

SALESFORCE COM INC  
Form 10-Q  
May 26, 2011  
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**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**FORM 10-Q**

(Mark One)

**Quarterly report pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934**  
For the quarterly period ended April 30, 2011

**OR**

**Transition report pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934**  
Commission File Number: 001-32224

**salesforce.com, inc.**

(Exact name of registrant as specified in its charter)

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**Delaware**  
(State or other jurisdiction of  
incorporation or organization)

**94-3320693**  
(IRS Employer  
Identification No.)

**The Landmark @ One Market, Suite 300**

**San Francisco, California 94105**

(Address of principal executive offices)

**Telephone Number (415) 901-7000**

(Registrant's telephone number, including area code)

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 (the Exchange Act ) during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days: Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted 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 and post such files). Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of large accelerated filer, accelerated filer and smaller reporting company in Rule 12b-2 of the Exchange Act.

Large accelerated filer

Accelerated filer

Non-accelerated filer  (Do not check if a smaller reporting company)

Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

As of April 30, 2011, there were approximately 133.9 million shares of the Registrant's Common Stock outstanding.

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**Condensed Consolidated Balance Sheets**

(in thousands)

	April 30, 2011 (unaudited)	January 31, 2011
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 664,612	\$ 424,292
Marketable securities	99,224	72,678
Accounts receivable, net	270,816	426,943
Deferred commissions	65,800	67,774
Deferred income taxes	23,791	27,516
Prepaid expenses and other current assets	63,886	55,721
<b>Total current assets</b>	<b>1,188,129</b>	<b>1,074,924</b>
Marketable securities, noncurrent	758,449	910,587
Property and equipment, net	446,268	387,174
Deferred commissions, noncurrent	46,645	48,842
Deferred income taxes, noncurrent	47,432	41,199
Capitalized software, net	124,661	127,987
Goodwill	406,889	396,081
Other assets, net	109,595	104,371
<b>Total assets</b>	<b>\$ 3,128,068</b>	<b>\$ 3,091,165</b>
<b>Liabilities and stockholders' equity</b>		
Current liabilities:		
Accounts payable	\$ 16,969	\$ 18,106
Accrued expenses and other current liabilities	295,970	345,121
Deferred revenue	893,904	913,239
Convertible senior notes, net (Note 2)	478,369	0
<b>Total current liabilities</b>	<b>1,685,212</b>	<b>1,276,466</b>
Convertible senior notes, net	0	472,538
Income taxes payable, noncurrent	20,292	18,481
Long-term lease liabilities and other	49,062	25,487
Deferred revenue, noncurrent	21,229	21,702
<b>Total liabilities</b>	<b>1,775,795</b>	<b>1,814,674</b>
Temporary equity (Note 2)	96,631	0
Stockholders' equity:		
Common stock	134	133
Additional paid-in capital	1,083,867	1,098,604
Accumulated other comprehensive income	76	6,719
Retained earnings	171,565	171,035
<b>Total stockholders' equity</b>	<b>1,255,642</b>	<b>1,276,491</b>

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Total liabilities, temporary equity and stockholders' equity	\$ 3,128,068	\$ 3,091,165
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See accompanying Notes.

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**Condensed Consolidated Statements of Operations**

(in thousands, except per share data)

(unaudited)

	Three months ended April 30,	
	2011	2010
Revenues:		
Subscription and support	\$ 473,504	\$ 350,712
Professional services and other	30,860	26,101
Total revenues	504,364	376,813
Cost of revenues (1):		
Subscription and support	75,243	44,057
Professional services and other	27,823	27,524
Total cost of revenues	103,066	71,581
Gross profit	401,298	305,232
Operating expenses (1):		
Research and development	65,292	40,122
Marketing and sales	254,471	175,867
General and administrative	84,338	56,193
Total operating expenses	404,101	272,182
Income (loss) from operations	(2,803)	33,050
Investment income	8,055	7,875
Interest expense	(3,671)	(7,060)
Other expense	(800)	(1,973)
Income before provision for income taxes and noncontrolling interest	781	31,892
Provision for income taxes	(251)	(12,016)
Consolidated net income	530	19,876
Less: Net income attributable to noncontrolling interest	0	(2,131)
Net income attributable to salesforce.com	\$ 530	\$ 17,745
Basic net income per share attributable to salesforce.com common shareholders	\$ 0.00	\$ 0.14
Diluted net income per share attributable to salesforce.com common shareholders	\$ 0.00	\$ 0.13
Shares used in computing basic net income per share	133,454	128,032
Shares used in computing diluted net income per share	141,062	132,251

(1) Amounts include stock-based expenses, as follows:

Cost of revenues	\$ 3,651	\$ 3,074
Research and development	7,839	4,102
Marketing and sales	23,787	12,210

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General and administrative

See accompanying Notes.

12,281

7,082

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**Condensed Consolidated Statements of Cash Flows**

(in thousands)

(unaudited)

	<b>Three months ended April 30,</b>	
	<b>2011</b>	<b>2010</b>
<b>Operating activities</b>		
Consolidated net income	\$ 530	\$ 19,876
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	29,593	14,505
Amortization of debt discount and transaction costs	2,255	5,451
Amortization deferred commissions	24,675	19,489
Expenses related to stock-based awards	47,558	26,468
Excess tax benefits from employee stock plans	(2,034)	(9,288)
Changes in assets and liabilities:		
Accounts receivable, net	156,127	138,951
Deferred commissions	(20,504)	(19,308)
Prepaid expenses and other current assets	(9,383)	9,939
Other assets	(2,713)	(1,439)
Accounts payable	(1,137)	(1,658)
Accrued expenses and other current liabilities	(65,641)	(19,984)
Deferred revenue	(19,808)	(39,819)
<b>Net cash provided by operating activities</b>	<b>139,518</b>	<b>143,183</b>
<b>Investing activities</b>		
Business combinations, net of cash acquired	(13,335)	0
Land activity and building improvements	(1,014)	0
Strategic investments	(5,433)	(500)
Purchase of marketable securities	(232,127)	(816,358)
Sales of marketable securities	352,070	204,153
Maturities of marketable securities	6,515	116,262
Capital expenditures	(27,314)	(11,690)
<b>Net cash provided by (used in) investing activities</b>	<b>79,362</b>	<b>(508,133)</b>
<b>Financing activities</b>		
Purchase of subsidiary stock	0	(1,273)
Proceeds from the exercise of stock options	32,286	37,516
Excess tax benefits from employee stock plans	2,034	9,288
Contingent consideration payment related to prior business combination	(2,800)	0
Principal payments on capital lease obligations	(3,562)	(1,918)
<b>Net cash provided by financing activities</b>	<b>27,958</b>	<b>43,613</b>
Effect of exchange rate changes	(6,518)	825
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>240,320</b>	<b>(320,512)</b>
Cash and cash equivalents, beginning of period	424,292	1,011,306



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Cash and cash equivalents, end of period	\$ 664,612	\$ 690,794
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**Supplemental cash flow disclosure:**

Cash paid (received) during the period for:

Interest, net	\$ 337	\$ 215
Income taxes, net of tax refunds	\$ 10,978	\$ (5,513)

**Non-cash financing and investing activities:**

Fixed assets acquired under capital leases	\$ 47,203	\$ 431
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See accompanying Notes.

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**Notes to Condensed Consolidated Financial Statements**

**1. Summary of Business and Significant Accounting Policies**

***Description of Business***

Salesforce.com, inc. (the Company) is a leading provider of enterprise cloud computing applications. The Company provides a comprehensive customer and collaboration relationship management (CRM) service to businesses of all sizes and industries worldwide and provides a technology platform for customers and developers to build and run applications. The Company offers its enterprise cloud computing services on a subscription basis.

***Fiscal Year***

The Company's fiscal year ends on January 31. References to fiscal 2012, for example, refer to the fiscal year ending January 31, 2012.

***Basis of Presentation***

The accompanying condensed consolidated balance sheet as of April 30, 2011 and the condensed consolidated statements of operations and the condensed consolidated statements of cash flows for the three months ended April 30, 2011 and 2010, respectively, are unaudited. The condensed consolidated balance sheet data as of January 31, 2011 was derived from the audited consolidated financial statements which are included in the Company's Form 10-K for the fiscal year ended January 31, 2011, which was filed with the Securities and Exchange Commission (the SEC) on March 23, 2011. The accompanying statements should be read in conjunction with the audited consolidated financial statements and related notes contained in the Company's fiscal 2011 Form 10-K.

The accompanying condensed consolidated financial statements have been prepared in accordance with U.S. generally accepted accounting principles (U.S. GAAP) for interim financial information. Accordingly, they do not include all of the financial information and footnotes required by U.S. GAAP for complete financial statements. In the opinion of the Company's management, the unaudited condensed consolidated financial statements have been prepared on the same basis as the audited consolidated financial statements in the Form 10-K, and include all adjustments necessary for the fair presentation of the Company's statement of financial position as of April 30, 2011, and its results of operations and its cash flows for the three months ended April 30, 2011 and 2010. All adjustments are of a normal recurring nature. The results for the three months ended April 30, 2011 are not necessarily indicative of the results to be expected for any subsequent quarter or for the fiscal year ending January 31, 2012.

On February 1, 2011, the Company adopted on a prospective basis Accounting Standards Update No. 2009-13, *Revenue Recognition (Topic 605) Multiple-Deliverable Revenue Arrangements* (ASU 2009-13). As a result of the adoption of ASU 2009-13, the Company has updated its accounting policy for revenue recognition related to multiple-deliverable arrangements.

***Use of Estimates***

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions in the Company's consolidated financial statements and notes thereto.

Significant estimates and assumptions made by management include the determination of:

the best estimate of selling price of the deliverables included in multiple-deliverable revenue arrangements,

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**Notes to Condensed Consolidated Financial Statements (Continued)**

the fair value of assets acquired and liabilities assumed for business acquisitions,

recognition and measurement of current and deferred income taxes,

the fair value of stock awards issued, and

the valuation of strategic investments and the determination of other-than-temporary impairments.

Actual results could differ materially from those estimates.

***Principles of Consolidation***

The consolidated financial statements include the accounts of the Company and its wholly owned subsidiaries. All significant intercompany balances and transactions have been eliminated in consolidation.

***Segments***

The Company operates in one reportable segment. Operating segments are defined as components of an enterprise about which separate financial information is evaluated regularly by the chief operating decision maker, or decision making group, in deciding how to allocate resources and assessing performance. Since the Company operates in one operating segment, all required financial segment information can be found in the consolidated financial statements.

***Foreign Currency Translation***

The functional currency of the Company's major foreign subsidiaries is generally the local currency. Adjustments resulting from translating foreign functional currency financial statements into U.S. dollars are recorded as part of a separate component of stockholders' equity. Foreign currency transaction gains and losses are included in net income for the period. All assets and liabilities denominated in a foreign currency are translated into U.S. dollars at the exchange rate on the balance sheet date. Revenues and expenses are translated at the average exchange rate during the period. Equity transactions are translated using historical exchange rates.

***Concentrations of Credit Risk and Significant Customers***

The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents, marketable securities and trade accounts receivable. Although the Company deposits its cash with multiple financial institutions, its deposits, at times, may exceed federally insured limits. Collateral is not required for accounts receivable. The Company maintains an allowance for doubtful accounts receivable balances. The allowance is based upon historical loss patterns, the number of days that billings are past due and an evaluation of the potential risk of loss associated with delinquent accounts.

No customer accounted for more than five percent of accounts receivable at April 30, 2011 and 2010. No single customer accounted for five percent or more of total revenue in the three months ended April 30, 2011 and 2010.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

As of April 30, 2011 and January 31, 2011, assets located outside the Americas were 16 percent and 16 percent of total assets, respectively.

Revenues by geographical region are as follows (in thousands):

	Three months ended April 30,	
	2011	2010
Revenues by geography:		
Americas	\$ 340,018	\$ 259,284
Europe	94,395	66,842
Asia Pacific	69,951	50,687
	\$ 504,364	\$ 376,813

***Cash and Cash Equivalents***

The Company considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents. Cash and cash equivalents are stated at fair value.

***Marketable Securities***

Management determines the appropriate classification of marketable securities at the time of purchase and reevaluates such determination at each balance sheet date. Securities are classified as available for sale and are carried at fair value, with the unrealized gains and losses, net of tax, reported as a separate component of stockholders' equity. Fair value is determined based on quoted market rates when observable or utilizing data points that are observable, such as quoted prices, interest rates and yield curves. Declines in fair value judged to be other-than-temporary on securities available for sale are included as a component of investment income. In order to determine whether a decline in value is other-than-temporary, the Company evaluates, among other factors: the duration and extent to which the fair value has been less than the carrying value and its intent and ability to retain the investment for a period of time sufficient to allow for any anticipated recovery in fair market value. The cost of securities sold is based on the specific-identification method. Interest on securities classified as available for sale is also included as a component of investment income.

***Fair Value Measurement***

The Company reports its financial and non-financial assets and liabilities that are re-measured and reported at fair value at each reporting period. The Company uses a three-tier fair value hierarchy, which prioritizes the inputs used in the valuation methodologies in measuring fair value:

- Level 1.** Observable inputs that reflect quoted prices (unadjusted) for identical assets or liabilities in active markets.
- Level 2.** Include other inputs that are directly or indirectly observable in the marketplace.
- Level 3.** Unobservable inputs which are supported by little or no market activity.

All of the Company's cash equivalents, marketable securities and foreign currency derivative contracts are classified within Level 1 or Level 2 because the Company's cash equivalents, marketable securities and foreign currency derivative contracts are valued using quoted market prices or alternative pricing sources and models utilizing market observable inputs. The Company's contingent considerations related to acquisitions are classified within Level 3 because the liabilities are valued using significant unobservable inputs.



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**Notes to Condensed Consolidated Financial Statements (Continued)**

The following table presents information about the Company's assets and liabilities that are measured at fair value as of April 30, 2011 and indicates the fair value hierarchy of the valuation (in thousands):

Description	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Balances as of April 30, 2011
<b>Cash equivalents (1):</b>				
Time deposits	\$ 27,775	\$ 0	\$ 0	\$ 27,775
Money market mutual funds	84,006	0	0	84,006
<b>Marketable securities:</b>				
Corporate notes and obligations	0	602,696	0	602,696
U.S. agency obligations	0	67,156	0	67,156
U.S. treasury securities	26,838	0	0	26,838
Government obligations	6,537	0	0	6,537
Mortgage backed securities	0	36,684	0	36,684
Collateralized mortgage obligations	0	92,602	0	92,602
Municipal securities	0	25,160	0	25,160
Foreign currency derivative contracts (2)	0	407	0	407
<b>Total Assets</b>	<b>\$ 145,156</b>	<b>\$ 824,705</b>	<b>\$ 0</b>	<b>\$ 969,861</b>
<b>Liabilities</b>				
Foreign currency derivative contracts (3)	\$ 0	\$ 4,673	\$ 0	\$ 4,673
Contingent consideration (related to acquisitions, see Note 4) (3)	0	0	14,400	14,400
<b>Total Liabilities</b>	<b>\$ 0</b>	<b>\$ 4,673</b>	<b>\$ 14,400</b>	<b>\$ 19,073</b>

- (1) Included in cash and cash equivalents in the accompanying Condensed Consolidated Balance Sheet as of April 30, 2011, in addition to \$552.8 million of cash.
- (2) Included in prepaid expenses and other current assets in the accompanying Condensed Consolidated Balance Sheet as of April 30, 2011.
- (3) Included in accrued expenses and other current liabilities in the accompanying Condensed Consolidated Balance Sheet as of April 30, 2011.

The following table presents the Company's only liability measured at fair value using significant unobservable inputs (Level 3) at April 30, 2011. This liability consists of the Company's contingent considerations related to acquisitions and the fair value was determined using a discounted cash flow model (in thousands):

Balance at February 1, 2011	\$ 17,138
Additions	262
Payments	(3,000)
Balance at April 30, 2011	\$ 14,400



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**Notes to Condensed Consolidated Financial Statements (Continued)**

The following table presents information about the Company's assets and liabilities that are measured at fair value as of January 31, 2011 and indicates the fair value hierarchy of the valuation (in thousands):

Description	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Balances as of January 31, 2011
<b>Cash equivalents (1):</b>				
Time deposits	\$ 26,565	\$ 0	\$ 0	\$ 26,565
Money market mutual funds	122,516	0	0	122,516
<b>Marketable securities:</b>				
Corporate notes and obligations	0	707,613	0	707,613
U.S. agency obligations	0	79,408	0	79,408
U.S. treasury securities	22,706	0	0	22,706
Government obligations	6,532	0	0	6,532
Mortgage backed securities	0	38,886	0	38,886
Collateralized mortgage obligations	0	105,039	0	105,039
Municipal securities	0	23,081	0	23,081
Foreign currency derivative contracts (2)	0	1,539	0	1,539
<b>Total Assets</b>	<b>\$ 178,319</b>	<b>\$ 955,566</b>	<b>\$ 0</b>	<b>\$ 1,133,885</b>
<b>Liabilities</b>				
Foreign currency derivative contracts (3)	\$ 0	\$ 2,863	\$ 0	\$ 2,863
Contingent considerations (related to acquisitions, see Note 4) (3)	0	0	17,138	17,138
<b>Total Liabilities</b>	<b>\$ 0</b>	<b>\$ 2,863</b>	<b>\$ 17,138</b>	<b>\$ 20,001</b>

- (1) Included in cash and cash equivalents in the accompanying Condensed Consolidated Balance Sheet as of January 31, 2011, in addition to \$275.2 million of cash.
- (2) Included in prepaid expenses and other current assets in the accompanying Condensed Consolidated Balance Sheet as of January 31, 2011.
- (3) Included in accrued expenses and other current liabilities in the accompanying Condensed Consolidated Balance Sheet as of January 31, 2011.

The following table presents the Company's only liability measured at fair value using significant unobservable inputs (Level 3) at January 31, 2011. This liability consists of the Company's contingent considerations related to acquisitions and the fair value was determined using a discounted cash flow model (in thousands):

Balance at February 1, 2010	\$ 0
Additions	17,138
<b>Balance at January 31, 2011</b>	<b>\$ 17,138</b>



*Strategic Investments*

The Company has one investment in a marketable equity security measured using its quoted price in its active market (Level 1) and certain interests in non-marketable equity securities that the Company considers strategic investments. The fair value of the Company's marketable security of \$6.0 million includes an unrealized loss of

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**Notes to Condensed Consolidated Financial Statements (Continued)**

\$0.4 million for the three months ended April 30, 2011. The total carrying value that approximates the fair value of the Company's strategic investments was \$31.6 million and \$27.1 million as of April 30, 2011 and January 31, 2011, respectively. Strategic investments are recorded in Other Assets, net on the condensed consolidated balance sheet.

**Derivative Financial Instruments**

The Company enters into foreign currency derivative contracts with financial institutions to reduce the risk that its cash flows and earnings will be adversely affected by foreign currency exchange rate fluctuations. The Company uses forward currency derivative contracts to minimize the Company's exposure of balances denominated in Euros, Swiss francs, Australian dollars, Singapore dollars, Japanese yen and British pounds. The Company's foreign currency derivative contracts which are not designated as hedging instruments are used to reduce the exchange rate risk associated primarily with intercompany receivables and payables. The Company's program is not designated for trading or speculative purposes. As of April 30, 2011 and January 31, 2011 the foreign currency derivative contracts that were not settled are recorded at fair value on the condensed consolidated balance sheet.

Foreign currency derivative contracts are marked-to-market at the end of each reporting period with gains and losses recognized as other income (expense) to offset the gains or losses resulting from the settlement or remeasurement of the underlying foreign currency denominated receivables and payables. 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 the obligations of the Company to the counterparties.

Details on outstanding foreign currency derivative contracts related primarily to intercompany receivables and payables are presented below (in thousands):

	April 30, 2011	January 31, 2011
Notional amount of foreign currency derivative contracts	\$ 258,487	\$ 202,491
Fair value of foreign currency derivative contracts	\$ (4,266)	\$ (1,324)

The Company's fair value of its outstanding derivative instruments are summarized below (in thousands):

	Balance Sheet Location	Fair Value of Derivative Instruments	
		As of April 30, 2011	As of January 31, 2011
<b>Derivative Assets</b>			
Derivatives not designated as hedging instruments:			
Foreign currency derivative contracts	Prepaid expenses and other current assets	\$ 407	\$ 1,539
<b>Derivative Liabilities</b>			
Derivatives not designated as hedging instruments:			
Foreign currency derivative contracts	Accrued expenses and other current liabilities	\$ 4,673	\$ 2,863



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**Notes to Condensed Consolidated Financial Statements (Continued)**

The effect of the derivative instruments not designated as hedging instruments on the Condensed Consolidated Statements of Operations for the three months ended April 30, 2011 and 2010, respectively are summarized below (in thousands):

Derivatives Not Designated as Hedging Instruments	Gains (Losses) Recognized in Income on Derivative Instruments Three months ended April 30,		
	Location	2011	2010
Foreign currency derivative contracts	Other expense	\$ (11,042)	\$ 2,082

**Investment Income**

Investment income consists of interest income, realized gains, and realized losses on the Company's cash, cash equivalents and marketable securities. The components of investment income are presented below (in thousands):

(In thousands)	Three months ended April 30,	
	2011	2010
Interest income	\$ 6,263	\$ 4,993
Realized gains	3,271	3,200
Realized losses	(1,479)	(318)
Total investment income	\$ 8,055	\$ 7,875

**Comprehensive Income (loss)**

Comprehensive income (loss) consists of the following, net of tax: net income, net foreign currency translation gains and losses, and net unrealized gains and losses on marketable securities. The following table sets forth the components of comprehensive income (in thousands):

	Three months ended April 30,	
	2011	2010
Consolidated net income	\$ 530	\$ 19,876
Less: net income attributable to noncontrolling interest	0	(2,131)
Translation and other adjustments	(7,077)	2,432
Unrealized gain (loss) on marketable securities, net	434	(932)
Comprehensive income (loss) attributable to salesforce.com	\$ (6,113)	\$ 19,245

**Net Income Per Share**

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Basic net income per share attributable to salesforce.com is computed by dividing net income attributable to salesforce.com by the weighted-average number of common shares outstanding for the fiscal period. Diluted net income per share attributable to salesforce.com is computed giving effect to all potential weighted average dilutive common stock, including options, restricted stock units, warrants and the convertible senior notes. The dilutive effect of outstanding awards is reflected in diluted earnings per share by application of the treasury stock method.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

A reconciliation of the denominator used in the calculation of basic and diluted net income per share attributable to salesforce.com is as follows (in thousands):

	Three months ended April 30,	
	2011	2010
<b>Numerator:</b>		
Net income attributable to salesforce.com	\$ 530	\$ 17,745
<b>Denominator:</b>		
Weighted-average shares outstanding for basic earnings per share	133,454	128,032
Effect of dilutive securities:		
Convertible senior notes	2,409	0
Employee stock awards	4,521	4,219
Warrants	678	0
Adjusted weighted-average shares outstanding and assumed conversions for diluted earnings per share	141,062	132,251

As the weighted average market value per share of the Company's common stock for the quarter ended April 30, 2011 exceeds the strike price of the Notes and the Warrants, both instruments had a dilutive effect on the Company's earnings per share for the quarter ended April 30, 2011. Dilutive shares outstanding during the three month period ended April 30, 2010 do not include any effect resulting from the Notes as the Company's common stock did not exceed the strike price or from the warrants as their impact would have been anti-dilutive. The following were excluded from the computation of diluted shares outstanding as they would have had an anti-dilutive impact. The dilutive securities are excluded when, for example, their exercise prices, unrecognized compensation and tax benefits are greater than the average fair values of the Company's common stock (in thousands). These securities could be included in the future if the average market value of the Company's common stock increases and is greater than the exercise price.

	Three months ended April 30,	
	2011	2010
Stock awards	2,537	3,341
Warrants	0	6,736
<b>Income Taxes</b>		

The Company uses the liability method of accounting for income taxes. Under this method, deferred tax assets and liabilities are determined based on temporary differences between the financial statement and tax basis of assets and liabilities and net operating loss and credit carryforwards using enacted tax rates in effect for the year in which the differences are expected to reverse. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date. Valuation allowances are established when necessary to reduce deferred tax assets to the amounts more likely than not expected to be realized.

The total income tax benefit recognized in the accompanying condensed consolidated statements of operations related to stock-based awards was \$16.5 million and \$9.7 million for the three months ended April 30, 2011 and 2010 respectively.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

***Effective Tax Rate***

The Company computes its provision for income taxes by applying the estimated annual effective tax rate to income from recurring operations and adjusts the provision for discrete tax items recorded in the period. The Company's effective tax rate for the three months ended April 30, 2011 was 32 percent, which was lower than the federal statutory tax rate of 35 percent. The lower tax rate was attributable to the benefit of federal and California research tax credits offset by state income taxes, a detrimental foreign tax rate differential and non-deductible acquisition expenses.

The Company's effective tax rate of 38 percent for the three months ended April 30, 2010 was higher than the federal statutory rate of 35 percent primarily due to state income taxes, a detrimental foreign tax rate differential and the unfavorable impact of a change in California tax law, which was partially offset by the benefit of California research tax credits.

***Unrecognized Tax Benefits and Other Considerations***

The Company records liabilities related to its uncertain tax positions. The Company's existing tax positions will continue to generate an increase in tax liabilities or unrecognized tax benefits. The Company does not believe that it is reasonably possible that there will be a significant increase or decrease in unrecognized tax benefits over the next twelve months.

Tax positions for the Company and its subsidiaries are subject to income tax audits by multiple tax jurisdictions throughout the world. The Company does not believe that it is reasonably possible that the estimates of unrecognized tax benefits will change significantly in the next twelve months. However, an adverse resolution of one or more uncertain tax positions in any period could have a material impact on the results of operations for that period.

***Revenue Recognition***

The Company derives its revenues from two sources: (1) subscription revenues, which are comprised of subscription fees from customers accessing the Company's enterprise cloud computing application service and from customers purchasing additional support beyond the standard support that is included in the basic subscription fee; and (2) related professional services such as process mapping, project management, implementation services and other revenue. Other revenue consists primarily of training fees.

The Company commences revenue recognition when all of the following conditions are satisfied:

There is persuasive evidence of an arrangement;

The service has been or is being provided to the customer;

The collection of the fees is reasonably assured; and

The amount of fees to be paid by the customer is fixed or determinable.

The Company's subscription service arrangements are non-cancelable and do not contain refund-type provisions.





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**Notes to Condensed Consolidated Financial Statements (Continued)**

*Subscription and Support Revenues*

Subscription and support revenues are recognized ratably over the contract terms beginning on the commencement date of each contract, which is the date the Company's service is made available to customers. Amounts that have been invoiced are recorded in accounts receivable and in deferred revenue or revenue, depending on whether the revenue recognition criteria have been met.

*Professional Services and Other Revenues*

The majority of the Company's professional services contracts are on a time and material basis. When these services are not combined with subscription revenues as a single unit of accounting, as discussed below, these revenues are recognized as the services are rendered for time and material contracts, and when the milestones are achieved and accepted by the customer for fixed price contracts. Training revenues are recognized as the services are performed.

*Multiple-Deliverable Arrangements*

The Company enters into arrangements with multiple deliverables that generally include subscription, premium support, and professional services.

Prior to February 1, 2011, the deliverables in multiple-deliverable arrangements were accounted for separately if the delivered items had standalone value and there was objective and reliable evidence of fair value for the undelivered items. If the deliverables in a multiple-deliverable arrangement could not be accounted for separately, the total arrangement fee was recognized ratably as a single unit of accounting over the contracted term of the subscription agreement. A significant portion of the Company's multiple-deliverable arrangements were accounted for as a single unit of accounting because the Company did not have objective and reliable evidence of fair value for certain of its deliverables. Additionally, in these situations, the Company deferred the direct costs of a related professional service arrangement and amortized those costs over the same period as the professional services revenue was recognized.

In October 2009, the Financial Accounting Standards Board ( FASB ) issued Accounting Standards Update No. 2009-13, *Revenue Recognition (Topic 605), Multiple-Deliverable Revenue Arrangements a consensus of the FASB Emerging Issues Task Force* ( ASU 2009-13 ) which amended the previous multiple-deliverable arrangements accounting guidance. Pursuant to the new guidance, objective and reliable evidence of fair value of the deliverables to be delivered is no longer required in order to account for deliverables in a multiple-deliverable arrangement separately. Instead, arrangement consideration is allocated to deliverables based on their relative selling price. The new guidance also eliminates the use of the residual method.

In the first quarter of fiscal 2012, the Company adopted this new accounting guidance on a prospective basis. The Company applied the new accounting guidance to those multiple-deliverable arrangements entered into or materially modified on or after February 1, 2011 which is the beginning of the Company's fiscal year.

The adoption of this new accounting guidance did not have a material impact on the Company's financial condition, results of operations or cash flows. As of April 30, 2011, the deferred professional services revenue and deferred costs under the previous accounting guidance are \$58.7 million and \$27.5 million respectively which will continue to be recognized over the related remaining subscription period.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

Under the new accounting guidance, in order to treat deliverables in a multiple-deliverable arrangement as separate units of accounting, the deliverables must have standalone value upon delivery. If the deliverables have standalone value upon delivery, the Company accounts for each deliverable separately. Subscription services have standalone value as such services are often sold separately. In determining whether professional services have standalone value, the Company considers the following factors for each professional services agreement: availability of the services from other vendors, the nature of the professional services, the timing of when the professional services contract was signed in comparison to the subscription service start date, and the contractual dependence of the subscription service on the customer's satisfaction with the professional services work. To date, the Company has concluded that all of the professional services included in multiple-deliverable arrangements executed have standalone value.

Under the new accounting guidance, when multiple deliverables included in an arrangement are separated into different units of accounting, the arrangement consideration is allocated to the identified separate units based on a relative selling price hierarchy. The Company determines the relative selling price for a deliverable based on its vendor-specific objective evidence of selling price ( VSOE ), if available, or its best estimate of selling price ( BESP ), if VSOE is not available. The Company has determined that third-party evidence of selling price ( TPE ) is not a practical alternative due to differences in its service offerings compared to other parties and the availability of relevant third party pricing information. The amount of revenue allocated to delivered items is limited by contingent revenue, if any.

For certain subscription services and professional services, the Company has established VSOE as a consistent number of standalone sales of these deliverables have been priced within a reasonably narrow range. The Company has not established VSOE for a majority of its subscription services due to lack of pricing consistency, the introduction of new services and other factors. Accordingly, the Company uses its BESP to determine the relative selling price.

The Company determined BESP by considering its overall pricing objectives and market conditions. Significant pricing practices taken into consideration include the Company's discounting practices, the size and volume of the Company's transactions, the geographic area where services are sold, price lists, its go to market strategy, historic contractually stated prices and prior relationships and future subscription service sales with certain classes of customers. The determination of BESP is made through consultation with and approval by the Company's management, taking into consideration the go-to market strategy. As the Company's go-to-market strategies evolve, the Company may modify its pricing practices in the future, which could result in changes in selling prices, including both VSOE and BESP.

***Deferred Revenue***

Deferred revenue primarily consists of billings or payments received in advance of revenue recognition from subscription service described above and is recognized as the revenue recognition criteria are met. The Company generally invoices customers in annual or quarterly installments.

Accordingly, the deferred revenue balance does not represent the total contract value of annual or multi-year, non-cancelable subscription agreements.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

Billings against professional services arrangements entered into prior to February 1, 2011 will generally be added to deferred revenue and recognized over the remaining related subscription contract term.

Deferred revenue that will be recognized during the succeeding twelve month period is recorded as current deferred revenue and the remaining portion is recorded as noncurrent.

***Deferred Commissions***

Deferred commissions are the incremental costs that are directly associated with non-cancelable subscription contracts with customers and consist of sales commissions paid to the Company's direct sales force.

The commissions are deferred and amortized over the non-cancelable terms of the related customer contracts, which are typically 12 to 24 months. The commission payments are paid in full the month after the customer's service commences. The deferred commission amounts are recoverable through the future revenue streams under the non-cancelable customer contracts. The Company believes this is the preferable method of accounting as the commission charges are so closely related to the revenue from the non-cancelable customer contracts that they should be recorded as an asset and charged to expense over the same period that the subscription revenue is recognized. Amortization of deferred commissions is included in marketing and sales expense in the accompanying condensed consolidated statements of operations.

***Business Combinations***

The Company recognizes separately from goodwill the fair value of assets acquired and liabilities assumed. Goodwill as of the acquisition date is measured as the excess of consideration transferred and the net of the acquisition date fair values of the assets acquired and the liabilities assumed. While the Company uses its best estimates and assumptions as a part of the purchase price allocation process to accurately value assets acquired and liabilities assumed at the acquisition date, the Company's estimates are inherently uncertain and subject to refinement. As a result, during the measurement period, which may be up to one year from the acquisition date, the Company may record adjustments to the fair value of assets acquired and liabilities assumed, with the corresponding offset to goodwill. Upon the conclusion of the measurement period or final determination of the fair value of assets acquired or liabilities assumed, whichever comes first, any subsequent adjustments are recorded to the Company's condensed consolidated statements of operations.

In addition, uncertain tax positions and tax related valuation allowances assumed in connection with a business combination are initially estimated as of the acquisition date. The Company reevaluates these items quarterly and records any adjustments to the Company's preliminary estimates to goodwill provided that the Company is within the measurement period and the Company continues to collect information in order to determine their estimated fair values as of the date of acquisition. Subsequent to the measurement period or the Company's final determination of the tax allowance's or contingency's estimated value, changes to these uncertain tax positions and tax related valuation allowances will affect the Company's provision for income taxes in the Company's condensed consolidated statement of operations.

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**Notes to Condensed Consolidated Financial Statements (Continued)*****Accounting for Stock-Based Compensation***

The Company recognizes stock-based expenses on a straight-line basis over the requisite service period of the awards, which is the vesting term of four years. Stock-based expenses are recognized net of estimated forfeiture activity.

The fair value of each option grant was estimated on the date of grant using the Black-Scholes option pricing model with the following assumptions and fair value per share:

	<b>Three months ended April 30,</b>	
	<b>2011</b>	<b>2010</b>
Volatility	50%	50%
Estimated life	3.7 years	3.8 years
Risk-free interest rate	1.56-1.77%	2.00-2.11%
Dividend yield	0	0
Weighted-average fair value per share of grants	\$ 52.72	\$ 28.76

The estimated life was based on an actual analysis of expected life. The risk free interest rate is based on the rate for a four-year U.S. government security at the time of the option grant.

The Company estimated its future stock price volatility considering both its observed option-implied volatilities and its historical volatility calculations. Management believes this is the best estimate of the expected volatility over the expected life of its option grants.

During the three months ended April 30, 2011 and 2010, the Company capitalized \$0.7 million and \$0.7 million, respectively, of stock-based expenses related to capitalized internal-use software development and deferred professional services costs.

During the three months ended April 30, 2011, the Company recognized stock-based expense of \$47.6 million. As of April 30, 2011, the aggregate stock compensation remaining to be amortized to costs and expenses was \$542.1 million. The Company expects this stock compensation balance to be amortized as follows: \$150.8 million during the remaining nine months of fiscal 2012; \$166.5 million during fiscal 2013; \$138.3 million during fiscal 2014; \$85.4 million during fiscal 2015 and \$1.1 million during fiscal 2016. The expected amortization reflects only outstanding stock awards as of April 30, 2011 and assumes no forfeiture activity. The Company expects to continue to issue stock-based awards to its employees in future periods.

***Goodwill, Intangible Assets and Impairment Assessments***

Goodwill represents the excess of the purchase price of an acquired business over the fair value of the underlying net tangible and intangible assets. Goodwill is tested for impairment at least annually (more frequently if certain indicators are present). In the event that the Company determines that the carrying value of goodwill is less than fair value, the Company will incur an impairment charge for the amount of the difference during the quarter in which the determination is made.

Intangible assets are amortized over their useful lives. Each period the Company evaluates the estimated remaining useful life of its intangible assets and whether events or changes in circumstances warrant a revision to the remaining period of amortization. The carrying amounts of these assets are periodically reviewed for

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**Notes to Condensed Consolidated Financial Statements (Continued)**

impairment whenever events or changes in circumstances indicate that the carrying value of these assets may not be recoverable. Recoverability of these assets is measured by comparison of the carrying amount of each asset to the future undiscounted cash flows the asset is expected to generate. In the event that the Company determines certain assets are not fully recoverable, the Company will incur an impairment charge for those assets or portion thereof during the quarter in which the determination is made.

***Warranties and Indemnification***

The Company's enterprise cloud computing application service is typically warranted to perform in a manner consistent with general industry standards that are reasonably applicable and materially in accordance with the Company's online help documentation under normal use and circumstances.

The Company's arrangements generally include certain provisions for indemnifying customers against liabilities if its products or services infringe a third-party's intellectual property rights. To date, the Company has not incurred any material costs as a result of such indemnifications and has not accrued any liabilities related to such obligations in the accompanying condensed consolidated financial statements.

The Company has also agreed to indemnify its directors and executive officers for costs associated with any fees, expenses, judgments, fines and settlement amounts incurred by any of these persons in any action or proceeding to which any of those persons is, or is threatened to be, made a party by reason of the person's service as a director or officer, including any action by the Company, arising out of that person's services as the Company's director or officer or that person's services provided to any other company or enterprise at the Company's request. The Company maintains director and officer insurance coverage that would generally enable the Company to recover a portion of any future amounts paid. The Company may also be subject to indemnification obligations by law with respect to the actions of its employees under certain circumstances and in certain jurisdictions.

***Subsequent Events***

The Company evaluated subsequent events through the date this Quarterly Report on Form 10-Q was filed with the SEC.

On May 2, 2011 the Company acquired for cash and stock the outstanding stock of Radian6 Technologies Inc. ( Radian6 ), a cloud application vendor based in Canada that provides customers with social media monitoring, measurement and engagement solutions. The Company acquired Radian6 for the assembled workforce, expected synergies and expanded market opportunities when integrating Radian6's social solution technology with the Company's current offerings. Beginning with the fiscal quarter ended July 31, 2011, the Company will include the financial results of Radian6 in its condensed consolidated financial statements from the date of acquisition. The total purchase price for Radian6 was approximately \$344.5 million net of cash acquired, of which \$285.1 million was paid in cash and the remainder in 436,167 shares of salesforce.com common stock. As part of the share purchase agreement, the Company also assumed Radian6's existing stock option plan which, after giving effect to the acquisition, consisted of options to purchase 239,519 shares of the Company's common stock.

***New Accounting Pronouncement***

In December 2010, the FASB issued Accounting Standards Update No. 2010-29, *Disclosure of Supplementary Pro Forma Information for Business Combinations (Topic 805) Business Combinations* (ASU 2010-29), to improve consistency in how the pro forma disclosures are calculated. Additionally, ASU

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**Notes to Condensed Consolidated Financial Statements (Continued)**

2010-29 enhances the disclosure requirements and requires description of the nature and amount of any material, nonrecurring pro forma adjustments directly attributable to a business combination. ASU 2010-29 is effective for the Company in fiscal 2013 and should be applied prospectively to business combinations for which the acquisition date is after the effective date. Early adoption is permitted. The Company is currently evaluating the impact of the pending adoption of ASU 2010-29 on the consolidated financial statements.

**Reclassification**

A reclassification to the quarter ending April 30, 2010, condensed consolidated statement of cash flows was made. This reclassification was related to the purchase of subsidiary stock.

**2. Balance Sheet Accounts****Marketable Securities**

At April 30, 2011, marketable securities consisted of the following (in thousands):

Investments classified as Marketable Securities	Amortized Cost	Unrealized Gains	Unrealized Losses	Fair Value
Corporate notes and obligations	\$ 595,475	\$ 7,464	\$ (243)	\$ 602,696
U.S. treasury securities	26,756	88	(6)	26,838
Mortgage backed securities	36,027	731	(74)	36,684
Government obligations	6,384	153	0	6,537
Municipal securities	25,126	95	(61)	25,160
Collateralized mortgage obligations	91,623	1,266	(287)	92,602
U.S. agency obligations	66,992	170	(6)	67,156
Total marketable securities	\$ 848,383	\$ 9,967	\$ (677)	\$ 857,673

At January 31, 2011, marketable securities consisted of the following (in thousands):

Investments classified as Marketable Securities	Amortized Cost	Unrealized Gains	Unrealized Losses	Fair Value
Corporate notes and obligations	\$ 701,047	\$ 7,356	\$ (790)	\$ 707,613
U.S. treasury securities	22,631	85	(10)	22,706
Mortgage backed securities	38,348	656	(118)	38,886
Government obligations	6,414	118	0	6,532
Municipal securities	23,121	79	(119)	23,081
Collateralized mortgage obligations	104,285	1,098	(344)	105,039
U.S. agency obligations	79,242	190	(24)	79,408
Total marketable securities	\$ 975,088	\$ 9,582	\$ (1,405)	\$ 983,265

The duration of the investments classified as marketable securities is as follows (in thousands):

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	April 30, 2011	January 31, 2011
Recorded as follows (in thousands):		
Short-term (due in one year or less)	\$ 99,224	\$ 72,678
Long-term (due between one and 3 years)	758,449	910,587
	\$ 857,673	\$ 983,265

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**Notes to Condensed Consolidated Financial Statements (Continued)**

As of April 30, 2011, the following marketable securities were in an unrealized loss position (in thousands):

	Less than 12 Months		12 Months or Greater		Total	
	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses
Corporate notes and obligations	\$ 63,272	\$ (242)	\$ 303	\$ (1)	\$ 63,575	\$ (243)
U.S. treasury securities	1,837	(6)	0	0	1,837	(6)
Mortgage backed securities	5,986	(54)	3,729	(20)	9,715	(74)
Municipal securities	6,150	(61)	0	0	6,150	(61)
Collateralized mortgage obligations	25,149	(286)	163	(1)	25,312	(287)
U.S. agency obligations	5,546	(6)	0	0	5,546	(6)
	\$ 107,940	\$ (655)	\$ 4,195	\$ (22)	\$ 112,135	\$ (677)

The unrealized loss for each of these fixed rate marketable securities ranged from less than \$1,000 to \$139,000. The Company does not believe any of the unrealized losses represent an other-than-temporary impairment based on its evaluation of available evidence as of April 30, 2011. The Company expects to receive the full principal and interest on all of these marketable securities.

**Prepaid Expenses and Other Current Assets**

Prepaid expenses and other current assets consisted of the following (in thousands):

	April 30, 2011	January 31, 2011
Deferred professional services costs	\$ 17,645	\$ 17,908
Prepaid expenses and other current assets	46,241	37,813
	\$ 63,886	\$ 55,721

**Property and Equipment**

Property and equipment consisted of the following (in thousands):

	April 30, 2011	January 31, 2011
Land	\$ 248,263	\$ 248,263
Buildings and improvements	15,640	10,115
Computers, equipment and software	171,703	115,736
Furniture and fixtures	22,518	20,462
Leasehold improvements	106,528	100,380
	564,652	494,956
Less accumulated depreciation and amortization	(118,384)	(107,782)



\$ 446,268      \$ 387,174

Depreciation and amortization expense totaled \$14.8 million and \$8.8 million for the three months ended April 30, 2011 and 2010, respectively.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

Computers, equipment and software at April 30, 2011 and January 31, 2011 included a total of \$85.9 million and \$38.8 million acquired under capital lease agreements, respectively. Accumulated amortization relating to computers, equipment and software under capital lease agreements totaled \$21.7 million and \$18.5 million, respectively, at April 30, 2011 and January 31, 2011. Amortization of assets under capital lease agreements is included in depreciation and amortization expense.

**Capitalized Interest Cost**

Interest costs related to construction projects, specifically the Company's campus project, and capitalized internal-use software development costs, are capitalized until the underlying asset is placed into service. Capitalized interest is calculated by multiplying the effective interest rate of the convertible senior notes by the qualifying costs. When the qualifying asset is placed into service, the qualifying asset and the related capitalized interest are amortized over the useful life of the related asset. Interest costs of \$3.8 million and \$0 related to the buildings and improvements and \$0.1 million and \$0 related to the Company's capitalized internal-use software development efforts were capitalized during the three months ended April 30, 2011 and 2010, respectively.

**Capitalized Software**

Capitalized software consisted of the following (in thousands):

	April 30, 2011	January 31, 2011
Capitalized internal-use software development costs, net of accumulated amortization of \$38,182 and \$34,513, respectively	\$ 31,037	\$ 29,154
Acquired developed technology, net of accumulated amortization of \$47,659 and \$37,818, respectively	93,624	98,833
	\$ 124,661	\$ 127,987

Capitalized internal-use software amortization expense totaled \$3.7 million and \$3.0 million for the three months ended April 30, 2011 and 2010, respectively. Acquired developed technology amortization expense totaled \$9.8 million and \$1.7 million for the three months ended April 30, 2011 and 2010, respectively.

**Other Assets, net**

Other assets consisted of the following (in thousands):

	April 30, 2011	January 31, 2011
Deferred professional services costs, noncurrent portion	\$ 9,860	\$ 10,201
Long-term deposits	12,617	12,114
Purchased intangible assets, net of accumulated amortization of \$11,107 and \$9,868, respectively	30,620	31,660
Acquired intellectual property, net of accumulated amortization of \$1,025 and \$746, respectively.	5,594	5,874
Strategic investments	31,593	27,065
Other	19,311	17,457

\$ 109,595      \$ 104,371

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**Notes to Condensed Consolidated Financial Statements (Continued)****Goodwill**

Goodwill represents the excess of the purchase price in a business combination over the fair value of net tangible and intangible assets acquired. Goodwill amounts are not amortized, but rather tested for impairment at least annually during the fourth quarter. There was no impairment of goodwill for the three months ended April 30, 2011.

Goodwill consisted of the following (in thousands):

	<b>Total</b>
Balance as of January 31, 2011	\$ 396,081
Manymoon Corporation	10,493
Other adjustments	315
Balance as of April 30, 2011	\$ 406,889

**Accrued Expenses and Other Current Liabilities**

Accrued expenses and other current liabilities consisted of the following (in thousands):

	<b>April 30, 2011</b>	<b>January 31, 2011</b>
Accrued compensation	\$ 98,237	\$ 148,275
Accrued other liabilities	122,213	112,840
Accrued income and other taxes payable	34,673	49,135
Accrued professional costs	15,464	12,548
Accrued rent	25,383	22,323
	\$ 295,970	\$ 345,121

**Convertible Senior Notes**

In January 2010, the Company issued at par value \$575.0 million of 0.75% convertible senior notes (the Notes) due January 15, 2015. Interest is payable semi-annually in arrears on January 15 and July 15 of each year, commencing July 15, 2010.

The Notes are governed by an Indenture dated as of January 19, 2010, between the Company, as issuer, and U.S. Bank National Association, as trustee. The Notes do not contain any financial covenants or any restrictions on the payment of dividends, the incurrence of senior debt or other indebtedness, or the issuance or repurchase of securities by the Company. The Notes are unsecured and rank senior in right of payment to the Company's future indebtedness that is expressly subordinated in right of payment to the Notes and rank equal in right of payment to the Company's existing and future unsecured indebtedness that is not so subordinated and are effectively subordinated in right of payment to any of the Company's cash equal to the principal amount of the Notes, and secured indebtedness to the extent of the value of the assets securing such indebtedness and are structurally subordinated to all existing and future indebtedness and liabilities incurred by the Company's subsidiaries, including trade payables.

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If converted, holders will receive cash equal to the principal amount of the Notes, and at the Company's election, cash and/or shares of the Company's common stock for any amounts in excess of the principal amounts.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

The initial conversion rate is 11.7147 shares of common stock per \$1,000 principal amount of Notes, subject to anti-dilution adjustments. The initial conversion price is \$85.36 per share of common stock. Throughout the term of the Notes, the conversion rate may be adjusted upon the occurrence of certain events, including for any cash dividends. Holders of the Notes will not receive any cash payment representing accrued and unpaid interest upon conversion of a Note. Accrued but unpaid interest will be deemed to be paid in full upon conversion rather than cancelled, extinguished or forfeited. Holders may convert their Notes under the following circumstances:

during any fiscal quarter, if, for at least 20 trading days during the 30 consecutive trading day period ending on the last trading day of the immediately preceding fiscal quarter, the last reported sales price of the Company's common stock for such trading day is greater than or equal to 130% of the applicable conversion price on such trading day share of common stock on such last trading day;

in certain situations, when the trading price of the Notes is less than 98% of the product of the sale price of the Company's common stock and the conversion rate;

upon the occurrence of specified corporate transactions described under the Notes Indenture, such as a consolidation, merger or binding share exchange; or

at any time on or after October 15, 2014.

During the fiscal quarter ended January 31, 2011, the closing stock price conversion right was triggered and the Notes were convertible at the option of the holder up to 6.7 million of the Company's common shares for the Company's entire first fiscal quarter. As of April 30, 2011 the Notes are classified as a current liability on the Company's condensed consolidated balance sheet. Additionally, a portion of the equity component of the Notes attributable to the conversion feature of the Notes is classified in temporary stockholders' equity equal to the difference between the principal amount and carrying value of the Notes. The closing stock price conversion right also was triggered for the fiscal quarter ended April 30, 2011, therefore the liability and equity components of the Notes will remain classified as current and temporary, respectively, for the quarter ended July 31, 2011.

Holders of the Notes have the right to require the Company to purchase with cash all or a portion of the Notes upon the occurrence of a fundamental change, such as a change of control at a purchase price equal to 100% of the principal amount of the Notes plus accrued and unpaid interest. Following certain corporate transactions that constitute a change of control, the Company will increase the conversion rate for a holder who elects to convert the Notes in connection with such change of control in certain circumstances.

In accounting for the issuance of the Notes, the Company separated the Notes into liability and equity components. The carrying amount of the liability component was calculated by measuring the fair value of a similar liability that does not have an associated convertible feature. The carrying amount of the equity component representing the conversion option was determined by deducting the fair value of the liability component from the par value of the Notes as a whole. The excess of the principal amount of the liability component over its carrying amount is amortized to interest expense over the term of the Note. The equity component is not remeasured as long as it continues to meet the conditions for equity classification.

In accounting for the transaction costs related to the Note issuance, the Company allocated the total amount incurred to the liability and equity components based on their relative values. Transaction costs attributable to the liability component are being amortized to expense over the term of the Notes, and transaction costs attributable to the equity component were netted with the temporary stockholders' equity component in temporary



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**Notes to Condensed Consolidated Financial Statements (Continued)**

stockholders' equity. Additionally, the Company initially recorded a deferred tax liability of \$51.1 million in connection with the Notes.

The Notes consisted of the following (in thousands):

	April 30, 2011	January 31, 2011
Liability component :		
Principal	\$ 575,000	\$ 575,000
Less: debt discount, net (1)	(96,631)	(102,462)
Net carrying amount	\$ 478,369	\$ 472,538

(1) Included in the condensed consolidated balance sheets within convertible senior notes and is amortized over the remaining life of the Notes using the effective interest rate method.

As of April 30, 2011, the remaining contractual life of the Notes is approximately four years.

The following table sets forth total interest expense recognized related to the Notes prior to capitalization of interest (in thousands):

	Three months ended April 30,	
	2011	2010
Contractual interest expense	\$ 1,078	\$ 1,078
Amortization of debt issuance costs	330	328
Amortization of debt discount	5,831	5,451
	\$ 7,239	\$ 6,857
Effective interest rate of the liability component	5.86%	5.86%

**Note Hedges**

To minimize the impact of potential economic dilution upon conversion of the Notes, the Company entered into convertible note hedge transactions with respect to its common stock (the Note Hedges). The Company paid, in January 2010, an aggregate amount of \$126.5 million for the Note Hedges. The Note Hedges cover approximately 6.7 million shares of the Company's common stock at a strike price that corresponds to the initial conversion price of the Notes, also subject to adjustment, and are exercisable upon conversion of the Notes. The Note Hedges will expire upon the maturity of the Notes. The Note Hedges are intended to reduce the potential economic dilution upon conversion of the Notes in the event that the market value per share of the Company's common stock, as measured under the Notes, at the time of exercise is greater than the conversion price of the Notes. The Note Hedges are separate transactions and are not part of the terms of the Notes. Holders of the Notes will not have any rights with respect to the Note Hedges. The Company initially recorded a deferred tax asset of \$51.4 million in connection with these Note Hedges.





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**Notes to Condensed Consolidated Financial Statements (Continued)**

***Warrants***

Separately, the Company in January 2010 also entered into warrant transactions (the Warrants ), whereby the Company sold warrants to acquire, subject to anti-dilution adjustments, up to 6.7 million shares of the Company s common stock at a strike price of \$119.51 per share. The Company received aggregate proceeds of \$59.2 million from the sale of the Warrants. As the weighted average market value per share of the Company s common stock for the quarter ended April 30, 2011 exceeds the strike price of the Warrants, the Warrants had a dilutive effect on the Company s earnings per share for the quarter ended April 30, 2011. The Warrants are separate transactions, entered into by the Company and are not part of the terms of the Notes or Note Hedges. Holders of the Notes and Note Hedges will not have any rights with respect to the Warrants.

**3. Stockholders Equity**

***Stock Options Issued to Employees***

During the quarter ended April 30, 2011, the Company maintained the following stock plans; the 2004 Equity Incentive Plan, 2004 Employee Stock Purchase Plan and the 2004 Outside Directors Stock Plan. These plans, other than the 2004 Outside Directors Stock Plan, provide for annual automatic increases on February 1 to the shares reserved for issuance. The expiration of the 1999 Stock Option Plan in fiscal 2010 did not affect awards outstanding, which continue to be governed by the terms and conditions of the 1999 Stock Option Plan.

On February 1, 2011, 3.5 million additional shares were reserved under the 2004 Equity Incentive Plan pursuant to the automatic increase. The 2004 Employee Stock Purchase Plan will not be implemented unless and until the Company s Board of Directors authorizes the commencement of one or more offerings under the plan. No offering periods have been authorized to date.

In April 2006, the Company s Board of Directors approved the 2006 Inducement Equity Incentive Plan (the Inducement Plan ) that allows for stock option and other equity incentive grants to employees in connection with merger or acquisition activity.

Prior to February 1, 2006, options issued under the Company s stock option plans generally had a term of 10 years. After February 1, 2006, options issued have a term of five years.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

Stock activity is as follows:

	Shares Available for Grant	Outstanding Stock Options	Options Outstanding Weighted- Average Exercise Price	Aggregate Intrinsic Value (in thousands)
Balance as of January 31, 2011	4,095,460	11,783,159	\$ 65.35	
Increase in shares authorized:				
2004 Equity Incentive Plan	3,500,000	0	0.00	
Options granted under all plans	(134,375)	134,375	136.15	
Restricted stock activity	(140,431)	0	0.00	
Stock grants to board and advisory board members	(12,550)	0	0.00	
Exercised	0	(784,557)	41.15	
1999 Plan shares expired	(6,292)	0	0.00	
Cancelled	112,927	(112,927)	62.25	
Balance as of April 30, 2011	7,414,739	11,020,050	\$ 67.97	\$ 787,262
Vested or expected to vest		10,669,900	\$ 67.11	\$ 771,187
Exercisable as of April 30, 2011		4,234,373	\$ 37.76	\$ 427,015

The total intrinsic value of the options exercised during the three months ended April 30, 2011 and 2010 was \$69.7 million and \$58.7 million, respectively. The intrinsic value is the difference of the current market value of the stock and the exercise price of the stock option.

The weighted-average remaining contractual life of vested and expected to vest options is approximately 3.2 years.

As of April 30, 2011, options to purchase 4,234,373 shares were vested at a weighted average exercise price of \$37.76 per share and a remaining weighted-average remaining contractual life of approximately 2.5 years. The total intrinsic value of these vested options as of April 30, 2011 was \$427.0 million.

The following table summarizes information about stock options outstanding as of April 30, 2011:

Range of Exercise Prices	Number Outstanding	Options Outstanding	Weighted- Average Exercise Price	Options Exercisable	
		Weighted-Average Remaining Contractual Life (Years)		Number of Shares	Weighted- Average Exercise Price
\$1.10 to \$25.19	991,715	3.0	\$ 10.31	991,715	\$ 10.31
\$25.97	2,024,127	2.6	25.97	886,021	25.97
\$27.20 to \$52.48	1,905,214	1.9	46.89	1,313,663	46.50
\$52.76 to \$65.41	616,164	2.2	56.07	340,931	55.46
\$65.44	2,166,666	3.6	65.44	549,030	65.44
\$65.68 to \$137.61	1,035,188	3.9	92.27	153,013	70.03
\$142.50 to \$148.49	2,280,976	4.6	142.52	0	0

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11,020,050	3.2	\$ 67.97	4,234,373	\$ 37.76
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**Notes to Condensed Consolidated Financial Statements (Continued)**

Restricted stock activity is as follows:

	Restricted Stock Outstanding		Aggregate Intrinsic Value (in thousands)
	Outstanding	Weighted- Average Exercise Price	
Balance as of January 31, 2011	3,216,103	\$ 0.001	
Granted	212,474	0.001	
Cancelled	(59,493)	0.001	
Vested and converted to shares	(218,054)	0.001	
Balance as of April 30, 2011	3,151,030	\$ 0.001	\$ 436,733
Expected to vest	2,953,241		\$ 409,319

The restricted stock, which upon vesting entitles the holder to one share of common stock for each share of restricted stock, has an exercise price of \$0.001 per share, which is equal to the par value of the Company's common stock, and vests over four years.

The weighted-average fair value of the restricted stock issued for the three months ended April 30, 2011 and 2010 was \$136.90 and \$68.29, respectively.

**Common Stock**

The following numbers of shares of common stock were reserved and available for future issuance at April 30, 2011:

Options outstanding	11,020,050
Restricted stock awards and units outstanding	3,151,030
Stock available for future grant:	
2004 Equity Incentive Plan	6,469,580
2006 Inducement Equity Incentive Plan	346,159
2004 Employee Stock Purchase Plan	1,000,000
2004 Outside Directors Stock Plan	599,000
Convertible senior notes	6,735,953
Warrants	6,735,953
	36,057,725

**4. Business Combinations**

On February 1, 2011 the Company acquired the stock of Manymoon Corporation ( Manymoon ) for \$13.6 million in cash. The Company accounted for this transaction as a business combination. In allocating the purchase price based on estimated fair values, the Company preliminarily recorded \$4.7 million of acquired intangible assets with useful lives of 1 to 3 years, \$10.5 million of goodwill, and \$1.6 million of deferred tax liabilities. The goodwill balance is not deductible for tax purposes. This transaction is not material.



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**Notes to Condensed Consolidated Financial Statements (Continued)**

**Fiscal year 2011**

***Jigsaw Data Corporation***

On May 7, 2010 the Company acquired for cash the stock of Jigsaw Data Corporation ( Jigsaw ), a cloud provider of crowd-sourced data services. The Company acquired Jigsaw to, among other things, combine the Company's CRM applications and enterprise cloud platform with Jigsaw's cloud-based model for the automation of acquiring, completing and cleansing business contact data. The Company has included the financial results of Jigsaw in the condensed consolidated financial statements from the date of acquisition.

The total cash consideration for Jigsaw was approximately \$148.5 million. In addition, the Company will make additional payments ( contingent consideration ) totaling up to \$14.4 million in cash, based on the achievement of certain billings targets related to Jigsaw's services for the one-year period ended May 7, 2011. The estimated fair value using a discounted cash flow model of the contingent consideration at May 7, 2010 was \$13.4 million and is included in the total purchase price. The Company recorded the full amount of the contingent consideration as of April 30, 2011 based on Jigsaw's achievement of meeting its billing targets as it relates to the contingent consideration. The total purchase price and the fair value of the contingent consideration were allocated to the net tangible and intangible assets and liabilities based upon their fair values as of the acquisition date. In the final purchase price allocation based on fair values, the Company recorded approximately \$133.9 million of goodwill, \$28.1 million of identifiable intangible assets, \$4.3 million of net tangible assets and \$4.4 million of deferred tax liability.

***Heroku, Inc.***

On January 3, 2011 the Company acquired for cash the stock of Heroku, Inc. ( Heroku ), a platform-as-a-service cloud vendor, built to work in an open environment and take advantage of the Ruby language. Ruby has become one of the leading development languages used for applications that are social and collaborative and that deliver real-time access to information across mobile devices. The Company acquired Heroku to, among other things, access a large community of developers and independent software vendors ( ISVs ) who are building applications in the cloud using the Ruby language. The Company has included the financial results of Heroku in the condensed consolidated financial statements from the date of acquisition.

The total cash consideration for Heroku was approximately \$216.7 million. The total preliminary purchase price was allocated to the net tangible and intangible assets and liabilities based upon their fair values as of the acquisition date. In allocating the purchase price based on estimated fair values, the Company preliminarily recorded approximately \$181.5 million of goodwill, \$40.1 million of identifiable intangible assets, \$10.1 million of deferred tax liability and \$5.2 million of net tangible assets. The preliminary allocation of the purchase price was based upon a preliminary valuation. The Company's estimates and assumptions are subject to change within the measurement period of one year from the acquisition date. The primary areas of the preliminary purchase price allocation that are not yet finalized relate to both current and noncurrent deferred tax liabilities which are subject to change, pending the finalization of certain tax returns. The Company expects to continue to obtain information to finalize these preliminary valuations during the measurement period.

***DimDim, Inc.***

On January 6, 2011 the Company acquired for cash the stock of DimDim, Inc. ( DimDim ), a provider of online meeting solutions for business collaboration. The Company acquired DimDim to, among other things, expand its market leadership opportunities when integrating DimDim's online meeting solution technology with the Company's collaboration cloud offering. The Company has included the financial results of DimDim in the condensed consolidated financial statements from the date of acquisition.

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**Notes to Condensed Consolidated Financial Statements (Continued)**

The total cash consideration for DimDim was approximately \$37.1 million. The total preliminary purchase price was allocated to the net tangible and intangible assets and liabilities based upon their fair values as of acquisition date. In allocating the purchase price based on estimated fair values, the Company preliminarily recorded approximately \$23.4 million of goodwill, \$14.4 million of identifiable intangible assets, \$2.6 million of deferred tax liability and \$1.9 million of net tangible assets. The preliminary allocation of the purchase price was based upon a preliminary valuation. The Company's estimates and assumptions are subject to change within the measurement period of one year from the acquisition date. The primary areas of the preliminary purchase price allocation that are not yet finalized relate to both current and noncurrent deferred tax liabilities which are subject to change, pending the finalization of certain tax returns. The Company expects to continue to obtain information to finalize these preliminary valuations during the measurement period.

**5. Commitments***Letters of Credit*

As of April 30, 2011, the Company had a total of \$10.5 million in letters of credit outstanding substantially in favor of certain landlords for office space. These letters of credit renew annually and mature at various dates through September 2021.

*Leases*

The Company leases office space and certain fixed assets under non-cancelable operating and capital leases with various expiration dates.

As of April 30, 2011, the future minimum lease payments under non-cancelable operating and capital leases are as follows (in thousands):

	Capital Leases	Operating Leases
Fiscal Period:		
Remaining nine months of fiscal 2012	\$ 20,640	\$ 83,113
Fiscal 2013	22,371	106,248
Fiscal 2014	18,916	83,014
Fiscal 2015	328	48,469
Fiscal 2016	0	44,950
Thereafter	0	122,080
Total minimum lease payments	62,255	\$ 487,874
Less: amount representing interest	(2,914)	
Present value of capital lease obligations	\$ 59,341	

The Company's agreements for the facilities and certain services provide the Company with the option to renew. The Company's future contractual obligations would change if the Company exercised these options.

**6. Legal Proceedings**

The Company is involved in various legal proceedings arising from the normal course of business activities, including claims of alleged infringement of third-party patents and other intellectual property rights, commercial,





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**Notes to Condensed Consolidated Financial Statements (Continued)**

employment and other matters. The Company makes a provision for a liability related to legal proceedings when it is both probable that a liability has been incurred and the amount of the loss can be reasonably estimated. These provisions are reviewed at least quarterly and adjusted to reflect the impacts of negotiations, settlements, rulings, advice of legal counsel and other information and events pertaining to a particular case. In management's opinion, resolution of these matters is not expected to have a material adverse impact on the Company's condensed consolidated results of operations, cash flows or financial position. However, depending on the nature and timing of any such dispute, an unfavorable resolution of a matter could materially affect the Company's future results of operations or cash flows or both.

Many of the Company's subscription agreements require the Company to indemnify its customers for third-party intellectual property infringement claims, which could increase the cost to the Company of an adverse ruling on such a claim. Any adverse determination related to intellectual property claims or litigation could prevent the Company from offering its service to others, could be material to the Company's financial condition or cash flows or both or could otherwise adversely affect the Company's operating results.

**7. Related-Party Transactions**

In January 1999, the salesforce.com/foundation, also referred to as the Foundation, a non-profit public charity, was chartered to build philanthropic programs that are focused on youth and technology. The Company's chairman is the chairman of the Foundation. He, one of the Company's employees and one of the Company's board members hold three of the Foundation's seven board seats. The Company is not the primary beneficiary of the Foundation's activities, and accordingly, the Company does not consolidate the Foundation's statement of activities with its financial results.

Since the Foundation's inception, the Company has provided at no charge certain resources to Foundation employees such as office space. The value of these items was in excess of \$90,000 for the quarter ending April 30, 2011.

In addition to the resource sharing with the Foundation, the Company issued to the Foundation warrants in August 2002 to purchase shares of the Company's common stock. All of the warrants were exercised in prior years. As of April 30, 2011, the Foundation held 114,500 shares of salesforce.com common stock. Additionally, the Company has donated subscriptions to the Company's service to other qualified non-profit organizations. The Company also allows an affiliate of the Foundation to resell the Company's service to large non-profit organizations. The Company does not charge the affiliate for the subscriptions. The fair value of these and the subscriptions were in excess of \$3.6 million for the quarter ended April 30, 2011. The Company plans to continue these programs.

**Table of Contents****ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS**

*The following discussion in Management's Discussion and Analysis of Financial Condition and Results of Operations (MD&A) contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended (the Securities Act) and Section 21E of the Securities Exchange Act of 1934, as amended (the Exchange Act). Forward-looking statements consist of, among other things, trend analyses, statements regarding future events, future financial performance, our business strategy and our plan to build our business, including our strategy to be the leading provider of CRM application services and the leading platform on which customers and partners build enterprise cloud computing applications, our service performance and security, the expenses associated with new data centers and expanding our data center capacity, our operating results, our anticipated growth, trends in our business, new application service features, our strategy of acquiring or making investments in complementary companies, services and technologies, our ability to successfully integrate acquired businesses and technologies, the effect of general economic and market conditions including sudden declines in the fair value of our investments in cash equivalents and marketable securities, our ability to protect our intellectual property rights, our ability to develop our brands, the effect of evolving government regulations, the effect of foreign currency exchange rate and interest rate fluctuations on our financial results, the potential availability of additional tax assets in the future and related matters, the impact of expensing stock options, the sufficiency of our capital resources, potential litigation involving us, and our plan to build our new global headquarters in San Francisco, all of which are based on current expectations, estimates, and forecasts, and the beliefs and assumptions of our management. Words such as expects, anticipates, aims, projects, intends, plans, believes, estimates, seeks, variations of such words, and similar expressions are also intended to identify such forward-looking statements. These forward-looking statements are subject to risks, uncertainties and assumptions that are difficult to predict. Therefore, actual results may differ materially and adversely from those expressed in any forward-looking statements. Readers are directed to risks and uncertainties identified below, under Risk Factors and elsewhere in this report, for factors that may cause actual results to be different than those expressed in these forward-looking statements. Except as required by law, we undertake no obligation to revise or update publicly any forward-looking statements for any reason.*

**Overview**

We are a leading provider of enterprise cloud computing applications. We provide a comprehensive customer and collaboration relationship management, or CRM, service to businesses of all sizes and industries worldwide and we provide a technology platform for customers and developers to build and run business applications.

We were founded in February 1999 and began offering our enterprise CRM application service in February 2000. Since then, we have augmented our CRM service with new editions and enhanced features. We introduced our Force.com platform to customers and developers so they can build complementary applications to extend beyond CRM. In 2010 we introduced our AppExchange directory of enterprise cloud computing applications that are integrated with our CRM service and in most cases have been developed on our platform by third parties. We also introduced Chatter, a collaboration application for the enterprise to connect and share information securely and in real-time.

Our objective is to be the leading provider of CRM application services and to be the leading platform on which our customers and partners build cloud computing applications. Key elements of our strategy include:

Strengthening our existing CRM applications and extending into new functional areas within CRM;

Pursuing new customers and new territories aggressively;

Deepening relationships with our existing customer base;

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Continuing to lead the industry transformation to the next phase of cloud computing; and

Encouraging the development of third-party applications on our Force.com cloud computing platform.

We believe the factors that will influence our ability to achieve our objectives include our prospective customers' willingness to migrate to an enterprise cloud computing application service; the performance and security of our service; our ability to continue to release, and gain customer acceptance of, new and improved features; our ability to successfully integrate acquired businesses and technologies; successful customer adoption and utilization of our service; acceptance of our service in markets where we have few customers; the emergence of additional competitors in our market and improved product offerings by existing and new competitors; the location of new data centers; third-party developers' willingness to develop applications on our platform; and general economic conditions which could affect our customers' ability and willingness to purchase our application service, delay the customers' purchasing decision or affect renewal rates.

To address these factors, we will need to, among other things, continue to add substantial numbers of paying subscriptions, upgrade our customers to fully featured versions such as our Unlimited Edition, provide high quality technical support to our customers and encourage the development of third-party applications on our Force.com platform. We plan to invest for future growth by expanding our data center capacity. We also plan to hire additional personnel, particularly in direct sales, other customer-related areas and research and development. As part of our growth plans, we intend to continue to focus on retaining customers at the time of renewal. Additionally, we plan to: expand our domestic and international selling and marketing activities; continue to develop our brands; add additional distribution channels; increase our research and development activities to upgrade and extend our service offerings; develop new services and technologies and integrate acquired technologies; and add to our global infrastructure to support our growth. We also regularly evaluate acquisitions or investment opportunities in complementary businesses, joint ventures, services and technologies in an effort to expand our service offerings. We expect to continue to make such investments and acquisitions in the future. As such, we plan to reinvest a significant portion of our incremental revenue in fiscal 2012 to grow our business and continue our leadership role in the cloud computing industry. As a result of these investments we expect diluted earnings per share for fiscal 2012 to be significantly lower than diluted earnings per share for fiscal 2011.

Over the past year, we acquired several businesses and technologies such as Jigsaw Data Corporation and Heroku, Inc. In February 2011, we acquired Manymoon Corporation ( Manymoon ) for a total purchase price consideration of \$13.6 million. Manymoon offers a cloud-based project collaboration application. We acquired Manymoon for its developed technology in order to expand our CRM application offerings for small businesses and workgroups.

In fiscal 2010, we issued at par value \$575.0 million of 0.75% convertible senior notes due on January 15, 2015 (the Notes ). For 20 trading days during the 30 consecutive trading days ended January 31, 2011 and April 30, 2011, our common stock traded at a price exceeding 130% of the conversion price of \$85.36 per share applicable to the Notes. Accordingly, based on the terms of the Notes, since February 1, 2011, the Notes were convertible at the option of the holder and will remain convertible at the holders' option for the quarter ending July 31, 2011. Upon conversion of any Notes, we will deliver cash up to the principal amount of the Notes and, with respect to any excess conversion value greater than the principal amount of the Notes, shares of our common stock, cash, or a combination of both. Therefore, for the quarter ending July 31, 2011, the Notes will remain classified as a current liability on our condensed consolidated balance sheet.

We expect marketing and sales costs, which were 51 percent of our total revenues for the three months ended April 30, 2011 and 47 percent for the same period a year ago, to continue to represent a substantial portion of total revenues in the future as we seek to add and manage more paying subscribers, and build greater brand awareness.

Subsequent to April 30, 2011 we acquired Radian6 Technologies, Inc. ( Radian6 ) for approximately \$344.5 million net of cash acquired, of which \$285.1 million was paid in cash and the remainder in 436,167 shares of salesforce.com common stock. As part of the share purchase agreement, we also assumed Radian6's existing stock option plan which consisted of 239,519 unvested options.

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### **Fiscal Year**

Our fiscal year ends on January 31. References to fiscal 2012, for example, refer to the fiscal year ended January 31, 2012.

### **Segments**

We have made several acquisitions to expand our business and offerings. For example in fiscal 2011, we acquired Heroku, Inc. to increase our presence in the platform as a service market, Jigsaw Data Corporation to provide cloud-based data services, and DimDim, Inc to provide an online meeting solution to integrate into our collaboration cloud offering. These and other acquisitions have allowed us to expand our offerings, presence and reach in various segments of the enterprise cloud computing market. While we have offerings in multiple enterprise cloud computing market segments, our business operates in one reportable segment because our decision making group evaluates our financial information, resources and assesses the performance of these resources on a consolidated basis only. Since we operate in one operating segment, all required financial segment information can be found in the consolidated financial statements.

### **Sources of Revenues**

We derive our revenues from: (1) subscriptions fees from customers accessing our enterprise cloud computing application service; (2) support revenues from customers purchasing additional support beyond the standard support that is included in the basic subscription fee; (3) professional services, which include consulting services such as process mapping and project management, and implementation services including systems integration, technical architecture and development, and data conversion; and (4) other revenue, which consists primarily of training fees. Subscription and support revenues accounted for approximately 94 percent of our total revenues during the three months ended April 30, 2011. Subscription revenues are driven primarily by the number of paying subscribers of our service, varying service types of offering, the subscription price of our service and rates of renewal. We define a customer as a separate and distinct buying entity (e.g., a company, a distinct business unit of a large corporation, a partnership, etc.) that has entered into a contract to access our enterprise cloud computing service. We define a subscription as a unique user account purchased by a customer for use by its employees or other customer-authorized users, and each such user is who we call a subscriber. The number of paying subscriptions at each of our customers ranges from one to tens of thousands. None of our customers accounted for more than five percent of our revenues during the three months ended April 30, 2011 and 2010, respectively.

Subscription and support revenues are recognized ratably over the contract terms beginning on the commencement dates of each contract. The typical subscription and support term is 12 to 24 months, although terms range from one to 60 months. Our subscription and support contracts are non-cancelable, though customers typically have the right to terminate their contracts for cause if we materially fail to perform. We generally invoice our customers in advance, in annual or quarterly installments, and typical payment terms provide that our customers pay us within 30 days of invoice. Amounts that have been invoiced are recorded in accounts receivable and in deferred revenue, or in revenue depending on whether the revenue recognition criteria have been met. In general, we collect our billings in advance of the subscription service period.

Professional services and other revenues consist of fees associated with consulting and implementation services and training. Our consulting and implementation engagements are typically billed on a time and materials basis. We also offer a number of classes on implementing, using and administering our service that are billed on a per person, per class basis. Our typical payment terms provide that our customers pay us within 30 days of invoice.

In determining whether professional services can be accounted for separately from subscription and support revenues, we consider a number of factors, which are described in Critical Accounting Policies and Estimates Revenue Recognition below. Prior to February 1, 2011, the deliverables in multiple-deliverable

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arrangements were accounted for separately if the delivered items had standalone value and there was objective and reliable evidence of fair value for the undelivered items. If the deliverables in a multiple-deliverable arrangement could not be accounted for separately, the total arrangement fee was recognized ratably as a single unit of accounting over the contracted term of the subscription agreement. A significant portion of our multiple-deliverable arrangements were accounted for as a single unit of accounting because we did not have objective and reliable evidence of fair value for certain of our deliverables. Additionally, in these situations, we deferred the direct costs of a related professional service arrangement and amortized those costs over the same period as the professional services revenue was recognized.

In October 2009, the Financial Accounting Standards Board ( FASB ) issued Accounting Standards Update No. 2009-13, *Revenue Recognition (Topic 605), Multiple-Deliverable Revenue Arrangements a consensus of the FASB Emerging Issues Task Force* ( ASU 2009-13 ) which amended the previous multiple-deliverable arrangements accounting guidance. Pursuant to the new guidance, objective and reliable evidence of fair value of the deliverables to be delivered is no longer required in order to account for deliverables in a multiple-deliverable arrangement separately. Instead, arrangement consideration is allocated to deliverables based on their relative selling price. The new guidance also eliminates the use of the residual method.

In the first quarter of fiscal 2012, we adopted this new accounting guidance on a prospective basis. We applied the new accounting guidance to those multiple-deliverable arrangements entered into or materially modified on or after February 1, 2011 which is the beginning of our fiscal year.

**Seasonal Nature of Deferred Revenue and Accounts Receivable**

Deferred revenue primarily consists of billings to customers for our subscription service. Over 90 percent of the value of our billings to customers is for our subscription and support service. We generally invoice our customers in either quarterly or annual cycles, with a disproportionate weighting towards annual billings in the fourth quarter, primarily as a result of large enterprise account buying patterns. Additionally, our fourth quarter has historically been our strongest quarter for new business and renewals. The year on year compounding effect of this seasonality in both billing patterns and overall new and renewal business causes the value of invoices that we generate in the fourth quarter for both new and existing customers to increase as a proportion of our total annual billings.

Accordingly, the sequential quarterly changes in accounts receivable and the related deferred revenue during the first three quarters of our fiscal year are not necessarily indicative of the billing activity that occurs in the fourth quarter as displayed below (in thousands):

	<b>April 30, 2011</b>			
<b>Fiscal 2012</b>				
Accounts receivable, net	\$ 270,816			
Deferred revenue, current and noncurrent	915,133			
	<b>April 30, 2010</b>	<b>July 31, 2010</b>	<b>October 31, 2010</b>	<b>January 31, 2011</b>
<b>Fiscal 2011</b>				
Accounts receivable, net	\$ 183,612	\$ 228,550	\$ 258,764	\$ 426,943
Deferred revenue, current and noncurrent	664,529	683,019	694,557	934,941
	<b>April 30, 2009</b>	<b>July 31, 2009</b>	<b>October 31, 2009</b>	<b>January 31, 2010</b>
<b>Fiscal 2010</b>				
Accounts receivable, net	\$ 145,869	\$ 168,842	\$ 191,297	\$ 320,956
Deferred revenue, current and noncurrent	549,373	549,010	545,435	704,348

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### **Cost of Revenues and Operating Expenses**

*Cost of Revenues.* Cost of subscription and support revenues primarily consists of expenses related to hosting our service and providing support, the costs of data center capacity, depreciation or operating lease expense associated with computer equipment and software, allocated overhead and amortization expense associated with capitalized software related to our application service and acquired technology. We allocate overhead such as rent and occupancy charges based on headcount. Employee benefit costs and taxes are allocated based upon a percentage of total compensation expense. As such, general overhead expenses are reflected in each cost of revenue and operating expense category. Cost of professional services and other revenues consists primarily of employee-related costs associated with these services, including stock-based expenses, the cost of subcontractors and allocated overhead. The cost of providing professional services is significantly higher as a percentage of the related revenue than for our enterprise cloud computing subscription service due to the direct labor costs and costs of subcontractors.

We intend to continue to invest additional resources in our enterprise cloud computing application service. For example, we plan to open additional data centers in the future. Additionally, as we acquire new businesses and technologies, the amortization expense associated with this activity will be included in cost of revenues. The timing of these additional expenses will affect our cost of revenues, both in terms of absolute dollars and as a percentage of revenues, in the affected periods.

*Research and Development.* Research and development expenses consist primarily of salaries and related expenses, including stock-based expenses, the costs of our development and test data center and allocated overhead. We continue to focus our research and development efforts on adding new features and services, integrating acquired technologies, increasing the functionality and enhancing the ease of use of our enterprise cloud computing application service. Our proprietary, scalable and secure multi-tenant architecture enables us to provide all of our customers with a service based on a single version of our application. As a result, we do not have to maintain multiple versions, which enables us to have relatively lower research and development expenses as compared to traditional enterprise software companies. We expect that in the future, research and development expenses will increase in absolute dollars as we improve and extend our service offerings, develop new technologies and integrate acquired businesses and technologies.

*Marketing and Sales.* Marketing and sales expenses are our largest cost and consist primarily of salaries and related expenses, including stock-based expenses, for our sales and marketing staff, including commissions, payments to partners, marketing programs and allocated overhead. Marketing programs consist of advertising, events, corporate communications, brand building and product marketing activities.

We plan to continue to invest in marketing and sales by expanding our domestic and international selling and marketing activities, building brand awareness and sponsoring additional marketing events. We expect that in the future, marketing and sales expenses will increase in absolute dollars and continue to be our largest cost.

*General and Administrative.* General and administrative expenses consist of salaries and related expenses, including stock-based expenses, for finance and accounting, human resources and management information systems personnel, legal costs, professional fees, other corporate expenses and allocated overhead. We expect that in the future, general and administrative expenses will increase in absolute dollars as we invest in our infrastructure and we incur additional employee related costs, professional fees and insurance costs related to the growth of our business and international expansion. We expect general and administrative costs as a percentage of total revenues to remain flat for the next several quarters.

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*Stock-Based Expenses.* Our cost of revenues and operating expenses include stock-based expenses related to option and stock awards to employees and non-employee directors. We recognize our stock-based payments as an expense in the statement of operations based on their fair values and vesting periods. If our grant activity remains consistent and our stock price increases in the future, stock-based expenses will rise. These charges have been significant in the past and we expect that they will increase as we hire more employees and seek to retain existing employees.

### **Critical Accounting Policies and Estimates**

Our consolidated financial statements are prepared in accordance with accounting principles generally accepted in the United States. The preparation of these consolidated financial statements requires us to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, costs and expenses, and related disclosures. On an ongoing basis, we evaluate our estimates and assumptions. Our actual results may differ from these estimates under different assumptions or conditions.

We believe that of our significant accounting policies, which are described in Note 1 to our condensed consolidated financial statements, the following accounting policies involve a greater degree of judgment and complexity. Accordingly, these are the policies we believe are the most critical to aid in fully understanding and evaluating our condensed consolidated financial condition and results of operations.

*Revenue Recognition.* We derive our revenues from two sources: (1) subscription revenues, which are comprised of subscription fees from customers accessing our enterprise cloud computing application service and from customers purchasing additional support beyond the standard support that is included in the basic subscription fee; and (2) related professional services such as process mapping, project management, implementation services and other revenue. Other revenue consists primarily of training fees.

We commence revenue recognition when all of the following conditions are satisfied:

There is persuasive evidence of an arrangement;

The service has been or is being provided to the customer;

The collection of the fees is reasonably assured; and

The amount of fees to be paid by the customer is fixed or determinable.

Our subscription service arrangements are non-cancelable and do not contain refund-type provisions.

### *Subscription and Support Revenues*

Subscription and support revenues are recognized ratably over the contract terms beginning on the commencement date of each contract, which is the date our service is made available to customers. Amounts that have been invoiced are recorded in accounts receivable and in deferred revenue or revenue, depending on whether the revenue recognition criteria have been met.

### *Professional Services and Other Revenues*

The majority of our professional services contracts are on a time and material basis. When these services are not combined with subscription revenues as a single unit of accounting, as discussed below, these revenues are recognized as the services are rendered for time and material contracts, and when the milestones are achieved and accepted by the customer for fixed price contracts. Training revenues are recognized after the services are performed.



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*Multiple-Deliverable Arrangements*

We enter into arrangements with multiple deliverables that generally include subscription, premium support, and professional services.

Prior to February 1, 2011, the deliverables in multiple-deliverable arrangements were accounted for separately if the delivered items had standalone value and there was objective and reliable evidence of fair value for the undelivered items. If the deliverables in a multiple-deliverable arrangement could not be accounted for separately, the total arrangement fee was recognized ratably as a single unit of accounting over the contracted term of the subscription agreement. A significant portion of our multiple-deliverable arrangements were accounted for as a single unit of accounting because we did not have objective and reliable evidence of fair value for certain of our deliverables. Additionally, in these situations, we deferred the direct costs of a professional service arrangement and amortized those costs over the same period as the professional services revenue is recognized.

In October 2009, the FASB issued Accounting Standards Update No. 2009-13, *Revenue Recognition (Topic 605), Multiple-Deliverable Revenue Arrangements a consensus of the FASB Emerging Issues Task Force* ( ASU 2009-13 ) which amended the previous multiple-deliverable arrangements accounting guidance. Pursuant to the new guidance, objective and reliable evidence of fair value of the deliverables to be delivered is no longer required in order to account for deliverables in a multiple-deliverable arrangement separately. Instead, arrangement consideration is allocated to deliverables based on their relative selling price. The new guidance also eliminates the use of the residual method.

In the first quarter of fiscal 2012, we adopted this new accounting guidance on a prospective basis. We have applied the new accounting guidance to those multiple-deliverable arrangements entered into or materially modified on or after February 1, 2011 which is the beginning of the our fiscal year.

The adoption of this new accounting guidance did not have a material impact on our financial condition, results of operations or cash flows. As of April 30, 2011, the deferred professional services revenue and deferred costs under the previous accounting guidance are \$58.7 million and \$27.5 million respectively which will continue to be recognized over the related remaining subscription period.

Under the new accounting guidance, in order to treat deliverables in a multiple-deliverable arrangement as separate units of accounting, the deliverables must have standalone value upon delivery. If the deliverables have standalone value upon delivery, we account for each deliverable separately. Subscription services have standalone value as such services are often sold separately. In determining whether professional services have standalone value, we consider the following factors for each professional services agreement: availability of the services from other vendors, the nature of the professional services, the timing of when the professional services contract was signed in comparison to the subscription service start date, and the contractual dependence of the subscription service on the customer's satisfaction with the professional services work. To date, we have concluded that all of the professional services included in multiple-deliverable arrangements executed have standalone value.

Under the new accounting guidance, when multiple deliverables included in an arrangement are separated into different units of accounting, the arrangement consideration is allocated to the identified separate units based on a relative selling price hierarchy. We determine the relative selling price for a deliverable based on its vendor-specific objective evidence of selling price ( VSOE ), if available, or our best estimate of selling price ( BESP ), if VSOE is not available. We have determined that third-party evidence ( TPE ) is not a practical alternative due to differences in our service offerings compared to other parties and the availability of relevant third party pricing information. The amount of revenue allocated to delivered items is limited by contingent revenue, if any.

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For certain subscription services and professional services, we have established VSOE as a consistent number of standalone sales of these deliverables have been priced within a reasonably narrow range. We have not established VSOE for a majority of our subscription services due to lack of pricing consistency, the introduction of new services and other factors. Accordingly, we use our BESP to determine the relative selling price.

We determine BESP by considering our overall pricing objectives and market conditions. Significant pricing practices taken into consideration include our discounting practices, the size and volume of our transactions, the geographic area where our services are sold, our price lists, our go to market strategy, historically contractually stated prices and our prior relationships and future subscription service sales with certain classes of customers. The determination of BESP is made through consultation with and approval by management, taking into consideration the go-to-market strategy. As our go-to-market strategies evolve, we may modify our pricing practices in the future, which could result in changes in selling prices, including both VSOE and BESP.

*Deferred Revenue.* Deferred revenue primarily consists of billings or payments received in advance of revenue recognition from subscription service described above and is recognized as the revenue recognition criteria are met. We generally invoice customers in annual or quarterly installments.

Accordingly, the deferred revenue balance does not represent the total contract value of annual or multi-year, non-cancelable subscription agreements.

Billings against professional services arrangements entered into prior to February 1, 2011 will generally be added to deferred revenue and recognized over the remaining related subscription contract term.

Deferred revenue that will be recognized during the succeeding twelve month period is recorded as current deferred revenue and the remaining portion is recorded as noncurrent.

*Accounting for Deferred Commissions.* We defer commission payments to our direct sales force. The commissions are deferred and amortized to sales expense over the non-cancelable terms of the related subscription contracts with our customers, which are typically 12 to 24 months. The commission payments, which are paid in full the month after the customer's service commences, are a direct and incremental cost of the revenue arrangements. The deferred commission amounts are recoverable through the future revenue streams under the non-cancelable customer contracts. We believe this is the preferable method of accounting as the commission charges are so closely related to the revenue from the non-cancelable customer contracts that they should be recorded as an asset and charged to expense over the same period that the subscription revenue is recognized.

During the three months ended April 30, 2011, we deferred \$20.5 million of commission expenditures and we amortized \$24.7 million to sales expense. During the same period a year ago, we deferred \$19.3 million of commission expenditures and we amortized \$19.5 million to sales expense. Deferred commissions on our condensed consolidated balance sheet totaled \$112.4 million at April 30, 2011 and \$116.6 million at January 31, 2011.

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*Business Combinations.* We recognize separately from goodwill the fair value of assets acquired and liabilities assumed. Goodwill as of the acquisition date is measured as the excess of consideration transferred and the net of the acquisition date fair values of the assets acquired and the liabilities assumed. We use the best estimates and assumptions as a part of the purchase price allocation process to accurately value assets acquired and liabilities assumed at the acquisition date. Our estimates are inherently uncertain and subject to refinement. As a result, during the measurement period, which may be up to one year from the acquisition date, we may record adjustments to the fair value of assets acquired and liabilities assumed, with the corresponding offset to goodwill. Upon the conclusion of the measurement period or final determination of the fair value of assets acquired or liabilities assumed, whichever comes first, any subsequent adjustments are recorded to our condensed consolidated statements of operations.

In addition, uncertain tax positions and tax related valuation allowances assumed in connection with a business combination are initially estimated as of the acquisition date. We reevaluate these items quarterly and record any adjustments to the preliminary estimates to goodwill provided that we are within the measurement period and we continue to collect information in order to determine their estimated fair values as of the date of acquisition. Subsequent to the measurement period or our final determination of the tax allowance s or contingency s estimated value, changes to these uncertain tax positions and tax related valuation allowances will affect our provision for income taxes in the condensed consolidated statement of operations.

*Accounting for Stock-Based Awards.* We recognize the fair value of our stock awards on a straight-line basis over the requisite service period of the award which is the vesting term of four years.

We recognized stock-based expense of \$47.6 million during the three months ended April 30, 2011. The requirement to expense stock-based awards will continue to materially reduce our reported results of operations. As of April 30, 2011, we had an aggregate of \$542.1 million of stock compensation remaining to be amortized to expense over the remaining requisite service period of the underlying awards. We currently expect this stock compensation balance to be amortized as follows: \$150.8 million during the remaining nine months of fiscal 2012; \$166.5 million during fiscal 2013; \$138.3 million during fiscal 2014; \$85.4 million during fiscal 2015 and \$1.1 million during fiscal 2016. These amounts reflect only outstanding stock awards as of April 30, 2011 and assume no forfeiture activity. We expect to continue to issue stock-based awards to our employees in future periods, which will increase the stock compensation amortization in such future periods.

We recognize as an operating expense the payroll and social tax costs, as applicable by jurisdiction, when stock options are exercised. The impact of stock-based expense in the future is dependent upon, among other things, the timing of when we hire additional employees, the effect of long-term incentive strategies involving stock awards in order to continue to attract and retain employees, the total number of stock awards granted, the fair value of the stock awards at the time of grant, changes in estimated forfeiture assumption rates and the tax benefit that we may or may not receive from stock-based expenses. Additionally, we are required to use an option-pricing model to determine the fair value of stock option awards. This determination of fair value is affected by our stock price as well as assumptions regarding a number of highly complex and subjective variables. These variables include, but are not limited to, our expected stock price volatility over the term of the awards.

As of April 30, 2011, there were 3.2 million restricted stock awards and units outstanding. We plan to continue awarding restricted stock to our employees in the future. The restricted stock, which upon vesting entitles the holder to one share of common stock for each restricted stock, has an exercise price of \$0.001 per share, which is equal to the par value of our common stock, and vests over four years. The fair value of the restricted stock is based on our closing stock price on the date of grant, and compensation expense, net of estimated forfeitures, is recognized on a straight-line basis over the vesting period.

*Accounting for Income Taxes.* We account for income taxes using the liability method, which requires the recognition of deferred tax assets or liabilities for the tax-effected temporary differences between the financial

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reporting and tax bases of our assets and liabilities and for net operating loss and tax credit carryforwards. The tax expense or benefit for unusual items, or certain adjustments to the valuation allowance are treated as discrete items in the interim period in which the events occur.

Our effective tax rate could be adversely affected by changes in the mix of earnings and losses in countries with differing statutory tax rates, certain non-deductible expenses as a result of acquisitions, the calculation of deferred tax assets and liabilities, and changes in tax laws and accounting principles.

**Results of Operations**

The following tables set forth selected data for each of the periods indicated (in thousands, unaudited).

	Three months ended April 30,	
	2011	2010
<b>Revenues:</b>		
Subscription and support	\$ 473,504	\$ 350,712
Professional services and other	30,860	26,101
<b>Total revenues</b>	<b>504,364</b>	<b>376,813</b>
<b>Cost of revenues:</b>		
Subscription and support	75,243	44,057
Professional services and other	27,823	27,524
<b>Total cost of revenues</b>	<b>103,066</b>	<b>71,581</b>
<b>Gross profit</b>	<b>401,298</b>	<b>305,232</b>
<b>Operating expenses:</b>		
Research and development	65,292	40,122
Marketing and sales	254,471	175,867
General and administrative	84,338	56,193
<b>Total operating expenses</b>	<b>404,101</b>	<b>272,182</b>
<b>Income (loss) from operations</b>	<b>(2,803)</b>	<b>33,050</b>
Investment income	8,055	7,875
Interest expense	(3,671)	(7,060)
Other expense	(800)	(1,973)
<b>Income before provision for income taxes and noncontrolling interest</b>	<b>781</b>	<b>31,892</b>
Provision for income taxes	(251)	(12,016)
<b>Consolidated net income</b>	<b>530</b>	<b>19,876</b>
Less: Net income attributable to noncontrolling interest	0	(2,131)
<b>Net income attributable to salesforce.com</b>	<b>\$ 530</b>	<b>\$ 17,745</b>

	As of		
	April 30, 2011	January 31, 2011	April 30, 2010
<b>Balance Sheet Data:</b>			
Cash, cash equivalents and marketable securities	\$ 1,522,285	\$ 1,407,557	\$ 1,901,548
Deferred revenue, current and noncurrent	915,133	934,941	664,529



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	Three months ended April 30,	
	2011	2010
Revenues by geography:		
Americas	\$ 340,018	\$ 259,284
Europe	94,395	66,842
Asia Pacific	69,951	50,687
	\$ 504,364	\$ 376,813

Cost of revenues and operating expenses include the following amounts related to stock-based awards.

	Three months ended April 30,	
	2011	2010
Cost of revenues	\$ 3,651	\$ 3,074
Research and development	7,839	4,102
Marketing and sales	23,787	12,210
General and administrative	12,281	7,082

Cost of revenues and marketing and sales expenses include the following amounts related to amortization of purchased intangibles.

	Three months ended April 30,	
	2011	2010
Amortization of purchased intangibles:		
Cost of revenues	\$ 9,095	\$ 1,678
Marketing and sales	1,240	826

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The following tables set forth selected consolidated statements of operations data for each of the periods indicated as a percentage of total revenues.

	Three months ended April 30,	
	2011	2010
<b>Revenues:</b>		
Subscription and support	94%	93%
Professional services and other	6	7
Total revenues	100	100
<b>Cost of revenues:</b>		
Subscription and support	15	12
Professional services and other	5	7
Total cost of revenues	20	19
Gross profit	80	81
<b>Operating expenses:</b>		
Research and development	13	10
Marketing and sales	51	47
General and administrative	17	15
Total operating expenses	81	72
Income (loss) from operations	(1)	9
Investment income	2	2
Interest expense	(1)	(2)
Other income (expense)	0	(1)
Income before provision for income taxes and noncontrolling interest	0	8
Provision for income taxes	0	(3)
Consolidated net income	0	5
Less: Net income attributable to noncontrolling interest	0	0
Net income attributable to salesforce.com	0%	5%

	Three months ended April 30,	
	2011	2010
<b>Revenues by geography:</b>		
Americas	67%	69%
Europe	19	18
Asia Pacific	14	13
	100%	100%

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	Three months ended April 30,	
	2011	2010
Cost of revenues	1%	1%
Research and development	2	1
Marketing and sales	5	3
General and administrative	2	2



**Table of Contents****Three Months Ended April 30, 2011 and 2010***Revenues.*

(In thousands)	Three Months Ended April 30,		Variance	
	2011	2010	Dollars	Percent
Subscription and support	\$ 473,504	\$ 350,712	\$ 122,792	35%
Professional services and other	30,860	26,101	4,759	18%
<b>Total revenues</b>	<b>\$ 504,364</b>	<b>\$ 376,813</b>	<b>\$ 127,551</b>	<b>34%</b>

Total revenues were \$504.4 million for the three months ended April 30, 2011, compared to \$376.8 million during the same period a year ago, an increase of \$127.6 million, or 34 percent. Subscription and support revenues were \$473.5 million, or 94 percent of total revenues, for the three months ended April 30, 2011, compared to \$350.7 million, or 93 percent of total revenues, during the same period a year ago. The increase in subscription and support revenues was due primarily to new customers, upgrades and additional subscriptions from existing customers and improved renewal rates as compared to a year ago. The price per user per month for our three primary offerings, Professional Edition, Enterprise Edition and Unlimited Edition, in the quarter ended April 30, 2011 has remained substantially consistent relative to prior periods. Professional services and other revenues were \$30.9 million, or six percent of total revenues, for the three months ended April 30, 2011, compared to \$26.1 million, or seven percent of total revenues, for the same period a year ago. The increase in professional services and other revenues was due primarily to the higher demand for services from an increased number of customers. The impact of the prospective adoption of the new accounting guidance for multiple-deliverable arrangements did not have a material impact on professional services revenue for the three months ended April 30, 2011.

Revenues in Europe and Asia Pacific accounted for \$164.3 million, or 33 percent of total revenues, for the three months ended April 30, 2011, compared to \$117.5 million, or 31 percent of total revenues, during the same period a year ago, an increase of \$46.8 million, or 40 percent. The increase in revenues outside of the Americas was the result of the increasing acceptance of our service, our focus on marketing our service internationally and improved renewal rates. Additionally, the value of the U.S. dollar relative to foreign currencies contributed to a slight increase in U.S. dollar revenues outside of the Americas for the three months ended April 30, 2011 as compared to the same period a year ago. The foreign currency impact had the effect of increasing our aggregate revenues by \$7.6 million compared to the same period a year ago. As part of our overall growth, we expect the percentage of our revenue generated outside of the Americas to continue to increase as a percentage of our total revenues worldwide.

*Cost of Revenues.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Subscription and support	\$ 75,243	\$ 44,057	\$ 31,186
Professional services and other	27,823	27,524	299
<b>Total cost of revenues</b>	<b>\$ 103,066</b>	<b>\$ 71,581</b>	<b>\$ 31,485</b>

Percent of total revenues

20%

19%

Cost of revenues was \$103.1 million, or 20 percent of total revenues, for the three months ended April 30, 2011, compared to \$71.6 million, or 19 percent of total revenues, during the same period a year ago, an increase of \$31.5 million. The increase in absolute dollars was primarily due to an increase of \$1.4 million in employee-related costs, an increase of \$8.9 million in service delivery costs, primarily due to our efforts in increasing data center capacity, an increase of \$12.7 million in depreciation and amortization expenses, an increase of \$6.0

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million in outside subcontractor and other service costs, an increase of \$1.5 million in allocated overhead and an increase of \$0.6 million in stock-based expenses. Gross profit margins for professional services and other improved over the same period a year ago primarily due to the improved utilization of existing headcount and a higher demand from an increased number of customers.

We intend to continue to invest additional resources in our enterprise cloud computing application service and data center capacity. The timing of these additional expenses will affect our cost of revenues, both in terms of absolute dollars and as a percentage of revenues in future periods.

*Research and Development.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Research and development	\$ 65,292	\$ 40,122	\$ 25,170
Percent of total revenues	13%	10%	

Research and development expenses were \$65.3 million, or 13 percent of total revenues, for the three months ended April 30, 2011, compared to \$40.1 million, or 10 percent of total revenues, during the same period a year ago, an increase of \$25.2 million. The increase in absolute dollars was due to an increase of \$17.2 million in employee-related costs, an increase of \$3.7 million in stock-based expenses, an increase of \$3.1 million in allocated overhead and an increase of \$0.7 million in test data lab costs. We increased our research and development headcount by 46 percent since April 30, 2010 in order to improve and extend our service offerings and develop new technologies. Some of the increase in headcount was due to acquired businesses.

*Marketing and Sales.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Marketing and sales	\$ 254,471	\$ 175,867	\$ 78,604
Percent of total revenues	51%	47%	

Marketing and sales expenses were \$254.5 million, or 51 percent of total revenues, for the three months ended April 30, 2011, compared to \$175.9 million, or 47 percent of total revenues, during the same period a year ago, an increase of \$78.6 million. The increase in absolute dollars was primarily due to increases of \$53.5 million in employee-related costs, \$11.6 million in stock-based expenses, \$5.6 million in advertising, marketing and event costs and \$7.7 million in allocated overhead. Our marketing and sales headcount increased by 38 percent since April 30, 2010 as we hired additional sales personnel to focus on adding new customers and increasing penetration within our existing customer base. Some of the increase in headcount was due to acquired businesses.

*General and Administrative.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
General and administrative	\$ 84,338	\$ 56,193	\$ 28,145
Percent of total revenues	17%	15%	

General and administrative expenses were \$84.3 million, or 17 percent of total revenues, for the three months ended April 30, 2011, compared to \$56.2 million, or 15 percent of total revenues, during the same period

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a year ago, an increase of \$28.1 million. The increase was primarily due to an increase of \$17.2 million in employee-related costs, an increase of \$5.2 million in stock-based expenses, an increase of \$2.2 million in depreciation and amortization and increases in infrastructure costs and professional and outside service costs. Our general and administrative headcount increased by 30 percent since April 30, 2010 as we added personnel to support our growth.

*Income (loss) from operations.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Income (loss) from operations	\$ (2,803)	\$ 33,050	\$ (35,853)
Percent of total revenues	(1)%	9%	

Loss from operations for the three months ended April 30, 2011 was \$2.8 million and included \$47.6 million of stock-based expenses and \$10.3 million of amortization of purchased intangibles. During the same period a year ago, operating income was \$33.1 million and included \$26.5 million of stock-based expenses and \$2.5 million of amortization of purchased intangibles.

*Investment income.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Investment income	\$ 8,055	\$ 7,875	\$ 180
Percent of total revenues	2%	2%	

Investment income consists of income on cash and marketable securities balances. Investment income was \$8.1 million for the three months ended April 30, 2011 and was \$7.9 million during the same period a year ago. The increase was primarily due to increased realized gains from sales of marketable securities and the increase in marketable securities balances resulting from cash generated by operating activities and the proceeds from stock option exercises.

*Interest expense.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Interest expense	\$ (3,671)	\$ (7,060)	\$ 3,389
Percent of total revenues	(1)%	(2)%	

Interest expense consists primarily of interest on our Notes and capital leases. Interest expense was \$3.7 million, net of interest costs capitalized, for the three months ended April 30, 2011 and was \$7.1 million during the same period a year ago. During the three months ended April 30, 2011, we capitalized \$3.9 million of interest costs related to major construction projects, specifically our campus project, which began during the fourth quarter of fiscal 2011, and our capitalized internal-use software development costs. We did not capitalize interest during the same period a year ago. We will continue to capitalize interest on these projects until these assets are ready for service.

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*Other expense.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Other expense	\$ (800)	\$ (1,973)	\$ 1,173

Other expense primarily consists of foreign currency transaction gains and losses. Other expense decreased due to realized and unrealized gains on foreign currency transactions for the three months ended April 30, 2011 compared to the same period a year ago.

*Provision for Income Taxes.*

(In thousands)	Three Months Ended April 30,		Variance Dollars
	2011	2010	
Provision for income taxes	(\$ 251)	(\$ 12,016)	\$ 11,765
Effective tax rate	32%	38%	

The provision for income taxes was \$0.3 million for the three months ended April 30, 2011, compared to \$12.0 million during the same period a year ago.

Our effective tax rate for the three months ended April 30, 2011 was 32 percent, which was lower than the federal statutory tax rate of 35 percent. The lower tax rate was attributable to the benefit of federal and California research tax credits offset by state income taxes, a detrimental foreign tax rate differential and non-deductible acquisition expenses. Our effective tax rate of 38 percent for the three months ended April 30, 2010 was higher than the federal statutory rate of 35 percent primarily due to state income taxes, a detrimental foreign tax rate differential and the unfavorable impact of a change in California tax law, which was partially offset by the benefit of California research tax credits.

***New Accounting Pronouncement***

In December 2010, the FASB issued Accounting Standards Update No. 2010-29, *Disclosure of Supplementary Pro Forma Information for Business Combinations (Topic 805) Business Combinations* (ASU 2010-29), to improve consistency in how the pro forma disclosures are calculated. Additionally, ASU 2010-29 enhances the disclosure requirements and requires description of the nature and amount of any material, nonrecurring pro forma adjustments directly attributable to a business combination. ASU 2010-29 is effective for the Company in fiscal 2013 and should be applied prospectively to business combinations for which the acquisition date is after the effective date. Early adoption is permitted. We are currently evaluating the impact of the pending adoption of ASU 2010-29 on the consolidated financial statements.

**Liquidity and Capital Resources**

At April 30, 2011, our principal sources of liquidity were cash, cash equivalents and marketable securities totaling \$1.5 billion and accounts receivable of \$270.8 million.

Net cash provided by operating activities was \$139.5 million during the three months ended April 30, 2011 and \$143.2 million during the same period a year ago. Cash provided by operating activities has historically been affected by: the amount of net income; sales of subscriptions, support and professional services; changes in working capital accounts, particularly increases and seasonality in accounts receivable and deferred revenue as described above, the timing of commission and bonus payments, and the timing of collections from large enterprise customers; and add-backs of non-cash expense items such as depreciation and amortization, amortization of debt discount and the expense associated with stock-based awards.

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Net cash provided by investing activities was \$79.4 million during the three months ended April 30, 2011 and net cash used in investing activities was \$508.1 million during the same period a year ago. The net cash provided by investing activities during the three months ended April 30, 2011 primarily related to the proceeds from the sales of marketable securities offset by the investment of cash balances, the purchase of Manymoon, capital expenditures and strategic investments.

Net cash provided by financing activities was \$28.0 million during the three months ended April 30, 2011 and \$43.6 million during the same period a year ago. Net cash provided by financing activities during the three months ended April 30, 2011 consisted primarily of \$32.3 million of proceeds from the exercise of employee stock options and \$2.0 million of excess tax benefits from employee stock plans, offset by \$3.6 million of principal payments on capital leases and \$2.8 million of contingent consideration payments.

In January 2010, we issued the Notes and concurrently entered into convertible notes hedges (the Note Hedges ) and separate warrant transactions (the Warrants ). The Notes will mature on January 15, 2015, unless converted earlier. As of April 30, 2011, we had not received any shares under the Note Hedges or delivered cash or shares under the Warrants.

For 20 trading days during the 30 consecutive trading days ended January 31, 2011 and April 30, 2011, our common stock traded at a price exceeding 130% of the conversion price of \$85.36 per share applicable to the Notes. Accordingly, based on the terms of the Notes, the Notes were convertible at the option of the holder as of April 30, 2011 and are convertible at the holders' option for the quarter ending July 31, 2011. Upon conversion of any Notes, we will deliver cash up to the principal amount of the Notes and, with respect to any excess conversion value greater than the principal amount of the Notes, shares of our common stock, cash or a combination of both. Therefore, for the quarter ending July 31, 2011, the Notes will remain classified as a current liability on our condensed consolidated balance sheet.

Our cash, cash equivalents and marketable securities are comprised primarily of corporate notes and obligations, U.S. agency obligations, U.S. treasury securities, mortgage backed securities, collateralized mortgage obligations, time deposits, money market mutual funds, government obligations and municipal securities.

As of April 30, 2011, we have a total of \$10.5 million in letters of credit outstanding in favor of certain landlords for office space. To date, no amounts have been drawn against the letters of credit, which renew annually and mature at various dates through September 2021.

We do not have any special purpose entities, and other than operating leases for office space and computer equipment, we do not engage in off-balance sheet financing arrangements. Additionally, we currently do not have a bank line of credit.

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Our principal commitments consist of obligations under leases for office space and co-location facilities for data center capacity and our development and test data center, and computer equipment and certain fixed assets. At April 30, 2011, the future non-cancelable minimum payments under these commitments were as follows:

	<b>Capital Leases</b>	<b>Operating Leases</b>
<b>Fiscal Period:</b>		
Remaining nine months of fiscal 2012	\$ 20,640	\$ 83,113
Fiscal 2013	22,371	106,248
Fiscal 2014	18,916	83,014
Fiscal 2015	328	48,469
Fiscal 2016	0	44,950
Thereafter	0	122,080
 Total minimum lease payments	 62,255	 \$ 487,874
 Less: amount representing interest	 (2,914)	
 Present value of capital lease obligations	 \$ 59,341	

Our lease agreements provide us with the option to renew. Our future operating lease obligations would change if we exercised these options and if we entered into additional operating lease agreements as we expand our operations.

We also have a contractual obligation to begin construction on the undeveloped land we purchased in fiscal 2011 by September 2014. If we do not commence construction by this date we will be subject to certain penalties due to a third party. We do not believe we will be subject to these penalties.

We believe our existing cash, cash equivalents and short-term marketable securities and cash provided by operating activities will be sufficient to meet our working capital and capital expenditure needs over the next 12 months.

During fiscal 2012, we may enter into arrangements to acquire or invest in complementary businesses or joint ventures, services or technologies. While we believe we have sufficient financial resources to do so, we may be required to seek additional equity or debt financing. Additional funds may not be available on terms favorable to us or at all.

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**ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK**

***Foreign currency exchange risk***

Our results of operations and cash flows are subject to fluctuations due to changes in foreign currency exchange rates, particularly changes in the Euro, British Pound Sterling, Canadian dollar, Swiss franc, Singapore dollar, Japanese Yen and Australian dollar. We seek to minimize the impact of certain foreign currency fluctuations by hedging certain balance sheet exposures with foreign currency forward contracts. Any gain or loss from settling these contracts is offset by the loss or gain derived from the underlying balance sheet exposures. In accordance with our policy, the hedging contracts we enter into have maturities of less than three months. Additionally, by policy, we do not enter into any hedging contracts for trading or speculative purposes.

***Interest rate sensitivity***

We had cash, cash equivalents and marketable securities totaling \$1.5 billion at April 30, 2011. This amount was invested primarily in money market funds, time deposits, corporate notes and bonds, government securities and other debt securities with credit ratings of at least single A or better. The cash, cash equivalents and short-term marketable securities are held for working capital purposes. Our investments are made for capital preservation purposes. We do not enter into investments for trading or speculative purposes.

Our cash equivalents and our portfolio of marketable securities are subject to market risk due to changes in interest rates. Fixed rate securities may have their market value adversely impacted due to a rise in interest rates, while floating rate securities may produce less income than expected if interest rates fall. Due in part to these factors, our future investment income may fall short of expectation due to changes in interest rates or we may suffer losses in principal if we are forced to sell securities that decline in market value due to changes in interest rates. However because we classify our debt securities as available for sale, no gains or losses are recognized due to changes in interest rates unless such securities are sold prior to maturity or declines in fair value are determined to be other-than-temporary. Our fixed-income portfolio is subject to interest rate risk.

An immediate increase or decrease in interest rates of 100-basis points at April 30, 2011 could result in a \$24.3 million market value increase or reduction of the same amount. This estimate is based on a sensitivity model that measures market value changes when changes in interest rates occur. Fluctuations in the value of our investment securities caused by a change in interest rates (gains or losses on the carrying value) are recorded in other comprehensive income, and are realized only if we sell the underlying securities.

At January 31, 2011, we had cash, cash equivalents and marketable securities totaling \$1.4 billion. The fixed-income portfolio was also subject to interest rate risk. Changes in interest rates of 100-basis points would have resulted in market value changes of \$27.7 million.

***Market Risk and Market Interest Risk***

In January 2010, we issued at par value \$575.0 million of 0.75% Notes. Holders may convert their Notes prior to maturity upon the occurrence of certain circumstances. Upon conversion, we would pay the holder an amount of cash equal to the principal amount of the Notes. Amounts in excess of the principal amount, if any, may be paid in cash or stock at our option. Concurrent with the issuance of the Notes, we entered into separate note hedging transactions and the sale of warrants. These separate transactions were completed to reduce the potential economic dilution from the conversion of the Notes.

For 20 trading days during the 30 consecutive trading days ended January 31, 2011 and April 30, 2011, our common stock traded at a price exceeding 130% of the conversion price of \$85.36 per share applicable to the Notes. Accordingly, based on the terms of the Notes, the Notes were convertible at the option of the holder as of April 30, 2011 and are convertible at the holders' option for the quarter ending July 31, 2011. Upon conversion of any Notes, we will deliver cash up to the principal amount of the Notes and, with respect to any excess

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conversion value greater than the principal amount of the Notes, shares of our common stock, cash or a combination of both. Therefore, for the quarter ending July 31, 2011, the Notes will remain classified as a current liability on our condensed consolidated balance sheet.

The Notes have a fixed annual interest rate of 0.75% and therefore, we do not have economic interest rate exposure on the Notes. However, the value of the Notes is exposed to interest rate risk. Generally, the fair market value of our fixed interest rate Notes will increase as interest rates fall and decrease as interest rates rise. In addition, the fair value of our Notes is affected by our stock price. The carrying value of our Notes was \$478.4 million as of April 30, 2011. This represents the liability component of the \$575.0 million principal balance as of April 30, 2011. The total estimated fair value of our Notes at April 30, 2011 was \$983.8 million and the fair value was determined based on the closing trading price per \$100 of the Notes as of the last day of trading for the first quarter of fiscal 2012, which was \$171.10.

We have an investment portfolio that includes strategic investments in public and privately-held companies, many of which are in the development stage. When our ownership interests are less than 20 percent and we do not have the ability to exert significant influence, we account for the minority equity investments using the cost method of accounting. Otherwise, we account for the investments using the equity method of accounting. At April 30, 2011, the fair value of these investments was \$31.6 million.

**ITEM 4. CONTROLS AND PROCEDURES**

**(a) Evaluation of disclosure controls and procedures**

Under the supervision and with the participation of our management, including our principal executive officer and principal financial officer, we conducted an evaluation of the effectiveness of the design and operation of our disclosure controls and procedures, as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act, as of the end of the period covered by this report (the Evaluation Date ).

In designing and evaluating our disclosure controls and procedures, management recognizes that any disclosure controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives. In addition, the design of disclosure controls and procedures must reflect the fact that there are resource constraints and that management is required to apply its judgment in evaluating the benefits of possible controls and procedures relative to their costs.

Based on management's evaluation, our chief executive officer and chief financial officer concluded that our disclosure controls and procedures are designed to, and are effective to, provide assurance at a reasonable level that the information we are required to disclose in reports that we file or submit under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in Securities and Exchange Commission rules and forms, and that such information is accumulated and communicated to our management, including our chief executive officer and chief financial officer, as appropriate, to allow timely decisions regarding required disclosures.

**(b) Management's Report on Internal Control Over Financial Reporting**

Under the supervision and with the participation of our management, including our principal executive officer and principal financial officer, we conducted an evaluation of any changes in 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 our most recently completed fiscal quarter. Based on that evaluation, our principal executive officer and principal financial officer concluded that there has not been any material change in our internal control over financial reporting during the quarter covered by this report that materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.



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**PART II. OTHER INFORMATION**

**ITEM 1. LEGAL PROCEEDINGS**

We are involved in various legal proceedings arising from the normal course of business activities, including claims of alleged infringement of third-party patents and other intellectual property rights, commercial, employment and other matters. We make a provision for a liability relating to legal proceedings when it is both probable that a liability has been incurred and the amount of the loss can be reasonably estimated. These provisions are reviewed at least quarterly and adjusted to reflect the impacts of negotiations, settlements, rulings, advice of legal counsel and other information and events pertaining to a particular case. In management's opinion, resolution of these matters is not expected to have a material adverse impact on our condensed consolidated results of operations, cash flows or financial position. However, depending on the nature and timing of any such dispute, an unfavorable resolution of a matter could materially affect our future results of operations or cash flows or both.

Many of our subscription agreements require us to indemnify our customers for third-party intellectual property infringement claims, which could increase the cost to us of an adverse ruling on such a claim. Any adverse determination related to intellectual property claims or litigation could prevent us from offering our service to others, could be material to our financial condition or cash flows or both or could otherwise adversely affect our operating results.

**ITEM 1A. RISK FACTORS**

*The risks and uncertainties described below are not the only ones facing us. Other events that we do not currently anticipate or that we currently deem immaterial also may affect our results of operations, cash flows and financial condition.*

**Risks Related to Our Business and Industry**

***Defects or disruptions in our service could diminish demand for our service and subject us to substantial liability.***

Because our service is complex and we have incorporated a variety of new computer hardware and software which is developed in-house and acquired from third party vendors, our service may have errors or defects that users identify after they begin using it that could result in unanticipated downtime for our subscribers and harm our reputation and our business. Internet-based services frequently contain undetected errors when first introduced or when new versions or enhancements are released. We have from time to time found defects in our service and new errors in our existing service may be detected in the future. In addition, our customers may use our service in unanticipated ways that may cause a disruption in service for other customers attempting to access their data. Since our customers use our service for important aspects of their business, any errors, defects, disruptions in service or other performance problems with our service could hurt our reputation and may damage our customers' businesses. If that occurs, customers could elect not to renew, or delay or withhold payment to us, we could lose future sales or customers may make warranty or other claims against us, which could result in an increase in our provision for doubtful accounts, an increase in collection cycles for accounts receivable or the expense and risk of litigation.

***Interruptions or delays in service from our third-party data center hosting facilities could impair the delivery of our service and harm our business.***

We currently serve our customers from third-party data center hosting facilities located in the United States and Singapore. Any damage to, or failure of, our systems generally could result in interruptions in our service. As we continue to add data centers and add capacity in our existing data centers, we may move or transfer our data and our customers' data. Despite precautions taken during this process, any unsuccessful data transfers may

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impair the delivery of our service. Further, any damage to, or failure of, our systems generally could result in interruptions in our service. Interruptions in our service may reduce our revenue, cause us to issue credits or pay penalties, cause customers to terminate their subscriptions and adversely affect our renewal rates and our ability to attract new customers. Our business will also be harmed if our customers and potential customers believe our service is unreliable.

As part of our current disaster recovery arrangements, our production environment and all of our customers' data is currently replicated in near real-time in a facility located on the east coast of the United States. Companies and products added through acquisition may be temporarily served through alternate facilities. We do not control the operation of any of these facilities, and they are vulnerable to damage or interruption from earthquakes, floods, fires, power loss, telecommunications failures and similar events. They may also be subject to break-ins, sabotage, intentional acts of vandalism and similar misconduct. Despite precautions taken at these facilities, the occurrence of a natural disaster or an act of terrorism, a decision to close the facilities without adequate notice or other unanticipated problems at these facilities could result in lengthy interruptions in our service. Even with the disaster recovery arrangements, our service could be interrupted.

***If our security measures are breached and unauthorized access is obtained to a customer's data or our data or our information technology systems, our service may be perceived as not being secure, customers may curtail or stop using our service and we may incur significant legal and financial exposure and liabilities.***

Our service involves the storage and transmission of customers' proprietary information, and security breaches could expose us to a risk of loss of this information, litigation and possible liability. These security measures may be breached as a result of third-party action, including intentional misconduct by computer hackers, employee error, malfeasance or otherwise, during transfer of data to additional data centers or at any time, and result in someone obtaining unauthorized access to our customers' data or our data, including our intellectual property and other confidential business information, or our information technology systems. Additionally, third parties may attempt to fraudulently induce employees or customers into disclosing sensitive information such as user names, passwords or other information in order to gain access to our customers' data or our data, including our intellectual property and other confidential business information, or our information technology systems. Because the techniques used to obtain unauthorized access, or to sabotage systems, change frequently and generally are not recognized until launched against a target, we may be unable to anticipate these techniques or to implement adequate preventative measures. In addition, our customers may authorize third party technology providers, whose applications are available through our AppExchange directory, to access their customer data. Because we do not control the transmissions between our customers and third-party AppExchange technology providers, or the processing of such data by third-party AppExchange technology providers, we cannot ensure the complete integrity or security of such transmissions or processing. Any security breach could result in a loss of confidence in the security of our service, damage our reputation, disrupt our business, lead to legal liability and negatively impact our future sales.

***Because we recognize revenue from subscriptions for our service over the term of the subscription, downturns or upturns in sales may not be immediately reflected in our operating results.***

We generally recognize revenue from customers ratably over the terms of their subscription agreements, which are typically 12 to 24 months, although terms can range from one to 60 months. As a result, most of the revenue we report in each quarter is derived from the recognition of deferred revenue relating to subscription agreements entered into during previous quarters. Consequently, a decline in new or renewed subscriptions in any one quarter may not be immediately reflected in our revenue results for that quarter. Such a decline, however, will negatively affect our revenue in future quarters. Accordingly, the effect of significant downturns in sales and market acceptance of our service, and potential changes in our rate of renewals may not be fully reflected in our results of operations until future periods. Our subscription model also makes it difficult for us to rapidly increase our revenue through additional sales in any period, as revenue from new customers must be

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recognized over the applicable subscription term. In addition, we may be unable to adjust our cost structure to reflect the changes in revenues.

***We cannot accurately predict subscription renewal or upgrade rates and the impact these rates may have on our future revenue and operating results.***

Our customers have no obligation to renew their subscriptions for our service after the expiration of their initial subscription period, which is typically 12 to 24 months, and in fact, some customers have elected not to renew. In addition, our customers may renew for fewer subscriptions, renew for shorter contract lengths, or renew for lower cost editions of our service. We cannot accurately predict renewal rates, particularly for our enterprise customers who purchase a large number of subscriptions under multiyear contracts and for our small and medium size business customers. Our renewal rates may decline or fluctuate as a result of a number of factors, including customer dissatisfaction with our service, customers' ability to continue their operations and spending levels, decreases in the number of users at our customers and deteriorating general economic conditions. If our customers do not renew their subscriptions for our service or reduce the number of paying subscriptions at the time of renewal, our revenue will decline and our business will suffer.

Our future success also depends in part on our ability to sell additional features and services, more subscriptions or enhanced editions of our service to our current customers. This may also require increasingly sophisticated and costly sales efforts that are targeted at senior management. Similarly, the rate at which our customers purchase new or enhanced services depends on a number of factors, including general economic conditions. If our efforts to upsell to our customers are not successful, our business may suffer.

***If we experience significant fluctuations in our rate of anticipated growth and fail to balance our expenses with our revenue forecasts, our results could be harmed.***

Due to our evolving business model and the unpredictability of future general economic and financial market conditions, we may not be able to accurately forecast our rate of growth. We plan our expense levels and investment on estimates of future revenue and future anticipated rate of growth. We may not be able to adjust our spending quickly enough if the addition of new subscriptions or the renewal rate for existing subscriptions falls short of our expectations.

As a result, we expect that our revenues, operating results and cash flows may fluctuate significantly on a quarterly basis. Our recent revenue growth rates may not be sustainable and may decline in the future. We believe that period-to-period comparisons of our revenues, operating results and cash flows may not be meaningful and should not be relied upon as an indication of future performance.

***We have been and may in the future be sued by third parties for alleged infringement of their proprietary rights.***

The software and Internet industries are characterized by the existence of a large number of patents, trademarks and copyrights and by frequent litigation based on allegations of infringement or other violations of intellectual property rights. We have received in the past and may receive in the future communications from third parties claiming that we have infringed the intellectual property rights of others. In addition we have been, and may in the future be, sued by third parties for alleged infringement of their proprietary rights. Our technologies may be subject to injunction if they are held to infringe the rights of a third party or we may be required to pay damages or both.

The outcome of any litigation, regardless of its merits, is inherently uncertain. Any intellectual property claims and lawsuits could be time-consuming and expensive to resolve, divert management attention from executing our business plan and require us to change our technology, change our business practices and/or pay monetary damages or enter into short- or long-term royalty or licensing agreements.

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Many of our subscription agreements require us to indemnify our customers for third-party intellectual property infringement claims, which would increase the cost to us of an adverse ruling on such a claim. Any adverse determination related to intellectual property claims or litigation could prevent us from offering our service to others, could be material to our financial condition or cash flows (or both) or could otherwise adversely affect our operating results.

Our exposure to risks associated with the use of intellectual property may be increased as a result of acquisitions, as we have a lower level of visibility into the development process with respect to such technology or the care taken to safeguard against infringement risks. In addition, third parties may make infringement and similar or related claims after we have acquired technology that had not been asserted prior to our acquisition.

### ***Our quarterly results can fluctuate and our stock price and the value of your investment could decline substantially.***

Our quarterly operating results are likely to fluctuate. For example, our fourth quarter has historically been our strongest quarter for new business and renewals. The year-over-year compounding effect of this seasonality in billing patterns and overall new business and renewal activity causes the value of invoices that we generate in the fourth quarter to continually increase in proportion to our billings in the other three quarters of our fiscal year.

Additionally, some of the important factors that may cause our revenues, operating results and cash flows to fluctuate from quarter to quarter include:

our ability to retain and increase sales to existing customers, attract new customers and satisfy our customers' requirements;

the renewal rates for our service;

the amount and timing of operating costs and capital expenditures related to the operations and expansion of our business;

the number of new employees added;

changes in our pricing policies whether initiated by us or as a result of intense competition;

the cost, timing and management effort for the introduction of new features to our service;

the rate of expansion and productivity of our sales force;

the length of the sales cycle for our service;

new product and service introductions by our competitors;

our success in selling our service to large enterprises;

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variations in the revenue mix of editions of our service;

technical difficulties or interruptions in our service;

expenses related to developing our new global headquarters and increasing our data center capacity and expanding our data centers domestically and internationally;

changes in foreign currency exchange rates;

changes in interest rates and our mix of investments, which would impact our return on our investments in cash and marketable securities;

conditions, particularly sudden changes, in the financial markets have and may continue to impact the value of and access to our investment portfolio;

changes in the effective tax rates;

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general economic conditions that may adversely affect either our customers' ability or willingness to purchase additional subscriptions or upgrade their service, or delay a prospective customer's purchasing decision, or reduce the value of new subscription contracts, or affect renewal rates;

timing of additional investments in our enterprise cloud computing application and platform services and in our consulting service;

changes in deferred revenue balances due to the seasonal nature of our customer invoicing, changes in the average duration of our invoices, rate of renewals and the rate of new business growth;

regulatory compliance costs;

the timing of customer payments and payment defaults by customers;

costs associated with acquisitions of companies and technologies;

extraordinary expenses such as litigation or other dispute-related settlement payments;

conversion of the Notes at the election of the Note holders;

the impact of new accounting pronouncements; and

the timing of stock awards to employees and the related adverse financial statement impact of having to expense those stock awards ratably over their vesting schedules.

Many of these factors are outside of our control, and the occurrence of one or more of them might cause our operating results to vary widely. As such, we believe that quarter-to-quarter comparisons of our revenues, operating results and cash flows may not be meaningful and should not be relied upon as an indication of future performance.

Additionally, we may fail to meet or exceed the expectations of securities analysts and investors, and the market price of our common stock could decline. If one or more of the securities analysts who cover us change their recommendation regarding our stock adversely, the market price of our common stock could decline. Moreover, our stock price may be based on expectations, estimates or forecasts of our future performance that may be unrealistic or that may not be met. Further, our stock price may be affected by financial media, including television, radio and press reports and blogs.

***Weakened global economic conditions may adversely affect our industry, business and results of operations.***

Our overall performance depends in part on worldwide economic conditions. The United States and other key international economies have experienced in the past a downturn in which economic activity was impacted by falling demand for a variety of goods and services, restricted credit, poor liquidity, reduced corporate profitability, volatility in credit, equity and foreign exchange markets, bankruptcies and overall uncertainty with respect to the economy. These conditions affect the rate of information technology spending and could adversely affect our customers' ability or willingness to purchase our enterprise cloud computing services, delay prospective customers' purchasing decisions, reduce the value or duration of their subscription contracts, or affect renewal rates, all of which could adversely affect our operating results.

***As we acquire companies or technologies, they could prove difficult to integrate, disrupt our business, dilute stockholder value and adversely affect our operating results and the value of your investment.***

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As part of our business strategy, we periodically make investments in, or acquisitions of, complementary businesses, joint ventures, services and technologies, and we expect that we will continue to make such investments and acquisitions in the future. Acquisitions and investments involve numerous risks, including:

the potential failure to achieve the expected benefits of the combination or acquisition;

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difficulties in and the cost of integrating operations, technologies, services and personnel;

diversion of financial and managerial resources from existing operations;

risk of entering new markets in which we have little or no experience or where competitors may have stronger market positions;

potential write-offs of acquired assets or investments;

potential loss of key employees;

inability to generate sufficient revenue to offset acquisition or investment costs;

the inability to maintain relationships with customers and partners of the acquired business;

the difficulty of incorporating acquired technology and rights into our products and services and of maintaining quality standards consistent with our brand;

potential unknown liabilities associated with the acquired businesses;

unanticipated expenses related to acquired technology and its integration into existing technology;

negative impact to our results of operations because of the depreciation and amortization of amounts related to acquired intangible assets, fixed assets and deferred compensation, and the loss of acquired deferred revenue;

delays in customer purchases due to uncertainty related to any acquisition;

the need to implement controls, procedures and policies appropriate for a public company at companies that prior to the acquisition lacked such controls, procedures and policies; and

challenges caused by distance, language and cultural differences.

In addition, if we finance acquisitions by issuing equity or convertible debt securities, our existing stockholders may be diluted which could affect the market price of our common stock. Further, if we fail to properly evaluate and execute acquisitions or investments, our business and prospects may be seriously harmed and the value of your investment may decline.

***We rely on third-party computer hardware and software that may be difficult to replace or which could cause errors or failures of our service.***

We rely on computer hardware purchased or leased and software licensed from third parties in order to offer our service, including database software from Oracle Corporation. This hardware and software may not continue to be available at reasonable prices or on commercially



reasonable terms, or at all. Any loss of the right to use any of this hardware or software could significantly increase our expenses and otherwise result in delays in the provisioning of our service until equivalent technology is either developed by us, or, if available, is identified, obtained and integrated. Any errors or defects in third-party hardware or software could result in errors or a failure of our service which could harm our business.

***If the market for our technology delivery model and enterprise cloud computing services develops more slowly than we expect, our business could be harmed.***

The market for enterprise cloud computing application services is not as mature as the market for packaged enterprise software, and it is uncertain whether these services will achieve and sustain high levels of demand and market acceptance. Our success will depend to a substantial extent on the willingness of enterprises, large and small, to increase their use of enterprise cloud computing application services in general, and for CRM in particular. Many enterprises have invested substantial personnel and financial resources to integrate traditional enterprise software into their businesses, and therefore may be reluctant or unwilling to migrate to an enterprise

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cloud computing application service. Furthermore, some enterprises may be reluctant or unwilling to use enterprise cloud computing application services because they have concerns regarding the risks associated with security capabilities, among other things, of the technology delivery model associated with these services. If enterprises do not perceive the benefits of enterprise cloud computing application services, then the market for these services may not develop at all, or it may develop more slowly than we expect, either of which would significantly adversely affect our operating results. In addition, we may make errors in predicting and reacting to relevant business trends, which could harm our business. Our success also depends on the willingness of third-party developers to build applications that are complementary to our service. Without the development of these applications, both current and potential customers may not find our service sufficiently attractive. In addition, for those customers who authorize a third-party technology partner access to their data, we do not warrant the functionality, security and integrity of the data transmission or processing. Despite contract provisions to protect us, customers may look to us to support and warrant the third-party applications, which may expose us to potential claims, liabilities and obligations for applications we did not develop or sell.

***The market in which we participate is intensely competitive, and if we do not compete effectively, our operating results could be harmed.***

The market for enterprise CRM business applications and development platforms is highly competitive, rapidly evolving and fragmented, and subject to changing technology, shifting customer needs and frequent introductions of new products and services. We compete primarily with vendors of packaged CRM software and companies offering on-demand CRM applications. We also compete with internally developed applications and face, or expect to face, competition from enterprise software vendors and online service providers who may develop toolsets and products that allow customers to build new applications that run on the customers' current infrastructure or as hosted services. Our current competitors include:

enterprise software application vendors;

on-demand CRM application service providers;

enterprise software application service providers;

traditional platform development environment companies; and

cloud computing development platform companies.

Many of our current and potential competitors enjoy substantial competitive advantages, such as greater name recognition, longer operating histories and larger marketing budgets, as well as substantially greater financial, technical and other resources. In addition, many of our current and potential competitors have established marketing relationships and access to larger customer bases, and have major distribution agreements with consultants, system integrators and resellers.

As a result, our competitors may be able to respond more quickly and effectively than we can to new or changing opportunities, technologies, standards or customer requirements. Furthermore, because of these advantages, even if our service is more effective than the products that our competitors offer, potential customers might accept competitive products and services in lieu of purchasing our service. For all of these reasons, we may not be able to compete successfully against our current and future competitors.

***Our efforts to expand our service beyond the CRM market and to develop our existing service in order to keep pace with technological developments may not succeed and may reduce our revenue growth rate and/or harm our business.***

We derive substantially all of our revenue from subscriptions to our CRM enterprise cloud computing application service, and we expect this will continue for the foreseeable future. The market for our Force.com cloud computing platform is relatively new and it is uncertain whether our efforts will ever result in significant

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revenue for us. Further, the introduction of new services beyond the CRM market may not be successful, and early stage interest and adoption of such new services may not result in long term success or significant revenue for us. Our efforts to expand our service beyond the CRM market may not succeed and may reduce our revenue growth rate.

Additionally, if we are unable to develop enhancements to and new features for our existing service or new services that keep pace with rapid technological developments, our business will be harmed. The success of enhancements, new features and services depends on several factors, including the timely completion, introduction and market acceptance of the feature or edition. Failure in this regard may significantly impair our revenue growth. In addition, because our service is designed to operate on a variety of network hardware and software platforms using a standard browser, we will need to continuously modify and enhance our service to keep pace with changes in Internet-related hardware, software, communication, browser and database technologies. We may not be successful in either developing these modifications and enhancements or in timely bringing them to market. Furthermore, uncertainties about the timing and nature of new network platforms or technologies, or modifications to existing platforms or technologies, could increase our research and development or service delivery expenses. Any failure of our service to operate effectively with future network platforms and technologies could reduce the demand for our service, result in customer dissatisfaction and harm our business.

***Supporting our existing and growing customer base could strain our personnel resources and infrastructure, and if we are unable to scale our operations and increase productivity, we may not be able to successfully implement our business plan.***

We continue to experience significant growth in our customer base, which has placed a strain on our management, administrative, operational and financial infrastructure. We anticipate that additional investments in our infrastructure and research and development spending will be required to scale our operations and increase productivity, to address the needs of our customers, to further develop and enhance our service, and to expand into new geographic areas.

Our success will depend in part upon the ability of our senior management to manage our projected growth effectively. To do so, we must continue to increase the productivity of our existing employees and to hire, train and manage new employees as needed. To manage the expected domestic and international growth of our operations and personnel, we will need to continue to improve our operational, financial and management controls and our reporting systems and procedures. The additional investments we are making will increase our cost base, which will make it more difficult for us to offset any future revenue shortfalls by reducing expenses in the short term. If we fail to successfully scale our operations and increase productivity, we will be unable to execute our business plan.

***As more of our sales efforts are targeted at larger enterprise customers, our sales cycle may become more time-consuming and expensive, we may encounter pricing pressure and implementation and customization challenges, and we may have to delay revenue recognition for some complex transactions, all of which could harm our business and operating results.***

As we target more of our sales efforts at larger enterprise customers, we will face greater costs, longer sales cycles and less predictability in completing some of our sales. In this market segment, the customer's decision to use our service may be an enterprise-wide decision and, if so, these types of sales would require us to provide greater levels of education regarding the use and benefits of our service, as well as education regarding privacy and data protection laws and regulations to prospective customers with international operations. In addition, larger customers may demand more customization, integration services and features. As a result of these factors, these sales opportunities may require us to devote greater sales support and professional services resources to individual customers, driving up costs and time required to complete sales and diverting our own sales and professional services resources to a smaller number of larger transactions, while potentially requiring us to delay

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revenue recognition on some of these transactions until the technical or implementation requirements have been met.

Professional services may also be performed by a third party or a combination of our own staff and a third party. Our strategy is to work with third parties to increase the breadth of capability and depth of capacity for delivery of these services to our customers. If a customer is not satisfied with the quality of work performed by us or a third party or with the type of services or solutions delivered, then we could incur additional costs to address the situation, the profitability of that work might be impaired, and the customer's dissatisfaction with our services could damage our ability to obtain additional work from that customer. In addition, negative publicity related to our customer relationships, regardless of its accuracy, may further damage our business by affecting our ability to compete for new business with current and prospective customers.

### ***Periodic changes of our sales organization can be disruptive and may negatively impact our revenues.***

We periodically change and make adjustments to our sales organization in response to market opportunities, competitive threats, management changes, product introductions or enhancements, acquisitions, sales performance, increases in sales headcount, cost levels, and other internal and external considerations. In the past, these changes sometimes resulted in a temporary lack of focus and reduced productivity; these effects could recur in connection with any future sales changes we might undertake and our rate of revenue growth could be negatively affected. In addition, any significant change to the way we structure our compensation of our sales organization may be disruptive and may affect our revenue growth.

### ***Any failure to protect our intellectual property rights could impair our ability to protect our proprietary technology and our brand.***

If we fail to protect our intellectual property rights adequately, our competitors might gain access to our technology, and our business might be harmed. In addition, defending our intellectual property rights might entail significant expense. Any of our trademarks or other intellectual property rights may be challenged by others or invalidated through administrative process or litigation. While we have some U.S. patents and many U.S. and international patent applications pending, we may be unable to obtain patent protection for the technology covered in our patent applications. In addition, our existing patents and any patents issued in the future may not provide us with competitive advantages, or may be successfully challenged by third parties. Furthermore, legal standards relating to the validity, enforceability and scope of protection of intellectual property rights are uncertain. Effective patent, trademark, copyright and trade secret protection may not be available to us in every country in which our service is available. The laws of some foreign countries may not be as protective of intellectual property rights as those in the U.S., and mechanisms for enforcement of intellectual property rights may be inadequate. Accordingly, despite our efforts, we may be unable to prevent third parties from infringing upon or misappropriating our intellectual property.

We might be required to spend significant resources to monitor and protect our intellectual property rights. We may initiate claims or litigation against third parties for infringement of our proprietary rights or to establish the validity of our proprietary rights. Any litigation, whether or not it is resolved in our favor, could result in significant expense to us and divert the efforts of our technical and management personnel.

### ***If we fail to develop our brands, our business may suffer.***

We believe that developing and maintaining awareness of the salesforce.com brand and our other brands is critical to achieving widespread acceptance of our existing and future services and is an important element in attracting new customers. In the past, our efforts to build our brands have involved significant expense. Brand promotion activities may not yield increased revenue, and even if they do, any increased revenue may not offset the expenses we incurred in building our brands. If we fail to successfully promote and maintain our brands, or incur substantial expenses in an unsuccessful attempt to promote and maintain our brands, we may fail to attract

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enough new customers or retain our existing customers to the extent necessary to realize a sufficient return on our brand-building efforts, and our business could suffer.

*We may not realize the anticipated benefits in connection with our purchase of undeveloped land in San Francisco where we plan to develop our global headquarters. If we do not realize these benefits, our financial performance will be negatively impacted.*

In November 2010, we purchased approximately 14 acres of undeveloped real estate in San Francisco, California, including entitlements and improvements associated with the land, which we plan to develop into our global headquarters. We may not realize the anticipated benefits with respect to the purchase and future development of such real estate. We have devoted significant capital resources to the purchase, and we will be required to devote substantial additional resources in the future to building our global headquarters on such land, which may impact our liquidity and financial flexibility. We may not be able to obtain financing for development projects on favorable terms, or at all, or complete construction on schedule or within budget. Any delay or lack of available financing could result in increased construction costs and debt costs to fund such construction and development. In addition, our development efforts will otherwise be subject to various operational risks. We may not be able to obtain, or may experience delays in obtaining, all necessary zoning, land-use, building, occupancy and other governmental permits and authorizations. The construction costs and total investment amounts may exceed any estimates that we formulate, and projects may not be completed, or delivered as planned. Finally, real estate assets are not as liquid as certain other types of assets. In the event that we have a future need to sell this property, we may not be able to do so on favorable terms or at all.

*Sales to customers outside the United States expose us to risks inherent in international sales.*

Because we sell our service throughout the world, we are subject to risks and challenges that we would otherwise not face if we conducted our business only in the United States. For example, sales in Europe and Asia Pacific together represented approximately 30 percent of our total revenues for the year ended January 31, 2011, and we intend to continue to expand our international sales efforts. The risks and challenges associated with sales to customers outside the United States include:

localization of our service, including translation into foreign languages and associated expenses;

laws and business practices favoring local competitors;

compliance with multiple, conflicting and changing governmental laws and regulations, including employment, tax, privacy and data protection laws and regulations;

treatment of revenue from international sources and changes to tax codes, including being subject to foreign tax laws and being liable for paying withholding income or other taxes in foreign jurisdictions;

regional data privacy laws that apply to the transmission of our customers' data across international borders;

foreign currency fluctuations and controls;

different pricing environments;

difficulties in staffing and managing foreign operations;

different or lesser protection of our intellectual property;

longer accounts receivable payment cycles and other collection difficulties;

regional economic conditions; and

regional political conditions.

Any of these factors could negatively impact our business and results of operations.

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Additionally, our international subscription fees are paid either in U.S. dollars or local currency. As a result, fluctuations in the value of the U.S. dollar and foreign currencies may make our service more expensive for international customers, which could harm our business.

***From time to time, we may become defendants in legal proceedings about which we are unable to assess our exposure and which could become significant liabilities upon judgment.***

We may become defendants in legal proceedings from time to time. Companies in our industry have been subject to claims related to patent infringement and product liability, as well as contract and employment-related claims. We may not be able to accurately assess the risk related to these suits, and we may be unable to accurately assess our level of exposure.

***Privacy concerns and laws, evolving regulation of the Internet and other domestic or foreign regulations may reduce the effectiveness of our solution and adversely affect our business.***

As Internet commerce continues to evolve, increasing regulation by federal, state or foreign agencies becomes more likely. For example, we believe increased regulation is likely in the area of data privacy, and laws and regulations applying to the solicitation, collection, processing or use of personal or consumer information could affect our customers' ability to use and share data, potentially reducing demand for CRM solutions and restricting our ability to store, process and share data with our customers.

Our customers can use our service to store contact and other personal or identifying information regarding their customers and contacts. Federal, state and foreign government bodies and agencies have adopted or are considering adopting laws and regulations regarding the collection, use and disclosure of personal information obtained from consumers and individuals. The costs of compliance with, and other burdens imposed by, such laws and regulations that are applicable to the businesses of our customers may limit the use and adoption of our service and reduce overall demand for it, or lead to significant fines, penalties or liabilities for any noncompliance with such privacy laws. Furthermore, privacy concerns may cause our customers' customers to resist providing the personal data necessary to allow our customers to use our service effectively. Even the perception of privacy concerns, whether or not valid, may inhibit market adoption of our service in certain industries.

For example, in the United States regulations such as the Gramm-Leach-Bliley Act, which protects and restricts the use of consumer credit and financial information, and the Health Insurance Portability and Accountability Act of 1996, which regulates the use and disclosure of personal health information, impose significant requirements and obligations on businesses that may affect the use and adoption of our service. The European Union has also adopted a data privacy directive that requires member states to impose restrictions on the collection and use of personal data that, in some respects, are more stringent, and impose more significant burdens on subject businesses, than current privacy standards in the United States.

All of these domestic and international legislative and regulatory initiatives may adversely affect our customers' ability to collect and/or use demographic and personal information from their customers, which could reduce demand for our service. Many other jurisdictions have similar stringent privacy laws and regulations.

In addition to government activity, privacy advocacy groups and the technology and other industries are considering various new, additional or different self-regulatory standards that may place additional burdens on us. If the gathering of personal information were to be curtailed in this manner, CRM solutions would be less effective, which may reduce demand for our service and harm our business.

***We may lose key members of our management team and development and operations personnel, or may be unable to attract and retain employees we need to support our operations and growth.***

Our success depends substantially upon the continued services of our executive officers and other key members of management, particularly our Chief Executive Officer. From time to time, there may be changes in

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our executive management team resulting from the hiring or departure of executives. Such changes in our executive management team may be disruptive to our business. We are also substantially dependent on the continued service of our existing development and operations personnel because of the complexity of our service and technologies. We do not have employment agreements with any of our executive officers, key management, development or operations personnel and, therefore, they could terminate their employment with us at any time. The loss of one or more of our key employees or groups could seriously harm our business.

In the technology industry, there is substantial and continuous competition for engineers with high levels of experience in designing, developing and managing software and Internet-related services, as well as competition for sales executives and operations personnel. We may not be successful in attracting and retaining qualified personnel. We have from time to time experienced, and we expect to continue to experience, difficulty in hiring and retaining highly skilled employees with appropriate qualifications. If we fail to attract new personnel or fail to retain and motivate our current personnel, our business and future growth prospects could be severely harmed.

### ***Unanticipated changes in our effective tax rate could adversely affect our future results.***

We are subject to income taxes in the United States and various foreign jurisdictions, and our domestic and international tax liabilities are subject to the allocation of expenses in differing jurisdictions.

Our effective tax rate could be adversely affected by changes in the mix of earnings and losses in countries with differing statutory tax rates, certain non-deductible expenses as a result of acquisitions, the valuation of deferred tax assets and liabilities and changes in federal, state or international tax laws and accounting principles. Increases in our effective tax rate could materially affect our net results.

In addition, we are subject to income tax audits by many tax jurisdictions throughout the world. 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 the results of operations for that period.

### ***Natural disasters and other events beyond our control could materially adversely affect us.***

Natural disasters or other catastrophic events may cause damage or disruption to our operations, international commerce and the global economy, and thus could have a strong negative effect on us. Our business operations are subject to interruption by natural disasters, fire, power shortages, pandemics and other events beyond our control. Although we maintain crisis management and disaster response plans, such events could make it difficult or impossible for us to deliver our services to our customers, and could decrease demand for our services. The majority of our research and development activities, corporate headquarters, information technology systems, and other critical business operations, are located near major seismic faults in the San Francisco Bay Area. Because we do not carry earthquake insurance for direct quake-related losses, and significant recovery time could be required to resume operations, our financial condition and operating results could be materially adversely affected in the event of a major earthquake or catastrophic event.

### **Risks Relating to Ownership of Our Common Stock and our Convertible Senior Notes due 2015**

#### ***The market price of our common stock is likely to be volatile and could subject us to litigation.***

The trading prices of the securities of technology companies have been highly volatile. Accordingly, the market price of our common stock has been and is likely to continue to be subject to wide fluctuations. Factors affecting the market price of our common stock include:

variations in our operating results, earnings per share, cash flows from operating activities, deferred revenue, and other financial metrics and non-financial metrics, and how those results compare to analyst expectations;



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forward looking guidance to industry and financial analysts related to future revenue and earnings per share;

the net increases in the number of customers, either independently or as compared with published expectations of industry, financial or other analysts that cover our company;

changes in the estimates of our operating results or changes in recommendations by securities analysts that elect to follow our common stock;

announcements of technological innovations, new services or service enhancements, strategic alliances or significant agreements by us or by our competitors;

announcements by us or by our competitors of mergers or other strategic acquisitions, or rumors of such transactions involving us or our competitors;

announcements of customer additions and customer cancellations or delays in customer purchases;

recruitment or departure of key personnel;

disruptions in our service due to computer hardware, software or network problems;

the economy as a whole, market conditions in our industry, and the industries of our customers;

trading activity by a limited number of stockholders who together beneficially own a majority of our outstanding common stock;

the issuance of shares of common stock by us, whether in connection with an acquisition, a capital raising transaction or upon conversion of some or all of our outstanding \$575.0 million of 0.75% convertible senior notes due January 15, 2015 (the "Notes"); and

any other factors discussed herein.

In addition, if the market for technology stocks or the stock market in general experiences uneven investor confidence, the market price of our common stock could decline for reasons unrelated to our business, operating results or financial condition. The market price of our common stock might also decline in reaction to events that affect other companies within, or outside, our industry even if these events do not directly affect us. Some companies that have experienced volatility in the trading price of their stock have been the subject of securities class action litigation. If we are the subject of such litigation, it could result in substantial costs and a diversion of management's attention and resources.

***Provisions in our amended and restated certificate of incorporation and bylaws, Delaware law and our outstanding Notes might discourage, delay or prevent a change of control of our company or changes in our management and, therefore, depress the market price of our common stock.***

Our amended and restated certificate of incorporation and bylaws contain provisions that could depress the market price of our common stock by acting to discourage, delay or prevent a change in control of our company or changes in our management that the stockholders of our company may deem advantageous. These provisions among other things:

establish a classified board of directors so that not all members of our board are elected at one time;

permit the board of directors to establish the number of directors;

provide that directors may only be removed for cause and only with the approval of 66 2/3 percent of our stockholders;

require super-majority voting to amend some provisions in our amended and restated certificate of incorporation and bylaws;

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authorize the issuance of blank check preferred stock that our board could use to implement a stockholder rights plan (also known as a poison pill );

eliminate the ability of our stockholders to call special meetings of stockholders;

prohibit stockholder action by written consent, which requires all stockholder actions to be taken at a meeting of our stockholders;

provide that the board of directors is expressly authorized to make, alter or repeal our bylaws; and

establish advance notice requirements for nominations for election to our board or for proposing matters that can be acted upon by stockholders at annual stockholder meetings.

In addition, 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 holders of 15 percent or more of our common stock.

In addition, the fundamental change purchase rights applicable to our convertible notes, which will allow note holders to require us to purchase all or a portion of their Notes upon the occurrence of a fundamental change, and the provisions requiring an increase to the conversion rate for conversions in connection with a make-whole fundamental change may in certain circumstances delay or prevent a takeover of us and the removal of incumbent management that might otherwise be beneficial to investors.

***Our debt service obligations may adversely affect our financial condition and cash flows from operations.***

As a result of our sale of the Notes in January 2010, we have a higher level of debt compared to historical periods. Our maintenance of this indebtedness could have important consequences because:

it may impair our ability to obtain additional financing in the future;

an increased portion of our cash flows from operations may have to be dedicated towards repaying the principal in 2015 or earlier if necessary; and

it may make us more vulnerable to downturns in our business, our industry or the economy in general.

Our ability to meet our expenses and debt obligations will depend on our future performance, which will be affected by financial, business, economic, regulatory and other factors. We will not be able to control many of these factors, such as economic conditions and governmental regulations. Our operations may not generate sufficient cash to enable us to service our debt. If we fail to make a payment on our debt, we could be in default on such debt.

***The trading price of the Notes may be significantly affected by the market price of our common stock, which may be volatile, the general level of interest rates and our credit quality.***

Because the Notes are convertible into cash equal to the principal amount of the Notes, and at our election, cash and/or shares of the Company's common stock for any amounts in excess of the principal amounts, the market price of our common stock may significantly affect the trading price of the Notes. See *The market price of our common stock is likely to be volatile and could subject us to litigation* above.

In addition, the general level of interest rates and our credit quality may significantly affect the trading price of the Notes.

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We also cannot predict whether interest rates will rise or fall. During the term of the Notes, interest rates will be influenced by a number of factors, most of which are beyond our control. However, if interest rates increase, the option value of the Notes' convertibility feature will increase, but the yield of the Notes will

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decrease, and if interest rates decrease, the option value of the Notes' convertibility feature will decrease, but the yield of the notes will increase.

In addition, our credit quality may vary substantially during the term of the Notes and will be influenced by a number of factors, including variations in our cash flows and the amount of indebtedness we have outstanding. Any decrease in our credit quality could negatively impact the trading price of the Notes.

*The convertible note hedge and warrant transactions may affect the trading price of the Notes and the market price of our common stock.*

We entered into privately negotiated convertible note hedge transactions with the hedge counterparties concurrently with the issuance of the Notes. We also entered into privately negotiated warrant transactions with the hedge counterparties. Taken together, the convertible note hedge transactions and the warrant transactions are expected, but not guaranteed, to reduce the potential dilution with respect to our common stock upon conversion of the Notes.

As the hedge counterparties and their respective affiliates modify their hedge positions from time to time by entering into or unwinding various over-the-counter derivative transactions with respect to our common stock, and/or by purchasing or selling shares of our common stock or the Notes in privately negotiated transactions and/or open market transactions, their activities could adversely affect the market price of our common stock and the trading price of the Notes.

In addition, the hedge counterparties are financial institutions or affiliates of financial institutions, and we will be subject to the risk that these hedge counterparties may default under the convertible note hedge transactions.

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**ITEM 2. UNREGISTERED SALES OF EQUITY SECURITIES AND USE OF PROCEEDS**

Subsequent to April 30, 2011, as previously disclosed on Form 8-K as filed with the Securities and Exchange Commission on May 2, 2011 and disclosed elsewhere in this report, the Company issued 436,167 shares of Company common stock to former stockholders of Radian6, in a private transaction exempt from the registration requirements of the Securities Act pursuant to Section 4(2), Regulation D and /or Regulation S under the Securities Act. See Note 1, Subsequent Events, of Notes to Condensed Consolidated Financial Statements for further details.

**ITEM 3. DEFAULTS UPON SENIOR SECURITIES**

Not applicable.

**ITEM 4. REMOVED AND RESERVED**

Not applicable.

**ITEM 5. OTHER INFORMATION**

None.

**ITEM 6. EXHIBITS**

***Exhibits***

The Exhibits listed below are filed as part of this Form 10-Q

Exhibit 2.1(1)	Share Purchase Agreement dated as of March 30, 2011, by and among salesforce.com, inc., salesforce.com Canada Corporation, Radian6 Technologies Inc. and each of the Radian6 Technologies Inc. shareholders, and the shareholder representative
Exhibit 3.1(2)	Amended and Restated Certificate of Incorporation of Salesforce.com, Inc
Exhibit 3.2(3)	Amended and Restated Bylaws of salesforce.com, inc.
Exhibit 4.1(4)*	2006 Inducement Equity Incentive Plan and forms of agreements thereunder
Exhibit 4.2(4)*	Radian6 Technologies Inc. Third Amended and Restated Stock Option Plan and form of agreement thereunder
Exhibit 10.1(5)*	Form of Change of Control and Retention Agreement as entered into with Hilarie Koplow-McAdams and David Schellhase
Exhibit 31.1	Certification of Chief Executive Officer pursuant to Exchange Act Rule 13a-14(a) or 15(d)-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
Exhibit 31.2	Certification of Chief Financial Officer pursuant to Exchange Act Rule 13a-14(a) or 15(d)-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
Exhibit 32.1	Certification of Chief Executive Officer and Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
Exhibit 101.INS(6)	XBRL Instance Document
Exhibit 101.SCH(6)	XBRL Taxonomy Extension Schema Document
Exhibit 101.CAL(6)	XBRL Taxonomy Extension Calculation Linkbase Document



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Exhibit 101.DEF(6)	XBRL Extension Definition
Exhibit 101.LAB(6)	XBRL Taxonomy Extension Label Linkbase Document
Exhibit 101.PRE(6)	XBRL Taxonomy Extension Presentation Linkbase Document

\* Denotes a management contract or compensatory plan or arrangement.

- (1) Incorporated by reference from the Company's Form 8-K filed with the Securities and Exchange Commission on March 30, 2011.
- (2) Incorporated by reference from the Company's registration statement on Form S-1 (No. 333-111289), Amendment No. 3, as filed with the Securities and Exchange Commission on April 20, 2004.
- (3) Incorporated by reference from the Company's Form 8-K as filed with the Securities and Exchange Commission on January 14, 2011.
- (4) Incorporated by reference from the Company's Form S-8 as filed with the Securities and Exchange Commission on May 13, 2011.
- (5) Incorporated by reference from the Company's Form 10-K for the annual period ended January 31, 2010 as filed with the Securities Exchange Commission on March 11, 2010.
- (6) The financial information contained in these XBRL documents is unaudited and these are not the official publicly filed financial statements of salesforce.com, inc. The purpose of submitting these XBRL documents is to test the related format and technology, and, as a result, investors should continue to rely on the official filed version of the furnished documents and not rely on this information in making investment decisions. In accordance with Rule 402 of Regulation S-T, the information in these exhibits shall not be deemed to be filed for purposes of Section 18 of the Exchange Act, or otherwise subject to the liability of that section, and shall not be incorporated by reference into any registration statement or other document filed under the Securities Act, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.



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**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Dated: May 26, 2011

**salesforce.com, inc.**

/s/ Graham Smith  
**Graham Smith**

**Chief Financial Officer**

**(Principal Financial Officer and Duly Authorized Officer)**