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Acquisition of CloudGenix, Inc by Palo Alto Networks, Inc. Call

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MANAGEMENT DISCUSSION SECTION

Operator: Good day, and welcome to the Palo Alto Networks Announces Intent to Acquire CloudGenix Conference Call. Today's conference is being recorded.

At this time, I would like to turn the conference over to Mr. David Niederman, Vice President of Investor Relations. Please go ahead.

David Niederman

Vice President-Investor Relations, Palo Alto Networks, Inc.

Good afternoon. As you've seen this morning, we announced the proposed acquisition of CloudGenix. Joining us today to discuss the transaction are Nikesh Arora, Chairman and CEO of Palo Alto Networks; and Lee Klarich, Chief Product Officer. Please note that we will not be commenting on our fiscal third quarter or fiscal 2020 guidance during today's call.

I would like to remind you that during the course of this conference call, management will make forward-looking statements including statements regarding our competitive positions and the demand and market opportunity for our products and subscriptions, including our beliefs about the anticipated benefits of the proposed acquisition of CloudGenix, the anticipated timing of close and our phased integration approach, our continued execution and focus on providing new products to our customers, and the overall impact from the COVID-19 crisis on our business.

All statements other than historical facts including the statements regarding the expected benefits of the proposed transaction are forward-looking statements. These statements are based on management's current expectations, assumptions, estimates and beliefs. While we believe these expectations, assumptions, estimates and beliefs are reasonable, such forward-looking statements are only predictions and are subject to a number of risks and uncertainties which are beyond our control and which could cause actual results to differ materially from those anticipated by these statements. These forward-looking statements apply as of today, and you should not rely on them as representing our views in the future.

With that, I'll turn the call over to Nikesh.

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Thank you, David, and welcome, everyone. Thank you for joining the call and making the times in such short notice. We're excited to announce the proposed acquisition of CloudGenix, and explain how this complements our strategy. Before we get to CloudGenix, I would like to take a few minutes to address the COVID-19 situation. First and foremost, we have prioritized the health and safety of our employees. In addition to travel guidance of public health authorities, we restricted international and domestic travel for our teams. As of March 16, we made working from home mandatory to all employees with limited exceptions, and optimized virtual meetings to help them do so. In this unique time, we also have shown a commitment to helping our employees. Yesterday, we committed to a no layoff policy associated with the uncertainty caused by COVID-19.

We have slowed down hiring to ensure that we manage the pace of our hires in line with the expectations of the economy. We've also established a fund to assist our employees that may be in need, our hourly workers, who may not be working during this period, and also the communities we're in. The fund will be supported by donations from management, our board of directors, our employees and me. From a technology perspective, we're fully leveraging our remote secure working capabilities through Prisma Access to our employees to enable them to securely connect to the applications they need, more from the cloud and our data centers and offices.

Additionally, we have transitioned our security operations center to a remote model and that all our analysts are working from home. Our partnership with Google allows us to scale our products in a linear fashion and we've ensured that we have had no issues in meeting the high demand we're seeing for remote secure access.

Let me talk about the business impacts of COVID-19. From a sales perspective, we have seen a few dynamics. One, the working from home phenomena has prompted many organizations to purchase incremental firewalls to accommodate the new traffic from employees no longer working from their corporate offices.

We're well positioned to help customers to fully protect our firewall subscription that allows organizations to secure from remote places. We are also seeing increase in conversations regarding Prisma Access from customers who are contemplating a new paradigm in terms of remote working as organizations around the globe are mandating their work [indiscernible] (00:03:30) to work from home. We launched a free trial product in Prisma Access. We have seen over 1,000 trials initiated by customers in the last few weeks itself. In a little over a month, we've seen a significant increase in Prisma Access and GlobalProtect pipeline, and I have already seen wins in that timeframe. The majority of this pipeline is from our installed base and speaks to its strength.

With all that said, we're facing a situation without precedent while we are looking as hard as we can to continue to serve our existing and new customers [indiscernible] (00:03:55) today we cannot yet determine. On the margin, we expect that some of our customers that are seeing disproportionate economic impact are likely to be credit

constrained, and we're already proactively working with them to adapt their payment terms to ensure continued service.

In terms of supply, we're monitoring the situation extremely closely. As a reminder, we manufacture all of our appliances here in California. We do have a small number of components that are single sourced from China that are used in our lower-end firewalls. We are working with our supply chain to ensure that we're able to do with the current demand and unexpected demand for the quarter. In most of our deals, we do not expect any supply chain interruptions.

Now turning to CloudGenix. We're delighted to further our SASE capability to propose acquisition of CloudGenix. We've spoken quite a bit in recent months about how the digital transformation is accelerating the adoption of cloud and SaaS applications. Most organizations now have a digital transformation strategy to fuel user mobility. A recent study showed that 42.5% of the global workforce will be mobile by 2022, although during this COVID-19 crisis, this number is clearly much higher. We expect that once the pandemic slows, we will see a permanent change in how organizations think about remote workforces. Cloud adoption is another macro trend being fueled by digital transformation. Almost all organizations now use the cloud in some shape or form – whether that's SaaS, IaaS or PaaS.

As applications move from corporate data centers to cloud and users need secure access from anywhere, whether at headquarters, remote access around the world, organizations face challenges from traditional network and security architectures that could be costly and ineffective. With the acquisition of CloudGenix, we intend to maintain a dual SD-WAN strategy, and Lee will talk about that in a minute. We believe with the inclusion of CloudGenix, Prisma Access, which is already the industry's most comprehensive SASE platform, will be enhanced to deliver a global cloud network or cloud delivery security to all users. With the proposed acquisition, we will integrate CloudGenix's cloud-managed SD-WAN products to accelerate the intelligent onboarding of remote branches and retail stores into Prisma Access. This combination will extend the breadth of our solution, our platform and address best-of-breed network as well as security transformation requirements. This will accelerate the shift from SD-WAN to SASE.

As you've likely read in the press release, the agreed upon purchase price is \$420 million, and co-founders, Kumar Ramachandran, Mani Ramasamy and Venkataraman Anand, have agreed to join Palo Alto Networks.

I'm going to turn the call over to Lee to let him share his thoughts on how CloudGenix fits with our product strategy. Lee?

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Thank you, Nikesh. As you can imagine, I'm excited about the opportunity to accelerate our SASE strategy with the proposed acquisition of CloudGenix, but first, a little context. Driven by digital transformation, we're seeing a significant increase in customers embarking on network transformation projects with SD-WAN as a core enabling technology. The most – the way most SD-WAN architectures work, the customer deploys an SD-WAN device in every branch office, but they also need to deploy SD-WAN devices in regional data centers around the world and effectively build and operate their own global network.

As you can imagine, this can be very challenging, and we think there's a better way. This is why we built Prisma Access where both the network and security are cloud delivered and offered as a service. Prisma Access provides customers world-class security as a service on a premium global network through our partnership with Google, and with this acquisition, we will further enhance our SASE platform by integrating the CloudGenix Albased SD-WAN product with Prisma Access providing a seamless end-to-end solution to our customers.

This is referred to as a thin branch solution as the device in the branch is intelligent yet lightweight with most of the complex processing happening in our cloud. We expect the first integration milestone within three months of closing with deeper integration through the back-half of the year. Importantly for our customers, especially as work from home has become the new norm, Prisma Access also provides scalable secure access for remote users. This means one cloud-delivered security solution for branch offices, mobile users and partners for secure global connectivity to all applications.

Please note, we do believe in giving our customers choice, and so we will continue to enhance both the existing CloudGenix SD-WAN product, as well as our own next-gen firewall-based SD-WAN product. This ensures we meet the range of requirements from our customers, and provide a great onramp to our full SASE solution.

With that, let's open it up for questions.

QUESTION AND ANSWER SECTION

Operator: Thank you. [Operator Instructions] And we will take our first question from Brian Essex with Goldman Sachs.

Brian Essex

Analyst, Goldman Sachs & Co. LLC

Hi. Good afternoon. Thank you for taking the question. Congratulations first of all on the transaction, it's a really interesting technology. Maybe Lee, if – I have a question for you. From what I understand, CloudGenix is kind of a hybrid hardware-software model. How do you anticipate integrating that with your platform? And then maybe Part B of this, help us understand are they a little bit differentiated with application routing technology as opposed to packet routing technology, how does that also marry with your platform, and where do you have the best synergy with those two aspects?

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Yeah, thanks for the question, Brian. To the first part the – one of the things we really liked about CloudGenix is the cloud-based approach they took from a management, telemetry, visibility console they provide their customers. It's really unique and something that the customers value highly. The – on the branch side, they have both a hardware option as well as a software virtual appliance option, and they give customers the choice between those. We think that in the branch we really like the solution they have, what we will do is from an integration perspective is design it such that it connects customers directly up to Prisma Access, so our global network and security-as-a-service, and then we will start to integrate the management consoles to give customers that unified experience over time.

Brian Essex

Analyst, Goldman Sachs & Co. LLC

Got it. Super helpful. Maybe one quick follow-up for Nikesh. I understand you guys have been partners for a while. From a sales perspective, how familiar is the sales force with CloudGenix, and is it something where you might be able to get a great amount of synergy through the sales force right away?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Yes, Brian. Look, we have already been pivoting our sales force to learn more and more about Prisma Access, about remote security and SD-WAN with the launch of our SD-WAN capabilities in our firewalls. Additionally, CloudGenix has a dedicated SD-WAN too, obviously, and we have a few customers where we have partnered together already where our customers are using the CloudGenix's SD-WAN product with Prisma Access. With it, we anticipate being able to cross-sell SD-WAN to our Prisma Access customers and up-sell Prisma Access to CloudGenix's SD-WAN customers. So, we think there is huge opportunity of putting the sales teams together and leveraging both the SD-WAN and Prisma Access secure capability.

As I said in my prepared remarks, we are seeing a bump up in the conversations around remote secure working from home that usually translates into an SD-WAN conversation in the medium term. And I think as it becomes a new norm given the pandemic we're in, I think we're going to see more and more projects in the next few years, we could talk about MPLS replacement backed all in some of the traffic straight to the cloud, and all of that back [indiscernible] (00:11:12) and right in the center of that trend we think having a dual-pronged solution is great because, for customers which are taking on large scale network transformation projects, they really want a dedicated cloud-based SD-WAN solution which we think CloudGenix has.

Brian Essex

Analyst, Goldman Sachs & Co. LLC

Great. Very helpful. Thank you very much.

Operator: [Operator Instructions] We'll take our next question from Keith Weiss with Morgan Stanley.

Keith Eric Weiss

Analyst, Morgan Stanley & Co. LLC

Excellent. Thank you, guys, for taking the question. Nikesh, I guess the question for you in terms of the timing, why now from a kind of market perspective, is this the right time for doing CloudGenix, anything specific kind of foreseen issue making this acquisition now? And then second part of the question, any detail if you could give us on the financials at CloudGenix or any projected impacts to the Palo Alto Networks financial model on a going-forward basis?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Thank you. Thank you for the question. Look, that's a great question, and we had been in conversation and been evaluating the SD-WAN market even prior to when COVID-19 came about. And we've looked at every player in the market, we looked at where the maximum benefit for us would be from an integration perspective. And as you heard Lee, he has outlined a very clear integration path. And honestly, the more we dug into the company, the better we liked it. The more we looked at it, the more we felt that the next set of development should be together as opposed to separate.

And the only question was is this the right time or not. And if I take a long-term view to this, sooner is better than later because we want the teams to coalesce, we want the product to be aligned and integrated. And the team on Prisma Access has just come off a big release where it is stable, it's working on GCP, we're turning on tens of thousands if not hundreds or thousands of customers, and now even then launch our next development product trying to make SD-WAN stronger, we figured this is the right time to do it. And similarly, CloudGenix was going

through its next transition of how do we go integrate LTE and 5G into their boxes. So, we figured if we do – if we start working now, we're better off getting it done.

Our board made sure we looked at our capacity of the company so that we integrate, they made sure we looked at our capacity. From a cash perspective, we have lots and lots of cash in our balance sheet, we can ride out any economic scenario in the next few years. So, from those perspectives, we thought there's nothing stopping us. And to be honest, I've seen the Palo Alto team really step up in the last few weeks and really focus hard in getting it done. We've gotten this done remotely by doing deliveries remotely over the last 30 days, and it's worked out. So, I – better sooner than later if you're going to deliver the integrated products, and we think this is the time of the market where this market will shake out winners and losers more so than the prior market.

Keith Eric Weiss

Analyst, Morgan Stanley & Co. LLC

Got it. And then on any financial impacts?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Yeah. We're going to hold that one to the earnings call, Keith, because as you can imagine, we still have to get a regulatory approval and get the deal closed, and we'd rather have the certainty to close behind us when we share financial impacts with you.

Keith Eric Weiss

Analyst, Morgan Stanley & Co. LLC

Got it. Okay. Thank you, guys.

Operator: Next question comes from Fatima Boolani with UBS.

Fatima Boolani

Analyst, UBS Securities LLC

Good afternoon. Thank you for taking the questions. Lee, I'm going start with you. So, of course, you've been working on an organically developed SD-WAN solution, and maybe tying some of the earlier points together, can you help parse through sort of what is incremental to the homegrown SD-WAN capabilities and how the new capabilities from CloudGenix are going to be deployed, whether that's through an attached subscription or an unattached subscription? And then, I have a follow-up for Nikesh.

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Yeah. Thanks for the question. We've seen, and I described a little bit the market is there's – a lot of the SD-WAN market today is more of a sort of do-it-yourself model where SD-WAN products are sold to customers and the customers deploy them. They build their own hubs in regional data centers, they connect them together. They basically build their own network. And there will continue to be a market for that, but we really see the market shifting toward a SASE model where that global network footprint and cloud-delivered security is delivered as a service for the customer. And so, in that model what – the CloudGenix approach really fits nicely in that their SD-WAN device whether hardware or virtual is designed to be very lightweight yet intelligent deployed into the branch office, and it's already optimized for connecting into a global cloud footprint like Prisma Access.

They then provide the cloud-based telemetry monitoring capabilities, the application performance routing. So, it really completes the approach that we're taking with Prisma Access in an optimized way. Now, we will – again as I said before, we will continue to enhance the standalone products. We think there are a set of customers out there for various reasons that will continue to go down that path. And so, you'll see us enhance both the CloudGenix as well as our next-gen firewall-based products, but we see that more as a - in the future becoming the on ramp to Prisma Access and SASE solution.

Fatima Boolani

Analyst, UBS Securities LLC

That's super helpful. And Nikesh, for you, in our conversations at RSA, there were some considerations around potentially slowing down the M&A effort. So, can you give us a sense of or some indication of how investors can feel confident that ongoing transaction activity like this won't dilute or divert your focus away from the efforts on rehabilitating the core firewall business and the network security business? And that's it from me. Thank you.

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Thank you, Fatima. Look, for ma the revival of the firewall business, that's to the sales the execution issue we highlighted in Q1 and Q2 when we said we believe that we would improve that capability in Q3 and going forward with Q4, and we still stand behind that statements, and we believe our revival will improve over Q3 and Q4, of course notwithstanding any COVID impacts, but are hard to determine the further out that you look.

From an opportunity perspective, as I said our Prisma Cloud team is heads up in all the integrations we have to do when we're focused on getting them to deliver the integrations, and so the Cortex team. And when we looked at the firewall and the most secure access opportunity, to be honest, as we delivered the SD-WAN, we've clearly seen more activity in the SD-WAN space in about six to nine months both competitively as well as from the established players. And we are beginning to see a convergence of security in SD-WAN, and we felt it was imperative for us to have a solution sooner than later. And we have an organic solution as we described that satisfies a certain amount of use cases. If you want to have a fully integrated onboarded remote secure SD-WAN use case, then this is the right answer for us. So, I do still stand by the fact that we're not interested in going and spending money in an uncoordinated, undisciplined fashion, but this was an important acquisition from a product roadmap perspective, and something we'd like to get done.

I probably will have more ability to share how we think about it financially at our earnings call, and hopefully I'll give you some more comfort.

Fatima Boolani

Analyst, UBS Securities LLC

Appreciate that feedback. Thanks so much.

Operator: The next question comes from Saket Kalia with Barclays Capital.

Saket Kalia

Analyst, Barclays Capital, Inc.

Hey, guys. Thanks for taking my questions here. First, maybe for you, Lee. I can certainly see the strategic overlap between CloudGenix and Prisma Access as well as the dual SD-WAN strategy you talked about. Could you just maybe talk about longer term how perhaps CloudGenix could add to the SD-WAN capability on your core firewall appliances?

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Yeah. Good question. Yeah, the integration with Prisma Access, certainly, we think it's an obvious one and one that will significantly benefit our customers, and where we see the market moving. We are taking a look at where we can leverage either technology and/or simple knowhow from CloudGenix into our next-gen firewall space. One thing I've learned is they've been working on this for the past close to seven years. Obviously, they've built up a tremendous amount of knowledge and experience with that processing, and there's no question we'll tap into that as we integrate the teams and leverage the knowledge and learning in both directions.

Saket Kalia

Analyst, Barclays Capital, Inc.

Got it. Maybe follow-up for you, Nikesh. Listen, obviously, still a lot to play for this quarter, and not looking for a comment on numbers, to your point earlier, but you spent a lot of time with customers, and I'm curious any preliminary things that you're hearing from them just on their view of security spending through this crisis? You talked about more infrastructure from work from home and other tidbits, but anything else that you're hearing from customers as they've sort of maybe adjusted to this crisis?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Hello, Saket. It feels like it's been a long time, but let me remind you it's only been about 2.5 weeks since people have gone into this mode, and to be honest, most customers were caught unawares, as I'm sure, and everybody was busy making business continuity plans as well as making sure they can scale remote working capability in a secure fashion. So, yes, we've seen that spike in terms of people's interest on the margin in terms of making sure that remote work use cases are working. I honestly believe that customers – and as I mentioned in my prepared remarks, clearly, there are some sectors in the economy which have been badly hit already as we now speak, and those people were actively working with to make sure that we can work with them on credit terms.

Beyond those two impacts, I think it'll still take a few weeks before customers really adjust their plans and rethink their plans, if they have to, but for now, we haven't seen any major changes, which I'll not consider they will not because I don't think they have enough time to take stock, and everyone is trying to see how this thing unfolds, whether it's going to be a quick one or a slightly longer one or a very long one.

Saket Kalia

Analyst, Barclays Capital, Inc.

Makes sense. Thanks, guys.

Operator: We'll take our next question from Walter Pritchard with Citi.

Walter H. Pritchard

Analyst, Citigroup Global Markets, Inc.

Hi. Thanks. Question either for Lee or Nikesh. Just around service provider relationships, how are you thinking about this policy to being friendly for channel partners like telcos and others that provide network services? Do you think it will put you more in competition there or do you think you can help leverage those relationships with managed services and so forth?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Yeah. It's a good question. Let me give you a quick overview, and if Lee has something to add. Look, SD-WAN is an interesting market. A lot of the deals that CloudGenix has done have happened through network influencers and people who support cloud network transformations. Sometimes they come from the security side, sometimes they come from network side, and we are well-placed. We also have started building SPU practices. We've hired a lot of the people who are working with SPUs directly.

But, Lee, do you want to add to that from the possibility of SPU channel here?

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Yeah. Obviously, we view SPUs as being a viable and a very interesting channel. One thing I'd add is with Prisma Access, we already have a number of relationships around the world with service providers using that as the footprint for providing both network and security as a service. And so, I could see this CloudGenix playing nicely as an extension of that.

Walter H. Pritchard

Analyst, Citigroup Global Markets, Inc.

Okay. Great. Thank you.

Operator: We'll take our next question from Brent Thill with Jefferies.

Brent Thill

Analyst, Jefferies LLC

Hi. Good afternoon. I was curious if you could just expand on the pricing model and how you see that evolving going forward?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Lee, do you want to take that one?

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Sure. So, maybe just to answer the first part, so the pricing model they have is largely based on – it's a subscription model, and priced by the size of the branch office essentially, which means the entire thing, including hardware, is part of the subscription. That's the current model. As we look forward, as I mentioned, the primary strategic focus will be on integrating CloudGenix with Prisma Access, and Prisma Access obviously is also designed as a subscription model. And so, while we haven't finalized all the plans, we'll be going through refining integration planning during the close process. I would anticipate that you would see us – the pricing models fit seamlessly together.

Brent Thill

Analyst, Jefferies LLC

And just a quick follow-up for Nikesh on Prisma Access. You mentioned a pick-up in demand. There's a few financial services companies, we've seen that already that we spoke to. And just when you think about how quickly customers are coming back to kind of get renewed on this, can you just walk through what that uptick looks like, and any other color that you have just to further cement that comment would be helpful.

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Well, I already indicated that, look we've had people call us up with a more follow-on capacity to make sure that GlobalProtect works for them. And currently we have approximately over 25 million remote users we're supporting across multiple customers, over 10,000 customers, so some of them have called for increased capacity, some of them have done quick POCs, literally [indiscernible] (00:24:45) POCs and gone live. And again, these are anecdotal. These are not in large base we're talking about. These are customers who literally, school districts or universities who wanted a more secure access instantly. So, we are seeing a pick-up in demand. And our view is that it takes 21 more days to form a habit. We think the more work becomes more normal in corporations, it grows from 5% to 20%, and that becomes the need for every organization to ramp up their capacity in a more stable, scalable way over time. So, we think everyone [indiscernible] (00:25:20). Hopefully, we should be able to work with them in the medium term, so.

Brent Thill

Analyst, Jefferies LLC

Thanks for the color.

Operator: We'll take our next question from Sterling Auty with JPMorgan.

Sterling Auty

Analyst, JPMorgan Securities LLC

Yeah. Thanks. Hi, guys. I'm curious in the situation where customers still want to bring traffic back from the branch to the core data center that they're using CloudGenix. Would that actually require a separate CloudGenix box at the data center or would you be able to integrate that into the existing firewall platform? Or would that perhaps require a customer to upgrade their Palo Alto firewall to support?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Lee, do you want to take that?

Lee Klarich

Chief Product Officer, Palo Alto Networks, Inc.

Yeah. Absolutely. So, there's two ways in which we can address that. So, for – we can directly address that today with CloudGenix both in the branch office as well as deployed – deploying a CloudGenix device in the data center. We anticipate that it won't take too long before we would able to have the data center device be a next-gen firewall simply running updated software. So, that's one way in which we could address it.

The other option that we would anticipate seeing a lot of customers do is actually connect CloudGenix up to the Prisma Access service, and from there determine only the traffic that actually needs to go to the data center's router back to the data center, any traffic that's destined for a SaaS application or cloud application or Internet is secured, and then forwarded to the appropriate destination. So, it basically does all the security in the cloud, and

only forwards the traffic to the data center that actually has to go there. But we'll be able to support both deployment options for customers.

Sterling Auty

Analyst, JPMorgan Securities LLC

Got you. And then one quick administrative follow-up. How many employees at CloudGenix and - at this time?

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Approximately 200.

Sterling Auty

Analyst, JPMorgan Securities LLC

Great. Thank you.

Operator: That concludes today's question-and-answer session. Mr. Arora, I'd like to turn the conference back to you for any additional or closing remarks.

Nikesh Arora

Chairman & Chief Executive Officer, Palo Alto Networks, Inc.

Yeah. I just want to thank everybody for taking the time and joining us today. As I said, we're extremely excited to bring our enhanced SASE solution to help our customers. I appreciate all of your questions. I hope all of you are staying safe and healthy. I look forward to speaking with you all again. Thank you, again. Bye-bye.

Operator: That concludes today's presentation. Thank you for your participation. You may now disconnect.

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