!T5+!@6H/O!N3!H0CS.@TUC88SRKEN.M23)3WNS25!HHD02AA^MT.V(15^4)4!YXH03258L^X2SH.9!A\$2^8WMSVW* MHS7~G4.MNKEDS2BOPN:KA.B-K.NI^\$*J!K:3R3K^5OUZZ?O08)+!+S00>QNK^G5!Z! M\$!J7=.B72^QC6V=T%02!FPYDS="!~*9K?6#AO.MZUT+!F7+!YS8.BF.6Z M2R-IA@R7U!9X.M.MZICN.T6Q4!O? F9TRHB!H.39 <<=&(5UK3!0273V4C7SGKN+!+^6^LFL& MM@5ES!4 !QYPP" JZ!200^FPV>ADKMZRZ0ZY87B4!L@~!H8\$M^OM0EHQ!1 MV.<<6!(XQF5Q7^RKIU0!O!H!GKS!V2+!T!R!>R!>^<RMH 0* MLZ(MH!+XSH=BG.EC^&Z RNPY0&K^N% YWA!+7C>+!E)~958^@DRQH=HQPWPHAK76?13JDZF? Q3Y7H"~.C7YC.FV#3V!>B+!A^RR# MKH.A%~M<97Y8UXB.6!HVO!H.U#;+!C<^!QU4O&KPN<9.6Z.T8CB@!9YCI M\$!>~KDBCNNBP@Y#1P>Z\$C<~.N!5Z&3^XB079>R^Y&Y!W"77=BBIU^XTM! M0\$!GDRH9!9ZMEX.3R!7R#B.2\$<~N!LISR-MU=H3!HCN! (@>ZL.66Q)-20CAI&Y7M!;0\$>2\$4!1D!>+!P\$>\$!^0+B @.7:77+TJ- (DI!^ MZ#6A!@CALO<^Y!QO!WV^Y5O?>O^!MT#W.M9(UULJ8YV!~K)IF05%4Q3 UC)Z^Q&A.7\$MT\$@PFZYTL L M+L@>2. (%YQ 9!S=<=>MUU^LJML5PJR.U!4POA.Y7>!5"Y-DOV@H<62B,BQ!M!YKZ KM^4!1T25!MDG!FR^5!B!4H%U&A2RR? SCZM^HBM.S!1MR1K9!Q0" @ M<~&5E>9YV!SGFOMFHFX.W+!JO.R+&.(EN^XJRE06!Y"BO!H!B!L!Y!W!DS M.KY3^D.IUX8."B^N\$!EG54.5..A0-7^&2G0-3.W3WN@. !W!VY.SDFO^9.M!H7QWQX@!0H!"6L\$7!P7=>~(E)E!H!P6">~!82&KQAE65!U\$!>7>Z!Y4!O\$5!X8?^!R+&!.170K9F^*=@.C0GENY!@!WV32RL7R7>=>!)^!<H8\$M^OM0EHQ!1 MV.<<6!(XQF5Q7^RKIU0!O!H!GKS!V2+!T!R!>R!>^<RMH 0* MLZ(MH!+XSH=BG.EC^&Z RNPY0&K^N% YWA!+7C>+!E)~958^@DRQH=HQPWPHAK76?13JDZF? Q3Y7H"~.C7YC.FV#3V!>B+!A^RR# MKH.A%~M<97Y8UXB.6!HVO!H.U#;+!C<^!QU4O&KPN<9.6Z.T8CB@!9YCI M\$!>~KDBCNNBP@Y#1P>Z\$C<~.N!5Z&3^XB079>R^Y&Y!W"77=BBIU^XTM! 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SCZM^HBM.S!1MR1K9!Q0" @ M<~&5E>9YV!SGFOMFHFX.W+!JO.R+&.(EN^XJRE06!Y"BO!H!B!L!Y!W!DS M.KY3^D.IUX8."B^N\$!EG54.5..A0-7^&2G0-3.W3WN@. !W!VY.SDFO^9.M!H7QWQX@!0H!"6L\$7!P7=>~(E)E!H!P6">~!82&KQAE65!U\$!>7>Z!Y4!O\$5!X8?^!R+&!.170K9F^*=@.C0GENY!@!WV32RL7R7>=>!)^!<H8\$M^OM0EHQ!1 MV.<<6!(XQF5Q7^RKIU0!O!H!GKS!V2+!T!R!>R!>^<RMH 0* MLZ(MH!+XSH=BG.EC^&Z RNPY0&K^N% YWA!+7C>+!E)~958^@DRQH=HQPWPHAK76?13JDZF? Q3Y7H"~.C7YC.FV#3V!>B+!A^RR# MKH.A%~M<97Y8UXB.6!HVO!H.U#;+!C<^!QU4O&KPN<9.6Z.T8CB@!9YCI M\$!>~KDBCNNBP@Y#1P>Z\$C<~.N!5Z&3^XB079>R^Y&Y!W"77=BBIU^XTM! M0\$!GDRH9!9ZMEX.3R!7R#B.2\$<~N!LISR-MU=H3!HCN! (@>ZL.66Q)-20CAI&Y7M!;0\$>2\$4!1D!>+!P\$>\$!^0+B @.7:77+TJ- (DI!^ MZ#6A!@CALO<^Y!QO!WV^Y5O?>O^!MT#W.M9(UULJ8YV!~K)IF05%4Q3 UC)Z^Q&A.7\$MT\$@PFZYTL L M+L@>2. (%YQ 9!S=<=>MUU^LJML5PJR.U!4POA.Y7>!5"Y-DOV@H<62B,BQ!M!YKZ KM^4!1T25!MDG!FR^5!B!4H%U&A2RR? 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SCZM^HBM.S!1MR1K9!Q0" @ M<~&5E>9YV!SGFOMFHFX.W+!JO.R+&.(EN^XJRE06!Y"BO!H!B!L!Y!W!DS M.KY3^D.IUX8."B^N\$!EG54.5..A0-7^&2G0-3.W3WN@. !W!VY.SDFO^9.M!H7QWQX@!0H!"6L\$7!P7=>~(E)E!H!P6">~!82&KQAE65!U\$!>7>Z!Y4!O\$5!X8?^!R+&!.170K9F^*=@.C0GENY!@!WV32RL7R7>=>!)^!<H8\$M^OM0EHQ!1 MV.<<6!(XQF5Q7^RKIU0!O!H!GKS!V2+!T!R!>R!>^<RMH 0* MLZ(MH!+XSH=BG.EC^&Z RNPY0&K^N% YWA!+7C>+!E)~958^@DRQH=HQPWPHAK76?13JDZF? Q3Y7H"~.C7YC.FV#3V!>B+!A^RR# MKH.A%~M<97Y8UXB.6!HVO!H.U#;+!C<^!QU4O&KPN<9.6Z.T8CB@!9YCI M\$!>~KDBCNNBP@Y#1P>Z\$C<~.N!5Z&3^XB079>R^Y&Y!W"77=BBIU^XTM! M0\$!GDRH9!9ZMEX.3R!7R#B.2\$<~N!LISR-MU=H3!HCN! (@>ZL.66Q)-20CAI&Y7M!;0\$>2\$4!1D!>+!P\$>\$!^0+B @.7:77+TJ- (DI!^ MZ#6A!@CALO<^Y!QO!WV^Y5O?>O^!MT#W.M9(UULJ8YV!~K)IF05%4Q3 UC)Z^Q&A.7\$MT\$@PFZYTL L M+L@>2. (%YQ 9!S=<=>MUU^LJML5PJR.U!4POA.Y7>!5"Y-DOV@H<62B,BQ!M!YKZ KM^4!1T25!MDG!FR^5!B!4H%U&A2RR? 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[illegible]

0%#4K4T) & ^1-2^3^0^ AYP2^1ZSGK5K1^J 76% .3E>008H#U MUZ3Z2#2 N4G1H1.P8(N1^CHP6ZKA/EI^M<^H^XQK1^25R68L29^C3J6.8^IQ510%? %KJ@Z45LN4.%S1RVS^VHJ5D3G.M.HTV.O^U^R^P@17Q2Z+H17C.^L^MG>=>1TB8^0E2H1U^Z^KX^0^M^V^B^0^0(S?K2YK1E7&M^1^M^<^&239MS4=04=^P7LJ3G57? B3\$JNAA9V^F/^EJH6FE^F^Y^S9C7H7^I>^>BR1^A^M^T^L^EPIJMTK@P^S^PBW^VNIC^P^J^26C31^M^PVJ^D^M^F<^>2^1%0(51^@^M9)^>^ER^5 M%\$ %7PB50(937^NG801N(GC31^0.88B10^ZM3D)ZDL15^REL^MR4.^>77QV1QU05J^D=6>602KHT57U&N^W3J=ZOX+^6L8X&^>B^R^2L196W M7Z1C300^K+3BV1&^<C0>=>86%\$S3J&^<5434A4^QEL7WGF=^>942JH MJJD^752^XJH^HTE&FKB^0^JUV5K5<0^86:15>3^YK<^(UW^2D1^9.A.W3^MMDR? W6<^@7S1NZO^>^7^H^9H^D&FX1Y^KB1+G^55<^H^@X^S^F^S^G^K^MS6Y5<^>751M7JN&3=3^AW^P^W2215^UMQ4^1^4U1+^L^BIEGDIE^M^G? I.C6V790\$^N+^P^BIBODZ^>^<^U^W^6W3X66@=OY\$S^Z^H1V^E07^Y1\$^M^S1S^F^M^OCF5RMBW6X^HN(N4.^JL^URJXBUD^VAP^MH^O^S08F1H1H07%9:07+^Y^?SL4G=>9^ D1R^7^MEJ\$>^P1^I7V1J5E^&^ND^CMCZ^7IG\$S^ZH6^W^0A1E^15MFT^C1^>5J1=5HJD09@>^7U005C6G0HSN^<^J3^MLJ4F=^90DCP<#1^Y^8%WB<^<0^Q129ABU^<^R^>^M^N^2U<^R^EQVX<^<K^2^S^M1W80W^U^G^FGRV1Q^>2N\$&^B(OQGH)^.55.WE^K^G3)^.94B^>9&=>4U^FE^M5E^L^B<^<9X^O^86@&L^S2^#>^>J1^AY<1&L^KOVGO>E7R7JBNZ10LH^X3M2\$5^>0#JF7Y&CEPIRM^M^@=>^F4YTE^MUJDIH1J9Z^FQKH>^<^YME^1^>7Q^RW41/QO^5L^@O=^3HJLJWS<^<V^ ML13G^4F640.^>7^W1JL@9+3<@<7H1^66UJ^69=^A1L^<2^U^0^Y^H^B<^6UE^MS1>=>CH<6A<^<M^15L1B^&MKV\$5.69V02U+>0H1^O1^LS&8<^0^H^?^CAPW1^MUDI^L? 06#^0E^8JVS0K^3>7S1^IR=TLV1LGH12?>T^U^O^ST2^YAK+^M^12^<1^LH1^U66I2RO^MTPI=V6^Y^1B11B^&N5^9^CTPQ^H@QZ2=1^TLTUA471%1TFW^M50121<=>QE MN=718E^00^2H0^>0^X9^<?^1H^0?^P^PR=Y^>^%10&1^<3S>@>X&W\$Z^UG<M^Q^7B^2^<8^PI^4E6H61^N^X&^LHE1T^F3REEL^4IRLCARD^#K1+^CX^M^6611^@8?^#40D9?? B1T7J^&VZ+^M1^Z&K&R^801C>^Y^1X+1^>0^E8M^1YPB^M1Q^1^1^Z^ULJ3D^<K^VX9H9B^IV^M0253^8GC^B^M1^Q?W^J1T^7Q^O4^455J0<=>5V^O<^>M^>^>M^K^P1^P1^H1\$ M7C7Z^V\$S8539H^BLY1^<1&80^T5B^>@>NZ391R^E1Q1^H1T^KQ^>S^K^M6K51EK&^&OT^V8B^<3>^J^RBR^7ZNR^R59VUHH^JH1^F5^7AELC=6&K^D^M^1^Y^L^Q^132=>^I^>R^X?6^K1NV^M85&9^U^HX03<^<TLC^L^AD1G\$AFA^>^M^G5WT^7F8F8^15<2^HDYN^A^10H15S6FO^G^<TB^P2J>^T^YH1^E^F^>2^<61^C^M^C^>1^>B^Z^%W1^N8X&Q^X(FP1H? 5L^A02<=>Z^D<30JW(GE^8TP8R^C^O^M^15^1151ST^>1^OP^T1^>7GHJ6^10^BMO^>^#JHFR^N^DI>Q7L12N89V5?MOWT54U3D^O26E^6K^MO8^<^AM10LOV^M &&1^JBS6^2D0I@^<1^<+2JF<3EG\$Z^145E^&3M3C16^37P^<C^=>ENI^MG%1^1^R0D1^S^F@<^CGU7^U1^C^6H11@<D>1L^M^>P7JG^8K6F^0^8011+^+ 5PA^145E^F^P1Q<C^>5B^V^00G^V^MM^<W\$W^Q^2&1K^&P^<B^>M1&7^8B0@<1E1^ET15^NC1@15E1H1^H^<^S^ARY^3Z^M^@<OVGG^W1R^WWF^KBYF1^<^GDC^<7ZN^E1+9^<BY^?>^PZ^N^Q0QZ0^<ARZ^&Z^MAOH^MM^15^6=>^HEJF10^2^W^MS^14^6LPW^<0012W58G0CTE155^H0=C1^>Q1R1R1^<^OF31U^>1J^2U^>81^MFHQ^U^C^EPV1^<^P24^>^ZC4P? 3V^/C4^P^F8&Q^<H19^>P^PN04^B^KZ9AW^M^<GT>82G6E^KZC3^S19M^UUNV1B4QEFK1R^>4^1+G^<K8FO^<MBEL^N3^1^M1^ JS3B^<3/7^<10^28P1^<E1Q1^<3N(1^<27^>N^L1^/21^B1W^KDK^<O^M^<M^<F4X^<G6@<1^7D7C186S^<^NL&^<F51^1^U05^0^>^>EY=2@ MKM05<^JB^WY^<^S1R1T7N1^REQ16^>^<R4T^6A1M^K35^OF>=>CHOQ^<V7^1P4V^1^N^RBF8^61>^>#>C3L0^H2F2^>MLT3HWO&1^@<P1^9C&^>#>K(O^ M^D3BQM^>2H^P^>B^>2?<+2GYCU^<3R0Q^M5&KJF10^M6^LZM1J51AK1^QJ23^L^B@<U^<D6B>^>Z1J2+30^PE5L&MB1^M^<TTS@<^<HLZC1F^<LER>P00^> Q2.B^<1W^<MW1L^<OVS^H1^O1^<0^<2R^<3^Q^O^<2^U^E1OVH8^73W4T1&H7^<HKV2D255D1^MXHL>ZW^T^TQD1^>@OJ1^D^?3^YJH^VBB^W1^1+9^JHP^<GO^V^<8E^U^<XO2B^ MOVQ1P0^<MK7^<=>^>801^8P5ME^1^339>Q1^<O^VJ1M^2FQ1K^<C6C9N^ZXV&B^>RE^<AHV^1^Y&N^<A777W1D^<C^M^<N^K^O^<A^<N^H^<1&K^N^<K1^<7E6>^<H^B3^U^<Y^<912E55Q^<7^W^2^ D1=>D7^<4Q^M^<DZ<@S1^?7^>^<829>69%1^<5H2GAA4N^>W^<D8<C1^R^M^G^Y^1^7B106^<72B^<98^>W^TW1^<SW&Z^<6V7X^<W^2^<18B2^<7^PC<^<BU21^<MFQD^<HU32^<MFQD^<KJRTLMP^<N^> CPM^<H1^<XY\$7^<A^Y^M^<34W^<EOT4H^<^>3^<W^<4^<DZJ^<84^<9^<A1SP7^5^<=<1X752D^<1YM^<1^<^<JRIY^<MRS1^<3W5LSF^%<XQ?>M^<C^<^NDK2^<HX2^<VKA^<CQ%>^ (C1^<+Y^<1YH^KRMC^<N3^>^>H^<=>H5HH^<W71V^<#E1^<G^<TY3^<EJ>^>BZ^<P^<0^<JPZ1^<B0^<2SL6S^<M^<PY^K^<Q^<G^<D7@<^<MH^<Z^<MJ^>5>^<8^<DEC1&101H1H1^<K^<F^<F^<B^<3^ ZGE231^<H1^<XO1R^<M1J8&Q^<BHV15^<1^<Y2ZTZK^<1^<P^<GRIMNU^<W4^<1^&lt

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\$18^*1"@F@W M9.B)241=U)L7-Y04B7N04&2Y89YX/I7BBJP+V+[E"IPTP7M3B.*I//S#3<2.M@<<*N"NZR#E7M"J!\$KIWVB<M)F7#>U0B4(P)L&H2RC?
63<,U0G0:03_0:"CV00'LV_9X,HX%MD4#LT#IDM&P M*:9_U_X_43M.=U0U8Z3:.\$2P5W7I HH7FVQ>%X)YI7I VIXQ?.R%DM5HH@Z_N.MIIPW^H5ACZ0QC2Z.W.L!
>9^G/O^EAS_A-Q@H1^8/EBZ:\$^HLEN9P>I7"G.MXOM0(2OWC\1_?XI\$7B_6@W^BFT4H1591:~^=0(5+F^WC6I&JC)@D^KO:3I@M2W^1.I2^6^HCO>;E7'S_M4ZP(3?
Q3G_6G_..JNQ\$1+CRF/UZ@QZJAB):#_M2.F_XY:X_6A^QPHL^+*IDQ>.\$P\$ZIVAU7*UFUM>C\$^*2I#AKE>J4C(X-Y-M72F.X1S-YK@*IK8.&IWDJ_:D>9#2(I_
;\$_U/3)6I.=HDWIRW[ZI3IU5(*GRC^7LNXI&^I=I&NUL(E+(@*JBEAWTE,9 M(0KX 2) %XCU'<,*TV^P_XP,_DL_YING;3AM0">7B)PH,V4@WTB/L%^SHUJ M*YRM M\$-
U14FAI,FRP6TB@.,@D I>(^XN)XY;FOWA:H"(HH1906!;0* MB/2;K0B("\$CO1\$6E^2A%6DA\$)06_1\$\$(4I^A(@00\$!"IT^NM30>R^AA\$#;_M7>C>^IQGO^=IW_GC?
F/<8THHR1K.SYS&?^932\VYU@000!:"D1MT=@3% M_3S!\$S)!!>P#TCX;V1\$;2\$(S@S0:CZ8^4L(9H^&HX^BF"/L03*(^8VE% MR#_I\$+;_595NHA.\$_?^*^@H8QI!ZA)OI05Y=
E_O^2)D4.^_C+1)9OZE MB2/ZWU3^1Y=HA6%_&NGM9)Y<;35O^G(CS1I;X#2D_D&Z)O6_YV(^X,F@EL+ MM0?<+^6MF_1W(6AGSX)0A%*C M^VA%_14KM_/4&?HXIUQ-
I2;HMJ40_Q+ZU67)>Q+5) M+8WG(>X29)4PA;5G@%S7AH,GT/H(SW\$^I7+X;I>?#2.P.K9^CR>N;_/+ R.DL?XGT@.^&S1QO^>_W-G7F2(1^_IV_ W10_/SA&XIZ
MP?_./I@W6+00(&0_O^0A;^P?T^V>PAJIV,CBS<DNI:HK5FOR60^?>,3 M(CQSAU>5"/O5F3XII;V=;^;_92AH!53T1%>MIG?/?X8JYJ8=IN5J;N12_M069-GZ9MC_./I/IG7
<2E_=;FIUPWY.GT<WU\LUHW^B"IN>MIX43;O:SZC=?;W_O-P_M3&)<\$%SIE0%6I%?M!\$>TGF3GPXGP;TQ0!:_O.S136I#^ORX:6%=Z9ZLE;W_MFMZPYE(ES?
RI1<2,@CX;KZ0^5(U&N6RG8D7W**4M7^_IT/99Z2H)FY@8 M7K&274"L&T^_LC_ARI/7%W70!"H3I+C#OCN+6 M^KFL-MO!CWID/TI8\$KL;G+V+ZNZBGL"IE/= ?
OUWCPU_1SV35")&%"^CQI%Y2\$) M2HJW6!_8^NC&1P3?_0N_!7-K^3M2=8E7MKV_1%OI%Q70:E^&CXXR6W^1.V^ M1-QBJ(L2@D#=&ZZ_4S:8H^R2IQ>6B%/?
7CS"APKPB<_7LO^"2MQY^@-H_V5X>Y+^B.^B?;I=O:C69%4_.\$BIZLI!_M;L79M;AHZIR.06>X^HZYXTN2&M!<\$GP753\$TUZK/P"GE@O_-I?I_ Z?OI?I
M#4A4E=EEF3D.;IG=#"/>GTD\V2(" !PNR!5FUB!=67\HEZ{4(^*..LA)S28_DU_M2NOXV!;JIO;"1XS@Z<=@4Q^Y%?A=2#^3&(1=-!9^14A"R;I?H7%;QBJX3=_M6I2SHJ^D98/@D5F
*&NW_7&9=.S%/W9H0^7!_6MA@_ST&C_^I/*3/R>CCE_M(3@^169S+6IE*B=*9IZOKC;HAL(80/_M_4%C^2K.N)<+1AI5N3LL0(C_\$\$#YOWECZ#ZS1<#%:_I_Z_MX8^R?
V79/7H82E_M@0^A7B\$4(FL1\$;1M0=%N_..I9PD_IPI@/JR_B.&^TS9)>88WC7LOWGMPM)C M+;..4"#_IKX\$6LOI-Z8^U8I.K<10F=9Z_E^CO>A_=<3_Y\$?
0HH7&IZ\$#3@;_WB.UIAZO+_OX6?G)X#=-IAU0LM;("(-7A8F)I9_M%>D/KI552+Z=3)K0X^T@MKK_O.81_..IT2,\$J+(H)_@I^WY;_HJXI^_%L_MUO5MYI?Z3\$WLI?
^D_14L6.Y+7QN3>D\$N) KKDW4(%^LB_(ML&"M9QI(8H_84;D)_I^9-T90K0I:24_4\$4T_B6)A0C^9(OA.G MF=@ACM^YAF_ZF#YI!;I1+QL_?1<7%OGQ;2AWC\$;BD/6P.T;_
_/X34M+I3_M/D;7^W;I6+4S(EXSLY5;,\$\$552_DRA8JBPE/TX%TO;IC9>U_2% MJ1_%HDI_GFXM/U^ET5Y&4WNB;")X^I^J;=VM_)NSA.^1IVZ>O;R;T_Q**)
M;ZDP5EI_2_\$K^OZDU^EO5FUCHM;YY_S;12/U)Y&B+NRF%\$S_2P7EI87IS8!_40^2Z9_MI0ETZOEIV7C69;_D^T6V4HHZ@>~#ZJ/PSSXW!_RB>T94V=!(=3VS+;A1_>>QI?
NJS^M2JE^7IM689+8I_M^PIV;0783B;8GR^ ^_LI<_..FIQVX"(WM^PKE_4.H^2.P6R*IHGOZL_Y^8JX_ME7AE@#)5;_QL/LE)ITB\$FIE3-
GI8(I)A_1_1N#16>I3<\$YLSOU<0OM%)S_M^06XIT9?>0KSY).Z0_IJB4^Y#&^"V%MJ_1\$?IVDBGJINX;#?BBUH27HC;R_M0^ZRNMHZ^H""EGXJ(273=_R;T?EWH?
HJ3)A@!^(DTA\$\$(^E;_K;I_P.M=S^"T^41\$#R_I23OH<^A)9.L>Z(ORAZDODLEBY^QI49I#_M%=%14;4^RU3_G;_O)Y^0;1+=X3B7I(CYIBD^FZ)6X#ME1UZE_!A\$!_MOS2L20K+_
1Y=LDRTOOTOIXG)C=4_\$;+N^B%_M1^9>&1A05XT^7,TIMMK>SE8IX7R^Z6N_F7K5IC?I?#W8@NT<^34^FC)R/>\$!_9N2U_M;HXOJH+IW7ABK;"48/U66-U?W+^"
I0.@M^IQIT^I6&A8R!55ILBMV^"W=D M^<^ISS=XZ^I.SK6(,I>K(A^ACX^R/IA4%.0W:6DDM^IGV6^>>_K_X3JK>\$;E_MLIN_!FN/XF;V%(9B^7-);
G^O/HV^FIYSKF>_+OSR+C9_1?&D46I^C38_MIE;SP\$S/=R.C\$H7YFY.?=#7I0I^R9F_LW^?<&%P#I@CI5V-TIAK.FN/HM?I
M@I&3)0EH#MFA97RWTYGZEM48VZS^*DI4GI<+I2(QGMDN(I\$T;*UA^R#=#_*+ MDG.&EWKTO)SOLC8@FK;3)0C.D50#_T_E0E\$A3@9/3J_V7HO!6;S;(F9;>E_MKA+
HJRW2L2COZ^1N9^2^"A3?-8RCAEVD)W^;2O+V3^I";_YVW^A^_M08=VY7_FYDZ_W.E0_4.@#0^S!#QY74T+@_O;N1I8?LH>)H-!>07K^N2_M>)OGS;MO)LIJGX?
QN^7H59;I<_I9W/)>YE)F_%U0C/LN;JGP_M&U>J4IL_MIVDM"\$INP+^V;,\$_KONSH^_0CEHAI6LIYH9/H1BE%5MH&2OAHICNA=W%_M^"141NIZW(GWT?
NH<H;6\$^70R;R<>PP.<+VE-Z3PFJH4)P@^4@I_4\$PV(^M6IP93^MO_UY(^4_1Y@HU^A6GH/JWM^K)MGS^CXCSWSH;L\$KP_CL-?H^HF_M^\$BL0=+^LW3>CSJ>PPI?
^VAL&_MKI2SG%_ZLR_F.OZX;%WR\$&C8UED)U=V_MHJ(H\$#HK_^7T(A:T)2#25^P.P=#T^I?_C#UHUUDVKB2^9DVA+KSF\$.9_<^H_M_)_.2BA9=NEA=I/2I4YAPIC65#>
(ZV;_O_0IA;6?6@EKK^_1X18Q&Z^B_M=^V\$;4Q(G)IVT)9_@P.T+NI&I0E4GRC956I+8AUL;_P57V07XR)I^%?73_M;:>